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Original Article

### The Effect of Wellness Programs on Employee Performance at The Technical University of Kenya

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The quest for organizations to improve the health, job satisfaction, and overall performance of their employees has resulted into the adoption of wellness program. This applies for the Technical University of Kenya (TUK) where employee performance is considered integral in delivering quality education to students pursuing various courses. However, the effectiveness of these programs adopted at the TUK remains underexplored and especially with regards to how they impact on employee well-being and performance. This study sought to address this gap by examining how wellness programs impact on the performance of the employees at the university. The study used the descriptive research design and targeted the entire staff population using stratified random sampling to gather data from a representative sample of 182 individuals. The collected quantitative data was analyzed using SPSS. The findings revealed a moderate positive relationship between wellness programs and employee performance, with regression analysis showing that these programs accounted for 31.4% of the variance in performance. The qualitative findings indicated that wellness initiatives boosted morale, reduced absenteeism, and enhanced staff retention, though there were gaps in stress management and sports participation. The study, therefore, concluded that while the wellness programs at TUK had a positive impact, targeted improvements were required in stress management and sports activities. The study recommended the implementation of stress management workshops, enhancement of sports programs, and establishment of a feedback mechanism to continuously adapt and improve wellness initiatives.

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## INTRODUCTION

Wellness programs are initiatives that are designed to promote the overall health and well-being of employees within an organization (Jones, 2019; Marin-Farrona, 2023). Wellness programs typically include a range of services and activities that are aimed at improving physical, mental, and emotional health (Marin-Farrona, 2023; Marshall, 2020; Peñalvo 2021). Some examples of wellness programs include fitness programs (Jones, 2019), mental health counseling (Peñalvo 2021), stress management workshops (Marshall, 2020), nutritional guidance (Gubler, 2018), and preventive health screenings (Jones 2019). This study looked at how wellness programs impact on employee performance at the Technical University of Kenya (TUK).

Employee performance refers to the level an individual fulfills their job responsibilities and contributes to the goals and objectives of the organization (Juba, 2024; Marshall, 2020; Richemond & Needham, 2020; Song & Baicker, 2019). Employee performance includes various aspects such as the quality of work (Marshall, 2020), efficiency (Juba, 2024), productivity, and adherence to deadlines (Song & Baicker, 2019). Employee who are high-performing employees consistently deliver excellent results (Richemond & Needham, 2020), demonstrate initiative (Marshall, 2020), and demonstrate a strong commitment to their roles (Juba, 2024). Some of the factors influencing performance include skills (Richemond & Needham, 2020), motivation (Song & Baicker, 2019), work environment (Marshall, 2020), and the

support provided by the organization (Song & Baicker, 2019). This study looked at employee performance at the TUK and how it is impacted by the adoption of wellness programs.

## Problem Statement

The increasing focus on employee wellness in organizations has led to the development and implementation of wellness programs (Gubler, 2018; Marshall, 2020; Peñalvo, 2021), which aimed at improving employee health (Marshall, 2020), job satisfaction (Marin-Farrona, 2023), and overall performance (Peñalvo, 2021). There has been a growing concern regarding employee productivity and well-being at the Technical University of Kenya (TUK), particularly especially in light of the challenges posed by a competitive academic environment and evolving work demands. Despite the introduction of wellness programs at TUK, empirical evidence on their effectiveness in enhancing employee performance is limited. This brings to the fore questions about the extent to which these programs contribute to improved job performance, employee morale, and retention. Besides, the intersection between employee's participation in wellness programs and key performance indicators, such as job efficiency, absenteeism, and employee engagement, has not been fully explored. This study, therefore, sought to address this gap in knowledge by looking into the impact of wellness programs on employee performance at the varsity. The examination of both the qualitative and quantitative outcomes of these programs was necessary for providing insight into the effectiveness of the program and recommend

strategies for optimizing wellness initiatives to better support employee performance at TUK.

