

**EFFECTS OF EMPLOYEE ASSISTANCE PROGRAMS ON
PERFORMANCE OF EMPLOYEES IN STATE CORPORATIONS IN
KENYA: A CASE OF KENYA PORTS AUTHORITY**

ONSARE ANUNDA ARCHMEDES

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF
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DECLARATION

This is my original project and has not been submitted to any other institution.

Signature: **Date:**

ONSARE ANUNDA ARCHMEDES

C153/OL/MSA/32335/2017

I have submitted this project for examination with my approval as the University appointed supervisor.

Signature: **Date:**

DR. WELDON NG'ENO

DEPARTMENT OF PUBLIC POLICY AND ADMINISTRATION

KENYATTA UNIVERSITY

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DEDICATION

To my parents Onsare Alfred and Immaculate Onsare

ABBREVIATIONS AND ACRONYMS

ADSA	Alcohol and Drug and Substance Abuse
EAP	Employee Assistance Program
ICDs	Inland Container Depots
ICDN	Inland Container Depot Nairobi
HR	Human Resources
KPA	Kenya Ports Authority
NACADA	National Authority for the Campaign against Alcohol and Drug Abuse
NACOSTI	National Commission for Science, Technology, and Innovation
NCDs	Non-Communicable Diseases
SHRM	Society for Human Resources Management
U.S	United States
SD	Standard Deviation
VCT	Voluntary Counselling and Testing

OPERATIONAL DEFINITIONS OF TERMS

Employee Assistance Program (EAP): EAP is program created to assist workers resolve personal issues and challenges that may affect their performance and productivity.

Employee counselling: Refer to designed processes to assist employees overcome personal challenges and workplace issues to improve their work performance.

Employee Individual providing services to an employer for wages or remuneration. An employee could also be a hired person either on long-term or part-time basis as written under employee contract, whether oral or expressed or implied. Typically, an employee works eight hours in a day, five or six days in a week. However, this may vary based on the employment contract.

Performance: Performance relates to the efficacy and efficiency of a company and is a concept which can only be linked to the issue under investigation and is used to assess the success of a firm.

Wellness: Refers to a holistic approach where different components of are incorporated to improve personal wellness. These elements include emotional, social, physical, intellectual, spiritual, career, and environmental dimensions.

ABSTRACT

Organizations implement Employee Assistance Programs (EAPs) to assist workers address work and personal issues and challenges that may negatively affect their productivity. Early identification and management of issues facing employees will benefit both the employees and employers. EAPs enable employees to balance their work and personal values, and that the company will benefit from rejuvenated employees. EAPs help in improving the workplace and the public image of companies. The scholar aimed to analyze the impact of employee assistance interventions on the productivity of workers in state corporations in Kenya by focusing on Kenya Ports Authority (KPA). The scholar pursued to ascertain the degree to which drugs and substance abuse cessation programs, employee counselling programs, financial literacy services affects productivity of workers in state corporations, a case of Kenya Ports Authority. The scholar was guided by three theories namely, social exchange, stakeholder, and Maslow's hierarchy of needs. The study adopted descriptive research design and targeted 450 employees of Kenya Ports Authority. The researcher used stratified and purposive sampling design to select 135 subjects for the study. The scholar undertook a pilot investigation to establish the reliability and validity of data collection instruments. The primary data was collected using a structured questionnaire. The research adopted regression model and descriptive statistics to assess quantitative data. Content analysis provided vital insights into qualitative data. The analyzed data was presented using percentages and frequency tables from which the researcher was able to draw conclusions and make recommendations. The study established that counselling programmes for the employees had the highest effect at 65.4%, Alcohol, drug and substance abuse cessation programmes impacted the employees at 44.3% whereas financial literacy programs had the minimal impact at 38%. The study found out that employees who utilized the employee assistance programmes, had a positive effect in their performance through reduced anxiety and stress, improved working morale, improved punctuality and reduced absenteeism. The researcher recommends for the enhancement of employee counselling programmes and provision of financial literacy services as they play a critical role in enhancing the performance of employees. The financial literacy services should be made more available and accessible to majority of the employees. State corporations ought to consider having a policy that offers guidelines on the utilization of Employee Assistance programmes and initiate the process of having EAP incorporated in Employment Law of Kenya. Further studies should seek to find out the other parameters of employee assistance programs which have an impact on employee performance.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Employees encounter problems that might affect their performance. An EAP is a work-related tool meant to help employees address personal issues that could affect their performance (Richard, 2014). The Society for Human Resource Management (2008) established that EAPs are ideal in helping employees with work-related issues such as substance and alcohol abuse. Current EAPs assist employees address a wide range of issues, which include financial challenges, legal issues, child care, wellness, traumatic situations, and workplace violence. Organizations acquire EAP programs from vendors and providers as part of comprehensive health insurance coverage. Employees can access EAP services via different platforms, including video-counselling, phone call, e-mail interactions, online chatting, and face-to-face communication.

EAPs are work-based interventions aiming to address organizational performance matters in labour organizations and help to identify and resolve employees' personal issues, stemming from different spheres of life including emotional issues, stress, health, psychological, legal, substance use and marital concerns among others that may have an impact on the performance of an employee (Employee Assistance Professionals Association, 2011). Central to this meaning is the thinking that employee productivity could be affected by personal issues and workplace challenges.

EAPs provide a wide range of opportunities for employee development. Organizations using these programs often approach employee interaction and development from a holistic perspective. EAP programs can help Human Resource (HR) managers to use different motivation approaches and influences to enhance

employee performance. Evidence reveals that there is a correlation between lost productivity in organizations and employee issues (Hargrave, Hiatt, Alexander, & Shaffer, 2008). For example, employees working with reduced physical and mental functioning or the ability to handle routine activities and responsibilities record reduced performance. Being away from work to handle personal matters could contribute up to 20% of lost organizational productivity (Hargrave et al., 2008). Employees can use EAPs to access professional assistance. For instance, EAPs provide a platform where employees can communicate and share personal issues with experts in their journey to solve work-related and personal challenges. EAPs can help employees to develop appropriate coping mechanisms to manage work-related stress and improve resilience to handle pressure in the workplace. Employees using EAPs may not take time off to solve personal issues or recover from mental and physical conditions caused by personal issues (Hargrave *et al.*, 2008). Therefore, EAPs enables employees to develop high energy and concentration levels needed to improve the performance of employees in the workplace.

According to Allday (2013), EAPs are integral in improving the performance and productivity of medium and large companies. In his analysis of the Australian EAP industry, Allday (2013) established that at least 80% of top firms in the country are already using an EAP system. The penetration of EAP in the United States corporations is also high. Mercer (2008) established that leading US employers provide EAP-related benefits to employees and their families. The U.S Department of Labor, Bureau of Labor Statistics (2008) found out that more than 70 percent of workers in states and local governments can access EAP services and that there is a 40% penetration of EAP services in the private sector. While the 40% rate is much lower than market expectation, it is important to recognize that 90% of employers in

the US are small and medium-sized enterprises. These employers have less than 50 workers and might not prioritize EAP services. Additionally, a 2008 national benefit assessment established that 52% small employers (less than 100 employees) provided EAP services. EAP services was high in large and medium firms, 89% and 76% respectively (Society for Human Resources Management, 2008).

Many employees experience increasing pressure to perform at the highest level. The pressure to meet organizational objectives illustrate the need for employers to adopt EAP services to help employees cope with the demand to work at the highest level (Jacobs, Hellman, Wuest, & Markowitz, 2013). Therefore, the conflict between scarce organizational resources and the increasing demand for employees to achieve at the maximum levels is the source of employees' problems. Further, employees experience challenges in work-life balance, which eventually result in personal and family issues (Agovino, 2020). EAPs can help address such problems by improving work-life balance and at the same time supporting employees to improve their performance.

The primary purpose of EAP is to provide all-round support to employees. These programs help employees to identify their problems, suggest early interventions for employees with different types of problems such as absenteeism and declining performance (Daniels, Teems, & Carroll, 2005). The field of employee assistance continues to address complex employee problems related to health and behavior to improve life-work balance. According to Mugari, Mtapuri, and Rangongo (2014), EAPs programs offer a wide range of support to workers to help address performance issues. Employers can also provide EAPs programs for different reasons, which may include emotional support for employees, making the workplace productive, and improving the well-being of employees.

1.1.1 Performance of Employees

Performance of employees can be defined in terms of the quality of the output based on employee presence or absence at work, effectiveness and efficiency on completion of assigned duties, and output timing (Mathis and Jackson, 2009). Equally, performance can be described as the completion of a task in terms of correctness, cost, and speed. In most cases, performance of employees can be measured through behavior or outcomes (Armstrong, 2009). According to Ahmad, Iqbal, Javed, and Hamad (2014) the performance of employees can be assessed against the performance criteria of the organization, however, there are other factors to consider when assessing the performance of employees including the profitability, quality, effectiveness, efficiency and productivity.

The performance of employees is a product of job perception, ability and effort. Platt and Sobotka, (2010) notes that it is critical for all employees to perform for the success of any organization or company. The performance of employees is impacted by several elements with the exception of the working environment and other associated factors (Sabir, Iqbal, Rehman, Shah, & Yameen, 2012). Sabir *et al.*, (2012) argue that the working environment is a vital aspect that is inextricably associated to the strategies and objectives of a firm. A positive work atmosphere ensures the well-being of employees while allowing individuals to push themselves to work effectively leading to improved outcomes and production (Taiwo, 2010).

Performance of employees is defined by Shields, Rooney, Brown, and Sarah (2020) as the extent to which employees carry out their responsibilities and obligations. In a research conducted in Georgia by Richardson (2014) it was established that learning opportunities and growth of an employee had a major effect on their performance.

