

**EFFECT OF WORKPLACE RECREATION ON EMPLOYEE
WELLBEING AND PERFORMANCE: A CASE OF THE
COMMISSION FOR UNIVERSITY EDUCATION (CUE)**

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DECLARATION

This is my original work and has not been submitted for a degree or any other award in any other university.

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DEDICATION

I dedicate this research project report to my son, Raymond, and my entire family for their support and encouragement throughout the entire journey of this study.

ABSTRACT

Workplace recreation is increasingly gaining popularity as a strategy for improving the well-being and performance of employees in the workplace. The popularity of workplace recreation and its effect on the performance and wellbeing of employees motivated this study. The purpose of the study was to determine the effect of workplace recreation on the well-being and performance of employees at the Commission for University Education (CUE). Existing literature did not address both wellbeing and performance with regards to workplace recreation. The researcher sought to fill this gap by investigating the effect of physical fitness programmes, mental health programmes, and workplace entertainment programmes on both the wellbeing and the performance of employees. Descriptive research design was used. A sample size of 66 personnel was selected from a population of 80. Pre-tested structured questionnaires were then distributed to the sample size. Only 59 questionnaires were filled, representing a response rate of 89%. The responses were coded and analysed using quantitative methods including means, percentages, standard deviations, frequency distributions, Pearson correlation, coefficient of variation, and two-tailed tests. The analyzed results were presented in the form of tables and figures. The findings revealed that physical fitness programmes improved work quality, job performance, productivity, and morale. Mental health programmes lowered stress and anxiety and improved awareness of work stressors, alertness, and mental capability. Lastly, entertainment programmes improved group commitment, team performance and productivity. The results confirmed that fitness, mental health and entertainment in workplace recreation had an effect on employee performance and wellbeing. Correlation tests on the strength and significance of variables' effects showed that physical fitness and mental health had strong positive correlations with employee performance and wellbeing. On the other hand, workplace entertainment programmes were found to have a less significant effect due to the weak correlations to employee wellbeing and performance. In conclusion, there was disconnect between the participation of employees and the effects of the workplace recreation programmes on their wellbeing and performance. Although slightly more than a majority of employees benefited from the positive effects of workplace recreation, the remaining employees were hindered time, interest, financial costs, facilities, no childcare, distrust in the employer and other priorities. To attract this missing group, the researcher proposes that organizations provide practical solutions for these hindrances such as providing childcare and encouraging managerial support to reduce distrust. This would encourage more employees to take up workforce recreational activities and help them realize the performance and health benefits of these programmes. The study also proposes that organizations evaluate their recreational schedules so that it is not done completely on the employee's time but on part-company, part-employee time as suggested by the respondents in this study.

TABLE OF CONTENTS

DECLARATION.....	i
ACKNOWLEDGEMENT.....	ii
DEDICATION.....	iii
ABSTRACT.....	iv
TABLE OF CONTENTS	v
ACRONYMS AND ABBREVIATIONS.....	vii
LIST OF TABLES	viii
LIST OF FIGURES	ix
OPERATIONAL DEFINITION OF TERMS.....	x
CHAPTER ONE	
INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	3
1.3 General Objective	6
1.4 Specific Objectives.....	6
1.5 Research Questions	6
1.6 Purpose of the Study.....	6
1.7 Significance of the Study	7
1.8 Scope of the Study.....	8
1.9 Limitations of the Study	8
1.10 Assumptions of the Study	9
1.11 Organization of the Study	9
CHAPTER TWO	
LITERATURE REVIEW	10
2.1 Introduction.....	10
2.2 Theoretical Review	10
2.2.1 Theory of Planned Behaviour	10
2.2.2 Herzberg Motivator-Hygiene Theory	11
2.2.3 Maslow Hierarchy of Needs Theory.....	13
2.2.4 McClelland’s Theory	14
2.3 Empirical Review.....	15
2.3.1 Physical Fitness on Employee Performance and Wellbeing.....	15
2.3.2 Mental Health on Employee Performance and Wellbeing	17
2.3.3 Workplace Entertainment on Employee Performance and Wellbeing	18
2.4 The Conceptual Framework.....	21
2.5 Summary of Literature Review and Research Gaps	22
CHAPTER THREE	
RESEARCH METHODOLOGY	23
3.1 Introduction.....	23
3.2 Research Design.....	23
3.3 Target Population.....	23
3.4 Sample Design	24
3.5 Sampling Design.....	25
3.6 Data Collection Instruments	27

3.7 Validity	27
3.8 Reliability.....	28
3.9 Data Analysis and Presentation	28
3.10 Ethical Considerations	29
CHAPTER FOUR	
RESEARCH FINDINGS.....	30
4.1 Introduction.....	30
4.2 Analysis of Response Rate and Descriptive Statistics	30
4.2.1 Descriptive Analysis of Demographic Information.....	31
4.3 Inferential Analysis.....	35
4.3.1 Adoption of Workforce Recreation Programmes	35
4.3.2 Effect of Physical Fitness Programmes	43
4.3.3 Effect of Mental Health Programmes	49
4.3.4 Effect of Entertainment Programmes.....	56
CHAPTER FIVE	
SUMMARY, CONCLUSION AND RECOMMENDATIONS	66
5.1 Introduction.....	66
5.2 Summary	66
5.3 Conclusion	69
5.3.1 Effect of Physical Fitness Programmes on Employee Wellbeing and Performance	69
5.3.2 Effect of Mental Health Programmes on Employee Wellbeing and Performance	70
5.3.3 Effect of Entertainment Programmes on Employee Wellbeing and Performance	71
5.4 Recommendations.....	72
5.4.1 Suggestions for Further Research	73
REFERENCES.....	74
APPENDICES	78
APPENDIX A: SAMPLE SIZE ESTIMATION TABLE	78
APPENDIX B: SAMPLING FRAME.....	79
APPENDIX C: INTRODUCTORY LETTER.....	80
APPENDIX D: QUESTIONNAIRE.....	81

ACRONYMS AND ABBREVIATIONS

AKDN	-	Aga Khan Development Network
CUE	-	Commission for University Education
EFP	-	Employee Fitness Programme
HRM	-	Human Resource Management
SPSS	-	Statistical Package for Social Sciences

LIST OF TABLES

Table 3.1 Target Population.....	24
Table 3.2 Sample Size.....	26
Table 4.1 The Response Rate.....	31
Table 4.2 Age of the Respondents	32
Table 4.3 Department of Respondents.....	34
Table 4.4 Years of Service at CUE.....	35
Table 4.5 Lack of Participation in Workforce Recreation Programmes.....	37
Table 4.6 Time for Workplace Recreation Activities.....	40
Table 4.7 Correlation between participation in recreation programs and availability.....	42
Table 4.8 Physical Fitness Programmes Effect on Job Performance.....	43
Table 4.9 Physical Fitness Programmes and Job Morale	45
Table 4.10 Ranking of the Effects of Physical Fitness Programmes.....	47
Table 4.11 Correlation between fitness programmes and job performance	48
Table 4.12 Job Tasks Cause Stress and Anxiety.....	49
Table 4.13 Workplace Mental Health Programmes Reduce Stress and Anxiety	51
Table 4.14 Mental Health Programmes Influence My Mental Capability at Work.....	52
Table 4.15 Mental Health Programmes Improve Satisfaction and Job Motivation.....	54
Table 4.16 Ranking of the Effects of Workplace Mental Health Programmes	56
Table 4.17 Bonding through Entertainment Activities Improves Task Performance.....	58
Table 4.18 Workplace Entertainment Activities Improve Employee Productivity	60
Table 4.19 Ranking of Workplace Entertainment Programmes	62
Table 4.20 Correlation of Workplace Recreation	63

LIST OF FIGURES

Figure 2.1 Conceptual Model	23
Figure 4.1 Gender of the Respondents.....	32
Figure 4.2 Cadres of Respondents	33
Figure 4.3 Participation in Workforce Recreation Programmes	36
Figure 4.4 Lack of Participation in Recreation Programmes	38
Figure 4.5 Recreation Activities Preferred by Respondents	39
Figure 4.6 Organization’s Priority in Promoting Workplace Recreation	41
Figure 4.7 Effect of Workplace Fitness Programmes on Work Quality	44
Figure 4.8 Physical Fitness and Job Efficiency	46
Figure 4.9 Mental Health Programmes on Awareness of Work Stressors	50
Figure 4.10 Mental Health Programmes Affect Employee Alertness	53
Figure 4.11 Interaction with Colleagues in Entertainment Activities is Important	57
Figure 4.12 Workplace Entertainment Improves Commitment to Group Tasks	59
Figure 4.13 Workplace Entertainment Improves Performance in Teams	61

OPERATIONAL DEFINITION OF TERMS

Workplace Recreation: - Refers to activities carried or sponsored by the organization to improve the employees' social and physical well-being.

Job Satisfaction: - Refers to the emotional state of the employee which influences his/her perception of the work environment.

Job Performance: - Refers to the productivity of employees.

Wellbeing: - It is concerned with the employee's health such as stress level, rate of hospital visits, health care costs, stamina, muscular strength, and incidences of burnout.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The goal of human resource management (HRM) is to ensure that employees and organisations achieve high levels of performance. An emerging concept that addresses this performance expectation is workplace recreation (Tan and Waheed, 2011). Workplace recreation programmes are defined as activities that promote the health of staff in an organisation (Mokaya and Gitari, 2012). These programmes include annual family days, sports days, travel, gym membership, and sports facilities (Mak and Sockel, 2001). They also include wellness promotion programmes such as weight loss classes, hypertension and cancer screenings, substance management classes, self-help or counselling classes, and subsidised pharmacotherapy treatments (Wellness Proposal, 2006; Goetzel and Ozminkowski, 2008). These programmes are designed to increase morale, motivate employees, and enhance their job satisfaction (Akmal et al., 2012).

Many scholars have discussed the effects of recreation programmes on job performance and productivity. For instance, Golaszewski and Yen (1992) and Wattles and Harris (2003) reported that health promotion programmes resulted in fewer health claims, high productivity, lower absenteeism, and higher return on investment on amount spent. Another report confirming this assertion was the Aga Khan Development Framework (2013) that showed how health problems such as diabetes mellitus and hypertension declined when employees engaged in workplace recreation or leisure activities. Similarly,

organisations such as the American Council on Exercise and the Aga Khan Development Network (AKDN) have supported the concept of workplace recreation arguing that setting aside leisure time and wellness programmes improves the employees' quality of life thereby enhancing their job performance, mental status, and physical health (Aga Khan Development Network, 2013; Parks and Steelman, 2008).

Wellness Proposal (2006) also confirmed the declining health care costs for employers by stating that workplace recreation reduced sick leave, health costs, and disability costs by 27.8%, 28%, and 33.5% respectively. Similarly, the World Health Organization (2003) reported that workplace physical activities reduce sick leave by 32%, health care costs by 50%, and improve productivity by 52% (Mokaya & Gitari, 2012). At the same time, employers enjoy intangible benefits of the recreation programmes such as improved staff morale and productivity, staff retention, and improved corporate image (Aldana et al., 2004; Goetzel et al., 2001).

The trend in workplace recreation has continued to gain momentum as the demand for recreation increases. Many entertainment and sports venues have attempted to meet this demand by providing diverse leisure and recreation activities for employed workers (Mokaya and Gitari, 2012; Wattles and Harris, 2003). In addition, organisations have invested funds and time to create recreation facilities in the workplace. The Commission for University Education (CUE) is one such organisation. It has invested in and remained committed to providing recreation facilities for its 80 employees. Although the human resource department has supported the concept of workplace recreation, there is limited

empirical data showing the effect of the recreation facilities on the wellbeing and performance of employees at CUE.

CUE is a corporate body that is mandated to improve provisions for university education in Kenya. The Commission was established by an act of parliament, the Universities Act (Cap.201B) of 1985. The vision was to ensure that quality university education was accessible and sustainable for all Kenyans (Commission for University Education, 2013). The mission of CUE is to ensure quality higher education. Its core functions are classified into the following areas: Planning for the establishment and development of higher education and training; mobilisation of resources of higher education and training; accreditation and regular re-inspection of universities; co-ordination and regulation of admission to universities; and documentation, information services, and public relations for higher education and training (Commission for University Education, 2013). The Commission Secretary oversees these functions and supervises the work of departments namely, finance, administration and human resource (HR), curriculum and accreditation, internal audit, legal affairs, public relations, planning and research, and post-secondary school institutions. The administration and HR department oversees the performance of and ensures the wellbeing of its eighty employees (Commission for University Education, 2013).

1.2 Statement of the Problem

It is vital that organizations hire competent employees to provide quality products and services that promote customer confidence, goodwill, and satisfaction (Akmal, Zainol,

Mansor and Ghazali, 2012). After hiring competent workers, it is important that organisations attract and retained quality staff to achieve their corporate vision and strategic objectives. However, attracting and retaining competent staff is a challenge for most organisations. This is because competent employees look for external opportunities after work to meet their need for leisure or recreation activities (Mokaya and Gitari, 2012).

The working environment at CUE is characterised by long, sedentary working hours where employees engage in constant research, brainstorming, and monitoring to ensure that Kenyan universities adhere to quality standards and equation of certificates. In addition, employees face stressful encounters with customers who may abuse them for service problems or factors beyond their control. Furthermore, the long working hours means that employees are unable to maintain proper work-family balance. These factors expose the employees to poor health, lack of job commitment, low morale, high stress levels and work-life conflicts (Cieri et al., 2002). To address the performance and health challenges affecting its staff, CUE invested in employee recreation facilities for leisure. It established these facilities to provide leisure and improve the employees' welfare. However, the utilization of these facilities by the employees is wanting.

