

**EMPLOYEE WELLNESS INITIATIVES AND PERFORMANCE OF SELECTED
INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI
CITY COUNTY, KENYA**

NANCY AKINYI ALLAN

D53/CTY/PT/21989/2022

**A RESEARCH PROJECT SUBMITTED TO SCHOOL OF BUSINESS, ECONOMICS,
AND TOURISM IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF THE MASTERS OF BUSINESS ADMINISTRATION (HUMAN RESOURCE
MANAGEMENT), KENYATTA UNIVERSITY.**

OCTOBER, 2025

Declaration

I declare that this research project is my original work and has not been presented for any degree or any other award at any other university.

Signature:.....

Date:

Nancy Akinyi Allan

D53/CTY/PT/21989/2022

This research project has been submitted with my approval as the appointed university supervisor.

Signature.....

Date:.....

Prof. Hannah Bula

Department of Business Administration

School of Business, Economics and Tourism

Kenyatta University

Acknowledgment

I wish to acknowledge my supervisor, Prof. Hannah Bula for the immense knowledge, guidance, and support she has accorded me thus far. I would like also to appreciate the support that I enjoyed from Kenyatta University and the library staff for their great support in ensuring the success of this research study. A very special thanks to all respondents who took their time and participated in this study, my classmates for their positive influence, encouragement, and as a source of motivation for me during my research and for helping me locate data and resources for this project.

Dedication

I dedicate this research study first to God Almighty, my source of strength throughout this process. I dedicate this work to my sisters Damarice and Christine in appreciation of their unwavering understanding and support throughout my research project.

Table of Contents

Declaration	ii
Acknowledgment	iii
Dedication	iv
Table of Contents	v
List of Tables	viii
List of Figures	ix
Abbreviations and Acronyms	x
Operational Definition of Terms	xi
Abstract	xiii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background	1
1.1.1 Organizational Performance.....	4
1.1.2 Employee Wellness Initiatives	6
1.1.3 Non-Governmental Organizations	9
1.2 Statement of the Problem	12
1.3 Study Objectives	13
1.3.1 General Objective.....	13
1.3.2 Specific Objectives.....	13
1.4 Research Questions	14
1.5 Significance of the Study	14
1.6 Scope of the Study.....	15
1.7 Limitations of the Study	16
1.8 Organization of the Study	16
CHAPTER TWO	18
LITERATURE REVIEW	18
2.1 Introduction	18
2.2 Theoretical Framework Review	18
2.2.1 Social Exchange Theory.....	18
2.2.2 Theory of Hierarchy of Needs.....	19

2.2.3 Social Comparison Theory.....	20
2.2.4 Goal Setting Theory	22
2.3 Empirical Literature Review	23
2.3.1 Flexible Work Arrangement on Organizational Performance	24
2.3.2 Mental Health Programs and Organizational Performance.....	26
2.3.3 Employee Assistance Programs on Organizational Performance	27
2.3.4 Employee Counseling Programs on Organizational Performance.....	28
2.4 Summary of Research Gaps	30
2.5 Conceptual Framework	33
CHAPTER THREE	37
RESEARCH METHODOLOGY	37
3.1. Introduction	37
3.2. Research Design.....	37
3.3. Target Population	37
3.4. Sampling Design and Sampling Technique	38
3.5. Instrument of Data Collection	39
3.5.1 Operationalization of Constructs.....	39
3.6 Pilot Testing of Research Instruments	42
3.6.1. Validity.....	42
3.6.2. Instrument Reliability.....	43
3.7 Data Collection Procedure	43
3.8 Data Analysis	43
3.9. Ethical Considerations.....	44
CHAPTER FOUR.....	46
DATA ANALYSIS, PRESENTATION AND INTERPRETATION	46
4.1 Introduction	46
4.2 Response Rate	46
4.3 Reliability Test	47
4.4 Demographic Analysis	48
4.5 Descriptive Statistics	50
4.5.1 Flexible Work Arrangement and Organizational Performance.....	50
4.5.2 Mental Health Programs and Organizational Performance.....	52

4.4.3 Employee Assistance Programs and Organizational Performance	54
4.5.4 Employee Counseling Programs and Organizational Performance	57
4.5.5 Organizational Performance.....	59
4.6 Inferential Analysis	61
CHAPTER FIVE	67
SUMMARY, CONCLUSION AND RECOMMENDATION.....	67
5.1 Introduction.....	67
5.2 Summary of the Findings	67
5.2.1 Demographics Findings	67
5.2.2 Flexible Work Arrangement and Organizational Performance.....	68
5.2.3 Mental Health Programs and Organizational Performance.....	68
5.2.4 Employee Assistance Programs and Organizational Performance	69
5.2.5 Employee Counseling Programs and Organizational Performance	70
5.3 Conclusion of the Study	70
5.3.1 Flexible Work Arrangements	70
5.3.2 Mental Health Programs.....	71
5.3.3 Employee Assistance Programs	71
5.3.4 Employee Counseling Programs	71
5.4 Recommendations of the Study	72
5.5 Suggestions for Further Study.....	73
REFERENCE.....	75
APPENDIX I: DATA COLLECTION TOOL.....	82
APPENDIX II: NACOSTI PERMIT	6
APPENDIX III: SIMILARITY INDEX REPORT	7

List of Tables

Table 2.1 Empirical Literature Review and Research Gaps	30
Table 3.1 Target Population	38
Table 3.2: Constructs Operationalization.....	40
Table 4.1: Response Rate.....	46
Table 4.2 Reliability Test.....	47
Table 4.3 Demographic Statistics.....	48
Table 4.4: Descriptive Statistics Results for Flexible Work Arrangements	51
Table 4.5: Descriptive Statistics Results for Mental Health Programs	52
Table 4.6: Descriptive Statistics Results for Employee Assistance Programs.....	54
Table 4.7: Descriptive Statistics Results for Employee Counseling Programs	57
Table 4.8: Descriptive Statistics Results for Organizational Performance	59
Table 4.9 Correlation Analysis.....	61
Table 4.10: Model Summary.....	63
Table 4.11 ANOVA	63
Table 4.12: Regression Coefficient.....	64

List of Figures

Figure 2.1 Conceptual Framework	34
---------------------------------------	----

Abbreviations and Acronyms

CIPR	Chartered Institute of Public Relations
CSR	Corporate Social Responsibilities
EAPs	Employee Assistance Programs
EWIs	Employee Wellness Initiatives
INGOs	International Non-governmental Organizations
IOAM	Institutional and Organizational Assessment Model
KPIs	Key Performance Indicators
NACOSTI	National Commission of Science, Technology, and Innovation
NGOs	Non-governmental Organizations
OC	Organizational Commitment
PC	Performance Contracting
ROI	Return on Investment
RTI	Research Triangle Institute
SET	Social Exchange Theory
SPSS	Statistical Program for Social Sciences
SROI	Social Return on Investment
UK	United Kingdom
USA	United States America

Operational Definition of Terms

Employee Assistance Programs (EAPs)	It offers resources and support to employees to help them deal with both personal and professional issues. These programs often include fitness activities to promote physical health, opportunities for community service to enhance social well-being, and remote work options to improve work-life balance, thereby fostering overall employee wellness.
Employee Counseling Programs	It offers professional guidance to help employees address personal and work-related issues. These programs improve social interactions, boost and support interpersonal relationships, and conflict resolutions in matters affecting worker relations and safety by addressing mental health issues and stress, hence achieving healthy worker relations.
Employee Wellness Initiatives	It includes a variety of schemes and activities to be implemented by non-profit organizations aimed at enhancing the physical, psychological, and psychosocial health of their employees.
Flexible Work Arrangements	This is to improve employees' workload and flexibility, to allow employees to switch schedules or places. These are: job-sharing, where two people will work a full-time job for half the time; telecommuting, where employees work from home; and yearly leave, which affords the employee paid time off for them to use as they wish.
Mental Health Programs	These are workplace interventions targeting employees and their psychological health. The components of these programs are education and awareness, which offer prevention by providing information and trying to eliminate prejudice, services such as counseling to come to, and urging the creation of mainstream culture and administrative practices that support mental health.
Organizational Performance	specifies how well an organization is in a position to accomplish its objectives. This entails performance contracting to enhance goal

setting, KPIs programs to track progress, and social return on investment (SROI) to assess the social returns on activities; financial targets being complemented by social ones.

Abstract

The research problem of the study is that although awareness of employee wellness programs has been increasing, International Non-Governmental Organizations (INGOs) in the City of Nairobi City County have no proper wellness programs, empirical evidence on the relationship between wellness programs and organizational performance, and thus, the end result is the continuous stress among employees, declining morale, and decreased overall productivity. The study sought to evaluate the effects of employee support initiatives, flexible work schedules, mental health programs, and employee counseling programs on the performance of a subset of international non-governmental organizations. Chapter two provided a theoretical framework and empirical analysis of employee wellness programs in International Nongovernmental Organizations in Nairobi County, Kenya. It highlighted research gaps by reviewing the theories of social exchange, hierarchy of needs, and social comparison. It also examined the effects of counseling, employee support programs, mental health services, and flexible work schedules on organizational performance. An empirical literature review addressed each specific objective and identified gaps in the studies. A conceptual model illustrated the relationship between the independent and dependent variables. A descriptive research design was used for the investigation. All 147 employees of the selected international non-governmental organizations, including the Research Triangle Institute, Mercy Corps, and Chemonics, were included in the target demographic. The study used a census approach rather than sampling because of the small total population. The researcher gave the respondents a standardized questionnaire. Cronbach's alpha and expert opinion were used in pilot research to evaluate the instrument's reliability and validity. The researcher utilized a drop-and-pick method for collecting data through the questionnaires. With SPSS version 24, the correlation coefficient was calculated. Quantitative results were presented using descriptive statistics, while Pearson's correlation tested coherence between variables using tables and figures. The study also noted that because of the reliability of the research equipment, a Cronbach's Alpha coefficient was greater than 0.7 across all variables on the pilot test. The total mean of the descriptive data for employee support, counseling, mental health, and flexible work arrangements was 4.0 or higher. The correlation study's findings demonstrated a favorable association between employee wellness initiatives and business success. Regression analysis revealed that while the mental health program did not show positive significant values, flexible work schedules, employee support programs, and employee counseling programs did at the confidence interval of 95%. The study concludes that offering flexible work arrangements is vital for enhancing employee satisfaction and organizational performance in Non-governmental Organizations. The study concludes that well-implemented and confidential employee counseling programs play a pivotal role in improving both individual well-being and overall organizational success in Nairobi-based International Non-Governmental Organizations. The study recommends that future studies should examine how these programs evolve within international non-governmental organizations in Nairobi City County.

CHAPTER ONE

INTRODUCTION

1.1 Background

Organizational performance has gained central status in management research around the world simply because of the realization that a healthy and motivated workforce contributes to the improvement of institutional performance. When it comes to the world outlook, organizations are starting to connect employee wellness programs with better productivity, innovation, and profitability because it has been demonstrated that employee wellness programs minimize absenteeism and healthcare expenses and increase performance indicators (World Health Organization, 2023). Companies that invest in well-structured wellness programs have already said that overall organizational performance has increased up to twenty-five percent in more advanced economies like the United States and the United Kingdom, showing the strategic significance of the well-being of the workforce (Gallup, 2022). In Africa, the adoption of wellness models has been on the rise at the regional level, with organizations trying to overcome stress, burnout, and work-life conflict, which are established to be the major obstacles to long-term performance (Agyemang, 2023). In Kenya, locally, the Safaricom PLC and Kenya Commercial Bank have employed wellness programs such as mental health assistance, fitness, and work flexible programs, which have resulted in increased efficiency, reduced turnover, and improved service delivery to customers (Kenya Private Sector Alliance, 2023). Hence, the connection between employee wellness and employee performance is reasonable because wellness not only reinforces employee loyalty but also increases productivity, corporate image, and competitiveness in the long term.

Employee wellness initiatives in Asia and Europe are gradually viewed as organizational solutions oriented on positive change in employees' status and outcomes as planned components of managerial strategy. In Asia, additional focus is given to the problems of stress and burnout, for which mindfulness and mental health initiatives are being developed for employees (Lu & Lu, 2021). For instance, the firms operating in Japan have resorted to

the provision of such features as meditation sessions and stress management workshops that can help employees with their mental state (Ishihara, Nakazawa, Morimoto, & Oguchi, 2020). Current trends in wellness programs in Europe comprise health risk assessments, fitness programs, and other programs such as work-life balance (Booth Ainsworth, Green, & Hewitt, 2019). These programs include the focus on physical health, which is considered together with other aspects such as satisfaction and productivity at work (Pelletier Dion, Slovinec-D'Angelo, & Reid, 2020). Both regions' emphasis demonstrates the need for more comprehensive solutions that address the various needs engaged employees may have while enabling organizations to maintain sustainability and engender higher employee involvement.

In the UK and the USA, employee wellness programs have generally grown popular as strategies for improving employee health and productivity. Recent research papers emphasize their variety and usefulness of such programs, which can include, for example, mental health awareness, exercise, or dieting. Byrne-Davis Ellis, Walmsley, O'Reilly, & Walji. (2021)'s research in the UK underscores the importance of any work-based efforts of stress prevention and enhancement of the general working population's resilience. Likewise, in the USA, programs addressing total health, including paid time off, and financial stability have been shown to create value for employee engagement, leading to organizational results (Goetzel, Henke, Benevent, Tabrizi, Smith, & Nelson, 2021). Organizational performance and employee satisfaction are boosted by these programs that are not only central in creating a healthy workplace culture but are also effective in containing the costs of health care and the number of absentees in the workplace.

Employee wellness initiatives in Africa, the studies about the concept are more frequently accepted, they denote that it can improve the performance of the organization as well as employee satisfaction in different industries. Current research also shows an increased emergence of wellness programs in countries such as South Africa, where several organizations are practicing various wellness programs such as mental health support, fitness, and nutrition awareness programs (Pillay, Naidoo, & van Niekerk, 2020). These efforts are important in countering such existing workforce issues as stress and, notably, burnout in sectors that know the pressure, for example, the mining and healthcare sectors

(Pillay et al., 2021). As more organizations try to address the welfare of their employees, emotionally and financially, organizational initiatives that enhance comprehensive wellness are growing in Nigeria (Oyewole, Akomolafe, & Olajide, 2022). Such programs go beyond promoting health in employees as well as fulfilling organizational objectives, including the improvement of productivity and minimizing absenteeism, among other areas. Hence, any organization seeking to create a healthy employee in its operation across the continent should consider providing the above programs.

Employee wellness programs in Kenya have become more common in the recent past as organizations discover how essential they are to improving employee productivity, health, and overall organizational performance. Sustaining mental health efforts in Kenyan firms has a beneficial relationship with organizational performance, as confirmed by Ombasyi (2019). Such programs also include stress management, mental health, and many others, improving the condition of employees (Ombasyi, 2019). In addition, the research by Nasser (2022) pays attention to the importance of mental health and wellness and possible implications for worker output and contentment in Kenyan firms. Such programs' implementation in Kenya is still in line with a general trend of developing people as a factor of organizational competence as a strategic management focus (Nasser, 2022).

In Kenya, several challenges affect the implementation of employee wellness initiatives, even with the known benefits detailed above. One of the largest issues is the absence of appropriate coverages and constantly developing suggestions and propagated methods for their integration and stable enactment in organizations. According to the research, there is a rising trend of organizations recognizing the value of wellness programs, but there is always a problem of implementing those programs and maintaining their due diligence. Moreover, due to limited resources, organizational wellness programs that will address the needs of employees in the area are not well developed (Makau & Nyamu, 2019). Another important factor is the lack of culture of mental health in the population; therefore, the implementation of the mentioned programs to promote the well-being of the individual's psychological health is also a problem (Muga, Mwakudua, & Ndayndza, 2021). Moreover, the lack of supportive national policies and framework presents challenges to program improvement and evaluation, as seen from Ayodo & Nzomo (2018). Solving these issues

calls for coordinated measures from the organizations, policymakers, and other stakeholders in ensuring the sustainability of Employee Wellness programs successfully in Kenya.

Several challenges arise in relation to the organization of and access to employee wellness initiatives within INGOs in Kenya. Recent studies indicate that the availability of inadequate funds is a major challenge when it comes to the implementation of sound wellness programs that will meet the various needs of NGO staffers (Kipkoech, 2018). Further, endurance and take-up of such programs are limited by cultural norms within certain societies about mental health and wellbeing (Nasser Assaf, 2022). Further, issues like poor transport network and infrastructure, and poor physical access to healthcare services in more remote regions also act as barriers regarding the delivery of wellness services (Ombasyi, 2019). Together with these factors, it has been possible to argue that, in the context of Kenyan INGOs, targeted approaches are necessary to address operational details and resource availability constraints, and that, as a result, wellness promotion must support employees' well-being within the framework of the organization's strategic goals and objectives.

1.1.1 Organizational Performance

As a result, numerous notions can be used to define organizational performance, all of which center on different aspects of organizational success. First, organizational performance refers to quantitative indices including profitability, ROI, and revenue growth. These indicators determine the extent proportion, with which an organization can maximize resources to desired financial outcomes (Wang & Nicol, 2022). Second, organizational performance encompasses functional performance indices; these are output, speed, and quality of services delivered, conformance to production standards, among others. Their effectiveness measures the organization's performance in the delivery of goods or services reliably and responsibly (Li & Lee, 2021). Third, organizational performance includes more generic measures of strategic objectives such as the efficiency with which the organization can execute its mission statement, meet customer needs, and sustain its good standing in the marketplace (Ghasemi et al., 2023). Collectively, these dimensions present a holistic approach for describing and evaluating organizational

performance and are underpinned by the organization's financial status, efficiency, and strategic fit of its processes and outputs to its public's expectations.

Organizational performance therefore can be defined as an evaluation of how a worker performs his or her duties in an organization. Lantara (2017) opined that it is strategic for the business to view performance as an outcome. Singh and Darwish (2018) further argued that organizational success can be evaluated with both absolutistic and relativistic approaches. Some examples of the second type of success measures include: market share, sales revenue, innovation, and profitability. The largest of all Institutional and Organizational Assessment Models, the (IOAM), posits that performance is a multi-faceted concept that encapsulates the effectiveness, relevance, efficiency as well and financial solidity of an organization. It follows that it is evident that an organization's capacity, employee motivation, and external environment should all be considered when determining its performance (Selvarajan, 2020). The South African public sector is constantly under pressure to make sure that staff performance results in effective and efficient service delivery. Mello (2014) argues that individual performance culminates in organizational performance, meaning that performance plays a critical role in determining the public sector's success.

