

Organisational Culture as a moderator of employee wellness and productivity among FM Radio employees in Minna

*Mahmud Abdullahi¹, Timothy Nmadu², & Shuaibu Adamu³

^{1&2}*Department of Public Administration, Faculty of Administration and Management, Ibrahim Badamasi Babangida University, Lapai, Nigeria.*

³*College of Administration and Business Studies Bida, Niger State Polytechnic Zungeru, Nigeria.*

*Corresponding Author: nmadutimothy5@gmail.com

Abstract

Despite the critical role of real-time communication, Nigerian broadcasting professionals constantly operate under high-stress environments, leaving a significant empirical gap regarding how workforce well-being and institutional climates concurrently alter performance in localized media sectors. This study adopted a quantitative, cross-sectional design to investigate the relationships between employee wellness, organisational culture, and Organisational productivity among 183 staff across registered FM radio stations in Minna, Niger State. Data collected from a sample of 123 respondents were analysed using PLS-SEM. The results revealed that Employee Wellness ($\beta = 0.341, p = 0.003$) and Organisational Culture ($\beta = 0.472, p = 0.001$) both exert significant positive direct effects on Organisational Productivity, collectively explaining 68.9% of its variance ($R^2 = 0.689$). However, their interactive effect was statistically non-significant ($\beta = -0.118, p = 0.131$). It is concluded that wellness and culture operate as independent, parallel performance pillars requiring concurrent management to optimize broadcasting efficiency.

Keywords: Employee Wellness, Organisational Culture, Organisational Productivity.

1. Introduction

Organisational productivity stands as the definitive benchmark for evaluating institutional health, operational efficiency, and overall performance. In highly dynamic service environments, achieving optimal output requires a seamless alignment of technological platforms, workflow systems, and human capital assets (Septiowati, 2026; Kurniawan & Bagana, 2026). Within the media sector, particularly broadcasting, productivity is not merely measured by numerical outputs but by the consistent delivery of quality, timely, and engaging content that satisfies both commercial demands and public service expectations (Herlina et al., 2025).

However, sustaining high performance within this industry remains a persistent managerial challenge, as operations are inherently time-sensitive, mentally demanding, and dependent on the continuous readiness of personnel to execute complex communication roles (Supriyadi et al., 2025).

In contemporary Organisational literature, productivity is widely recognized as the downstream result of systemic workplace dynamics, operational structures, and individual workforce capabilities (Kurniawan & Bagana, 2026). When institutional systems run smoothly, individual efforts combine to elevate total

output, which directly supports long-term survival and institutional growth (Aman-Ullah et al., 2026). Conversely, a decline in Organisational performance often points to underlying friction within the work environment, where employee engagement, capacity, and administrative support structures are misaligned (Dumitriu et al., 2025). Consequently, Organisations are compelled to continuously investigate the specific human resource catalysts and internal support mechanisms that optimize or hinder their collective productivity (Diep & Horváthová, 2026).

Employee wellness emerges as a critical foundational pillar for driving this desired performance. Broadly conceptualized as a holistic state of physical, psychological, and social well-being, wellness directly influences how effectively workforce capabilities translate into tangible institutional results (Diep & Horváthová, 2026; Al Nahyan et al., 2026). In challenging professional settings, an employee's personal capacity, resilience, and general well-being serve as the core engines of daily commitment and operational stamina (Syahir et al., 2025; Momin & Rolla, 2026). When personnel feel physically healthy and mentally supported, their internal motivation and capacity to handle workplace demands increase substantially (Sadiq et al., 2026; Arboh et al., 2025). Conversely, when wellness is neglected, the resulting burnout, digital fatigue, and absenteeism quickly erode operational efficiency, proving that human capability cannot be separated from the human condition (Supriyadi et al., 2025; Choi, 2026).

Organisational culture acts as an all-encompassing backdrop that defines how these workplace initiatives are received, integrated, and sustained over time (Inriyani et al., 2026; Setiawan & Khoiriyyah, 2026). Comprising the shared values, unwritten rules, and behavioural

norms of an institution, culture shapes the overall environment where employees operate (Novel & Suwanto, 2026). It is included as a moderator in this study because it functions as an environmental filter; a deeply supportive, adaptive, and performance-oriented culture can amplify the positive effects of wellness initiatives by validating employee care (Yilmaz, 2026; Alhaider & Alqahtani, 2026). Conversely, a rigid culture can stifle the benefits of wellness programs, rendering them ineffective, which makes Organisational culture a powerful conditional variable that can significantly alter the strength and direction of the relationship between employee initiatives and final operational outcomes (Chong & Duan, 2026; Lestari et al., 2026).

Understanding the complex interaction between wellness, culture, and productivity is essential for sectors where creativity, strict deadlines, and continuous operations intersect. Prior empirical research emphasizes that the successfully realized value of any institutional investment whether in onboarding, operational frameworks, or human resource programs depends heavily on the supportive elements within the workplace environment, individual characteristics, and overarching Organisational structures (Mosquera & Soares, 2025; Dumitriu et al., 2025). When employees operate within an environment that balances structural demands with strong social and Organisational support, their capacity to transform personal well-being into exceptional workplace performance is greatly maximized (Al Nahyan et al., 2026; Alhaider & Alqahtani, 2026). This study is necessary because while existing literature extensively explores human resource interventions in corporate, industrial, or traditional service environments (Diep & Horváthová, 2026; Sadiq et al., 2026; Choi, 2026; Herlina et al., 2025), there remains a critical research gap concerning how these

dynamics manifest within the fast-paced, high-stress context of FM radio stations in localized developing economies like Minna, Niger State.

