

RECREATION CULTURE AND EMPLOYEE PERFORMANCE IN SELECTED HOTELS IN PORT HARCOURT, RIVERS STATE, NIGERIA

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Abstract

This study examined the relationship between Recreation Culture and Employee Performance in selected Hotels in Port Harcourt, Nigeria. Quasi-experimental and Descriptive research designs were used for this study. A total number of 120 Pre-tested Structured Questionnaire were distributed to respondents in Selected Hotels. 108 Questionnaire were completely filled and returned, representing 90% response rate. These were analyzed using Spearman Rank Order Correlation Coefficient, and two-tailed tests. It was found that Physical Fitness Programs improved Work Quality, Employee Performance, Productivity, and Morale. It was concluded that Physical Fitness Programs and Organizational Entertainment affected Employee Performance. Correlation tests on the strength and significance of Variables showed that Physical Fitness Programs had strong positive Correlation with Employee Performance in the Selected Hotels. It was therefore recommended that Hotels in Port Harcourt should evaluate their Recreational Activities so that they are not done completely on the Employee's Time and Expense but on Partly-Company and Partly-Employee Time.

Key Words: *Recreation, Recreation Culture, Employee Performance, Employee, Hotels*

INTRODUCTION

Recreation has been discussed by many authors in various ways based on their perceptions. It was defined as refreshment of strength and spirit after toils, (Awujo and Ukabuilu, 2008). Recreation according to Ollor and Collins, (2018) is an activity of leisure which could be site-seeing, mountain climbing and sports such as football, table tennis, jumping, skiing and horse riding. Watching movies, visiting tourists' attraction centers are other ways of using leisure periods. Leisure could also be discretionary time in which one could be free from work. The need to do something in form of recreation is an essential element of human biology and psychology. Recreational activities could often be done for enjoyment, amusement, or pleasure and could be considered as "fun". Rechner (2010) pointed out that recreational activity is important to reduce obesity, cancer and the risk of Osteoporosis (weakness of bones). Participating in recreation brings about the soothing balm to flailed nerves, such as

tiredness, fatigue and emotional problems which could be detrimental to good health. Recreation, when carried out regularly, rejuvenates the body and mind (Bello and Bello 2017).

Culture is the social behavior and norms found in human societies, Bello and Bello, (2017). In this study, this implies the way employees use their leisure time regularly for their benefit.

Recreation Culture Programs were designed to increase Morale, motivate Employees, and enhance Staff Job Satisfaction and improve Performance (Akmal, and Ghazali, 2012).

Employee performance is often regarded as the most important aspect of work-related behavior because, the behavior of employees would determine whether the organizational goals were achieved or not. The importance of employee performance for the success of organizations cannot be underestimated. Employees are the human capital of organizations and their performance are key indicators for organizations to achieve their goals. Hence, Recreation Culture would be

vital in the life of any Organization. Recreation Culture helps in improving, enhancing and encouraging the level of employee's performance in their work place. Organizations therefore need to put in place activities such as recreational activities which would aim at ensuring employees maximize their potential at the work place. American Council on Exercise (2000) stated that creating some leisure time allows employees to recharge themselves psychologically and emotionally and this could lead to improved job performance. There has been increased involvement in recreational activities and wellness programs by companies in a bid to promote employees' physical fitness, morale and performance, (Ollor and Collins (2018). If Hotels in Port Harcourt could invest in recreational activities that is inherently beneficial to their employees; such initiatives would significantly contribute to reducing absenteeism and raise employees' morale and productivity (Cohen, 1999). Also, Aga Khan Development (2013) asserted that health problems such as diabetes mellitus and hypertension declined when employees engaged in recreational activities. Similarly, organizations such as the American Council on Exercise (2000) supported the concept of recreation culture and argued that setting aside leisure time and wellness programs would improve employees' quality of life thereby enhancing their job performance, morale status, and physical health. Wellness Proposal (2006) also confirmed the declining health care costs for employers by stating that recreation culture would reduce sick leave, health costs, and disability costs by 27.8%, 28%, and 33.5% respectively. Similarly, the World Health Organization WHO (2003) reported that workplace recreation activities reduce sick leave by 32%, health care costs by 50%, and improve productivity by 52%. At the same time, employers enjoy intangible benefits of the recreation programs such as improved staff morale and productivity, staff retention, and improved corporate image (Mokaya and Gitari, 2012). This study was

designed to investigate the relationship between Recreation Culture and Employee Performance in Selected Hotels in Port Harcourt, Rivers State.