## LITERATURE REVIEW

### Empirical Literature Review

Employee wellness program have become a focus of various past research that were reviewed in this study (Gubler, 2018; Peñalvo, 2021;). Generally, past studies have established a link between the implementation of wellness programs in the workplace and the increased productivity of the employees (Jones, 2019; Marshall, 2020). Wellness programs, which often include physical fitness activities (Gubler, 2018; Marin-Farrona, 2023), nutritional guidance (Peñalvo 2021), and mental health support (Marin-Farrona, 2023; Peñalvo 2021) have been credited for enhancing the cognitive functions and energy levels of employees in organization (Jones 2019; Peñalvo, 2021). Employees exhibited more alertness and less fatigue (Gubler 2018); improved physical health (Marin-Farrona, 2023) and could maintain longer concentration periods on their tasks (Peñalvo, 2021), which directly contributed to their increased productivity (Marin-Farrona, 2023; Marshall, 2020). Employees in organizations that have established comprehensive fitness programs have frequently reported feeling more energized, which has in turn contributed to reduced errors and faster completion of their tasks (Peñalvo, 2021).

Past studies have also demonstrated that the effectiveness of wellness program in improving overall health outcomes of the employees (Gubler, 2018; Marshall, 2020; Peñalvo, 2021). These include addressing preventive healthcare issues (Jones et al., 2019), which is instructive in terms of reducing cases of chronic diseases that often lead to absenteeism when employees have to miss work to attend to their illness (Marin-Farrona 2023; Peñalvo 2021). Jones (2019) found that organizations that have set up effective wellness programs have reported few absences in both short and long term, thereby enabling them to pursue their goals and

objectives without having to deal with delays occasioned by staff absences.

In particular, this study was focused on the effects of wellness programs categorized as recreational facilities, counseling programs and medical covers, which are implemented at the TUK.

### *Recreational Facilities*

Extant studies have demonstrated that wellness programs categorized as recreational facilities include amenities and activities (Lumiti, 2024; Marshall, 2020; Mercanoğlu & Simsek, 2023), which promote the physical and mental well-being of the employee's leisure and relaxation (Jones, 2019; Marshall, 2020; Mercanoğlu & Simsek, 2023; Patrick 2023). Specific examples of recreational facilities include on-site gyms (Lumiti, 2024), sports courts (such as tennis or basketball) (Lumiti, 2024; Patrick 2023), swimming pools (Mercanoğlu & Simsek, 2023), yoga studios (Lumiti 2024; Marshall, 2020), walking trails (Jones, 2019), and recreational lounges (Marshall, 2020). The programs normally entail organized activities like team sports leagues, fitness classes, and social clubs (Mercanoğlu & Simsek, 2023; Patrick, 2023), which are aimed at fostering a balanced work-life environment (Lumiti et al., 2024).

Past studies have demonstrated the impact of recreational wellness programs on job commitment of the employees in organizations (Lumiti, 2024; Jones 2019; Mercanoğlu & Simsek, 2023; Patrick 2023). The provision of recreational wellness programs indicates the commitment of an organization towards ensuring the well-being of their employees (Lumiti et al., 2024; Patrick, 2023), which fosters a sense of loyalty (Mercanoğlu & Simsek, 2023) and belonging among staff (Lumiti, 2024). According to Patrick (2023) employees who feel valued are highly likely to develop a strong emotional attachment to their workplace and this leads to higher levels of commitment. Mercanoğlu & Simsek, (2023) also found that employee participation in recreational activities helped

establish build camaraderie and stronger interpersonal relationships among colleagues, and this further enhanced team cohesion and a collective commitment to organizational goals.

Extant studies have also indicated the integral role that recreational facilities play in improving the quality of work output (Jones 2019; Lumiti2024; Mercanoğlu & Simsek, 2023). Patrick (2023) established that recreational facilities positively influence the quality of work output by contributing to physical and mental health of the employees. Lumiti (2024) also found that employees reduce stress, improves their focus on tasks, and increases energy levels when they engage in regular physical activity. Besides, Mercanoğlu & Simsek (2023) found that recreational activities often provide employees with a mental break from work and allow them to return to their tasks with renewed concentration and creativity. In their study Lumiti (2024) found that employees produce higher-quality work, characterized by better attention to detail, greater innovation, and more effective problem-solving skills.