According to Dowling et al., (2010), employees' financial wellbeing is critical to the efficacy of accessible employee assistance programs and the control of medical costs associated with the health of employees. Employees are happier in their work resulting to improved productivity and labor retention as a consequence of financial health, which includes budgeting advice, investment planning and financial planning. Marcolin and Abraham, (2006) note that financial constraints are likely to increase the anxiety and stress that employees bring to the workplace.

Recently, there have been global efforts to enhance the productivity of workers in the public firms to elevate revenues (Curristine, Lonti, & Joumard, 2007). The main reason is that the public sector is the major employer and receives considerable funding from the government, the public through taxes, and donors. Evidence reveals that restructuring and reforming the public sector could improve the efficiency and performance of employees (Boyle, 2006). Restructuring the public sector will help address redundancies and incompetent job roles in the public sector.

In the contemporary competitive business context, the connection between employees' performance and organizational success cannot be underestimated. Organizations must have the resources to prepare employees to complete tasks in order to build and sustain a competitive advantage. The productivity of workers in any firm is a crucial strategic tool for attaining goals. According to Aboazoum, Nimran, and Musadieq (2015), employees' performance enables workers to undertake their roles within agreed framework, including available resources and constraints. Hardworking and effective employees are vital in the survival of companies as well as creating and sustaining a competitive advantage.

Employees' performance is vital in helping an organization to achieve its growth potential and realize its goals. For example, Dessler (2015), established that employees should respond promptly and effectively to meet emerging market demands and utilize their efforts to improve the performance of organizations. Additionally, Aktar (2012), established that when employees feel that organizations care for them, they exhibit higher levels of commitment. At the same time, such employees demonstrate high levels of consciousness about their roles and greater participation in the organization, innovativeness and productivity.

1.1.2 Kenya Ports Authority

KPA is one of the state-managed corporations as outlined by the 1978 Act of Parliament (CAP 391). KPA was merged with Kenya Cargo Handling Services in 1986. Currently, the mandate of KPA includes to operate, maintain, regulate, and improve sea port services at the coastline of Kenya. Coastal services in Kenya include the Port of Mombasa, the Old Port, Port Reitz, Port Tudor and several ports along the coastal line. The authority also oversees the operations of inland container depots (ICDs) in Kisumu, Nairobi, and Naivasha. Overall, the Port of Mombasa provides logistics services to Kenya and Eastern African counties (Kenya Ports Authority, 2022).

The Authority has invested on its employees to support them to deliver quality services to the customers. The Authority focuses on the well-being of its employees by providing various facilities and services to cater for their health and social wellbeing. KPA has a fully equipped Medical Department which runs Bandari Staff Clinic that serves both the employees and their dependents, and Kipevu dispensary for the employees' only while in the workplace. In addition, KPA has ICDN and

Bellevue clinic in Nairobi, and Lamu Clinic in Lamu Jetty for both employees and their dependents. The Authority has also invested in putting up recreational facilities for staff, such as Mbaraki Sports Club and Makupa Welfare Centre, with equipped gymnasia, tracks, and football pitches.

The Medical Department has taken up EAP with health risk assessment activities being done quarterly. This is a step towards workplace wellness. Reports from the activities have been used to plan for medical expenses as there have been newly diagnosed non communicable diseases (NCDs) or hypokinetic diseases such as diabetes, hypertension, and other cardiovascular conditions, dyslipidemia, obesity, cancer, stress among others.

KPA runs programmes aimed at having a positive impact on staff health especially in prevention of non-communicable diseases. For example, the KPA weight management program- “slim possible challenge,” Annual Madoka Marathon, interdepartmental games and other outdoor activities organized by KPA. The Employee Assistance Programs help to tackle stress management, alcohol, and substance abuse, financial advisory, health checks and other welfare wellbeing activities. These programs offer a holistic healthy lifestyle and improve workplace productivity.

1.2 Statement of the Problem

Employers have established that healthy employees are a source of a competitive advantage and improved performance (Holmes, 2010). For example, well-designed wellness programs could help organizations boost the morale of employees, reduce stress, improve teamwork, and enhance productivity. Equally, EAPs could guide employees make healthy and smart choices that can lessen healthcare costs, diminish

absenteeism, and increase vitality (Atieno, 2019).

Despite the EAPs in place, issues such as substance abuse/dependence, absenteeism, work related accidents, and increased medical costs, among others, remain common among state corporation employees (Munywoki, 2019). Such issues contribute to reduced job performance and adversely affect the psychological health of state corporation employees. This situation and behaviors give rise to questions as to whether employee assistance programs have addressed the intended purpose especially in improving performance of employees among state corporation employees.

Previous studies in this field are yet to specifically explore association between EAPs and employee performance, particularly workers in State Corporation in Kenya. This study aimed to ascertain the impact of employee assistance programs on the productivity of workers in KPA.

1.3 Objectives of the Study

The objectives of this research included:

1. To establish the impact of drug and substance abuse cessation interventions on the productivity of workers at KPA.
2. To determine the impact of counselling programs on the productivity of employees at KPA.
3. To ascertain how financial literacy education programs impacts the productivity of employees at KPA.

1.4 Research Questions

The guiding research questions included:

1. What is the impact of drug and substance abuse cessation programs on the performance of employees at KPA?
2. What is the impact of employee counselling programs on the productivity of employees at KPA?
3. What is the impact of financial literacy education programs on the performance of employees at KPA?

1.5 Justification and Significance of the Study

Vision 2030 is Kenya's transformative agenda aimed at transforming the nation into a middle-class economy by 2030. Some of the objectives of this vision include industrializing the economy, improving the quality of life, provision of clean water, and environmental protection. Kenyatta's government (2013-2022) introduced the Big Four agenda meant to implement policies and projects to accelerate the growth of the economy towards the realization of Vision 2030. If implemented, the Big Four agenda would provide the base for improved economic performance and improved lives among Kenyans. To realize the goals of vision 2030, it is necessary that employees in the public sector step up their performance. As such, taking care of the welfare and needs of these employees is important to ensure that they can offer their best services that will eventually contribute to the economic growth of the country.

Today, state corporations need to enhance their operations and employee assistance programs to ensure that workers understand the importance of social-economic policies and legislations that impact their lives. In view of the above, the researcher sought to study how state corporations can adopt employee assistance programs to

improve performance which will immensely contribute to the overall realization of the Kenyan Vision 2030. This study was specifically carried out in Kenya Ports Authority. If many more employees benefit from these support programs, they will be socially empowered, the success in this will be an evidence of improvement of the nation's social and economic pillar as spelled out in the Big four agenda and vision 2030 projects.

The study is important because it shall provide information outlining employee assistance programs for state corporation employees and effects on their performance. The study shall provide useful information to the government of Kenya which can be used to form policies for governing and regulating employee assistance programs for state corporations. Additionally, this research provides the foundation on which secondary materials on the role of EAPs can be drawn for use by researchers and academicians. The study also provides guidelines for future studies on EAPs in the academic world, for HR practitioners, KPA and other state corporations.

1.6 Scope and Limitations of the Study

The proposed research aimed to investigate the impact of employee assistance interventions on productivity of workers in state corporations in Kenya. The research further narrowed down to outline the EAPs practiced by state corporations and their effects on performance. The study focused on Kenya Ports Authority (KPA), one of the state Corporations in Kenya. This study was limited to employees working in Kenya Ports Authority, Kenya. The respondents of this study were all staff working with KPA.

The respondents approached were hesitant to share information because they feared that the information might be confidential and could be used negatively to impose a

bad image of state corporation's employees in Kenya. To mitigate this problem, the researcher sought to have an introduction and authorization letter to collect data from the relevant authorizing bodies, which ascertained the respondents that the information given would be handled professionally with total discretion and would purely be used for academic reasons.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a literature review to establish the effect of employee assistance programs on performance of public sector employees in Kenya. In specific, the study reviewed the theoretical review, empirical review, gaps in research and conceptualization of the issue under investigation.

2.2 Empirical Review

2.2.1 Performance of Employees

Employees' health could influence job performance positively. In their study, Chien-Hung, Chen, and Chen (2017) established that employee wellness could influence job satisfaction and job performance positively. Chien-Hung *et al.* (2017) used a questionnaire survey method to investigate how wellness influences job performance and satisfaction among Taiwanese employees. The study established a clear correlation between employee wellness and improved performance.

There is a connection between employee protection and corporate competitiveness. For instance, Fernandez-Muniz, Montes-Peon, and Vázquez-Ordas (2009) investigated the association between occupational safety programs and the performance of companies. The study concluded that safety management programs could positively influence employee' performance, competitiveness, and organizational productivity. Therefore, there is a connection between safety improvement programs and improved employee performance.

Employee absenteeism has a considerable impact on the performance of employees. Aldana and Pronk (2001) established that low health status and the failure to participate in health programs could elevate employee absenteeism. Therefore,

employers should consider the impact of health promotion programs when dealing with employee absenteeism. Reduction of employee absenteeism could increase the performance and productivity of firms.

2.2.2 Drug and Substance Abuse Cessation Programs and Performance of Employees

Employee rehabilitation programs should focus on motivation for change. For instance, Gard and Larsson (2003) established that motivational planning in Swedish workplaces focused more on persuading employees to change. The study by Gard and Larsson (2003) aimed to describe experiences of employers on how to improve motivation when implementing rehabilitation programs. Gard and Larsson (2003) concluded that the success of motivation for change relies in motivational conversations that strive to change an individual's living and working conditions. However, Gard and Larsson (2003) failed to provide effective rehabilitation programs and services firms can provide and therefore the current seeks to address that gap.

Employees who abuse substances may face work-related challenges even after completing employee assistance programs. According to Soeker *et al.* (2016), negative influences from the community could affect how employee cope with substance abuse after EAPs. In other words, the external organizational environment could affect how employees cope with drug and substance abuse. Therefore, the study used a bigger sample size to establish how the external environment could affect the employees of Kenya Ports Authority during and after the implementation of EAPs.