Various studies have established a positive relationship between leisure satisfaction, the psychological health of employees, turnover, and job performance (Mokaya and Gitari, 2012; Wellness Proposal, 2006; World Health Organization, 2003). Although they posit a significant positive relationship between workplace recreation and employee wellbeing

and performance, organisations such as CUE are still reluctant to implement continuous recreation programmes. Reasons include cost of investment, lack of knowledge, and lack of participation. Firstly, recreation programmes for the organization require a significant amount of investment, which is a challenge for HR managers who want to improve the satisfaction of employees towards their jobs (Akmal et al., 2012). Secondly, managers are unable to quantify benefits accrued from recreational programmes such as staff morale and job satisfaction. This is because very little evaluation has been done on the effects of workplace recreation on employee wellbeing and performance at CUE.

The third challenge is getting employees to participate in the wellness and leisure activities. This is because the Commission operates in a strenuous industry which does not give employees the opportunity or time to participate to ensure a proper work-life balance (Varatharaj and Vasantha, 2012). Lack of participation by employees and lack of management information on the organizational benefits of workplace recreation programmes motivated the researcher to undertake this study. In addition, the researcher was motivated by the need to determine whether CUE's workplace recreation programmes had any effect on the performance and wellbeing of its employees. The study would help the researcher understand the benefits of workplace recreation on employees as well as establish relationships between the two variables with the aim of convincing CUE to implement continuous workplace recreation as a determinant of employee performance and wellbeing.

1.3 General Objective

The general objective was to establish the effect of organisational recreational activities on the wellbeing and performance of employees at CUE.

1.4 Specific Objectives

- i. To determine the effect of physical fitness programmes on the wellbeing and performance of employees at CUE
- ii. To establish the effect of mental health programmes on the wellbeing and performance of employees at CUE
- iii. To identify the effect of organisational entertainment on the wellbeing and performance of employees at CUE

1.5 Research Questions

- i. What is the effect of physical fitness programmes on the wellbeing and performance of employees at CUE?
- ii. What is the effect of mental health programmes on the wellbeing and performance of employees at CUE?
- iii. What is the effect of organisational entertainment on the wellbeing and performance of employees at CUE?

1.6 Purpose of the Study

The purpose of the study was to determine the effect of workplace recreation on employee performance and wellbeing.

1.7 Significance of the Study

The study was important for various stakeholders. These included the management of CUE, human resource practitioners, and scholars of HRM.

1.7.1 Management of CUE

Senior management would benefit from this study because the researcher was going to evaluate the impact of existing recreation programmes and identify factors that hindered managers from expanding the scope of their recreation plans. The management would also benefit from the recommendations showing how best they could design and implement recreation programmes to improve employee wellbeing and performance.

1.7.2 Human Resource Practitioners and the Government

Human resource practitioners would also benefit because the study would reveal the benefits of workplace recreation and motivate them to exploit leisure opportunities to improve the morale, wellbeing, and performance of their staff. The practitioners would also have a better understanding of the relationship between recreation, mental/physical health, and health care costs. This understanding would motivate them to implement recreation plans that improve the wellbeing and subsequently reduce health care costs and absenteeism among staff. Additionally, the study would hopefully assist the government especially the Ministry of Labour in formulating policies and laws with respect to employee welfare and performance in both the public and private sectors.

1.7.3 Scholars

Finally, the study would add to knowledge on workplace recreation in the Kenyan context. This topic is emerging and had not been adequately embraced in Kenyan companies. Nevertheless, the study sought to help scholars understand how workplace

recreation impacted on the performance and wellbeing of employees. This understanding would encourage more scholarly research on the benefits of specific recreation facilities and the creation of recreational frameworks that could be tailored to the gender, age, health status, and tastes of employees. Consequently, this study aimed to increase attention and provide direction to the recreation aspect of human resources research.

1.8 Scope of the Study

The scope of the study was the employees of CUE who were stationed in Gigiri, Nairobi. Nairobi is also within the capital city where other recreational facilities and activities were common. The researcher focused on 66 permanently employed male and female staff who had access to the firm's recreation facilities.

1.9 Limitations of the Study

The study site was CUE. It involved the commission secretary, deputy commission secretaries, middle managers, supervisory managers, and general staff of the organization. They were asked to give their views on workplace recreation and the effect of the programmes on their performance and overall health. The respondents did not have time to provide standard answers because the data collection instrument was structured with specific responses. They were also not inclined to respond to the questionnaire used meaning their decision to participate in the research affected the quality of feedback and validity of the findings. Other constraints were insufficient time to conduct the research in detail and the restricted financial resources also posed a major limitation, especially in regard to printing and data analysis.

1.10 Assumptions of the Study

The study was based on the following assumptions: there were many determinants of employee performance and wellbeing; that CUE was willing to modify its attitude towards workplace recreation; and that the respondents were ready to cooperate with the researcher to answer the questionnaires without fear or bias.

1.11 Organization of the Study

The study was organized into five chapters. Chapter one introduced the background of the study, statement of the problem, purpose of the study, research objectives, significance, scope, assumptions, and limitations of the study. Chapter two provided the literature review. It discussed empirical nature with regards to the objectives of the study and provided a conceptual framework on the same. Chapter three outlined the methodology for the study including the research design, target population, sampling frame and size, data collection instruments, and techniques for data analysis and presentation. Chapter four presented the findings of the data including interpretations and graphical presentations. Chapter five provided a summary of the findings, a discussion according to research objectives, conclusions, and recommendations for CUE and further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presented reviewed literature on the approaches to workplace recreation and how these approaches influenced employee performance and wellbeing. The chapter was divided into two sections. The first section discussed theories concerning the topic. It touched on motivation theories as well as theories on employee behaviour. The second section analysed literature on three aspects of workplace recreation with relation to their effect on employee performance and wellbeing. The three aspects were physical fitness programmes, mental health programmes, and workplace entertainment.

2.2 Theoretical Review

This section described theories related to the motivation and behaviour of employees including the theory of planned behaviour, Hertzberg's motivator-hygiene theory, Maslow hierarchy of needs, and McClelland's theory.

2.2.1 Theory of Planned Behaviour

The premise of this theory was that it is possible to predict a person's behaviour based on his or her attitude towards that particular behaviour (Ajzen, 1991). In the context of the study, this meant that a human resource manager could predict an employee's behaviour toward workplace recreation based on the employee's attitude towards fitness programmes and social events planned by the organisation. Ajzen (1991) added that

theory of planned behaviour posited that it was possible to measure an employee's subjective norms by understanding his/her beliefs and views about workplace recreation programmes. This suggested that human resource managers at CUE could predict (and influence) their workers' intentions towards workplace recreation just by studying the beliefs, views and behaviours of the employees towards recreation. The implication according to Godin and Kok (1996) was that human resource managers could adjust employee behaviour towards workplace recreation by controlling the attitude and perception of recreation as well as including past behaviour to predict future behaviour on the same.

2.2.2 Herzberg Motivator-Hygiene Theory

This theory gained a lot of attention as a practical approach towards employee motivation. It was based on the premise that motivation and hygiene factors influenced employee motivation and job satisfaction. According to Malik and Neem (2012), the presence of motivators such as the work itself, responsibility, and recognition were seen to increase job satisfaction while the lack of hygiene factors (such as pay, job security, company policy, and working conditions) had little to no effect on job satisfaction. Tan and Waheed (2011) provided a similar finding. Their investigation on the application of Herzberg's theory showed that employees gained job satisfaction when they had strong responses to their feelings about the job (motivators). These motivating factors included recognition, responsibility, achievement, and promotion. Negative responses or dissatisfaction towards the job were associated with hygiene factors such as salary, company policy, supervision, and interpersonal relations. Although other studies have

suggested that hygiene factors are actually motivators, Tan and Waheed (2011) observed that the distinction between hygiene and motivating factors helped human resource practitioners focus on particular factors that affected the job satisfaction and motivation of their employees.

Tamtekin's (2012) study on the relationship between Herzberg's theory and performance revealed that the job satisfaction of workers depended on intrinsic factors such as the nature of the work and relationship with others. Factors such as salary and employment tenure ranked low on the intrinsic satisfaction scale while prestige and autonomy were seen to increase the employee's self-esteem leading to higher performance and job satisfaction. Rynes, Gerhart and Parks (2005) observed that unlike the Maslow's hierarchy which did not define monetary rewards as a key motivator, Herzberg posited that financial rewards played a key role in increasing or reducing satisfaction, but not necessarily contributed to motivation or job satisfaction.

Most studies on job satisfaction concentrated on salary, pay satisfaction, and money. For instance, Robbins (2001) argued that money was a scorecard used by employees to determine their significance in the organization. Employees with higher scorecard values were perceived to be more significant compared to those with low scorecard values. Kochan (2002) posited that money influenced employees to demonstrate temporary obedience, but undermined their job interests. This is because money shifted their attitude in the short term to receive further rewards rather than the long term. Both Robbins (2001) and Kochan (2002) confirmed that money and salary influenced employee

behaviour in the short term leading to job satisfaction. However, few studies established long-term influencers of job satisfaction. Farmer and Seers (2004), Parks and Steelman (2008), and Mokaya and Gitari (2012) established that workplace recreation programmes influenced employee job satisfaction in the long-term.

2.2.3 Maslow Hierarchy of Needs Theory

Maslow's hierarchy model helps managers understand the needs of individual workers. On the lowest level, the model recognises the basic human need as food, shelter, and water. Having met these needs, the individual moves up the pyramid level to seek safety and freedom. Benson and Dundis (2003) observed that managing stress was an important part of the safety/security need because employees are always under constant pressure to perform and achieve organisational targets. Once these needs were met, the employee's motivators would advance to social belongingness, where they sought to fulfil their need for affiliation and friendship. Having obtained belongingness, the employee's needs would escalate to self-esteem where he/she aimed to feel confident and competent. The highest/final level was self-actualisation. It is claimed that employees sought to fulfil this need to achieve their potential and feel more confident in their abilities (Benson and Dundis, 2003).

Rynes, Gerhart and Parks (2005) observed that monetary rewards were not recognised in the Maslow's hierarchy as important determinants for work motivation. They added that the arrangement of human needs along the hierarchy was instinctive because it was based on what elements created greater motivation and what elements had less motivation. The

authors also observed that employees who engaged in meaningful work and were committed to their jobs were able to advance up the levels and achieve the higher-order needs which did not include monetary rewards. Although the scholars did not touch on workplace recreation, their assertions on job satisfaction and commitment could be used to support this researcher's findings on the effect of mental, physical and social recreation programmes on employee commitment to their jobs.

2.2.4 McClelland's Theory

The theory was based on the premise that the need for achievement, power and affiliation influenced the motivation and behaviour of an individual. A research on motivation and job satisfaction among health workers by Lambrou et al. (2010) revealed that the need for achievement ranked highest among the professional subgroup while the need for power ranked lowest. The second motivating factor was the need for affiliation, which was similar among doctors and nurses. This need for affiliation could be likened to the social aspect of workplace recreation. Overall, the study confirmed that achievement and affiliation are great motivators that influence the performance and job satisfaction of employees. Chatzoglou et al. (2011) added that McClelland's theory helps scholars and practitioners understand how the need for power, achievement, and affiliation influenced the level of effort and focus that employees put into their work. Chatzoglou et al. (2011) and Mak and Sockel (2001) also observed that the theories would help human resource manager understand how McClelland's needs affected the commitment, turnover, absenteeism, and general well-being of their workers.

2.3 Empirical Review

This section analysed literature on three elements of workplace recreation and their relationship to employee performance and wellbeing.

2.3.1 Physical Fitness on Employee Performance and Wellbeing

Falkenberg (1997) established a link between employee fitness programmes and organisational performance. Their study was based on the premise that employee fitness programmes were attractive to employees, were mechanisms for retaining employees, and were significant in reducing stress which had a negative impact on work performance and productivity. Their study showed that physical fitness programmes had a significant positive impact on employee productivity and performance. It showed that majority of employees who participated in physical fitness programmes had above average performance, lower rates of absenteeism, higher commitment to work, and lower employee turnover. The findings supported the assertion that physical fitness programmes had a positive impact on employee performance. Moreover, the study supported the need for workplace recreation programmes to improve employee performance and health needs. Similar studies by Pronk and Kottke (2009) and Kerr and Vos (1993) supported the implementation of fitness programmes to improve employee well-being and reduce absenteeism. Kerr and Vos's research sought to determine whether employee fitness programmes (EFPs) improved the health, performance, and well-being of employees of ING bank. The results of their study showed that EFPs reduced absenteeism rates and improved the general well-being of employees among those who

exercised. The findings supported the assertion that workplace fitness programmes had a significant and direct impact on the well-being and performance of employees.

Wattles and Harris (2003) also conducted a study on the link between fitness levels and employee productivity, absenteeism, and job satisfaction. Their research showed that employees who participated in EFPs had lower absenteeism rates, higher job satisfaction, and higher productivity. Parks and Steelman (2008) asserted that these positive impacts were associated with higher flexibility and muscular strength levels off employees who engaged in EFPs. Similarly, a report by Western Australia's Department of Health revealed that workplace health promotion programmes had the potential to influence or motivate behaviour of employees leading to better job performance. The report showed that fitness programmes had a positive impact on the health of employees and subsequently economic benefits for their employers. Economic benefits such as reduced absenteeism, reduced workplace costs, and higher productivity were associated with higher individual and organizational performance.