Studies have revealed that recreational facilities also play a crucial role in helping employees achieve their targeted task goals (Jones, 2019; Lumiti et al., 2024; Marshall, 2020; Mercanoğlu & Simsek, 2023; Patrick, 2023). The recreational facilities reduce absenteeism and presenteeism (Lumiti, 2024), and ensure that employees are consistently present and engaged (Patrick 2023). Besides, recreational activities come with physical and mental benefits, which result in enhanced time management skills (Jones, 2019; Patrick,2023), and enable employees to prioritize tasks effectively and meet deadlines more consistently (Lumiti, 2024; Mercanoğlu & Simsek, 2023). Furthermore, recreational activities serve as a motivational tool (Jones 2019), thereby providing employees with the energy and enthusiasm required to tackle challenging tasks and maintain a high level of performance (Lumiti, 2024; Mercanoğlu & Simsek, 2023).

### ***Counseling Programs***

Extant literature indicates that wellness program categorized as counseling programs include initiatives designed to support the mental and emotional well-being of employees through professional guidance and therapeutic interventions (Antwi, 2023; Jones, 2019; Marshall, 2020). Examples of these programs include Employee Assistance Programs (EAPs) (Kathukya, 2022; Ngeno, 2021), mental health counseling services (Antwi, 2023; Ngeno, 2021), stress management workshops (Jones 2019; Ngeno, 2021), substance abuse counseling (Antwi, 2023; Ngeno, 2021), grief counseling (Onsare & Ng'eno, 2022), and conflict resolution services (Antwi, 2023; Kathukya, 2022; Ngeno, 2021). These programs are either provided on-site (Jones 2019) or through external partnerships (Onsare & Ng'eno, 2022), thereby, providing the employees confidential access to support for personal or work-related challenges (Jones, 2019; Kathukya, 2022).

Studies have shown that counseling program profoundly impact job commitment by addressing the psychological and emotional needs of employees (Antwi, 2023; Jones, 2019; Kathukya, 2022). Organizations that provide employees with access to counseling services invariably demonstrate their demonstrate towards ensuring the holistic well-being of their workforce (Antwi, 2023; Ngeno, 2021), which yields trust and loyalty (Ngeno, 2021). When employees feel supported in managing their mental health, they are highly likely to stay committed to their organization (Jones 2019). Additionally, counseling programs help employees navigate personal issues that might otherwise detract from their focus and dedication to their work, which boosts their sense of attachment and commitment to their roles and the organization (Onsare & Ng'eno, 2022).

The availability of counseling services, as studies have revealed, directly enhances the quality of work output by helping employees manage stress (Antwi, 2023), anxiety (Antwi, 2023; Ngeno, 2021), and



other mental health issues that can impair performance (Kathukya, 2022; Onsare & Ng'eno, 2022). Counseling empower employee with coping strategies and tools they can deploy to manage work pressures (Kathukya, 2022; Ngeno, 2021), which translate into improved concentration (Ngeno 2021), effective decision-making (Ngeno, 2021), and enhanced creativity (Ngeno, 2021). When employees gain control over their mental health, they engage more fully with their work (Antwi, 2023; Onsare & Ng'eno, 2022) and undertake their tasks with better precision, thoroughness, and increased innovativeness, which characterize their higher-quality output (Ngeno, 2021). Additionally, addressing interpersonal conflicts or emotional distress through counseling result in the establishment of a harmonious work environment, which further contributes to consistent and superior work performance (Antwi, 2023; Ngeno, 2021).

The adoption of counselling programs in organizations has proved helpful in enabling employees to achieve their targeted task goals (Kathukya, 2022; Jones, 2019; Ngeno, 2021; Onsare & Ng'eno, 2022), especially by mitigating factors that could hinder productivity (Antwi, 2023). Counseling programs provide structured outlets for emotional and psychological challenges and therefore, ensuring that employees are mentally and physically present to tackle their responsibilities (Ngeno, 2021). The programs, therefore, significantly contributed to reducing absenteeism (Antwi, 2023; Onsare & Ng'eno, 2022), presenteeism (Jones, 2019; Ngeno, 2021), and burnout (Antwi, 2023; Ngeno, 2021). Counselling also contributes towards the improvement of time management in organizations (Jones, 2019) and prioritization by helping employees clear mental clutter and thus, allows employees to focus on their goals and meet deadlines more effectively (Kathukya 2022). Employees who use counseling services are often better equipped when it comes to managing work-related stress (Antwi, 2023; Ngeno, 2021); they also exhibit sustained motivation and the ability to meet

or exceed their targeted goals (Antwi, 2023; Ngeno, 2021; Onsare & Ng'eno, 2022).

