

The Influence of Health Benefits on Work Quality at Paint Manufacturing Companies in Rivers State

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Abstract: The study ascertained the relationship between health benefits and the work quality of paint manufacturing firms in Rivers State. The study's objective was to empirically ascertain how health benefits relate to the work quality of paint manufacturing firms in Rivers State regarding compliance with standards, accuracy, and product quality. The study employed the explanatory cross-sectional survey research design. The population of the study consisted of seven hundred (700) full-time staff of nineteen (19) registered paint manufacturing firms in Rivers State obtained from the Paint Manufacturers Association of Nigeria (PMAN), Rivers State Branch. Using Krejcie and Morgan's table of 1970, the study's sample size was Two Hundred and Forty-Eight (248) employees of the Paint Manufacturing Firms. A total of two hundred and forty-eight (248) copies of the questionnaire were distributed, and the researcher could retrieve 240 copies of the questionnaire correctly filled. The data obtained from the field were analyzed using Spearman's Rank Order Correlation Coefficient and t-test with the aid of SPSS Version 22.0. Three hypotheses were tested using Spearman Rank Order Correlation. Rooted on the empirical analysis carried out, the study revealed that: there is a strong positive relationship between health benefits and compliance with the standard of paint manufacturing firms in Rivers State; there is a strong positive relationship between health benefits and accuracy of paint manufacturing firms in Rivers State, and; there is a strong positive relationship between health benefits and product durability of paint manufacturing firms in Rivers State. It was concluded in the study that fair and equitable health benefits such as wellness programs and health insurance bear satisfactory staff commitment that translates into increased work quality in terms of compliance with standards, accuracy, and product durability. The study recommended, among others, that the Paint Manufacturing Association of Nigeria should regulate paint manufacturing firms in Rivers State to adopt adequate respiratory safety kits, factory protective gear, and eco-friendly measures that would moderate the impact of air and waste pollution on employees.

Keywords: Health Benefits, Work Quality, Compliance to Standard, Accuracy, and Product Durability.

Background of Study

Performance standards set expectations for how employees should behave at work. These factors cover more than just a worker's performance on the job. Employees are evaluated based on how successfully they do their duties compared to a set of criteria chosen by the employer. The amount of work required of an employee directly influences how well it is completed. Employees must meet high productivity and quality standards to achieve their employer's goals and objectives. However, based on the researcher's observations, certain employees at paint manufacturing enterprises in Rivers appear to be underperforming, particularly in terms of the quality of the goods and services that result from their contribution to the organization; this harms the quality of the work they produce, the tasks they complete, and their capacity for innovation. This performance flaw further impacts accuracy, standard compliance, product longevity, daily and weekly duties completion, critical thinking, and problem-solving. This suggests that the cause of this bizarre predicament, which is a missing link, is out there. One of the numerous hypotheses is a lack of high-quality work.

The degree to which a task or duty satisfies organizational norms and expectations is defined in this study as work quality. It is either excellence or a condition in which a task is completed without errors, omissions, or notable variances. Determinants of high-quality employment are frequently used to measure work quality. For instance, Barling *et al.* (2009) claimed that high-quality employment gives employees the opportunity and tools (via intensive training) to conduct excellent work. As a result, work quality frequently focuses on income, job stability, and perks because they enable employees to pay their bills and build savings, autonomy, and control. After all, they enable people to meet their requirements at work. Completing a task on time and without monitoring is known as task

accomplishment. It entails preparation, evaluation, monitoring, and reporting (Besim, 2015). There are so many variables at play in a company that might affect how well an employee performs their duties. Health benefits are one of them.

According to Progress (2018), a health benefit is a sort of insurance that pays for medical costs associated with a disease. These costs might be connected to hospitalization fees, prescription drug costs, or professional medical fees. Health benefits are a sort of insurance that aids in defraying a policyholder's hospital and surgery costs. Depending on the kind of health insurance coverage an individual has, the insured pays expenses out of pocket and receives reimbursement, or the insurer pays the provider directly. Health insurance is frequently a part of employee benefit packages in nations without universal healthcare, such as the United States.