Employee assistance programs have a positive impact on workplace safety and contribute to a reduction in substance abuse. Elliott and Shelley (2005) established that some employees continue reporting workplace accidents despite EAP

interventions because of drug abuse. According to Elliott and Shelley (2005), hiring or rehiring employees who abuse drugs could contribute to increased workplace accidents. Employees who have completed EAPs may test positive for drugs, and thus compromising workplace safety issues. Employees testing positive for drug use further sought assistance for substance use and returned to employment. The study by Elliott and Shelley (2005) provided useful insights that will contribute to shaping this research. In particular, the findings reported by Elliott and Shelley (2005) formed the basis for measuring the effectiveness of EAPs in reducing workplace safety issues.

Employee substance and drug abuse cessation programs could help reintegrate employees to work and family, and help improve work performance. Nge'no (2020), established that employees' wellness programs in commercial banks in Kenya helped to reintegrate employees who abused drugs. The findings by Nge'no (2020) help to illustrate the importance of wellness programs in helping employees improve work performance. Therefore, employers should invest in wellness programs to influence the performance of employees positively. A similar study by Konchellah (2016), on the adverse effects of alcohol abuse on the performance and absenteeism of Kenya Ports Authority employees established that drug abuse and alcoholism affects productivity by increasing absenteeism. Konchellah (2016) recommended that KPA should implement policies related to drug and alcohol abuse to manage issues related to absenteeism. The current study sought to address content gaps identified by Konchellah (2016) on whether KPA has been effective in implementing EAP to facilitate employees in overcoming drug and alcohol-related challenges to improve productivity.

2.2.3 Employee Counselling and Performance of Employees

Organizations should organize workplace counselling activities for employees' with declining performance. Ekpang (2015) established that workplace programs could help address personal problems and improve employees performance. Similarly, Chan (2011) concluded that workplace counselling is effective in improving employees' well-being. Interventions that alleviate or help address personal issues such as stress, depression, and burnout are recommended (Chan, 2011). Additionally, McLeod and McLeod (2001) concluded that workplace counselling is useful for employees exhibiting a wide variety of problems, and that counselling is effective in different organizational contexts.

In their recent study, Ng'eno, Bula, and Minja (2020) wanted to establish the impact of employee counselling programs on the productivity of workers in Kenya's commercial banks. The research by Ng'eno *et al.* (2020) targeted more than 30,000 employee across 43 Kenyan banks. The study established a connection between counselling programs and employee performance in banks. While Ng'eno *et al.* (2020) focused on the Kenyan commercial banks, this study addressed the contextual gaps by focusing how counselling interventions influence the performance of workers in state corporation in Kenya.

Tuvulla and Byaruhanga (2017) established a positive relationship between workplace counseling and employees' performance. By focusing on Mumias Sugar Limited Company, Tuvulla and Byaruhanga (2017) used a descriptive design and borrowed concepts from Maslow's Hierarchy of Needs. Tuvulla and Byaruhanga (2017) targeted more than 240 employees of Mumias Sugar Company, including top and middle level managers. The sample size used in the study was 74 participants, and

concluded that counselling programs at work considerably improve the productivity of workers affected by personal issues. This study addressed the contextual gaps by focusing on how counselling programs could affect the performance of employees of KPA.

A similar study done by Migwe, Gachunga, and Iravo (2017) aimed to ascertain the connection between employee counselling programs and the performance of Kenyan youth development officers. In their study, Migwe *et al.* (2017) used a descriptive survey and targeted more than “195 youth development officers in 12 counties.” The researchers used a sample size of 105 youths and collected primary data using questionnaires and obtained secondary data from magazines, books, scholarly articles, and journals. Migwe *et al.* (2017) established a connection between counseling and some aspects of performance. Therefore, the researchers concluded that employee counseling services is important in affecting the performance of youth development officers. This study aimed at addressing contextual gaps by investigating on how counseling programs affected employees of all ages in KPA.

2.2.4 Financial Literacy Services and Performance of Employees

There is a connection between robust financial education and management skills and employee productivity. According to Davis and Carnes (2005), employees with higher financial literacy skills are the source of a company’s competitive advantage. On the other hand, employees who struggle with personal financial management issues could contribute to reduced performance in the workplace. Davis and Carnes (2005) noted that employees who struggle with personal finances also experience high workplace problems such as lack of concentration, increased absenteeism, risk of fraud, frequent phone calls, and create a bad image to the company. While the study by Davis and

Carnes (2005) solicited feedback from employers, the current study focused on how employees were affected by their financial decisions and sought to establish how lack of financial literacy influenced performance at KPA.

Financial literacy has a considerable influence on the success and performance of entrepreneurs. For instance, Usama and Yusoff (2019) sought to investigate how financial literacy influences the business performance of Nigerian businesspersons in Bauchi metropolis, Nigeria. Usama and Yusoff (2019) used concepts from the resource-based theory that predicts that resource rarity, resource heterogeneity, resource inimitability, and non-substitutability could create and sustain a firm's competitive advantage. The findings by Usama and Yusoff (2019) help to illustrate that financial literacy is a primary factor in entrepreneurial performance. While the study by Usama and Yusoff (2019) targeted entrepreneurs in Nigeria, the current study aims to fill this contextual gap by examining how financial literacy affects the performance and productivity of KPA employees.

Several factors, including, level of education, age, gender, and wealth status affect employees' financial literacy. In their study, Mbarire and Ali (2014) sought to investigate factors affecting financial literacy levels of employees of KPA. The researchers used a sample size of 500 KPA employees, selected randomly. The population selected for the study reflected working class employees at KPA. The researchers used stratified sampling to increase the representation of socio-economic and demographic characteristics. Additionally, the researchers adopted a survey methodology with self-administered questionnaires to capture all critical data of employees. Mbarire and Ali (2014) concluded that the largely financial literacy levels of KPA's employees is significantly low. Additionally, several factors influence

employees' level of financial literacy: gender, education level, access to financial literacy information, and age. On the other hand, personal income and occupation status are not determinants. While the study by Mbarire and Ali (2014) did not connect financial literacy to employees' performance, this study sought to address the gap by ascertaining the effects of financial literacy on the performance of employees at KPA.

2.3 Empirical Studies and Research Gaps Summary

Table 1: Gaps Summary

Authors	Studies' Focus	Major Findings	Gaps	Current Study' Focus
Gard & Larsson (2003)	“Focus on Motivation in the Work Rehabilitation Planning Process: A Qualitative Study from the Employer's Perspective”	Increased focus on motivation for change is needed in work reintegration	Content Contextual	<ul style="list-style-type: none"> • Alcohol and drug use cessation. • Health Education talks • Smoking intervention programs Apart from motivation. Focus in Kenya Ports Authority.
Soeker <i>et al.</i> (2016)	“The challenges that employees who abuse substances experience when returning to work after completion of employee assistance programme”	The relationship between employees and communities is major determinant of EAP's success	contextual gap	Focus on employees of Kenya Ports Authority
Elliott & Shelley (2005)	“Impact of employee assistance programs on substance abusers and workplace safety”	Employees who resume work continue to record workplace accidents even after EAP interventions	content gap contextual gap	Focus on effectiveness of EAP on measuring the safety of employees

Konchella h (2016)	“Effects of alcohol abuse on employee performance and absenteeism in Kenya Ports Authority”	Alcohol abuse affected productivity and increased absenteeism	Scope gaps Content	Focuses on how EAPs have affected performance of employees
Ng’eno, Bula, & Minja, (2020)	“Employee counseling and performance of employees in commercial banks in Kenya”	Employee performance was affected positively by employee counseling programs	Contextual gap	Focuses on employees counseling programs on performance of employees at Kenya Ports Authority.
Tuvulla & Byaruhanga, (2017)	“Effectiveness of Workplace Counseling on Employee Performance. A Case of Mumias Sugar Company Limited, Kenya”	Counselling initiatives at workplace improve the performance of employees considerably.	Contextual gap	Focuses on employees of Kenya ports Authority
Migwe, Gachunga, & Iravo (2017)	“Perceived influence of employee counseling on the performance of youth development officers in Kenya”	Employee counseling components have positive relationship with the elements of performance	contextual	Focuses on employees of Kenya ports Authority
Davis & Carnes (2005)	“Employers’ perspectives of employees’ personal financial literacy”	There is a strong correlation between personal financial literacy and improved performance and	Contextual Content	Target employees who are directly affected by financial decisions

		productivity at the workplace. Employees with financial literacy focus on improving the financial performance of firms.		
Usama & Yusoff (2019)	“Influence of financial literacy on business performance of entrepreneurs in Bauchi metropolis Nigeria”	Financial literacy has a considerable statistical significance on the performance of businesspersons.	Contextual Content	Focuses on employees of Kenya ports Authority
Mbarire, & Ali (2014)	“Determinants of financial literacy levels among employees of Kenya ports authority in Kenya”	Several factors affect financial literacy levels. These factors include gender, age, and level of education, wealth factors and sources of financial literacy education.	Scope gap	Focuses on impact of financial literacy on productivity of state corporation employees in Kenya

Source: Researcher (2022)

2.4 Theoretical Framework

This study employed use of three theories: the social exchange theory, the stakeholder theory, and Maslow hierarchy of needs theory.

2.4.1 Social Exchange Theory

This theory assumes that employees' behaviors correlate with their interaction or treatment they receive from employers. The main aspect in this theory is reciprocity (Greenberg & Scott, 1996). This means that positive exchange between employees and employers could help create a desirable working relationship and could elicit positive reactions such as improved trust and high satisfaction levels. In the long-run, positive exchange could contribute to improved employee performance and organizational productivity. Social exchange theory could help managers and employees to create and sustain relationships that maximize rewards and performance. The fundamental idea of this theory is that relationships at workplaces should be beneficial and add value. In general, employees and employers should strive to create and sustain positive relationships.