Aldana et al (2005) introduced a financial aspect to the link between EFPs and employee well-being. Their research was based on a 2-year study on a wellness programme for Washoe County School District. The findings showed no significant differences between the health costs of those who participated in the programme and those who did not. However, the research showed that there was a significant reduction in absenteeism (and subsequent cost savings) among those who participated in the wellness programme. Alternatively, Goetzel and Ozminkowski (2008) observed significant cost differences

amongst employees who participated in EFPs. Their research showed that EFPs reduced health care costs associated with group health (by 47%), turnover (by 37%), disability (5%), and worker compensation programmes (3%). The findings showed that EFPs could help organisations realise savings of over \$2,562 for every employee resulting from better performance, reduced health care needs, and reduced absenteeism.

Ackland et al. (2005) added that fitness programmes had positive improvements in the health of employees including increased physical activity, improved nutrition, lower body fat levels, reduced smoking and alcohol intake, lower blood pressure, reduced stress level, and reduced risk to cardiovascular disease and type 2 diabetes. These health benefits were associated with workplace recreation activities such as counselling, weight-loss programmes, team building, health screening, gym sessions, and education seminars on nutrition and health (Ackland et al., 2005). This assertion was supported by Parks and Steelman (2008) who observed that participation in employee fitness programmes increased job satisfaction. This is because employees were more flexible and had higher muscular strength levels. This increased their energy and motivated them to increase their work output thereby enhancing job satisfaction.

2.3.2 Mental Health on Employee Performance and Wellbeing

Goetzel and Ozminkowski (2008) conducted a study on the link between workplace recreation and employee's mental health. Their research applied behavioural theory to determine how recreation improved the employee's mental health. The findings showed that participation in EFPs had a positive impact on mental health by reducing stress

levels. Akmal et al. (2012) concurred on the impact of workplace recreation on the mental health of employees. Their research on the job satisfaction of workers engaged in recreation programmes revealed higher satisfaction and mental health among employees who attended recreation programmes compared to those who did not.

Varatharaj and Vasantha (2012) also conducted a study on the mental health of working women in Chennai city. Their study sought to determine whether recreation programmes improved the work-life balance among the women leading to quality mental health. The research showed that women who participated in recreation programmes had lower stress levels and higher emotional intelligence, which led to better work-life balance and job satisfaction. The study confirmed that workplace recreation influenced mental health by lowering stress levels and improving emotional intelligence among employees. Cieri, Holmes, Abbott, and Pettit (2002) also agreed on the work-life balance benefits associated with mental health programmes in the workplace. They asserted that mental health programmes conditioned employees to become flexible and have better mental stamina to balance their work and family responsibilities. This work-life balance was associated with fewer stressful events, improved family well-being, improved relationships, and better fit between the employee's work and family commitments.

2.3.3 Workplace Entertainment on Employee Performance and Wellbeing

Wellness Proposal (2006) confirmed the positive effect of social and physical recreation programmes on employee health. The proposal reported that the recreation programmes reduced health care costs for employers by reducing sick leave, health costs, and

disability costs by 27.8%, 28%, and 33.5% respectively. Similarly, the World Health Organization (2003) reported that workplace physical activities reduced sick leave by 32%, health care costs by 50%, and improve productivity by 52%. It also reported that employers enjoy intangible benefits of the recreation programmes such as improved staff morale and productivity, staff retention, and improved corporate image (Aldana et al., 2004; Goetzel et al., 2001).

The Government of Western Australia (2013) reiterated that social recreation improved employee health by promoting a healthy work environment (such as kitchen facilities, providing healthy refreshments, and providing fresh vegetables and fruits for snacks) and participation in health-related activities such as walking or marathon challenges. Furthermore, mental health education programmes encouraged employees to develop healthy attitude and behaviours through professional seminars and talks on the effects of smoking, drinking, drugs, and food addiction. The Government of Western Australia arrived at this conclusion based on research findings showing that unhealthy workers increased health care costs, contributed to loss of productivity, and increased the risk factors of developing lifestyle diseases.

With regards to employee performance, Farmer and Seers (2004) conducted a study on the relationship between workplace entertainment and employee motivation. The study was based on a social entrainment model designed by McGarth and Kelly in the 1980s. The authors provided a theoretical framework using the model to show how the entrainment of tasks in the organisation affected the motivation of employees. Their

research also revealed that the social nature of work, such as group interaction and relationships, affected individual and organisational outcome. Consequently, Farmer and Seers (2004) showed that the entrainment of task to motivate workers helped employees focus on achieving their goals and meet corporate deadlines. In addition, entrainment helped groups share similar culture and reduced interpersonal differences, leading to better group performance. Gates (2002) conducted a similar study on the social impact of workplace recreation and accommodation. The research used a psycho-educational model to determine how the social context of workplace recreation affected the morale, well-being, and esteem of individual employees and groups. Their research showed that socialisation was a key component of workplace recreation and recommended that organisation identify how their recreation programmes would support groups with the aim of improving morale and self-esteem of individual employees.

Mokaya and Gitari's (2012) research also investigated the impact of entertainment and social aspect of workplace recreation on employee performance. Their research showed that workplace entertainment helped employees relax, feel great, derive enjoyment, and realise their social needs. Furthermore, the study revealed that entertainment such as staff parties provided opportunities for employees to receive feedback on their performance as well as receive recognition for their achievements. Furthermore, employees derived enjoyment and pleasure from team building activities, staff parties, and aerobics which then reflected as improved commitment, bonding, and well-being of employees.

2.4 The Conceptual Framework

The dependent variable for the research was employee wellbeing and performance. The independent variables were physical fitness, mental health, and entertainment. Employee performance and wellbeing variable encompassed aspects employee such as work-life balance, rate of absenteeism, stress levels and mental capability. The physical fitness variable was concerned with the employee's stamina, flexibility, muscular strength, blood pressure, and existence of lifestyle diseases such as cardiovascular disease and diabetes. The mental health variable was concerned with the employee's stress level, self-esteem, job satisfaction, enjoyment, absenteeism from work. Lastly, entertainment variable was concerned with group interaction, team building and bonding sessions. Figure 2.1 shows the conceptual framework for this research study.

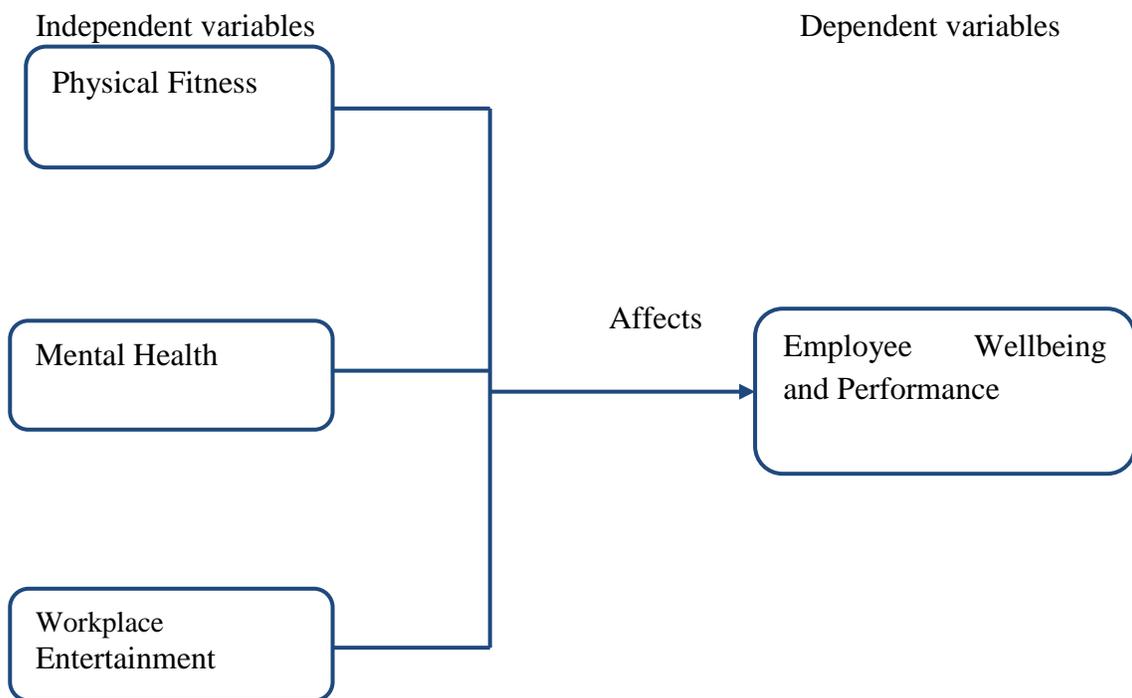


Figure 2.1 Conceptual Model

Source: (Author, 2013)

2.5 Summary of Literature Review and Research Gaps

The chapter expounded on the variables outlined in the first chapter. It analysed theories on motivation and employee behaviour in the workplace as well as the key variables for the research. The review revealed how CUE could use the theories to modify employee behaviour towards workplace recreation programmes. This behavioural modification approach would seek to motivate employees to participate in recreation programmes in order to improve their performance and overall health. However, it was worth noting that existing research on workplace recreation was quite limited. This is because most of the literature addressed only one aspect of workplace recreation. Few established any links between workplace recreation, employee performance, and employee wellbeing. Moreover, none of the existing research was targeted towards the researcher's case study which was CUE. This research sought to fill this information gap for human resource scholars and practitioners. Its aim was to identify the effects of workplace recreation activities on the performance and wellbeing of employees at CUE.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology used for the study. It also describes the research design, the selection of the target population, data collection instruments, sampling, and methods for analyzing data.

3.2 Research Design

Descriptive research design was selected for the study. This is because the design focuses on the characteristics of a phenomenon under investigation (Poovalingam and Docrat, 2011). With reference to the case study, the descriptive design enabled the researcher to describe the characteristics of workplace recreation and its impact on the wellbeing and performance of employees (Orodho and Kombo, 2002). Three independent variables informed the descriptive nature of the research: physical fitness programmes, mental health, and workplace entertainment. These variables were evaluated and described to help the researcher establish how they affected employee wellbeing and performance at CUE. The use of descriptive design would also enable the researcher to give succinct recommendations to the management of CUE, HR practitioners, and scholars interested in employee wellbeing in the workplace.

3.3 Target Population

A population refers to the ‘combination of elements that have similar characteristics and/or behaviour’ (Mugenda and Mugenda, 2003). A population was very important in

academic research because it helped the researcher investigate the effect of a phenomenon or its characteristics or behaviour from human, plant, or artificial elements. This target population made inference on the management and employees of CUE to solve the research problem. It included senior management, middle management, supervisors, and operational staff who were 80 in total (Orodho and Kombo, 2002).

Table 3.1 Target Population

Category	Population	Percentage (%)
Senior management	6	8
Middle management	12	15
Supervisory staff	15	19
Operational staff	47	59
Total	80	100

Source: Researcher, 2013

3.4 Sample Design

To carry out an effective investigation, the researcher had to identify a list from the target population. This list was the sampling frame (Mugenda and Mugenda, 2003). It was important that the sampling frame was complete and accurate so that all members of the population were represented (Poovalingam and Docrat, 2011). Consequently, the sampling frame was limited to 66 managers, supervisors and operational staff. The sampling frame was categorised into senior management, middle management, supervisory staff, and operational staff.

3.5 Sampling Design

The researcher used simple random sampling technique to select a sample from the target population. Stratified random sampling was the ideal sampling method because it was highly representative and could be generalised to the rest of the population (Black, 1999). This method would help the researcher to create four clusters from the organisational structure whereby each cluster (or strata) represented a population holding a particular leadership role or formal level of authority. The four clusters comprised senior management, middle management, supervisory staff and operational staff. Once the general population is separated into strata, the researcher collected highly representative samples from each through simple random sampling (Orodho and Kombo, 2002). The researcher used simple random sampling within each cluster because it was easy to use, the samples did not need to be defined, it was economical for a small population, and regarded the samples within each cluster as equal. The researcher then collected data for each cluster and analysed it separately to improve the efficiency and performance of the analysis.

3.5.1 Sample Size

It was important to have a sample size that represented the target population (Mugenda and Mugenda, 2003). The most appropriate sample size selected for this study was influenced by Krejcie and Morgan's (1970) estimation table. From the table, a target population of 80 staff required a sample size of 66. The researcher confirmed this sample

size using the formula $n = \frac{\left(\frac{P[1-P]}{\frac{A^2}{Z^2} + \frac{P[1-P]}{N}} \right)}{R}$ where n was the sample size being sought, N was a population of 80 CUE staff, P was the estimated variance in population (0.3), A was the precision (0.05), Z was confidence level (1.96 for 95% confidence) and R was the estimated response rate of 0.82. The calculations produced $n = 65.6$ which the researcher rounded off as 66. The appropriate sample size for this research therefore was 66. This sample was to be selected from the company's 80 managers and employees. The sample size was then separated into four categories namely senior management, middle management, supervisory, and operational levels. This translated into 5 senior managers, 10 middle managers, 12 supervisory staff and 39 operational staff.

