

# Impact of Recreational Activities on Employee Productivity of Nepalese Commercial Banks

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## Abstract

This study aims to analyse the impact of recreational activities on employees' productivity of Nepalese commercial banks as well as to examine the relationship between "physical fitness activities and employees' productivity", "mental health activities and employees' productivity", and "Entertainment activities and employees' productivity." To carry out this research, 201 samples were gathered who were the employees working in Nepalese commercial banks inside the Kathmandu valley. Quota sampling technique was applied to acquire the data from different categories of commercial banks. Primary sources of data have been used for the study along with cross sectional research design. Structured questionnaire was also designed and used for the study. It concluded that there is a moderate positive relationship between each independent variable, i.e., physical fitness activities, mental health activities and entertainment activities and dependent variable, i.e., employees' productivity. However, in terms of analysing the impact of independent variables on the dependent variable, it showed that two independent variables, i.e., physical fitness activities and entertainment activities have a significant positive impact on employee productivity. When employees are productive, the organisation is also productive. As there is a positive impact of recreational activities on employees' productivity, all the commercial banks need to focus on recreational activities. Commercial banks who are adopting recreational activities, their future is bright.

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## INTRODUCTION AND STUDY OBJECTIVES

The concept of recreational activities was started in the USA in the late 1990s. Currently, most of the organisations and managers encourage their employees to participate in the recreational activities in the workplace. Indoor and outdoor programmes, special event parties, social meetings, celebrations, lunch and dinner parties, and a range of other activities are examples of recreational activities (Wattles & Harris, 2003). It also includes a range of wellness promotion initiatives, such as cancer and high blood pressure screenings, self-help or counselling classes, weight loss programmes, and classes on substance management (Goetzel & Ozminkowski, 2008).

One of the objectives of Human Resources Management is to assure that the organisations and employees attain a high level of performance. So, various recreational activities were arranged by the Human Resources Department (Wattles & Harris, 2003).

As the trend in conducting workplace recreational activities is increasing due to the organisations' experiencing the benefits of it, different types of games and entertainment programmes have been put into effect due to continuous increase in demand and expectation. This is significant because it contributes to the employee's physical and mental health (Mokaya & Gitari, 2012; Wattles & Harris, 2003). As a result, it should be carried out in such a way that the various teams can interact with one another, allowing for the development of

the necessary skills as well as mental health.

Employees were regarded as an organisation's most valuable asset because they have the ability to improve or damage a company's image. To make them happy, many organisations focused on developing a simple methodology for achieving high levels of performance for the success of the business and increasing employee productivity. Furthermore, HRM was critical in the development of their workforce. Both the organisation and the employees valued the concept of workplace recreational activities at the workplace and believed that if recreational activities were properly planned and managed, it directly contributes to employee performance, which leads to the high level of employee commitment (Mokaya & Gitari, 2012). Also, Recreational activities which are even called as workplace entertainment includes reward systems, parties, celebrations and other fun activities. These activities help employees to be 'worried free' from the workplace stress (Jamaludin et al., 2016).

Recreational activities are becoming popular in the workplace to increase the level of engagement of the employees, reduce stress, increase productivity and job satisfaction. In order to make the workplace more exciting and inspirational, organisations have started to provide recreational activities otherwise the organisation will have to bear higher turnover rate, high absenteeism and increase in the employee grievances. This is because

time has changed and nowadays no one wants to work for an organisation that is unexciting and uninspiring as the workplace is said to be people's second home as people spent major time of their life working.

In the context of Nepal, the employees of the commercial banks have to deal with situations such as long hours of work, meeting target pressure, staying longer hours on the computer, carefully dealing with cash, handling client issues, providing timely service and proper time management. There is also high work pressure which leads to low employee satisfaction and causes high levels of stress among employees, low morale, negative impact on health and decrease in productivity and performance as well. To address these types of issues, the commercial banks need to invest in recreational activities. An individual can only achieve higher productivity when he/she is physically and mentally fit and is involved in various other recreational activities related to entertainment.

In Nepal, different studies have been conducted to measure employee performance and employee job satisfaction. [Neupane \(2019\)](#) conducted a study about job satisfaction of Nepalese commercial banks' employees and found that independent variables such as working environment, training, promotion, cooperation among employees and salary satisfied the employees by 64.1 percent. Similarly, [Pathak \(2015\)](#) conducted a study to analyse the satisfaction level of job among employees of commercial banks in Nepal and used independent

variables such as job security, potential regarding pay and promotion, co-worker and supervisor relationship, physical work environment, future opportunity for career advancement, and usage of skills and abilities in current role. Here, nothing is mentioned about the recreational activities as the literature review in this study has evidence that recreational activities increase job satisfaction.

