An assessment of Employee Welfare Programs and Performance of Staff in Public Universities in Kenya

A Case Study of Staff at the Faculty of Health Sciences, University of Nairobi

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A Research Project Submitted to the School of Business and Economics in Partial Fulfilment for the Requirements for the Conferment of the Degree of Master of Business Administration (HRM), Kisii University

March, 2024

DECLARATION AND RECOMMENDATIONS

Declaration

This research proposal is my original work and has not been presented for an award in any other institution.

Sign……...……. Date…….……

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Recommendation

This research proposal has been presented for examination with our approval as the University supervisors.

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DEDICATION

Dedicated to my late parents: R.O. Johnstone and Clara Khavere. To my wife Jacqueline Amiani and children; Emmanuel, Mitchelle and Ratchelle for their support and encouragement.

ACKNOWLEDGEMENTS

I thank the Almighty God for life, good health, and His endless mercy and blessings throughout this study. Sincere acknowledgement to my supervisors Dr. Stella Omari and Dr. Priscillah Omagwa for their invaluable guidance and feedback in the process of writing this proposal. Much appreciation goes to Dr. Patrick Owuori for his financial and moral support throughout this journey, not forgetting my class mates and colleagues for their encouragement and resourcefulness. Finally, I am grateful to my employer for providing work and the time to carry out this study.

ABSTRACT

Employee welfare programs play a critical role in enhancing staff performance by motivating them, raising their productivity levels, aiding their financial burdens and helping to break the monotony of work. Non-implementation of employee welfare programs leads to increased incidences of employee illness and absence, low productivity, increased accidents, internal conflicts and unenviably high staff turnover rate. The main goal of the study was to evaluate how employee welfare programs affected the University of Nairobi's Faculty of Health Sciences staff members' work performance. The study's specific goal was to ascertain how staff performance at the University of Nairobi's Faculty of Health Sciences was affected by worker relaxation activities, career development initiatives, and safety and health initiatives. It also aimed to investigate the connection between employees' leisure time and productivity in the university's Faculty of Health Sciences. The study's driving hypotheses were the Function Theory of Labor Welfare, the Social Exchange Theory, as well as the Theory of Expectancy. The research utilized a descriptive survey methodology in order to clarify how staff welfare programs affect employees' productivity at work. The study's target population consisted of 975 employees, of which 275 were selected as a sample. Using a straightforward random sampling technique, the sample size was split into five strata: teaching (111), support workers (239), technical staff (102), project personnel (208), and Student Wellbeing Association (SWA) members (193). The data collected via a questionnaire was presented using tables, charts, and figures. Face validity was assessed by looking at what the research instrument was measuring, while criterion validity was checked for correlation during the pre-test. The split half approach was utilized to calculate reliability. Reliability was validated by at least a 0.7 Cronbach's alpha. The link and strength among the variables were examined using both inferential statistics, such as simple and multiple regression, and descriptive statistics, such as mean and standard deviation. The degree of correlation between the dependent and independent variables was examined using Pearson correlation analysis. Based on the study results, the investigator came to certain conclusions and suggestions.

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LIST OF ACRONYMS AND ABBREVIATIONS

AETC	Air Education and Training Command
AIDS	Acquired Immune-Deficiency Syndrome
AMOS	Analysis of a Moment Structures
FHS	Faculty of Health Sciences
CMB	City Monument Bank
EAKI	East African Kidney Institute
GDP	Gross Domestic Product
GPA	Grade Point Average
HRM	Human Resource Management
ILO	International Labour Organization
KAM	A global business conglomerate headquartered in Nigeria
PLS – SEM	Partial Least Squares Structural Equation Modelling
PW	Performance of Workers
RAW	Recreation at Work
SSEs	Small-Sized Enterprises
SWA	Student Welfare Association
UCLA	University of California, Los Angeles
UNITID	Institute of Tropical and Infectious Diseases
UoN	University of Nairobi
VUCA	Volatile, Uncertain, Complex, and Ambiguous Environments

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Workers around the world face ongoing health concerns, necessitating redoubled measures to guarantee commitment to work (Marks, Hunter & Alderslade 2011, 2020). Committing to better employee health and safety may accrue tremendous cost cuttings to employers and better the livelihoods of the employees (Prall & Ross, 2019). While employment is necessary to maintain a living, it also helps lift people out of poverty and provides them with a feeling of self and purpose. If health and safety concerns are not well handled, work may potentially be harmful and unhealthy (Martinelli, 2017; ILO, 2019).

Globally, the idea of employee welfare first emerged in the pursuit of a humanitarian strategy to correct the tribulations of the workers and their families attributed to the detrimental effects of large-scale industrialization such as undesirable social effects and the labor problems which have transitioned from brick and mortar to modernity (Luenendonk, 2017). Staff welfare programs help workers raise their standards of living. This increases the commitment of the workers to work hence higher productivity (Shawkat Jahan, 2014).

Employee welfare initiatives were traditionally implemented to reduce absenteeism and sick leave. Nonetheless, businesses have adopted a more inclusive strategy to incorporate other elements linked to worker growth and well-being at work (Manzini & Gwandure, 2011).

In the United States, welfare programs deliver benefits to low-income earners and families (Luthans, 2012). All Americans are entitled to the programs but the benefits are only channelled to families and individuals with low income. Luthans (2012) further notes that the private sector in Bangladesh banks were earmarked by higher salaries, supervision,

appreciation for good work and healthy working relationships, creating a healthy working environment.

In Africa, the role of employee welfare practices has become increasingly important to businesses, a factor attributed to companies' ability to compete globally (Bello, 2018). In Tanzania, an effort has been taken to ensure staff welfare is catered for workers in both public and private sectors despite its realization being questionable (Michael, 2019).

In Kenya, employees, whether in the formal or informal sector, are entitled to medical insurance (Keitany, 2014). Fair rewards program, incorporating workers in decision-making, health and safety, career advancement opportunities and progressive human resource practices contribute to employee satisfaction (Kuria, 2012). Management can utilize different policies and strategies to motivate employees in the organization according to their cadre. Employees are intrigued by attractive salaries, fringe benefits, promotions, and loans as motivating elements adequate to motivate them to attain maximum productivity (Owusu, 2012). Health promotion and disease prevention programs happen in schools, insurance companies, worksites communities, outpatient clinics and hospitals (Hundley, 2010). Pohling, Buruck, Jungbauer and Leiter (2016) argue that employees who are encountering high-risk conditions under different specializations will suffer from both mental and physical health issues hence reduced productivity. According to Tjäder (2010), promoting the employees' health is essential since healthy and competent employees are beneficial to the organization.

Recreational activities are long-term projects created to fast track implementation of programs and individual behavior necessary for improving maintaining the physiological,

social and mental well-being of the employees (Aksoy, Çankaya & Tasmektepligil, 2017). Mokaya and Gitari's (2012) examined the entertainment and social component at the organization on performance. The findings revealed that entertainment at work made the employees to relax, derive enjoyment, feel great and meet their social needs. Mbaabu (2013) affirmed that physical and social recreation packages have a positive effect on employees' health.

Recreation programs not only stimulate and motivate people, but also refresh them to work with commitment (Oak, 2012). The awareness levels in current workplaces on the need to balance work and life has significantly grown. Integrating work and non-work activities is necessary since employers have observed a link between an employee's private and professional life and the quality of their work. Life and work are regarded as an employee's two most essential rights (Mogeni, 2020). Recreational programs may be used to secure the labor force through provision of proper work conditions by reducing the hazardous effect welfare of the employees in addition to relatives (Manzini & Gwandure, 2011). These facilities are provided to alleviate their living standards (Priti, 2009).

Career development programs enhance the skills of the workers in current roles hence facilitating the rise over the organizational ladders. This aids the realization of personal insights, strengths and development needs, and open up opportunities for career advancement (UCLA, 2021).

Since work-related difficulties can lead to a decline in workers' quality of life and productivity, organizations use staff welfare as a technique to increase workers' productivity (Manzini & Gwandure, 2011). Performance indicates the degree to which company and personnel objectives are met. It encompasses both actions and results (Feng, 2010). Behaviour emanates from the employee converts abstraction into performance through action yielding outcome (Kalyani, 2006). Performance, according to Sultana, Irum, Ahmed, and Mehmood (2012), is the accomplishment of certain tasks evaluated against preset criteria of correctness, completeness, cost, and time. Although accomplishments (outputs/outcomes) are another definition of employee performance, it is also argued that performance involves doing tasks satisfactorily in order to achieve specific goals (Sultana et al., 2012).

Firms should not overemphasize on non-financial measures in their performance assessment systems including the balanced scorecard but rather aligned to contextual factors such as organizational structure and strategy (Rafiq, Zhang, Yuan, Naz, & Maqbool, 2020). Poor performance and negative practices demonstrate the underlying problem in the culture of the firm, so having an elaborate plan is essential to address such issues (Markman, 2017).

Higher education staff performance is declining at an alarming rate, endangering the existence of Nigerian universities as well as necessitating immediate care (Ogbulafor, 2011). This situation has been attributed to the government failure by developing nations and little investment in skills and knowledge through effective employee welfare programs for civil servants (Tessema, Tesfayohannes-Beraki, Tewolde & Andemariam, 2015).