1.2 Statement of the Problem

Organisational productivity within the broadcasting sector is facing critical practical disruptions that threaten operational sustainability and content delivery. In contemporary media environments, particularly within localized radio broadcasting networks, productivity is frequently hampered by high operational costs, technical downtime, and administrative inefficiencies (Kurniawan & Bagana, 2026; Septiowati, 2026). Practically, radio stations operate on continuous, 24-hour schedules that require constant cognitive alertness, real-time problem-solving, and seamless coordination among technical, editorial, and presentation teams. When productivity breaks down, it manifests in visible operational failures such as delayed broadcasts, poor audio transmission, dead air, and an inability to meet commercial advertising schedules, all of which directly deplete corporate revenue and damage public brand equity.

Compounding these operational failures is the severe practical toll of digital fatigue, workload inflation, and technostress on the workforce, which directly erodes operational output (Choi, 2026; Supriyadi et al., 2025). Broadcasters must constantly adapt to rapid technological shifts, managing real-time digital feeds while facing intense pressure to meet strict live on-air deadlines. This high-pressure environment leads to extreme mental exhaustion and employee burnout, transforming the workplace into a source of stress rather than engagement (Supriyadi et al., 2025). When an Organisation's internal environment fails to support its staff, the practical consequences are immediate: sharp rises in workplace errors, high absenteeism, and a

decline in employee commitment, which fundamentally undermines the collective output of the Organisation (Dumitriu et al., 2025; Herlina et al., 2025).

Empirical research by Herlina et al. (2025), Kurniawan and Bagana (2026), Alhaider and Alqahtani (2026), Inriyani et al. (2026), and Yilmaz (2026) collectively demonstrates that human resource initiatives such as wellness programs, financial investments in employee costs, work-life balance, structured onboarding, and lean production significantly enhance employee productivity, well-being, and overall Organisational performance. However, these studies exhibit persistent contextual and methodological gaps when applied to Sub-Saharan African media sectors, as they were predominantly situated in foreign, highly developed, or heavily industrial environments (such as Asian corporations, utilities, Gulf state economies, and manufacturing plants). Furthermore, while Yilmaz established Organisational culture as a key moderator in operational efficiency, previous studies consistently overlooked soft human-centric dimensions like employee wellness or failed to test Organisational culture as a moderating environmental filter that conditions how HR investments and support translate into output within creative media environments.

This study directly addresses these empirical and practical omissions by contextualizing the research framework within the unique broadcasting landscape of Minna, Niger State, Nigeria. Geographically, it fills the contextual void by providing empirical evidence from FM radio stations operating in a developing provincial economy, where resource constraints and distinct localized public-service pressures heavily influence institutional performance. Vis-à-vis the variable gaps, this study moves beyond simple direct-effect models by constructing a comprehensive moderated

framework. By analysing Organisational culture explicitly as a moderator rather than a direct predictor, this study uncovers the specific internal boundary conditions that dictate exactly when, how, and under what cultural environments employee wellness initiatives successfully maximize Organisational productivity.

1.3 Aim and Objectives of the Study

The aim of this study is to investigate the Moderating Role of Organisational Culture on the relationship between Employee Wellness and Organisational Productivity among Employees of FM Stations in Minna, Niger State, Nigeria. The specific objectives of the study are:

- i. To determine the effect of Employee Wellness on Organisational Productivity among Employees of FM Stations in Minna, Niger State, Nigeria.
- ii. To examine the effect of Organisational Culture on Organisational Productivity among Employees of FM Stations in Minna, Niger State, Nigeria.
- iii. To investigate the Moderating Role of Organisational Culture on the Relationship Between Employee Wellness and Organisational Productivity among Employees of FM Stations in Minna, Niger State, Nigeria.

1.4 Hypotheses of the Study

Ho₁: Employee Wellness has no significant effect on Organisational Productivity among Employees of FM Stations in Minna, Niger State, Nigeria

Ho₂: Organisational Culture has no significant effect on Organisational Productivity among Employees of FM Stations in Minna, Niger State, Nigeria.

Ho₃: Organisational Culture has no significant moderating effect on the relationship between Employee Wellness and Organisational Productivity among Employees of FM Stations in Minna, Niger State, Nigeria.

2. Literature Review and Theoretical Framework

2.1 Concept of Organisational Productivity

According to Kurniawan and Bagana (2026), Organisational productivity is conceptualized as an essential efficiency indicator that reflects an Organisation's capability to transform institutional resource allocations, particularly employee costs and labour investments, into sustainable firm performance. This perspective views productivity through a structural financial lens where human capital expenditures must be systematically optimized to generate high Organisational returns, implying that macro-level performance relies heavily on ensuring that financial outlays on the workforce translate directly into measurable administrative and operational value. From a technological and structural perspective, Septiowati (2026) defines Organisational productivity as the systematic optimization of workforce output through the integration and application of modern information technology within corporate operations. This definition establishes that Organisational productivity is not a static human condition but a technologically enhanced state where the adoption of modern workflow systems and digital platforms directly amplifies individual operational output, highlighting that contemporary productivity depends on providing staff with the digital infrastructure required to streamline workflows, eliminate manual redundancies, and execute tasks rapidly. Alternatively, Alhaider and Alqahtani (2026) define Organisational productivity as the ultimate macro-level corporate performance outcome driven by human resource alignment, individual work-life balance, and employee well-being pathways. This approach frames productivity as an outcome of humanistic

workplace environments where employee health, job satisfaction, and emotional well-being serve as the psychological catalysts for high institutional performance, suggesting that long-term corporate output cannot be sustained through pressure alone but is achieved when Organisations prioritize the well-being and psychological safety of their human capital. Operationally, within the context of this study, Organisational productivity is defined as the collective efficiency, timeliness, and consistency of media content delivery achieved by the workforce of FM radio stations in Minna, Niger State. It is measured by the stations' ability to maintain continuous on-air operations, prevent dead air, meet commercial advertising schedules, and produce high-quality broadcasts under strict deadlines without operational errors or disruptions driven by workforce fatigue.