A study conducted by [Ojha \(2020\)](#) found that one of the reasons for employee absenteeism rate is occupational stress. In terms of training culture, [Gautam \(2018\)](#) carried out a study to analyse training culture and employees' performance in Nepali banking industry. The outcome of the study revealed that training leads to an increase in employee job satisfaction and training culture is very important for an organisation's development and success. [Goet \(2022\)](#) also conducted a study to observe the influence of workplace environment on employee's performance of Nepalese commercial banks. The independent variables used were job aids, team effort, physical environment and supervisor support and the dependent variable used were employee performance. The study found that there is a positive and significant impact of independent variables on the dependent variable. Here also nothing is mentioned about the recreational activities.

Various studies conducted in Nepal related to job satisfaction, employee productivity and performance have nothing mentioned about recreational activities. Therefore, the objectives of

this research is to analyse the impact of recreational activities on employees' productivity and to examine the relationship between physical fitness activities and employees' productivity, mental health activities and employees' productivity, and entertainment activities and employees' productivity. Thus, this study explains various types of recreational activities that are provided in the Nepalese commercial banks and its impact on employee productivity. This study also tried to find out the perception of the employees working in commercial banks regarding the various types of recreational activities. As the literature reviews and past research works were focused on the three types of recreational activities i.e. physical fitness activities, mental health activities and entertainment activities, the objectives of this study is also focused on these three types of recreational activities.

## LITERATURE REVIEW

### ***Recreational Activities***

Recreation refers to activity that an individual engages in for relaxation, have fun and gain energy. It not only energises and inspires people, but also refreshes them so they can perform their everyday tasks with the utmost vitality and wellbeing (Oak, 2012). Recreational activities involve various types of activities such as sports day, trips, annual family days, fitness centre membership and sports facilities (Mak & Sockel, 2001). These programmes are created to boost employee morale, motivate them and increase job satisfaction (Akmal et al., 2012). Recreational activities such as

entertainment programmes and mental health programmes have enabled socialisation and also led to boosting the existing knowledge by improving the communication skills and leadership skills of the participants. Furthermore, these types of activities also lead to decrease in absenteeism rate and sick leave. This is possible because of the impact of recreational activities on employees' performance (Mokaya & Gitari, 2012).

The importance of recreational activities has significantly increased over the years. Mbaabu (2013) conducted a study on the effect of workplace recreational programmes on workers' well-being and productivity. It was found that programmes related to physical fitness improved the productivity, morale, quality of the work and job performance of the employees. Mental health programmes minimised the anxiety and stress level as well as increased the awareness of work stressors. Entertainment programmes helped to improve the group commitment as well as better team performance and productivity.

### ***Physical Fitness Activities***

According to the World Health Organization (2003), conducting physical activities in the workplace improves productivity by 52% and also the health care cost is reduced by 50% whereas sick leave is also reduced by 32%.

Mbaabu (2013) in his study found that programmes related to physical fitness support to improve the level of work, performance of the staff, uplift the morale of the employee and raise the

productivity of the organisation. There is a positive relationship between physical fitness activities and the performance of the employees.

Hafner et al. (2015) research on the impact of leisure time activities on employee output showed that employees with musculoskeletal and long-term health conditions were seen to have a stronger impact on attendance, leading to a higher rate of absenteeism than employees in better health. An organisation may experience a loss of productivity as a result of chronic health disorders or diseases like cancer or cardiovascular disease. Hashim et al (2011) found that the number of unhealthy employees has increased because of their lack of participation in any physical activities. Exercise is one of the primary reasons for being a healthy employee.. Organisations where employees sit in the same seat for a long time can result in a sick workforce that leads to decrease in health and mental ability to be alert. Sitting in front of a computer and laptop also leads to symptoms of common diseases as well as obesity. By participating in the sports activities, employees can decrease stress and have a healthy lifestyle along with better networking with different departments. Therefore, the research showed that there is a positive relationship between physical fitness and employee productivity and participating in physical fitness activities such as sports leads to higher productivity as well as higher performance among the employees.

Organisations that focus on the employees' health and provide health

or wellness programmes have resulted in lower rates of absenteeism. So, there is a positive effect of employee physical health on productivity (Conn et al., 2009).