The Faculty of Health Sciences (FHS) is among the leading tertiary healthcare training institutions in Kenya and the East African region. It came into being in 1985 and emanated from the Faculty of Medicine founded in 1967. They represent different levels in the organizational hierarchy and consist of several job dispositions such as administrators, secretaries, technical officers, computer application assistants, clerks, security guards, laboratory attendants and labourers among others. For universities to efficiently accomplish their objectives, qualified, competent and motivated non-academic staff are a necessity (Onu et al., 2014).

A model employee welfare program effectively addresses health and medical programs, occupational safety programs, workers' recreation, and career development programs among other welfare programs (Musyoka, 2015). These inspire positive organizational performance eliciting happiness, security, motivation, and job satisfaction (Paul, Green, 2017) and is known to contribute to job performance across institutions (Sikander et al, 2012). Employee welfare programs help increase staff commitment and enhance favorable competition with the industry for the recruitment and retention personnel (Martin, 2017). At the Department of Medical Sciences (FHS-UoN) at the University of Nairobi, this study aims to determine the relationship between employee wellness programs and work performance.

1.2 Statement of the Problem

The growing population in countries around the globe has increased the demand for better services, which in turn, has challenged firms in the public sector to boost performance (Fengler, 2010; OECD, 2020). With increasing competition, companies have appreciated

the need for employee welfare and performance and are advancing their human resource capital to effectively compete in the global space (Aina & Atan, 2020).

The University of Nairobi Performance Contract Faculty Ranking report for the Financial Year 2019/2020 listed FHS as having performed poorest with a Performance score of 3.1799, the best being the CBPS with a performance score of 2.7903. This being the case, there is need for the Faculty to ensure robust employee welfare programs that meet the threshold of its fundamental purpose to improve the performance experienced.

Existing literature has mixed results on the association between employee welfare programs on job performance, with studies reviewed revealing conceptual, contextual, and methodological knowledge gaps. Conceptually, Songcog and Guhao (2020) assessed Job Satisfaction among staff not involved in teaching in higher learning private institutions in the Philippines. The investigation revealed a significant association between leadership style, work engagement, psychological empowerment, and job satisfaction.

Contextually, studies have been carried out primarily in banking and manufacturing institutions, however, there is a lack of evidence on learning institutions. Methodologically, most of these studies used descriptive statistics which could not provide clear results with regard to the nature and direction of the impact of staff welfare programs on organization performance (Oluoch, 2015; Mwangi & Waiganjo, 2017). It is against this backdrop that this study will therefore seek to fill the knowledge gaps by establishing the effects of employee welfare initiatives on the productivity of University of Nairobi faculty members working in the health sciences.

1.3 Objectives of the Study

The objective of the study will be;

1.3.1 General Objective of the Study

The primary objective of the research is to evaluate the impact of employee welfare initiatives on the work performance of faculty members at the University of Nairobi's Faculty of Health Sciences.

1.3.2 Specific Objectives

i. To find out how the University of Nairobi's Department of Health Sciences workforce performs in relation to occupational safety and health (OHS) programs.

ii. To Analyze how staff performance at the University of Nairobi's Department of Health Sciences is affected by their recreational activities.

iii. To establish the impact of career advancement initiatives on University of Nairobi's Department of Health Sciences employees' performance.

1.4 Research Hypotheses

H_{01}: Occupational health and safety has no statistically significance effect on performance of the University of Nairobi's Department of Health Sciences personnel.

H_{02}: There is not a statistically significant connection between employee performance at the University of Nairobi's Faculty of Health Sciences and their recreational activities.

H_{03}: There is not a statistically significant connection between staff performance at the University of Nairobi's Faculty of Health Sciences and career progression initiatives.

1.5 Scope of the Study

This research was carried out at the University of Nairobi, Faculty of Health Sciences in September and October, 2023. The study used a survey approach that was descriptive and assessed the interactions between health and medical programs, workers' recreation, career development programs, and OHSP with performance. The unit of observation and respondents will be personnel at the University of Nairobi's Faculty of Health Sciences. The study applied simple random sampling to draw the sample of 275 staff at the Faculty.

1.6 Justification of the Study

Previous studies have argued that there exists a nexus between employee performance and employee welfare programs (Agusioma, Nyakwara, Mwiti (2019); Alam, Hassan, Bowyer, Reaz (2020). The pathetic living standards, bad health, poor transportation to work, lack of housing and education and poor work conditions at the work station reduce workers' productivity thereby having dismal productivity and performance (Sila, 2014). from the fiscal year 2019/2020 Performance Contract report, it is evident that the FHS has been performing poorly with a performance score of 3.1799. This poor performance has been attributed to welfare services, career development schedules, and other motivational factors. Hence, this study will look at the attributes of employee welfare programs and their relationship with job performance.

1.7 Significance of the Study

The value of this study was three-fold: theory, policy, and practice.

The study's findings will contribute to the theoretical debates and body of knowledge about welfare programs and staff performance. The research purposes to make significant contributions to theory testing in the ever-growing field of human resource management practices which assesses organizational performance and productivity against the expectations of an array of stakeholder parties that have interests in the institution. Job performance is an indication of how well the organization has served the various stakeholders. The synergistic aspect of interrelated constructs could extend the frontiers of knowledge.

On the policy, the study will inform the management of Faculty of Health Sciences on the need of promoting career development programs and employee retention. The study's findings may also help the management of Faculty of Health Sciences to understand the need to have the employee welfare programs like career development programs, and employee recreation programs among others as they seek to increase and improve productivity and job performance and thus gain sustainable competitive advantage. The study will be helpful to the state and policymakers, as they will delve into the perceived association between the career development process and job satisfaction and understand how this relation influences employee job performance and productivity. It will also help the state come up with strategies for enhancing work efficiency in public institutions by coming up with frameworks that look into employees' welfare programs and occupational health and safety.

In practice, this study will be used for further research to add to the existing literature and theoretical knowledge in human resource management, in particular, employee welfare programs concerning staff performance. Recommendations of the study will offer insight to human resource professionals as a guide to organizations on the importance of employee

welfare programs. Researchers will use the study's conclusions to advance current understanding by identifying areas for future investigation.

1.8 Limitations and delimitations of the Study

Some respondents shied away from giving truthful information to the researcher for fear of possible exposure and/or victimization by management. This was resolved by reassuring the responders on multiple occasions of the confidentiality of their information, and that the exercise was conducted entirely for academic purposes. The researcher endeavoured to reach all respondents through physical and remote means, that is email, watts up, and mobile phone. With regards to the research tool, the questionnaire itself could be a limiting factor by providing narrow results. The researcher constructed simple and clear statements to elicit appropriate responses and validate the tool before administration.

1.9 Assumptions of the Study

The research presupposes a correlation between the performance of staff in the Faculty of Health Sciences, UoN and employee welfare programs. Secondly, staff at the Faculty of Health Sciences, UoN may perform poorly because of pedestrian implementation of staff welfare programs. Additionally, the study makes the assumption that participants will comply and provide truthful answers

1.10 Operational Definition of Key Terms

Employee Welfare Programs	Initiatives by an organization to support its employees.
Job Performance	Refers to an employees' behaviour and action. Outcome's result partially from A person's achievements, but external factors also play a role.
Job Satisfaction	The emotional inclement of the employee to the job.
Medical and Health Programs	Services intended to provide health care to employees.
Welfare	Motivational scheme(s) provided by an organization for the well-being of their staff as well as to increase the productivity of that organization.
Wellbeing	Health of the employee with regards to effects such as health care costs, stress level, stamina, incidences of burnout and muscular strength.
Workplace Recreation	Activities sponsored by the entity to allow workers employees to replenish themselves physically, emotionally, psychologically which has enhanced employee performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Functional Theory of Labor Welfare

Functional Theory is also called Efficiency theory was founded by Alfred Marshall in 1949. The proponents of this theory holds that welfare work helps to secure, protect and increase the productivity and efficiency of labor (Shekhar, 2013). According to the theory, if the employer demonstrates some care for his employees, who will typically become more productive as a result (Waititu, 2017). Welfare endeavours refer to actions geared towards securing, preserving, and enhancing labor efficiency (Tyagi, 2020). Programs such as education, housing, Since they boost employees' productivity, family planning services, training, and the availability of canteens are essential for labor welfare. and productivity in underdeveloped nations (Shekhar, 2013).

This theory purports that mentally and physically content workers are highly efficient. The theory functions effectively when employers and workers exhibit the same vision of attaining more productivity via enhanced welfare. Since employee welfare initiatives affect the productivity of the work force as a whole, the hypothesis is applicable to the current study (Shekhar, 2013; Tyagi, 2020). Welfare programs heavily depend on the impact on efficiency, which is based on the hypothesis that efficiency and welfare are related, albeit this relationship is difficult to establish (Tyagi, 2020).

The downside of this theory is that it emphasizes more on the importance of motivating people to develop their talent and skills, giving little attention on the wide labor wage deferential between senior management and ordinary workers. This theory will check on

job efficiency and productivity concerning employee welfare programs offered by the employer.

2.1.2 Social Exchange Theory

While the theory is largely entrenched in psychology and economics, it was founded by sociologist Homans in 1958. Later, other sociologists (Emerson, 1972) further developed the theory (Cook, 2006). The theory maintains that employee interactions are affected by the rewards or punishments received, which they assess using a cost-benefit analysis approach (either knowingly or unknowingly) (Crossman, 2020). Of essence to the theory is the notion that an engagement that triggers acceptance from another individual stands a chance of repetition as opposed to another which commands disapproval. We could therefore ascertain the probability of an interaction being repeated by computing the extent of approval or disapproval emanating from the interaction. As such, if the interaction's reward supersedes the punishment, then the interaction will recur.