There appears to be a dearth of empirical work on health benefits and quality in paint manufacturing firms in Rivers State. In line with this claim, Ijaya (2017) examined the effects of compensation strategies on employees' performance in the Public Health Sector in Nairobi City County, Kenya; Hameed *et al.* (2014) measured the impact of compensation on employee performance in different banks of Pakistan; Musah *et al.* (2016) explored the impact of compensation taking into consideration elements such as salary, rewards, incentives, and indirect compensations impact on employee's performance in AngloGold Ashanti Obuasi, Ghana; Sajuyigbe *et al.* (2019) examined the influence of compensation on employee's performance with particular reference to Nigerian Breweries Plc. These studies proved that studies on compensation and compensation strategies and employees' performance in Public Health Sector, banks, Nigerian Breweries, Gold Companies, and Newspaper companies were carried out in Nigeria and outside of Nigeria, but no study was explicitly carried out to study the relationship between health benefits and work quality of paint manufacturing firms in Rivers State. Therefore, there is a gap in the literature, which is what this study stands to fill.

Statement of Problem

Corporate underperformance, particularly in terms of poor work quality in products and services, appears to be one of the critical issues that Nigerian paint manufacturing companies have had to deal with over the years. For instance, several paint manufacturing companies have struggled to diversify their business models and raise the caliber of their offerings (Uriarte, 2018). It has been noted that a significant portion of employees does not follow organizational norms when performing production tasks. Accuracy in demonstrating quality work is another critical issue. Some appear to have seen their customer bases shrink and generate lower sales because they could not innovate better customer services (market share).

Additionally, it has been noted that certain significant workers in paint manufacturing companies, particularly those in Rivers State, have threatened to quit due to a lack of incentives, adequate pay, and health benefits. Due to the significant health risks that the labor entails for both the environment and the workers, if not correctly handled, the employees feel underappreciated by their employers, particularly regarding healthcare. Although certain Nigerian paint manufacturing companies, particularly those in Rivers State, have used working compensation measures such as attractive salaries, health benefits, and digital incentives, their adoption rates have been relatively low. There does not seem to be any conscious effort being made to implement these remuneration schemes, among other things, to improve the work quality of their employees.

Another pressing concern that birthed this study was the apparent dearth of empirical work bothering on health benefits and work quality in paint manufacturing firms in Rivers State. In line with this claim, Ijaya (2017) examined the effects of compensation strategies on employees' performance in the Public Health Sector in Nairobi City County, Kenya; Hameed *et al.* (2014) measured the impact of compensation on employee performance in different banks of Pakistan; Musah *et al.* (2016) explored the impact of compensation taking into consideration elements such as salary, rewards, incentives, and indirect compensations impact on employee's performance in AngloGold Ashanti Obuasi, Ghana; Sajuyigbe *et al.* (2019) examined the influence of compensation on employee's performance with particular reference to Nigerian Breweries Plc. These studies proved that studies on compensation and compensation strategies and employees' performance in Public Health Sector, banks, Nigerian Breweries, Gold Companies, and Newspaper companies were carried out in Nigeria and outside of Nigeria, but no study was specifically carried out to study the relationship between health benefits and work quality of paint manufacturing firms in Rivers State. Therefore, there is a gap in the literature, which is what this study stands to fill.

Aim and Objectives of the Study

The study aimed to determine the relationship between health benefits and the work quality of paint manufacturing firms in Rivers State. The specific objectives of the study include the following:

1. To determine the relationship between health benefits and compliance with the standard of paint manufacturing firms in Rivers State.
2. To examine the relationship between health benefits and accuracy of paint manufacturing firms in Rivers State.
3. To ascertain the relationship between health benefits and product durability of paint manufacturing firms in Rivers State.

Research Hypotheses

Based on the above objectives, the researcher formulated the below research hypotheses:

H₀₁: There is no significant relationship between health benefits and compliance with the standard of paint manufacturing firms in Rivers State.

- Ho₂: There is no significant relationship between health benefits and the accuracy of paint manufacturing firms in Rivers State.
- Ho₃: There is no significant relationship between health benefits and product durability of paint manufacturing firms in Rivers State.