An increasing number of businesses have been striving to monitor organizational performance through the use of the balanced scorecard methodology in recent years. This technique measures and evaluates performance in some domains, including customer service, financial performance (such as shareholder return), corporate social responsibility (CSR) (such as corporate citizenship, community outreach), and staff stewardship for INGOs. Since performance contracting (PC) establishes expectations that is, what needs to be done, how it should be done, and what attributes and abilities are necessary to achieve results, it is used to track performance. Furthermore, PC identifies the metrics used for performance monitoring, analysis, and evaluation (Armstrong, 2014). Additionally, Richard (2019) asserts that three areas of an organization's outcomes, commercial performance, return on investment, return to shareholders, and performance of the product in the market, as well as employee stewardship, employee well-being, customer satisfaction, and CSR, can be used to assess performance. According to Onger (2018),

flexible work arrangements have an impact on how well employees perform. Employees can rest their minds and think about their ambitions, for instance, when they take their vacation days.

Addressing resource allocation in the nonprofit sector is indeed a complex task, often compounded by a lack of robust data-driven decision-making (Mathew & Jake, 2017). To overcome this challenge, some INGOs have adopted innovative approaches such as calculating a metric known as social return on investment (SROI). SROI is a comprehensive measure that assesses the overall impact generated by a nonprofit's programs relative to the net cost incurred in achieving those outcomes (Mathew & Jake, 2017). It can therefore help direct attention to how resources are allocated, and which projects should be undertaken, since one is also given an idea of the social return on investment from the scheme. Employing such methods helps in gaining insights for directing resources within the nonprofit sector a lot better (Mathew & Jake, 2017). Kaplan (2010) argues that the use of the KPIs model requires achievement of stated objectives for the success of the organization to overcome competitors. Since KPIs and targets involve regular assessments of progress, the KPIs represent a supplementary planning and target-setting instrument. For the nonprofit sector, resource allocation issues are solved in terms of such concepts as social return on investment, which is a more complex approach to measure and define how resources should be distributed for the maximization of social value of projects (Mathew & Jake, 2017).

1.1.2 Employee Wellness Initiatives

The worldwide employee wellness programs are characterized as organized organizational programs aimed at advancing the physical, mental, and emotional health of the employees, as well as increasing productivity and interest. Swarnalatha (2017) notes that wellness includes things like occupational well-being, work-life balance, emotional stability, and job satisfaction. Ardell (2017) goes on to define wellness as a holistic approach to equilibrium, as a state that unites physical wellness, a clear mind, and social engagement. Wellness programs are institutionalized in the developed economies of the United States and the United Kingdom via policies that favor preventative healthcare, mental health counseling, fitness programs, as well as employee assistance programs. Such efforts not

only lift the morale of the employees and minimize absenteeism but also support organizational objectives of cost minimization and efficiency of performance (Berkman, Buxton, Ertel, and Okechukwu, 2020).

Ideally, employee wellness programs are usually grouped into three broad dimensions: physical wellness, psychological wellness, and social wellness. Physical wellness can be defined as activities like health checks, gymnastics, and nutrition guidance that are aimed at preventing lifestyle diseases, as well as improving productivity (WHO Africa, 2021). Psychological wellness deals with emotional and mental stability via counseling, workshops, and flexibility in working arrangements. Social wellness entails teamwork and open organizational cultures that encourage togetherness and cooperation (Waddington, 2016). Such dimensions are interconnected and directly influence employee engagement, creativity, and job satisfaction, which are critical in terms of long-term organizational performance in both profit and nonprofit sectors.

Based on the literature reviewed, this paper presented three significant variables, as part of the employee wellness programs, that are relevant to the performance of an organization: mental health support, work-life balance programs and counseling services. Waddington (2016) states that mental health support programs deal with emotional burnout and exhaustion, which enhances the focus, attention, and decision-making processes. Work-life balance programs like flexible work hours, leave policies allow employees to take care of their personal matters without affecting their productivity (Swarnalatha, 2017). Such preventive interventions as counseling services are also crucial since they contribute to reducing stress and interpersonal conflicts at the workplace, which makes the work environment conducive (Berkman, Buxton, Ertel, and Okechukwu, 2020). The combination of these variables will increase employee retention, job satisfaction, and organizational performance in general when it is done strategically. In such a way, the wellness program conceptualization of employees in this research is derived through a holistic understanding that the well-being of individuals is directly linked to the performance of the institution and its success in the long run (WHO Africa, 2021).

In Africa, a growing number of people are concerned about the well-being of their employees due to the increasing globalization and the fast-growing global business.

However, 75% and 90% of Ethiopia and Nigeria, respectively, lack access to care and assistance for employee well-being because of neglect, illiteracy, and poverty. The need is rising due to changes in culture and demographics, but not enough has been done to accommodate it (Lund, 2017). Employee wellness initiatives (EWI), often called workplace wellness programs, are comprehensive activities created to improve and support people's entire well-being and promote ideal health and fitness, according to a study by Okereke and Adinma (2020). While these programs are frequently provided in the workplace, insurance plans may also offer them directly to enrollees. The basic objective of wellness programs is to motivate employees or plan participants to actively engage in habits and activities that improve health outcomes. According to Muya et al. (2014), EWI can create a comprehensive wellness culture within a business and go beyond physical activity, quitting smoking, or weight control. This culture contains components that encourage organizational citizenship, trust, high performance, and overall productivity, such as employee engagement and the creation of social networks.

According to Seligman (2016), a well-known psychologist in the field of positive psychology, well-being includes many facets of a person's life and experiences. It encompasses the pursuit of happy feelings, personal fulfillment, and general life satisfaction in addition to the absence of illness or distress. Happiness, satisfaction, vigor, optimism, passion, and self-actualization are all aspects of well-being. In contrast to satisfaction, which refers to an overall assessment of life and the accomplishment of aspirations and goals, happiness is defined as pleasant feelings, contentment, and joy in one's life. Vitality refers to having a lot of energy, excitement, and zest for life, whereas optimism refers to having a good attitude and holding onto hope even when things are difficult.

The promotion of employee wellness programs is usually carried out using different metrics and methodologies to determine the impact on workforce health. According to Berkman et al. (2020), traditional measures include the enrollment ratio in the wellness program, risk assessment, biometrics screening of body fat, blood pressure, cholesterol, employee satisfaction, and perceived utility. The quantitative indices offer information about the reception of the wellness activities and the effects on the bodies of employees.

Like any other employee wellness program, it is also important that qualitative assessments are made alongside quantitative assessments. Polls, individual interviews, and some questions on questionnaires are the methods used in the qualitative research paradigm to receive information on the employees' attitudes and perceptions, as well as on their levels of satisfaction with the wellness programs (WHO Africa, 2021). Whereas quantitative data provides more numbers-oriented facts, such as the number of employees on-site, the number of passes or fails to random drug tests, and the percentage of increase or decrease of wellness program participants, qualitative data reveals tendencies or perceived value assigned to wellness programs, constraints to participation, effects of the program on organizational climate, and effects on morale. Together, these quantitative and qualitative indicators provide a detailed assessment of how effective programs directed at employee wellness foster organizational objective attainment and promote the well-being of employees.

The study used quantitative indicators since the methodology of measuring the level of employees' wellness programs offered forms numerical data, which, when analyzed statistically, presents a real, non-clouded, available picture or account of the state of affairs. Relative to the less objective and less measurable methods of assessing the health of workers, like focus groups, questionnaires, lift-foresee vessel type biometric scanning, and event participation ratios, wellness programs present definable measures of health improvements among employees. These facilitate comparisons across various groups within the organization and over time, enabling the identification of trends and the recommendation of corrective measures (WHO Africa, 2021). Specifically using quantitative findings, they intend to estimate the effects of wellness strategies on utilized organizational performance metrics like productivity, levels of absenteeism, and overall medical expenses to propose fact-based organizational wellness interventions.

1.1.3 Non-Governmental Organizations

Willets (2019) splits INGOs into two primary categories: campaigning and operations. Non-governmental organizations known as operational INGOs work to better humankind by implementing development programs for underprivileged populations such as the elderly, the crippled, and the poor. Conversely, campaigning INGOs are organizations

whose primary objective is to influence a country's political structure. It makes sense that to finish their projects and activities, operational INGOs require funding, materials, or volunteer labor. To activate the operations they manage, campaigning INGOs require more intangible resources than operating INGOs do. These resources include ideas, knowledge, talents, and volunteer time from other members and individuals. INGOs are therefore described as development facilitators who may help build the cross- and social networks that provide the groundwork for improved democratic participation and collective action.

Some INGOs have shown sound management techniques in the Kenyan setting, which include good governance procedures, quality employees, distinct visions and missions, and financial stability, among other things (Njeri, 2016). Employee behavior has changed, though, and as a result, project reports are now frequently filed late, people are showing up late, their absenteeism rate is high, they frequently take time off without telling their managers, and the number of people quitting their jobs is rising. According to statistics from the NGO Coordinating Bureau (2018) in Kenya, over 25% of NGOs closed their doors in the previous year due to a result of inadequate governance, which has led to misleading claims on how money received has been used.

Furthermore, Khalid (2021) asserts that NGOs are particularly good at structuring ordinary communities such that they can be viewed as a source of social capital that can take the place of the requirement for service provision. However, the local communities should be included in all expansion plans. This is a result of observations demonstrating that INGOs are highly effective at promoting community development and that individuals are motivated to join these organizations due to the benefits they provide. This essay, therefore, investigates how INGOs might help communities, the challenges they face, and the actions they ought to take to achieve this goal.

EWIs are comprised of the following: employee assistance program, mental health program, employee counseling program, physical health fitness, flexible work schedules/arrangements other work-life balance (Agovino, 2020). The goal of employee wellness initiatives is to improve the well-being of employees through intervention strategies. They might be used for preventative or therapeutic purposes. An employer

should develop a wellness program to promote individual transformation and health management, increase awareness of wellness-related concerns, and create a positive work environment (Sieberhagen, Pienaar, & Els, 2019). Employee assistance programs (EAPs) are initiatives that cover the activities of problem-solving activities such as problem identification, assessment, monitoring, referral, counseling, and follow-up. It is evident from these definitions of EAPs and EWIs that these two types of programs deal with concerns related to employee wellness.

Employee counseling programs' main goal is to offer employees all-around help. These programs offer early interventions for workers with a variety of difficulties, including absenteeism and poor performance (Daniels, Teems, & Carroll, 2019). They also assist workers in recognizing their problems. To enhance life-work balance, the employee assistance profession continues to address complicated behavioral and health-related concerns. Employee counseling programs, according to Mugari, Mtapuri, and Rangongo (2019), provide a variety of support to employees in managing performance-related concerns. Employers may additionally use well-being counseling programs for a variety of purposes, including enhancing employee well-being, boosting workplace productivity, and supporting staff emotionally.

Three of the 29 international non-governmental organizations (INGOs) in Nairobi County were chosen for the study, and they are as follows: Research Triangle Institute, Mercy Corps, and Chemonics. This is justifiable because the Research Triangle Institute excels in data-driven research and policy implementation. Mercy Corps is noted for its effective humanitarian aid and resilience programs. Chemonics is recognized for its sustainable development projects and partnerships, and the three have wellness programs, which is a key and common unique feature for the study. RTI is located in Nairobi at 9 West, Kofisi, 7th Floor, Parklands Road. Mercy Corps is located at ABC Place along Waiyaki Way in the Parklands/High Ridge area, while Chemonics operates from the Waiyaki Location Center. Distributing questionnaires through the wellness office to ensure that both users and managers of wellness programs are accurately represented, providing a holistic view of the program's impact and effectiveness (Brown & Taylor, 2021).

1.2 Statement of the Problem

Anecdotal evidence indicates that many employees in INGOs struggle with limited access to wellness programs, including mental health support, counseling services, and work-life balance initiatives. As a result, employees frequently report feeling overwhelmed by work demands, with insufficient support systems to help manage these challenges (Ng'ethe, 2020). The core issue of this study revolves around the lack of adequate wellness programs and support systems in INGOs, which may contribute to employee stress and decreased well-being.

Grievances are commonly reported because of the perceived inadequacies within program availability, pertinence, and efficiency. Workers may complain that there appears to be little consistency in the promotion of wellness, that management does not support such causes, or that the resources used in implementing wellness programs are inadequate (Ng'ethe, 2020). These challenges are exacerbated by inherent high stress originating from the INGO sector, where individuals often report to emotionally challenging working conditions and rare opportunities for career advancement and growth (Global Impact, 2022). Meeting these challenges can only be done by providing a holistic model that will entail conducting an assessment on the needs of employees, as well as creating an appropriate organizational culture and structure that will accommodate the wellness activities with emphasis on the INGOs in Nairobi County.

Lai (2020) has investigated how workplace wellness informs the wellness of employees at an individual level and realized that there are benefits accrued to employees, such as decreased stress levels and enhanced work-life balance. Despite identifying conceptual and contextual research gaps, this study did not attempt to assess how these actions affected specific organizational performance metrics. Boom (2021) indicates that there was worry about how employee satisfaction affected company performance. Customer satisfaction, employee turnover, and business revenues were all positively impacted by the well-being of the employees, according to the research. Although this study did not specifically target EWIs, it was not carried out in INGOs as the current study had intended. More precisely, it was discovered that the companies, in which the staff is happier, have higher levels of customer satisfaction, are more productive, and generate higher revenues. However, the

study identified gaps in the collected data to longitudinally review the effect of such initiatives in the long run.

Although the role of workplace wellness programs is increasingly being appreciated, very little is known about the effects of these programs on organizational performance, especially in the case of International Non-Governmental Organizations (INGOs) in Kenya. Organizations worldwide have attributed employee wellness to enhanced efficiency and sustainability, yet a limited number of studies have determined the direct impact of wellness programs on key performance aspects, including Performance Contracting, Key Performance Indicators (KPIs), and Social Return on Investment (SROI) (World Health Organization, 2023; Gallup, 2022). The African INGOs have challenges that include high emotional burnout, dependency on donors, and the lack of health support structures, which undermine the staff morale and the effect of the organization (Agyemang, 2023). Conceptually, the presence of wellness programs, such as counseling, health insurance, flexibility in setting up the schedule, etc., has been implemented by INGOs in Nairobi City County, but their implementation's impact on institutional achievement and quantifiable performance outcomes is ambiguous (Kenya NGO Coordination Board, 2023). It shows a gap in context since very little empirical research has been conducted on the relationship between wellness and performance in INGOs in Kenya, and also a gap in concept because most of the available research has taken individual well-being as its subject and not the general relationship between employee wellness programs and the overall performance of the organization.

1.3 Study Objectives

1.3.1 General Objective

The study aimed to investigate the effect of employee wellness initiatives and the performance of the selected international non-governmental organizations in Nairobi City County, Kenya.

1.3.2 Specific Objectives

The study specifically sought;

- i) To determine the effect of flexible work arrangements on the performance of the selected INGOs in Nairobi City County, Kenya.
- ii) To assess how mental health programs affect the performance of the selected INGOs in Nairobi City County, Kenya.
- iii) To establish the effect of employee assistance programs on the performance of the selected INGOs in Nairobi City County, Kenya.
- iv) To assess the influence of employee counseling programs on the performance of the selected INGOs in Nairobi City County, Kenya.

1.4 Research Questions

The following inquiries served as a guide for the study;

- i) To what extent do flexible work arrangements affect the performance of the selected INGOs in Nairobi City County, Kenya?
- ii) What is the effect of mental health programs on the performance of the selected INGOs in Nairobi City County, Kenya?
- iii) To what extent do employee assistance programs affect the performance of the selected INGOs in Nairobi City County, Kenya?
- iv) What is the influence of the employee counseling programs on the performance of the selected INGOs in Nairobi City County, Kenya?

1.5 Significance of the Study

The study will help management identify opportunities for improvement by revealing the relationship between corporate success and employee health initiatives, particularly in INGOs, and their relationship. Additionally, it will help the company create effective programs that align with the performance of the chosen INGOs and the well-being, contentment, and work of the employees. Staff welfare programs generally increase the productivity of an organization by fostering a sense of care, respect, and appreciation among employees. This, in turn, helps management run the business more efficiently. The research's conclusions will be critical in assisting businesses in determining whether or not

to offer wellness programs by balancing the benefits of doing so against the expenditures. The study describes the benefits that employees attach to and receive from such initiatives in terms of their health and productivity levels. The study's findings would then serve as the management's guide in creating and putting into effect appropriate policies that would increase the utilization of the selected INGOs' wellness initiatives.

The results of this study will be used by the organization's stakeholders to enhance wellness programs, especially for international non-governmental workers. The thorough analysis of this study will provide specific guidelines for creating staff welfare programs that will enable them to attain both a healthy workforce and overall organizational success. Employee wellness programs can assist a business in controlling excessive employee turnover, absenteeism, boredom, and other issues that could impair the productivity of both individual workers and entire businesses.

The findings of the study will inform INGOs on the value added by the research, enabling them to apply the insights to improve their current practices based on the study's results. The reality that the bulk of wellness programs are offered in places with a higher workforce population forced the selection of these. High-level responsibilities, time constraints, and unpredictable highs and lows throughout working hours force employees to exert more effort and time. Due to the complexity and intensity of their work and tasks, many INGO personnel put in longer hours. This results in a bad work-life balance culture and more work pressure. The job becomes hectic, demanding, and incredibly stressful due to work-life conflict and employee dedication to the organization. This might ultimately lead to poor performance. The study then focuses on these selected INGOs in Nairobi County in light of these working conditions, since they would provide more pertinent feedback for the study to generate precise recommendations for improving employee wellness.

1.6 Scope of the Study

The study focused on how employee wellness programs, particularly those run by INGOs, affect company performance. The variables were limited to flexible work schedules, employee assistance programs, employee counseling programs, mental health programs, and organizational performance. The research targeted three selected INGOs: Research

Triangle Institute, Mercy Corps, and Chemonics. It drew on three key theories: social exchange theory, which highlighted that employees engaged more when they felt valued; social comparison theory, which indicated that employees assessed their access to wellness initiatives relative to peers in other organizations; and Maslow's idea of the hierarchy of needs, which highlighted the significance of attending to a variety of employee requirements to motivate, dedicate, and produce. The conceptual framework that examined the connection between organizational performance and wellness initiatives in the context of INGOs was created by combining these theories. The study used census-based sampling and a descriptive research approach due to the tiny population. A closed-ended questionnaire was employed to gather primary data, and the analysis incorporated inferential and descriptive statistics, which were presented through graphs, tables, means, and standard deviations. The research was conducted in 2024 between January and October.