This theory proposes the model for predicting a person's behaviour in any circumstance as; Rewards of interaction – costs of interaction = Behaviour (profits) (Crossman, 2020). Rewards can take many different forms, including cash payouts, praise from others, presents, and encouraging words like a grin, slap on the back, or nod. Additionally, punishments can take many different forms, ranging from severe acts like beatings, executions, or public humiliations to more subdued actions like eyebrow raises or frowns.

This theory has been criticized for assuming that individuals are always rational in decision making. The theoretical approach fails recognize the role that emotions play in the lives and interactions of individuals with others. The theory further negates the effect of social structures which extensively sharpen our perception of the universe and our encounters in

it, and play a fundamental role in fashioning our engagements among individuals. This theory will explain employee performance in relation to the organizations' welfare programs i.e. programs for workers' enjoyment, career development, and health and medical programs, and occupational health and safety programs.

2.1.3 Expectancy Theory

The theory was pioneered by Vroom in 1964. It delves into why individuals opt for certain behaviours over others (Krippendorff, 2019; Shiv, 2020). The theory argues that individuals are motivated to engage in certain actions with the anticipation that the way they act will produce the desired results (Redmond, 2016; Nemati, 2016). According to the expectancy theory, work motivation is pegged on the perceived nexus between performance and outcomes, and people adjust their behaviour to facilitate the attainment of certain outcomes (Chen & Fang, 2008). Essentially, it may be used to judge why a person operates at a particular level. This may improve staff motivation since it helps the management to design motivational programs. The theory draws a direct nexus between motivation and the anticipated reward. The Expectancy theory has presents a deep dive on the need to employees. The theory is considered as a process motivation theory since it focuses on the ideologies of the individual towards the surroundings and social interactions as a basis for personal expectations

Criticism leveled against the idea was that it did not account for all possible personal motivators. The relationship between occupational health and safety, workers' recreation, career development, and health and medical programs and employee job performance will all be explained by this hypothesis in the current study.

2.2 Empirical Literature Review

2.2.1 Occupational Health and Safety Programs and Staff Performance

Kaynak, Tuygun, Toklu, and Elci (2016) investigated how workplace health and safety practices affected worker commitment, performance, and alienation in Turkey. The PLS-SEM approach was used in the investigation. The study looked at five different practice areas: organizational safety support, first aid and education, health and safety regulations, risk management and safety protocols, and occupational accident mitigation. Retrieved data from private sector businesses was analyzed through the use of least squares structural equation modeling. The results indicated that firm commitment was positively impacted by OHS practices.

In their 2018 study, Shaikh, Weiguo, Shahid, Ayaz, and Ali examined the connection between occupational health and safety regulations and worker performance in the manufacturing sector. Finding out whether OHSF facilities and workers' performance in Pakistan's textile sector in Karachi was the aim of the study.

In Kwara State, Nigeria, Dunmade, Kadiri, Akindele, and Ishola (2019) aimed to ascertain the effect of health and safety protocols on the productivity of laborers in the Steel and KAM Wire Industries. 318 participants made up the population, and 177 were selected for the sample utilizing the Taro Yamane framework. Descriptive statistics was performed using simple tables and percentages, while multiple regressions were applied to generate inferential statistics. The study's findings revealed that KAM Wire Industry staff could effectively evaluate the entities' safety and health precautions in the workplace. The analysis found a significant correlation between performance and occupational health and safety standards.

Amponsah and Mensah (2016) looked into the relationship between Organizational Commitment and OHS. The study evaluated how OHS policies affected workers' organizational commitment in Ghana's mining industry. Simple random sampling was used to choose study participants, who were then surveyed cross-sectionally. Correlation analysis and multiple regression were used to determine the relationship between the constructs.

Maryjoan and Tom (2019) examined how workers' job performance was impacted by industrial health and security at a few cement companies in Cross River State, Nigeria. It was found that there was a strong relationship between industrial safety and worker performance. on metrics like output, the interaction between employees and customers, management and subordinates, and an inverse link with employee turnover. A survey study design was employed in the investigation, with a random sample of 100 employees and questionnaires used to collect data. Hypothesis testing was performed using the pearson moment correlation coefficient.

A study by Claudine Umugwaneza, Nkechi and Mugabe (2019) at Rwandan Steel manufacturing firms had a target population of 533 individuals comprising employees, supervisors and managers. 229 participants were picked from the target population using simple random sampling procedures.

Kaynak, Tuygun, Toklu and Elci (2016) focused on private sector enterprises, Arocena and Núñez (2010) compared the OHS activities of medium-sized enterprises (MSEs) and small-sized enterprises (SSEs) in Spain. Shaikh, Weiguo, Shahid, Ayaz & Ali (2018) and Dunmade, Kadiri, Akindele & Ishola (2019) examined the OHSPs for workers in the manufacturing industry in Pakistan and Nigeria respectively. The survey by Mensah and

Tawiah (2016) assessed the impact of OHSPs measures on organizational commitment of employees in Ghana. The current investigation will focus on public institutions and OHSPs for employees in the education sector in Kenya, specifically on job employee performance at the University of Nairobi's Department of Health Sciences in Kenya.

Mwangi and Waiganjo (2017) examined the impact of occupational health and safety on performance of employees. The research utilized an explanatory sequential design methodology. Data was collected from supervisors using structured questionnaires while the management team and general workers were enumerated using interview guides. The findings revealed that training the employees influenced their attitudes which eventually impacted performance.

Mwangangi (2018) investigated how KPLC employees performed in relation to OHSF practices. Questionnaires were used to collect primary data using a drop-and-pick methodology. The SPSS statistical software was used for data analysis, and descriptive statistics like means and standard deviation were calculated. Inferential statistics were produced using regression analysis. The results showed that employees' performance was significantly impacted by OHSF practices.

2.2.2 Workers Recreation Programs and Job Performance

Basaran (2016) examined the influence of recreational activities of detainees as an option to education in Turkey and employed a descriptive research design. The data collection process was conducted using the personal information forms such as socio-demographic characteristics, Coopersmith UCLA Loneliness inventor and Self-esteem Inventory. The study randomly sampled 23 female prisoners from detention house and Kandira prison. Correlation and Wilcoxon tests were used to analyze the data. Recreation programs were

found to have a favorable effect on raising self-esteem levels and reducing loneliness among prisoners, as evidenced by the results, which indicated a statistically significant negative relationship among self-esteem level and recreational activities.Lacanienta (2016) examined the efficacy of Recreation at Work (RAW) Model and explored the association between recreation at work and employee excellence (i.e., work engagement, resilience and identifying with the organization). The research examined the specific contribution of RAW and work engagement to employee excellence. The structural equation modelling output showed that leisure and RAW are a state of mind (LSM) perceptions (intrinsic motivation, positive affect, perceived freedom) had positive nexus with personal expression as well as organizational identification. Furthermore, RAW had a positive association when mediated by personal expression. Findings revealed that RAW adds more value at workplace by promoting personal expression, identifying with the organization and resilience.

Aksoy, Çankaya, and Taşmetepligil (2017) investigated how participation in leisure activities affected people's quality of life and work satisfaction. The Man-Whitney U and Kendal's tau-b tests were used to evaluate the subscales once the data was extracted from the scales. The Kolmogorov-Smirnov method was used to perform normalcy tests ($P<0.05$). The results showed that sports participants' reported quality of life and work satisfaction was higher than those of non-participants ($P<0.05$).

A study by Cui, Wei, Wu, Nijkamp and Cui (2018) on leisure time and labor productivity noted that economists evaluate labor productivity on merit of workplace activities without considering leisure time. The study sample included 21 OECD countries. Dependent variable was labor productivity, while independent variables were annual average leisure time per capita, total population, average annual schooling hours and fixed capital per

capita. Results from the regression test indicated that free time had a double impact on labor productivity.

In Yenogoa, Nigeria, deposit-taking banks, Enenifa and Akintokunbo (2020) investigated the relationship between employee effectiveness and workplace leisure activities. A descriptive cross-sectional research design was used in the study. The study population comprised 277 workers from nineteen (19) deposit-taking banks located in Bayelsa State. A sample of 164 of these employees was selected using Taro Yamane's sampling procedure. The results showed a strong correlation between employee effectiveness in deposit-taking banks in Yegonia, Nigeria, and workplace leisure activities.

Work-life balance with employee performance were investigated by Obiageli, Ngozi, and Uzochukwu (2015) in a selection of commercial banks in Lagos State, Nigeria. The investigation made advantage of the descriptive survey's design. The study's population totaled 759 individuals, from whom a subset of 262 were selected via Taro Yamane's sampling formula. Structured questionnaires were utilized to collect data. The hypothesis was assessed using Pearson product correlation and regression analysis. The Cronbach test was employed to assess the device's reliability. The results showed that departure strategy and service delivery had a significant positive link. The findings showed that offering a leave policy encourages workers to provide services effectively and efficiently, which is a crucial component of improving worker performance.