According to the World Health Organization (2020), physical activity involves bodily movement generated by skeletal muscles that involve energy usage. Physical activity helps to reduce symptoms of depression and anxiety, helps to prevent and manage non communicable diseases like cardiovascular disease, cancer and diabetes mellitus, enhances thinking, learning as well as judgement skills and improves overall wellbeing. Physical activity involves many forms of movement that require large skeletal muscles. Physical fitness is concerned with the employee's blood pressure, physical strength, stamina and endurance. U.S. Department of Health and Human Services (1999) have listed various types of physical fitness activities such as casual walking, cycling, weight training, dancing, leisure sports such as table tennis, hiking, aerobics, yoga, gymnastics, swimming, running, karate, judo, football, stretching, basketball, etc.

### ***Mental Health Activities***

The National Institute of Mental Health defines mental health as the way a person thinks, feels, and acts when coping with life. It also entails continual improvement in one's capacity to handle obstacles and daily physical chores (Kong et al., 2017). Mental fitness programmes play a vital role to reduce anxiety and stress level in the workplace (Mbaabu, 2013).

Gubler et al. (2018) suggests that mental programmes are beneficial for society as there is a strong impact of mental health on the employee performance as high blood pressure can have an effect on the employee's productivity and ability to perform well.

Varatharaj and Vasantha (2012) studied the mental health of women working in the city of Chennai. Their research examined whether recreational activities enhanced women's work-life balance and produced high-quality mental health. The research showed that women who participated in recreational programmes had higher emotional intelligence and lower stress levels, leading to higher job satisfaction and better work-life balance. The study also found that workplace recreational programmes have a significant impact on mental health by minimising stress levels and enhancing employee emotional intelligence.

Akmal et al. (2012) studied the impact of workplace recreation on the mental health of employees. Their study indicated that those staff who participate in the workplace recreational programmes had better job satisfaction and mental health than those who did not participate.

There is a mighty effect of mental health on the employee productivity and their performance as high blood pressure can affect the employees ability to perform and therefore productivity of the employees is affected that leads to decrease in the performance of the organisation (Hwang & Tran, 2015).

World Health Organization (2022) described mental health as a state of mental wellbeing that enables people to manage the stresses of life, realise their potential, learn and work effectively, and contribute to their communities. Mental health is concerned with the employee's stress level, truancy from work, work satisfaction and self-esteem. Mental health activities include activities such as mental health awareness programmes, meditation programmes, stress relief programmes, social interactions, and mental health games.

### ***Entertainment Activities***

Mokaya and Gitari (2012) investigated how entertainment and social aspects of workplace recreation affected workers' productivity. The results demonstrated that workplace entertainment aided employees in unwinding, feeling good, enjoying themselves, and satisfying their social needs. Also, the study revealed that organisational entertainment activities such as staff parties gave opportunities for the employees to get feedback on their performance and also the employees received recognition for their achievement. The entertainment activities such as team building and staff parties also enabled the employees to improve commitment, bonding as well as well-being.

Mbaabu (2013) opined that the employees who participated in the workplace entertainment activities were able to feel relaxed, establish the same cultural group as well as minimise relationship conflict. Thus, employees were able to perform efficiently and

effectively either working individually or in groups.

[Mehta \(2014\)](#) elaborated in his study that due to high competition in the market, the burden of work of employees were increased and therefore the organisations introduced various fun activities in the workplace to enhance the work satisfaction level of the employees as well as employee wellbeing. Work pressure such as late hour work and target pressure to achieve the goal of the organisation leads to job dissatisfaction which will eventually result in employees leaving the job. So, the solution for these issues is to implement fun activities in the workplace such as indoor and outdoor games, sports activities, gym facilities and recreational rooms in the office to make the employees happy and satisfied which has a positive impact on employee satisfaction and employee wellbeing.

Entertainment means doing something that gives enjoyment. Entertainment activities include activities such as music and dance programmes, social gatherings, birthday celebration, festival celebration, cultural programmes celebration, picnic, staff retreat, employee games, tournaments and competitions, team building sessions and recognition programmes.

### ***Employee Productivity***

In simple terms, productivity refers to output divided by input. In order to have high employee productivity in the organisation, an employee must be physically and mentally fit.

Employee productivity is determined by the amount of time an employee is practically present at work and how effectively he or she is “mentally present” or worked effectively during that time. The need for recreational activities in the workplace is increasing as it directly affects the physical and mental health of the employees. Also, staff productivity has emerged as a crucial objective for the businesses ([Hanaysha, 2016](#)).

Productivity can be measured in terms of an employee’s output over a specific period of time. Normally, an employee’s productivity is often assessed in comparison to the national average of workers performing comparable tasks. It may also be assessed by how many units of a good or service a worker deals with in a certain amount of time ([Hanaysha, 2016](#)).

[Mokaya and Gitari \(2012\)](#) conducted research regarding impact of recreational activities on employee productivity and found that there exists a positive impact of recreational activities in the workplace on the employee productivity and performance. To increase the performance of the employees, the recreational activities are the main variables as it has a positive impact on the job satisfaction, helps to increase the employee commitment level and foster strong bonding among the employees as well as on the employee wellbeing.