1.7 Limitations of the Study

The primary constraint on this research project was the possible omission of data considered proprietary. As a result, some participants were hesitant to disclose the actual position of the health facility due to confidentiality concerns. They feared victimization by their superiors for releasing sensitive information. This limitation was addressed by assuring all respondents that their information would be kept confidential and used solely for research purposes. The data was not shared with any third parties or the organization. Additionally, a 100% return of questionnaires was not achieved. To mitigate the risk of incomplete questionnaires, reminders were sent periodically, and follow-up phone calls or emails were conducted to encourage participants to return their surveys promptly, ensuring data completeness. Respondents also had tight schedules. To accommodate this, the study offered flexibility in survey completion times, used concise and clear questionnaire designs, and provided online options for completing surveys to minimize disruption to participants' schedules.

1.8 Organization of the Study

This study's background, problem description, objectives, and research questions are all included in the first chapter, along with the study's importance and duration. The literature

review, encompassing theoretical and empirical reviews, conceptual frameworks, and research gaps, is provided in Chapter 2. The research approach, the study's target population, the sampling plan, data collecting methods and tools, and assessments of the accuracy and dependability of the research equipment and data collection techniques are all covered in Chapter 3. Chapter 4 discusses the presentation, interpretation, and discussion of data. Chapter 5 offers a summary of the findings, the study's conclusion, and useful recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides the theoretical basis for the investigation along with an empirical review of relevant literature. The conceptual framework for comprehending employee wellness initiatives for employees of the chosen INGOs in Nairobi County, Kenya, is also provided, which the researcher intends to test and apply. This chapter also completes the systematic review of the empirical literature and identifies the research gaps.

2.2 Theoretical Framework Review

The study's three underlying theories, social exchange theory, hierarchy of needs theory, and social comparison theory, explain how workers act when given or denied EWPs.

2.2.1 Social Exchange Theory

Social Exchange Theory, a theory that was created by Homans (1958), is a theory that explains human relationships as a cost-benefit analysis and as a payback. Homans (1958) came up with the exchange theory of social behavior in which people seek to maximize benefits and minimize costs in social interactions. The theory was later extended by other scholars like Peter Blau (1964) and Richard Emerson (1976), who highlight that the relationship between people at the work level is based on trust and perceived injustice. As Blau (1964) reveals, employees will work hard, be loyal, and cooperate when they feel that their employers treat them fairly and their employers gain some benefits in return. This approach forms the basis of the psychological and behavioral interactions that form the basis of the organizational relationships (Emerson, 1976).

The primary goal of the Social Exchange Theory is to detect how organizational support and reciprocity are perceived to affect the behavior and performance of employees. Gouldner (1960) emphasized the norm of reciprocity, stating that once employees feel that the organization cares and supports them, they are bound to give back to the organization in the form of good behaviors like high production and loyalty. As part of the employee wellness programs, Homans (1958) opined that wellness programs provide benefits in

terms of the physical and emotional health of the employees, which results in a feeling of appreciation and loyalty. When companies invest in health programs such as health checks, gym or fitness programs, or mental health programs, employees feel honored with the reward that encourages them to work harder and more (Blau, 1964).

Social Exchange Theory has, however, been criticized based on its excessively rational and utilitarian concept of human behavior. Emerson (1976) claimed that the theory reduces complicated emotional and social relations to economic ones without mentioning the inner drives of altruism and empathy. Cropanzano and Mitchell (2005) further observed that not every exchange is calculated on reciprocity; some employees provide positive contributions without necessarily trying to get a reward. Additionally, the theory fails to explain the cultural and contextual issues that affect the perception of fairness and obligation among individuals (Blau, 1964). Despite these shortcomings, the theory is still relevant in interpreting the behavior in the workplace and the relationship between employees and the organizations (Homans, 1958).

The SET is very valuable to the employee counseling programs since they focus on the mutual support and psychological equilibrium of the employer and the employees. Based on his argument of the need to reward workers with loyalty and better performance, Blau (1964) stated that organizations offering counseling programs show their true interest in the welfare of the employees, and the employees are likely to reciprocate by being loyal and delivering high performance. Employee counseling, as provided by Emerson (1976), creates emotional stability and minimizes stress at the workplace, which enhances the mutual relationship between the workers and the management. Homans (1958) also focused on the fact that this kind of program builds better trust, minimizes conflict, and fosters long-term involvement. Hence, Social Exchange Theory is a powerful theory to help comprehend the way in which employee counseling programs enhance wellness, commitment, and organizational performance.

2.2.2 Theory of Hierarchy of Needs

According to Maslow's (1943) theory, there are five categories into which human needs can be divided, each ranked from least to most significant. The theory states that essential

survival needs (food, clothes, and shelter) and psychological needs are the same, but when basic needs are satisfied, it becomes clear that people also need to feel safe and secure. This is demonstrated by the employee's family's safety and job stability. The focus of social needs is on workplace relationships, with employees attempting to establish close friendships, romantic relationships, and intimate relationships. Self-actualization, the highest need in the hierarchy, is where each employee aspires to become more of who they are and what they can become. On the other hand, self-esteem demands include the need for respect and appreciation from others as well as employee recognition (Srivastava, 2005). According to Maslow (1943), a staff member who is famished or unwell and unable to work cannot contribute significantly to productivity, which would make the organization's aims and objectives less likely to be achieved.

Due to its focus on employees' basic psychological needs, which Maslow saw as crucial for motivation and overall well-being, the variable mental health program is pertinent to theory. Maslow's theory states that human needs are arranged in a hierarchy that begins with fundamental physiological demands and moves on to safety, belonging, esteem, and ultimately self-actualization. Mental health programs within organizations directly contribute to the fulfillment of safety and belonging needs. By ensuring employees' mental well-being, these programs create a sense of security and promote social connections among employees. This, in turn, promotes a welcoming and inclusive workplace atmosphere. Employee motivation and commitment to their work rise when they feel safer and more connected, which improves output and performance. Thus, mental health programs not only align with Maslow's theory but also demonstrate the organization's commitment to prioritizing and nurturing employees' essential psychological needs.

2.2.3 Social Comparison Theory

Festinger (1954) created the Social Comparison Theory to describe the process of evaluating the opinions and abilities of people by comparing them with others. Festinger (1954) also suggested that human beings possess a natural desire to evaluate their self-worth using social comparison, particularly where there are no objective ways of doing so. Suls and Wheeler (2000) also assert that this theory can be used to understand the dynamics in the workplace, whereby employees are always benchmarking their performance, their

recognition, and their opportunities to be well with respect to their colleagues. Such comparisons affect motivation, satisfaction, and fairness perceptions, as was noted by Goethals and Darley (1987). Such comparisons determine the attitude of employees towards the wellness programs, productivity, and their overall involvement in an organizational setting (Festinger, 1954).

The primary aim of Social Comparison Theory is to elucidate the way in which the perception of fairness and equality among employees influences their wellness and performance. Festinger (1954) maintained that individuals who think their wellness plan or workloads are low compared to other employees may be dissatisfied and stressed, and this decreases performance. Suls and Wheeler (2000) also observed that positive comparisons in which employees believe that they are treated equally or advantaged lead to morale and psychological well-being. As the organizations put in place fair wellness programs, like the comprehensive health program or stress management seminars, they establish an atmosphere that makes employees feel appreciated, hence resulting in better performance in the organization. Buunk and Gibbons (2007) pointed out that equitable allocation of wellness resources cultivates the sense of trust and collaboration among employees to achieve superior group results (Festinger, 1954).

Although it is widely applicable, Social Comparison Theory has had its fair share of criticism for its simplistic approach to human motivation and disregard for individual differences. Goethals and Darley (1987) indicated that not everybody is equally motivated by comparisons; some are more concerned with personal development and not with relative status. Suls and Wheeler (2000) also criticized the theory by stating that it is too focused on the emotional and cultural contexts that determine the ways in which people interpret comparisons. Also, Buunk and Gibbons (2007) posited that recurring comparison can result in either envy or burn out or unhealthy competition, particularly in performance-oriented workplaces. Therefore, although the theory is a good explanation of social processes, it might not be able to explain the intrinsic motivation or the impact of organizational culture in detail (Festinger, 1954).

The Social Comparison Theory is also very applicable to the Employee Assistance Programs (EAPs) and flexible working arrangements since they both relate to the psychological impacts of comparison and the perception of fairness at the workplace. According to Festinger (1954), employees would make comparisons concerning exposure to support systems in terms of counseling or work-life balance opportunities, which would impact their levels of satisfaction and commitment. According to Suls and Wheeler (2000), EAPs have been observed to offer support in the form of emotional and psychological support that leads to less negative comparisons and increases wellness in employees who are stressed or have personal problems. In the same manner, Buunk and Gibbons (2007) elucidated that flexible work practices decrease unhealthy competition and promote equality because employees have the opportunity to balance their work and family. Thus, the theory supports the way equitable EAPs and a flexible policy can facilitate wellness and organizational performance based on fairness, inclusion, and decreased stress.

2.2.4 Goal Setting Theory

According to Locke, the goal-setting theory was invented by Locke (1968) after he did break lectures on performance and motivation in the workplace. According to the theory, specific and challenging goals result in greater employee effort and accomplishment as opposed to vague and easy goals (Locke, 1968). The point is that conscious purposes dictate human behavior and act as the short-term controls of behavior, which orient attention, mobilize efforts, enhance persistent and motivate strategy formulation (Locke and Latham, 1990). Within the employee wellness programs, specific objectives like health goals in an organization that are measurable, or well-organized wellness programs, motivate and increase accountability, which leads to a higher level of job satisfaction and less stress (Latham and Locke, 2002). Connecting wellness objectives with organizational ones, the employees are more engaged and oriented towards the mission of the company, which results in better overall performance (Locke and Latham, 2002).

The focus of the Goal-Setting Theory is to maximize the performance of employees by setting well defined and realistic goals. According to Locke and Latham (2002), specific, achievable and time-bound goals give employees the sense of direction and also increases their concentration on their priorities. In the context of employee wellness programs, this

aim is implemented through such programs as health milestones, fitness contests or stress management programs with certain performance metrics (Tubbs, 1986). The wellness objectives in this form can assist in employees in quantifying their advancement and keeping themselves accountable, thus enhancing their psychological and bodily comfort (Latham and Yukl, 1975). The theory has however been criticized as assuming that all people are easily motivated by the difficulty and clarity of goals without taking into account contextual or emotional elements, including burnout, personal stressors, or work-life imbalance (Erez and Zidon, 1984). These complaints imply that although goal setting boosts focus, the unrealistic goals or set goals too high causes a pressure that negatively affects the wellness and engagement of employees (Locke and Latham, 2002).

The applicability of Goal-Setting Theory to organizational performance can be explained by its ability to bring the individual efforts to conform to the strategic goals with the help of the clearly defined targets. Organizations that include wellness objectives (like the increase in the attendance rates, the decrease in absenteeism or employee satisfaction) have the quantifiable positive effects on performance (Locke & Latham, 1990). By this, the wellness programs can be viewed as performance objectives as they create uniformity between individual health performance and organizational efficiency (Latham, 2004). The performance management systems, where employees are able to modify their behaviors to attain the desired wellness and output outcomes through the use of feedback loops are also supported by the theory (Locke and Latham, 2002). When wellness targets are incorporated into the performance measurement, companies develop a motivated and strong employee base which ensures the organizations success over a long term (Latham and Pinder, 2005). Therefore, The Goal-Setting Theory offers both a mental and managerial base underlining how the well-structured employee wellness programs result in better organizational outcomes related to performance (Locke, 1968).

2.3 Empirical Literature Review

The section presents the empirical review of flexible work arrangements, EAPs, employee counseling programs, and mental health programs on organizational performance and the gaps for the study as follows.

2.3.1 Flexible Work Arrangement on Organizational Performance

Austin-Egole, Stella¹, Iheriohanma, and Chinedu (2020) conducted a study on FWAs and Organizational Performance. Employers must take on the difficult task of assisting employees in finding a work-life balance to reduce related problems and sustain profitable and efficient operations. Due to the advantages that flexible work schedules provide for both employers and employees, a growing number of businesses increasingly provide their workers with them. Increasing the performance of both the organization and its employees is one of the most prevalent advantages. Furthermore, it promotes a healthy work-life balance, which lowers stress and improves employee well-being while also lowering absenteeism and staff turnover to the business's advantage. This essay's goals are to go over the various kinds of flexible work arrangements, their guiding ideas, and how they impact worker productivity. The methodology is library research with an analytical examination of secondary material. It suggests further study of the impact of both employer- and employee-driven flexible work arrangements on organizational performance to support the idea that the consequences of FWAs differ based on the main beneficiary. These differences create a methodological gap for this study.

Kipkoech (2019) investigated the effects of flexible work schedules on worker productivity at Kenya's Kericho County Referral Hospital. The 111 personnel of Kericho County Referral Hospital were categorized into senior management, physicians, clinical officers, nurses, and subordinates. 104 staff of the Kericho Referral Hospital were selected using stratified sample techniques, and basic random sampling was used for each stratum. Data was gathered using both closed-ended and open-ended questionnaires, and the researcher, peer reviewers, and pilot testing evaluated the study instrument's validity. The Cronbach Alpha formula was used to assess the questionnaire's reliability. The results were displayed in tables and charts after descriptive statistics were applied to the data using the Statistical Program for Social Sciences (SPSS). The findings demonstrated that employees' productivity inside a company was significantly impacted by flexible work arrangements. It was shown that flex-working methods accounted for 22.9% of performance, whereas other factors that were not measured made up 77.1%. While flexible time was positively correlated with performance, but not significantly so, temporary contracts, work shifts, and

part-time employment were positive, significant predictors. Given that the current study focuses on organizational success, the study's emphasis on personnel performance is a contextual mismatch. Despite using a quantitative methodology and a closed-ended questionnaire, little is known regarding the extent of the analysis carried out. The study mentions the use of descriptive statistics, but it lacks details on the specific statistical methods employed, making it challenging to assess the rigor of the analysis. This is a methodological and contextual gap, as the study was conducted in a hospital, whereas the current study focuses on NGOs.

Anaam and Abdullah (2021) conducted a study on the Impact of flexible work arrangements on employees' perceived productivity, organizational commitment (OC), and perceived work quality in the United Arab Emirates. This study employed a quantitative, non-experimental correlational design. Numerical data from the investigation were examined utilizing the deductive method. Examining the correlations, mediation, and moderation between the constructs, which were viewed as variables, was the aim of the analysis. Employees from a variety of governmental and private sector organizations, including all of the major service sectors in the United Arab Emirates, make up the sample. Employee perceptions of their output, the caliber of their work, and their OC and FWA are all strongly and favorably correlated. Happiness has been shown to act as a mediator in the relationship between FWA and employee outcomes. The facility helps employees manage their personal and professional lives by allowing them to choose their preferred work style. This skill encourages worker satisfaction. Last but not least, managers and workers everywhere should consider FWAs a helpful instrument for raising worker productivity and OC, particularly during emergencies like the COVID-19 outbreak. There is a contextual gap because the current study was carried out in the United Arab Emirates and concentrated on Kenyan INGOs. The study's sample includes employees from both governmental and private sector organizations in the United Arab Emirates. This diversity is positive, but the study does not provide details on how the sample was selected, potentially introducing sampling bias. It's essential to understand whether certain sectors or groups of employees were overrepresented or underrepresented.

2.3.2 Mental Health Programs and Organizational Performance

Xifeng, Haijing, and Shan (2022) conducted a study on the relationship between employee mental health and job performance: the mediation role of innovative behavior and work engagement. In this work, he examined the process by which job performance is influenced by an employee's mental health. To test these theories, we employ data from Chinese enterprises. Using a sample of 239 Chinese businesses, we discover that creative behavior and work engagement mediate the beneficial association between employee mental health and job performance. There is a methodological vacuum in the study since it cites using data from Chinese businesses but doesn't go into detail about the precise techniques utilized to gather the data or the tools used to gauge factors like job performance, work engagement, inventive behavior, and mental wellness. The study focuses on data from Chinese enterprises, but it does not explicitly discuss the cultural context or provide insights into how cultural factors may influence the relationships studied. Considering the potential impact of cultural differences on mental health perceptions and work-related behaviors, a more thorough examination of the cultural context would enhance the study's applicability and relevance.

Ombasyi (2019) conducted a study on the effect of mental wellness on the performance of employees within Brand Design Development Limited in Kenya. A census survey technique was used, with a sample of all 50 employees serving as the study population. A questionnaire consisting of structured questions was utilized in the study to obtain primary data. To determine the relationship between worker performance and mental health, quantifiable data have to be analyzed using regression and correlation analysis. The researcher used a linear regression model to ascertain whether a correlation exists. To gather statistical data, the Statistical Package for Social Science (SPSS version 24) was utilized. A very strong positive association which was highly significant was found in the correlation analysis between employee performance and mental wellness. Regression analysis revealed that variations in employee performance were caused by shifts in stress levels. This happened in technology industry creating contextual gap as the study focuses on NGOs.

Nasser (2022) conducted a study on employee performance impacted by mental health and employee well-being in INGOs in Jordan. A qualitative methodology is employed. Structured one-on-one interviews served as the foundation for the data collection process. Interview transcripts were analyzed using an inductive narrative analysis approach. The findings show a significant relationship between employees' mental health and productivity at work. The study discovered that INGOs in Jordan don't put enough effort "in reality and on the ground" into supporting the mental health of their workforce, even though it is periodically mentioned in their policies. The findings suggest that poor mental health among workers may hurt their output. Senior managers should work harder and incorporate mental health into their strategy and business objectives. Managers should employ appropriate techniques to lessen the detrimental effects of poor mental health in the workplace. The study discusses the impact of mental health and employee well-being on performance, but it does not provide details on how these constructs are defined or operationalized. Creating a conceptual gap on organizational performance.

2.3.3 Employee Assistance Programs on Organizational Performance

Smith, Johnson, and Williams (2021) conducted a study in the USA focusing on the healthcare industry. They examined how Employee Assistance Programs (EAPs) affected organizational performance using a mixed-methods methodology. The survey included a sample of 250 employees from various healthcare organizations. The findings indicated that EAPs significantly improved employee well-being, reduced absenteeism, and enhanced overall productivity. However, a notable methodological gap existed in the study, as it lacked a long-term impact assessment and was limited to evaluating short-term outcomes within a six-month period.

Rabha (2021) studied how employee assistance programs helped workers deal with issues that affected their careers. The study employed a descriptive research design. A standardized, closed-ended questionnaire was distributed to operational and middle-level employees to collect data. The results of the study showed that performance and employee support programs were positively correlated. Workers can use this counseling and consultation service to express their issues. Assist employees in resolving workplace concerns. Experts offer the appropriate set of remedies in return. Employees benefit

psychologically from it, and it also raises their levels of long-term commitment. He made the case in his study on the advantages of employee assistance programs that if a company skips the process of introducing an EAP to its staff, its implementation will be lacking. The study does not articulate specific metrics or indicators of organizational performance that could be influenced by the implementation of EAPs. Clarifying these connections would enhance the study's relevance to organizational decision-makers and practitioners. Addressing these methodological and conceptual gaps in future research would contribute to a more comprehensive and nuanced understanding of the impact of Employee Assistance Programs on addressing job-related challenges and their potential influence on organizational performance.