Theoretical Framework

The study was strengthened using Social Exchange Theory by George Casper Homans in 1958. Social exchange theory postulates that “give and take” forms the basis of almost all relationships though their proportions might vary as per the intensity of the relationships. Pfeffer (1982), cited in Ahiazu and Asuquo (2016), posits that social exchange theory is behavioural compliance on the part of the individual in exchange for something perceived to be contingent on the individual’s behaviour. Thus, the social exchange theory is about giving more value to others than what has been given to you and also receiving something of higher value than you have given out (Ahiazu & Asuquo, 2016). Some relevant assumptions of the theory are as follows:

- i. In a relationship, everyone has expectations from his/her partners. A relationship without expectations is meaningless;
- ii. Good relationships are mutually beneficial and not supposed to be one-sided. An individual invests his time and energy in the relationship only when he gets something from the corresponding or higher value (Olannye, 2014).

Accordingly, social exchange theory holds that feelings and emotions ought to be reciprocated for a successful and long-lasting relationship. Therefore, good relationships should be mutually beneficial and not supposed to be one-sided.

The justification of this theory as the theoretical foundation of this work is predicated on the relevance of the theory on the predictor and the criterion variables. The theory explains that the paint manufacturing firms (employer) and their employees have unique expectations in their contractual relationship and that the extent to which these expectations are met will influence or determine the quality of the relationship and job performance. Paint manufacturing firms expect their employees to depict high-level performance and commitment towards achieving goals and targets by making meaningful inputs that will birth quality birth, among others. On the other end, their employees expect them (paint manufacturing firms) to provide fascinating health benefits such as health insurance and wellness programs, amongst others. This theory posits that the extent to which paint manufacturing firms can provide attractive health benefits will influence their employees’ willingness, enthusiasm, and dedication toward achieving tasks and setting goals that will add significantly to quality work.

Concept of Health Benefits

Employees in a well-run firm receive extra benefits in addition to their base pay. Health benefits are one of them, commonly referred to as health insurance. According to Progress (2018), a health benefit is a sort of insurance that pays for medical costs associated with a disease. These costs might be connected to hospitalization fees, prescription drug costs, or professional medical fees. In addition, health benefits are a sort of insurance that aids in defraying a policyholder’s hospital and surgery costs. Depending on the kind of health insurance coverage an individual has, the insured pays expenses out of pocket and receives reimbursement, or the insurer pays the provider directly. Health insurance is frequently a part of employee benefit packages in nations without universal healthcare, such as the United States.

Employee health benefits are non-cash benefits that an employer offers in addition to the employee’s base pay to safeguard their health and well-being. Additionally, it can lower turnover and aid in keeping personnel in a company. Health insurance, an employee assistance program, health screenings, employee healthcare centers, and health seminars are all examples of employee health benefits. Except in the State of Hawaii, employers were not required to provide employee health insurance before the passage of the Affordable Care Act. However, traditional indemnity plans managed care through a Health Maintenance Organization or Preferred Provider Organization, self-insurance, and Archer Medical Savings Accounts for businesses with fewer than 50 employees are all available as options for health insurance.

Health benefits and insurance are now viewed as a form of financial security that can guarantee mental peace, stress-free thinking, a reduction in medical expenses, and financial support in case of need. Health insurance is one of the funding sources for health care linked to decreased out-of-pocket costs. People with insurance are protected from high and unpredictable medical costs and are more likely to receive the necessary and adequate medical care. Additionally, having health insurance is linked to better health outcomes and a reduced mortality rate, so those who have it are more likely to be productive employees (Kansra & Pathania, 2012). According to Schneider (2004), health insurance is a risk-sharing system that lowers out-of-pocket costs and covers the cost of medical care for

unforeseen medical disorders. It offers a policy that covers a range of diagnostics to pinpoint the illness, injury, or disease and offers the best treatment to restore affected people to the health they enjoyed before contracting the illness, accident, or disease.

The federal, state, and local governments of Nigeria, general public revenue amassed through various taxation methods, private and public health insurance institutions, the private sector (firms and households), donors, and mutual health organizations are the primary sources of funding for the health sector in Nigeria. The National Health Insurance Scheme (NHIS), Private Health Insurance (PHI), and Community Based Health Insurance Scheme are a few examples of social insurance programs through which health insurance can be obtained. Employee participation in any of these health benefits has the potential to increase their contribution to the caliber of work, both in terms of the products and services produced.