Social exchange theory is useful in predicting employees' behaviors to promote desirable organizational culture and behavior. According to Greenberg and Scott (1996), employers should apply concepts of social exchange theory to treat employees fairly to encourage them reciprocate positive behaviors. In other words, treating employees with respect encourages them to promote organizational citizenship, which in turn contributes to improved productivity. However, some authors have criticized social exchange theory. For example, Miller (2005) argued that the theory lessens human relation because it majorly focuses on rational processes to meet organizational economic needs. On the other hand, Miller (2005) established that the theory prioritizes openness because it advances organizational openness and freedom.

Social exchange theory enables organizational managers to understand the variables that influence interactional and procedural justice on how employees and managers react. It is important to understand that social exchange interactions are unique from those based on

economic exchange. However, it might be challenging to differentiate or measure these two forms of interactions. Social exchange is ideal in improving organizational productivity because it focuses on an unspecified reciprocal obligation on members (Blau, 1964). In other words, communication develops on the basis of future expectation. The social exchange theory was helpful in describing how firms and organizations could benefit from employee assistance programs to improve performance.

2.4.2 Stakeholder Theory

A study done by Freeman (2010) proposes that the stakeholder theory emerged in an organizational context which explained that a company cannot be self-sufficient and has to depend on its relationships with both the internal and external surrounding. According to Freeman, stakeholders are groups that affect existence of a company or groups that are affected by a company or an organization existence. Freeman goes further to argue that an organization has a relationship with these stakeholders. Carroll and Buchholtz (2015) defined stakeholders as individuals or groups of people within which a corporation operates or interacts with and have vested interests or a stake, for instance, customers, suppliers and the local community.

A study by Mainardes, Alves, and Raposo, (2012) shows that the concept of stakeholder management is given a priority to enable an organization to consider, recognize and analyze the characteristics of specific people and groups who are influenced or influence organizational behavior and culture. The management of stakeholders involves three factors which are; identifying the stakeholders, recognizing their needs, interests and ensure construction of strong relationships with them. There is also need of forming a perspective to setting and ensuring attainment of the organizational objectives.

According to Carroll & Buchholtz (2015) stakeholders identify their expectations, internalize the effect and experience in relating with the organization, evaluate the results on how they benefit and apply this concept to reinforce or weaken the ties with a company or the organization. Therefore, an organization should strategically position itself by taking into account of the internal and the external publics, the resources they intend to use, the human resource and what the stakeholders expect so as to be influenced (Allday, 2013). One of the core contributions of this theory is its impact on the administration and strategic improvement of organizations in terms of management decisions, the organizations objectives and the strategies used to implement these decisions (Mainardes, Alves, & Raposo, 2012). The stakeholders' theory will be used in this study to explain how organizations and firms use employee assistance programs in order to impact on the performance of employees. This theory was suited for this study since employees are integral stakeholders whose well-being impacts on the performance of an institution.

2.4.3 Maslow's Hierarchy of Needs Theory

Maslow Hierarchy is important in classifying human needs and providing training that meets employees' gaps. According to Maslow (1954), human needs fall into five different categories known as a pyramid. Humans need to satisfy needs at the lower of the pyramid before moving to the top level or higher needs. At the bottom of the pyramid, are the physiological needs, trailed by feelings of safety, being loved, esteem, and self-actualization. Maslow explained that individuals must satisfy the demands of a category before transitioning to the next category.

At the bottom of Maslow's pyramid are the physiological needs. These are the basic needs, which comprise food, water, oxygen, and relative body temperature. These are

the basic and most important needs because an individual cannot survive if deprived of all these needs. Therefore, physiological needs come first in search for better life and satisfaction. A person cannot move into the second phase, safety needs, if there is failure in physiological needs. Once an individual realizes the needs associated with physiological and safety, the next phase of needs include affection, love, and belonging. Individuals seek to associate and fall in love to overcome alienation and loneliness. These needs entail love, affection, and receiving love.

When individuals satisfy the first three needs, the need for self-esteem emerges. Esteem involves the urge to develop self-esteem and receive respect from others. Humans have the need for self-respect, stability, and respecting others. Satisfying the esteem need could result in improved self-confidence and added value for people in their workplaces. For instance, employers should value and respect employees for their contributions. The failure to meet the esteem need could make employees feel helpless, weak, inferior, and worthless. After meeting all the basic needs, including self-esteem, individuals can then activate self-actualization. According to Maslow, self-actualization is the urge to fulfill your potential in life. For instance, self-actualization occurs when employees grow and achieve their potential.

The hierarchy of needs is important in this study as it examines employees' motivation and organizational orientation. According to Baron and Greenberg (2003) managers should provide opportunities for their employees to self-actualize and achieve their potential. This means that Maslow's theory is applicable to both organizational development and employee growth. Employees and managers have the responsibility of recognizing organizational needs and using resources effectively to achieve the set goals.

The services offered through the EAPs are expected to motivate the employees hence have an impact on their performance. The programs offered aim at ensuring that the employees are healthy, their social issues resolved through counseling and stress management. As such, the employees will be able to concentrate at work as their needs and desires are met by the employer. The theory was used to study the objective of employee assistance programs.

2.5 Conceptual Framework

This Research was conceptualized in a framework that explains the relationship between independent variables (drug and substance abuse cessation programs, employee counselling programs and financial literacy education programs) and the dependent variable (performance of employees). Considering the literature review and the theories discussed above it is evident that EAPs affects the performance of employees as demonstrated by the schematic diagram shown below.

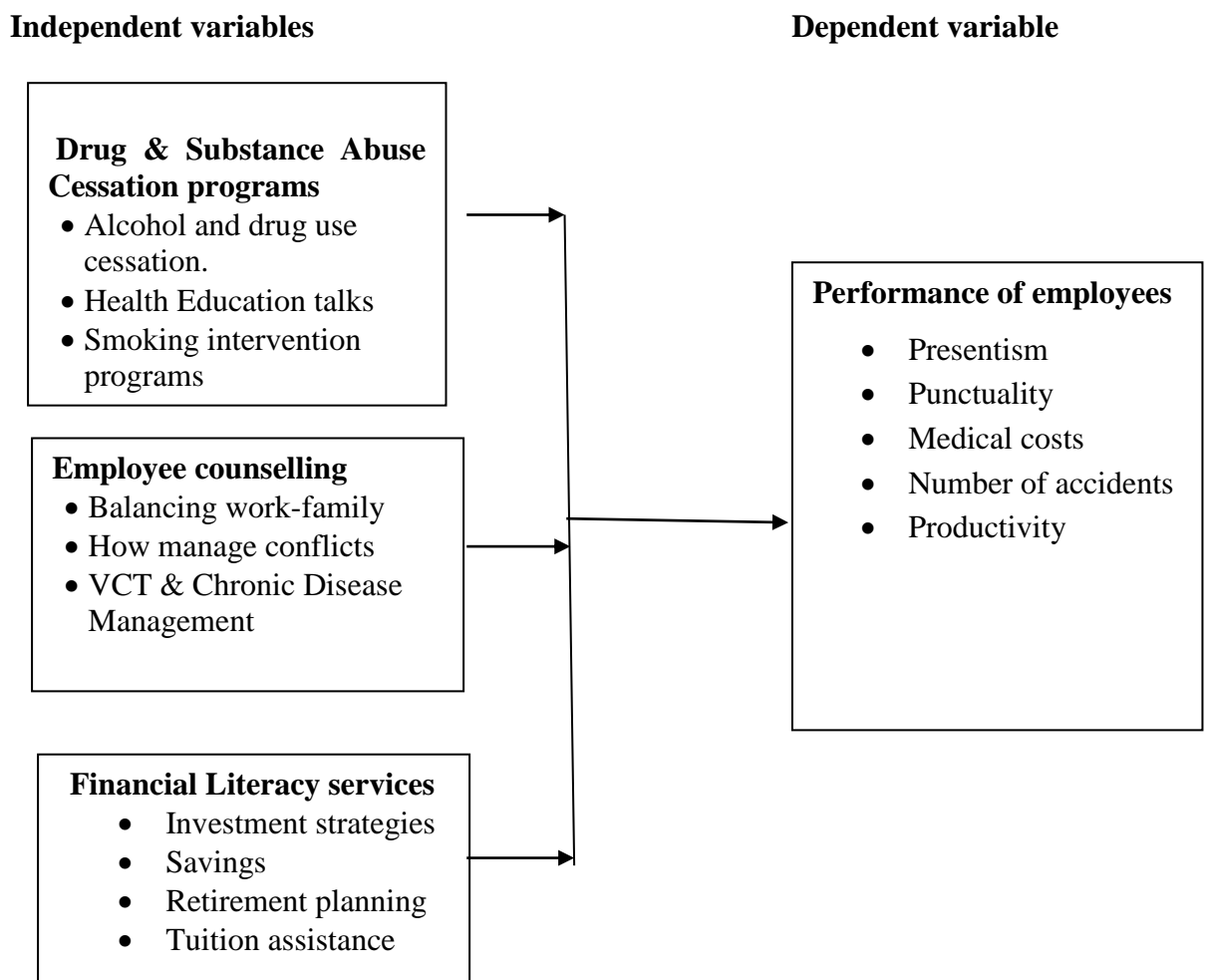


Figure 1: Conceptual Framework

Source: Research Data (2022)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Chapter three focused on six major elements: methodology, research design, target population, sampling techniques, data collection procedures, and data assessment.

3.2 Research Design

This study employed a descriptive research design to provide a detailed approach whether EAPs could influence organizational performance and productivity. This research design systematically gathers data that describes prevailing occurrences by querying the respondent experiences, views, and beliefs that cannot be directly observed (Mugenda & Mugenda, 2003). This approach guarantees that detailed data is gathered on the study subjects and achieve wide-ranging conclusions.