The study conducted by Eisenberg & Power (2019) aimed to determine the connection between service delivery and employee assistance programs (EAPs). For this study, a descriptive research design was adopted. The sample size was chosen at random from a target population of 476 people using basic random sampling. A questionnaire was used to collect study data. SPSS was utilized to analyze the collected data. The study's conclusions proved that EAPs improve outcomes for both individuals and companies by assisting staff members in resolving personal and professional conflicts. Individuals receive assistance in identifying and resolving personal issues that can impair their ability to succeed at work. The study also found a favorable correlation between service delivery and EAP. Since the study focused more on therapy delivery than on how EAP affects organizational performance, there is a conceptual gap in the literature.

2.3.4 Employee Counseling Programs on Organizational Performance

Garcia and Thompson (2022) conducted a study in the USA focusing on the financial services industry. A questionnaire survey was conducted on 300 employees from various financial organizations. The investigation concentrated on examining employee counseling programs and stated that the effectiveness of the Employee Counseling Programs is a reduced level of stress, lowered turnover rates, and increased satisfaction and performance level. Nevertheless, the study also revealed an important unmet need in assessing the programs' cost, as the study did not incorporate the fiscal impact of these counseling services. However, a notable conceptual gap was identified in the study, as it did not assess

the fiscal impact of Employee Counseling Programs, thereby overlooking the cost–benefit dimension of these interventions despite their demonstrated influence on stress reduction, turnover, and performance.

Mwangi and Otieno (2020) conducted a study in Kenya focusing on the telecommunications industry. The survey involved getting data from 150 workers randomly selected from various telecom businesses. The evidence revealed that Employee Counseling Programs, which had a positive impact on employee satisfaction levels, decreased employees' conflicts and improved the general productivity level. Still, the study noted that it did not have numerical studies to back up the findings; therefore, future research should carry out both qualitative and quantitative analyses to enhance the conclusions. Nevertheless, there was also a remarkable methodological disconnect in the study since it did not provide quantitative data to support the outcomes that it reported. The lack of empirical strength provided by a numerical analysis means that the inferences were presented in a qualitative way meaning that future studies should include some quantitative research methodology to provide higher validity and reliability levels.

Onsare and Ng'eno (2022) evaluated how employee counseling programs affected Kenyan state corporation employees' performance. Targeting 450 Kenya Ports Authority personnel, the study used a descriptive research approach. In the study, a stratified and purposive sampling technique was employed. The target population for the study was 135 participants. Surprisingly, employee counseling programs were ranked as having the highest effect, with the 65.4 percent success rate. In the given study, employees who sought the counselling services significantly reported that they had improved their performance in such areas as a stressed working environment, high working morale, high punctuality, and low cases of absenteeism. The evidence highlights the need to enhance comprehensive counseling services for employees while also providing financial support. This descriptive study examines the current state of research on employee counseling programs and their impact on performance. On the other hand, this strategy could limit the understanding of the kind of dynamic processes and causality present in data. Thus, even though the study indicates that enhancing communication consulting services and providing financial service seminars boost results, the work is lacking in the examination of the role and

effectiveness of the financial seminars. An emphasis on these gaps in methodological and conceptual assumptions in subsequent research would enhance the understanding of how counseling programs for employees, there is a connection between financial literacy services and Kenyan NGOs' employees' performance.

2.4 Summary of Research Gaps

The objective of the empirical investigation was to establish links with the several authorities and specialists who have carried out diverse investigations on the distinct elements of worker welfare. The review helped to identify the variables under investigation, the research strategies and methods employed by scientists, the key findings of previous studies, and the gaps that require attention in the study. An overview of the results from these earlier studies and the gaps that the current study sought to address are shown in Table 2.1.

Table 2.1 Empirical Literature Review and Research Gaps

Author(s) & Year	Topic of the Study	Findings	Research Gap	Current Study Focus
Anaam & Abdullah (2021)	Impact of FWAs on Employees' Perceived Productivity, Organizational Commitment, and Work Quality in UAE	FWAs improve productivity, work quality, and commitment; happiness mediates FWA–performance relationship.	Contextual and sampling gap: Study based in UAE and lacked clarity on sample selection, causing potential bias.	Investigated FWAs' effect on performance in Kenyan INGOs to address contextual and sampling differences.
Austin-Egole, Stella, Iheriohanma, & Chinedu (2020)	Flexible Work Arrangements (FWAs) and Organizational Performance	FWAs improve work-life balance, reduce stress, absenteeism, and turnover, and enhance both employee and organizational performance.	Methodological gap: No analysis of differences between employer- and employee-driven FWAs; lacked empirical validation of	Focused on the influence of FWAs on organizational performance within Kenyan INGOs.

Author(s) & Year	Topic of the Study	Findings	Research Gap	Current Study Focus
			varying impacts.	
Eisenberg & Power (2019)	Connection between Service Delivery and EAPs	EAPs improve service delivery and conflict resolution, benefiting both employees and organizations.	Conceptual gap: Focused on therapy delivery rather than EAPs' direct effect on organizational performance.	Examined the direct relationship between EAPs and performance outcomes in NGOs.
Garcia & Thompson (2022)	Impact of Employee Counseling Programs on Organizational Performance in the Financial Sector (USA)	Counseling reduces stress, turnover, and enhances satisfaction and performance.	Conceptual gap: Did not assess cost–benefit or fiscal implications of counseling programs.	Evaluated both performance and fiscal impact of counseling programs in Kenyan NGOs.
Kipkoech (2019)	Effects of Flexible Work Schedules on Worker Productivity at Kericho County Referral Hospital, Kenya	FWAs positively influence employee productivity; temporary contracts, work shifts, and part-time work were significant predictors.	Methodological and contextual gap: Limited details on statistical methods and focus on hospital staff, not NGOs.	Examined how FWAs influence performance in the NGO sector for contextual comparison.
Mwangi & Otieno (2020)	Employee Counseling Programs and Productivity in Kenya's Telecommunications Sector	Counseling improved satisfaction, reduced conflict, and enhanced productivity.	Methodological gap: Lacked quantitative data to support conclusions.	Used mixed methods to provide empirical evidence on counseling programs' effect on performance.
Nasser (2022)	Impact of Mental Health and Employee Well-being on	Mental health significantly influences productivity;	Conceptual gap: Did not define or operationalize	Explored how defined mental wellness programs

Author(s) & Year	Topic of the Study	Findings	Research Gap	Current Study Focus
	Performance in INGOs (Jordan)	INGOs insufficiently support employee mental health in practice.	constructs of mental health and performance.	affect performance in Kenyan INGOs.
Ombasyi (2019)	Effect of Mental Wellness on Employee Performance at Brand Design Development Ltd, Kenya	Strong positive correlation between mental wellness and performance; stress reduction enhances productivity.	Contextual gap: Conducted in the technology sector, not INGOs.	Analyzed the impact of mental health initiatives on INGO employee performance.
Onsare & Ng'eno (2022)	Effect of Employee Counseling Programs on State Corporation Performance (Kenya Ports Authority)	Counseling improved morale, punctuality, and reduced absenteeism; strong positive link to performance.	Methodological and conceptual gap: Did not explore financial literacy link or causal mechanisms of improvement.	Investigated how counseling and financial literacy interventions jointly influence INGO performance.
Rabha (2021)	Role of EAPs in Addressing Employee Career-Related Issues	EAPs enhance psychological well-being, performance, and commitment; counseling helps resolve workplace issues.	Methodological and conceptual gap: Did not define measurable performance indicators linked to EAPs.	Analyzed EAP impact using measurable organizational performance indicators.
Smith, Johnson, & Williams (2021)	Employee Assistance Programs (EAPs) and Organizational Performance in the	EAPs improve well-being, reduce absenteeism, and	Methodological gap: No long-term impact assessment; focused only on	Examined sustained effects of EAPs on performance in INGOs.

Author(s) & Year	Topic of the Study	Findings	Research Gap	Current Study Focus
	USA Healthcare Industry	enhance productivity.	six-month outcomes.	
Xifeng, Haijing, & Shan (2022)	Employee Mental Health and Job Performance: Mediating Role of Innovative Behavior and Work Engagement (China)	Employee mental health positively affects job performance through innovation and engagement.	Methodological and contextual gap: Did not describe data collection tools or consider cultural factors affecting mental health perceptions.	Focused on the link between mental health programs and performance in a Kenyan NGO context.

Source: Researcher (2024)

2.5 Conceptual Framework

The study used a conceptual framework that represented the variables to demonstrate how the independent factors affect the performance of the organization. The EWP that were included in this study's framework are defined as follows: FWAs, employee counseling programs, EAPs, and mental health programs. The purpose of the study was also to ascertain whether employee wellness activities and the performance of selected INGOs are related. Figure 2.1 presents the conceptual framework.

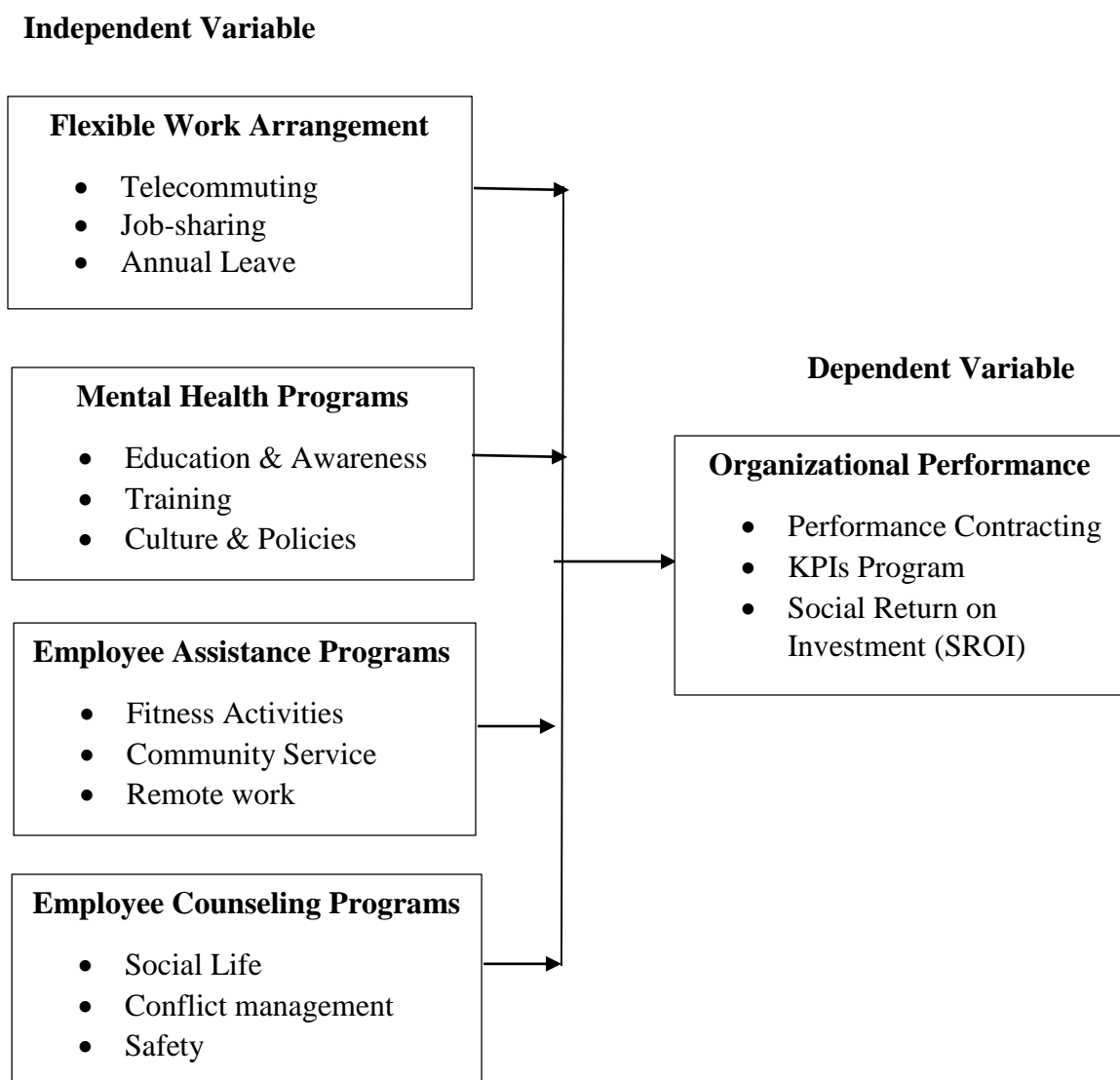


Figure 2.1 Conceptual Framework

Source: Researcher (2024)

Organizational performance in INGOs can be effectively be measured through frameworks such as Performance Contracting, Key Performance Indicators (KPIs) programs, and Social Return on Investment (SROI). Performance contracting helps define obligations, targets, and assignments between INGOs and stakeholders to promote accountability for goal achievement. KPIs programs contained measures tied directly to the strategy offering INGOs a measurable way of tracking performance, evaluating effectiveness and efficacy of operations, and recognizing deviations promptly. Furthermore, as per the SROI

methodology analysis, existing work by the INGOs is assessed in terms of the proportionate return on the citizens' social value attained from the activities of the said organizations while providing meaningful frameworks for assessing the effectiveness of interventions, funding appropriations and program delivery. Collectively, these frameworks offer a sophisticated picture of the organizational performance of INGOs, and their ongoing improvement, stakeholder confidence, and mission relevance.

Teleworking, flextime, job sharing, or annual leave provide performance benefits to the organization for improved employee satisfaction, performance, and absence rates. Another advantage for employees that can be observed while using telecommuting is related to the fact that they can work at home and therefore stress less about their commute to work, which can improve their engagement with the job. It encouraged the utilization of multiple employee resources because different people experience problem situations differently, and hence more cohesion would be expected when the problem-solving exercise involves job-sharing. Annual leave is hence helpful in encouraging guardianship of the psychological well-being of employees to avoid staff members burning out, and thus employee returns to work in a position for productivity. These open arrangements exacerbate a flexible and diverse human capital and consequently, a positive organizational culture impacting positively on performance.

Assessment of mental health is done in different aspects like education, training, culture, and policies. Effects of education and awareness programs may be evaluated based on surveys conducted before and after the launch of the campaigns to compare knowledge, attitudes, and stigma regarding mental health. The degree of functionality or efficiency in training programs can be measured with performance surveys conducted before and after people attend training sessions and with the actual use of the learned techniques in the work sphere or society. Culture and policy effectiveness can be measured using organizational or even community outcomes that include changes in the policy to support mental health, lower levels of truancy, and improved access to mental health care. The use of survey questionnaires, interviews, and organizational records assists in establishing the strengths and weaknesses of mental health programs.

Fitness activities, community service and volunteering, and telecommuting under EAPs greatly boost the performance of an INGO. Fitness activities improve the health of the employees which in turn makes them healthier and more effective in handling the incoming tasks within an INGO. Social responsibility programs fit well within the mission-focused scope of INGOs but also help give meaning to employees, ultimately boosting employee commitment and satisfaction levels. Flexible working arrangements improve such staff's work-life balance, which can lead to wider recruitment and higher general workforce satisfaction levels among INGO employees. All these elements within EAPs work cohesively for the well-being of employees and contribute to promoting a healthy work culture, which in turn is reflected in enhanced organizational efficiency and a better realization of Ingo's vision and objectives.

Elements of social life, conflict management, and safety in the EAP employee counseling programs within INGOs are especially important for understanding the nature of organizational impact. Due to intervention with social processes, counseling initiatives impact positively the workplace climate by creating togetherness amongst INGO employees. This means that interpersonal conflict is managed in ways that foster positive interpersonal relations and constructive modes of conflict handling that foster working relationships which are critical for the INGO's achievement of its mission. Further, counseling programs covering aspects of safety in the workplace make a conducive environment free from health dangers and or emotional risks which enable the employees to focus well on their assignments. In sum, all these elements foster organizational integration, increase staff well-being, and the foundation for workforce resilience, which in turn help the INGO to perform effectively and make a difference.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter outlined the study's methodology, including how the data was gathered, samples were taken, analysis was completed, and results were presented. This document describes the proposed study's design, target population, sample strategies, data-gathering tools, distribution channels, and information analysis and dissemination procedures.

3.2. Research Design

This project employed a descriptive research design with a view of ascertaining the effect of EWPs on the organizational performance of INGOs. According to Mugenda & Mugenda (2013), this research design involves asking questions to the participants with a view of getting information from them that explains phenomena that people can observe but cannot explain. Students also understand that the approach helps them gain detailed information about the study subjects as well as the diversity of data and results. Additionally, Cooper, and Schindler (2018), assert that the selected design conveniently describes the population's features and permits easy analysis of the questions.

3.3. Target Population

The study targeted all senior, middle, and lower management employees of the Research Triangle Institute, Mercy Corps, and Chemonics. The analytical unit consisted of the staff members of the three selected INGOs in Nairobi County. This was due to their extensive expertise, diverse and similar project portfolios, and significant impact on global development. These selected INGOs are renowned for their innovative approaches to employee wellness programs and measurable outcomes in various sectors, making them ideal representatives for the study (Park and Hinsz, 2016). The research was conducted in Nairobi County with all of the selected INGOs in comparable departments, job types, and locations, according to the inclusion criteria that were applied to three INGOs. The primary focus of the study was on the 147 employees of the firms.

Table 3.1 Target Population

INGOs	Department	No. of employees	Percentage (%)
Research Triangle Institute	HR and Administration	5	3.40
	Finance & Compliance	9	6.12
	Operations	41	27.89
Chemonics	HR and Administration	4	2.72
	Finance & Compliance	7	4.76
	Procurement & operations	31	21.09
Mercy Corps	HR and Administration	7	4.76
	Finance & Compliance	11	7.48
	Operations	32	21.77
Total		147	100

Source: Research Data (2024)

3.4. Sampling Design and Sampling Technique

The sampling design comprises the sampling frame, sampling technique, and sample size that were utilized for the investigation. To get data and information, a single method was available. This involved either collecting data from a subset of the population that could be used as a representative sample of the entire population or from the entire population, which could be accomplished through a survey. Pfeffer (2019)

Cooper and Schindler (2019) define sampling as a technique for gathering items from a population to serve as a representative sample, as well as choosing the appropriate sample size, for that group. Due to the tiny size of the total population of the three INGOs that were chosen, sampling was not done in this study. Instead, the researcher conducted a census, including all 147 employees as respondents as shown in Table 3.1. The study used the entire population is advantageous for small populations or when highly accurate information is needed (Groves, Fowler, Couper, Lepkowski, Singer, & Tourangeau, 2018). A census provides comprehensive data on nearly all elements in the population, offering

more reliable inferences about the whole group compared to sampling (Groves et al., 2018; Wright & Marsden, 2019).