[Wattles and Harris \(2003\)](#) stated that the workplace fitness activities are increasing in many organisations to increase the productivity and morale of the employees

and to decrease the rate of absenteeism and employee turnover rate. Conducting physical fitness activities plays a vital role in the productivity of the employees as the employee can perform tasks with minimal or without physiological stress. It shows that employees who do not have a high strength level tend to be overloaded with work as compared to the employees who have a high strength level. Thus, if an organisation is facing issues such as lower job satisfaction, higher absenteeism rate and less productive employees, it should bring up physical fitness activities such as exercise programmes or muscular strength programmes as such activity helps to increase the productivity of the employees.

[Gupta \(2019\)](#) on the effect of programmes related to physical fitness on employee's productivity showed that physical fitness programmes improved job morale, work quality as well as enhanced the workers efficiency. The study also confirmed that physical fitness programs have a significant influence on productivity of the staff, morale, and their performance. [Conn, Hafdahl, Cooper, Brown and Lusk \(2009\)](#) concluded that employee physical health has a positive influence on productivity and organisations that give priority to worker's health face a lower rate of absenteeism.

Several studies ([Goetzel & Ozminkowski, 2008](#); [Akmal et al., 2012](#); and [Varatharaj & Vasantha, 2012](#)) showed that programmes related to mental health impacted that morale and productivity of the employees by enhancing mental

capability, decreasing the anxiety and stress level, encouraging better work-life balance and increasing the job satisfaction. [Mbaabu \(2013\)](#) opined that mental fitness activities are advantageous for minimising stress and anxiety levels in the organisation and also improving understanding of job stressors, attentiveness and mental ability.

According to a study by [Gupta \(2019\)](#), workplace entertainment activities have an effect on productivity, performance as well as employee commitment to group tasks and the findings also revealed that those employees who took part in entertainment activities were able to reduce interpersonal conflict, foster a common culture among groups and feel more relaxed, all of which had a positive influence on their performance, efficiency and commitment to the tasks given to them. [Mokaya and Gitari \(2012\)](#) also explored the nature of relationship between workplace entertainment activities and performance of the employees and found that entertainment activities helped the employees to feel relaxed and extract joy from activities such as gatherings and team building exercises which in overall enabled the improvement in the duty performed by the employees.

Commercial banks in Nepal have been conducting various recreational activities. Nepal Investment Bank Limited hosted a one-day interbank futsal tournament on its 32nd anniversary with the slogan of 'Play for fun'. Total of 16 commercial banks had participated where NIC Asia Bank Limited was the winner ([Republica, 2018](#)).



Siddhartha Bank Limited successfully conducted Siddhartha Funday 2022. The event involved various fun filled activities such as dance, music, team bonding activities and games (Siddhartha Bank Limited, 2022).

### **Conceptual Framework**

Based on Gupta (2019), the conceptual framework of this study is developed. So, for this study, physical fitness activities, mental health activities and entertainment activities were taken as independent variables and employees' productivity was taken as a dependent variable. The conceptual framework adopted in this study is shown below:

## **RESEARCH METHODS**

This research was conducted to find out the impact of recreational activities on employees' productivity of Nepalese commercial banks. Using quantitative techniques the study adopted a cross sectional research design as it would facilitate the researcher to obtain information about what was happening in a current population. The data was gathered only once at a single frame of time using questionnaire which was distributed inside Kathmandu

valley through an online medium. The respondents included people of different age groups, gender, education, designation and income level. During the data collection period from 2022/10/07 to 2022/10/20, there were 26 commercial banks in Nepal. So, this research has been carried out by considering 26 commercial banks in Nepal. Also, quota sampling technique was adopted to collect the data as the commercial banks in Nepal can be categorised into government banks, joint venture banks and other commercial banks. Using a quota sampling technique, a minimum of 30 respondents has been gathered from each of the 3 categories of banks for the study. The primary goal of using quota sampling was to cover a variety of responses from different commercial banks and reduce biases of the respondents.