3.3 Target Population

The target population for the study was 450 employees of Kenya Ports Authority based in Mombasa (KPA, 2022). The target population comprised of different categories of staff from seven (7) departments including Human Resources, Administration, Medical Services, Employee Relations, Financial Accounting, Corporate Affairs, and Insurance Branch. The choice of the particular departments owed to their familiarity with the subject of the study.

3.4 Sampling and Sampling Design

This research used stratified sampling approach to select subjects. Sampling technique allows researchers to categorize or classify employees based on their characteristics to come up with a proportional sample representing an entire organization. Evidence reveals that samples sizes of at least 10-50% are representative of the entire

population in descriptive research design (Mugenda & Mugenda, 2003). The study used a sample size of 135 respondents, representing 30% of the population. This study used disproportionate stratified random sampling design to determine the sample size from each stratum.

Table 2: Distribution of respondents and the sample size

Department	Frequency	Ratio in %	Sample size
Human Resources	83	18	24
Administration	88	20	27
Employee Relations	10	2	3
Medical Services	113	25	34
Corporate Affairs	21	5	7
Financial Accounting	125	28	37
Insurance Branch	10	2	3
TOTAL	450	100	135

Source: KPA HR Office (2022)

This study employed purposive sampling design to obtain respondents from the seven strata. A purposive sampling enables an investigator to use required cases that provide sufficient data relative to a study's objectives (Mugenda & Mugenda, 2003). Case subjects thus can be picked manually because they have the required features and they are informative. The EAP coordinators and HR managers will also be sampled because they are important for this study and play an important role in implementing employee training programs and initiatives related to EAPs.

3.5 Data Collection Instruments

This study used self-administered questionnaire to gather primary data. Primary data is preferred because it is very close to the truth and any error is controlled (Cooper & Schindler, 2014). Self-administered questionnaires will be appropriate because they are easy to administer, ideal in obtaining confidential data, cost-effective, and the data collected is comparable and easy to analyze (Belisario *et al.*, 2015). Questionnaires also give feedback on a timely basis and from respondents in extensive geographical coverage.

3.6 Pilot Study

The study determined the reliability and validity of collected data using the questionnaire (Kothari, 2004). According to Connelly (2009), a pilot study should at least strive to use a 10% sample size of the estimated sample for the main study. Hence, the researcher identified 10% of the 135 respondents, translating to 14 respondents who were not part of the main study. The respondents were selected through simple random sampling. The research questionnaires were tested using the selected sample.

3.7 Reliability and Validity

3.7.1 Reliability

The Cronbach alpha (α) model was used in this study to test the reliability of the collected data. Brown, (2002) points that Cronbach's alpha reliability coefficient ordinarily varies between zero (where there is no variance which is consistent) and one (if all variance is consistent). A coefficient which is closer to 1.0 denotes that there is a greater internal consistence in the items being put to scale (Gliem & Gliem, 2003).

To establish internal consistency, reliability of the questionnaires in the study was evaluated through Cronbach's Alpha. A higher value indicates a high and reliable produced scale. Cooper and Schindler (2014) expresses 0.7 as an acceptable reliable coefficient.

3.7.2 Validity

Validity refers to the degree to which an instrument measures what it is meant to measure (Kothari, 2004). Researchers can enhance validity by minimizing errors in collected data. The researcher piloted research instruments using 14 subjects who were not part of respondents for the final study. This helped the researcher to establish whether all the questions and items in the questionnaire were framed correctly. (Mugenda and Mugenda (2003) established that a pilot study is vital in forming a construct validity in research. Therefore, the pilot study helped recognize possible issues respondents might encounter and addressed them. The piloted questionnaires were revised to eliminate and modify ambiguous items.

3.8 Data Collection Procedures

Data was collected using questionnaires. The questionnaires were created using google forms. The questionnaires were sent to the respondents through email and WhatsApp. After sending the questionnaires the subjects were given one week to fill the google form questionnaires. To maximize response rates, follow-up communication with the respondents was done through email, Short-text messaging service and voice calls.

3.9 Data Analysis and Presentation

In this study, the scholar collected and assessed quantitative and qualitative data. The scholar used content analysis to evaluate qualitative data and descriptive statistics to

assess quantitative data. Descriptive statistics include percentages and means. Other useful techniques to analyze quantitative data include inferential statistics of linear regression and correlation. For example, means are helpful in illustrating values of the impact of each individual element of EAP on the performance and productivity of employees. Simple correlation could assist to establish whether there is significant association between components of EAP and employees' performance. Simple and multiple regression would be helpful in establishing the significance and strength of each EAP based on the elements and employee performance. Multiple regression is the ideal method because a researcher uses two or more independent variables to forecast a dependent variable, and hence attempt to ascertain if a group variable could establish a given variable (Mugenda & Mugenda, 2003). The researcher expressed employees' performance as a function of EAP in the following model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where;

$\beta_1, \beta_2, \beta_3$ = predictors' coefficients

β_0 = Constant

Y = Dependent variable (Performance of employees)

X_1 = First independent variable (Represents drug substance abuse cessation programs)

X_2 = Second independent variable (Represents employee counseling services)

X_3 = Third independent Variable (Represents financial literacy services)

ϵ = Represents Standard Error term

Generation of quantitative data utilized Statistical Package for the Social Sciences (SPSS) through percentages and tabulations. The analyzed data was presented using percentages and frequency tables from which the researcher was able to draw conclusions and make recommendations.

3.10 Ethical Considerations

The scholar sought permission to undertake the study from Kenyatta University. Once permitted, the researcher got permission for data collection from NACOSTI. The researcher used the introduction letter and research permit to obtain consent from KPA. The researcher considered ethical practices such as confidentiality and anonymity of responses. The researcher also considered the honesty of findings as well as integrity in collecting and handling data. Since some of information collected was sensitive, the researcher was morally obligated to ensure all the information was treated with highest modesty. The researcher also assured respondents that there was utmost confidentiality of all the information collected.

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter will focus on analyzing collected data, as well as discussing the findings. The techniques used to analyze data include Regression model, percentages, and frequency tables. The discussion in this chapter is based on the personal information provided by the study respondents and the study objectives.

4.2 Response Rate

The targeted population were the Kenya Ports Authority employees. Of the 135 sampled participants, 104 completed the questionnaire. This translated to 77% response rate, hence, adequate to proceed with data analysis. When researchers achieve a response rate of more than 50%, they can proceed with data analysis (Kothari, 2013). Similarly, Mugenda and Mugenda (2003) established that a response of 70% from participants is excellent to undertake data analysis. Participants (23%) failed to complete the questionnaire and cited several reasons, including having a busy schedule, lack of access to personal computer, and personal preferences.

Table 3: Response Rate

	No. of returned questionnaire	No. of unreturned questionnaire	Total
Frequency	104	31	135
Percentage rate	77%	23%	100%

Source: Research Data (2022)

4.3 Demographic Information

There was a provision for the respondents to provide personal data, such as age, gender, marital status, highest academic qualification, and their length of stay in their current departments. The responses are documented in table 4.2.

Table 4: Respondents' Sex

	Frequency	Percent
Male	61	59
Female	43	41
Total	104	100

Source: Research Data (2022)

Male (59%) were the majority compared to female (41%). The response mean based on sex was 1.41, while the majority of responses came from males with a 0.643 SD. Notably, all gender was included thus providing a good representation for the study. The mean age of respondents was 2.95 (36-45 years) with an SD of 1.397. This illustrates that participants aged 36 – 45 years were the majority in this study. Based on the distribution of frequency, most participants (50.9%) were 36 – 45 years, and that 28.3% of the respondents were 26 – 35 years. Additionally, 18 respondents were 46 – 55 years, which represent 17.3%, while 8 participants were 18 – 25 years, forming 7.7%. Only 6 participants were more 55 years, representing 5.8%. Based on this analysis, at least half of employees at KPA, which is 76.9 % are below 45 years. A few employees at the corporation that is 5.8% are nearing their retirement; 60 years. This shows that all relevant age groups were covered in the study. Largely, the study findings agree to Franz and Rene (2012), whose study revealed that age plays a critical role in determining the teamwork and cooperation of employees. Equally, the diversity of employees in terms of age has an impact on team work, as well as relationships

(Magoshi & Chang, 2009): Sakuda, 2011).

Table 5: Age Distribution

Age in Years	Frequency	Percent
18 – 25	8	7.7
26 – 35	19	18.3
36 – 45	53	50.9
46-55	18	17.3
Over 55	6	5.8
Total	104	100

Source: Research Data (2022)

Most participants (62.5%) revealed that they are married while 23.1% are single. At least 14.4% of the participants indicated that they are either widowed or divorced. The analysis revealed a mean response of 1.26 of married with a SD of 0.584, which implies a range of status between married and single. This also is in line with their responses, whereby most of the participants (76%) indicated being below 45 years.

Table 6: Marital Status of Respondents

Marital Status	Frequency	Percent
Married	65	62.5
Single	24	23.1
Divorced	12	11.5
Widowed	3	2.9
Total	104	100

Source: Research Data (2022)

Most of the participants (33.7%) have a Bachelor degree. Those with a Master's degree were 17.3%. Additionally, 26% and 21.5% of respondents indicated they had

Diploma and Certificate qualifications, respectively. This was a mean of 1.53 and a SD of 0.532 on participants' education levels. Based on this analysis, it is clear that most participants had a bachelor degree and that the education qualification ranged between masters and certification qualification. This implies that most participants had adequate understanding of EAP and its impact on workplace performance and productivity.

Table 7: Academic Qualifications

Level	Frequency	%
Masters	18	17.3
Bachelors	35	33.7
Diploma	27	26
Certificate	22	21.5
Total	104	100

Source: Research Data (2022)

The researcher wanted to find out how long participants have worked in their job.