Table 3.2 Sample Size

Category	Population	Sample	Percentage (%)
Senior management	6	5	8
Middle management	12	10	15
Supervisory staff	15	12	18
Operational staff	47	39	59
Total	80	66	100

Source: Researcher, 2013

3.6 Data Collection Instruments

Data was collected from primary and secondary sources. The primary source of data was a questionnaire while secondary sources comprised of peer-reviewed articles collected from human resource management journals, conference papers, and databases such as Emerald Insight, Science Direct, and Sage Publications. A questionnaire is a research instrument used to collect data from a large sample population (Orodho and Kombo, 2002). The researcher used a questionnaire because it was easy to distribute to the sample; it explained the purpose of the study; gave the respondents the freedom to respond or state their views; and could be answered at the respondent's convenience (Mugenda and Mugenda, 2003). A sample of the questionnaire used for data collection is provided in Appendix II. The researcher drafted the questionnaire based on the research objectives identified in the first chapter. Closed-ended questions were used in the questionnaire and the range of responses restricted to a five-point Likert scale. The scale ranged from: *strongly agree, agree, neutral, disagree to strongly disagree*. The Likert scale helped the researcher collect nominal data on the respondent's views towards their performance, social interaction, mental health and physical fitness. An introductory letter accompanied the questionnaire to inform the respondents of the purpose of the study, the importance of their participation, and guarantee their confidentiality (Kothari, 2008).

3.7 Validity

Validity refers to an instrument's ability to measure what it is supposed to measure (Orodho and Kombo, 2002). Mugenda and Mugenda (2003) define it as the degree to which the collected data represents the target population. The study measured the validity

of the questionnaire by pre-testing on 7 employees of CUE. Pretesting was important because it gauged the relevance of the questionnaire as well as its clarity in measuring variables (Kothari, 2008). The employees gave feedback on the structure, ease of use, and discrepancies on the questionnaire. This feedback was important because it helped the researcher improve the design and presentation of the questions as well as verify the coding used for each variable prior to administering to the sample.

3.8 Reliability

Reliability refers to the accuracy of the instrument when it measures the same variable more than once (Orodho and Kombo, 2002). Testing the reliability of the questionnaire and how the questions were coded helped the researcher rectify any problems prior to administering to the rest of the sample (Kothari, 2008). The Cronbach Alpha (Coefficient Alpha) test was conducted on the questionnaire to test for reliability. This widely-used formula is used to estimate the reliability of an instrument by testing the internal consistency (Poovalingam and Docrat, 2011). A coefficient alpha of 0.8 and above would imply that the questionnaire was reliable. A result of 0.728 was arrived at, which showed that the questionnaire was adequately reliable for collecting data.

3.9 Data Analysis and Presentation

Data analysis refers to the organization and synthesis of data for research and testing using systematic processes (Mugenda and Mugenda, 2003). The quantitative analysis technique was used for analyzing data collected from the questionnaire. Furthermore, the descriptive nature of the research facilitated the use of descriptive statistics and

inferential statistics. Descriptive statistics included means, standard deviations, variance and frequencies. Inferential statistics included correlation and coefficient of variance tests. The questionnaire responses were analyzed using quantitative methods so that the researcher would be able to summarize the findings in the form of tables and charts (Kombo and Tromp, 2006). Furthermore, quantitative analysis techniques were used so that the researcher could provide numerical and measurable results to solve the research problem (Poovalingam and Docrat, 2011). The Statistical Package for Social Sciences (SPSS) software was used to perform quantitative data analysis. Several tests were performed on the data including Pearson's correlation, two-tailed tests, variation coefficients, means, standard deviations, and percentages. The findings were then presented in the form of figures and tables. The figures and tables helped the researcher create a visual summary and to interpret the results.

3.10 Ethical Considerations

The researcher adhered to the following ethical considerations. Firstly, the researcher assured the respondents of the confidentiality by not requesting for or publishing any personal information such as their names. All the respondents remained anonymous. Second, the respondents exercised their free will and were not compelled to participate in the research. Third, the researcher obtained permission from relevant stakeholders including Kenyatta University and CUE prior to carrying the study. This ensured that all the stakeholders understood the purpose of the study and need for their participation.

CHAPTER FOUR

RESEARCH FINDINGS

4.1 Introduction

This chapter presents the findings of analyzed data that was collected from respondents. The findings are presented in graphical form and explained using inferential analysis. The chapter begins with a discussion on the response rate of the questionnaire issued to the respondents. It is then divided into four sections addressing each research objective. The first section presents findings on the participation of respondents in workforce recreation programmes. Section two presents findings on the participation of respondents in physical fitness programme while section three presents findings on the participation of respondents in mental health programmes. Thereafter, section four presents findings on the participation of the respondents in workplace entertainment programmes.

4.2 Analysis of Response Rate and Descriptive Statistics

This research was guided by three broad research objectives: to determine how physical fitness programmes influences the wellbeing and performance of employees at CUE; to establish how mental health programmes influence the wellbeing and performance of employees at CUE; and to identify how workplace entertainment influences the wellbeing and performance of employees at CUE. Under each broad objective, the researcher had to analyse responses to a number of survey questions. A total of 66 copies of the questionnaire were printed and sent to the sample. Responses were expected within

a week. Only 59 responded to the questionnaires and returned the survey. An outline of the responses is shown in table 4.1.

Table 4.1 The Response Rate

Questionnaire	Response	Percentage
Responded	59	89.0
Did not respond	7	11.0
Total	66	100.0

As seen in table 4.1, there was a return rate of 89%. The return rate was due to the fact that the researcher issued follow-up letters to those who had not responded and monitored them to ensure they filled in the questionnaire. This response rate was deemed to be fair and representative for the study because Mugenda and Mugenda (2003) asserted that a response rate of 50% and above was adequate for analysis and reporting.

4.2.1 Descriptive Analysis of Demographic Information

This section provides results of the respondents' demographic characteristics. It was important that the researcher collect this information to establish some form of connection with the respondents and by extension the sample population.

4.2.1.1 Gender

Respondents were asked to select their gender. The distribution of gender in the responses is shown in figure 4.1.

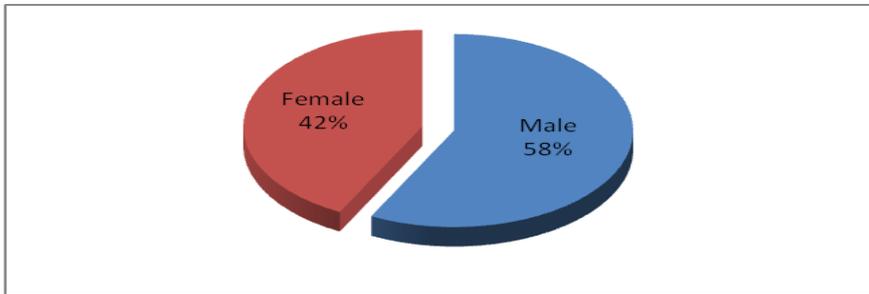


Figure 4.1 Gender of the Respondents

As can be seen from figure 4.1, 58% of the respondents said that they were male while 42% of the respondents said that they were female. This implied that there were more male respondents than females in the study. It also implied that gender distribution in CUE was skewed towards males rather than females.

4.2.1.2 Age of Respondents

Respondents were required to select their age group ranging from 35 years to over 40 years. The distribution of the respondents' ages is shown in table 4.2 below.

Table 4.2 Age of the Respondents

Age Group	Frequency	Valid Percent	Cumulative Percent
25-29 yrs	8	13.6	13.6
30-34 yrs	10	16.9	30.5
35-39 yrs	12	20.3	50.8
Over 40 yrs	29	49.2	100.0
Total	59	100	

The findings in table 4.2 show that the 49.2% of respondents are aged above 40 years. This age group was followed by 35-39 years at 20%, 30-34 year age group at 17%, and the 25-29 year age group at 13.6%. The findings implied that most of the workers at CUE were aged 40 years and above. The majority age group was beyond 40 years while the minority age group was 25- 29 years.

4.2.1.3 Cadres of Respondents

Respondents were asked to indicate their cadres in the organization. Four positions are shown in figure 4.2: senior management, middle management, supervisory staff, and general staff.

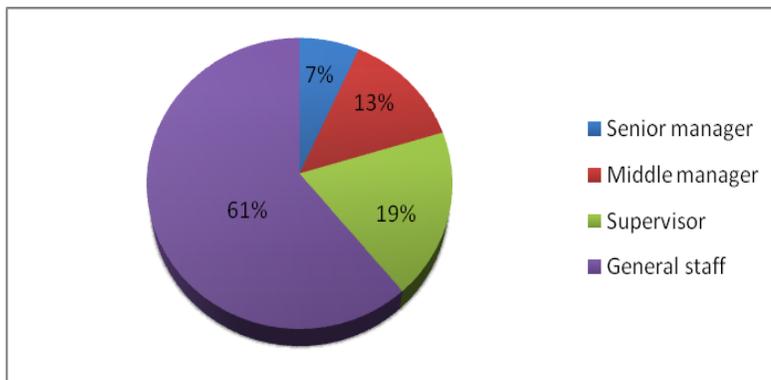


Figure 4.2 Cadres of Respondents

Findings on the respondents' positions in the firm revealed that majority of responses were from general staff at CUE at 61%. This was followed by 19% for supervisors, 13 % for managers and 6.8% for senior managers. The results implied that most of the staff at CUE worked at operational level (general staff) while the least number of staff were senior managers.

4.2.1.4 Organizational Departments

Respondents were asked to indicate their department in the organization. The distribution of the findings is shown in table 4.3.

Table 4.3 Department of Respondents

Department	Frequency	Valid Percent	Cumulative Percent
Administration	14	23.7	23.7
Finance	9	15.3	39.0
Human resource	7	11.9	51.9
Customer relations	16	27.1	78.0
Marketing	13	22.0	100.0
Total	59	100	

Twenty-seven percent of respondents worked in the customer relations department, 24% of respondents worked in the administration department, 22% of respondents worked in the marketing department, 15% of the respondents worked in the finance department, and 12% worked in the human resources department. It was observed that most of the respondents worked in the customer relations department. The human resource department had the least number of responses.

4.2.1.5 Years of Service at CUE

The study sought to identify the years of service among the respondents. Respondents were to select one of four categories: 0-4 years, 5-9 years, 10-14 years, and over 15 years. The findings are shown in table 4.4.

Table 4.4 Years of Service at CUE

Years	Frequency	Valid Percent	Cumulative Percent
0-4 yrs	6	10.2	10.2
5-9 yrs	10	16.9	27.1
10-14 yrs	15	25.4	57.5
Over 15 yrs	28	47.5	100.0
Total	59	100	

Fifteen respondents said that they had worked between 10 and 14 years while 10 respondents had worked between 5 and 9 years. This translated to 25% and 17% respectively. On the other hand, 10% of the respondents had worked for four years or less. The findings revealed that majority of employees at CUE had more than 15 years of service.

4.3 Inferential Analysis

4.3.1 Adoption of Workforce Recreation Programmes

This section seeks to establish the trends in the participation of respondents in workforce recreation programmes, the reasons for their participation (or lack thereof), and their preferences on activities and timings. The findings will provide background information to support findings on the effect of workforce recreation programmes on the wellbeing and performance of employees in subsequent sections.

4.3.1.1 Participation in Workforce Recreation Programmes

Respondents were asked whether they participated in workforce recreation programmes.

The responses are shown in figure 4.3.

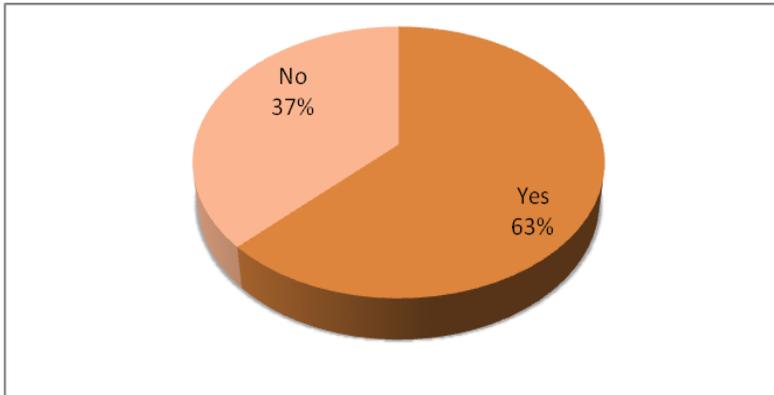


Figure 4.3 Participation in Workforce Recreation Programmes

The findings show that 67% of respondents had participated in workforce recreation programmes. On the other hand, 37% of respondents did not participate in the recreation programmes. The findings echoed studies by Goetzl and Ozminkowski (2008) and Akmal et al. (2012) who observed that majority of employees chose to participate in workforce recreation programs to improve their motivation, morale, and job satisfaction. The implication of the findings agreed with the study because it showed majority of the managers and employees at CUE had participated in workforce recreation programmes.

4.3.1.2 Reasons for Participating in Workforce Recreation Programmes

Respondents were asked to state their reasons for participating in workforce recreation programmes. Their responses are shown in table 4.5.