2.2 Concept of Employee Wellness

According to Ouerdian (2025), employee wellness is conceptualized as a multi-dimensional state of personal health and capacity that directly shapes an individual's professional stamina, workplace resilience, and internal motivation within an Organisation. This perspective establishes that wellness encompasses both physical health and psychological stability, which together determine an individual's energy levels and cognitive readiness to handle professional pressures, implying that workforce wellness serves as the internal engine driving daily commitment and personal capability. From an environmental and situational viewpoint, Dumitriu et al. (2025) define employee well-being and wellness as a holistic state of physical and emotional balance that is actively shaped by the safety, quality, and supportiveness of the immediate workplace environment. This definition highlights that wellness is not merely an isolated individual trait but a responsive condition that fluctuates based

on structural factors like workplace ergonomics, atmospheric safety, and managerial empathy, suggesting that long-term employee health requires an intentional Organisational design that actively protects workers from physical and psychological strain.

Alternatively, Supriyadi et al. (2025) define employee wellness in the modern era as the preservation of an individual's psychological and physical energy against the draining effects of digital fatigue, technological overload, and corporate burnout. This approach frames wellness through a protective lens within intense, highly connected working conditions, emphasizing that a well workforce is one whose cognitive boundaries are respected and whose mental health is actively shielded from the exhausting demands of continuous digital operations and relentless real-time workflows. Operationally, within the context of this study, employee wellness is defined as the physical vitality, psychological stability, and cognitive resilience maintained by the staff of FM radio stations in Minna, Niger State. It refers specifically to the broadcasters' freedom from digital fatigue, burnout, and extreme work stress, enabling them to handle the intense pressures of live on-air broadcasting schedules, night shifts, and immediate presentation deadlines effectively.

2.3 Concept of Organisational Culture

According to Junça Silva and Pinto (2024), organisational culture is conceptualized as an overarching framework of shared institutional values and adaptive norms that shape how employees process change, handle extreme workplace demands, and direct their motivation toward performance. This perspective establishes that culture acts as a collective psychological anchor that guides employee behaviour and shapes their professional attitudes, implying that an Organisation's underlying cultural climate determines

how resilient, flexible, and responsive its workforce will be when facing operational challenges. From a structural and strategic viewpoint, Inriyani et al. (2026) define organisational culture as the core set of behavioural rules, institutional traditions, and workplace values that work alongside structural onboarding programs to directly drive employee performance capabilities. This definition frames culture as an active management tool and a foundational blueprint that sets behavioural expectations for new and existing personnel, highlighting that operational success depends on how effectively these cultural values guide daily employee habits and align individual performance with broader institutional goals.

Alternatively, Yilmaz (2026) defines organisational culture as an environmental boundary condition and a critical strategic filter that determines whether technical systems, operational models, and lean efficiency practices successfully translate into enhanced firm-level outcomes. This approach positions culture as a powerful environmental modifier that can either accelerate or block the success of Organisational changes, suggesting that the ultimate value of any corporate strategy or program relies heavily on whether the existing cultural dimensions support and reinforce those changes. Operationally, within the context of this study, organisational culture is defined as the shared values, operational habits, and communication norms that shape the internal working environment of FM radio stations in Minna, Niger State. It is measured by the stations' style of collaboration, their flexibility with shifting broadcast schedules, and how open management is to supporting employee well-being amid the intense, time-sensitive demands of live media broadcasting.

2.4 Empirical Review

Al Nahyan et al. (2026) investigated how employees' perceptions of job security and

well-being affect their job performance. The study also examined the mediating role of well-being, alongside the moderating effects of perceived Organisational support and psychological capital on the relationship between well-being and performance. Using a two-wave time-lagged design, data were collected from 279 frontline employees in public service Organisations in the United Arab Emirates (UAE). The structural equations modelling results revealed that employee well-being significantly and positively influences job performance, and it fully mediates the relationship between perceived job security and job performance. Additionally, both perceived Organisational support and psychological capital positively moderated the relationship between employee well-being and job performance, demonstrating that robust institutional and psychological resources heavily amplify the positive effects of well-being on workforce output. Lestari et al. (2026) evaluated the influence of Organisational culture and work motivation on employee performance, while exploring the mediating role of job satisfaction. Utilizing an explanatory research design with a quantitative approach, data were collected via structured questionnaires from 88 employees of CV MDC Group Lamongan, selected through a proportionate random sampling technique at a 10% error margin. The empirical data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) via SmartPLS software. The structural model analysis revealed that Organisational culture exerts a significant positive direct effect on employee performance, whereas work motivation has a positive but statistically non-significant direct effect. Crucially, the mediation analysis established that both Organisational culture and work motivation exert a significant positive indirect effect on employee performance

through job satisfaction, highlighting that a supportive corporate climate and underlying motivational drivers must successfully translate into workplace satisfaction to optimally elevate overall employee output

Rufeng et al. (2023) assessed the impact of worker happiness and holistic well-being on Organisational performance within the manufacturing industry. Utilizing an empirical research design with a quantitative approach, primary data were collected via structured questionnaires from a sample size of 100 manufacturing workers. The quantitative data were evaluated using ordinary least squares (OLS) linear regression analysis. The empirical results established a significant positive causal relationship between employee well-being measures and firm-level business results. Specifically, the study proved that maximizing workers' physical and mental happiness significantly inspires higher individual productivity and fosters a highly favourable attitude toward the workplace environment, ultimately emphasizing that corporate investments directed toward satisfying employees' psychological and professional needs serve as a vital driver of overall Organisational success.

Herlina et al. (2025) utilised multiple linear regression analysis to investigate the impact of employee wellness programs on employee productivity and retention, aiming to determine how structured institutional wellness offerings affect individual-level output and workforce stability. While their findings revealed that targeted wellness initiatives significantly elevate employee productivity and reduce

voluntary staff turnover, this study exhibits prominent geographical and variable gaps; it was positioned within a formalized Asian corporate environment leaving its findings unreflective of the unique socio-economic pressures found within Sub-Saharan African media sectors and relied purely on a direct bivariate framework that failed to account for Organisational culture as an environmental moderator that could fundamentally alter how wellness translates into actual output.