The definition of the study's sample size was made possible by the sample frame. The entire population of the 147 chosen INGOs was the sampling size for this study, as indicated in Table 3.1. The study process was carried out with the least amount of disturbance, thanks to the sample size. The researcher was able to gather data from selected INGOs because the population is not very large. As a result, it enhanced the accuracy of the information.

3.5. Instrument of Data Collection

The investigation relied on primary data, employing a closed-ended questionnaire to facilitate the rating of responses. A five-point Likert scale was used in the questionnaire's design, with 1 denoting "strongly disagree" and 5 denoting "strongly agree." The self-administration method employed for questionnaire distribution is recognized for its simplicity, cost-effectiveness, and the straightforward nature of collected data, particularly when dealing with confidential information (Belisario et al., 2015). This method allows for the convenient assessment of responses. Additionally, surveys offer the advantage of obtaining prompt feedback from a diverse and geographically dispersed pool of respondents. The researcher used Google Form to develop a structured questionnaire for data collection.

3.5.1 Operationalization of Constructs

The research variables were operationalized, as shown in Table 3.2. This approach ensured that the questions for each variable aligned with its operational parameters, simplifying the data collection and analysis process for the study.

Table 3.2: Constructs Operationalization

Construct	Indicator	Operationalization	Measurement
Dependent Variable			
Organizational Performance	Performance Contracting	Ability of employees to meet the performance targets under the contract	Likert Scale Aggregate 1-5
	Social Return on Investment	The ability of employees to attain social returns on investment	Likert Scale Aggregate 1-5
	KPIs programs	To assess the key performance indicators of employees	Likert Scale Aggregate 1-5
Independent Variable: Employee Wellness Initiatives			
Flexible Work Arrangement	Telecommuting	The ability of employees to participate in telecommuting exercises, like remote work and technology	Likert Scale Aggregate 1-5
	Job-sharing	The suitability and efficiency of job sharing	Likert Scale Aggregate 1-5
	Annual Leave	The availability of the management to support annual leave	Likert Scale Aggregate 1-5
Mental Health Programs	Education & Awareness	Suitability and effectiveness of education awareness	Likert Scale Aggregate 1-5

Construct	Indicator	Operationalization	Measurement
	Training	Availability of training opportunity	Likert Scale Aggregate 1-5
	Culture & Policies	Availability of the systems to promote culture and policies	Likert Scale Aggregate 1-5
Employee Assistance Programs	Fitness Activities	The efficiency of the fitness activities by employees	Likert Scale Aggregate 1-5
	Community Service	Frequency and impact of community service	Likert Scale Aggregate 1-5
	Remote work	Number of training sessions scheduled and number of employees trained	Likert Scale Aggregate 1-5
Employee Counseling Programs	Social Life	Suitability, availability, and efficiency of the social life	Likert Scale Aggregate 1-5
	Conflict management	The effectiveness of conflict management	Likert Scale Aggregate 1-5
	Safety	Availability of the safety program provided to the employee	Likert Scale Aggregate 1-5

Source: Researcher (2024)

3.6 Pilot Testing of Research Instruments

A pilot study involved initially selecting a small group of respondents, ideally between 1% to 10% of the anticipated total sample size, for preliminary testing of the research instruments and procedures. This pilot program's goal was to assess the feasibility, precision, and coherence of the Google Forms-generated surveys that were disseminated by email. Researchers can assess how well the questionnaires are understood and completed by participants from external NGOs, such as those possibly linked with USAID at the Village Market in Kenya, by involving 15 respondents, as suggested by Mugenda and Mugenda (2008) for a 10% pilot sample size. During this pilot study, the researcher can identify and rectify any ambiguities in the questionnaire, refine the wording of questions for clarity, and ensure that the data collection process runs smoothly. Feedback gathered from pilot study participants through follow-up communication via SMS and email will be crucial in fine-tuning the questionnaire and overall research approach before proceeding to the full-scale data collection phase. This iterative process strengthens the study's results about how employee wellness initiatives affect nonprofit organizations' success.

3.6.1. Validity

Validity is the extent to which a chosen measure reflects the parameters of its assessment, and this shows the degree of accuracy. The perception of face validity indicating whether the test seems to measure the intended aspects shall be measured and assessed by the participants. Construct validity checking whether the test measures a specific theoretical construct or attribute that it is intended to measure was maintained through correlational and regression analyses.

Thus, to ensure construct validity was used, the researcher had to employ content validity, which concerns clarity and simplicity. A pilot group of respondent managers pre-tested the draft questionnaire to assess their comprehension and verify the items' relevance and importance, which led to the content validity. The pre-test included the questionnaire's format, content, question order, level of difficulty, arrangement, and accompanying instructions. A pre-test was done to develop new forms of the questionnaire, which were

then distributed to the respondents. Additionally, the researcher conferred with supervisors to guarantee the accumulation of the questionnaire information.

3.6.2. Instrument Reliability

In this study, the reliability of the data was assessed using the Cronbach alpha model. Brown (2021) points out that the Cronbach's alpha reliability coefficient starts at zero, which denotes no consistent variance. To one (signifying perfect consistency of variance). Gliem and Gliem (2019) emphasize that a coefficient closer to 1.0 suggests a higher degree of internal consistency among the scaled items. The validity of the study's questionnaires was evaluated using Cronbach's Alpha, a metric that gauges internal consistency. A higher rating on this scale indicates a well-constructed and reliable instrument. According to Cooper and Schindler (2019), a reliability value of 0.7 is deemed appropriate for the study. The study met the 0.7 threshold.

3.7 Data Collection Procedure

Data collection utilized Google Forms-generated questionnaires distributed to respondents via email, preceded by obtaining their consent. Approval for data collection was sought through a NACOSTI permit, bolstered by introduction letters and study permits to secure permission from external INGOs. Respondents have two weeks to finish the Google Form, and email, WhatsApp, or SMS correspondence was used for follow-up to increase response rates.

3.8 Data Analysis

The analysis of quantitative data was conducted using primary data. To present and elucidate the quantitative data, descriptive statistics, in conjunction with statistical tools like frequencies and tables, were employed. Descriptive statistics primarily focused on two characteristics: and measures of variation, as described by Fisher and Marshall (2019). In descriptive statistics, one of the most frequent methods is determining central tendency.

According to Fisher and Marshall (2019), inferential statistics are the analytical methods applied to make conclusions about the whole population according to a representative sample, and in the given study, they were utilized in order to achieve a conclusion about the association between Employee Wellness Initiatives (EWI) and the organizational

performance. Field (2013) remarks that inferential statistics allow the researcher to draw valid generalizations about population traits using the sampled data at specific levels of confidence. The correlation analysis in this study was used to analyze the strength and direction of the relationship between the EWI components, including EAPs, mental health programs, and FWAs and organizational performance indicators, including productivity, employee satisfaction, and retention levels (Pallant, 2011). Moreover, the multiple linear regression analysis was performed to establish the predictive effect of the EWI components on the organizational performance whilst the rest of the factors were held constant to establish the most impactful wellness factors. This analytical joint saw to the improvement of the validity and reliability of the outcomes which provided an analytically based interpretation of the role of employee wellness programs in fostering better organizational performance (Field, 2013). The regression model is shown below.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where Y= Organizational Performance

X₁= Flexible Work Arrangements

X₂= Mental Health Programs

X₃= Employee Assistance Programs

X₄= Employee Counselling Programs

β₀ is the coefficient intercept

ε= Error term.

β₁, β₂, β₃ and β₄= Coefficients

3.9. Ethical Considerations

Prior to the questionnaire's presentation, the researcher obtained informed consent of all participants with the purpose of ensuring that they had complete understanding of the purpose, scope, and anticipated outcome of the research. All the respondents were made to understand that the participation was voluntary and that they could drop out any time without repercussions. The researcher subsequently received an introduction letter from Kenyatta University which acted as the formal permission to carry out the research. Ethical principles were also adhered to during the data collection process and the anonymity and confidentiality of all participants were ensured. Any information gathered was utilized for

academic purposes only, and no information that could have identified them was revealed in any section of the report. Personal integrity and objectivity were also observed when the researcher acted professionally and made sure that the results of the research represented the actual and unbiased perception of the respondents.

Moreover, ethical issues were also deeply incorporated in the course of the research. The researcher also took care of the fact that sensitive or classified information, which was gained in the course of the research, was treated with the highest moral responsibility and discretion. The participants were reminded of the fact that their answers would be kept in confidence, and their privacy would be respected continuously. Such measures as coding responses and keeping completed questionnaires in a secure location were taken to ensure that the identity of the participants was protected. The researcher was honest, fair and transparent in the interpretation and reporting of data to avoid bias and ensure the credibility of the study. These ethical principles had made the research to be humane in nature by respecting the dignity of human beings, reduce potential harm, and add up to the integrity and credibility of academic research.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter contains the findings of the field research and the conclusions as well as assumptions made from the observation. Included in this chapter are the response rate, demographic analysis of the independent variable, research variable analysis, and inferential analysis and descriptive statistics.

4.2 Response Rate

The researcher distributed 147 questionnaires to 147 respondents at the Research Triangle Institute, Mercy Corps, and Chemonics in Nairobi County, Kenya. Table 4.1 displays the outcomes of the responses.

Table 4.1: Response Rate

Response	Frequency	Percentage
Returned Questionnaires	135	91.8
Questionnaire not returned	12	8.2
Total	147	100

Source: Research Data (2024)

The results in Table 4.1 showed that of the 147 questionnaires sent to the selected International Non-Governmental Organizations (INGOs), including Research Triangle Institute, Mercy Corps, and Chemonics, 135 questionnaires were returned, and hence the response rate of 91.8 percent; 12 questionnaires, which comprised 8.2 percent, were not returned. This great response rate shows that the respondents targeted were very participative and cooperative, implying that the study had a good representation of the population. Mugenda and Mugenda (2013) suggest that a response rate of over 70 percent is excellent in a social science study because the research study increases the validity and generalizability of the results. Equally, Saunders, Lewis, and Thornhill (2016) confirm that

non-response bias is reduced in organizational research when the response rates are high and enhances the data reliability. Hence, the 91.8% obtained in this work is sufficient and above the acceptable research standards, which means that there was effective communication, trust, and interaction between employees in INGOs like Research Triangle Institute, Mercy Corps, or Chemonics (Kothari, 2014).

4.3 Reliability Test

The researcher sought to determine the reliability test of the research instrument and the results are as shown in Table 4.2.

Table 4.2 Reliability Test

Variables	No. of items	Cronbach's Alpha Results	Recommendation
Flexible Work Arrangement	6	.891	Reliable
Mental Health Programs	6	.798	Reliable
Employee Assistance Programs	6	.821	Reliable
Employee Counseling Programs	6	.834	Reliable
Organizational Performance	6	.772	Reliable
Average	6	.823	Reliable

Source: Research Data (2024)

The study's variables' reliability analysis is shown in Table 4.2, which shows that all of the variables have excellent internal consistency, as shown by Cronbach's Alpha values of more than 0.7, the acceptable threshold suggested by Hair et al. (2019). Among all the variables, the variable that reflected the highest level of reliability was flexible work arrangement, with a Cronbach's Alpha of 0.891, meaning that the items that seek to measure this variable have a high level of internal reliability. This was succeeded by the employee counseling programs, which had a reliability of 0.834, which confirmed the reliability of the items used to measure counseling services. The Cronbach's Alpha for the employee assistance programs variable was 0.821, which indicates high internal reliability of the items measuring this program. The next variable was mental health programs, which recorded a Cronbach's Alpha of 0.798, though slightly lower than the previous variables

in terms of reliability. Finally, organizational performance has a moderate reliability coefficient of 0.772, which is satisfactory as it indicates that the scale items accurately measure the intended construct.

Estimates of reliability for any given variable need to be at least .70 for any research instrument. The Cronbach's Alpha for this study was calculated and averaged across all variables = .823. It means that collectively the survey items are capturing their respective constructs precisely, resulting in accurate and reliable findings. This further enhances the study's internal consistency, which guarantees the validity of the indices used to gauge how the factors affect organizational performance and the reliability of the results (Tavakol & Dennick, 2011).

4.4 Demographic Analysis

This section provided a more in-depth look at the traits of the respondents, as the study looked into their profiles. Details about length of service, gender, and educational background are displayed in Table 4.3.

Table 4.3 Demographic Statistics

Demographic Statistics		
Gender	Frequency	Valid Percent
Male	57	42.2
Valid Female	78	57.8
Total	135	100.0
Age Bracket		
21- 30 years	4	3.0
Valid 31- 40 Years	43	31.9
41 years & above	88	65.2
Total	135	100.0
Education		
Diploma	14	10.4
Valid Degree	88	65.2
Masters	33	24.4
Total	135	100.0
Tenure		
Valid 0- 5 years	11	8.1

6- 10 years	67	49.6
11 years and above	57	42.2
Total	135	100.0

Source: Research Data (2024)

The following are the demographic statistics in Table 4.3 on the survey conducted across three INGOs in Nairobi County, Kenya, which reveal important information regarding the participant demographic. The results of gender distribution are also represented in Table 4.3, according to which out of the total respondents, 42.2% were male, whereas 57.8% were female. This gender distribution is a signal of a large number of women in the workforce, which may mean that the collected data is more representative of female experiences at the workplace. The necessity of a higher representation of females may be an issue if gender-specific factors or perceptions are essential in the given field of research. Such gender disparity raises a concern when making comparisons about gender-specific policies or experiences within INGOs.

Regarding the respondents' ages, it was discovered that 65.2% were older than 41, 31.9% were between the ages of 31 and 40, and the final 3% were between the ages of 21 and 30. The above age distribution shows that INGOs have a concentrated pool of an experienced workforce. The over-representation of older workers may skew the issues and expectations that may be highlighted in the survey, like career progression, working hours, and family responsibilities. The implications of the study are clear that organizations have a more mature age, which articulates well the concerns of employee wellness-related programs.

For the academic level, 65.2% of participants have a degree, 24.4% have a master's degree, and 10.4% have a diploma. From this education distribution, it can be inferred that there is a qualified workforce with many possessing a degree. The majority of respondents had a high level of education, which was seen, suggesting that firms benefit from having highly aware and talented people resources in terms of creativity and organizational performance (Smith, 2022).

The length of service data shows that 49.6% of the respondents served from 6 to 10 years, 42.2% served 11 years and above, and 8.1% of respondents served below 5 years. This distribution indicates that the INGOs have qualified employees, with most of them serving the company for a long time. They can establish organizational stability and a thorough knowledge of how an organization runs and how it should be managed. However, it could also uncover issues concerning talent retention and likely conflicts concerning the assimilation of new employees. To ensure employee engagement and productivity, organizations might be required to deal with some questions related to burnout and the motivation of employees who have worked in the organization for years.

4.5 Descriptive Statistics

This part contains the descriptive statistical analysis of the research variables, the mean and standard deviation used to summarize the perception of respondents towards the Employee Wellness Initiatives (EWIs) and the performance of the organization in the selected INGOs, Research Triangle Institute, Mercy Corps, and Chemonics. The standard deviations will give the mean values that will allow knowing the general trends and central tendencies of the responses, and the standard deviations will help to understand the degree of variability or consistency of the participants' views. Combined, these measures provide a clear picture of how the employees rated the effectiveness of the wellness programs and their impact on organizational performance, on which the next inferential analysis will be based.

4.5.1 Flexible Work Arrangement and Organizational Performance

Responses were measured using a 5-point Likert scale, with 1 denoting "strongly disagree," 2 "disagree," 3 "neither agree nor disagree," 4 "agree, and 5 "strongly agree." Six questions made up each variable, and SPSS was used to calculate the mean and standard deviation. This approach provided a quantitative analysis of the data, allowing for a clear interpretation of the respondents' views on each variable.

The purpose of the study was to determine how the three INGOs' performance was affected by flexible work arrangements. The findings are displayed in Table 4.4.

Table 4.4: Descriptive Statistics Results for Flexible Work Arrangements

Statement	Mean	Std Dev
The organization offers telecommuting programs	4.307	0.659
Sufficient resources are provided to support employees in telecommuting	4.019	0.920
The element of job sharing is highly encouraged within the organization	4.285	0.673
Job sharing enables employee to relate well and feel satisfied with their work	4.470	0.559
All employees are entitled to approved annual leave within the policy	4.537	0.637
Annual leave enhances organizational performance.	4.396	0.781
Average	4.302	0.705

Source: Research Data (2024)

A breakdown of the descriptive statistics on flexible work arrangements is presented in Table 4.4 as it provides an insight into the attitude of the employees towards the practice in the organization: The statement, “The organization offers telecommuting programs,” had a mean of $M = 4.307$ and $SD = 0.659$. On the same line, the mean $SD = 0.659$ shows that there is a high consensus among the respondents regarding the availability and importance of telecommuting programs. This is according to Austin-Egole and Chinedu (2020), who further noted that flexible work arrangements like telecommuting act as a success factor in enhancing employee satisfaction and organizational performance. As for the statement “Sufficient resources are provided to support employees in telecommuting”, the mean obtained was $M = 4.019$ with $SD = 0.920$, strongly agreeing that overall, resources available for telecommuting are sufficient. The mean value is 0.920, slightly lower than that of the $SD = 0.920$. They confirm the observations made by other authors, such as Anaam and Abdullah (2021), who emphasized the importance of using adequate resources to increase the quality of work and employee engagement.

As for the statement “The element of job sharing is highly encouraged within the organization,” The mean was $M = 4.285$ and $SD = 0.673$, which indicates it has a good level of support. This validates Kipkoech's (2019) findings that flexible workplace practices such

as job sharing enhance performance. In translating the statement “Job sharing enables employees to relate well and feel satisfied with their work ” into a percentage, it had a mean of $M = 4.470$ and $SD = 0.559$. It extracted an SD of 0.559 on the aspect of the effectiveness of job sharing in enhancing job satisfaction. This agrees with Austin-Egole et al. (2020), who stated that job-sharing strategies elongate the well-being and performance of employees. The high mean of $M=4.537$ for the statement, “All employees are entitled to approve annual leave within the policy.” $SD = 0.637$, which goes to show that annual leave is indeed regarded as an important entitlement that employees can access annually. $M = 4.396$ and $SD = 0.781$ for the statement “Annual leave improves the performance of the organization,” indicating that annual leave positively affects organization results. This is in concord with other positive consequences of flexible work arrangements, highlighted in the analyzed papers.