STATEMENT OF THE PROBLEM

The Hotel Industry is characterized by long working hours. Most Employees work late into the night and the following day they are back again at work. Much of the works require the employees to constantly stand on their feet; customer interactions can be stressful. Employees may be verbally abused for service problems that are none of their cause and completely out of their control. In addition, many of them have problems maintaining a work-life balance as there is an adage that says, "Stress kills more than hunger". These factors individually or in combinations could lead to unhealthy conditions, low morale, conflicts, lack of job commitment, high stress levels and low Performance Status. Hence, this study was designed to investigate the relationship between Recreation Culture and Employee Performance in Selected Hotels in Port Harcourt, Rivers State.

PURPOSE OF THE STUDY

The purpose of this Study is to examine the relationship between Recreation Culture and Employee Performance in Selected Hotels in Port Harcourt, Rivers State.

RESEARCH QUESTIONS

The following research questions were answered:

- i. What is the relationship between Physical Fitness and Employee Output in the Selected Hotels in Port Harcourt, Rivers State?
- ii. What is the relationship between Physical Fitness and Employee Commitment in the Selected Hotels in Port Harcourt, Rivers State?
- iii. What is the relationship between Organizational Entertainment and Employee output in the Selected Hotels in Port Harcourt, Rivers State?
- iv. What is the relationship between Organizational Entertainment and Employee

Commitment in the selected Hotels in Port Harcourt, Rivers State?

RESEARCH HYPOTHESES

The following hypotheses were tested in the course of the study:

- i H₀₁: There is no relationship between Physical Fitness and Employee Output in Selected Hotels in Port Harcourt, Rivers State
- ii H₀₂: There is no relationship between Physical Fitness and Employee Commitment in Selected Hotels in Port Harcourt, Rivers State.
- iii H₀₃: There is no relationship between Organizational Entertainment and Employee Output in Selected Hotels in Port Harcourt, Rivers State.
- iv H₀₄: There is no relationship between organizational entertainment and employee commitment in selected Hotels in Port Harcourt, Rivers State.

CONCEPTUAL FRAMEWORK OF THE STUDY & REVIEW OF RELATED LITERATURE

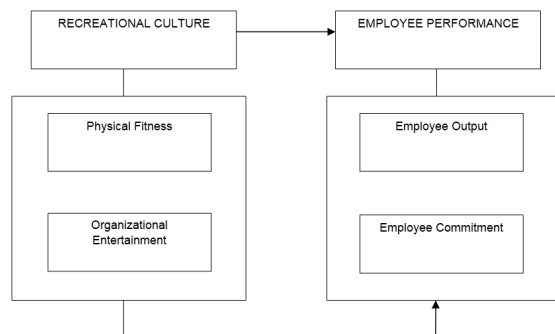


Figure 1: Conceptual Framework of the Study
Source: Researchers' Conceptual Framework, (2018).

The Concept of Recreation Culture:

Recreational programs are long-term organizational activities created to enhance the implementation of organizational practices and individual behavior conducive to maintaining or improving employee physiological, health, and social wellbeing, (Wolfe & Parker, 1994). The purpose of recreational programs in an

organizational context is to promote the competency of employees by improving their health. More recent studies conducted at Johnson & Johnson, (Fielding, 1994) indicated positive opportunity costs as regard to health promotion programs. Goliath, (2007) defined health promotion as the total focused activities created to enhance employee and communal health through recreational activities and other approaches such as behavior change strategies, health education, health protection measures, health enhancement and health care. These studies found recreational programs affecting normal exercise involvement, fitness levels, patients' medical costs, employee satisfaction, performance and productivity. A recreational program promotes outstanding health to the employee and upscale the quality of life in the workplace.

Dimensions of Recreational Culture

Physical Fitness Program

Physical fitness has been described as a state of health and well-being with the ability to perform aspects of sports, occupations and daily activities with low risk of premature health problems and enough energy to participate in a variety of physical activities (Howley & Franks, 1997).

Before the industrial revolution, fitness was defined as the capacity to carry out the day's activities without undue fatigue.

Measures of Employee Performance: Employees Commitment

Ollor and Harry, (2020) described Employee Commitment as the bond experienced between the Employees and their organizations. Employees who are committed to their organizations generally feel a connection with their organization, feel that they fit in and in and feel understand the goals of the organization and the added value of such employees is that they tend to be more determined in their work and show restively high productivity. The key objective of all management being to develop a positive corporate culture as manifested in values,

norms and management style combine to promote commitment. With commitment from staff performance, businesses could improve dramatically. Employee Commitment makes real difference.