Table 8: Length of Experience

Length (years)	Frequency	%
Below 5	23	22.1
6 – 10	33	31.7
11 – 20	40	38.5
Over 20	8	7.7
Total	104	100

Source: Research Data (2022)

Based on the responses, most of the participants (38.5%) had worked in their department between 11 – 20 years. Additionally, 31.7% of the employees revealed

that they have worked in the corporation for 6 – 10 years. At least 22.1% of the participants had been in the company for less than 5 years. Around 7.7% of the respondents have worked in the same department for more than two decades.

4.4: Descriptive Statistics

4.4.1: EAPs and the Performance of Employees

One of the objectives of this study was to determine how EAPs affect employees’ performance. Table 9 summarises the results obtained from the respondents.

Table 9: EAPs and Employees’ Performance

Extent	Frequency	%
Strongly Agree	74	71.2
Agree	19	18.3
Don’t Know	3	2.9
Disagree	4	3.8
Strongly Disagree	1	1
TOTAL	104	100

Source: Research Data (2022)

The findings reveal that most of the participants (71.2%) strongly agreed that the programs affected their performance. Another 21.3% of the respondents agreed that employee assistance programs had an effect while the remaining cumulative of 7.7% strongly disagreed, or were not aware of the relationship between these programs and their performance. The study findings are in tandem with what other researchers and authors established by arguing that employee assistance programs are beneficial to organizations by reducing absenteeism, reducing Medicare expense, and improving productivity of the employees (Ng’eno, Bula, & Minja, 2020).

4.4.2: Employee Counselling and Performance of Employees

The study aimed at establishing the effect of employee counselling on the performance of employees at Kenya Ports Authority. The results are provided at table 10 below.

Table 10: Counselling and Performance of Employees

Statement	Strongly Agree	Agree	Don't Know	Disagree	Strongly Disagree	Mean	Std. Dev
Counseling on my personal and work life improves my performance at work.	54.8	39.4	2.9	1.9	1.0	1.71	0.732
Counseling for depression and anxiety enables me to control my emotions and get better results.	47.1	29.8	21.2	1.9	0	1.69	0.789
Conflict resolution sessions and counseling boost my level of efficiency.	51	34.6	3.8	10.6	0	1.91	1.120
Education and awareness counselling programs helps employees produce more	58.7	33.7	2.8	4.8	0	1.36	0.484
Counselling on Management of Chronic Diseases helps employees perform better	42.3	45.2	6.7	5.8	0	1.84	0.875
Counseling accident and trauma survivors aids in their recovery and boosts their performance.	62.5	27.9	6.7	1.9	1.0	1.59	0.813

Source: Research Data (2022)

Majority of the participants (52.7%) indicated that counselling programs, especially on social life and family could improve their work-related performance, however, to some extent. On the other hand, 43.7% of the participants seemed to agree that counselling activities could immensely enhance their work-related output. Some participants, 2.9% reported that they are yet experience how counselling programs could elevate their performance at work. Another 1.9% indicated that such program could improve their work output, but to a lesser extent. One respondent believed that employee counselling programs have no performance-related effect. Data analysis revealed a mean of 1.71 (those that agree) and a SD of 0.732, which helps to illustrate that most respondents agreed that counselling employees on social issues could enhance their work-related performance. These findings are similar to the study by Ekpang (2015) that established a considerable effect of employee counseling programs on work-related performance. Specifically, Ekpang (2015) concluded that there is a relation between social counselling programs affect productivity and could improve a firm's revenues.

The impact of employees' counselling programs on depression and anxiety was also examined. For example, Chan (2011) established that programs that help employees manage work-related stress could improve their output. Data analysis revealed that 47.1% of the participants believed that counselling programs influenced how they handle work-related stress and depression to a larger extent. On the other hand, 29.8% of the respondents indicated that such programs could reduce stress and depression at work, but to a lesser extent. Notably, 21.2% of the participants were not aware of the connection between counselling programs, depression and anxiety, and work output. Only 1.9% of the responses indicated that the impact of employee counselling

programs was minimal. In general, the participants averagely confirmed to a degree (1.69) that counselling programs could reduce work-related anxiety and depression and enhance employee performance. The SD of 0.789 also revealed that most respondents recognize the impact of counselling programs on anxiety and depression and their impact on performance. As indicated earlier, the findings were in line with Chan (2011), who established that employee counselling programs could enhance well-being and help employees deal with work-related stress, depression, and burnout; hence, could improve performance.

The relationship between employee training and counselling on managing conflicts and improved individual performance was analyzed. Based on data analysis, most of the participants (51%) revealed that such programs could improve individual employee performance to a greater extent. On the other hand, 34.6% of the participants believed that there is an impact, but to some degree. Of the participants, 10.6% revealed that there is a little impact, while 3.8% were not aware of the effect of such training and counselling programs on individual employee performance. The mean of 1.91 and a SD of 1.120 revealed that the majority of the participants believed that training and counselling programs on conflict management could improve the performance of individual employees, as well as a firm's productivity. The findings support the study by Chan (2011), which established that there is a considerable relationship between employee training and counselling and the capability of employees to handle workplace stress and burnout; ultimately improving individual employee output.

The relationship between education and awareness counselling programs and employee performance was analyzed. Data analysis revealed that 58.7% of the

participants agreed that education and awareness programs could affect their performance to a larger degree. On the other hand, 33.7% believed that such programs have an impact, but to some extent. Of the participants, only 4.8% indicated that such programs are beneficial but to less extent, while 2.8% revealed that they were not aware of how education and awareness counselling could help employee improve performance. The mean of 1.36 and SD of 0.484 help to illustrate the uniformity of the responses. These findings confirmed or supported the study by Tuvulla & Byaruhanga (2017) that established that education and counselling programs in conflict management strategies could improve the performance of employees. Similarly, Migwe, Gachunga, & Iravo (2017) established firms that hire counselors could help employees develop wellbeing skills, as well as utilize their skills and talents to advance their careers.

The connection between employee counselling on chronic disease management and VCT could enhance workplace performance was explored. Data analysis revealed majority of the responses 45.2% believed that such programs could enhance performance to some degree. On the other hand, 42.3% of the participants indicated that such programs could improve performance to a large extent. However, 6.7% were not aware of the impact of these programs, while 5.8% agreed that such programs could be beneficial to a lesser extent. The mean of 1.84 and a SD of 0.875 revealed that most participants recognized the importance of VCT and chronic disease management counselling. These findings were in line with the study by Ng'eno, Bula, & Minja, (2020) which established that counselling programs help employees overcome daily challenges that could affect their productivity; hence, result in improved productivity.

The connection between counselling trauma and accident victims and workplace performance was explored. Data analysis revealed most of the participants (62.5%) indicated – to a greater degree – that such counselling programs help affected employees improve their performance. On the other hand, 27.9% indicated that some programs are beneficial but to some extent. However, 1.9% indicated that the programs are beneficial to a little degree, while 6.7% were not aware of the importance of such counselling programs. The mean response of 1.59 and a SD of 0.813 indicate the uniformity of responses in regards to the importance of the counselling programs. These findings are in line with the study by Chan (2011) that established that counselling programs targeting employees could help to improve performance.

4.4.3: Drug and Substance Abuse Cessation and Performance of Employees

The study also sought to determine the relationship between smoking cessation and the performance of employees, whose results are provided in table 11.

Table 11: Alcohol, Drug and Substance Abuse Cessation and Performance of Employees

Statement	Strongly Agree	Agree	Don't Know	Disagree	Strongly Disagree	Mean	Std. Dev
The Alcohol, drug and substance abuse cessation programs initiated by the employer influence the performance of the employees	33.7	29.8	26.9	6.7	2.9	2.59	1.342
Health lectures and education campaigns about stopping drug and alcohol usage are crucial and improve employee production.	34.6	58.7	1.9	3.8	1.0	1.48	0.812
Programs for alcohol, drug, and substance addiction recovery aid employees in regaining their abilities and skills.	23.1	64.4	8.7	3.8	0	1.38	0.791
Reintegrating employees back into the workforce and into their families is essential since it will boost their productivity.	38.5	49.1	6.7	3.8	1.9	2.24	0.892
There are increased absenteeism associated with alcohol, drugs and substance abuse	41.3	12.5	10.6	32.7	2.9	3.09	1.684
The alcohol, drug and substance abuse cessation programs have helped many staff in improving their performance at work	56.7	26.9	11.5	2.9	1.9	2.36	0.967

Source: Research Data (2022)

Based on data analysis, 33.7% of participants agreed that when employers initiate smoking cessation, they employees tend to record improved performance to a larger extent. On the other hand, 29.8% of participants indicated that smoking cessation programs could improve the performance of employee but to some extent. Notably, 28 employees were not aware whether smoking cessation started by employers could improve the performance of employees. Other participants (6.7%) agreed that smoking cessation programs started by employers could affect the productivity of employees. Averagely, 2.59 of the participants indicated that they were not aware if programs introduced by employers to end smoking could improve their work performance and had a SD of 1.342. In general, these findings are in line with the study by Soeker *et al.* (2016)) that established that rehabilitation programs could help employees regain their capabilities, as well as develop abilities to improve performance.

The study also examined whether health talks and programs focusing on cessation of substances and drugs could enhance the performance of employees. Based on the findings, most participants (58.7%) indicated that these health program ware useful but to some extent. On the other hand, 34.6% indicated that such programs are beneficial to a greater extent. However, 3.8% of the participants revealed that these programs do not add a considerable value. Only 1.9% of the participants were not aware whether such programs could affect their performance. Only one participant indicated that these programs have no impact. Averagely, 1.48 of the participants agreed that these programs are helpful. Additionally, a SD of 0.812 helps to illustrate the uniformity of the responses.