Concept of Work Quality

Work quality, conceptually speaking, refers to how closely an employee's work complies with the requirements set forth by their manager or company. Any endeavor to increase productivity and quality will fail if employees are not involved and supportive. Employee behavior at work affects productivity and quality improvements (Opatha, 2015). Glover and Siu (2016) stated that the construction of new factories and equipment is sufficient in and of itself to guarantee satisfactory work or output quality. The contribution, cooperation, and dedication of employees and their organizations determine the quality of the work (Wilkinson, 2016).

According to Opatha (2015), a business must increase productivity to raise the quality of its work to satisfy growing client demand. He added that businesses must raise their work quality due to high client expectations for high quality and heightened competition. In this situation, business owners or managers are under pressure to increase productivity and product quality while lowering expenses. According to De-Koeijer (2014), human resource management is essential for enhancing job quality for both employers and employees (in terms of employee well-being-happiness, health, and trusting relationships). They contend that promoting productivity and quality through HRM systems, policies, and practices is essential for fostering gains for employees and enterprises.

Work quality might also be defined as adequate completion in an organization to its highest or expected standard using resources in the best way feasible in less time and effort (Gareth, 2013). Ben (2017) argues that employing the best practices that have been tried and tested over time to improve one's chances of success is what quality is all about. That entails making as little waste as possible while using the fewest resources. Typically, it refers to making the fewest possible errors. Work quality is defined as achievement per unit of input, if appropriate. Wasted materials are a concern if the input is raw materials. When labor is the input, quality is concerned with labor input. Cost is an input; hence quality is concerned with it. There are benefits to working quality that performance-based talks about, in fact: Many interactions with employees aid in or give management a chance to coach a worker toward behavioral change; targeted employee development: development is a journey for all workers, and it is the responsibility of the firm to prepare them. In addition, it is the responsibility of the firms to identify candidates for the succession planning process. After the yearly evaluation, it is beneficial to the company to support the weak employee and gently modify undesirable conduct. Moreover, this study measures work quality in compliance with standards, accuracy, and product durability.

Compliance to Standard: An individual who produces work that satisfies departmental or unit standards is considered high performing in a paint manufacturing company. Every task completed in administrative offices is expected to meet the unit's quality requirements. Administrative chiefs frequently supervise tasks before delivery to guarantee that objectives or target specifications are attained. For instance, it is expected that the proper and essential steps must be taken and the requirements met when preparing reports in order to ensure quality output. A set of precise specifications for an item, material, component, system, or service that are established through standardization processes and are to be utilized for business, engineering, procurement, construction, operation, and maintenance constitute a standard specification.

Absolute compliance with standards involves conforming to their requirements. A specification is frequently used to refer to a list of requirements that must be met by a substance, design, thing, or service (Wikipedia, 2019). Technical standards frequently take the form of specifications. Technical or engineering specifications (specs) come in various forms, and the term is used in various technical contexts. They frequently refer to specific papers or details included in them. According to a broad definition, the word specification means "to state explicitly or in detail" or "to be specific." A requirement specification is a set of specified requirements that a specific product, service, design element must meet. In many fields, it is a typical early step in the engineering design and product development processes. A design or product specification, which can relate to either a planned solution or a final manufactured solution, outlines the features of the solutions for the requirement specification.

Accuracy: Accuracy is one of the qualities of a quality job. When a team is said to have produced a quality product, it truly means that the product, among other things, met the standards and requirements of the organization. When a task only complies with the necessary standards but not the necessary accuracy, it cannot be regarded as high quality. The degree to which information contents

produced and transmitted contain all necessary details and are error-free is called accuracy. It must be ensured that the information is accurate and error-free in terms of its message. As with other work environments, the accuracy of raw materials and procedures used in maturing a product is essential in ensuring that the product meets the quality requirement. The correctness importance of the message is a crucial characteristic of the product and service as well. The quality of the product is determined by accuracy, timeliness, completeness, relevance, and if it is easy to be understood by the users (John et al., 2015). All organizational acts are represented by accuracy.