Mkisi (2019) studied the contribution having recreational facilities at the workplace on performance of employees in Kurasini Police Faculty, Tanzania. The study employed a case study approach where 50 members of staff were selected using simple random sampling. 5 staff member at the management level were also selected to participate in the survey. SPSS Version 23 was used to classify and analyze the data, which included both primary and secondary sources. The results showed that Kurasini Police College includes leisure amenities such designated workspaces, playgrounds, kid-friendly places, and

grocery stores. The results also showed that Kurasini Police College staff performance was significantly improved by leisure programs.

The effect of leisure activities on employee retention in Kenyan commercial banks was investigated by Mogeni (2020). In order to gather qualitative as well as quantitative information, a descriptive approach was used. The 4,054 workers of 40 registered commercial banks in Nairobi County were the study's target demographic. Using stratified simple random sampling, 364 participants were selected from the general population. With the aid of the SPSS statistical software, both inferential and descriptive statistics were used to analyze the quantitative data obtained via structured questionnaires, and content analysis was used to analyze the qualitative data. Recreational programs have a considerable favorable impact on staff retention, according to the results of the regression study.

The impact of participating in recreational activities on quality of life and job satisfaction was examined by Aksoy, Çankaya, and Taşmektepligil (2017). Enenifa & Akintokunbo (2020) investigated the relationship between workplace recreational programs and employee effectiveness in deposit-taking banks in Yenogoa, Nigeria. Mkisi (2019) employed a case study research design to investigate the role of workplace leisure amenities on employees' performance at Kurasini Police College in Tanzania.

Mungania (2017) investigated how work-life balance strategies affected the banking industry's performance in Kenya. The study used qualitative as well as quantitative techniques to apply the survey research design. A structured questionnaire was employed

to gather data. Descriptive statistics, regression and Pearson correlation analysis were applied. Hypothesis testing was performed using standard F and t tests as well as multiple regression. The findings revealed that flexible work arrangements, family responsibility concerns and wellness programs were to a large extent linked to Kenyan banking industry's performance.

2.2.3 Career Development Programs and Job Performance

Researchers Napitupulu, Riani, Haryono, Harsono, and Sawitri (2017) looked into how career growth affected workers' output. The findings demonstrated that motivation, affective commitment, and perceived firm support were all positively impacted by career development. However, there was no direct nexus between career development and performance. Further examination showed that the mediators were thought to have significant impact in reinforcing the association. The results concluded that career growth may be determined by the firm's potential to accord support and motivation for effective commitment and employee performance. The results revealed the role of both Indonesian's local and Central government commitment to introduce performance-pegged rewards.

In 2015, Trivellasa, Kakkos, Blanas, and Santouridis conducted research on how employee performance in accounting organizations is impacted by career happiness. A systematic questionnaire was used in the study to collect data. The results showed that the relationship between job happiness and employee performance is mediated by abstract competencies. Nkechi and Dialoke (2017) delved into the impact of career progression of the non-teaching staff , a case of Michael Opara Campus in Nigeria's Abia State. The research utilized a survey approach that combined primary and secondary data. There were 2,630 non-teaching employees at the institution, making up the population. Using Taro Yamane's sampling formula and random sampling to select the participants, a sample of 346 people

was drawn. Pearson Using SPSS version 20, correlation analysis was employed in the analysis. The results demonstrate a high positive correlation between career development and the performance of the University's non-teaching staff. Additionally, the results showed a positive relationship between career advancement and worker motivation.

Quagraine, Adu, Ashie and Opoku (2019) examined the effect of organisational commitment to career development to job commitment at Ghana Police Service. The research employed a cross-sectional research design . The research used a multi-stage sampling approach to select a sample of 271 senior and junior personnel from the Ghana police service in Accra. Data collected was fed into the SPSS software and Hypotheses testing performed using linear and hierarchical regression approaches. The results revealed that firm support for career advancement had a significant efefct on normative and effective commitment.

Mule, Rintari and Moguche (2020) in their study aimed to examine the association between career development and employee retention. in Meru County, Kenya. The investigation employed a descriptive design. The study's target population was 5,100 employees working for the County where 510 staff were sampled. Questionnaires were used for data collection. The data was fed into the SPSS software for analysis to generate both descriptive and inferential statistics. The correlation output show a positive and strong association between career progression and staff retention. Additionally, the study documented a significant nexus between career development and employee retention.

Mutua and Simiyu (2019) investigated the impact of career development on staff commitment in Masinde Muliro University, Kenya. 1,112 personnel, comprising the teaching staff, non-academic staff, and managerial staff, were part of the survey population. Since 10% of the workforce was chosen from each stratum, 112 employees

made up the sample. Using regression analysis, the impact of each variable on employee commitment was calculated. The findings showed a strong correlation between employee loyalty and career progression. Increasing career development programs through more job training opportunities would enhance the skills of employees hence more job commitment and service delivery.

Mugaa, Odhiambo and Guyo (2018) examined the impact of career advancement on employee performance among commercial banks in Nairobi. In the study, positivism as a philosophy was applied. 22,856 people worked for six selected commercial banks in Nairobi, making up the managerial and administrative workforce. Applying the Krejcie and Morgan proportion calculation table, a sample of 377 was obtained. The SPSS program was used to analyze the quantitative data that was gathered with the help of a structured questionnaire. The results indicated a strong and favorable correlation between staff performance and career advancement. Therefore, career growth has a positive impact on worker performance hence the management good performance should be recognized and rewarded by the management to enhance employee motivation.

In their 2018 study, Mark and Nzulwa investigated how career advancement initiatives affected workers' output at the NHIF headquarters in Nairobi. A design based on case studies was used in the investigation. The study's target population consisted of 402 employees at the NHIF headquarters, and a sample of 120 respondents, or 30% of the target population, was selected.

Data collection involved the use of structured questionnaires. To analyze the data, both descriptive and inferential statistics were applied. The correlation analysis revealed a substantial positive relationship between staff performance and career progression initiatives. The regression analysis findings revealed that development programs explain 34 percent of employees' performance. Multiple regression findings also demonstrated a statistically significant positive association between employee training; employee mentoring, career advancement and career counselling on employee performance.

2.3 Summary of Research Gaps

The literature assessment mentioned above revealed certain study gaps regarding the relationship between workplace performance and programs for workers' recreation, occupational health and safety, and career development. There are conceptual, methodological, and contextual gaps that are highlighted. The gaps that emerged between all of the ideas in the research that were discovered throughout the literature review are presented as conceptual gaps. The research design, data analysis flaws, and population are the root causes of the methodological discrepancies.

Table 1: Summary of Research Gaps

Researcher	Focus Area of study	Methodology	Key Findings	Knowledge Gap(s)	Contribution of Current Study
Shaikh, Weiguo, Shahid, Ayaz, and Ali (2018)	An assessment of hazards and occupational health & safety practices for workers in the textile industry: a case study.	A survey approach	The results demonstrated a positive association between OHSFs and performance of employees.	Contextual gap – Study was done in textile industry. - Study done in Pakistan	This study will be conducted in University of Nairobi.
Dunmade, Kadiri, Akindele, and Ishola (2019)	Assessing the Effects of Workplace Health and Safety Policies on Employee Productivity in the Kam Wire Industry, Ilorin	Descriptive design	The findings revealed that KAM Wire Industry staff could effectively evaluate the entities' occupational health and safety safeguards.	- Study done among wire industry in Nigeria hence the results cannot be generalized to the current study	This study will be done in Faculty of Health Sciences, University of Nairobi.
Enenifa and Akintokunbo (2020)	Recreational activities at work and worker productivity in Yenogoa, Bayelsa State, Nigerian deposit money banks	Descriptive cross-sectional research design	A significant association between workplace recreational programs and effectiveness of employees in Deposit taking Banks was revealed	- Methodological gap - Study employed cross-sectional research design Study was done among banks in Nigeria	Study will be a case study done in University of Nairobi.
Mkisi (2019)	The Contribution of Workplace Recreational Facilities on Employees' Performance	Case study	The findings revealed that recreational programs played a critical role in improving performance of employees at Kurasini Police College	- Study was done in Kurasini Police College	Study will be done in University of Nairobi.