Similarly, Kurniawan and Bagana (2026) carried out an empirical investigation using path analysis to examine the effect of employee costs on company performance with employee productivity acting as an intervening variable, focusing on how human resource financial allocations translate into firm-level performance through workforce output channels. Although their findings demonstrated that direct employee cost investments significantly boost Organisational performance when effectively channelled through structural improvements in employee productivity, their framework suffers from major limitations when applied to the present context. Geographically, their study was restricted to a massive power generation utility firm (PT PLN Tanjung Jati B) characterized by rigid mechanical infrastructure, which differs vastly from the highly creative operations of a media broadcasting station, and its variables focused strictly on financial accounting metrics while ignoring the psychological and social dimensions of employee wellness.

Table 2.1: Empirical Synthesis and Identification of Research Gaps

Author(s) & Year	Methodology / Analysis	Key Findings	Identified Research Gaps (Geographical, Conceptual, & Methodological)
Al Nahyan et al. (2026)	Two-wave time-lagged design; SEM (N = 279)	Well-being fully mediates job security and performance; Organisational support & psychological capital moderate performance.	Contextual & Variable: Focused on UAE public sector; omits Organisational culture as a broad environmental moderator in media environments.
Lestari et al. (2026)	Quantitative explanatory design; PLS-SEM (N = 88)	Culture has a direct positive impact on performance; motivation and culture operate indirectly via job satisfaction.	Geographical & Conceptual: Restricted to a commercial trading firm (CV MDC Group); ignores formal employee wellness initiatives and non-monetary stressors.
Rufeng et al. (2023)	OLS Linear Regression (N = 100)	Physical and mental well-being measures directly drive employee productivity and overall business outcomes.	Methodological & Sectoral: Evaluated manufacturing line workers; relies on direct linear regression without testing moderating or mediating structural variables.
Vyas-Doorgapersad (2024)	Qualitative thematic content analysis of policy frameworks	EWP execution faces administrative hurdles, but full physical/mental programs protect output against workplace stress.	Methodological & Empirical: Non-empirical/qualitative design lacking statistical modeling, path testing, or empirical validation within sub-Saharan media institutions.
Herlina et al. (2025)	Multiple Linear	Targeted wellness programs significantly boost individual	Geographical & Methodological: Contextualized in

Author(s) & Year	Methodology / Analysis	Key Findings	Identified Research Gaps (Geographical, Conceptual, & Methodological)
	Regression Analysis	productivity and lower voluntary staff turnover.	Asian corporate firms; uses a direct bivariate framework lacking Organisational culture as a moderator.
Kurniawan & Bagana (2026)	Path Analysis	Financial investments in employee costs boost firm performance when channeled through productivity.	Sectoral & Variable: Conducted in a rigid power utility firm (PT PLN); relies on accounting/cost metrics while omitting psychological wellness dimensions.
Alhaider & Alqahtani (2026)	Structural Equation Modelling (SEM)	Work-life balance enhances firm performance through the full mediation of well-being and Organisational support.	Geographical & Conceptual: Situated in a high-income Gulf economy; omitted deep-seated corporate value systems captured by Organisational culture.
Inriyani et al. (2026)	Multiple Linear Regression Analysis	Onboarding frameworks and corporate culture exert direct, statistically significant positive effects on performance.	Methodological & Sectoral: Localized in foreign corporate setups; treated culture strictly as a direct predictor rather than a conditional, moderating filter.
Yilmaz (2026)	Hierarchical Regression Analysis	Organisational culture significantly moderates the effect of operational practices (lean production) on performance.	Conceptual & Variable: Grounded in industrial manufacturing plants; focused strictly on physical operations, ignoring soft employee wellness dimensions.

2.5 Theoretical Framework

The theoretical grounding of this study is anchored on the Job Demands-Resources (JD-R) model, developed by Eva Demerouti, Arnold. Bakker, Friedhelm Nachreiner, and Wilmar Schaufeli in 2001. The founders established this theory to overcome the rigid limitations of earlier occupational health models by creating a flexible, universal framework capable of evaluating any industry. They sought to prove that corporate performance is driven by two simultaneous psychological pathways: a health-impairment process, where excessive workloads exhaust employee energy and cause burnout, and a motivational process, where abundant resources fuel engagement and high performance. Ultimately, the theory was founded to bridge the gap between employee well-being and institutional output, showing that an Organisation's macro-level productivity is directly tied to the psychological and physical health of its human capital.

The structural logic of the JD-R model directly influences and links the independent, dependent, and moderating variables of this study through its dual-pathway architecture. Within this framework, Employee Wellness functions as a vital personal and job resource that activates the motivational process, buffering occupational strain and preserving the workforce's cognitive energy (Arboh et al., 2025). This resource directly impacts Organisational Productivity, which the theory positions as the final downstream outcome determined by the balance between demands and resources. When wellness resources are neglected, the health-impairment process triggers digital fatigue and structural exhaustion, dragging down performance, whereas well-supported resources ensure sustained, error-free operational output (Supriyadi et al., 2025).

Finally, the theory accommodates Organisational Culture as a macro-level environmental filter that alters the effectiveness of these resources. In the context of this study, wellness initiatives do not exist in a vacuum; a supportive Organisational culture validates and amplifies the utility of wellness resources, while a rigid culture stifles them (Mehner et al., 2025). This directly justifies treating culture as a moderator that defines the conditional boundary conditions under which employee wellness successfully drives productivity among FM station broadcasters in Minna, Niger State.