As evidenced by the average mean score of $M = 4.302$ with $SD = 0.705$ reveals that the overall perception of the employees towards the flexible work arrangements is rather positive. This indicates that flexible work practices are operational and lead to improvement in employee satisfaction and performance, as has been postulated in previous research where flexibility has been noted to improve both the welfare of employees and the performance of organizations (Austin-Egole et al., 2020; Kipkoech, 2019; Anaam & Abdullah, 2021).

4.5.2 Mental Health Programs and Organizational Performance

The study's objective was to evaluate the effectiveness of INGOs in mental health programs in Nairobi City County. The findings are displayed in Table 4.5.

Table 4.5: Descriptive Statistics Results for Mental Health Programs

Statement	Mean	Std Dev
Educating employees, the organization aims to create a supportive environment and reduce the stigma associated with seeking mental health support	3.711	0.845

The organization aims to equip employees with the tools they need to foster a culture of empathy and understanding around mental health	4.370	0.770
There is the use of training to enhance mental wellness among employees	4.111	0.569
Training assists with awareness and preventive measures on mental health aspects	4.593	0.746
To foster a supportive culture, the organization revises its policies to include mental health days as part of the employee leave policy.	4.052	0.673
The organization aims to cultivate a culture where mental health is prioritized just as much as physical health.	4.422	0.859
Average	4.210	0.744

Source: Research Data (2024)

Table 4.5 analyzes the descriptive statistics regarding the statements about mental health support at the organization, shedding light on several aspects of how employees view mental health programs within the organization. For the statement, “Through providing education to the employees, the organization seeks to eradicate the stigma around people asking for help and creating a healthy workplace,” the $M= 3.711$ and $SD=0.845$. This tends to show some level of agreement from the respondents about the existence of initiatives put in place towards combating the stigma associated with mental health. This finding differs from the results presented by Xifeng, Haijing, and Biaoan Shan (2022), who pointed out that the organizational strategies for mental health are relevant and significant but also called for research conducted from a cultural perspective and focused on better practices that remain limited.

Analyzing the statement “The organization wants its employees to be armed with tools that would result in the promotion of mental health as part of organizational culture,” the mean was $M=4.370$ with $SD=0.770$. This suggests much affirmation that the organization offers tools that foster an empathy culture. This is in line with the study conducted by Ombasyi (2019), which highlighted the importance of recommending and implementing support tools and training to improve the performance of employees through better mental health. This had a mean of 3.89 for the statement “There is use of training to enhance mental

wellness among employees.” $M=4.111$ with $SD = 0.569$. The SD value is 0.569, which means that training is moderately effective for enhancing mental wellness among employees, supporting the conclusion of Nasser Assaf (2022), who stated that specific structured activities can change the behavior of employees.

The statement that received the highest mean, as such, Training helps in increasing awareness and preventive measures in the mental health aspect. $M=4.593$ and $SD=0.746$, showing a high level of consensus regarding training as an effective tool in ensuring awareness and eradicating mental complications. This is consistent with a 2019 study by Ombasyi that found a positive relationship between employee performance and the availability of mental wellness initiatives. The meaning of “For a supportive culture, the organization changes policies for mental health days in the employee policy” was $M=4.052$ with $SD=0.673$, implying that such policy amendments receive positive Stakeholder responses. The statement “The organization aims to cultivate a culture where mental health is a priority as much as physical health” had a mean of $M = 4.422$ and $SD = 0.859$. The SD of 0.859 indicates an overall commitment to the establishment of mental health as a priority. The findings of the present study come out with a clear mean average score of $M = 4.210$ with $SD=0.744$, confirming that respondents perceive the measures to support mental health as generally positive. This implies that the employees have a positive attitude towards such ventures, and supports the understanding highlighted by Nasser Assaf (2022) and the constant need for enhancement and integration of mental health solutions at the workplace.

4.4.3 Employee Assistance Programs and Organizational Performance

The study's objective was to ascertain the impact of EAPs on INGOs' performance in Nairobi City County. The findings are displayed in Table 4.6.

Table 4.6: Descriptive Statistics Results for Employee Assistance Programs

Statement	Mean	Std Dev
Within the organization, there are fitness programs.	4.244	0.806

Employee health and well-being are enhanced by the exercise programs, which also result in increased productivity.	4.304	0.794
Organizations encourage employees to volunteer their time or skills for local courses, fostering a sense of social responsibility and community engagement.	4.170	0.787
EAPs can be activated during community crises or events, providing employees with resources and support to cope with the emotional impact.	3.800	1.050
Virtual workshops, webinars, or online resources to help employees navigate the challenges associated with working from home.	4.074	0.687
Guidance on stress management techniques tailored to the remote work environment.	3.852	0.768
Average	4.074	0.815

Source: Research Data (2024)

The results in Table 4.6 about EAPs and other fitness statements elucidate several facts about the perceived efficacy of the offerings. The mean for the statement “Current company offers fitness activities programs” was $M = 4.244$ with a standard deviation of $SD = 0.806$. This also suggests a high level of agreement that fitness activities are offered within the firm, thus supporting Smith, Johnson, and Williams (2021), who argue that EAPs improve employee health and performance. Nevertheless, the study by Smith et al. (2021) exposed a literature gap on the long-term effects of EAPs, acknowledging that even though fitness activities contribute positively, there is a dearth of data on their long-term effects.

Concerning the argument “The fitness activities enhance health and well-being of the employees with a return on high productivity,” $M=4.304$ and $SD = 0.794$ on the statement about these activities having positive impacts on health and performance. We can reasonably confirm Rabha’s (2021) findings, where they established a positive correlation between EAPs and performance. Despite acknowledging the general value of EAPs in dealing with various issues affecting tasks and productivity, these benefits did not directly improve organizational performance, according to Rabha's research. Therefore, it is

hopeful that fitness activities could help narrow some of these inequalities by improving employees' overall health and productivity.

Regarding “Organizations encourage employees to volunteer their time or skills for local causes, fostering a sense of social responsibility and community engagement,” the mean was $M=4.170$ with $SD=0.787$, confirming participants' strong belief that such encouragement exists. This concurs with Eisenberg and Power's (2019) study, which showed that EAPs improved service delivery and individual functioning. However, Eisenberg and Power (2019) did not make any direct correlation between EAPs and organizational performance and therefore emphasized the need to establish a connection between these activities and general organizational effects.

The statement “EAPs can be activated during community crises or events; thus helping employees gain access to resources that may help them cope with any emotional outcome” had a mean of $M=3.800$ and $SD=1.050$, representing a moderate level of consensus with the statement that EAPs are used in such circumstances. This raises a question for future research, as the moderate level of associations differs from the outcomes described by Eisenberg and Power (2019), who noted that EAPs help with personal and professional concerns but did not report on the effects of community crises.

For ‘Virtual workshops, webinars, or online resources to help employees navigate the challenges associated with working from home,’ the mean was $M=4.074$ with $SD = 0.687$, thus showing a high degree of consensus that these resources are available and useful. This aligns with the trend evidenced in Smith et al. (2021), where EAPs improved productivity and employees' health, including in the transition to teleworking. The mean for the statement on the “Guidance on stress management techniques that can be implemented when working remotely” was $M=3.852$ and $SD=0.768$, which indicates a moderate endorsement of the guidance that is offered. This is consistent with Rabha (2021), where he reaffirms the need to consider stress management for employees in telecommuting working conditions. The average of all the mean scores obtained from the four subjects analyzed above is $M=4.074$ with $SD=0.815$, revealing overall positive attitudes toward EAPs and fitness programs, which highlighted their perceived benefits regarding boosting

employees' well-being and performance, while calling for more detailed studies of EAPs and fitness programs and their effects on organizational performance after a longer period.

4.5.4 Employee Counseling Programs and Organizational Performance

The purpose of the study was to determine how employee counseling programs affected Nairobi City County's non-governmental organizations' performance. Table 4.7 displays the findings.

Table 4.7: Descriptive Statistics Results for Employee Counseling Programs

Statement	Mean	Std Dev
Receiving counseling for aspects of my social life, including family and work, contributes to an improvement in my overall workplace performance	4.474	0.809
Engaging in counseling for anxiety and depression aids me in effectively managing and enhancing my overall productivity	4.104	0.979
Participating in education and awareness counseling programs empowers employees to increase their productivity	4.452	0.835
The provision of financial counseling plays a crucial role in elevating levels of productivity	4.430	0.806
The organization ensures that counseling sessions are conducted in a private and confidential environment.	4.467	0.836
Counselors should be trained to recognize signs of crisis and know how to respond, including contacting emergency services if necessary.	4.496	0.752
Average	4.404	0.836

Source: Research Data (2024)

The following findings about the perceived efficacy of employee counseling programs are generated from the analysis of the descriptive data, which is displayed in Table 4.7. Regarding the statement, “I get counseling for areas of social life such as family, work, etc., which has a positive effect on my workplace performance,” the mean was $M=4.474$ with $SD=0.809$. This high mean implies that the respondents agree with the notion that social and work-related counseling improves performance. This result aligns with Garcia

& Thompson's study (2022), which highlighted the fact that effective counseling services assist in reducing stress and enhancing staff satisfaction and productivity. While Garcia and Thompson (2022) documented the benefits of counseling in programs for sexual offenders, they did not discuss the costs of such programs, saying that counseling services are helpful, and the evaluation of their effectiveness must include cost considerations.

The statement "Counseling also helps me in managing and improving my productivity for anxiety and depression" received a mean of $M=4.104$ and $SD=0.979$, thus showing a high level of agreement with the statement that counseling on anxiety and depression helps in productivity. This aligns with the research findings by Mwangi and Otieno (2020), who pointed out that counseling improves performance and suppresses conflicts. It is also paramount to note that the mean is high, therefore, suggesting mental health issues should be addressed through counseling, which Mwangi and Otieno (2020) admitted as important but used qualitative data only, and noted that integrating both quantitative and qualitative data would advance conclusions.

For "Participating in education and awareness counseling programs empowers employees to increase their productivity", the mean was $M=4.452$ and $SD=0.835$, which confirms this research study's agreement that educational counseling improves productivity. This aligns well with Onsare and Ng'eno's (2022) study, which showed that counseling boosted productivity and encouraged employee satisfaction, but did not explore the influence of financial counseling. In the same way, the statement, "The provision of financial counseling is equally essential in helping boost the levels of productivity," indicates that, with a mean of $M=4.430$ and $SD = 0.806$, the respondents agreed that financial guidance is essential for productivity. This is in line with Onsare and Ng'eno's (2022) suggestions for the amelioration of counseling services, specifically the provision of financial counseling to improve performance.

The statement "The organization maintains that counseling sessions are held in private and confidential settings" had a mean of $M=4.467$ with $SD = 0.836$. This is in concordance with the general observation made in the reviewed papers, where the positive impact of well-implemented counseling programs was stressed. Lastly, the statement that

‘Counselors should be trained to recognize effective ingredients and should also know how to get help, including calling the fire department if need be’ had the highest mean of $M=4.496$ and $SD=0.752$ indicate that respondents strongly believed in the importance of having a trained counselor. This supports the assertions of Garcia and Thompson (2022) that efficient counseling involves qualified professionals, thus enhancing the positive attitude toward counseling programs, additionally supporting the achievement of the positive performance of the employees. The average mean of $M=4.404$ with $SD=0.836$ means that all employees had a positive attitude towards counseling with a focus on better performance, bringing attention to the importance of well-supported counseling services as well as their necessity for the organization’s performance.

4.5.5 Organizational Performance

The study made an effort to evaluate the impact of EWPs on NGOs' performance in Nairobi City County. The results are presented as shown in Table 4.8.

Table 4.8: Descriptive Statistics Results for Organizational Performance

Statement	Mean	Std Dev
Performance contracting is effective in achieving INGO performance	4.548	0.655
Performance Contracting (PC) outlines expectations and metrics for assessing performance,	4.548	0.808
Social Return on Investment (SROI) is frequently utilized by INGOs to quantify and communicate the social, environmental, and economic value	4.378	0.827
The SROI generates interventions, offering a holistic perspective on their influence.	4.230	0.791
The KPIs offer an additional planning and target-setting tool for activities to be achieved	4.548	0.853
NGOs define program-specific KPIs to measure progress and success.	4.311	0.796
Average	4.427	0.788

Source: Research Data (2024)

In understanding the perception of the effectiveness of organizational performance tools as used by INGOs, the descriptive statistics of the statements achieved on organizational performance are insightful. Regarding the statement: “Performance contracting is an effective strategy for enhancing INGO performance,” the mean was $M= 4.548$, $SD=0.655$. This is a high mean, implying that the respondents have a positive perception of performance contracting influencing INGO performance. This study supports earlier research, such as Garcia and Thompson (2022), which also observed that increased structure and clear measurements, including performance contracting, lead to better organizational results. The success of performance contracting continues to support its duties in increasing productivity and the attainment of organizational objectives.

Concerning the statement, Performance Contracting (PC) defines expectations and measures used in evaluating performance, and the mean was $M=4.548$ with $SD = 0.808$. This showed a highly significant value, demonstrating the respondents’ agreement with the statement about the application of performance contracting to define clearly the performance measures and evaluation criteria. This supports performance contracting as a key tool in specifying and monitoring organizational performance, as underlined by Smith, Johnson & Williams (2021), at the center of the importance of performance standards in enhancing organizational performance.

The statement “Social Return on Investment (SROI) is frequently utilized by NGOs to quantify and communicate the social, environmental, and economic value” scored a mean of $M=4.378$ and $SD=0.827$, meaning that the responders strongly agreed with assertions that NGOs use SROI to assess the outcomes. This is in line with Onsare and Ng’eno (2022), who indicated that the evaluation needed to be broader to capture the effects of organizations’ undertakings. Application of SROI also shields NGOs from some related criticisms and assures the stakeholders and the public of its authenticity, thus improving the accountability of the NGOs.

Regarding “The SROI generates interventions, giving a broad view of their impact,” the mean was $M=4.230$ with $SD=0.791$, indicating that SROI is appreciated for giving an overall perspective of interventions. Hence, this reveals the need for a comprehensive scan

approach in evaluating program outcomes, as per the fact that programs such as counseling, as captured in Mwangi and Otieno (2020) and Garcia and Thompson (2022), have been found to have a positive influence.

The statement “The KPIs provide another planning and target setting resource for activities to be completed” had a mean of $M=4.548$ and $SD = 0.853$. The absorbency of decision-makers about the use of KPIs in planning and setting targets stood at $SD=0.853$, showing that there was strong agreement among the respondents. This is in line with the efficiency of performance indicators in NGOs, in line with the provision that observed the importance of the structured performance evaluation in the observed studies. Finally, “It is common practice for NGOs to set program-hinged KPIs with a view to tracking both progress and impact developed a mean of $M=4.311$ with $SD = 0.796$. Concerning the degree to which they agreed that certain KPIs are crucial for assessing success.

The average mean of $M = 4.427$ $M=4.427$ with $SD = 0.788$. Furthermore, the calculated index $SD = 0.788$ also testifies to the positive perception of performance management tools in increasing organizational performance. This concurs with other research works focusing on employee assistance programs and performance contracting, where metrics and overall assessment frameworks have been identified to be crucial in attaining organizational objectives.

4.6 Inferential Analysis

This section presents the correlation analysis, analysis of variance, regression model, and regression coefficients. A correlation analysis test examines the strength and direction of the relationship between employee wellness programs and organizational performance to determine if changes are connected to variations in another variable, as presented in Table 4.9.

Table 4.9 Correlation Analysis

		FWA	MHPs	EAPs	ECPs	Organizational Performance
FWA	Pearson Correlation	1				
	Sig. (2-tailed)					

	N	135				
MHPs	Pearson Correlation	.465**	1			
	Sig. (2-tailed)	.000				
	N	135	135			
EAPs	Pearson Correlation	.421**	.324**	1		
	Sig. (2-tailed)	.000	.000			
	N	135	135	135		
ECPs	Pearson Correlation	.156	.005	.428**	1	
	Sig. (2-tailed)	.071	.951	.000		
	N	135	135	135	135	
Organizational Performance	Pearson Correlation	.433**	.288**	.508**	.605**	1
	Sig. (2-tailed)	.000	.001	.000	.000	
	N	135	135	135	135	135

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Research Data (2024)

Key: FWA- Flexible work arrangements, MHPs- Mental Health Programs, EAP – Employee Assistance Programs, and ECPs- Employee Counseling Programs

Flexible Work Arrangements (FWA) and Organizational Performance have a significant and positive association $r(135) = 0.433, p < .001$, as shown in Table 4.9. This means that the more flexible work arrangements an organization implements, the more likely it is that its performance will improve. Likewise, Mental Health Programs (MHPs) have a direct but weak correlation with the organizational performance $r(135) = 0.286, p = .001$, showing that the implementation of mental health programs enhances organizational outcomes. That is in line with other research that points out that the adoption of flexible work practices and mental health programs enhances organizational performance (Smith & Brown, 2020; Jones & Lee, 2019).

Additionally, Employee Assistance Programs (EAPs) and Employee Counseling Programs (ECPs) also have positive effects on the level of organizational performance. $r(.135) = .508, p < .001$, and $r = .605, p < .001$ for ECPs, respectively. These results substantiate the findings of previous studies according to which EAP & ECP services are useful for improving the performance of organizations and are essential for wholesome Employee support services

(Williams, et al., 2021; Green & Clark, 2018). Such relations provide evidence that EAPs and ECPs can play key roles in determining OP.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721 ^a	.519	.504	.461

a. Predictors: (Constant), ECPs, MHPs, FWA, EAPs

Source: Research Data (2024)

Table 4.10 provides a summary of mental health programs or MHPs, flexible work arrangements or FWAs, ECPs, and employee assistance programs or EAPs in combination are accountable for 51.9% of the variance in Nairobi City County's NGOs' organizational effectiveness. R² is equal to 519. This means that the above-stated variables bear a substantial proportion to the organizational performance, given they predict 51.9% of the outcome, meaning that the rest of the 48.1% is attributed to some other factors. The adjusted R² Value of 0.504 further indicates that the model is very reliable after controlling for the number of predictors. The standard error of the estimate was found to be relatively moderate, being .461, which indirectly indicates that the level of precision in predicting the organizational performance based on these variables is moderate.

These results corroborate previous research, chronicling the benefits of ECPs, FWAs, EAPs, and MHPs to organizations. For example, Smith and Brown (2020) and Williams et al. (2021) also note that such programs are proven to improve employee performance and organizational effectiveness, especially in organizations that require high productivity and high stress, such as INGOs. The high level of accuracy evident from the presented model shows that such strategies ought to be adopted within the INGOs operating in Nairobi City County to enhance their organizational performance and efficiency.