Researcher	Focus Area of study	Methodology	Key Findings	Knowledge Gap(s)	Contribution of Current Study
Mule, Rintari and Moguche (2020)	Relationship between Employee Retention and Carrier Development in the Kenyan County Government of Meru	Descriptive design	a positive and strong association between career progression and staff retention	- Study done in County Government of Meru	Study will be done in University of Nairobi

2.4 Conceptual Framework

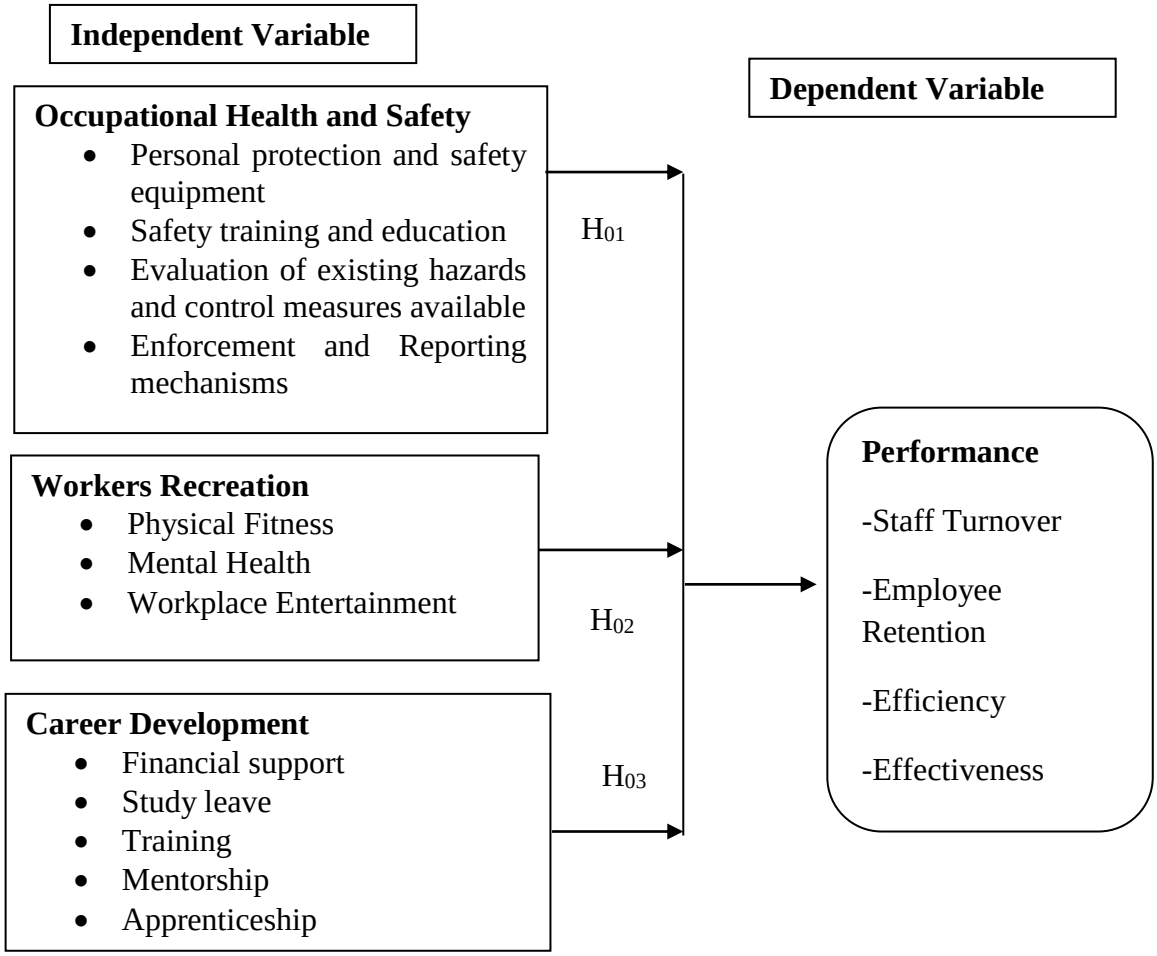

Figure 1: Conceptual Framework

Source: (Author, 2023)

Programs for career development, workers' recreation, and workplace health and safety are shown as inputs in the above chart. The procedure consists of putting employee welfare programs into action for employees. The system's final result is known as the output. It shows how the independent and dependent variables are related to one another. The figure above shows how the variables relate to one another.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

A research design is a method for collecting and analyzing data in order to obtain the necessary information with a high enough degree of accuracy (Kothari & Garg, 2014). The research will utilize a cross-sectional survey methodology. The design is thought to be better than others since it facilitates the gathering of information that quickly clarifies the study questions (Hair, Money, Samuel, & Page, 2010). The cross-sectional survey design utilizes the quantitative data. Cross sectional design allows the investigators to gather data relating to the practices, views or situations at a specific point of time through interviews and questionnaires. This design known for drawing samples from large populations to collect empirical knowledge on similar occurrences (Saunders, Lewis & Thornhill, 2012).

3.2 Study Area

Kenya is an East African country with an Indian Ocean coastline where this study was conducted. Kenya has Nairobi as its capital. Based at the Kenyatta National Hospital Campus, the study was carried out at the University of Nairobi's Faculty of Health Sciences. The Faculty is further involved in extensive research and health policy formulation which has played an integral role in the provision of specialized services to patients at the 1800-bed level 6-hospital Kenyatta National Teaching and Referral Hospital, the biggest in the area. Additionally, various undergraduate and postgraduate programmes are offered in the Faculty hence many doctorate, masters, bachelors and diplomas degrees are awarded annually.

3.3 Target Population

The staff population at the Faculty of Health Sciences, UoN is 975 constituting 393 teaching staff and 582 staff. The Faculty has five Schools, three research institutes, two training units, and the Principal's office. Study respondents will be the staff at the Faculty selected from the aforementioned units. Cooper and Schindler (2014) keep in mind that a population is the totality of the things that one wishes to devote their time to. The research will target 582 staff both on contract and permanent and pensionable terms at Faculty of Health Sciences, UoN on grades I-IV, A-F, Assistant Registrar and Senior Assistant Registrar positions. The FHS staffs will form the target population (see Appendix V). The study target population will be summarised in staff category as depicted in Table 2.

Table 2: Target Population

Staff Category	Population (Frequency)
Teaching	393
Support	239
Technical	102
Project	208
Student Welfare Association (SWA)	33
Total	**975**

Source: Faculty of Health Sciences, University of Nairobi (2022)

3.4 Sampling Techniques and Sample Size

The sample size is a portion of the entire population selected to be representative of the population (Zikmund, Carr & Griffin, 2013). However, sampling is the method by which the sample size is decided upon in order to collect data (Mugenda & Mugenda, 2003). This subsection discusses sample size and sampling procedure.

3.4.1 Sample Size

The study will employ the formula by Kothari and Garg (2014) to derive the sample size. For a sample size for a population of 10,000 or more is computed using the formula given below:

$$n = \frac{pqz^2}{e^2}$$

Where;

n = Minimum Sample Size

p = Population proportion with given characteristic

q = Population proportion without the characteristics being sought

z = Standard normal deviation at the required confidence level

e = Error Margin

Kothari and Garg (2014) recommend that since p and q are unknown, both are set at 50%. At a confidence level of 95% that was used for this study, z = 1.96 and the sampling error of e = +5%. Thus, sample size n becomes:

n = (1.96)2 *0.5(1- 0.5)/ (0.05)2

n = 384

For a population less than 10,000, the sample is computed as follows;

nf= n/(1+n/N)

Where, nf = desired sample size when the population is less than 10,000

n =sample size (when the population is greater than 10,000) =384

N = estimate of the population size = 975

384/ (1+384/975) = 384/1.394

nf = 275 staff members.

Using this formula, a sample size of 275 staff members will be selected for the purpose of this study as shown in Table 3.2.

Table 3: Sample Size

Staff Category	Population	Computation	Sample size per Category
Teaching	393	275 (393/975)	111

Support	239	275 (239/975)	67
Technical	102	275 (102/975)	29
Project	208	275 (208/975)	59
Student Welfare Association (SWA)	33	275 (33/975)	9
Total	**975**	**100%**	**275**

Source: Researcher (2023)

Thus, the study will use a sample size of 275 staff members.

3.4.2 Sampling Techniques

The population will be divided into four strata by the research using a stratified and simple random selection technique: teaching (111), support staff (67), technical staff (29), project staff (59), and student welfare association (SWA) personnel (9). This will ensure that the sample is well representative and give a true picture of the population.

3.5 Data Collection

3.5.1 Instrumentation

Data collection refers to the mechanism by which information is retrieved from the identified subjects of a study (Creswell & Creswell, 2017). The investigator will gather primary data using a structured questionnaire. This method is considered suitable since the questions are uniform for all respondents, therefore comparison of the information can be easily made. It will also minimize loss of institutional time since respondents could fill the questionnaires at their free time. Questionnaires will be administered to 230 respondents. The questionnaire has two sections; A-Demographic data and B-Questions for respondents containing a Likert scale (1-5) where 5. Strongly agree, 4. Agree 3. Undecided, 2. Disagree, 1. Strongly disagree. This will be applied to ascertain the extent to which different employee welfare programs were being utilized by the Faculty.

3.5.1.1 Validity

According to David et al. (2007), validity is the instrument's capacity to test the things that are intended to be tested as well as the accuracy with which an instrument assesses the concepts it is designed to evaluate (Kothari & Garg, 2014). According to Middleton (2020), there are four different kinds of validity: face validity, criterion validity, construct validity, and content validity.

The tool's construct validity is evaluated to see if it accurately captures the objectives of the investigation. A construct is an idea that might not be observed directly, but it can be examined by looking at other associated indicators (Middleton, 2020). To determine construct validity, the investigator through supervisors' guidance, will ensure that instruments' indicators are structured based on applicable knowledge. The questionnaire will include pertinent questions which measure specific indicators of the construct (Middleton, 2020).

Face validity ascertains the suitability and practicality of the content under investigation (Middleton, 2020). Face validity will be used at initial stages of tool development. Criterion validity measures how similar the findings of a test are correlated to the results in another similar test. Researcher will test validity and check correlation of the tool during pre-test. Pilot testing will be done on survey tools to ascertain and refine the instruments. A sample equivalent to 10% of the study sample (Koopman, 2015) will be used to obtain a pilot group. This will sum the pilot group to 23 respondents who will be randomly picked. Pilot group will not be included in the final analysis.