3. Methodology

This study adopts a quantitative, cross-sectional survey research design to collect structured, numeric data from a target population of 183 permanent employees across the registered FM Radio Stations in Minna, Niger State, Nigeria, as sourced from the administrative records of the respective stations (2026). This operational workforce spans administrative, technical, production, and presentation staff systematically distributed across Crystal FM (91.3 MHz / Radio Niger) with 109 staff, Prestige FM (91.7 MHz) with 32 staff, Badeggi Radio (90.1 MHz) with 29 staff, and Search FM (92.3 MHz / FUT Minna) with 13 staff. This specific population was intentionally selected because media professionals constantly operate under high-stress, real-time transmission deadlines, making them ideal subjects for evaluating the dynamics of employee wellness and its impact on Organisational productivity. To ensure empirical validity, the standardized framework of Kreijcie and Morgan (1970) was applied to the finite population of 183 to determine a statistically representative sample size of 123 respondents, which is equitably distributed across the stations using a proportionate stratified sampling technique to eliminate selection bias and

ensure fair representation of public, commercial private, and institutional campus broadcasting houses.

The study independent variable (Employee Wellness) has five scale items adapted from the works of Herlina et al. (2025). The moderating variable - Organisational Culture has five scale items adapted from the works of Lestari et al. (2026). The dependent variable, Organisational Productivity has five scale items adapted from the works of Herlina et al. (2025). All constructs were evaluated on a five-point Likert scale, and all distributed questionnaires were successfully retrieved, yielding a 100% response rate.

The study employs Partial Least Squares Structural Equation Modelling (PLS-SEM) via SmartPLS 4 for data processing. PLS-SEM is deployed to evaluate the measurement model (reliability and validity) and the structural model to test the significance of the hypothesized pathways at a 5% ($\alpha = 0.05$) level of significance.

4. Result and Discussion

4.1 Measurement (Outer) Model

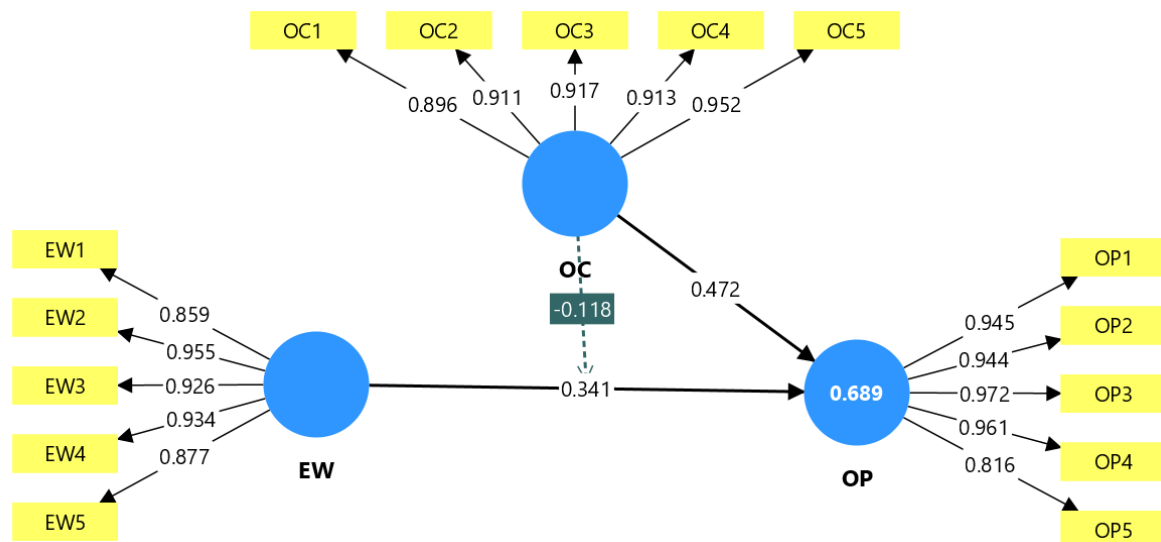


Figure 4.1: Path diagram

As indicated in the structural output in Figure 4.1: Path diagram, the measurement model demonstrates exceptional psychometric strength, with each of the three core constructs measured by five

The structural evaluation is governed by two primary equations: a Direct Effect Model, which examines the linear relationships, and an Interactive (Moderated) Effect Model:

$$OP_i = \beta_0 + \beta_1 EW_i + \varepsilon_{it} \dots\dots\dots (Direct\ Effect\ Model)$$

$$OP_i = \beta_{0i} + \beta_1 EW_i + \beta_2 OC_i + \beta_3 OC_i * EW_i + \varepsilon_{it} \dots\dots\dots (Moderated\ Effect\ Model)$$

Where:

OP_i = Organisational Productivity

$\beta_1 EW_i$ = Employee Wellness

$\beta_2 OC$ = Organisational Culture

β_0 = Constant Term

ε_{it} = error Term

scale items that comfortably exceed the conventional 0.50 threshold benchmark (Fornell & Larcker, 1981). For the independent variable, Employee Wellness (EW), the factor loadings are highly robust,

ranging from 0.859 (EW1) to 0.955 (EW2), indicating excellent indicator capture of workforce health and capacity. The moderating variable, Organisational Culture (OC), exhibits strong structural alignment with loadings stretching from 0.896 (OC1) up to 0.952 (OC5), while the dependent variable, Organisational Productivity (OP), records high convergence with loadings ranging from 0.816 (OP5) to an exceptional 0.972 (OP3). Because every single one of the fifteen indicators registers a factor loading far greater than the 0.50 baseline, the research scale achieves excellent indicator

Table 4.1: Model Fit

Model Fit Index	Saturated Model	Estimated Model
SRMR	0.073	0.073
d_ULS	0.637	0.632
d_G	0.858	0.880
Chi-square (χ^2)	424.555	427.465
NFI	0.812	0.811

As shown in Table 4.1, the model demonstrates a favourable fit across both the saturated and estimated models. In PLS-SEM, the Standardized Root Mean Square Residual (SRMR) serves as the primary metric for global model fit, where a value less than 0.080 indicates an acceptable fit. The structural model yielded an SRMR of 0.073 for both the saturated and estimated models, confirming that the path structure successfully minimizes the residual variance between the observed and theoretical covariance matrices. Additionally, the exact fit criteria (d_{ULS} and d_G) along with the Normed Fit Index (NFI) of 0.812 for the saturated model and 0.811 for the estimated model provide further empirical evidence that the

Table 4.2: Reliability and Convergent Validity Test

Item	Outer Loading	CA	CR	AVE
EW1	0.859			
EW2	0.955			

reliability and eliminates the need for any item deletion or modification before structural path analysis (Fornell & Larcker, 1981).