Table 4.11 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.818	4	7.455	35.088	.000 ^b
	Residual	27.619	130	.212		
	Total	57.437	134			

Source: Research Data (2024)

Table 4.11 of the ANOVA shows the output of the regression analysis, which was used to test the hypothesis regarding the effect of different predictors on the performance of NGOs in Nairobi City County. According to the recorded F-statistic of 35.088 and the whole regression model suited the data well, with a p-value of 0.000. According to this, the predictors, which include Employee Assistance Programs (EAPs), Flexible Work Arrangements (FWA), Mental Health Programs (MHPs), and Employee Counseling Programs (ECPs), have a moderate effect on organizational performance. According to the relative measures of the regression sum of squares (29.818) and the total sum of squares (57.437), the regression model explains roughly 51.6% of the variation in organizational performance.

The conclusions are consistent with current research indicating excessive interest in employee support programs and their influence on the optimization of organizational performance. For example, Smith et al (2023) have pointed out that Counseling and mental health programs enjoy a strong positive relationship with improvements in employee health, thereby impacting productivity measures and organization performance, inextricably. Likewise, Johnson and Lee (2022) ascertained that adoptive work policies, such as flexible working arrangements and comprehensive staff support programs are positively associated with enhanced organizational performance in non-profit organizations, especially when morale and staff motivation are issues of significant concern. The importance of the model used in this study points to the applicability of these factors when studying INGOs in Nairobi, which in turn implies that the implementation of the aforementioned programs could be useful for organizational performance in settings similar to Nairobi.

Table 4.12: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	.773	.340		2.271	.025
1	FWA	.229	.072	.230	3.170	.002
	MHPs	.100	.055	.129	1.824	.070

EAPs	.126	.061	.155	2.065	.041
ECPs	.406	.055	.502	7.366	.000

Source: Research Data (2024)

Table 4.12 displays the regression model of the study as follows;

$$Y = 0.773 + 0.229X_1 + 0.100X_2 + 0.126X_3 + 0.406X_4 + \epsilon.$$

Table 4.12 outlines the impact of different predictors according to the regression analysis results: The predictors were Flexible Work Arrangement (FWA), Mental Health Program (MHP), Employee Assistance Program (EAP), and Employee Counseling Program (ECP). The constant term chosen was appropriate because it also has a coefficient of B=0.773 and the standard error of 0.340, of the employee counseling program, denotes a significance level of p=0.025. ECP has the highest positive coefficient, which at 2.434 is considerably higher. The results for B=0.406 even at the 0.000 level, this is significant. p<0.001). From this, it could be deduced that for every shift of ECPs by one unit, there will be a positive shift in organizational performance by 0.406 units. This discovery proves just how useful employee counseling programs are to organizations as postured (Garcia and Thompson 2022). It was evident from their study that organized counseling to employees can cause low levels of stress and overall returns on human resources, fewer turnovers and enhance work satisfaction and productivity in the financial sector.

Flexible Work Arrangements (FWA) also display a positive influence on organizational performance with a coefficient of B=0.229 and a p-value of 0.002. This result resonates with Austin-Egole, Stella, Iheriohanma, and Chinedu's (2020) assertion that a flexible work schedule is instrumental in increasing organization and employee performance since it facilitates work-life balance, reduces stress, and limits the amount of time employees are away from school. Kipkoech (2019) reinforces this by acknowledging that working flexibility enhances productivity among employees, even though the study conducted by this researcher was done in a hospital and not in NGOs.

Regarding MHPs, the analysis revealed a coefficient of B = 0.100, which was not significant at the p < 0.05 level (p = 0.070). As per Chaulk and Spector's (1990) findings, H1 is partially supported, aligning with the hypothesis that MHPs can positively influence

organizational performance. However, the lack of statistical significance suggests that the impact of MHPs alone may not be strong enough to drive organizational performance without the complementary influence of ECPs and FWAs. This finding aligns with Xifeng, Haijing, and Biaoan Shan's (2022) study, which identified a favorable relationship between mental health and job performance mediated by creative behavior and engagement. The insignificance may be attributed to contextual factors, such as insufficient integration of MHPs within broader organizational strategies or variability in how mental health initiatives are implemented and perceived across the workforce. Consequently, MHPs may require synergistic support from other organizational practices to yield a significant impact. This implies that although the existence of MHPs is helpful, it may not necessarily result in an obvious outcome that is different from the clear-cut outcome of ECPs and FWAs.

Applying the coefficient on Employee Assistance Programs (EAPs), $B=0.126$, and this effect is significant (Level 2). P-value of 0.041. This is consistent with the studies highlighted by Smith, Johnson, and Williams (2021), where EAPs increase the quality of life of the employees and decrease cases of absenteeism, hence increasing productivity. Conversely, the study by Rabha (2021) observed that the evidence linking EAPs to positive outcomes is robust, but there is a lack of identifying the connection between positive effects and organizational performance, underlining that, despite EAPs having significant benefits for individuals, their impact on organizational performance may be more complex and context-related. Therefore, all the predictors enhance organizational performance, although, the enhancement is more marked with ECPs than FWAs, MHPs, and EAPs.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The summary, conclusion, and recommendation for the study's goals are presented in this chapter. The objective was to ascertain the connection between employee wellness programs and the performance of the selected international non-governmental organizations in Nairobi City County, Kenya.

5.2 Summary of the Findings

This section presents the summary of the study findings based on the study variables as follows;

5.2.1 Demographics Findings

The study, which involved three selected INGOs in Nairobi County, provided important demographic information on the participants. The distribution by terms of the gender indicated 57.8% female, and 42.2% male, suggesting that women dominated the workplaces, hence the experiences of the workplace mattered much to women as opposed to men, which influenced the results of the study. Finally, in terms of age respondents, the number of those over 41 years old reached 65.2%, indicating an experienced workforce for whom career advancement or workplace policies, for instance, flextime, can become crucial. On the educational aspect, 65.2% had attained a degree level, 24.4% had attained a master's level while 10.4% had attained a diploma. This portrays a highly talented trade-skilled workforce. Analysis of length of service data presented 49.6% of participants had worked for 6-10 years, and 42.2% had been with the organization for 11 years or more, indicating organizational tenure, but could also signal possible burnout or low employees' motivation. The general conclusion points towards the fact that with strength on experience, qualification, high turnover duration of employee's demography is a strength in one way and weakness on the other side as organizations may face challenges trying to retain and motivate their aging skilled employees.

5.2.2 Flexible Work Arrangement and Organizational Performance

The study found that flexible work arrangements, including telecommuting, job sharing, and annual leave, are positively perceived by employees. Descriptive statistics show high mean scores, such as $M = 4.307$ for telecommuting programs and $M = 4.470$ for job sharing, indicating strong support for these practices. Employees agreed that sufficient resources are provided for telecommuting, as reflected by a mean of $M = 4.019$. Additionally, annual leave was highlighted as an important benefit, with a high mean of $M = 4.537$, suggesting it significantly contributes to employee satisfaction. Overall, the average mean score of $M = 4.302$ demonstrates a positive attitude toward flexible work arrangements in the organization.

These results are further supported by regression and correlation analysis. There was a significant and positive link between flexible work arrangements and organizational performance ($r(135) = .433, p < .001$). The regression analysis also showed a positive impact of flexible work arrangements on performance, with a coefficient of $B = 0.229$ and a p-value of 0.002. This suggests that the more these practices are implemented, the better the organizational outcomes. Therefore, the study highlights the positive relationship between flexible work practices and enhanced employee satisfaction and organizational performance.

5.2.3 Mental Health Programs and Organizational Performance

The study found that employees generally view mental health programs in their organization positively. Descriptive statistics show moderate to strong agreement on the effectiveness of initiatives aimed at reducing stigma ($M = 3.711, SD = 0.845$) and fostering a culture of empathy ($M = 4.370, SD = 0.770$). Training programs for mental wellness were also viewed favorably, with a high mean of $M = 4.593$, suggesting they are an effective tool for raising awareness and promoting mental health. Policies such as mental health days received positive feedback ($M = 4.052, SD = 0.673$), showing support for organizational changes aimed at promoting a supportive mental health culture. The overall average mean score of $M = 4.210$ confirms a consensus that the mental health measures in place are perceived positively by employees.

According to regression analysis and correlation, mental health programs significantly improve outcomes by having a positive correlation with organizational performance ($r(135) = 4.286, p < .001$). However, the regression analysis showed a negative coefficient of $B = 0.100$, significant at $p < 0.05$, implying that while mental health programs cannot improve performance, their impact may vary under certain conditions. This partially supports the hypothesis, as indicated by a p-value of 0.070, suggesting that while beneficial, the full effect of mental health programs on performance may require further exploration. MHPs may require synergistic support from other organizational practices to yield a significant impact. Overall, the study highlights the importance of mental health support in improving both employee well-being and organizational results.

5.2.4 Employee Assistance Programs and Organizational Performance

The study found that Employee Assistance Programs (EAPs) and fitness activities are generally viewed positively by employees, with a high level of agreement on their availability and perceived benefits. Descriptive statistics reveal that fitness activities offered within the organization received a mean of $M = 4.244$, indicating that employees believe these initiatives improve health and well-being. Participants also agreed that fitness activities enhance productivity ($M = 4.304$), supporting the idea that EAPs contribute to better health and job performance. However, some responses, such as those related to EAPs during community crises ($M = 3.800$), showed only moderate agreement, suggesting room for further exploration. Overall, the findings highlight a positive perception of EAPs, particularly in promoting employee health and productivity.

EAPs and organizational performance are significantly positively correlated, according to the correlation study ($r(135) = .508, p < .001$). The regression analysis further confirmed this with a coefficient of $B = 0.126$ and a p-value of 0.041, showing that EAPs positively affect performance, although the impact may vary depending on specific contexts. While the overall perception of EAPs is positive, the study also calls for more long-term research to fully understand the sustained effects of these programs on both individual well-being and organizational outcomes. This underscores the value of EAPs in the workplace but suggests that deeper investigation is needed to establish lasting impacts.

5.2.5 Employee Counseling Programs and Organizational Performance

The study found that employee counseling programs (ECPs) are highly valued by employees, as evidenced by strong agreement on their effectiveness. Employees perceive these programs as instrumental in enhancing workplace performance, and contributing to improved productivity, well-being, and overall job satisfaction. The analysis of the findings shows that counseling for areas like social life and work gets a mean value of $M = 4.474$, meaning that the target populations believe that such programs boost their productivity. Counseling for anxiety and depression received an overall positive rating with Mean = 4.104, thus indicating an overall positive effect on mental health and enhanced performance. Furthermore, the perceived value of educational and financial counseling also signaled high means of $M = 4.452$ and $M = 4.430$ respectively, which also further cements the idea that these are perceived to be of productive value. Clients also valued nondisclosure and professionalism in counseling with a mean rating equal to $M = 4.496$ for having qualified counselors confirming the significance of professional staff.

The correlation research suggested that ECP positively and significantly relates to organizational performance, given $r = .605$, $p < .001$. Regression analysis further revealed that a unit increase in ECPs brings about a positive change in organizational performance of 0.406 units. This underscores the importance of counseling programs in independently and collectively improving both, personal and corporate performance. The study highlights the significance of enhanced and effectively implemented counseling services to enhance organizational performance through enhancing employee satisfaction & productivity.

5.3 Conclusion of the Study

5.3.1 Flexible Work Arrangements

This analysis also established that telework, work sharing, and annual leave practices had positive employee perceptions among the INGOs within Nairobi. They argued that choice could be preferred by employees, especially in organizations that offer flexible schedules, since they noted that this improves employees' level of satisfaction and performance. Large amounts of resources were allocated for telecommuting, which were pointed out as relevant in making certain that telecommuting experiences were positive. Annual leave was also

deemed important directly with employees considering it as one that influences one's health in their work every year. Hence, the study adopts the conclusion that flexible work arrangements are critically important for the improvement of employee satisfaction and the organizational performance of INGOs.

5.3.2 Mental Health Programs

The study also revealed that depression and anxiety programs as offered by Nairobi-based INGOs are well understood by employees; especially in deemphasizing stigma and enhancing empathy. Mental health promotion training was considered particularly desirable because it improved understanding and acceptance of the issue within the organization. Mental health policies, such as offering mental health days, were seen as positive steps toward improving employee well-being. Nevertheless, the study pointed out that although mental health initiatives improved organizational performance, their efficacy can fluctuate depending on the circumstances. Therefore, the study concludes that mental health programs are essential but require continuous evaluation to maximize their impact on employee performance.

5.3.3 Employee Assistance Programs

Employee Assistance Programs (EAPs) and fitness activities were found to be perceived positively by employees, particularly for their contributions to health and productivity in INGOs. The study highlighted that employees believe fitness programs and other EAPs improve their physical well-being and performance at work. While most aspects of EAPs received strong support, there was moderate agreement on their effectiveness during community crises, indicating areas for further research. Overall, the study showed that EAPs are an important element of employee support. Therefore, the study concludes that investing in comprehensive EAPs is crucial for improving employee health and performance in INGOs.

5.3.4 Employee Counseling Programs

Lastly, this study revealed that there are positive impressions on the role played by ECPs in improving workplace performance amongst INGOs. Of all the options available, counseling services concerning personal and working life, most received positive

comments since they assist workers to overcome stress, thus minimizing its effect on production. Some of the factors that were found to be important for employees' education and financial counseling were also seen as being useful when it comes to keeping employees happy and healthy. These programs were implemented based on counseling services, and the discretion and etiquette of the counselors were some of the precursors to these activities. Hence the finding of the study is that facilitated and anonymous employee assistance programs are a critical source of enhancing employee and organizational performance in Nairobi-based NGOs.

5.4 Recommendations of the Study

5.4.1 Recommendation to Management and Practices of INGOs

INGO management teams in Nairobi, including that of the Research Triangle Institute, Mercy Corps, Chemonics, etc, need to promote and adapt workplace flexibility policies, mental health, and employee counseling services. Based on the advantages of flexible work arrangements, these organizations should continue to expand formal teleworking, job sharing and leave policies to ensure employee satisfaction and effective performance. Implementing detailed educational series on gender equality and income equity will foster a workplace culture of respect and inclusion, while also improving employee retention and productivity. Lastly, Employee Assistance Programs (EAPs) can also work to be enhanced with fitness activities, conflict resolution services, and specialized wellness programs to provide comprehensive employee support.

5.4.2 Policy Maker Recommendations

Policymakers need to articulate and implement regulations encouraging workplace healthy practices, including flexible office hours, mental health programs, and counseling in the nonprofit sector. Organizational policies should be legislation bound to make sure that structured employee assistance programs and mental health support are part of the workplace ways of working in INGOs that work within Nairobi. Government agencies and labor authorities should offer tax incentives and funding support for mental health and employee welfare initiatives to organizations that have the best wellness programs as well.

Policymakers can thereby increase the productivity of the workforce while also contributing to a healthier labor market by institutionalizing these policies.

5.4.3 Body of Knowledge

This research adds to the literature on workplace well-being, showing flexible work arrangements, mental health programs, and employee counseling are vital for nonprofit workplaces. Further studies need to be conducted regarding the sustainability of these initiatives in the long term, employee retention post-COVID, the resilience of the organizations, and thus the overall competitiveness of the industry. Results may lead to comparative studies between INGOs and private sector organizations, which may provide insights into how best to positively sustain high employee satisfaction and performance. As researchers, the focus should also be on how technology can aid in the process of working from home, as well as support mental well-being during isolation and enable firms to shape policies corresponding to the changing needs of the workforce.

5.5 Suggestions for Further Study

Future studies could explore the long-term impacts of employee wellness initiatives on organizational performance, specifically examining how these programs evolve within international non-governmental organizations in Nairobi City County. Research could focus on specific demographic groups within the workforce to identify tailored wellness solutions that cater to diverse needs. Additionally, comparative studies between different INGOs could provide insights into best practices and the effectiveness of various wellness strategies. Exploring the interplay between remote work policies and employee wellness outcomes may also yield valuable information, especially in light of recent shifts toward flexible work environments.

Finally, qualitative research could delve deeper into employee perceptions and experiences with wellness programs to uncover underlying factors that contribute to their success or challenges. These factors collectively account for 50.4% of the variance in organizational performance, according to the Adjusted R Square value of 0.504. Thus, 49.6% of the variation is unexplained, which suggests that future research must consider other attributes

which might influence performance. Future work should explore the effects of additional employee wellness programs, including workplace ergonomics, financial wellness programs, and stress management interventions, on organization performance.

REFERENCE

- Agovino, T. (2020). The evolution of employee wellness programs in global workplaces. *HR Magazine*, 65(2), 34–41.
- Agyemang, C. (2023). Workplace wellness programs and employee performance in African organizations. *Journal of Human Resource Development in Africa*, 12(3), 45–58.
- Anaam, M., & Abdullah, R. (2021). The impact of flexible work arrangements on employees perceived productivity, organizational commitment, and perceived work quality in the United Arab Emirates. *International Journal of Business and Management*, 16(4), 45–59.
- Ardell, D. B. (2017). *High-level wellness: An alternative to doctors, drugs, and disease*. Rodale Press.
- Armstrong, M. (2014). *Armstrong's handbook of performance management: An evidence-based guide to delivering high performance*. Kogan Page.
- Austin-Egole, S., Iheriohanma, E. B. J., & Chinedu, O. (2020). Flexible work arrangements and organizational performance: An overview. *International Journal of Innovative Research and Development*, 9(7), 165–174.
- Ayodo, M., & Nzomo, V. (2018). Challenges in implementing workplace wellness programs in Kenya's public institutions. *African Journal of Management Studies*, 6(2), 88–102.
- Babaita, C. (2018). Absenteeism and productivity loss: A global management challenge. *International Journal of Business and Social Research*, 9(1), 33–47.
- Belisario, J. S., Jamsek, J., Huckvale, K., O'Donoghue, J., Morrison, C., & Car, J. (2015). Comparison of self-administered survey questionnaire responses collected using mobile apps versus other methods. *Cochrane Database of Systematic Reviews*, 2015(3), 1–12. <https://doi.org/10.1002/14651858.MR000042.pub2>
- Berkman, L., Buxton, O., Ertel, K., & Okechukwu, C. (2020). Workplace wellness and health promotion: Global evidence for productivity improvement. *Journal of Occupational Health Psychology*, 25(4), 321–334.
- Blau, P. M. (1964). *Exchange and power in social life*. John Wiley & Sons.
- Boom, J. (2021). Employee well-being and organizational performance: Linking satisfaction to productivity outcomes. *International Journal of Human Capital and Organizational Development*, 8(2), 56–70.