3.5.1.2 Reliability

The capacity, consistency, and accuracy of the instrument to consistently obtain the necessary information is referred to as reliability (Cooper & Schindler, 2014). The answers will be examined, and a reliability test result will be generated, in order to assess the questionnaires' dependability. The designed scale's reliability increases with increasing score.

Observations made during the pilot testing exercise will help to improve the nature of questions contained in the questionnaire instrumentation. The reliability shows consistent results without bias. The reliability coefficient falls between 0 and 1. There is adequate reliability when there is an alpha of 1 and no reliability when the alpha is at 0. The reliability is higher when the Cronbach alpha is high. Low alpha may mean the items are not suitable and should be removed or revised (Sekaran & Bougie, 2016). The instrument's reliability will be determined using the Cronbach alpha coefficient that will be calculated using the split-half method.

3.5.2 Data Collection Procedure

The investigator will seek a research license from NACOSTI to conduct the study. Additionally, a letter of authority for the research will be sought from the Kisii University. All the questions will be in closed format based on the research objectives. Quantitative data will be obtained through close-ended questions. Permission to conduct research in the University of Nairobi will also be sought.

3.6 Data Analysis and Presentation

The gathered information will be entered into the statistical package for social sciences, or SPSS, version 21 computer program, for examination. Editing, coding, and classification

will be used to process data. Data analysis will be done using descriptive statistics, which include mean, standard deviation, percentages, and frequencies. Using Pearson correlation analysis, the degree of relationship between both independent and dependent variables will be assessed. The regression equation will be as follows:

$$Y = \beta 0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where, Y =Employee job performance, α = Constant value, $\beta_1 \ldots \beta_3$= the slope which shows the impact of a unit change on each predictor variable on the dependent variable.

β_1, β_2&β_3 = Coefficients ofX_1, X_2 and X_3 respectively.

β_0 = Constant

X_1 = Occupational safety programs

X_2 = Recreation programs

X_3 = Career progression programs

ε = Error term

3.6.1 Diagnostic Tests

The study will conduct tests for linearity, normality, homoscedasticity, autocorrelation and multi-collinearity before regression is used.

3.6.1.1 Linearity

Linearity will be tested using the Python will be done by plotting y against each independent variable. Linearity is evaluated by studying the pattern of dots in the scatter plot. The higher the displacement the higher the non-linearity. The data frame may also be used. Correlation technique in Panda to derive the Pearson correlation coefficient "r" between the dependent variable y and independent variable x to ascertain the linear

correlation. The linear regression analysis assumption is that there is a linear relationship between X and the mean of Y.

3.6.1.2 Normality

The researcher will apply graphical approach, kurtosis and skewness statistic and Shapiro-Wilk and Kolmogorov-Smirnova Test to ascertain the shift from normality as proposed by Park (2008). In order to match a particular set of data with a linear model, the y variable is considered fit on linear model, when it is normally distributed (Ghasemi & Zahedias, 2012). This study will conduct a normality test based on Skewness and Kurtosis coefficients to ascertain whether the variables have a normal distribution. If the skewness is not near to zero, your data set is not normally distributed, whereas the kurtosis for a normal distribution is 3. If the skewness is less, the distribution is severely skewed than -1 or larger than 1.

3.6.1.3 Homoscedasticity

When the residual or error component in a regression equation has a constant variance, this situation is explained by homoscedasticity. Consequently, as the value of the explanatory variable changes, the error term varies somewhat. Tests for homoscedasticity in residual variables use auxiliary regression of squared residuals on predictor variables, and these tests are part of the Breusch–Pagan experiment.

3.6.1.4 Auto-correlation

Auto-correlation reduces the number of predictor variables hence complicating the application of statistical tests. To conduct this test, Durbin Watson approach will be adopted.

3.7 Ethical Considerations

It is the researcher's responsibility to carefully evaluate the likelihood of harm of the respondents and put in place measures to mitigate the possibility of the harm. The respondent should be kept as anonymous as possible thus will not be required to disclose any personal identification including names and addresses in the research instrument (Bell and Bryman, 2011). Participants were guaranteed privacy, anonymity and confidentiality.

The consent letter assured respondents of anonymity of their, and all efforts being put in place to protect them. Consent will be sought from the respondents whereby each participant will be asked to append the consent form or verbal permission before participating in the study. Participants will be informed of the study's goal in order to protect their privacy and confidentiality. The National Research Council of Science, Technology, and Innovation (NACOSTI), the Faculty of Health Sciences at Kisii University, and other relevant parties will be consulted for permission to conduct the study. Participants in the study will be made aware of its goals and asked for their agreement.

CHAPTER FOUR

DATA ANALYSIS, INTERPRENTATION AND DISCUSSION

4.1 Introduction

The analysis of data and study findings are presented in this chapter. The relationships between workers' recreation, career development, safety and health at work, and staff performance at the University of Nairobi's Faculty of Health Sciences were examined in this study. Section 4.3 presents the results of the demographic as well as pilot survey, while Section 4.2 reviews the reply rate data. This section of the pilot survey includes factor analysis, diagnostic tests, validity, as well as reliability. Section 4.5 of the University of Nairobi's Department of Health Sciences contains descriptive statistics on staff performance, career development, workers' recreation, and workplace health and safety. In parts 4.6 and 4.7, respectively, correlation analysis and hypothesis testing are covered. The relationships between employee recreation programs and employee performance at the University of Nairobi's Faculty of Health Sciences, employee health and safety encompasses no statistically significant impact on employee performance, and the connections between staff development programs and employee performance at the University of Nairobi's Faculty of Health Sciences are all subjected to hypothesis testing.

4.2 Response Rate

The statistical significance of the population's size was illustrated using the response rate. The trustworthiness of the research findings is greatly dependent on the response rate. Generally speaking, a lack of responses can reduce the data collection's statistical power and jeopardize the accuracy of the findings. As a result, this makes it more difficult for the researcher to extrapolate the findings to the wider target audience.

Furthermore, a lack of responses might point to non-response bias in the sample. If there is a discrepancy in the non-response between individuals with respect to exposure or outcome, a lack of response may indicate sampling bias. Table 4 displays the results of the study, which distributed 275 questionnaires to the following staff members: teachers (111), support staff (67), technical staff (29), project staff (59), and staff members of the Student Welfare Association (SWA) (9).

Table 4: Response Rate

Category	**Administered Questionnaires**	**Response Rate**
Returned	190	69.1%
Unreturned	85	30.9%
Total	**275**	**100%**

Source: Field Data (2023)

Table 4's results indicate that 190 respondents—or 69.1% of the sample—successfully completed and returned their questionnaires. A descriptive study need to have a response rate of more than 50%, according to Mugenda & Mugenda (2003) and Kothari (2004). Furthermore, Babbie (2004) states that return rates above 50% are appropriate for publication and analysis, 60% is good, and 70% is very good. 69.1% was consequently considered to be extremely good for the study.

4.3 Demographic Characteristics of Respondents

A population's demographics are its features. Demographic data provide information on the subjects of research and is essential to determining if study participants are representative of the intended population for the purpose of drawing conclusions. Demographic analysis is an important tool used by researchers to examine how the

population changes over time. It allows them to examine and evaluate population patterns. The demographic information of the respondents included their age, sex, level of education, and years of employment at the University of Nairobi's Faculty of Health Sciences. The sections that follow go into more information about each of the demographic traits.

4.3.1 Gender of Respondents

In order to determine the gender balance of the staff at the University of Nairobi's Faculty of Health Sciences, the study performed demographic research on respondents' gender. We asked the respondents to identify their gender. This was accomplished by utilizing the frequency of respondents who indicated on the questionnaire whether they were male or female. Table 5 displays the gender-related outcomes.

Table 5: A Table Showing the Gender of Respondents

	Frequency	**Percent**
Male	117	61.6
Female	73	38.4
Total	**190**	**100.0**

Source: Field Data (2023)

Based on the data, the majority of responders (61.6%) were men, and 38.4% were women. This suggested that men predominated among the Faculty of Health Sciences Staff. The impact of gender on how academic institutions' employees perceive employee welfare initiatives was investigated by Kiptui and Mwangi (2020). According to their research, employees who are male have a tendency to prioritize health-related advantages like health insurance, whereas employees who are female have a greater inclination towards work-life balance initiatives like family support and

parental leave. A gender-sensitive approach to planning and administering employee welfare programs is crucial, as highlighted by Smith and Johnson's (2019) meta-analysis of these programs across a range of sectors. According to their findings, efforts that are specifically designed to take gender-specific demands into account result in happier employees and better work output.

4.3.2 Level of Education

A person's education level is defined by the degrees or other academic credentials they have obtained. This was achieved by examining the frequency with which participants responded to the education section of the survey. The information that the respondents provided in response to a question regarding their level of education is shown in Table 6.

Table 6: A Table Showing the Level of Education

	Frequency	**Percent**
Certificate	23	12.1
Diploma	58	30.5
Bachelors	89	46.8
Postgraduate Diploma	14	7.4
Masters	6	3.2
Total	**190**	**100.0**

Source: Field Data (2023)

The results show that most of the Staff at the Faculty of Health Sciences had bachelor’s degree represented by 46.8% followed by diploma at 30.5%. A total of 12.1% had certificate while 7.4% represented post graduate diploma and 3,2% represented masters thus indicating that the Staff at the Faculty of Health Sciences were highly qualified. In a comparable academic environment, a study by Akinyi et

al. (2018) found a favorable relationship between faculty members' performance and general happiness and the availability of complete healthcare benefits. According to this study, employees who have completed more education tend to value these benefits more, which has a major impact on their performance as a whole. Professors and senior researchers are examples of highly educated workers who frequently want more than simply cash recompense.