4.2 Model Fit Indices

Following the assessment of the measurement model, the study evaluated the structural model's integrity by examining the global model fit indices. This step is essential in PLS-SEM to ensure that the hypothesized model adequately represents the empirical data collected from the personnel of the registered FM Radio Stations operating in Minna, Niger State.

interactive framework tracking Employee Wellness, Organisational Culture, and Organisational Productivity aligns strongly with the collected data.

4.3 Reliability and Convergent Validity Test

Following the evaluation of the measurement model, a rigorous assessment of reliability and convergent validity was conducted to ensure that the latent constructs were accurately and consistently measured within the registered FM Radio Stations under study. In accordance with standard psychometric evaluation protocols, three primary metrics were analysed: Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE).

Item	Outer Loading	CA	CR	AVE
EW3	0.926			
EW4	0.934			
EW5	0.877			
Employee Wellness (EW)		0.948	0.960	0.829
OC1	0.896			
OC2	0.911			
OC3	0.917			
OC4	0.913			
OC5	0.952			
Organisational Culture (OC)		0.953	0.964	0.843
OP1	0.945			
OP2	0.944			
OP3	0.972			
OP4	0.961			
OP5	0.816			
Organisational Productivity (OP)		0.960	0.969	0.864

For this study, a threshold value of 0.70 is established as the standard acceptable benchmark for internal consistency reliability, while an Average Variance Extracted (AVE) value of 0.50 or higher indicates acceptable convergent validity (Fornell & Larcker, 1981). As presented in Table 4.2, the internal consistency metrics for all three constructs significantly exceed the threshold, proving high internal stability. Specifically, Employee Wellness (EW) returns a Cronbach's Alpha of 0.948 and a CR of 0.960. Organisational Culture (OC) achieves a CA of 0.953 and a CR of 0.964, while Organisational Productivity (OP) yields a CA of 0.960 and a CR of 0.969.

Furthermore, convergent validity was confirmed using the AVE relative to the designated Fornell and Larcker (1981) 0.50 threshold. For convergent validity to be established, the AVE must surpass 0.50, signifying that the latent variable accounts for more than half of the variance of its assigned indicators. The empirical results demonstrate exceptional convergent

validity, as the AVE scores reached 0.829 for Employee Wellness (EW), 0.843 for Organisational Culture (OC), and 0.864 for Organisational Productivity (OP). This confirms that the research indices possess high internal consistency and strong measurement validity, making them perfectly suited for subsequent structural model and path coefficient estimations.

4.4 Discriminant Validity

This study used both Fornell and Larcker Criterion and Heterotrait-Monotrait (HTMT) Ratio to test the study discriminant validity.

4.4.1 Discriminant Validity – Fornell and Larcker Criterion

To confirm the empirical distinctiveness of the measurement model, discriminant validity was evaluated using the classic Fornell and Larcker criterion. This analysis evaluates whether each latent variable shares more variance with its own assigned indicators than it does with any other construct in the structural model. In accordance with the designated Fornell and Larcker threshold, discriminant validity is

established when the square root of the Average Variance Extracted (AVE) for each construct is strictly greater than its

highest correlation with any other construct.

Table 4.3: Discriminant Validity Test – Fornell and Larcker Criterion

Constructs	EW	OC	OP
EW	0.911		
OC	0.730	0.918	
OP	0.747	0.781	0.929

As indicated in Table 4.3, the diagonal values represent the square roots of the AVE for each latent variable, while the off-diagonal values represent the correlation coefficients between the constructs. The square root of the AVE for Employee Wellness (EW) is 0.911, which is higher than its correlations with Organisational Culture (0.730) and Organisational Productivity (0.747). Similarly, the square root of the AVE for Organisational Culture (OC) stands at 0.918, exceeding its correlation with Organisational Productivity (0.781). Finally, Organisational Productivity (OP) exhibits a square root of the AVE of 0.929, which comfortably exceeds all corresponding cross-correlations. These statistical indices demonstrate that all three constructs satisfy

the Fornell-Larcker benchmark, confirming that each variable captures an independent and unique Organisational phenomenon among the broadcasting personnel in Minna.

4.4.2 Discriminant Validity - Heterotrait-Monotrait (HTMT) Ratio

To complete the evaluation of the measurement model, the study assessed discriminant validity using the Heterotrait-Monotrait (HTMT) Ratio of Correlations. Discriminant validity ensures that each latent construct is empirically distinct from other constructs in the model, confirming that a variable measures a unique phenomenon not captured by others.

Table 4.4: Discriminant Validity Assessment Using Heterotrait–Monotrait Ratio (HTMT)

Constructs	EW	OC	OP
EW			
OC	0.762		
OP	0.782	0.815	

According to Henseler et al. (2015) criteria, HTMT values should ideally remain below the conservative threshold of 0.85 to guarantee distinctiveness, though values up to 0.90 are acceptable for conceptually linked constructs. As presented in Table 4.4, the HTMT correlation ratio between Employee Wellness (EW) and Organisational Culture (OC) stands at 0.762, while the ratio

between Employee Wellness (EW) and Organisational Productivity (OP) is 0.782, both falling safely below the conservative 0.85 baseline. The correlation ratio between Organisational Culture (OC) and Organisational Productivity (OP) is 0.815, which also comfortably satisfies the strict 0.85 threshold. These indices indicate that all three latent constructs achieve sufficient discriminant validity, confirming that each

variable represents a distinct construct within the studied FM Radio Stations.