Table 4.5 Reasons for Participating in Workforce Recreation Programmes

Reasons	Frequency	Valid Percent	Cumulative Percent
To Improve my Health	16	32.2	32.0
Senior Management Support	9	15.3	47.0
Facilities are Available	24	40.7	88.0
It is Compulsory	10	11.9	100.0
Total	59	100	

The results show that 41% of the respondents said that the reason for participating in recreation programs was the availability of facilities. On the other hand, 32% of the respondents participated in workforce recreation programmes because they wanted to improve their health compared to 15% of the respondents who participated because the recreation programmes were supported by senior management. AKDN (2013) provided similar findings from their exploratory study on the range of life domains that influenced policies on workplace recreation. It reported that the employee's decision to participate in workplace recreation was motivated by health, culture, social life, and the environment. The health, cultural and social aspects echo the reasons given by the respondents in this study. The environment was echoed by the availability of facilities echoed environment, health and social life by the need to improve wellbeing; and culture by management support and compulsory nature of the recreation programme. Based on these studies, the researcher deduced that employees and managers of CUE participated in recreation programmes for health, cultural and environmental reasons.

4.3.1.3 Lack of Participation in Workplace Recreation Programmes

Respondents who said they did not participate in workforce recreation programmes were asked to state the reasons for not doing so. The responses are shown in figure 4.4.

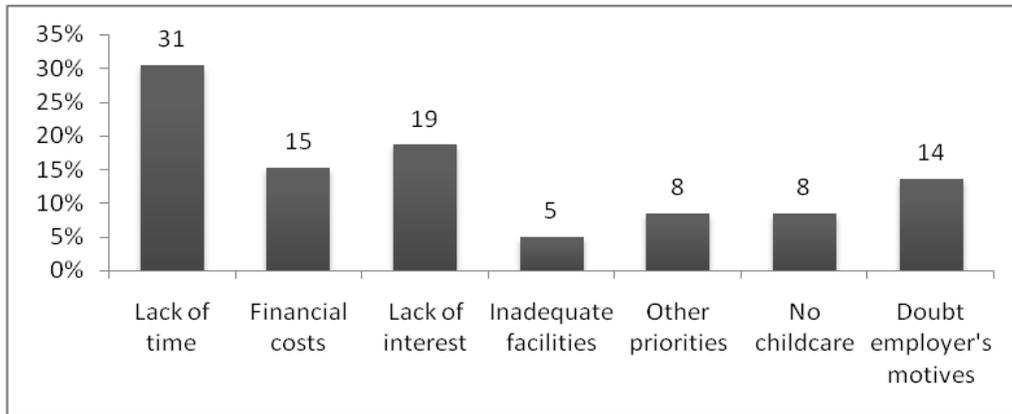


Figure 4.4 Lack of Participation in Recreation Programmes

The results showed that 31% of the respondents lacked time to participate in the programme. Conversely, 19% of the respondents cited lack of interest as the reason, 15% were discouraged by the financial costs involved while 14% doubted their employer's motives. In addition, 8% of the respondents did not participate because they did not have childcare, 8% had other priorities, and 5% felt that the facilities were inadequate. Varatharaj and Vasantha (2012) agreed that lack of time was the greatest hindrance in getting employees to participate in workforce recreation programmes. Pronk and Kottke (2009) echoed similar sentiments when they claimed that the success of employee-based fitness programmes was hindered by lack of time, interest, and prioritization. They observed that only when these factors were addressed, organizations would harness the benefits of fitness programmes and thereby improve the performance and health of their employees. These observations were, however, confined to physical fitness programmes

meaning that time factor in entertainment and mental health activities was not investigated. Wattles and Harris (2003) concluded that while recreation programmes improved employee productivity and lowered absenteeism, there was a need to investigate the reasons for not participating and to develop policies and structures to encourage employee participation in the recreation programmes. This suggests that the organization needs to investigate the reasons provided by the respondents as factors hindering their participation in workforce recreation programmes.

4.3.1.4 Activities Preferred by Respondents

Respondents were asked to select and rank their preferred workforce recreation activities.

The responses are shown in figure 4.5 below.

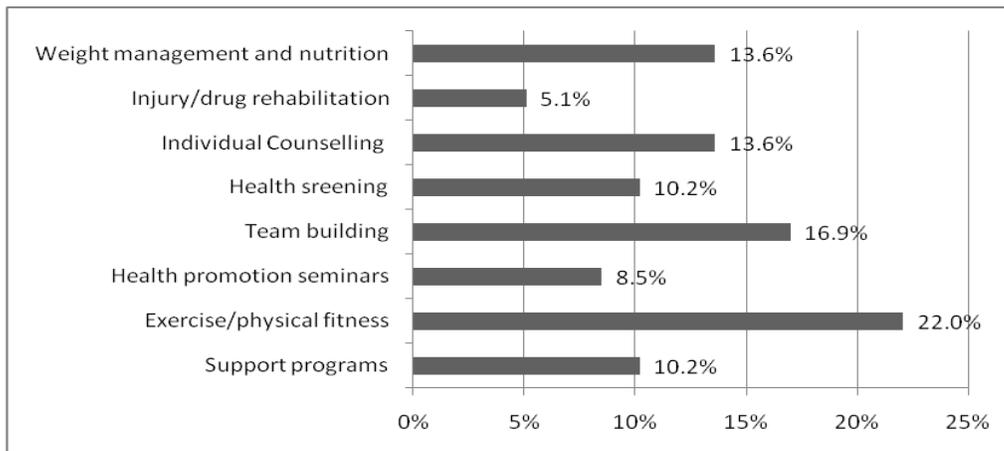


Figure 4.5 Recreation Activities Preferred by Respondents

The results show that 22% of the respondents gave the highest preference to exercise or physical fitness programmes followed by team building at 16.9%. Weight management and individual counselling were selected by 13.6% of respondents respectively while 10.2 percent of the respondents said they preferred support programmes and health

screening respectively. The least preferred activities were health promotion seminars at 8.5% and injury/drug rehabilitation at 5%. Similar findings were reported by Ackland et al. (2005) who established that employees preferred physical fitness activities such as gym sessions, team building and weight-counselling programmes over health screening and health education seminars. The study confirmed the author's assertions by inferring that physical fitness was the most important activity to employees and managers of CUE.

4.3.1.5 Time for Workplace Recreation Activities

Respondents were asked to select their time preferences for performing the activities identified in section 4.3.1.4. Their responses are shown in table 4.6.

Table 4.6 Time for Workplace Recreation Activities

Time	Frequency	Valid percent	Cumulative percent
Solely on employee time	20	33.9	33.9
Partly on company time	24	40.7	74.6
Mainly on company time	15	25.4	100.0
Total	59	100	

The findings reveal that 41% of respondents preferred that the recreation activities were partly on company time. On the other hand, 34% of respondents preferred that they participate on their own time. Only 25% preferred that recreation activities were performed on company time. The findings implied that most managers and employees of CUE preferred that workplace recreation activities were partly on company time.

4.3.1.6 Company Priority towards Workplace Recreation Programmes

Respondents were asked what they perceived to be the priority of the organization towards workplace recreation programmes. Responses were limited to low priority, moderate priority, high priority, and unsure. This is shown in figure 4.6.

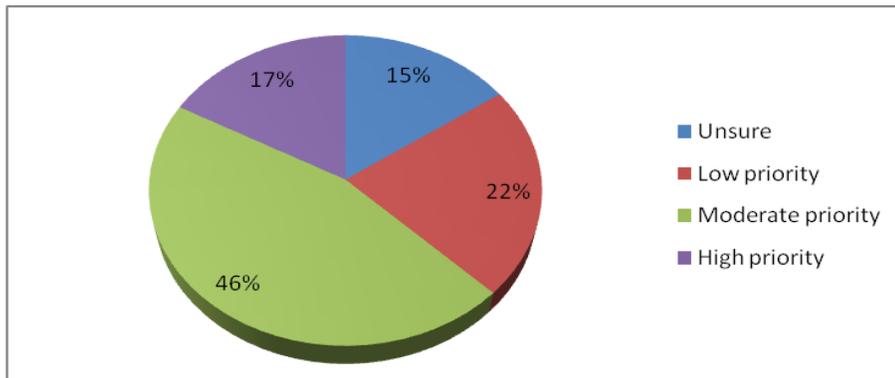


Figure 4.6 Organization's Priority in Promoting Workplace Recreation

Forty-six percent of the respondents said that the company had placed moderate priority on workplace recreation. On the other hand, 22% percent of the respondents said that the company placed a low priority on workplace recreation while 17% of the respondents said the company had placed a high priority. The minority of responses (15%) showed uncertainty on the organization's prioritization of workplace recreation programmes. Most of this uncertainty was attributed to the managers' inability to quantify the benefits of recreational programmes such as an improvement in employee morale and higher job performance (Varatharaj and Vasantha, 2012). This is partly due to the fact that little evaluation had been done on the effects of workplace recreation on the wellbeing and performance of employees at CUE. Nevertheless, majority of the responses in the findings showed that CUE had some confidence in workforce recreation programmes which influenced the moderate to high prioritization felt by its staff.

4.3.1.7 Correlation between participation in workforce recreation programmes and availability of time

A correlation test was performed to determine the strength of the relationship between the respondents' participation in workforce recreation programmes and their ability to participate in terms of time Table 4.7 shows the correlation findings.

Table 4.7 Correlation between participation in recreation programs and availability

	Value
Pearson's correlation (R)	0.715
Frequency	59

The results showed a strong positive correlation of $r=0.715$ between the participation of CUE staff in workforce recreation programmes and their availability in terms of time. This implies that as time increased, meaning staff had more time to engage in the activities, so did their participation in recreation programmes increase. Chi-tests were conducted to establish the independency of the variables and therefore prove if the two variables were correlated. The chi-square test was performed on the respondents' participation in recreation programmes and availability of time. The findings showed Chi-square value of 589.211. The results showed that the two variables were dependent and therefore more likely to be correlated. This validated the correlation findings on the participation of respondents and their availability of time. The implication was that there was a significant relationship between the participation of CUE staff in workforce recreation and their availability to engage in these programmes.

4.3.2 Effect of Physical Fitness Programmes

Studies by AKDN (2013), Goetzel et al. (2001), Mokaya and Gitari (2012), and Pronk and Kottke (2008) asserted that physical fitness programmes had an effect on the performance and health of employees. This study sought to establish the effect of physical fitness programmes on the performance, work quality, morale, and efficiency of employees in the workplace.

4.3.2.1 Effect of Workplace Fitness Programmes on Job Performance

Respondents were asked whether their participation in workplace fitness programmes had an effect on their job performance. The responses are shown in table 4.8 below.

Table 4.8 Physical Fitness Programmes Effect Job Performance

Opinion	Frequency	Valid Percent	Cumulative Percent
Strongly agree	28	47.5	47.5
Agree	15	25.4	72.9
Disagree	10	16.9	89.8
Strongly disagree	6	10.2	100.0
Total	59	100	

The findings reveal that 47% of the respondents strongly agreed while 25% generally agreed that physical fitness programmes had an effect on their job performance. On the other hand, 17% percent of the respondents disagreed that physical fitness programmes had an effect on their job performance while 10% of the responses showed strong disagreement. Overall, the majority of responses (73%) implied that participation in

physical fitness programmes had an effect on job performance. This assertion was echoed by Pronk and Kottke (2009) who reported that employee fitness programmes improved the health, performance, and well-being of employees of ING bank. Wattles and Harris (2003) confirmed the positive effect when they added that fitness programmes lowered absenteeism rates, enhanced job satisfaction, and improved productivity. Goetzel et al. (2008) concurred that fitness programmes had a positive effect on job performance by reducing employee turnover, disability, and rate of absenteeism. The findings by majority of responses reflected these studies to confirm that fitness programmes had an effect on CUE staff. This effect included lower rates of absenteeism, better job productivity, and higher job satisfaction.

4.3.2.2 Workplace Fitness Programmes on Work Quality

Respondents were further asked whether their participation in workplace fitness programmes had an effect on the quality of their work. This is shown in figure 4.7.

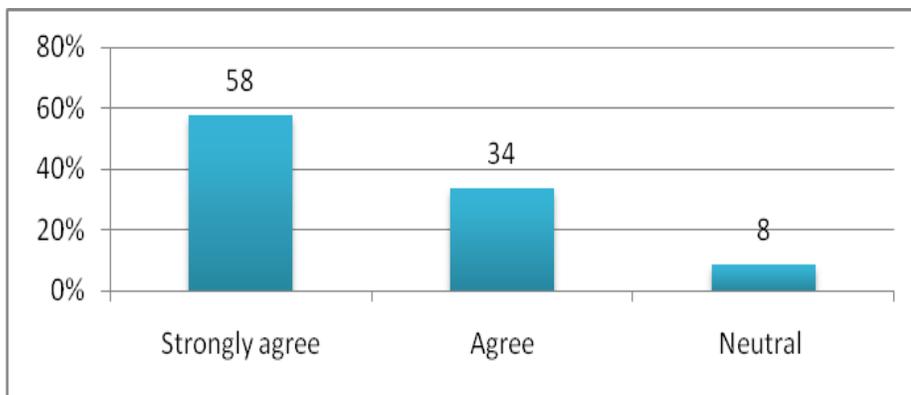


Figure 4.7 Effect of Workplace Fitness Programmes on Work Quality

Fifty-eight percent of the respondents strongly agreed that fitness programmes had an effect on the quality of work for respondents while 34% of the responses showed general agreement on the same. On the other hand, 8% of the respondents said they were neutral. Parks and Steelman (2008) indicated that employees who participated in workplace fitness programmes had higher energy levels and stamina which increased the quality of their work output. Aldana et al (2005) concurred that workplace fitness programmes had a positive effect on work quality by reducing the absenteeism and improving the concentration of employees. The implication of these studies on the research findings was that fitness programmes improved the quality of work for CUE staff. Thus, the findings validated the first research objective that physical fitness programmes have an effect on employee performance.