### *Medical Cover*

Wellness programs include medical covers, whose examples include health insurance plans and other health-related benefits that provide employees with access to necessary medical care (Kathukya, 2022; Lumiti, 2024; Mercanoğlu & Simsek, 2023; Ngeno, 2021). Specific examples of these programs include comprehensive health insurance plans covering doctor visits (Lumiti, 2024), hospital stays (Kathukya, 2022), prescription medications (Lumiti, 2024), preventive care (Mercanoğlu & Simsek, 2023), dental and vision care (Kathukya, 2022), and specialized services like maternity care (Lumiti, 2024; Mercanoğlu & Simsek, 2023). Other examples include mental health support (Ngeno, 2021), chronic disease management (Kathukya, 2022), telemedicine services (Lumiti, 2024), on-site health clinics, and wellness screenings (Mercanoğlu & Simsek, 2023).

Studies have demonstrated that medical covers significantly enhance job commitment (Kathukya, 2022; Lumiti, 2024; Mercanoğlu & Simsek, 2023). Organizations that provide their employees with comprehensive health benefits inspire them to feel valued and cared for and this fosters a sense of loyalty and long-term commitment to the organization (Mercanoğlu & Simsek, 2023). When employees feel that their health needs, including those of their families are adequately covered, they invariably experience reduced stress and anxiety (Kathukya, 2022; Mercanoğlu & Simsek, 2023); which contribute to a stable work environment since the employees feel secure (Lumiti, 2024). The sense of security emanating from the provision of medical cover cause employees to more in their roles (Mercanoğlu & Simsek, 2023), and they end up demonstrating higher levels of engagement and commitment (Kathukya, 2022; Lumiti, 2024). Furthermore, studies have shown that organizations that provide robust medical coverage often see lower turnover rates since employees are less likely

to leave for another job that may not provide similar benefits (Lumiti, 2024; Mercanoğlu & Simsek, 2023).

Studies have shown that medical cover positively influences the quality of work output by ensuring that employees can maintain good health and well-being (Kathukya 2022; Mercanoğlu & Simsek, 2023; Ngeno 2021). Regular medical check-ups (Lumiti 2024), preventive care (Mercanoğlu & Simsek, 2023), and timely treatment for illnesses (Mercanoğlu & Simsek, 2023) help employees to stay physically and mentally fit (Kathukya, 2022; Lumiti, 2024), and reduce the likelihood of health-related absences (Mercanoğlu & Simsek, 2023). Employees who are healthy can focus more effectively on their tasks, which is associated with higher-quality work (Kathukya, 2022; Lumiti, 2024; Ngeno, 2021).

Studies have also shown that medical cover also plays a crucial role in helping employees achieve their targeted task goals (Jones, 2019; Kathukya, 2022; Mercanoğlu & Simsek, 2023; Ngeno, 2021). Employees who have access to medical care are less likely to experience prolonged illness or stress (Kathukya, 2022) and enable them to maintain consistent attendance and focus on their work (Mercanoğlu & Simsek, 2023; Ngeno 2021). The resultant consistency is key to meeting deadlines and achieving goals (Jones, 2019). Additionally, the ability to access preventive care and early intervention for health issues imply that employees can manage their health proactively (Ngeno, 2021) and also minimize disruptions to their workflow (Jones, 2019).

### **Theoretical Review**

The study adopted various theories to understand the intersection between wellness programs and employee performance in organizations. The theories included job embeddedness; work-family enrichment theory and, work-family conflict theory.