Opportunities for lifelong learning, research funds, and support for scholarly publications are highly valued by them. Targeted welfare initiatives designed to help high-level education staff members increased their job satisfaction, which in turn boosted their research production and teaching quality, according to a study by Ochieng et al. (2020). Conversely, lower-level education employees, like laboratory technicians or administrative assistants, might place a higher priority on other welfare issues, such childcare assistance or flexible work schedules. Programs that addressed these particular demands had a beneficial effect on staff members' performance and dedication, according to a study by Wangari et al. (2019). This resulted in higher job satisfaction and lower turnover rates.

4.3.4 Terms of Employment

The purpose of the study was to ascertain the terms under which the Department of Health Sciences staff members were employed. This was accomplished by utilizing the frequency with which the respondents answered the questionnaire's terms of employment. The outcomes displayed in Table 7.

Table 7: A Table Showing the Terms of Employment

	Frequency	**Percent**
Permanent	160	84.2

Contract	30	15.8
Total	190	100.0

Source: Field Data (2023)

The results show that 84.2% of the Faculty of Health Sciences' staff members were permanent, while 15.8% were temporary. Adams and Bond's (2017) study looked at the relationship between welfare programs and staff morale. It was discovered that improved welfare programs had a favorable effect on morale, which in turn raised job satisfaction and, eventually, performance. Khan and Ramay's (2018) research highlighted the importance of welfare programs in keeping workers on staff. Improved welfare facilities that led to higher job satisfaction greatly influenced employee engagement and lower turnover rates. Smith et al. (2019) emphasized in their literature the significance of welfare packages that are comprehensive for permanent employees. Benefits like health insurance, retirement programs, and chances for professional growth are positively connected with higher levels of dedication and output from permanent employees.

4.3.4 Duration of Service

Finding out how long respondents had worked at the Faculty of Health Sciences was one of the study's goals. The frequency with which the respondents responded to the questionnaire's question on years of service was used to accomplish this. The findings displayed in Table 8.

Table 8: A Table Showing the Years of Service

	Frequency	Percent
Less than 4 Years	19	10.0
4-6 years	11	5.8
7-9 years	86	45.3
10-15 years	32	16.8
16 years and above	42	22.1
Total	190	100.0

Source: Field Data (2023)

The results suggest that most of the Staff at the Faculty of Health Sciences have had between 7 to 9 years of service in the respective entities, representing 45.3%, followed by 16 years and above of service being 22.1%. Those with 10 to 15 years of service were 16.8%, less than 4 years had 10% while those with 4 to 6 year were 5.8%. Employee welfare initiatives and staff motivation are positively correlated according to a 2017 study by Smith and Johnson on the effects of such programs in academic institutions.

The provision of all-inclusive health benefits, chances for further education, and a positive work atmosphere considerably enhanced employees' commitment to and job happiness. An employee's opinion of assistance programs is frequently influenced by their length of work or year of service. Access to mentorship and professional growth opportunities may be more important early in a person's career, but as one advances, retirement and health benefits may become more significant considerations. According to Brown et al. (2019), the success of welfare programs might range depending on how long an individual has worked there, with younger workers appreciating some benefits at a different rate than more experienced workers.

4.4 Descriptive Statistics

Making it possible for the study to utilize indices or statistical to meaningfully represent the spread of scores or measures is the aim of descriptive statistics. The type of statistics or indices used depends on the variables included in the study and the extent of the measurements. This section includes an explanation of Career Development, Workers' Recreation, Occupational Health and Safety, and Job Performance. The median denotes the middle number in a group of numbers, the mean displays the average values, and the mode displays the most prevalent value.

4.4.1 Occupational Health and Safety Programs and Job Performance

Table 9: Table analyzing Occupational Health and Safety Programs

	N	Minimum	Maximum	Mean	Std. Deviation
By putting a safety and health program into place, the company hopes to promote a culture of safety.	190	1.00	5.00	3.3526	.81446
The institution conducts regular inspections at the workplace	190	1.00	5.00	2.9737	.98901
Safety trainings is regularly done in my institution	190	1.00	5.00	2.9105	1.01700
The institution has education programs on health and safety	190	1.00	5.00	3.0474	1.09972
I have undergone a safety training since I joined the Institution	190	1.00	5.00	3.0368	1.62119
Control measures exist at my workplace to avoid/minimize occupational hazards	190	1.00	5.00	3.2368	1.10875
There exists reporting and enforcement mechanisms on employee safety	190	1.00	5.00	2.9368	1.12978
The institution provides	190	1.00	5.00	2.7632	1.33797

protective equipment at the workplace					
The institution has a health and safety committee in place	190	1.00	5.00	3.3211	1.01161
There are quality health care services provided at the company clinic	190	1.00	5.00	3.5000	1.05284

Source: Field Data (2023)

The study evaluated the effects of occupational health and safety programs and job performance. Following a descriptive analysis, the results are shown below. The study found that the company has an occupational health and safety policy that promotes a safety culture, with a mean value of 3.3526 and a standard deviation of.81446, and that it regularly conducts workplace inspections, with a mean value of 2.9737 and a standard deviation of.98901. My institution routinely conducts safety trainings, with a mean of 2.9105 and a standard deviation of 1.01700. Since joining the institution, I have participated in safety training, which has a mean value of 3.0368 and a standard deviation of 1.62119. The institution offers health and safety education programs with a mean value of 3.0474 and a standard deviation of 1.09972. My workplace's control methods to prevent or reduce occupational hazards displayed a mean of 3.2368 and a standard deviation of 1.10875. The mean and standard deviation of employee safety reporting and enforcement procedures were 2.9368 and 1.12978, respectively. The organization that offers safety gear for the job had a mean of 2.7632 and a standard deviation of 1.33797. With a mean of 3.3211 and a standard deviation of 1.01161, the institution has a committee for safety and health in place. The company clinic offers high-quality medical care, with a mean score of 3.500 and a standard deviation of 1.05284.

4.4.2 Workers Recreation Programs and Job Performance

The study assessed Workers Recreation Programs and Job Performance. Descriptive analysis was carried out and the findings were presented below.

Table 10: Table Analyzing Workers Recreation Programs

	N	Minimum	Maximum	Mean	Std. Deviation
Physical Fitness					
Being in excellent physical condition motivates me to work even harder.	190	1.00	5.00	4.1421	1.23263
Wellness programs reduce employees' health hazards and illness.	190	1.00	5.00	3.7947	1.06158
There is recognition of exceptional employee achievements	190	1.00	5.00	3.2737	1.15417
The physical fitness program has increased workers productivity.	190	1.00	5.00	3.2789	1.08919
My organization has a provision for recreation activities	190	1.00	5.00	2.8053	1.19034
Mental Health Programmes					
I get stressed and anxious from my job tasks	190	1.00	5.00	2.6053	1.41682
I am aware of workplace stressors because I participate in mental	190	1.00	5.00	2.8842	1.11140

health programs.					
My anxiety and stress levels have decreased as a result of participating in the programs.	190	1.00	5.00	2.8842	1.11140
I feel mentally capable of handling the variety of tasks.	190	1.00	5.00	3.1105	1.19230
I have the energy and mental clarity necessary to carry out my responsibilities and meet my goals.	190	1.00	5.00	3.7368	1.18822
I am content and inspired to carry out my responsibilities.	190	1.00	5.00	3.7158	1.21858
Amusement					
My relationships with coworkers and managers are improved when I engage them staff in social situations.	190	1.00	5.00	4.4158	.89724
I like to bond and share with them in a non-formal setting.	190	1.00	5.00	4.2579	.84316
Having social interactions with staff enhances my relationship with both supervisors	190	1.00	5.00	4.2263	.84599

and coworkers

Engaging in entertainment programs with my coworkers makes me more amiable and helpful to both supervisors and colleagues	190	1.00	5.00	4.1263	1.01044
Participating in group activities in social settings has made me a better team player.	190	1.00	5.00	3.8632	1.16937

Source: Field Data (2023)

According to the study, having good physical health inspires me to work even more (mean value = 4.1421, standard deviation = 1.23263) and wellness programs lower the risk of disease and health hazards among employees (mean value = 3.7947) and standard deviation of 1.06158; the physical fitness program has raised worker productivity with a mean value of 3.2789 alongside standard deviation of 1.08919; my organization has a provision for recreational activities with a mean value of 2.8053 alongside standard deviation of 1.19034; recognition of outstanding employee achievements has a mean value of 3.2737 alongside standard deviation of 1.15417. The mean value of my job duties, which cause me tension and anxiety, was 2.6053, with a standard deviation of 1.41682. I am aware of workplace pressures because I participate in mental health programs; the mean value was 2.8842 with a standard deviation of 1.11140. My stress and anxiety levels have decreased thanks to mental health programs at work, which had a mean value of 2.8842 and a standard deviation of 1.11140. My perception of my mental capacity to complete the range of tasks is

enhanced by my participation in the programs. The tasks have a mean value of 3.1105 and a standard deviation of 1.19230. With a mean value of 3.7368 and a standard deviation of 1.18822, I am physically and mentally awake to carry out my responsibilities and meet my goals. With a mean value of 3.7158 and a standard deviation of 1.21858, I am content and driven to do so. The mean value of 4.4158 and the standard deviation of 0.89724 indicate that I think it's important to interact with coworkers and managers during recreational activities. The mean value of 4.2579 and the standard deviation of 0.84316 indicate that I like to bond and share with my coworkers and managers in a non-formal setting. My relationships with colleagues and superiors are improved when I interact with staff in social contexts. The mean value was 4.2263, with a standard deviation of 0.84599. My ability to interact with coworkers through entertainment programs has improved my friendliness and helpfulness toward them as well as our supervisors. My mean value was 4.1263, with a standard deviation of 1.01044, and my group activities in social settings have improved my team player status, with a mean value of 3.8632 and a standard deviation of 1.16937.