4.5 EVALUATION OF STRUCTURAL (INNER) MODEL

4.6 Collinearity Problem

After the validation of the measurement model, the initial step in evaluating the structural model was to assess potential collinearity issues among the predictor variables. Collinearity occurs when explanatory variables are highly correlated, which can distort the estimation of path coefficients and obscure the true

Table 4.5: Collinearity Test

Path Relationship	VIF
EW	2.267
OC	2.234

As indicated in Table 4.5, the inner VIF values for the independent and moderating predictors are well within the ideal parameters. Specifically, Employee Wellness (EW) returns a VIF of 2.267, and Organisational Culture (OC) registers a VIF of 2.234. Because all individual VIF indices fall comfortably below the conservative 3.0 threshold, the structural model is entirely free from lateral collinearity issues, confirming that the path relationships can be estimated with a high degree of statistical confidence.

4.7 Coefficient of determination R^2

The Coefficient of Determination (R^2) of the study was calculated to evaluate the predictive power of the structural model

Table 4.6: R-square value

	R-square	R-square adjusted
OP	0.689	0.679

As shown in Table 4.6 and illustrated in the structural model path diagram in Figure 4.1, the model exhibits a high level of predictive accuracy. The R^2 value for Organisational Productivity is 0.689, with a corresponding R^2 adjusted value of 0.679. This indicates that Employee Wellness and Organisational Culture collectively account for 68.9% of the total

statistical significance of individual paths. To ensure the structural regression coefficients remain stable and unbiased, the study utilized the Variance Inflation Factor (VIF) as the primary diagnostic tool. According to the guidelines established by Hair et al. (2017), a VIF value exceeding 5.0 indicates a problematic level of collinearity that requires item trim adjustments, whereas values below 3.0 are considered ideal for establishing structural independence in complex models.

and to determine the extent to which the exogenous variables specifically Employee Wellness and Organisational Culture explain the variance in the dependent variable, Organisational Productivity. As a statistical measure, the R^2 value represents the proportion of the total variance in the endogenous construct (Organisational Productivity) that is successfully predicted by the collective influence of the independent and moderating variables. According to the benchmarks established by Chin (1998), R^2 values in PLS-SEM are categorized as weak (0.19), moderate (0.33), or strong (0.67).

variance in Organisational productivity among broadcasting professionals at the registered FM Radio Stations in Minna. Applying the established benchmarks, this value surpasses the 0.67 threshold, confirming that the structural model possesses substantial and strong predictive power within the context of these broadcasting institutions.

4.8 Bootstrapping Procedure

To formally test the study's hypotheses and evaluate the statistical significance of the path relationships, a non-parametric bootstrapping procedure was executed using 5,000 resamples. This computational

approach provides robust standard errors and t-statistics to determine the precision of the estimated path coefficients. The statistical results generated from the bootstrapping algorithm are systematically organized in figure 4.2 and Table 4.8.

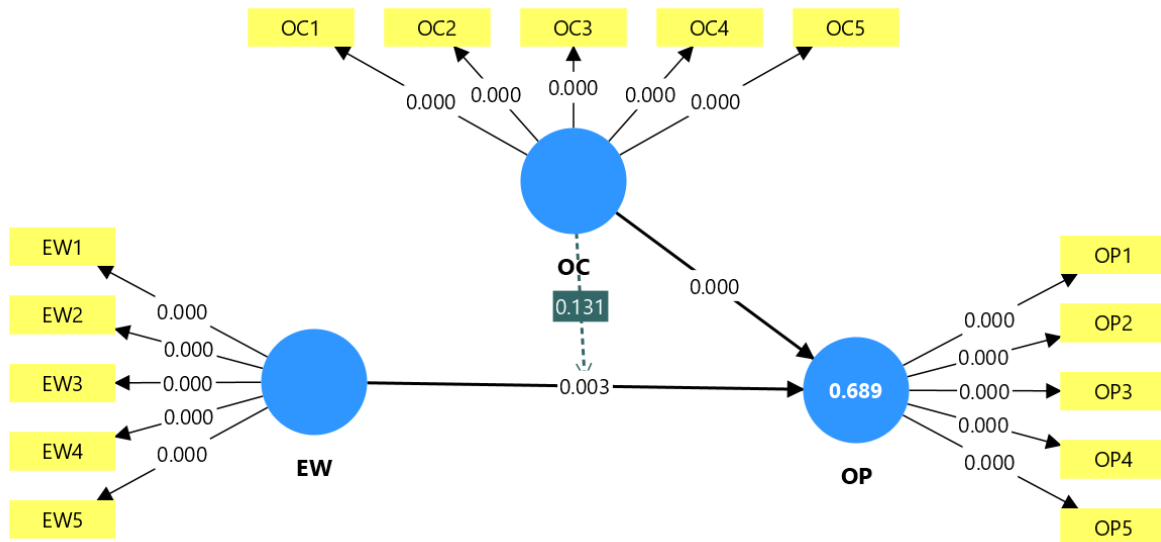


Figure 4.2: Bootstrapping path diagram

4.9 Test of Hypothesis and Discussion of Findings

According to the standard two-tailed decision rule at a 5% significance level, a structural path relationship is considered statistically significant if the t -statistic is greater than 1.96 ($t > 1.96$) and the corresponding p -value is less than 0.05

($p < 0.05$). Meeting these empirical thresholds indicates a high likelihood that the observed structural effects are genuine and not the result of random sampling variation, thereby confirming the validity of the hypothesized paths among the surveyed FM radio station personnel in Minna, Niger State. Table 4.8 shows the result of the study's test of hypotheses.

Table 4.8: Path Coefficients and Hypotheses Testing Results

Path	β	Standard Deviation (SD)	t-value	p-value	Decision
EW $\rightarrow$ OP	0.341	0.113	3.021	0.003	Rejected
OC $\rightarrow$ OP	0.472	0.106	4.451	0.001	Rejected
OC $\times$ EW $\rightarrow$ OP	-0.118	0.078	1.510	0.131	Not Rejected

4.9.1 Employee Wellness and Organisational Productivity (EW $\rightarrow$ OP)

The first hypothesized relationship evaluates the direct effect of Employee Wellness (EW) on Organisational Productivity (OP). The empirical results reveal a positive path coefficient (β) of 0.341, with a standard deviation of 0.113. This yields a t -value of 3.021 (which is

greater than the 1.96 threshold) and a p -value of 0.003 (which is less than 0.05). Statistically, these indices demonstrate that Employee Wellness has a significant positive direct effect on the productivity of broadcasting stations, leading to the rejection of the null hypothesis.