The researcher also assessed how rehabilitation programs focusing on substance and drug abuse could assist employee develop abilities and skills. Most of the participants (64.4%) indicated that such programs are helpful but to a certain extent. On the other hand, 23.1% confirmed that rehabilitation programs are helpful to a greater extent. However, 8.7% were not aware if rehabilitation programs could help them improve their work-related abilities and competencies. The mean of 1.38 and a SD of 0.791 help to confirm that some respondents agreed about the importance of rehabilitation programs in building abilities and competencies. These findings support the study by Gard & Larsson (2003)), which established that rehabilitation and programs that focus in smoking cessation could help employees regain their abilities and competencies.

The study also examined whether health programs focusing ending drug abuse could help reintegrate employees to work as well as family as an approach to improve output levels. Data analysis revealed that 51 participants agreed that such programs are helpful but to a certain extent. On the other hand, 40 employees indicated that such programs are helpful and to a larger extent. However, seven employees indicated that they were not aware if such programs are helpful or not. The mean average of 2.24 helps to illustrate that programs focus on ending drug abuse and drug dependence could help reintegrate affected employees into work and their families. As well, a SD of 0.892 helps to illustrate the uniformity of the responses. In general, the findings support the study by Gard & Larsson (2003) which established that rehabilitation programs could help reintegrate employees into work, as well as families and social life; thus, could improve work performance.

The study also explored the relationship between smoking and absenteeism cases at the workplace. Data analysis revealed that most of the participants (41.7%) concurred

to a greater degree that smoking could increase absenteeism. On the other hand, 32.7% recognized the association between smoking and absenteeism, but to a less extent. Additionally, 12.5% concurred to some degree that smoking could be responsible for high levels of workplace absenteeism. Notably, 10.6% of the participants were not aware of the connection between smoking and workplace absenteeism. Only a small percentage (2.9%) indicated that there is no relationship between smoking and workplace absenteeism. The average responses of 3.09 is an indication that the participants were not aware if smoking could be responsible for workplace absenteeism. Besides, a SD of 1.684 is an indication that the participants did not agree whether smoking could be responsible for absenteeism. Largely, these findings are in line with the study by Konchellah (2016) who established that workplace absenteeism is largely influenced by alcohol, drug and substance abuse.

Additionally, the scholar wanted to establish whether drug and substance and alcohol cessation programs could help elevate employees' performance. Most of the participants (56.7%) concurred to a greater degree, while 26.9% indicated to some degree that such programs could increase the performance of employees. However, 11.5% of participants were not aware if such programs could enhance the performance of employees. The mean average of 2.36 and a SD of 0.967 helped to indicate that the participants indicated that alcohol and drug abuse cessation programs could improve workplace performance. These results are in line with the study of Elliott & Shelley (2005) who established that drug abusers are often absent from work and less productive.

4.4.4: Financial Literacy services and Performance of Employees

The study also sought to find out if financial literacy services affected the performance of employees at the Kenya Ports Authority. The results are as tabulated

below

Table 12: Financial Literacy services on the Performance of Employees

Statement	Strongly agree	Agree	Don't Know	Disagree	Strongly Disagree	Mean	Std. Dev
Financial literacy services are easily accessible to employees	8.7	11.5	41.3	33.7	4.8	1.64	0.818
Retirement planning helps employees to enhance their productivity in the workplace.	14.4	66.4	11.5	5.8	1.9	2.31	0.917
Training on financial management is vital in enhancing output levels of the employee	49.1	47	2.9	1.0	0	3.12	1.089
The authority offers the employees a savings literacy program	3.8	6.7	49.1	35.6	4.8	4.13	0.971
Employee debt management has an impact on employee dedication at work	43.3	49.1	2.8	4.8	0	2.72	1.348

Source: Research Data (2022)

When the respondents were asked if financial literacy services are easily accessible to employees, a majority of them (41.3%) indicated that they did not know if the financial literacy services were easily accessible to employees. Another 33.7% of the

respondents disagreed that the financial literacy services are easily accessible. Five (5) of the respondents strongly disagreed that financial literacy services are easily accessible to the employees. A combined 20.2% of the respondents agreed that the financial literacy services were easily accessible by the employees. The findings of this study are in tandem with the low levels of literacy among the population as found out by the Global Financial Literacy Survey which noted that the literacy levels in Kenya were at 38%. The 2020 OECD/INFE International survey of Adult Financial Literacy also confirms of low financial literacy levels precipitated by little access to financial information

On retirement planning and its effects on enhancing the productivity of employees in their workplace, 66.4% agreed that retirement planning enhanced productivity in the workplace while another 14.4% strongly agreed that retirement planning enhanced employees productivity in the workplace. Another 11.5% did not know if retirement planning enhanced the productivity of employees in the workplace, while 5.8% of the respondents disagreed that retirement planning enhanced productivity in the workplace and a paltry 1.9% strongly disagreed that retirement planning had an effect on the productivity of employees in the workplace. These research findings are in tandem with various studies including Usama & Yusoff (2019), who established that that increased financial knowledge among individuals positively influences their retirement planning by setting aside more finances aimed at catering for their retirement lifestyles.

A majority of the respondents 49.1% and 47% strongly agreed and agreed respectively that training on financial management had an effect in enhancing the output levels of employees. Three (3) respondents did not know if training on

financial management had an effect in enhancing the output levels of employees and only 1 respondent disagreed that training on financial management had an effect in enhancing the output levels of employees. The research findings are in line with Mbarire, & Ali (2014) argument that financial education programs have a positive effect on employee's management of personal finances through better planning, increased savings and reduced levels of stress thus enabling them to become more productive at work.

When the respondents were asked if the authority offered a savings literacy program, 49.1% of the respondents did not know if the authority offered employees a savings literacy program while 35.6% of the respondents disagreed on the authority offering employees a savings literacy program. A combined 10.5% agreed that the authority offers employees a savings literacy program while 5.8% of the respondents strongly disagreed that the authority offered employees a savings literacy program.

On employee debt management having an effect on employee dedication at work, 49.1% of the respondents agreed that employee debt management had an effect on employee dedication at work. Another 43.3% strongly agreed that employee debt management had an effect on employee dedication at work, while 4.8% disagreed that employee debt management had an effect on employee dedication at work and another 2.8% of the respondents did not know if the employee debt management had an effect on employee dedication at work. The research findings echo other studies which established that when employees feel that they have little control of their finances, there is a higher likelihood of being distracted in their places of work. The employees are more likely to suffer from financial stress which could lead to other issues such as health matters or missing working to handle financial matters. Davis &

Carnes (2005), note that employees dealing with financial stress are twice likely to take sick leave while they are not sick. Therefore, a financial literacy program is important for the employers as financial health comes with several benefits including a reduced presentism and absenteeism, improved job satisfaction, increased productivity and higher retention rates (Davis & Carnes, 2005).

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Chapter five offers a summary of the study findings and the conclusions made. It also provides recommendations that management can put into use and suggestion of areas for further studies.

5.2 Summary of Findings

5.2.1: Employee Assistance Programmes and Performance of Employees

The findings revealed that most KPA employees (59%) are male while 41% are female. Notably, majority of the workers (69.2%) are 26 - 45 years. Most of the employees at the corporation (62.5%) are in marriage while 23.1% are single. Majority of the employees at the company (33.7%) have first degrees while 26% have Diploma. Majority of the workers at the corporation are experienced, with 38.5% having more than 10 years of work experience. Importantly, 71.2% of employee assistance programs influenced performance positively to a larger extent

5.2.2: Counselling Programs and the Performance of Employees

This study established that counselling employees on various issues is viewed positively among employees. For example, most employees (54.8%) strongly confirmed that counselling programs could improve their performance. At the same time, 39.4% of employees moderately agreed that counselling programs are beneficial. Additionally, 51% and 34.6% of the participants strongly and moderately agreed that workplace conflict management strategies could enhance the overall performance of employees. Employees also indicated that providing information and resources to enhance the management of chronic illnesses, as well as HIV could

improve workplace performance. Hence, KPA needs to implement such programs to positively influence the performance of employees. Notably, most participants strongly indicated that counselling programs targeting victims of trauma and accident could positively influence their performance. Therefore, this study concludes that counselling employees experiencing trauma should be one of the priorities for public corporations to improve the performance of employees.

The management of Kenya Ports Authority also needs to introduce counselling programs on social life, which may focus on family and work. For example, more than 54.8% of participants indicated that social issues such as family relationships could affect their performance and productivity at work to a greater extent. Additionally, counselling programs focusing on managing depression and anxiety could assist employees to improve their productivity. For example, 76.9% of participants recognized the importance of counselling services on managing depression and anxieties in the workplace. Specifically, employees also recognized the importance of conflict management in enhancing individual performance.

Most of the participants also recognized the importance of education and awareness programs in helping employees improve their performance. As well, other employees agreed that counselling programs on chronic and HIV management could improve the well-being of employees, helping them to perform better. Overall, there is a need to offer employee counselling services on diverse issues as a strategy to enhance work-related output.

5.2.3: Drug Abuse Cessation Programs and Performance of Employees

The study sought to establish the impact of drug abuse cessation programs on performance of the KPA employees. Based on the data analysis, drug abuse, as well

as smoking cessation programs could positively influence the performance and productivity of employees to a larger extent. The participants also indicated that drug-related rehabilitation programs offered by the corporation affected overall performance. More than half of the participants agreed strongly that alcohol and drug abuse cessation programs improved their well-being; hence, translating to improved workplace performance. Therefore, KPA should continue with existing drug and alcohol abuse cessation programs.

The scholar also wanted to establish whether smoking cessation programs started by an employer (KPA) could affect or improve the performance of employees. Data analysis revealed that 33.7% of the participants concurred to a greater degree, while 29.8% of the participants recognized the importance of such programs (only to some degree). Similarly, the scholar assessed whether drug rehabilitation programs could affect the performance of employees. Majority of the participants (64.4%) clarified that rehabilitation programs on drug abuse could assist employees regain their lost skills and abilities, hence, translating to improved performance at work. Importantly, the findings of this study help to establish the importance of drug and substance abuse cessation programs. There is a need for KPA and other corporations to introduce such programs and reintegrate employees socially as a strategy to improve output levels. In general, smoking is majorly responsible for high absenteeism and addressing such issues could benefit employees and organizations at large.