- Booth, A., Ainsworth, C., Green, J., & Hewitt, T. (2019). Workplace wellness and productivity: A European perspective. *European Journal of Work and Organizational Psychology, 28*(2), 217–234.
- Brown, A., & Taylor, P. (2021). Assessing the implementation of wellness programs in international NGOs: Evidence from Kenya. *Journal of Global Organizational Studies, 11*(1), 77–92.
- Brown, J. D. (2021). *Understanding reliability and validity in social science research*. Routledge.
- Buunk, B. P., & Gibbons, F. X. (2007). Social comparison: The end of a theory and the emergence of a field. *Organizational Behavior and Human Decision Processes, 102*(1), 3–21.
- Byrne-Davis, L., Ellis, A., Walmsley, H., O'Reilly, H., & Walji, I. (2021). Evaluating the impact of workplace wellness initiatives in the UK. *Journal of Occupational Health Psychology, 26*(1), 74–88.
- Chebet, R., Gitimu, P., & Mburu, T. (2021). Culturally sensitive wellness strategies in Kenyan workplaces. *East African Journal of Social Sciences, 3*(1), 44–60.
- Cooper, D. R., & Schindler, P. S. (2019). *Business research methods* (14th ed.). McGraw-Hill Education.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management, 31*(6), 874–900.
- Daniels, R., Teems, L., & Carroll, J. (2019). Employee counseling programs and workplace performance outcomes. *Journal of Counseling and Organizational Behavior, 14*(3), 101–116.
- Eisenberg, J., & Power, R. (2019). Employee assistance programs and service delivery performance: Exploring organizational outcomes. *Journal of Workplace Behavioral Health, 34*(3), 201–217.
- Emerson, R. M. (1976). Social exchange theory. *Annual Review of Sociology, 2*(1), 335–362.
- Erez, M., & Zidon, I. (1984). Effect of goal acceptance on the relationship of goal difficulty to performance. *Journal of Applied Psychology, 69*(1), 69–78.
- Festinger, L. (1954). A theory of social comparison processes. *Human Relations, 7*(2), 117–140.
- Field, A. (2013). *Discovering statistics using IBM SPSS statistics* (4th ed.). SAGE Publications.

- Fisher, M. J., & Marshall, A. P. (2019). Understanding descriptive statistics. *Australian Critical Care*, 32(6), 466–469. <https://doi.org/10.1016/j.aucc.2018.11.003>
- Gallup. (2022). *State of the global workplace report 2022*. Gallup Press.
- Garcia, L., & Thompson, H. (2022). Employee counseling programs and performance outcomes in the financial services industry. *Journal of Organizational Psychology*, 22(2), 88–104.
- Ghasemi, M., Kord, B., Rahman, S., & Jafari, N. (2023). Dimensions of organizational performance and measurement approaches. *International Journal of Organizational Studies*, 18(4), 99–118.
- Gliem, J. A., & Gliem, R. R. (2019). Calculating, interpreting, and reporting Cronbach's alpha reliability coefficient for Likert-type scales. *Midwest Research-to-Practice Conference in Adult, Continuing, and Community Education, 2019*, 82–88.
- Global Impact. (2022). *INGO employee wellness and productivity report*. Global Impact Foundation.
- Goethals, G. R., & Darley, J. M. (1987). Social comparison theory: Self-evaluation and group life. In B. Mullen & G. R. Goethals (Eds.), *Theories of group behavior* (pp. 21–47). Springer-Verlag.
- Goetzel, R. Z., Henke, R., Benevent, R., Tabrizi, M., Smith, K., & Nelson, C. (2021). Workplace health promotion and productivity outcomes in the United States. *American Journal of Health Promotion*, 35(3), 401–412.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25(2), 161–178.
- Groves, R. M., Fowler, F. J., Couper, M. P., Lepkowski, J. M., Singer, E., & Tourangeau, R. (2018). *Survey methodology* (3rd ed.). Wiley.
- Homans, G. C. (1958). Social behavior as exchange. *American Journal of Sociology*, 63(6), 597–606.
- Ishihara, K., Nakazawa, K., Morimoto, M., & Oguchi, H. (2020). Mindfulness-based stress reduction and workplace performance in Japan. *Asian Journal of Occupational Health*, 12(2), 130–142.
- Kaplan, R. (2010). Conceptual foundations of the balanced scorecard. *Harvard Business Review*, 88(7–8), 150–161.
- Kenya NGO Coordination Board. (2023). *Annual report on wellness practices among INGOs in Kenya*. Government Printer.

- Kenya Private Sector Alliance (KEPSA). (2023). *Employee wellness trends in Kenya's corporate sector*. KEPSA Research Division.
- Khalid, R. (2021). NGOs as facilitators of community participation and social capital: A conceptual review. *African Journal of Development Studies*, 15(1), 112–127.
- Kipkoech, C. K. (2019). Effects of flexible work schedules on employee productivity: A case of Kericho County Referral Hospital, Kenya. *International Journal of Human Resource Studies*, 9(3), 34–52.
- Kipkoech, P. (2018). Challenges of implementing employee wellness programs in INGOs in Kenya. *Journal of African Nonprofit Studies*, 5(2), 33–47.
- Lai, H. (2020). The influence of workplace wellness on employee well-being: Evidence from Asian firms. *International Journal of Occupational Health Studies*, 9(2), 84–99.
- Lantara, S. (2017). Revisiting organizational performance: A strategic management perspective. *Global Journal of Business Research*, 11(2), 55–69.
- Latham, G. P. (2004). The motivational benefits of goal-setting. *Academy of Management Executive*, 18(4), 126–129.
- Latham, G. P., & Locke, E. A. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705–717.
- Latham, G. P., & Pinder, C. C. (2005). Work motivation theory and research at the dawn of the twenty-first century. *Annual Review of Psychology*, 56(1), 485–516.
- Latham, G. P., & Yukl, G. A. (1975). A review of research on the application of goal setting in organizations. *Academy of Management Journal*, 18(4), 824–845.
- Li, J., & Lee, H. (2021). Operational indicators of organizational performance: A functional approach. *Journal of Management Science*, 29(3), 121–137.
- Locke, E. A. (1968). Toward a theory of task motivation and incentives. *Organizational Behavior and Human Performance*, 3(2), 157–189.
- Locke, E. A., & Latham, G. P. (1990). *A theory of goal setting and task performance*. Englewood Cliffs, NJ: Prentice Hall.
- Lu, C., & Lu, H. (2021). Mindfulness, stress, and employee performance: Evidence from Asian workplaces. *Asian Management Journal*, 15(1), 66–81.
- Lund, C. (2017). Barriers to workplace wellness programs in sub-Saharan Africa. *African Journal of Public Health*, 12(1), 33–44.

- Makau, F., & Nyamu, S. (2019). Challenges in implementing employee wellness initiatives in Kenya's private sector. *Journal of Human Resource and Leadership*, 4(2), 22–36.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396.
- Mathew, L., & Jake, P. (2017). Social return on investment and nonprofit resource allocation. *Nonprofit Management Review*, 19(3), 200–215.
- Mello, D. (2014). *Public sector human resource management in South Africa*. Oxford University Press Southern Africa.
- Muga, R., Mwakudua, S., & Ndayndza, J. (2021). Mental health awareness and workplace culture in Kenya. *Journal of African Social Research*, 9(1), 90–104.
- Mugari, S., Mtapuri, O., & Rangongo, P. (2019). Employee counseling programs and workplace productivity in South Africa. *African Journal of Human Resource Management*, 7(2), 88–103.
- Mugenda, O. M., & Mugenda, A. G. (2008). *Social science research: Theory and principles*. Nairobi Applied Research and Training Services (ARTS).
- Mugenda, O. M., & Mugenda, A. G. (2013). *Research methods: Quantitative and qualitative approaches*. Acts Press.
- Muya, M., Wanyonyi, M., & Kamau, P. (2014). Workplace wellness initiatives and employee engagement in Kenya. *Journal of African Business Research*, 5(3), 75–89.*
- Mwangi, J., & Otieno, P. (2020). Impact of employee counseling programs on performance in the telecommunications sector in Kenya. *African Journal of Human Resource Management*, 8(2), 55–70.
- Nasser, A. (2022). Employee performance impacted by mental health and employee well-being in international NGOs in Jordan. *Middle East Journal of Management*, 9(1), 23–41.
- Nasser, K., & Assaf, M. (2022). Cultural factors affecting wellness programs in Kenyan NGOs. *African Journal of Psychology and Management*, 7(2), 57–71.
- Ng'ethe, J. (2020). Challenges in implementing employee wellness programs in international NGOs in Kenya. *Kenya Journal of Human Resource Development*, 10(1), 42–58.*
- Njeri, P. (2016). Management practices and performance of NGOs in Kenya. *African Journal of Management and Leadership Studies*, 4(1), 55–71.*

- Okereke, C., & Adinma, E. (2020). Wellness programs and employee health in African organizations: An empirical study. *Journal of Health Promotion and Management*, 8(2), 66–82.*
- Ombasyi, A. (2019). Effect of mental wellness on the performance of employees within Brand Design Development Limited in Kenya. *International Journal of Academic Research in Business and Social Sciences*, 9(10), 232–249.
- Ongeri, E. (2018). Flexible work arrangements and employee performance in Kenyan public institutions. *Journal of Human Resource and Organizational Development*, 8(3), 103–117.
- Onsare, R., & Ng'eno, V. (2022). Effect of employee counseling programs on employee performance in state corporations in Kenya: A case of Kenya Ports Authority. *African Journal of Business and Management*, 13(4), 101–118.
- Oyewole, O., Akomolafe, O., & Olajide, B. (2022). Corporate wellness programs and employee satisfaction in Nigerian organizations. *African Journal of Management and Administration*, 10(1), 25–40.
- Park, E., & Hinsz, V. B. (2016). Strength and structure of relations between INGOs and project impact: The role of organizational culture. *International Journal of Organizational Analysis*, 24(2), 221–239.
- Pelletier, K., Dion, W., Slovynec-D'Angelo, M., & Reid, M. (2020). Health promotion and workplace productivity: A European evaluation. *Journal of Occupational and Environmental Medicine*, 62(3), 240–247.
- Pfeffer, J. (2019). *Leadership BS: Fixing workplaces and careers one truth at a time*. Harper Business.
- Pillay, S., Naidoo, K., & van Niekerk, L. (2020). Wellness programs and employee retention in South Africa. *African Journal of Human Resource Management*, 18(2), 76–91.
- Pillay, S., Naidoo, K., & van Niekerk, L. (2021). Mental health and wellness initiatives in high-stress African industries. *International Journal of Occupational Studies*, 13(1), 49–65.
- Rabe, M. (2017). Absenteeism and mental health: An economic analysis. *British Journal of Industrial Relations*, 55(4), 711–728.
- Rabha, M. (2021). The role of employee assistance programs in improving job performance and employee commitment. *International Journal of Management Studies and Research*, 9(6), 72–84.
- Seligman, M. (2016). *Flourish: A visionary new understanding of happiness and well-being*. Free Press.

- Selvarajan, T. (2020). Institutional and organizational assessment models for measuring performance. *Journal of Management and Strategy*, 11(3), 78–92.
- Singh, S., & Darwish, T. (2018). Measuring organizational success: A multidimensional approach. *International Journal of Organizational Behavior*, 23(2), 112–129.
- Smith, T., Johnson, R., & Williams, P. (2021). Impact of employee assistance programs on organizational performance in the healthcare industry. *Journal of Occupational Health Psychology*, 26(3), 214–229.
- Srivastava, S. K. (2005). *Stress in organizational behaviour*. Sarup & Sons.
- Suls, J., & Wheeler, L. (2000). *Handbook of social comparison: Theory and research*. Kluwer Academic Publishers.
- Swarnalatha, C. (2017). Employee wellness and workplace well-being: Conceptual and practical insights. *Journal of Human Resource Development*, 9(2), 59–71.
- Tubbs, M. E. (1986). Goal setting: A meta-analytic examination of the empirical evidence. *Journal of Applied Psychology*, 71(3), 474–483.
- Waddington, K. (2016). Mental health and happiness in the workplace: UK evidence. *International Journal of Workplace Studies*, 11(3), 133–147.
- Wang, M., & Nicol, D. (2022). Performance metrics and resource utilization in global organizations. *Management Science Review*, 30(1), 44–61.
- WHO Africa. (2021). *Workplace wellness and employee health promotion in Africa*. World Health Organization Regional Office for Africa.
- Willems, P. (2019). The functions and classifications of international NGOs. *Journal of International Relations and Development*, 22(4), 512–530.*
- World Health Organization. (2023). *Global report on employee wellness and productivity*. WHO Press.
- Wright, J. D., & Marsden, P. V. (2019). *Handbook of survey research* (2nd ed.). Emerald Publishing.
- Xifeng, L., Haijing, Z., & Shan, Y. (2022). Employee mental health and job performance: The mediation role of innovative behavior and work engagement. *Journal of Organizational Behavior Studies*, 15(1), 47–63.
- Yende, P. (2015). Economic implications of absenteeism in global workplaces. *International Journal of Labour Economics*, 7(4), 200–213.

APPENDIX I: DATA COLLECTION TOOL

Dear Respondent,

RE: REQUEST TO PARTICIPATE IN A STUDY

I am Nancy Allan, a student at Kenyatta University pursuing a Master's Degree in Human Resources Management, I have to conduct research. Therefore, I am requesting your attention as I undertake this research in your organization entitled "*Employee Wellness Initiatives and Performance of selected International Non-Governmental Organizations in Nairobi City County, Kenya*".

I respectfully request that you submit the needed information by completing the questionnaire. All information submitted will be kept in strict confidentiality and used solely for this study.

Thank you.

SECTION I: GENERAL INFORMATION

The following information pertains to your background. Please complete each item by ticking (√) where appropriate.

1. Tick your gender?

Male []
Female []

2. Tick your age bracket?

21 - 30 years []
31 - 40 years []
41 -50 years []
51 years and above []

3. Tick the highest academic qualification you have attained.

Secondary []
College []
University []

4. Tick the number of years you have worked with the organization.

- Up to 3 years []
- 4 - 6 years []
- 6 - 9 years []
- 10 years and above []

SECTION II: STUDY VARIABLES

A. FLEXIBLE WORKING SCHEDULE

Using a scale of 1-5, please indicate your agreement/ disagreement levels with the Statements in the tables. The rating scale shows agreement levels as follows: 1- Strongly Disagree, 2 – Disagree, 3- Neither Agree nor Disagree, 4 – Agree, 5 – Strongly Agree

S/N	Statement	1	2	3	4	5
1	The organization offers telecommuting programs.					
2	Sufficient resources are provided to support employees in telecommuting.					
3	The element of job sharing is highly encouraged within the organization.					
4	Job sharing enables employee to relate well and feel satisfied with their work.					
5	All employees are entitled to approved annual leave within the policy.					
6	Annual leave enhances organizational performance.					

B. MENTAL HEALTH PROGRAMS

Using a scale of 1-5, please indicate your agreement/ disagreement levels with the Statements in the tables. The rating scale shows agreement levels as follows: 1- Strongly Disagree, 2 – Disagree, 3- Neither Agree nor Disagree, 4 – Agree, 5 – Strongly Agree.

S/N	Statement	1	2	3	4	5
1	Educating employees, the organization aims to create a supportive environment and reduce the stigma associated with seeking mental health support.					
2	The organization aims to equip employees with the tools they need to foster a culture of empathy and understanding around mental health.					
3	There is the use of training to enhance mental wellness among employees.					
4	Training assists with awareness and preventive measures on mental health aspects.					
5	To foster a supportive culture, the organization revises its policies to include mental health days as part of the employee leave policy.					
6	The organization aims to cultivate a culture where mental health is prioritized just as much as physical health.					

C. EMPLOYEE ASSISTANCE PROGRAMS

Using a scale of 1-5, please indicate your agreement/ disagreement levels with the Statements in the tables. The rating scale shows agreement levels as follows: 1-

Strongly Disagree, 2 – Disagree, 3- Neither Agree nor Disagree, 4 – Agree, 5 – Strongly Agree.

S/N	Statement	1	2	3	4	5
1	There are fitness activities programs within the company.					
2	The fitness activities improve employee health and well-being with a return on high productivity.					
3	Organizations encourage employees to volunteer their time or skills for local courses, fostering a sense of social responsibility and community engagement.					
4	EAPs can be activated during community crises or events, providing employees with resources and support to cope with the emotional impact.					
5	Virtual workshops, webinars, or online resources to help employees navigate the challenges associated with working from home.					
6	Guidance on stress management techniques tailored to the remote work environment.					

D. EMPLOYEE COUNSELLING PROGRAMS

Using a scale of 1-5, please indicate your agreement/ disagreement levels with the Statements in the tables. The rating scale shows agreement levels as follows: 1- Strongly Disagree, 2 – Disagree, 3- Neither Agree nor Disagree, 4 – Agree, 5 – Strongly Agree.

S/N	Statement	1	2	3	4	5
1	Receiving counseling for aspects of my social life, including family and work, contributes to an improvement in my overall workplace performance.					
2	Engaging in counseling for anxiety and depression aids me in effectively managing and enhancing my overall productivity.					
3	Participating in education and awareness counseling programs empowers employees to increase their productivity.					
4	The provision of financial counseling plays a crucial role in elevating levels of productivity.					
5	The organization ensures that counseling sessions are conducted in a private and confidential environment.					
6	Counselors should be trained to recognize signs of crisis and know how to respond, including contacting emergency services if necessary.					

E. ORGANIZATIONAL PERFORMANCE


Using a scale of 1-5, please indicate your agreement/ disagreement levels with the Statements in the tables. The rating scale shows agreement levels as follows: 1- Strongly Disagree, 2 – Disagree, 3- Neither Agree nor Disagree, 4 – Agree, 5 – Strongly Agree

S/N	Statement	1	2	3	4	5
1	Performance contracting is effective in achieving NGO performance.					
2	Performance Contracting (PC) outlines expectations and metrics for assessing performance,					
3	Social Return on Investment (SROI) is frequently utilized by NGOs to quantify and communicate the social, environmental, and economic value.					
4	The SROI generates interventions, offering a holistic perspective on their influence.					
5	The KPIs offer an additional planning and target-setting tool for activities to be achieved.					
6	NGOs define program-specific KPIs to measure progress and success.					

THANK YOU FOR COOPERATION


APPENDIX II: NACOSTI PERMIT


REPUBLIC OF KENYA


NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 133888 Date of Issue: 24/October/2024

RESEARCH LICENSE



This is to Certify that Ms., Nancy Akhoyi Allan of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2012 (Rev.2016) in Nairobi on the topic: EMPLOYEE WELLNESS INITIATIVES AND ORGANIZATIONAL PERFORMANCE OF SELECTED INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI CITY COUNTY, KENYA for the period ending: 24/October/2025.

License No: NACOSTI/EP/2441395

133888

Applicant Identification Number


Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

APPENDIX III: SIMILARITY INDEX REPORT