In order to calculate the sample size, a confidence level of 95% was considered along with 7% margin of error which showed that the sample size should be at least 196 and the total sample size gathered for this study was 201. Likewise, the quota sampling technique was only used in order to represent varieties of respondents from different

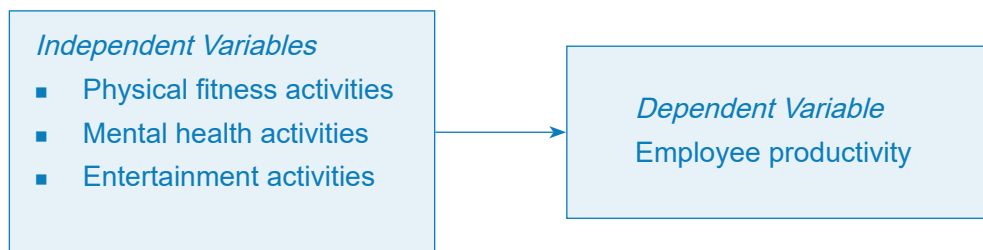


Figure 1. *Conceptual Framework*

categories of bank whereby the different categories of bank were not used as the moderating variable.

The questionnaire was designed by relating the factors involved with the recreational activities and employees' productivity. There were seven items to measure the dependent variable, i.e., employees' productivity which has been extracted from the study conducted by (Mokaya & Gitari, 2012). The seven

items were then measured by a five-point Likert scale.

To measure the first independent variable, i.e., physical fitness activities, there were five items. In the second independent variable, i.e., mental health activities, there were also five items whereas in the third independent variable, i.e., entertainment activities, there were seven items. These items have been extracted from the studies (Gupta, 2019;

Table 1  
Respondents Demographic Characteristics

Variables	Classifications of variables	Frequency	Percentage
Gender	Male	92	45.8
	Female	109	54.2
Age	20 - 29	106	52.7
	30 - 39	65	32.3
	40 and above	30	14.9
Marital Status	Single	117	58.2
	Married	81	40.3
	Divorced	3	1.5
Education Qualification	Bachelor	71	35.3
	Master and above	130	64.7
Bank Category	Government Banks	36	17.9
	Joint Venture Banks	56	27.9
	Other Commercial Banks	109	54.2
Job Position	Assistant Level	120	59.7
	Officer Level	49	24.4
	Manager Level and above	32	15.9
Monthly Income	Below Rs. 30,000	31	15.4
	Rs. 30,000 to Rs. 45,000	77	38.3
	Rs. 45,000 to Rs. 60,000	53	26.4
	Rs. 60,000 and above	40	19.9
Work Experience	Less than 2 years	60	29.9
	2 - 5 years	94	46.8
	Above 5 years	47	23.4

*Note. Data from survey conducted in 2022*

Table 2  
Participation in Recreational Activities in Personal Time

Participation in recreational activities in personal time	Frequency	Percentage
Yes	186	92.5
No	15	7.5
Total	201	100.0

*Note. Data from survey conducted in 2022*

Table 3

Organisation provides recreational activities to its employees	Frequency	Percentage
Yes	155	77.1
No	46	22.9
Total	201	100.0

*Note. Data from survey conducted in 2022*

Obiora-Okafo & Onodugo, 2021). The questionnaire includes dichotomous response questions, single response questions, multiple responses questions and Likert scale questions having five categories of responses, ranging from “strongly disagree” to “strongly agree” were used to find out the relationship between independent variables and as well as impact of recreational activities on employees’ productivity.

Likewise, following are the research hypotheses used to carry out this research:

H<sub>1</sub>: There is a significant impact of physical fitness activities on employees’ productivity.

H<sub>2</sub>: There is a significant impact of mental health activities on employees’ productivity.

H<sub>3</sub>: There is a significant impact of entertainment activities on employees’ productivity.

## DATA ANALYSIS AND DISCUSSIONS

This section shows and discusses the data analysis and results.

A total of 201 responses were collected from the survey. According to the collected data, 45.8% of respondents were male and 54.2% were female, indicating that both male and female respondents participated actively in the survey. In terms of age group, more than 50% of the respondents were from the age group of 20 to 29 which means the majority of the participants were young. In terms of marital status more than 50% of the respondents were single whereas almost 41% of the respondents

Table 4  
Types of Recreational Activities Conducted by the Organisation

Types of Recreational Activities	Frequency	Percentage
Physical fitness activities	36	15.7
Mental health activities	66	28.8
Entertainment activities	125	54.6
Other activities	2	0.9
Total	229	100.0

*Note. Data from survey conducted in 2022*

Table 5  
Participation in Workplace Recreational Activities

Participation in workplace recreational activities	Frequency	Percentage
Yes	146	94.2
No	9	5.8
Total	155	100.0

*Note. Data from survey conducted in 2022*

were married and only 1.5 respondents were divorced. The majority of the respondents also have master and above education qualification. In Nepal, the commercial banks can be classified into government banks, joint venture banks and other commercial banks. So, from the survey, the maximum participation was from the other commercial banks which may be due to the high number of other commercial banks as compared to government banks and joint venture banks in Nepal. The highest number of respondents who participated in the survey was from the Assistant Level.