This finding aligns with the empirical evidence provided by Al Nahyan et al.

(2026), Vyas-Doorgapersad (2024), and Rufeng et al. (2023), who collectively demonstrated that prioritizing employee wellness significantly maximizes individual performance and Organisational productivity. Specifically, these scholars establish that structured investments in workplace well-being directly mitigate operational exhaustion and stress, transforming physical and psychological health into a strategic catalyst for institutional success.

4.9.2 Organisational Culture and Organisational Productivity (OC → OP)

The second hypothesized relationship examines the direct impact of Organisational Culture (OC) on Organisational Productivity (OP). The structural analysis shows a substantial positive path coefficient (β) of 0.472, with a standard deviation of 0.106. This results in a highly robust t -value of 4.451 and a p -value of 0.001. Because the t -statistic is far above 1.96 and the p -value is well below the 0.05 mark, Organisational Culture stands as the strongest, highly significant direct predictor of Organisational productivity in this study, leading to the rejection of the null hypothesis.

This finding aligns with the empirical evidence provided by Lestari et al. (2026), who demonstrated that Organisational culture exerts a significant positive influence on institutional performance. Their study underscores that a well-structured and supportive corporate climate functions as a strategic engine for workforce output, confirming that when shared values, transparent communication, and collaborative norms are deeply embedded within an Organisation, they directly optimize employee capabilities and elevate overall productivity.

4.9.3 The Moderating Effect of Organisational Culture (OC × EW → OP)

The final hypothesized relationship evaluates the interactive or moderating

effect of Organisational Culture and Employee Wellness (OC × EW) on Organisational Productivity (OP). The statistical analysis revealed a negative path coefficient ($\beta = -0.118$), a standard deviation of 0.078, a t -value of 1.510, and a p -value of 0.131. Because the t -value is below the 1.96 critical threshold and the p -value exceeds the 0.05 significance level, the moderating effect is statistically non-significant; hence, the null hypothesis is retained.

This outcome diverges from conventional Organisational literature, which typically positions corporate culture as a contextual filter that amplifies or dampens the impact of workplace resources. Within the framework of the Job Demands-Resources (JD-R) model, culture is often conceptualized as a macro-level Organisational resource or buffer that interacts with personal/job resources (such as employee wellness) to optimize performance outcomes. However, these empirical findings demonstrate that Organisational culture does not statistically moderate the relationship between wellness and productivity, indicating that both constructs operate as independent, direct antecedents rather than interactive ones.

Theoretically, this non-significant moderating effect offers a crucial refinement to the JD-R model when applied to high-demand, real-time operating environments like media broadcasting. In FM stations, where strict transmission schedules, real-time news delivery, and round-the-clock airtime create continuous job demands, employee wellness serves as a fundamental baseline resource rather than a culture-dependent variable. Well-being directly addresses physiological and psychological exhaustion regardless of whether the overarching administrative culture is participative or bureaucratic. Consequently, rather than acting as

interactive moderators within the JD-R framework, employee wellness and Organisational culture function as parallel structural pillars that independently buffer against job demands and sustain Organisational productivity.

5. Conclusion

Based on the empirical findings of this study, it is concluded that employee wellness and Organisational culture are vital, independent structural pillars that directly drive the Organisational productivity of FM radio stations in Minna, Niger State. The structural model demonstrates that enhancements in employee physical and psychological well-being, alongside the cultivation of a robust, supportive corporate culture, yield significant positive advancements in media output and real-time broadcasting efficiency. However, the study confirms that Organisational culture does not exert a significant interactive or moderating influence on the relationship between wellness and productivity. This statistical non-significance establishes that the benefits of employee wellness programs do not depend on the station's cultural climate; rather, wellness initiatives and corporate culture operate through separate, parallel pathways that must be strategically managed concurrently to optimize institutional performance and sustain high-stress broadcasting standards.

5.2 Recommendations

Based on the finding that employee wellness directly and significantly boosts Organisational productivity, management of broadcasting stations in Minna should prioritize the institutionalization of comprehensive workplace wellness programs. Because media professionals operate under high-stress, real-time deadlines, stations should move away from reactive health policies and instead invest in proactive initiatives, such as routine mental health assessments, stress-

management workshops, and structured rest intervals during intensive production schedules. Providing these wellness interventions as standard operational resources will significantly mitigate employee burnout and digital fatigue, ensuring that presentation and technical teams maintain the high cognitive capacity and physical stamina required to minimize on-air transmission errors.

Furthermore, given that Organisational culture emerged as the strongest direct predictor of Organisational productivity, management must consciously cultivate an adaptive, transparent, and collaborative workplace climate. This can be achieved by establishing clear communication channels across departments, recognizing outstanding performance, and involving technical and production staff in operational decision-making to align individual targets with the station's strategic goals. Additionally, because the study proved that wellness and culture operate as independent, parallel pillars rather than interactive ones, management must avoid the mistake of prioritizing one over the other; instead, both structural components must be funded and managed concurrently as separate corporate strategies to maximize overall broadcasting efficiency.

5.2 Limitations and Future Research

This study has several inherent limitations that provide avenues for future investigation. First, the cross-sectional design restricts the ability to establish definitive causal links or capture longitudinal shifts in employee well-being and productivity. Second, the geographic focus on a single region or sector limits the generalizability of these findings to broader media contexts or different industries. Finally, reliance on self-reported survey data introduces potential common method bias and subjective response variance. Future research should consider longitudinal or mixed-methods

designs, expand sampling across multiple geographic regions or sectors, and incorporate objective performance metrics

to further validate these relationships within the JD-R framework.

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