4.3.2.3 Effect of Workplace Fitness Programmes on Employee Morale

Respondents were asked whether their participation in workplace fitness programmes had an effect on their morale at work. This is shown in table 4.9.

Table 4.8 Physical Fitness Programmes Improve Job Morale

Opinion	Frequency	Valid Percent	Cumulative Percent
Strongly agree	45	76.3	76.3
Agree	12	20.3	97.6
Neutral	2	3.4	100.0
Total	59	100	

Seventy-seven percent of respondents strongly agreed that physical fitness programmes had an effect on their morale. A further 20% of the respondents generally agreed that physical fitness programmes had an effect on their morale. Only two respondents were neutral. Gates (2002) echoed the findings in his psycho-educational model which revealed that workplace recreation had an effect on the morale and esteem of employees. Therefore, the findings confirm that workplace fitness programmes had an effect on the morale of staff and therefore an effect on their wellbeing.

4.3.2.4 Effect of Workplace Fitness Programmes on Job Efficiency

Respondents were asked whether participating in physical fitness programs had an effect on their job efficiency. The responses are shown in figure 4.8.

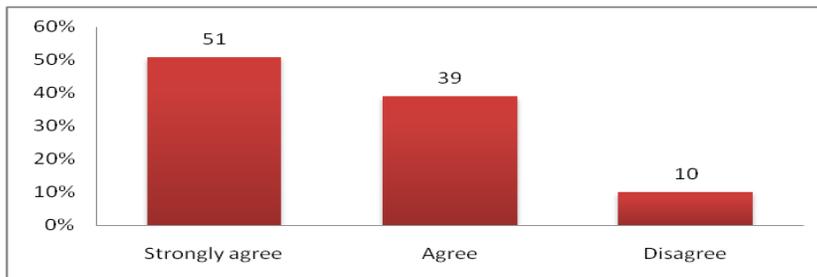


Figure 4.8 Physical Fitness and Job Efficiency

The results show that 51% of the respondents strongly agreed that being in top physical shape enhanced their job efficiency. Thirty-nine percent of the respondents showed general agreement on the same while 10% of the respondents disagreed that being in top physical shape enhanced their efficiency at work. Wattle and Harris (2003) concurred that workplace fitness had an effect on the efficiency of workers. Their study reported that employees who participated in fitness programs were more productive in the

workplace because they were satisfied with their work and were in good health to perform their tasks. Ackland et al. (2005) also concurred that fitness programmes made employees more efficient by improving their behaviour towards job tasks. The studies confirm the findings by 90% of the responses showing that workplace fitness programmes improved job efficiency. This implies that an employee who participates in these programmes is more motivated to work harder at his/her job thereby improving job performance. Therefore, participation in workforce physical programmes has an effect on the performance of the workforce.

4.3.2.5 Ranking of Workplace Fitness Programmes on Employee Wellbeing and Performance

A coefficient of variation test was performed on each question on the workplace fitness programmes. The results of the test were used to create a ranking of the effects of workplace physical fitness programmes. Table 4.10 shows the ranking of the effects of workplace fitness programmes on employee wellbeing and performance.

Table 4.9 Ranking of the Effects of Physical Fitness Programmes

	N	Mean	Std Dev	CV	Ranking
Physical Fitness Programmes on Job Performance	59	11.8	1.4	0.3	2
Physical Fitness Programmes on Work Quality	59	11.8	1.0	0.2	1
Physical Fitness Programmes on Morale	59	11.8	1.9	0.5	4
Being in Physical Shape Reinforces Efficiency	59	23.6	2.3	0.6	3

The findings showed that the most significant element was work quality. Ranked second was the effect of workplace fitness programmes on job performance followed by the effect of workplace fitness programmes on efficiency. Ranked last was the effect of physical fitness on the morale of employees in the workplace. This ranking was not identified in the empirical literature. Therefore, it adds to current knowledge on the topic by revealing what employees posit to be the greatest to least effects of fitness programmes on their performance.

4.3.2.6 Correlation between Participation in Workplace Fitness Programmes and Job Performance

A correlation test was performed to determine the strength of the relationship between the respondents' participation in workforce fitness programmes and their job performance. This is shown in table 4.11.

Table 4.10 Correlation between fitness programmes and job performance

	Value
Pearson's Correlation (R)	0.859
Frequency	59

The results showed a strong positive correlation of $r=0.859$ between the participation of CUE staff in workforce recreation programmes and their job performance. This implied that as employees engaged in the programmes, so did their job performance improve.

4.3.3 Effect of Mental Health Programmes

Studies by Goetzel and Ozminkowski (2008), Akmal et al. (2012), and Varatharaj and Vasantha (2012) reiterated that mental health programmes had an effect on the wellbeing and performance of employees in the workplace. Consequently, the study sought to establish the effect of mental health programmes on the employees' stress and anxiety levels, mental capability, alertness, motivation, and satisfaction.

4.3.3.1 Level of Job Stress and Anxiety

Respondents were asked to specify their level of stress and anxiety. This is shown in table 4.12.

Table 4.11 Job Tasks Cause Stress and Anxiety

Opinion	Frequency	Valid Percent	Cumulative Percent
Strongly agree	19	32.2	32.2
Agree	32	54.2	86.4
Disagree	8	13.6	100.0
Total	59	100	

The findings reveal that 32% of the respondents strongly agreed and 54% of the respondents generally agreed that their job tasks made them stressful and anxious. On the other hand, 14% of the respondents did not believe that their job tasks made them stressful and anxious. Nevertheless, majority of the responses (86%) implied that CUE staff was stressed and anxious from job tasks. The findings were echoed by Cieri, Holmes, Abbott, and Pettit (2002) who posited that employees are becoming more

stressed and anxious due to the competitive nature of their jobs and the industries that they operate in. As a result, these employees have higher stress levels and cases of depression, burnout, and disengagement with their work. The findings by CUE staff show that job tasks can influence the stress levels and anxiety of employees in other organizations as well.

4.3.3.2 Workplace Mental Health Programmes on Awareness of Work Stressors

Responses on the influence of mental health programmes on the employee's ability to identify work stressors are shown in figure 4.9.

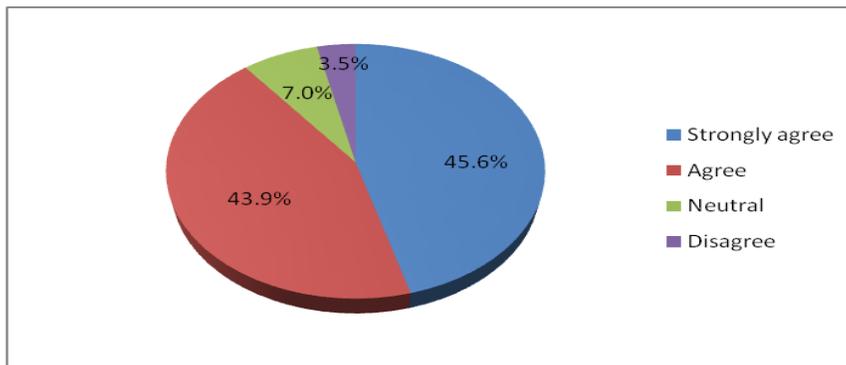


Figure 4.9 Mental Health Programmes and Awareness of Workplace Stressors

Overall, 89.5% of the respondents said they strongly agreed or generally agreed that mental health programmes improved their awareness of elements causing them stress and anxiety in the workplace. On the other hand, 7% of the respondents were neutral while 2% of the respondents disagreed that mental health programmes improved their awareness of workplace stressors. The implication by the majority of the responses showed that mental health programmes influenced the employees' awareness of stressors in the workplace. These findings were echoed by Varatharaj and Vasantha (2012) who

argued that mental health programmes helped employees identify elements that caused them stress at work. Their study on the mental health of working women in Chennai city showed the awareness of stressors in the workplace was vital in helping the women reduce their stress levels and improve the quality of their mental health. Varatharaj and Vasantha (2012)'s work confirmed this study by revealing that mental health programmes help employees to become aware of elements in their working environment that contribute to their stressful attitude towards job tasks. They confirmed the findings in this study that mental health programmes influence an individual's awareness of stressful elements in the workplace.

4.3.3.3 Workplace Mental Health Programmes on Stress and Anxiety

Respondents were asked whether their participation in workplace mental health programmes had an effect on their stress and anxiety levels. This is shown in table 4.13.

Table 4.12 Workplace Mental Health Programmes Reduce Stress and Anxiety

Opinion	Frequency	Valid Percent	Cumulative Percent
Strongly agree	38	64.4	64.4
Agree	21	35.6	100.0
Total	59	100	

Results showed that 64% of the respondents strongly agreed that workplace mental health programmes influenced stress and anxiety levels among CUE staff. Furthermore, 36% percent of the respondents generally agreed extent that workplace mental health programmes influenced their stress and anxiety level. Overall, all of the respondents

positively confirmed that workplace mental health programmes had an effect on lowering their job stress and anxiety. The findings were confirmed by Goetzl and Ozminkowski (2008) who used behavioural theory to reveal that mental health programmes had a positive effect on the mental health of workers by reducing stress levels. Akmal et al. (2012) concurred on the positive effect of mental health programmes by claiming that employees engaged in mental health programmes had lower stress levels compared to those who did not attend the programmes. Confirmation from the literature demonstrates that workplace mental health programmes have positive effect on the employee wellbeing since they help participants to reduce stress and anxiety levels.

4.3.3.4 Workplace Mental Health Programmes on Mental Capability

Respondents were asked whether their participation in workforce mental health programmes had an effect on their mental capability. This is shown in table 4.14.

Table 4.13 Mental Health Programmes Influence My Mental Capability at Work

Opinion	Frequency	Valid Percent	Cumulative Percent
Strongly agree	33	55.9	55.9
Agree	19	32.2	88.1
Neutral	7	11.9	100.0
Total	59	100	

The findings showed that 56% of the respondents strongly agreed mental health programmes influenced the respondent's mental capability at work. Thirty-two percent of the respondents agreed on the same but to a moderate extent. Only 12% were neutral.

Cieri et al. (2002) confirmed that mental health programmes improved mental capability since they condition employees to become more flexible and improve their stamina to balance their work and family life. Confirmation of the findings shows that employees should participate in mental health programmes to help them feel mentally capable of fulfilling their job tasks. In addition, the confirmation shows that mental health programmes have a positive effect on employee wellbeing by improving an individual's mental capacity to perform his/her job task.

4.3.3.5 Workplace Mental Health Programmes on Alertness

Respondents were asked whether their participation in workplace mental health programmes affected their alertness. This is shown in figure 4.10.

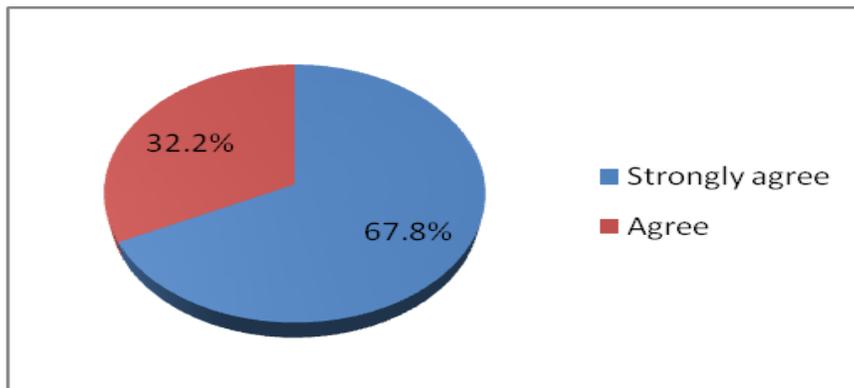


Figure 4.10 Mental Health Programmes Affect Employee Alertness

Sixty-eight percent of the respondents strongly agreed that mental health programmes had an effect on their alertness at work. A further 32% of respondents agreed that mental health programmes influenced their alertness. These findings were echoed by Parks and Steelman (2008) who observed that workplace recreation programmes improved mental

stamina as well as energy which then increased work output and improved job satisfaction. The confirmation implies that workplace mental health programmes have a positive effect on performance and wellbeing by improving alertness thereby enabling the employee to put more energy into his/her work to reach performance targets (Mokaya and Gitari, 2012).

4.3.3.6 Workplace Mental Health Programmes on Motivation and Satisfaction

Respondents were asked whether their participation in workplace mental health programmes had an effect on their job motivation and satisfaction. This is shown in table 4.15 below.

Table 4.14 Mental Health Programmes Improve Satisfaction and Job Motivation

Opinion	Frequency	Valid Percent	Cumulative Percent
Strongly agree	45	76.3	76.3
Agree	14	23.7	100.0
Total	59	100	

Seventy-six percent of the respondents agreed to a strong extent that participating in mental health programmes in the workplace improved their motivation and satisfaction towards their job. Additionally, 23.7% of the respondents agreed to a moderate extent that participating in mental health programmes in the workplace improved job satisfaction and motivation. The findings revealed that all of the respondents believed that mental health programmes had a positive effect on their job satisfaction and motivation. Varatharaj and Vasantha (2012) confirmed these findings through their

assertion employees who participated in mental health programmes had higher emotional intelligence and were more motivated to perform their duties compared to those who did not participate in the programmes. The implication from this confirmation is that mental health programmes have a positive effect on job performance because they improve the employee's drive and job satisfaction. This improved drive and satisfaction then leads to higher productivity in the workplace (Mokaya and Gitari, 2012; World Health Organization, 2003). The findings therefore confirm the research objective that workplace mental health programmes have an effect on employee performance.