Product Durability: Product durability refers to a product's capacity to last for a long time with little to no deterioration and little upkeep. High-quality paint should, among other things, have a long shelf life with little to no deterioration. When evaluating a material's sustainability, product durability is a crucial factor. Durable materials benefit the environment by preserving resources, minimizing waste, and minimizing the environmental effects of repair and replacement. The capacity of a physical product to continue functioning under typical operating conditions for the duration of its design life without needing extensive maintenance or repairs is known as durability (Cooper, 2015). The number of operational cycles, hours of use, and years of life is some of the commonly used measurements of durability (Stahel, 2010). Durable products are goods that have a long useable life in economics.

Good reparability, renewability, and upkeep determine a product's durability (Lienig & Bruemmer, 2017). Every long-lasting product must be flexible enough to accommodate new technical, technological, and design advancements (Ervine, 2010). Customers must also be prepared to give up having the "very latest" version of a product for this to occur. Durability as a feature of the quality of goods that customers can demand in the United Kingdom was not firmly established until a 1994 modification to the Sale of Items Act 1979 regarding the quality criteria for provided goods.

Although nothing is sure to survive forever, firms should make high-quality items to meet client expectations. Although it might seem apparent, people expect a product they buy to last. They probably do not even consider it because they take this for granted. The consumer still expects the product to function well until they need it, even though they will eventually decide to quit using it because they no longer like it, want a newer version. Everyone has a different idea of how long a product should endure. It can be acceptable to some people for an electric toothbrush to quit working after a while. At the same time, another person might be irritated and contact Customer Care to request a replacement.

Every product, of course, has a warranty period that outlines the very minimum of how long it is anticipated to survive. We shall see examples of this later, but that does not necessarily imply that customers will be content if it "only" lasts for that short of time. Additionally, a product's expected lifespan is frequently determined by the price paid: the lower the price, the lower the buyer's expectation. As a result, several elements are considered to determine what the client expects from a product's lifespan.

Methodology

The study made use of the explanatory cross-sectional survey research design. The study population consisted of seven hundred (700) full-time staff of nineteen (19) registered paint manufacturing firms in Rivers State. The above information was obtained from the Paint Manufacturers Association of Nigeria (PMAN), Rivers State Branch. The study's sample size was Two Hundred and Forty-Eight (248) employees of the Paint Manufacturing Firms. The above sample size is obtainable using the Krejcie and Morgan Sample Size Determination Table of 1970. Considering the disparity in the staff strength of the organizations, Bowley's (1960) Population Appropriation Formula was applied to determine the sample unit for each organization.

The instrument for primary data was titled "Compensation Strategy and Employee Performance Index (CSEPI)," designed on 5 point rating scale with the following response options: Very Great Extent (VGE), Great Extent (GE), Moderate Extent (ME), Low Extent (LE) and Very Low Extent (VLE). The instrument was face and content validated by the researcher's supervisor and two research experts in the Management Department of Ignatius Ajuru University of Education, Port Harcourt, Rivers State. Cronbach's alpha via SPSS (Statistical Package for the Social Sciences) was used to ascertain the instrument's reliability. The most minor Cronbach's alpha level obtained was 0.81, which indicated a highly reliable coefficient. Based on Nunnally (1978) criterion of 0.70, a reliability coefficient above 0.70 was considered to indicate good or reliable instruments.

A total of two hundred and forty-eight (248) copies of the questionnaire were distributed, and the researcher could retrieve 240 copies of the questionnaire correctly filled. In handling the data analysis, hypotheses were tested using Spearman's Rank Order Correlation Coefficient via the Statistical Package for Social Sciences (SPSS) version 20.0. The Spearman's (rho) correlation was used to analyze the relationship between independent and dependent variables at $P < 0.05$ (two-tailed test). The formula is presented below:

$$r = 1 - \frac{6 \sum d^2}{n(n^2 - 1)}$$

$$n(n^2 - 1)$$

Where:

Σ = Summation.

n = number of pairs of data

d = difference between the ranking in each data set.

Decision Rule: The tests of hypotheses will be considered two-tailed and carried out at a 95% confidence interval.