METODOLOGY

Population of the Study

A population of a study is the total number of people from which the Sample Size is actually selected from to aid in obtaining relevant information (Rubin and Babbie, 2006). Ten (10) selected Hotels in Port Harcourt were used as the settings of this study. They include:

- (1), Hotel Presidential,
- (2), Swiss Spirit Hotel & Suites Danag PH,
- (3), Hotel Novotel Port Harcourt,
- (4), Echelon Heights Hotel PH,
- (5), Habitat Hotel and Resort,
- (6), Helena Haven Hotels PH,
- (7), Odum J. Hotel,
- (8). Valandy Hotel,
- (9); Le Meridien Ogeyi Place,
- (10); and Golden Tulip,

From a possible total of 180 management staffs available within the above hotels, a total of 120 management staff made up the subjects from our target population.

TABLE 1: Selected Hotels Observed

S/ N	NAME OF HOTELS	ADDRESS	NO. OF SNR STAFF
1.	Hotel Presidential	Aba Road, Port Harcourt, Nigeria.	20
2.	Swiss Spirit Hotel & Suites Danag Port Harcourt.	#79 Ken Saro-Wiwa Road, Port Harcourt, Nigeria.	17
3.	Echelon Heights Hotel Port Harcourt.	#73 Ken Saro-Wiwa Road formerly known as Stadium Road, Port Harcourt.	15
4.	Novotel Hotel, Port Harcourt.	#3 Stadium Road, Port Harcourt, Nigeria.	15

5.	Habitat Hotel and Resort Port Harcourt	#5 Habitat Drive, NTA/Choba Road, Rumualogu, Port Harcourt	10
6.	Helena Havens Hotels Port Harcourt	Km1, East West Road, by Choba Police Station, Choba, Port Harcourt.	12
7.	Odum J. Hotel	#1 Odums Street, East West Road, Choba, Port Harcourt.	5
8.	Valandy Hotel	#4/6 Wizor Street, East West Road, Choba, Nigeria.	5
9.	Le Meridien Ogeyi Place	#45 Tombia Street, GRA Phase II, Port Harcourt.	10
10.	Golden Tulip Port Harcourt	#1c Evo Crescent, Port Harcourt, Nigeria.	11
	TOTAL		120

SOURCE: Researchers Survey, 2018

Sampling Technique / Sampling Size Determination

Convenience sampling was used for this study as it will be difficult to get all the management staffs together at a place and use probability sampling techniques. However, the Taro Yemane’s Formula was used in determining the Sample Size as shown below:

$$N = \frac{N}{1+N(e)^2}$$

Where:

N = The Population of the Study

n = The Sample size sought

e = The level of Significance which is always 5% i.e 0.05

Therefore, applying the formula, we have:

$$\frac{N}{1+N(e)^2}$$

The sampling size is:

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{180}{1+(180 \times 0.05)^2}$$

$$n = \frac{180}{1+(180 \times 0.0025)}$$

$$n = \frac{180}{1+0.5}$$

$$n = \frac{180}{1.5}$$

$$n = 120$$

Therefore, the sample size (n) = 120

The sample size of 120 represents 67% of the entire Population. One hundred and twenty, (120) Questionnaire was distributed to 120 respondents.

Methods of Data Collection

The researchers used two sources of data collection in carrying out this research namely:

the Primary and the Secondary sources. The Primary sources were: Questionnaire, Personal Observations and Interviews. While, the Secondary sources of data collection used to support findings included: Textbooks, Journals, Internet, Newspapers and Magazines. The Questionnaire was divided into two sections, A & B. Section A was used to gather demographic information of the respondents, while section B was further divided into parts, 1, 2 & 3. Each section was assigned a four response options of Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) Strongly disagreed (SD) with a corresponding value of 5, 4, 3, 2 and 1.

QUESTIONNAIRE ADMINISTRATION AND RESPONSE RATE

TABLE 2: Questionnaire Administration and Response Rate

Questionnaire				
	Frequency	Percent	Valid Percent	Cumulative Percent
Copies Retrieved	108	90.0	90.0	90.0
Valid Copies not Retrieved	12	10.0	10.0	100.0
Total	120	100.0	100.0	

Source: Survey Data (2018)

A total of 120 copies of Questionnaire were administered, out of which 108 copies were dully completed and returned to the researchers. This represents 90% of the total Questionnaire administered. 12 copies of Questionnaire were not returned. This represented 10% of the Questionnaire. So, 108 copies of Questionnaire were Analysis.