### ***Job Embeddedness Theory***

The job embeddedness theory posit that individuals make decisions that are geared towards retaining their positions as influenced by a web of factors both within and outside the workplace (Yoon, 2022). This delineates the theory from others that have focused on job satisfaction or organizational commitment as determinants of employee retention. The theory was first introduced by Mitchell, Holtom, Lee, Sablinski, and Erez in 2001 (Fuchs, 2022; Yoon 2022); who sought to outline a comprehensive framework for understanding why employees stay in their jobs (Nguyen & Andresen, 2024). They argued that the factors that drive individual decisions are categorized into three dimensions, including links, fit, and sacrifice (Nguyen & Andresen, 2024). In this case, are the connections employees have with other people and activities (Fuchs, 2022; Yoon2022); fit involve the level to which the values and goals of the employees align with their job and organization ((Fuchs, 2022; Nguyen & Andresen, 2024; Yoon 2022); while sacrifice takes into account what the employee has to lose if they leave their job (Nguyen & Andresen, 2024).

The use of the theory in the study was instructive in understanding of how wellness programs at the Technical University of Kenya can enhance employee performance. More specifically, wellness programs such as recreational facilities, counseling services, and medical cover could strengthen the links of the employees by establishing a supportive community and enhancing interpersonal connections. The prioritization of employees' wellbeing through provisions of such programs improves their fit since their personal and professional values are in alignment with those of the organization more closely. Besides, the provision of comprehensive wellness benefits invariably boosts the perceived sacrifice of leaving, since the employees the tangible and intangible losses they are highly likely to face such as health support and social connections.

Therefore, wellness programs contribute to a higher degree of job embeddedness, which in turn translates to increased employee retention and improved performance. Essentially, employees who are more embedded in their jobs are highly likely to be more engaged, motivated, and committed, thereby resulting in better overall performance. The theory was therefore, instructive in outlining how these embeddedness factors through wellness programs were crucial in fostering a dedicated and high-performing workforce at the Technical University of Kenya.

### ***Work-Family Enrichment Theory***

The work-family enrichment theory posits that engagement in one role can enhance the quality and performance in the other, bringing about a mutually beneficial relationship (Agrawal & Mahajan, 2021; Jing, 2021; Kim, 2021; Koekemoer et al., 2020). This theory was first introduced by Greenhaus and Powell in 2006 in their quest to explore the positive interactions between work and family roles (Koekemoer 2020). Based on the theory, resources such as skills, psychological and physical energy, and positive emotions gained from participation in either work or family roles could be transferred to and enrich the other role (Kim 2021; Koekemoer, 2020). According to Agrawal & Mahajan (2021), this enrichment occurs in two distinct directions: work-to-family and family-to-work, suggesting that instead of in constant conflict, work and family life can support and complement each other.

The adoption of this theory in the study provided invaluable lenses for understanding the impact of wellness programs on employee performance. Wellness programs, such as recreational facilities, counseling services, and medical cover provide resources that significantly enrich the lives of employees at work and at home. For example, access to recreational facilities can help employees reduce stress and improve physical health and this not only enhances their well-being at home but also translates into increased focus, energy, and productivity at work. In the same vein, counselling

services provide psychological support, enabling employees to better manage personal and work-related stressors, which leads to improved mental health and greater job satisfaction. Additionally, medical covers provide employees with a sense of financial security and peace of mind, thereby reducing the burden of healthcare costs and allowing them to concentrate more fully on their work responsibilities.

The promotion of work-family enrichment through these wellness programs could therefore, help the university to establish a working environment where employees feel supported and valued. This enrichment could lead to higher job satisfaction, greater engagement, and enhanced performance. This theory, therefore, underlines the notion that employees experience positive spillover from their work into their family life and vice versa, they are highly likely to be productive and committed. This can, in turn, translate into better overall performance at the Technical University of Kenya.

### ***Work-Family Conflict Theory***

The work-family conflict theory argues that conflict arises when the demands of work and family are incompatible, which leads to strain in one or both areas (Handelzalts, 2024; Wang, 2024). The theory was developed by Greenhaus and Beutell in 1985 (Handelzalts, 2024); in their quest to examine the negative interactions between work and family roles (Handelzalts, 2024; Obrenovic, 2020; Wang, 2024). The conflict in this case is premised on the assumption that the roles of work and family often require time, energy, and commitment, which can interfere with each other, creating tension and stress (Obrenovic 2020). There are three forms in which work-family conflict manifests in three distinct forms. They include the time-based conflict in which the time spent on one role limits participation in the other (Agrawal & Mahajan, 2021; Wang, 2024). It could also manifest in the form of strain-based conflict whereby the stress or fatigue from one role hinders effectiveness in the other (Handelzalts, 2024; Wang, 2024). Besides, it could

manifest as behavior-based conflict whereby the behaviors required in one role are incompatible with those needed in the other.