4.3.3.7 Ranking of Mental Health Programmes on Employee Wellbeing and Performance

A ranking of the effects of workplace mental health programmes on the wellbeing and performance of employees was produced. This is shown in table 4.16. The results show that the most significant effect was the ability to identify stressors in the workplace. Ranked second was the improvement on mental capability as well as better motivation and job satisfaction. Ranked third was the reduction of stress and anxiety on employees while in fourth place was the stressful nature of the job tasks. Ranked least was the effect of mental health programmes on the alertness of employees at work. The ranking was not identified in empirical nature, but seeks to add to existing knowledge on the topic by revealing what employees posit to be the greatest to least effects of workplace mental health programmes on their wellbeing and performance.

Table 4.15 Ranking of the Effects of Workplace Mental Health Programmes

	N	Mean	Std Dev	CV	Ranking
Level of Job Stress and Anxiety	59	23.6	2.3	0.8	4
Mental Health Programmes on Work Stressors	59	11.4	1.2	0.1	1
Mental Health Programmes on Stress and Anxiety	59	11.8	1.7	0.5	3
Mental Health Programmes on Mental Capability	59	11.8	1.4	0.3	2
Mental Health Programmes on Alertness	59	11.8	1.8	0.7	5
Mental Health programmes on Motivation and Satisfaction	59	11.8	1.4	0.3	2

4.3.4 Effect of Entertainment Programmes

Studies by Aldana et al. (2004), Farmer and Seers (2004), Gates (2002), and Mokaya and Gitari (2012) revealed that workplace entertainment programmes had an effect on the wellbeing performance of employees. This study sought to establish the effect of entertainment programmes on the performance, productivity, and commitment of employees.

4.3.4.1 Importance of Workplace Entertainment Activities

Respondents were asked to rate the importance of entertainment activities in the workplace. This is shown in figure 4.11

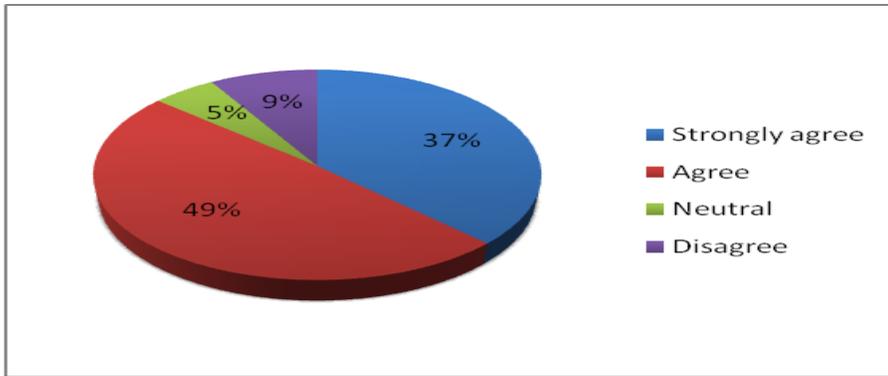


Figure 4.11 Interaction with Colleagues in Entertainment Activities is Important

The results showed that 37% of the respondents strongly agreed that interaction with colleagues during entertainment activities was important. Forty-nine percent of the respondents agreed to a moderate extent that interaction through workplace entertainment was important. On the other hand, 5% of the respondents were neutral while the remaining 9% disagreed that interaction through workplace entertainment was important. Majority of the responses confirmed the importance of interaction through workplace entertainment programmes. Echoing these findings were Mokaya and Gitari (2012) who observed that interaction through entertainment and socialization helped employees become more relaxed, feel great, derive enjoyment, and realise their social needs. The authors confirm the findings in this study by revealing that workplace entertainment very important for organizations due to its positive effect on the employee's mood and social behaviour.

4.3.4.2 Effect of Bonding through Entertainment Activities on Task Performance

Responses on the effect of social bonding through entertainment on the performance of the respondents are shown in table 4.17.

Table 4.16 Bonding through Entertainment Activities Improves Task Performance

Opinion	Frequency	Valid Percent	Cumulative Percent
Strongly agree	39	66.0	66.0
Agree	20	34.0	100.0
Total	59	100	

Sixty-six percent of the respondents strongly agreed that bonding through workplace entertainment improved task performance. An additional 34% of respondents agreed that bonding through workplace entertainment improved task performance. This implied that all members of CUE felt that bonding with colleagues in non-formal settings improved their task performance. Farmer and Seers (2004) concurred that workplace entertainment affected the motivation of employees, thereby influencing individual and group performance in assigned tasks. This confirmation implies that participating in entertainment activities has an effect on task performance of individuals and groups.

4.3.4.3 Workplace Entertainment Programmes on Group Commitment

Respondents were asked whether the workplace entertainment had an effect on their commitment to groups. The results are shown in figure 4.12.

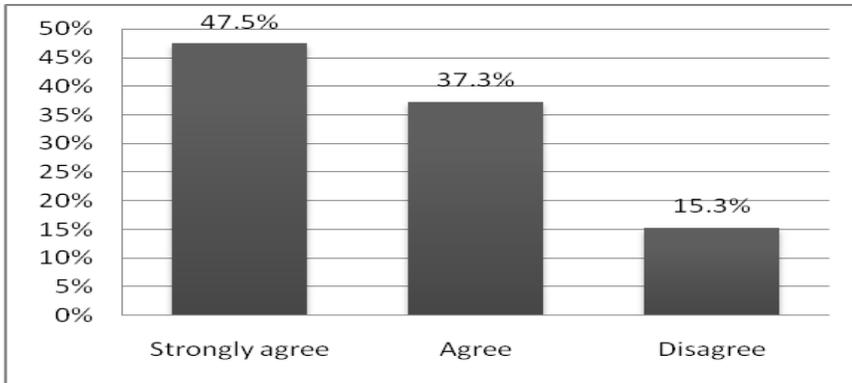


Figure 4.12 Workplace Entertainment Improves Commitment to Group Tasks

It was observed that 48% of the respondents strongly agreed that participating in workplace entertainment made them more committed to their groups. An additional 37% of respondents agreed to a moderate extent that workplace entertainment made them more committed to their group. On the other hand, 15% of the responses disagreed that workplace entertainment improved group commitment. Echoing these findings are Farmer and Seers (2004) who observed that bonding through workplace entertainment activities helped groups share similar cultures and reduce interpersonal differences thereby improving the commitment of members of the group. The literature confirms that workplace entertainment programmes influence group performance by creating relationships between group members, which then makes them more committed to their tasks.

4.3.4.4 Effect of Workplace Entertainment Programmes on Productivity

Respondents were asked on the effect of workplace entertainment programmes on their productivity. This is shown in table 4.18.

Table 4.17 Workplace Entertainment Activities Improve Employee Productivity

Opinion	Frequency	Valid Percent	Cumulative Percent
Strongly agree	19	32.2	32.2
Agree	34	57.6	89.8
Disagree	4	6.8	96.6
Strongly disagree	2	3.4	100.0
Total	59	100	

It was observed that 32% of the respondents strongly agreed workplace entertainment programmes had an effect on their productivity. An additional 58% of the responses agreed to a moderate extent on the same. On the other hand, 7% percent and 3% of the responses showed moderate disagreement and strong disagreement respectively. Nevertheless, majority of responses revealed that entertainment activities had an effect on employee productivity. These sentiments were shared by Wellness Proposal (2006) and Gates (2002) who argued that social recreation programmes had a positive effect on the employee's productivity by improving individual morale and self-esteem. The implication of from the literature and the findings is that workplace entertainment has a positive effect on productivity by improving the worker's esteem and morale to perform his/her tasks more effectively.

4.3.4.5 Workplace Entertainment on Performance in Teams

Respondents were asked whether participating in workplace entertainment affected their performance in teams. The results are shown in figure 4.13.

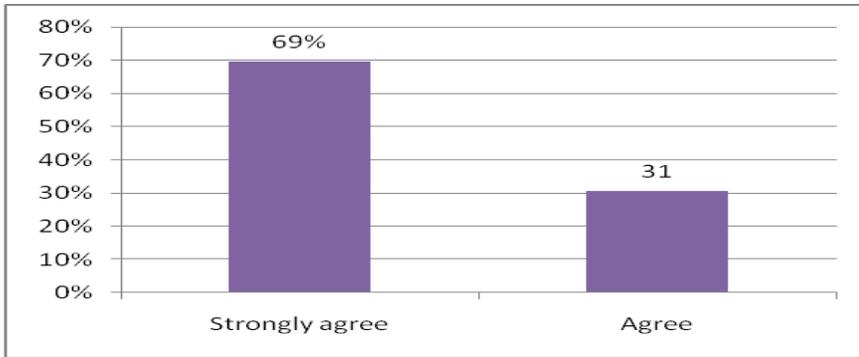


Figure 4.13 Entertainment Improves Performance in Teams

Sixty-nine percent of the respondents strongly agreed that workplace entertainment improved their performance in teams. Another 31% of the respondents also agreed to a moderate extent that workplace entertainment improved team performance. Overall, the findings revealed that workplace entertainment had an effect on the performance of individuals in teams. This assertion was echoed by Mokaya and Gitari (2012) who established that employees derive enjoyment and pleasure from workplace entertainment activities which then helps them interact better in groups and implement group tasks more effectively. Gates (2002) added that the social impact of workplace recreation reduced conflicts in groups and helped members become more focused in their tasks thereby improving the performance of the entire group. Confirmation of the findings from the literature implies that workplace entertainment improves relationships among group members thereby encouraging better team performance. It also implies that workplace entertainment has an effect on the performance of individuals within groups.

4.3.4.6 Ranking of Workplace Entertainment on Employee Wellbeing and Performance

A ranking of various effects of workplace entertainment programmes on employee wellbeing and performance was created. This is shown in table 4.19.

Table 4.19 Ranking of Workplace Entertainment Programmes

	N	Mean	Std Dev	CV	Ranking
Workplace Entertainment is Important	59	11.8	1.3	0.4	2
Entertainment on Task Performance	59	11.8	1.7	0.4	2
Entertainment on Group Commitment	59	11.8	1.3	0.2	1
Entertainment on Work Productivity	59	23.6	2.4	0.7	4
Entertainment on Performance in Teams	59	11.8	1.8	0.5	3

The results show that the most important effect of workplace entertainment programmes was improved group commitment. Ranked second were the importance of workplace entertainment and the effect of bonding through social interaction on individual task performance. Ranked third was the effect of workplace entertainment on the performance of teams. Ranked last was the effect of workplace entertainment programmes on the productivity of employees. It is important to note that this ranking has not been backed up by current literature. However, the study seeks to add to knowledge on the topic by revealing what employees posit to be the greatest to least effects of workplace entertainment programmes on their wellbeing and performance.

4.3.4.7 Workplace Recreation Correlation

Table 4.20 shows the correlation of key variables, the independent variable (employee performance and wellbeing) and the dependent variables (physical fitness, mental health, and entertainment).

Table 4.18 Correlation of Workplace Recreation

		Employee performance and wellbeing	Physical fitness	Mental health	Entertainment
Employee performance and wellbeing	Pearson correlation Sig (2-tailed)	1	.859 .005	.775 .04	.508** .10
Physical fitness	Pearson correlation Sig (2-tailed)	.859 .005	1	.683 .129	.523** .10
Mental health	Pearson correlation Sig (2-tailed)	.775 .04	.683 .129	1	-.431* .002
Entertainment	Pearson correlation Sig (2-tailed)	.508** .10	-.523** .10	-.431* .002	1

* Correlation significant at 0.05 level (2-tailed)

** Correlation significant at 0.01 level (2-tailed)

A value of $P < 0.05$ or below shows that the two variables are correlated, that is, they are significantly related. When the values are higher than 0.05 ($p > 0.05$) then the variables are

not significantly related. Generally, the results showed that physical fitness and mental health programmes had a high correlation and therefore significant relationship with employee wellbeing and performance. Table 4.20 shows that physical fitness programmes had a strong positive correlation with employee performance and wellbeing at $r= 0.859$. This suggested that engaging in exercise and nutrition programmes played a significant role in the employee's wellbeing and performance. A decrease in fitness engagement would also lead to a decline in employee performance and wellbeing. Similarly, the P value was below 0.05 ($p<0.005$) which indicated that physical fitness programmes had a significant relationship with employee wellbeing and performance variable. This implied that an increase in physical fitness participation would bring corresponding change in the wellbeing and performance of employees at CUE.

In the case of mental health, the findings in table 4.20 showed a strong positive correlation of $r= 0.775$. This suggested that mental health programmes (such as individual counselling and stress management) played a significant role in the wellbeing and performance of employees. Similarly, $p<0.4$ confirmed that the two variables were related and had a positive significant relationship. This implied that an increase in mental health participation would bring a corresponding change in the wellbeing and performance of CUE employees. Lastly, the findings in table 4.20 showed a weak positive correlation between workplace entertainment and employee wellbeing and performance at $r=0.508$. This suggested that entertainment activities did not play a significant role in the wellbeing and performance of employees at CUE. In addition, the P value of 0.1 was high ($0.10 \geq 0.05$) which showed a low correlation between

entertainment activities and employee performance and wellbeing. This meant that there was no significant relationship between entertainment and employee performance and wellbeing.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the important elements in the study including the purpose of the research, objectives, methodology, and the major findings. It also draws major conclusions from the findings arranged according to the research objective. The chapter ends with recommendations for practice and suggestions for further researcher.