The majority of the respondents were earning in the range between Rs. 30,000 and Rs. 45,000. In terms of work experience, most of them have work experience between 2 to 5 years.

Out of total respondents, 92.5% of the respondents participated in recreational activities in their personal time whereas only 7.5% of the respondents did not participate in recreational activities in their personal time. Thus, the majority of the respondents participates in recreational activities in their personal time.

Out of total respondents, 77.1% respondents said yes that their organisation provides recreational activities to its employees whereas 22.9% respondents said no that their organisation provides recreational activities to its employees. Thus, most of the respondent's organisation provides recreational activities to its employees.

A total of 229 responses were recorded as the respondents were given the facility

Table 6  
Reason for Participation in Workplace Recreational Activities

Reason for participation in workplace recreational activities	Frequency	Percentage
Encouragement from the Management	69	47.3
Demand by employees	35	24.0
Facilities are available	25	17.1
It is job requirement	12	8.2
Other reason	5	3.4
Total	146	100.0

*Note. Data from survey conducted in 2022*

Table 7  
Reasons for Not Participating in Workplace Recreational Activities

Reason for not participation in workplace recreational activities	Frequency	Percentage
Lack of time	3	33.3
Lack of interest	4	44.4
Lack of facilities	2	22.2
Total	9	100.0

*Note. Data from survey conducted in 2022*

of multiple-choice options. From table 3, it was seen that 155 respondents said yes that their organisation provided recreational activities to its employees. So, among them 15.7% respondents said yes that their organisation provides physical fitness activities to its employees. Similarly, 28.8% respondents said yes that their organisation provides mental health activities to its employees. 54.6% respondents said yes that their organisation provides entertainment activities to its employees. Lastly, 0.9% respondents said yes that their organisation provides other types of recreational activities where 1 response was for interbank tournament and the other response was for Toastmasters

club. Thus, table 4 shows that a majority of the respondents' organisations provide entertainment activities as a form of recreational activities to its employees.

Out of total respondents, 94.2% of the respondents participated in the workplace recreational activities whereas only 5.8% of the respondents did not participate in the workplace recreational activities conducted by their organisation. Thus, in terms of participation in workplace recreational activities, the participation rate is excellent.

Table 6 shows the respondent's reason for participation in the workplace

Table 8  
Types of Recreational Activities that Respondent Prefer

Types of recreational activities that respondent prefer	Frequency	Percentage
Support programmes	103	19.1
Exercise/ Physical activity	85	15.8
Health promotions seminars	59	10.9
Team building	125	23.2
Health screening	57	10.6
Individual counselling	51	9.5
Injury/ Drug rehabilitation	17	3.2
Weight management/ Nutrition	42	7.8
Total	539	100.0

*Note. Data from survey conducted in 2022*

Table 9  
Time to Conduct Workplace Recreational Activities

Time to conduct workplace recreational activities	Frequency	Percentage
Solely on employee time	42	20.9
Partly on company time	122	60.7
Mainly on company time	37	18.4
Total	201	100.0

*Note. Data from survey conducted in 2022*

recreational activities. Out of 146 respondents, almost 50% of them participated due to encouragement from the management which shows that the commercial banks are positive towards the workplace recreational activities.

Table 7 shows the respondent's reason for not participating in the workplace recreation activities. Only 9 respondents did not participate in workplace recreational activities, either due to lack time and interest or due to lack of facilities.

Table 8 shows the various types of recreational activities that the respondents prefer. Respondents were given the facility of multiple-choice options. A total of 539 responses were gathered from the 201 respondents. The majority of respondents preferred team building activities followed by support programmes where both activities have more than 100 votes.

Table 9 shows the response of the respondents regarding time to conduct workplace recreational activities.

Majority of the respondents wants the workplace recreational activities to be conducted partly on organisation's time which means to consider the time of the organisation as well as the time of the employee while conducting the workplace recreational activities.

The average mean score was greater than 3.6 in each of the descriptive analyses of the independent and dependent variables. It means that the majority of the respondents agree with the statements regarding the independent and dependent variables.

Table 11 represents the correlation matrix between independent and dependent variables. The independent variables are physical fitness activities, mental health activities and entertainment activities whereas the dependent variable is employees' productivity.