The theory was applicable in this study with regard to understanding how wellness programs may mitigate the negative impacts of work-family conflict on employee performance. Notably, wellness programs such as recreational facilities, counseling services, and medical cover provide critical support that could help employees to handle their work and family lives more effectively. For instance, recreational facilities can alleviate stress and promote physical health; thereby reducing strain-based conflict since the employees have the opportunity to recharge and maintain energy levels necessary for both work and family responsibilities. Besides, counseling services provide psychological support, which help the employees to cope with

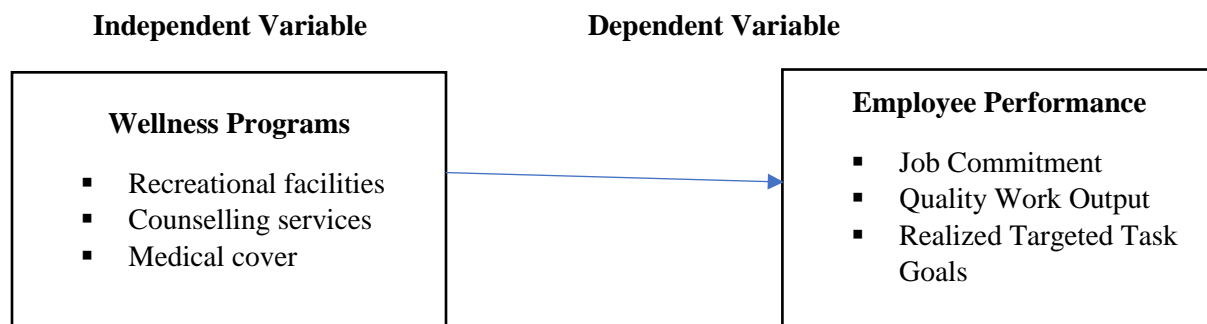
stressors and emotional challenges that could otherwise lead to strain-based or behavior-based conflicts. The provision of medical cover also ensures that employees and their families have access to necessary healthcare without the added stress of financial concerns, thereby reducing time-based and strain-based conflicts.

Therefore, by addressing the sources of work-family conflict wellness programs reduce the stress and tension that typically undermine employee performance. With the decline in work-family conflict employees are highly likely to experience higher job satisfaction, greater focus, and enhanced productivity. This, in turn, may translate into improved overall performance at the Technical University of Kenya since the employees will be better able to balance their work and family roles without one detracting from the other.

## Wellness Programs

## Conceptual Framework

**Figure 1: Conceptual Framework of Wellness Program and Employees Performance**



## METHODOLOGY

This study employed a descriptive research design to investigate how employee wellness programs affect employee performance at the Technical University of Kenya. The research design was considered integral for examining the relationship between these variables and the reasons organizations adopt work-life balance practices

(Creswell & Creswell, 2018; Fuller, 2015). The study targeted the entire staff population at the Technical University of Kenya (TUK), comprising 1,704 individuals as the university's website (<https://www.tukenya.ac.ke/>), who were divided into academic and non-academic staff (Table 1). This group was the focus for generalizing research findings related to employee wellness programs and performance (Cohen, West & Aiken, 2013).



**Table 1: Research Population**

Category	Frequency	Percentage
Academic Staff	820	48
Non-Academic Staff	884	52
<b>Total</b>	<b>1,704</b>	<b>100</b>

**Source:** TUK (2024)

A stratified random sampling design was utilized to ensure all subgroups within the research population were adequately represented. Stratified sampling, which enhances data precision and reliability compared to simple random sampling, was deployed, with the sample divided into academic and non-academic staff categories. Simple random sampling was used within these strata, and

Yamane's formula (1967) determined the sample size of 182, accounting for a 7% margin of error. This sample size, representing 10.68% of the total population, ensured effective data collection in the study (Gibson, 2017; Creswell, 2018; Kothari, 2013). The sample size of 182 was distributed into two distinct strata as showed in Table 2 below.