5.2 Summary

This research study was motivated by the increased popularity of workplace recreation and whether this popularity was driven by the effect of workplace recreation on the performance and wellbeing of employees (Mak and Sockel, 2001; Tan and Waheed, 2011). The purpose of the study was to determine the effect of workplace recreation activities on the performance and wellbeing of employees at CUE. The following research objectives guided the study: to determine the effect of physical fitness programmes on the wellbeing and performance of employees at CUE; to establish the effect of mental health programmes on the wellbeing and performance of employees at CUE; and to identify the effect of organisational entertainment on the wellbeing and performance of employees at CUE. Descriptive research design was used because it enabled the researcher to describe the characteristics of workplace recreation through three independent variables: physical fitness programmes, mental health programmes, and entertainment activities. The descriptive nature of the study helped the researcher

focus on these key characteristics when investigating the phenomenon of workplace recreation in the organization (Orodho and Kombo, 2002). Both quantitative and qualitative approaches were used to support the collection and analysis of primary and secondary data respectively.

From a target population of 80 managers and employees, the researcher selected a sample size of 66 senior managers, middle managers, supervisory staff and operational staff. A structured questionnaire survey was the main source of primary data. A questionnaire was used because of its ease in distribution, ease in answering, and convenience to the sample (Mugenda and Mugenda, 2003). The questionnaire was pre-tested on 7 employees to test for validity and corrections made prior to distribution. Thereafter, 66 copies of the questionnaire were printed and distributed. Responses were expected within a week and the researcher followed up on respondents to ensure high response rate. Only 59 responses were complete and returned; this represented a return rate of 89%. This response rate was deemed fair and representative based on studies claiming that a response rate of 50% and above was adequate for analysis and reporting (Mugenda and Mugenda 2003). The responses were then analysed quantitatively to help the researcher summarize the research problem in numerical terms (Poovalingam and Docrat, 2011). Quantitative tests performed on the data included Pearson's correlation, two-tailed tests, variation coefficients, means, standard deviations, cumulative frequencies and percentages.

Major findings from the analysis revealed that workplace recreation programmes had an effect on the wellbeing and performance of employees. The responses showed that workplace fitness programmes improved job performance (72.9%), enhanced work quality (92%), improved morale at work (97.6%), and reinforced efficiency (90%). On the other hand, respondents said that workplace mental health programmes improved the employee's awareness of work stressors (89.5%), reduced stress and anxiety (100%), enhanced mental capability (88.1%), better alertness (100%), and higher job motivation and satisfaction (100%). Lastly, workplace mental health programmes improved task performance (100%), enhanced group commitment (82.8%), improved work productivity (89.8%), and increased performance in teams (100%). From these findings, the researcher observed that workplace fitness, mental health programmes, and workplace entertainment programmes had an effect on employee wellbeing and performance.

To establish whether this effect was strong or weak, or positive or negative, the researcher conducted correlation tests. The findings showed that physical fitness programmes had a strong positive correlation of $r= 0.859$. In addition, $p<0.005$ suggested that an increase in physical fitness participation would bring corresponding change in the wellbeing and performance of employees. These results confirmed that fitness programmes had a significant positive effect in employee wellbeing and performance. Mental health programmes had a strong positive correlation of $r= 0.775$. P value of 0.4 confirmed that the two variables were related and indeed had a positive significant relationship. This confirmed that mental health programmes mental health programmes had a significant positive effect on employee wellbeing and performance. Lastly,

workplace entertainment programmes had a weak positive correlation with employee performance and wellbeing at $r=0.508$. A p value of 0.1 showed no significant relationship between the two variables. The findings revealed that workplace entertainment activities had a weak positive effect on employee performance and wellbeing. Overall, the correlation findings confirmed that physical fitness, mental health, and entertainment programmes had a positive effect on employee performance and wellbeing. Based on these results, researcher therefore deduced that workplace recreation had a positive effect on the wellbeing and performance of employees.

5.3 Conclusion

The study aimed to determine the effect of workplace recreation on the wellbeing and performance of employees. The findings showed that physical fitness programmes and mental health programmes had a significant positive effect on employee wellbeing and performance. On the other hand, workplace entertainment programmes were found to have a less significant effect on employee wellbeing and performance.

5.3.1 Effect of Physical Fitness Programmes on Employee Wellbeing and Performance

The researcher observed that physical fitness programmes influenced the performance, work quality, morale and efficiency of employees in the workplace. The programmes improved work quality, enhanced the efficiency of workers, and improved job morale. These findings were supported by AKDN (2013), Goetzel et al. (2001), Mokaya and Gitari (2012), Pronk and Kottke (2008) and Wattles and Harris (2003) who established

that physical fitness programmes influenced performance and health factors such as performance, absenteeism, productivity, work commitment, employee turnover, and health costs. The studies confirmed findings in the study showing that fitness programmes had a positive effect on the morale, productivity, and performance of employees at CUE. Furthermore, the study provided additional information in the form of coefficient rankings. The ranking revealed that the most significant effect of fitness programmes was higher work quality. This was followed by improved job performance, higher efficiency, and lastly high employee morale. The ranking showed that employees posited the most significant effect of fitness programmes was better work quality while the least significant effect was the improvement in job morale.

5.3.2 Effect of Mental Health Programmes on Employee Wellbeing and Performance

It was observed that workplace mental health programmes influenced employee wellbeing and behaviour by reducing stress and anxiety levels, enhancing mental capacity, improving alertness, and increasing job satisfaction. These findings were echoed in studies by Goetzel and Ozminkowski (2008), Akmal et al. (2012), and Varatharaj and Vasantha (2012). The studies asserted that mental health programmes had a positive effect on employee wellbeing by reducing stress, encouraging better work-life balance and improving mental stamina leading to help employees manage their relationships and meet their work commitments. The similarity between the findings and literature confirmed that mental health programmes had a significant positive effect on employee wellbeing and performance. Coefficient rankings of the effects of these

programmes showed the most significant for employees was the ability to identify stressful elements in the workplace. This was followed by improved mental capability, higher motivation and job satisfaction, and reduced stress and anxiety. The least significant effect of the mental health programmes, according to the findings, was the improvement in mental alertness. Generally, the literature confirmed the findings in this study that workplace mental health programmes had an effect on the wellbeing performance of employees.

5.3.3 Effect of Entertainment Programmes on Employee Wellbeing and Performance

The researcher observed that workplace entertainment programmes influenced the performance, productivity, and commitment of employees to group tasks. The findings showed that employees that participated in entertainment activities were able to share, lower relationship conflict, create similar cultures in groups, and feel relaxed thereby improving their performance, efficiency, and commitment to their individual tasks and group tasks. These findings were confirmed by Aldana et al. (2004), Farmer and Seers (2004), Gates (2002), and Mokaya and Gitari (2012). The studies revealed that workplace entertainment programmes helped individuals bond, relax, realise their social needs, and reduce interpersonal differences thereby improving group performance, increasing task motivation, enhancing task commitment, and improving self-esteem and morale. Coefficient rankings of the effects of entertainment programmes showed the most significant for employees was better group commitment. This was followed the importance of workplace entertainment, better task performance, and higher team

performance. Ranked last was the improvement in employee productivity. These rankings revealed what the employees posited to be the greatest to the least effects of workplace entertainment programmes on their wellbeing and performance. Overall, the literature confirmed the findings in this study that workplace entertainment programmes had an effect on the wellbeing performance of employees. However, the correlation findings showed that this effect was weak and therefore less significant to the performance and wellbeing of employees.

5.4 Recommendations

Based on the discussion on the rate of participation among employees and the effects of the workplace recreation programmes on their wellbeing and performance, there appears to be a slight disconnect. Only 67% of employees participate in workforce recreation programmes for reasons ranging from the need to improve their health, access to facilities, to management support or mandatory requirement by the department. Employees who do not participate cite reasons to be lack of time, interest, financial costs, inadequate facilities, no childcare, distrust in the employer and having other priorities. Studies have also confirmed that lack of time is the greatest hindrance to employee participation (Varatharaj and Vasantha, 2012). The researcher proposes that there is need for organizations such as CUE to address these time, cost, facility and convenience factors. For instance, the company could provide childcare for employees who cannot leave their children unattended or encourage managerial support where employees distrust the motive of recreational programmes. Addressing these hindrances using practical solutions would encourage more employees to take up workforce recreational

activities. In addition, the study proposes that organizations evaluate their employee's schedules so that workplace recreation is not done completely on the employee's time but rather to be performance partly on company time as suggested by the respondents in this study.

5.4.1 Suggestions for Further Research

The study showed that physical fitness and mental health programmes had positive significant relationships with employee performance and wellbeing. However, the relationship between workplace entertainment programmes and employee performance and wellbeing was revealed to be weak. The researcher recommends further investigations to confirm the weakness of the relationship between entertainment and employee performance and wellbeing. This is because time and financial limitations prevented the researcher from investigating the relationship much further. Also, the data collected for this study was modest and cannot be readily generalised to large multinationals employing thousands of workers. Further research on a larger scale to meet the needs of large multinationals is recommended.

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APPENDICES

APPENDIX A: SAMPLE SIZE ESTIMATION TABLE

N^*	S^\dagger	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

*N is the population; † S is the sample size

Source: R. V. Krejcie and D. W. Morgan (1970)

APPENDIX B: SAMPLING FRAME

Category	Sampling frame	Percentage
Senior management	6	8
Middle management	12	15
Supervisory staff	15	19
Operational staff	47	59
Total	80	100

Source: Researcher, 2013

APPENDIX C: INTRODUCTORY LETTER

CAROLINE MUTHONI

KENYATTA UNIVERSTITY

P.O. BOX 43844-00100

NAIROBI

Dear Respondent,

I am carrying out research on the effects of workplace recreation on employee wellbeing and performance at Commission for University Education (CUE). This is in partial fulfilment of the requirement of the Master of Business Administration at Kenyatta University.

This research will use CUE as the case study and you have been selected as one of the lucky respondents. The results of this study will provide the management with the necessary information to improve the organization's workplace recreation strategy to ensure employee wellbeing and performance.

This is an academic research and confidentiality is strictly emphasized, your name will not appear anywhere in the report. Kindly spare some time to complete the questionnaire attached.

Thank you in advance,

Yours sincerely,

CAROLINE MUTHONI

APPENDIX D: QUESTIONNAIRE

This survey is part of an academic exercise to help the researcher collect information about the topic. It has been designed to ensure that all information that you provide will be treated in confidence. None of the information revealed in your responses will be attributed to you (individually) or the company.

PLEASE ANSWER ALL OF THE QUESTIONS. YOU CAN TICK IN THE CIRCLES AND WRITE IN THE SPACES PROVIDED.

PART A: GENERAL INFORMATION

1. Gender: Male Female
2. Age: 25-29years 30-34 years 35-39 years Over 40years
3. What is your position in the company? _____
4. What department do you work in? _____
5. How many years have you worked for the company?
 - a. 0-4 years
 - b. 5-9 years
 - c. 10-14 years
 - d. Over 15years

PART B: PARTICIPATION IN WORKFORCE RECREATION PROGRAMMES

6. Do you participate in workforce recreation programmes by CUE? Yes No
7. If yes, indicate the reasons for your participation
 - a. Demand by employees
 - b. Support from senior management

- c. Facilities are available
- d. Support company policy on health

8. If no, please indicate the reasons for not participating:

- a. Lack of time
- b. Financial costs
- c. Lack of interest
- d. Lack of facilities
- e. Other priorities
- f. No childcare
- g. Doubt employer's motives

9. Select the type of activities you prefer:

- a. Support programmes
- b. Exercise/physical activity
- c. Health promotion seminars
- d. Team building
- e. Health screening
- f. Individual counselling
- g. Injury/drug rehabilitation
- h. Weight management/nutrition

10. Please indicate when these activities should be conducted:

- a. Solely on employee time
- b. Partly on company time
- c. Mainly on company time

11. What do you think is the CUE's priority towards promoting workplace recreation?

- a. Unsure
- b. Low priority

- c. Moderate priority
- d. High priority

PART C: PHYSICAL FITNESS

Please tick the answer corresponding to your opinion for each question.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
12. Do you think that participation in physical fitness programmes affect your job performance?					
13. Has your quality of work improved as a result of participating in fitness programmes					
14. Does your participation in fitness programmes improve your morale at work?					
15. Being in top physical shape reinforces me to work harder					

PART D: MENTAL HEALTH PROGRAMMES

Please tick the answer corresponding to your opinion for each question.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
16. My job tasks make me stressful and anxious					
17. My participation in mental health programmes makes me aware of stressors in the workplace					
18. Mental health programmes at work have reduced my stress levels and anxiety					
19. Participating in the programmes makes me feel that mentally capable of fulfilling the variety of tasks					
20. I am mentally alert and full of energy to perform my duties and reach my targets					
21. I am satisfied and motivated to perform my duties					

PART E: ENTERTAINMENT

Please tick the answer corresponding to your opinion for each question.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
22. I believe it is important to interact with my colleagues and managers in recreation activities					
23. I enjoy bonding and sharing with my colleagues and managers in a non-formal setting					
24. Interacting with staff in social settings does improve my relationship with supervisors and colleagues					
25. Interacting with my colleagues through entertainment programmes makes me friendly and more helpful towards my colleagues and supervisors.					
26. I am a better team player owing to the group activities we perform in social settings.					