5.2.4: Financial Literacy Services and the Performance of Employees

The study sought to address the effects of financial literacy services on the performance of employees. Based on the data analysis, accessibility of financial literacy services among employees of Kenya Ports Authority is minimal with a

majority of the respondents indicating that they were not aware if the services were accessible followed by those who disagreed that the services were easily accessible. A majority of the employees indicated that retirement planning had an effect on their performance at work. When the employees were asked if training on management of finances had an impact on employee output levels, a majority of them agreed that indeed it had an impact. Therefore, training of employees on financial management is an important component that ought to be considered by the management of state corporations in Kenya. Further, the studies established that the authority did not offer a savings literacy program since a majority of the respondents disagreed and others were not aware of its existence. On employee debt management, most of the respondents were of the opinion that it had an impact on the dedication of employees at work. As such, it would be necessary to offer the employees a functional financial literacy program to enable them understand saving strategies and manage their finances better.

5.3: Recommendations

Based on the findings, the scholar can draw various recommendations guided by several aspects of the study. Firstly, the scholar established that employee assistance programs are helpful in improving the performance of employees. Hence, corporations, such as KPA should introduce more programs focused on assisting employees to solve both personal, and work-related challenges. Secondly, there is a need to improve the provision of counselling services, which may focus on drug and alcohol use, anxiety, and depression. Specifically, counselling needs to focus on helping employees deal with workplace conflicts, as well as manage chronic illnesses and HIV. In general, counselling and support services should focus on improving employees' wellness. Additionally, there is a need to provide counselling services for

employees struggling with trauma and accident. Counselling employees on social issues, including family matters should be a priority to enable employees achieve high levels of engagement and stability. Social issues can affect concentration and energy levels. As noted earlier, KPA needs to offer counselling services on employees suffering from anxiety and depression. Such counselling activities help employees improve concentration levels, hence, translating to enhanced workplace performance. Unfortunately, some KPA staff members are unaware of the wellness programs' existence or their advantages. This implies that there is a need for KPA to introduce education programs focusing on awareness of and importance of wellness programs.

The study recommends that companies improve drug and substance abuse cessation programs because most employees agree that these initiatives positively impact their performance. Also, health and education fairs should be improved and held more frequently because they affect individual employees' performance. Besides, employers should improve the existing rehabilitation programs for staff members who seriously need rehab assistance. The study also suggests strengthening employer-initiated health education fairs and smoking cessation programs because they are essential for improving employee performance. It also increases reliability and decreases absenteeism.

The staff members acknowledged that the drug and substance abuse cessation programs assisted the affected workers in reintegrating into work and family, eventually increasing their productivity at work. Moreover, it aids in the recovery of employees' skills and abilities, implying that state corporations should increase the likelihood of establishing more cessation programs.

The study also suggests employers must find ways to make financial literacy programs more accessible. Based on the study findings, employees believed that access to such services was limited, making it difficult to utilize them to the maximum possible extent.

Besides, the study recommends policy changes that would determine how employee assistance programs should be viewed in public or private organizations. Organizations in the private and public sectors will be sure to include the programs in the policy provisions since it is believed that the programs will reduce the associated medical costs, which are currently a setback for most companies in both sectors. There is a need to employ preventative measures rather than curative ones, given the current high cost of healthcare in Kenya. As a result, it is advisable for businesses to seriously consider using employee support programs to control the spiraling expenses associated with employee health. Therefore, the government should contemplate implementing employee assistance programs under the Occupational Health and Safety rules and the Employment Law of 2007.

5.4: Suggestions for Further Research

Despite the effort to fully and completely address the topic, additional areas still require further research. This includes a cost-benefit analysis of the employee assistance programs to disprove the notion that these programs are more expensive than beneficial. Another area of study would be determining how employee attitudes influence the effective implementation of employee assistance programs in organizations.

The study determined that many employees never use the assistance programs that are accessible to them even though they are offered at their convenience and expense.

This suggests that research is needed to determine how individual employee attitudes affect the effectiveness or inefficacy of employee assistance programs at work. Future research should explore the other aspects of employee support programs that affect employee performance.

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APPENDICES

Appendix I: Introduction Letter

Kenyatta University,
P.O Box, 43844-00100
Nairobi, Kenya

Dear Respondent

RE: LETTER OF INTRODUCTION

I am a Master of Arts in Public Policy and Administration student at Kenyatta University. I am working on a research project called “*Effects of Employee Assistance Programs on Performance of state Corporation Employees in Kenya: A Case of Kenya Ports Authority.*” I respectfully request that you complete the questionnaire enclosed. This will allow me to complete my research. The information you provide will only be used for academic purposes and will be treated as confidential, so please keep that in mind. Thank you for taking your time to fill out and submit the questionnaire.

Yours Sincerely,



Onsare Anunda Archmedes

Student Kenyatta University, Kenya

Appendix II: Questionnaire

SECTION A: PERSONAL INFORMATION (Mark as Appropriate)

1. What sex are you? Male Female

2. In what age range do you fall? (Mark as Appropriate)

Age (Years)	18 – 25	26 – 35	36 – 45	46 – 55	Over 55
Response					

3. What is your marital status? (Mark as Appropriate)

Status	Single	Married	Widowed	Divorced	Others
Response					

4. What is your highest academic qualification? (Mark as Appropriate)

Qualification	PhD	Masters	Bachelors	Diploma	Other
Response					

5. Which Department are you part of?

6. How many years have you worked with your current Department? (Mark as Appropriate)

Length (Years)	Below 5	5 – 10	11 – 15	16 – 20	Over 20
Response					

SECTION B: EMPLOYEE ASSISTANCE PROGRAMS

7. As an employee, the employee assistance programs provided by your employer, to what extent do they affect your performance?

Where: 5 – Great Extent, 4 – Some Extent, 3 – Don’t Know, 2- Little Extent, 1 – No Effect

Extent	5	4	3	2	1
Response					

SECTION B: DRUG & SUBSTANCE ABUSE CESSATION AND EMPLOYEE PERFORMANCE

8. How much do you agree with the following assertions about drug and substance abuse cessation programs within the workplace?

Where: 5 – Great Extent, 4 – Some Extent, 3 – Don’t Know, 2- Little Extent, 1 - No Effect

Statement	5	4	3	2	1
The Alcohol, drug and substance abuse cessation programs initiated by the employer influence the performance of the employees					
Health lectures and education campaigns about stopping drug and alcohol usage are crucial and improve employee production.					
Programs for alcohol, drug, and substance addiction recovery aid employees in regaining their abilities and skills.					
Reintegrating employees back into the workforce and into their families is essential since it will boost their productivity.					
There are increased absenteeism associated with alcohol, drugs and substance abuse					

The alcohol, drug and substance abuse cessation programs have helped many staff in improving their performance at work					
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SECTION C: COUNSELLING AND EMPLOYEE PERFORMANCE

9. How Much do you agree with the following assertions about employee counselling services at your workplace

Where: 5 – Great Extent, 4 – Some Extent, 3 – Don’t Know, 2- Little Extent, 1 -

No Effect

Statement	5	4	3	2	1
Counseling on my personal and work life improves my performance at work.					
Counseling for depression and anxiety enables me to control my emotions and get better results.					
Conflict resolution sessions and counseling boost my level of efficiency.					
Education and awareness counselling programs helps employees produce more					
Counselling on Management of Chronic Diseases helps employees perform better					
Counseling accident and trauma survivors aids in their recovery and boosts their performance.					

**SECTION D: FINANCIAL LITERACY SERVICES AND
EMPLOYEE PERFORMANCE**

10. How much do you agree with the following assertions about the financial literacy services provided to the employees? **Where: 5 – Great Extent, 4 – Some Extent, 3 – Don’t Know, 2- Little Extent, 1 - No Effect**

Statement	5	4	3	2	1
Financial literacy services are easily accessible to employees					
Retirement planning helps employees to enhance their productivity in the workplace.					
Training on financial management is vital in enhancing output levels of the employee					
The authority offers the employees a savings literacy program					
Employee debt management has an impact on employee dedication at work					

Thank You

Appendix III: Authorization Letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Website: www.ku.ac.ke

Internal Memo

FROM: Dean, Graduate School

DATE: 2nd June, 2022

TO: Onsare Anunda Archmedes
C/o Public Policy and Administration Dept.

REF: C153/OL/MSA/32335/2017

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting 25th May, 2022 approved your Research Project Proposal for the M.PPA Degree Entitled, "Effects of Employee Assistance Programs on Performance of Employees In State Corporations In Kenya: A Case of Kenya Ports Authority".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and Progress Report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

A handwritten signature in blue ink, appearing to read 'Eljah Mutua'.

ELIJAH MUTUA
FOR: DEAN, GRADUATE SCHOOL


c.c. Chairman, Public Policy and Administration Department.

Supervisors:

1. Dr. Weldon Kibet Ng'eno
C/o Department of Public Policy and Administration
Kenyatta University


EM/inn

Appendix IV: Nacosti Research Permit


REPUBLIC OF KENYA

Ref No: 824622


RESEARCH LICENSE




This is to Certify that Mr.. ARCHMEDES ANUNDA ONSARE of Kenyatta University, has been licensed to conduct research in Mombasa on the topic: EFFECTS OF EMPLOYEE ASSISTANCE PROGRAMS ON PERFORMANCE OF EMPLOYEES IN STATE CORPORATIONS IN KENYA: A CASE OF KENYA PORTS AUTHORITY for the period ending : 09/June/2023.

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