Coefficient. The results of the Statistical Testing were used to either accept or reject the Null Hypothesis at 0.05 Level

Rejection Rule:

P-VALUE APPROACH: Reject H₀ if p-value ≤ α

Accept H₀ if p-value ≥ α

TESTING OF HYPOTHESES

The Hypotheses were tested statistically using Spearman's Rank Order of Correlation

H₀₁: There is no relationship between physical fitness and Employee output in Selected Hotels in Port Harcourt, Rivers State

TABLE 3: Statistical Analysis for Hypothesis One

		Correlation	
		Physical fitness	Employee output
Spearman's rho	Physical fitness	1.000	.513
	Correlation Coefficient		

	Sig. (2-tailed)	.028
	N	108
	Correlation Coefficient	.513
Employee output	Sig. (2-tailed)	.028
	N	108

Source: Survey Data (2018)

From the result above, the Correlation Coefficient ($r = 0.513$) between Physical Fitness and Employee Output was moderate and positive. The Coefficient of Determination ($r^2 = 0.263$) indicated that 26% of Employee Output could be explained by Physical Fitness. The Significant Value of 0.028 ($p < 0.05$) revealed a significant relationship; based on

that, the Null Hypothesis was rejected. This implied that, there was significant relationship between Physical Fitness and Employee Output.

H₀₂: There is no relationship between Physical Fitness and Employee Commitment in Selected Hotels in Port Harcourt, Rivers State

TABLE 4: Statistical Analysis for Hypothesis Two Correlation

		physical fitness	employee commitment
Spearman's rho	Physical fitness	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	108
	Employee commitment	Correlation Coefficient	.693
		Sig. (2-tailed)	.000
		N	108

Source: Survey Data (2018)

From the result above, the Correlation Coefficient ($r = 0.693$) between Physical Fitness and Employee Commitment was moderate positive linear relationship. The Coefficient of Determination ($r^2 = 0.4802$) indicated that 48% of Employee Commitment could be explained by Physical Fitness. The Significant Value of 0.000 ($p < 0.05$) revealed a significant relationship. Based on this, the

Null Hypothesis was rejected. This implied that, there was significant relationship between Physical Fitness and Employee Commitment.

H₀₃: There is no relationship between Organizational Entertainment and Employee Output in selected Hotels in Port Harcourt, Rivers State.

TABLE 5: Statistical Analysis for Hypothesis Three

		Organizational Entertainment	Employee Output
Spearman' rho	Organizational entertainment	Correlation Coefficient	1.000
		Sig. (2-tailed)	.012
		N	108
	Employee	Correlation Coefficient	.523
			1.000

output	Sig. (2-tailed)	.012	.
	N	108	108

Source: Survey Data (2018)

From the result above, the Correlation Coefficient ($r = 0.523$) between Organizational Entertainment and Individual Output was moderate positive linear relationship. The Coefficient of Determination ($r^2 = 0.273$) indicated that 27% of Employee Output could be explained by Organizational Entertainment. The significant Value of 0.012 ($p < 0.05$) revealed significant relationship. Based on

this, the Null Hypothesis was rejected. This implied that, there was a significant relationship between Organizational Entertainment and Individual Output.

H0₄: There is no relationship between Organizational Entertainment and Employee Commitments in Selected Hotels in Port Harcourt, Rivers State

TABLE 6: Statistical Analysis for Hypothesis Four
Correlation

			Organizational Entertainment	Employee Commitment
Spearman's rho	Organizational Entertainment	Correlation Coefficient	1.000	.834
		Sig. (2-tailed)	.	.043
		N	108	108
	Employee Commitment	Correlation Coefficient	.834	1.000
		Sig. (2-tailed)	.043	.
		N	108	108

Source: Survey Data (2018)

From the result above, the Correlation Coefficient ($r = 0.834$) between Organizational Entertainment and Employee Commitment is strong and positive. The Coefficient of Determination ($r^2 = 0.695$) indicates that 69% of Employee Commitment can be explained by Organizational Entertainment. The significant Value of 0.043 ($p < 0.05$) reveals a significant relationship. Based on that, the Null Hypothesis was rejected. This implied that, there was significant relationship between Organizational Entertainment and Employee Commitment.