Results/Findings

Ho₁: There is no significant relationship between health benefits and compliance with the standard of paint manufacturing firms in Rivers State.

Table 1: Correlation between Health Benefits and Compliance with Standard

		Health Benefits	Compliance to Standard
Spearman's rho	Correlation Coefficient	1.000	0.719**
	Sig. (2-tailed)	.	.000
	N	240	240
	Correlation Coefficient	0.719**	1.000
	Sig. (2-tailed)	.000	.
	N	240	240

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

Source: SPSS Output

Column two of the above table 1 shows an r-value of 0.719 at a significance level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating health benefits and compliance to standards. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₁), which states that there is no significant relationship between health benefits and compliance with the standard of paint manufacturing firms in Rivers State, was rejected. This implies a strong positive relationship between health benefits and compliance with the standard of paint manufacturing firms in Rivers State.

Ho₂: There is no significant relationship between health benefits and the accuracy of paint manufacturing firms in Rivers State.

Table 2: Correlation between Health Benefits and Accuracy

		Health Benefits	Accuracy
Spearman's rho	Correlation Coefficient	1.000	0.748**
	Sig. (2-tailed)	.	.000
	N	240	240
	Correlation Coefficient	0.748**	1.000
	Sig. (2-tailed)	.000	.
	N	240	240

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

Source: SPSS Output

Column two of the above table 2 shows an r-value of 0.748 at a significance level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating to health benefits and accuracy. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₂), which states that there is no significant relationship between health benefits and the accuracy of paint manufacturing firms in Rivers State, was rejected. This implies a strong positive relationship between health benefits and the accuracy of paint manufacturing firms in Rivers State.

H₀₃: There is no significant relationship between health benefits and product durability of paint manufacturing firms in Rivers State.

Table 3: Correlation between Health Benefits and Product Durability

		Health Benefits	Product Durability
Spearman's rho	Correlation	1.000	0.622**
	Coefficient		
	Sig. (2-tailed)	.	.000
	N	240	240
	Product Durability	0.622**	1.000
	Coefficient		
	Sig. (2-tailed)	.000	.
	N	240	240

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

Source: SPSS Output

Column two of the above table 3 shows an r-value of 0.622 at a significance level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating to health benefits and product durability. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H₀₃), which states that no significant relationship exists between health benefits and product durability of paint manufacturing firms in Rivers State, was rejected. This implies a strong positive relationship between health benefits and product durability of paint manufacturing firms in Rivers State.

These results revealed that adopting health benefits in a workplace (mainly paint manufacturing firms) leads to improved work quality, among other things. It, therefore, behooves organizations to go for quality and affordable health subscriptions for their employees. This will not only bring about job motivation and satisfaction but also improve work quality in products and services.

Summary of Findings

From the above empirical analysis, the following findings were made:

1. There is a strong positive relationship between health benefits and compliance with the standard of paint manufacturing firms in Rivers State.
2. There is a strong positive relationship between health benefits and the accuracy of paint manufacturing firms in Rivers State.
3. A strong positive relationship exists between health benefits and product durability of paint manufacturing firms in Rivers State.

Discussion of Findings

Table 1 in the analysis revealed a strong positive relationship between health benefits and compliance with the standard of paint manufacturing firms in Rivers State. This finding implies that the enjoyment of health benefits such as wellness programs and health insurance in a workplace triggers better job quality, especially regarding compliance with standards. An employee who, among other benefits, enjoys wellness programs and health insurance becomes highly poised to put in their best, which will, in turn, birth a quality job that meets organizational and government standards. Employees who have the assurance that their salary will not receive any form of shock due to illness of any kind as a result of their Health Management Organization (HMO) attachment appear to work with less worry, manifesting in a high commitment level and significant contribution to quality jobs (Zirra *et al.*, 2019). A happy, effective team is a valuable resource that boosts the company's bottom line. By facilitating access to high-quality care and improved health outcomes, an organization's health benefits program enables its employees to concentrate on their duties while at work. Most healthcare expenses in the US are related to chronic illnesses, and many workers have several health problems. It is believed that chronic illnesses, such as those brought on by poor nutrition, inactivity, smoking, and untreated mental illness, account for 70% of all fatalities in the United States (Bray, 2017).