**Table 2: Distribution of Sample Size**

Category	Target Population	Sample Size	Percentage
Academic Staff	820	88	48
Non-Academic Staff	884	94	52
<b>Total</b>	<b>1,704</b>	<b>182</b>	<b>100</b>

**Source:** TUK (2024)

The study used questionnaires to collect primary data. The questionnaires had open-ended and closed-ended questions, which allowed for comprehensive data collection and straightforward analysis (Creswell & Creswell, 2018). A pilot study, involving 18 staff members, was conducted to pretest the questionnaire, ensuring the instrument's clarity and effectiveness before the main study (Kothari, 2014; Creswell & Creswell, 2018). The data collection process began with distributing questionnaires after obtaining approval from TUK's Human Resources department, which was also facilitated by an official letter from St. Paul's University. Completed questionnaires were manually collected and analyzed.

The validity of the questionnaire was conducted to measure how accurately research instruments represent the phenomenon being studied, focusing on meaningfulness and accuracy (Creswell, 2015; Kothari, 2014). The content validity of the questionnaire was assessed by obtaining feedback from colleagues and supervisors, leading to adjustments in the questionnaire to improve its relevance. The reliability of the questionnaire was conducted to evaluate the consistency of results across different respondents (Wilson, 2014; Oso & Onen, 2009). Reliability of the tool was tested using Cronbach's alpha in a pilot study with 7 participants from TUK. A reliability coefficient close to 1 indicates high dependability, with 0.7 considered acceptable (Chen & Krauss, 2014; Nullay, 1978), as shown in Table 3 below.

**Table 3: Test Results for Reliability**

Variables	Cronbach's Alpha	Number of Questions
Employee Wellness Program	0.8643	7

Quantitative data analysis began with preparing data by collecting, cleaning, and organizing it, ensuring quality by addressing missing values, duplicates, and errors. The cleaned data were analyzed using SPSS, with descriptive statistics computed to describe central tendencies and variability. Results were visualized using graphs and pie charts. Inferential analysis, including regression and ANOVA, was performed to explore the relationship between work-life balance and employee performance, aiming to generalize findings and guide decision-making.

The thematic analysis was used for qualitative data, which followed the Braun and Clarke's (2021) methodology. The process involved familiarizing with the data, developing initial codes, identifying themes, and refining them to ensure they accurately reflected the dataset. Final themes were defined, named, and supported by illustrative quotes in the report.

## RESULTS AND DISCUSSIONS

Descriptive statistics analyses included means (M) and standard deviation (SD). The results as shown in Table 4 below, indicated that most respondents agreed that their organization had put in place wellness programs (M=3.5922; SD=1.21144). This result indicated that TUK provided considerable support to its staff geared at enhancing their well-being. The results also showed that a majority of the

respondents agreed that the organization adopted measures to take care of their health by ensuring they are provided with balanced diet (M=3.5056; SD=1.23621). Besides, a majority of the respondents acknowledged that they were concerned of their health (M=3.9432; SD=1.10436), which indicated their positive self-assessment of their health behaviors and outcomes.

The results also showed that most of the respondents took rest occasionally (M=3.6927; SD=1.07081); and that they often got adequate sleep as required for their better health outcomes (M=3.5763; SD=1.13623). These findings revealed that the organization considered giving staff occasional breaks and allowing them to have adequate sleep was vital for ensuring their continuous health and productivity at work. However, the findings showed that most of the respondents were unsure regarding the management of their stress levels and how to control them when at work (M=3.3833; SD=1.24297). Most of the respondents were also unsure regarding their participation in the organization's sports activities (M=2.9556; SD=1.34048). These findings revealed that while there were some employees' wellness programs and aspects that the staff acknowledged; there existed significant gaps in terms of handling workplace stress and staff participation in sporting activities sponsored by the university.