DISCUSSION OF FINDINGS

The First Hypothesis (H0₁) stated that there is no significant relationship between Physical Fitness and Employee Output in selected Hotels in Port-Harcourt. This was tested at 5% significance level using Spearman Rank Correlation Coefficient. The result showed p-

value as 0.028 while, the Alpha Value was 0.05. So, the Null Hypothesis was rejected and the Alternate Hypothesis accepted indicating a significant relationship between Physical Fitness and Employee Output in the Selected Hotels in Port Harcourt. Correlation Coefficient showed 0.513 and Co-Efficient of Determination was 26% implying that there was moderate and positive relationship between Physical Fitness and Individual Output in the Selected Hotels in Port Harcourt. The second Hypothesis (H0₂) stated that there is no significant relationship between Physical Fitness and Employees Commitment in Selected Hotels in Port Harcourt. This was tested at 5% significance level using Spearman Rank Correlation Coefficient. The result showed a p-value of 0.000 while the alpha value was 0.05. Following the decision rule, the Null Hypothesis was rejected and the Alternate Hypothesis accepted. This means

that there is significant relationship between Physical Fitness and Employee Commitment in the Selected Hotels in Port Harcourt. Our analysis also showed Correlation Coefficient of 0.693 and Co-efficient of Determination of 48% which implies that there is moderate and positive relationship between Physical Fitness and Employee Commitment in selected Hotels in Port Harcourt.

The third Hypothesis (H0₃) stated that there is no significant relationship between organizational entertainment and employee output in the Selected Hotels in Port Harcourt. This was tested at 5% significance level using Spearman Rank Correlation Coefficient. The result from our analysis showed a p-value of 0.012 while the alpha value was 0.05, therefore, following the decision rule the Null Hypothesis was rejected and the Alternate Hypothesis accepted. This means that there is significant relationship between Organizational Entertainment and Individual Output in the Selected Hotels in Port Harcourt. Our analysis also showed Correlation Coefficient of 0.523 and Co-efficient of Determination of 27%, which implies that there is moderate and positive relationship between Organizational Entertainment and Individual Output in the Selected Hotels in Port Harcourt.

The fourth Hypothesis (H0₄) stated that there is no significant relationship between Organizational Entertainment and Employee Commitment in the Selected Hotels in Port Harcourt. This was tested at 5% significance level using Spearman Rank Correlation Coefficient. The result showed a p-value of 0.043 while the alpha value was 0.05. Therefore, following the decision rule the Null Hypothesis was rejected and the Alternate Hypothesis accepted. This means that there is significant relationship between Organizational Entertainment and Employees Commitment in the Selected Hotels in Port Harcourt. Our analysis also showed Correlation Coefficient to be 0.834 and Co-efficient of Determination of 69%. This implies that there is a strong and positive

relationship between Organizational Entertainment and Employees Commitment of the selected Hotels in Port Harcourt.

SUMMARY OF FINDINGS

The Correlation analysis indicated a positive relationship between Recreation Culture and Employee Performance. This implied that Hotel Recreation Culture could influence Employee Performance of Hotels positively. This result was in line with other empirical studies which showed positive relationship between Recreation Culture and Employee Performance as stated by, Mokaya and Gitari (2012). The finding confirmed that Recreation effected Employee Performance and wellbeing in the work place.

CONCLUSION

The study aimed at determining the effect of recreation culture on employee performance in selected Hotels in Port Harcourt. It was concluded that:

- 1) Physical fitness programs and organizational entertainment effected employee performance in selected Hotels in Port Harcourt.
- 2) Recreation culture influenced employee performance.
- 3) Recreational activities provide opportunity for socialization and strengthening ties among employees and customers as well as for skills development such as leadership, interaction and communication which are essential for effective service delivery.
- 4) Recreation and recreational facilities for employees boost the productivity of employees as their physical and psychological needs will be met; which in turn, absenteeism, sick leave and medical costs are reduced.
- 5) Improved employees' performance organizational efficiency and profitability in selected Hotels in Port Harcourt.

RECOMMENDATIONS

1. Organizations such as Hotels in Port Harcourt should address some convenience factors for the employees. For instance, the Hotels could provide childcare for employees who cannot leave their children unattended or encourage managerial support where employees distrust the motive of recreational programs. Addressing these hindrances using practical solutions would encourage more employees to participate in recreational activities.
2. Hotels should evaluate their employee's schedules so that recreational activities are not done completely on the employee's time but rather, to be done partly on hotels time as suggested by the respondents in this study.

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