From the correlation analysis, the correlation coefficient between physical fitness activities and employees' productivity was found to be 0.636. This means there is a positive correlation between physical fitness activities and

Table 10  
Descriptive Analysis of Variables

Variable	Min	Max	Mean	Std. Deviation
Physical fitness activities	1	5	3.72	0.713
Mental health activities	1	5	3.85	0.693
Entertainment activities	1	5	3.85	0.648
Employees' productivity	1	5	3.68	0.645

*Note.* Data from survey conducted in 2022

Table 11  
Correlation Analysis

	Physical fitness activities	Mental health activities	Entertainment activities	Employees' productivity
Physical fitness activities	1	.683** (0.000)	.620** (0.000)	.636** (0.000)
Mental health activities		1	.742** (0.000)	.616** (0.000)
Entertainment activities			1	.701** (0.000)
Employees' productivity				1

*Note.* Data from survey conducted in 2022

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

Table 12  
Regression Analysis

	Beta	t Value	P Value	VIF
(Constant)	0.647	3.305	0.001	
Physical fitness activities	0.276	4.576	0.000	1.980
Mental health activities	0.060	0.821	0.412	2.709
Entertainment activities	0.462	6.400	0.000	2.348
R-Square	0.559			
Adjusted R-Square	0.552			
P Value	0.000			
F Value	83.087			

*Note. Data from survey conducted in 2022*

employees' productivity. Furthermore, the corresponding p-value is 0.000, which is less than level of significance ( $\alpha$ ) = 0.05. This indicated that physical fitness activities and employees' productivity have a substantial relationship.

The correlation coefficient between mental health activities and employees' productivity was found to be 0.616 which means there is a positive correlation between mental health activities and employees' productivity. Since, the corresponding p-value is 0.000 which is less than level of significance ( $\alpha$ ) = 0.05. This indicated that there is a significant relationship between mental health activities and employees' productivity.

Lastly, from the correlation analysis, the correlation coefficient between entertainment activities and employees' productivity was found to be 0.701. It means there is a positive correlation between entertainment activities and employee productivity. As the corresponding p-value is also 0.000, it

is less than level of significance ( $\alpha$ ) = 0.05. This indicated that entertainment activities and employees' productivity have a significant relationship.

The findings from the correlation analysis showed that all three types of recreational activities have a moderate positive relationship with employees' productivity. Thus, it can be inferred that employees' productivity is affected by all the three types of recreational activities.

Regression analysis helps in determining whether independent variables have a significant impact on the dependent variable or not. Based on findings from the table 12, a multiple regression model has been developed below:

$$Y = 0.647 + 0.276X_1 + 0.060X_2 + 0.462X_3 + e_i$$

Where,  $X_1$  = Physical fitness activities,  $X_2$  = Mental health activities,  $X_3$  = Entertainment activities,  $Y$  = Employees' productivity,  $e_i$  = Error



The regression coefficient of physical fitness activities ( $X_1$ ) was found to be 0.276 which means that one unit increment in physical fitness activities leads to an increment of 0.276 units in employees' productivity. Since, the corresponding P-value of physical fitness activities is 0.000, it is less than level of significance ( $\alpha$ ) = 0.05 so there is a significant impact of physical fitness activities on employees' productivity.

The regression coefficient of mental health activities ( $X_2$ ) was found to be 0.060. So, it means that one unit increment in mental health activities leads to an increment of 0.060 units in employees' productivity. As the corresponding P-value of mental health activities is 0.412, it is greater than level of significance ( $\alpha$ ) = 0.05 so there is no significant impact of mental health activities on employees' productivity.

The regression coefficient of entertainment activities ( $X_3$ ) was found to be 0.462 which signifies that one-unit increment in entertainment activities

leads to an increment of 0.462 units in employees' productivity. Since, the corresponding P-value of entertainment activities is 0.000 which is less than level of significance ( $\alpha$ ) = 0.05. Thus, there is a significant impact of entertainment activities on employees' productivity.

The multiple regression analysis revealed that the R-square value was 0.559, which means that the independent variables account for 55.9% of the variation in the dependent variable and the rest 44.1% of variation is due to other variables. Also, the P-value and F-value obtained from the above table is 0.000 and 83.087 respectively, signifying that the regression model equation is acceptable. Thus, there is a significant relationship between dependent variable and at least one independent variable and there is significant impact of recreational activities on the employees' productivity as well.

In each of the variables, the VIF is less than 3 which signifies that there is no multicollinearity among the variables which means the variables that have

Table 13  
Summary of Hypotheses

Hypothesis	P-Value	Remarks
$H_1$ : There is a significant impact of physical fitness activities on employees' productivity	0.000	Supported
$H_2$ : There is a significant impact of mental health activities on employees' productivity	0.412	Not supported
$H_3$ : There is a significant impact of entertainment activities on employees' productivity	0.000	Supported

*Note. Data from survey conducted in 2022*

been used in the study do not need to be changed or removed.