A worker's performance is directly and indirectly influenced by their presence, absenteeism, stress, and chronic illnesses. When teamwork is essential to finishing a project, these issues could impact the entire organization. Due to delays or other inefficiencies at work, absenteeism may negatively affect business performance. On average, the business cost of each absence is 28 percent greater

than the worker's actual wage (Bray, 2017). Presenteeism, or working below par, makes up between 20 and 60 percent of all health-related expenses incurred by companies due to lost productivity in the workplace (Goetzl, 2014).

Similarly, unmanaged stress contributes to employee turnover, workplace errors, low productivity, and low motivation. In the end, health benefits can aid in promoting wholesome employee behaviour. Programs should be created with a data-driven needs assessment of the employee base in mind, make access to treatment more accessible, and encourage desired behaviors.

The test result in table 2 showed a strong positive relationship between health benefits and the accuracy of paint manufacturing firms in Rivers State. Wellness programs and health insurance are workplace benefits that positively impact workers' performance in and outside work (Akomolafe, 2017). For instance, if offering health insurance helped employers hire and keep top talent, they might gain from doing so. Employees who want health benefits could possess other traits that companies desire, such as being more forward-thinking or less mobile (e.g., workers with children). Thus, by providing health insurance, the company could draw in workers who hope to build a long-term working relationships. Employers may also offer health insurance when health insurance boosts employees' productivity at work, lowers absenteeism, and reduces turnover. Additionally, people in "good jobs" are more content and effective. Employers could benefit from having all or most of their employees covered under plans with standard minimum benefits as opposed to having only some employees insured or having a wide variation in the extent and quality of coverage, as would probably occur if workers were left to purchase insurance on their own.

The analysis results in table 3 above revealed a strong positive relationship between health benefits and product durability of paint manufacturing firms in Rivers State. This finding implies that an employee that benefits from a wellness program and health insurance in their organization gains high concentration in their work to ensure that they produce durable quality products, even as it is compliant with the standard, and accurate. Long-lasting products are birthed by highly devoted and motivated employees (Ogunjuyigbe & Laisu, 2010). Ogunjuyigbe and Laisu (2010) asserted that improved physical and mental capabilities, which are essential for economic growth and development, raise an individual's productivity and workers' effectiveness. A Health Management Organization (HMO) offers a higher assurance of high-quality medical treatment than does letting individual employees handle their medical issues. The latter might delay rehabilitation or result in death, damaging an organization and causing poor performance that would adversely influence product quality. Employees play a critical role in ensuring that durable products like paints are created by participating in wellness programs, including staff gaming clubs, relaxation centers, health seminars. Therefore, it becomes vital for businesses, like paint manufacturing companies, to implement health benefits like wellness programs and health insurance, as they can positively impact job quality, particularly regarding adherence to standards, accuracy, and product durability.

Conclusions

The adoption of various health benefits, including wellness initiatives and health insurance, by numerous firms, both locally and globally, has been demonstrated to be a catalyst for better work quality. The study concluded that fair and equitable health benefits, such as wellness programs and health insurance, bear satisfactory staff commitment, resulting in increased job quality in terms of standard compliance, accuracy, and product durability. In order to improve the workplace by encouraging more superb job quality, task completion, and innovation through generous and health benefits, human resource management must pursue satisfactory compensation solutions. Organizations that recognize this and utilize it appropriately will find themselves competitively advantaged in terms of improved work quality both locally and internationally.

Recommendations

Based on the findings, the study recommends the following:

- i. The paint Manufacturing Association of Nigeria should regulate paint manufacturing firms in Rivers State to adopt adequate respiratory safety kits, factory protective gear, and eco-friendly measures that would moderate the impact of air and waste pollution on employees.
- ii. Paint manufacturing firms and other organizations should adopt health insurance programs for their employees, as this will reduce employee expenditure and motivate them to do quality jobs.
- iii. Government should enact laws that will compel paint manufacturing firms to get Health Management Organizations (HMOs) for their employees due to the health-challenging nature of their work. This will not only affect the finance of the organization but also add to their product quality because of fresh motivation that employees will get.

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