**Table 4: Descriptive Statistics for Employee Wellness Programs**

	N	Mean	Std. Deviation
My university offers employee wellness programs.	179	3.5922	1.21144
I maintain awareness of my health by following a well-balanced diet.	178	3.5056	1.23621
I am aware of my health.	176	3.9432	1.10436
I occasionally take a rest from work.	179	3.6927	1.07081
I get adequate sleep as required.	177	3.5763	1.13623
I effectively manage to keep my stress levels under control at work.	180	3.3833	1.24297
Employees take part in sports activities organized by the university.	180	2.9556	1.34048
Valid N (listwise)	171		

The inferential analysis results indicated a significant relationship between wellness programs and employee performance at the TUK. The model summary in Table 5 below revealed a strong explanatory power of the regression model that the study adopted. The correlation coefficient, R (0.561), showed a moderate positive relationship between the predictors, specifically the Wellness Program (WP), and the dependent variable, Employee Performance (EP). The R Square value

(0.314) indicated that about 31.4% of the variance in employee performance was explained by the independent variables in the model. The Adjusted R Square (0.294), which adjusts for the number of predictors for a more accurate estimate, suggested that approximately 29.4% of the variance in employee performance was explained by the predictors. Overall, the model accounted for a moderate portion of the variance in employee performance.

**Table 5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.561 <sup>a</sup>	.314	.294	.73458

a. Predictors: (Constant), WP

An Analysis of Variance (ANOVA) was performed to evaluate the connection between the independent variables, specifically the Wellness Program (WP), and the dependent variable, Employee Performance (EP). The results revealed a significant relationship,

with an F-value (15.235) and a p-value (0.000). This signified that the model employed in the study was statistically significant, indicating that work-life balance practices are linked to employee performance (Table 6).

**Table 6: Analysis of Variance (ANOVA) for Wellness Programs and Employee Performance**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	32.883	4	8.221	15.235	.000 <sup>a</sup>
Residual	71.767	133	540		
Total	104.651	137			

a. Predictors: (Constant), WP

b. Dependent Variable: EP

The regression analysis revealed that Wellness Programs (WP) had a coefficient (B) of 0.684, signifying a strong positive influence (Table 7). The standardized coefficient (Beta = 0.611) demonstrated a large effect size, and the p-value (0.000) confirmed a highly significant relationship between Wellness Programs (WP) and employee

performance. This implied that WP was a strong predictor of employee performance, indicating that the programs were well-structured and effectively executed within the organization. High employee participation and engagement in these wellness programs likely contributed to their substantial positive impact.

**Table 7: Regression Coefficients for Wellness Programs and Employee Performance**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.719	.351			4.904	.000
WP	.684	.096	.611		7.163	.000

a. Dependent Variable: EP

The qualitative findings showed that employee wellness programs boosted employee morale, reduced absenteeism, and enhanced the recruitment and retention of quality staff. Respondents also noted that these programs lowered health risks and increased productivity for both employees and the organization. These insights suggest that wellness initiatives positively impact employee performance and overall organizational success.

## CONCLUSIONS

The employee wellness programs at TUK revealed a rather nuanced picture of their impact on staff well-being and performance. On one hand, whereas the employees generally acknowledged the presence and effectiveness of wellness programs, there were some specific areas that required improvement. Most employees recognized the support provided by the organization in terms of balanced diets, rest, and sleep, which suggested a positive environment for maintaining physical health. However, there were gaps with regard to managing stress levels and engaging in sports activities, which are critical components of comprehensive wellness.

## RECOMMENDATIONS

Given the employees' uncertainty regarding stress management, the study recommended that TUK should implement and promote targeted stress management programs. This could include workshops, counseling services, and stress-relief resources, which should be introduced to help employees to develop effective strategies for managing workplace stress.

The study recommended that TUK should enhance its sports programs by organizing regular, accessible, and varied sporting events that cater to diverse interests and fitness levels, thereby boosting employee involvement and morale. This would be essential for addressing the lower level of participation in sports activities amongst the staff.

The study also recommended that TUK should establish a regular feedback mechanism where employees can share their experiences and suggestions to ensure the continued effectiveness of wellness programs. This will be helpful in identifying areas of improvement and adapting the programs to better meet employee needs.

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