From the beta value, it showed that the highest impact on employees' productivity was from entertainment activities followed by physical fitness activities. As the beta value of mental health activities was very low, it showed that the impact of mental health activities was very low in this study.

Summary of hypothesis analysis: In this study, there are 3 hypotheses tested. The results of hypothesis testing were determined after analysing the data and impact of independent variables on the dependent variable (Table 13).

Physical fitness activities have a significant contribution on employees' productivity as the P-Value is 0.000 which is less than 0.05. Thus,  $H_1$  is supported and therefore it is concluded that physical fitness activities have a significant impact on employees' productivity.

The productivity of employees is not significantly impacted by mental health activities as the P-Value is 0.412 which is greater than 0.05. Thus,  $H_2$  is not supported and therefore it is concluded that mental health activities do not have a significant impact on employees' productivity.

Entertainment activities have a significant contribution on employees' productivity as the P-Value is 0.000 which is less than 0.05. Thus,  $H_3$  is supported and therefore it is concluded that entertainment activities have a significant impact on employees' productivity.

## CONCLUSION AND IMPLICATIONS

This research has been conducted to find out the impact of recreational activities on employees' productivity of Nepalese commercial banks. For the study, physical fitness activities, mental health activities and entertainment activities were taken as independent variables whereas employees' productivity was taken as the dependent variable.

The primary objective of the research was to analyse the impact of recreational activities on employees' productivity of Nepalese commercial banks. From the research findings, it showed that there is a positive and significant impact of recreational activities on employees' productivity of Nepalese commercial banks.

The secondary objectives were to examine the relationship between each independent variable and dependent variable. The outcome of the correlation analysis revealed that there is a substantial relationship between physical fitness activities and employees' productivity. Similarly, there is a substantial relationship between mental health activities and employees' productivity. Also, there is a significant relationship between entertainment activities and employees' productivity.

Regression analysis was conducted to know the impact of recreational activities on employees' productivity. It showed that physical fitness activities have a significant positive impact on employees'

productivity. The finding was consistent with (Gupta, 2019) which showed that activities related to physical fitness have significant positive impact on employees' productivity.

Similarly, from the regression analysis, it also showed that entertainment activities have a significant positive impact on employees' productivity. The finding was also consistent with (Gupta, 2019) which showed that entertainment activities have significant positive impact on employees' productivity.

Although mental health activities have a positive relationship with employees' productivity, it does not significantly impact the employees' productivity. The finding was inconsistent with (Gupta, 2019) which showed that mental health activities have significant positive impact on employees' productivity. From the correlation analysis, it can be inferred that physical fitness itself covers mental health. However, regardless of the findings of the study, it is very important to focus on the mental health and mental health activities due to the fact that a person who is mentally healthy can be more productive and perform much better than a person who is less mentally healthy.

Based on the findings of the study, it can be concluded that most of the respondents are involved in recreational activities in their personal time as well as in recreational activities conducted by their organisation. Therefore, to increase the employees' productivity, Nepalese commercial banks should

continuously provide recreational activities to the employees which must be conducted partly on the organisation's time by considering the employees' time and convenience as well. So, the commercial banks that do not provide any type of workplace recreational activities should start providing recreational activities to its employees. Likewise, the management of the bank should also take into consideration what type of workplace recreational activities are preferred by their employees and provide accordingly. Likewise, the management of the bank should also motivate their employees to participate in workplace recreational activities because it is a long term investment that can make an employee happy, satisfied and more productive.

In conclusion, it can be concluded that commercial banks in Nepal are doing well in terms of recreational activities. So, all the commercial banks need to focus on recreational activities as those banks who are adopting recreational activities, their employees are physically and mentally fit which results in higher productivity. Thus, commercial banks who are adopting recreational activities, their future is bright. When employees are productive, the organisation is also productive. So, priority must be given to workplace recreational activities.

This study can be taken for further study as well to gain more insight as in this study; the beta value showed that the highest impact on employees' productivity was from entertainment activities followed by physical fitness

activities. As the beta value of mental health activities was very low, it showed that the impact of mental health activities was very low in this study. Thus, in future research, the study may focus more on mental health activities to further confirm the impact of mental health activities on employees' productivity. As all categories of banks are available inside Kathmandu valley, the population for this study was limited within the Kathmandu valley so the future study in this area may consider

respondents from outside Kathmandu valley as well to see the differences in the responses. Also, other types of recreational activities can be identified and used that may impact the employees' productivity. Further research can be done in other financial sectors such as in development banks, cooperatives as well as in other sectors to ascertain how the workplace recreational activities impact the employees' productivity in those sectors.

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The authors declare having no conflict of interest in the research work.

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