4.4.3 Career Development Programs and Job Performance

The study looked at job performance and career development initiatives. Descriptive analysis was carried out and the findings were presented below.

Table 11: Table Analyzing Career Development Programs

	N	Minimum	Maximum	Mean	Std. Deviation
My employer offers financial support for employees/dependents education/ professional development	190	1.00	5.00	2.8474	1.32652
My employer grants me the necessary time off from work. g. sabbatical leave, study leave, etc. for pursuing a career or education.	190	1.00	5.00	3.8632	.92708
My employer offers regular/periodic staff training	190	1.00	5.00	3.5842	.92053
Organizational staff development goals are in line with training and development initiatives.	190	1.00	5.00	3.5053	.87739
My employer provides mentorship for my career development	190	1.00	5.00	2.6737	1.16784
The management helps me match my personal goals and opportunities available.	190	1.00	5.00	2.9474	1.02217
Employee potential and abilities are evaluated by the organization.	190	1.00	5.00	3.3000	1.12664
Information on career opportunities and options with the company is communicated in an understandable manner.	190	1.00	5.00	3.0895	1.27133
I am satisfied with my opportunity for	190	1.00	5.00	3.0368	1.21006

professional development.

I am satisfied with the available career advancement opportunities.	190	1.00	5.00	2.8632	1.17838

Source: Field Data (2023)

The study found out My employer offers financial support for employees/dependents education/ professional development had a mean of 2.8474 and standard deviation of 1.32652, My employer grants me the necessary time off from work. g. sabbatical leave, study leave, etc. had the highest mean (3.8632) and standard deviation (0.92708) for education/career development, My employer offers regular/periodic staff training had a mean of 3.5842 and standard deviation of 0.92053, Employee development objectives within the organization are in line with training and development initiatives had a mean of 3.5053 and standard deviation of 0.87739, My employer provides mentorship for my career development had a mean of 2.6737 and standard deviation of 1.16784, The management helps me match my personal goals and opportunities available had a mean of 2.9474 and standard deviation of 1.02217, Employee skills and potential evaluations have a mean of 3.3000 and a standard deviation of 1.12664; career opportunities and options are communicated in an understandable manner with a mean of 3.0895 and a standard deviation of 1.27133; professional development opportunities are satisfactory with a mean of 3.0368 and a standard deviation of 1.21006; and career advancement opportunities are satisfactory with a mean of 2.8632 and a standard deviation of 1.17838.

4.4.4 Responses on Job Performance

The study's dependent variable, job performance, was calculated using return on assets (ROA). Descriptive analysis was carried out and the findings were presented below.

Table 12: Table Analyzing Job performance

	N	Minimum	Maximum	Mean	Std. Deviation
I am proud to work for the institution	190	1.00	5.00	4.1737	.92944
I would suggest the organisation as a fantastic place to work.	190	1.00	5.00	3.8789	1.21328
I don't often consider applying for jobs at other companies.	190	1.00	5.00	3.1737	1.18471
I see myself remaining employed at the organisation after two years.	190	1.00	5.00	3.6000	.90150
My motivation inside the institution pushes me to exceed whatever I would in a comparable capacity outside.	190	1.00	5.00	3.5737	1.21383
The institution's leaders tell the public about events.	190	1.00	5.00	3.6263	1.23971
For workers, my boss is an excellent role model.	190	1.00	5.00	3.7684	1.21239
The institution's leaders have articulated a vision that inspires me.	190	1.00	5.00	3.6632	1.12791
I have the resources/abilities/instruments I require to do my work effectively.	190	1.00	5.00	3.7211	1.10366

I frequently go above and beyond the call of duty in my work.	190	1.00	5.00	3.9211	1.05864
I am completely content with the working atmosphere that the organization has.	190	1.00	5.00	3.6053	1.29180
I can pursue the education and training I need to perform my job effectively.	190	1.00	5.00	3.7842	1.05948
I'm constantly looking to learn new things to improve the effectiveness of my work.	190	1.00	5.00	4.2421	.87548
The majority of the procedures and systems in place here help us complete our work efficiently.	190	1.00	5.00	3.7211	1.18236
I am aware of what I must do to succeed in my position.	190	1.00	5.00	4.4895	.83406
I get recognized appropriately when I perform well.	190	1.00	5.00	3.2895	1.12471
Daily choices made here show that improvement and quality are of the utmost importance.	190	1.00	5.00	3.6947	1.14618
Employees are satisfied with their wages	190	1.00	5.00	2.4632	1.14836
The firm provides employment benefits	190	1.00	5.00	3.0842	.89871
I get constant feedback on my work performance	190	1.00	5.00	3.3053	1.03457
Workers collaborate with each other and share tasks	190	1.00	5.00	3.7789	.93355
Each worker shows expected performance and successfully perform all assigned task on	190	1.00	5.00	3.8000	.99310

schedule

Source: Field Data (2023)

The results showed that I am proud to work for the institution had a mean of 4.1737 and standard deviation of 0.92944, I would recommend the institution as great place to work had a mean of 3.8789 and standard deviation of 1.21328, I rarely think of looking for a job at another institution had a mean of 3.1737 and standard deviation of 1.18471, I see myself still working at the institution in two years' time had a mean of 3.6000 and standard deviation of 0.90150, The institution motivates me to go beyond what I would in a similar role elsewhere had a mean of 3.5737 and standard deviation of 1.21383, Leaders at the institution keep people informed about what is happening had a mean of 3.6263 and standard deviation of 1.23971, My manager is a great role model for employees had a mean of 3.7684 and standard deviation of 1.21239, Leaders at the institution have communicated a vision that motivates me had a mean of 3.6632 and standard deviation of 1.12791, I have access to the things/skills/tools I need to do my job well had a mean of 3.7211 and standard deviation of 1.10366, I frequently go above and beyond the call of duty in my work had a mean of 3.9211 and standard deviation of 1.05864, I am fully satisfied with the working environment existing in the institution had a mean of 3.6053 and standard deviation of 1.29180, I have access to the learning and development I need to do my job well had a mean of 3.7842 and standard deviation of 1.05948. To improve the effectiveness of my work, I constantly look to acquire new abilities and knowledge had a mean of 4.2421 and standard deviation of 0.87548, Most of the systems and processes here support us getting our work done effectively had a mean of 3.7211 and standard deviation of 1.18236, I am aware of the steps I must take to succeed in my position had the highest mean of 4.4895 and standard deviation of 0.83406, I receive appropriate recognition when I do good work had a mean of 3.2895 and standard deviation of 1.12471, Day-

to-day decisions here demonstrate that quality and improvement are top priorities had a mean of 3.6947 and standard deviation of 1.14618, Employees are satisfied with their wages had a mean of 2.4632 and standard deviation of 1.14836, The firm provides employment benefits had a mean of 3.0842 and standard deviation of 0.89871, I receive feedback on how I'm doing at work all the time had a mean of 3.3053 and standard deviation of 1.03457, Workers collaborate with each other and share tasks had a mean of 3.7789 and standard deviation of 0.93355, Each worker shows expected performance and successfully perform all assigned task on schedule had a mean of 3.8000 and standard deviation of 0.99310.

4.5 Inferential Statistics

Multiple regressions and Pearson's correlations were two examples of the inferential statistics used in the study. Finding the relationship between the variables was the aim of this. In order to forecast the likely value of the dependent variable and estimate the parameters of linear equations involving the independent variables, multiple regression was used to test the hypothesis.

4.5.1 Correlational Analysis

The study conducted a correlational analysis to ascertain the relationship between the dependent variable (job performance measured in ROA) and the independent variables (occupational health and safety programs, workers' recreation programs, and career development programs). The results were displayed as follows.

Table 13: Correlational Matrix

Correlations					
		Occupational Health and Safety Programs	Workers Recreation Programs	Career Development Programs	Job Performance
Occupational Health and Safety Programs	Pearson Correlation	1	.421**	.597**	.570**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	190	190	190	190
Workers Recreation Programs	Pearson Correlation	.421**	1	.514**	.570**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	190	190	190	190
Career Development Programs	Pearson Correlation	.597**	.514**	1	.697**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	190	190	190	190
Job Performance	Pearson Correlation	.570**	.579**	.697**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	190	190	190	190

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

Source: Field Data (2023)

The study discovered a significant correlation (r=. 570(**), P= 001<0.01) between the occupational health and safety programs and staff job performance at the University of Nairobi's Faculty of Health Sciences. Consequently, modifications to occupational health and safety programs led to a marked fall in staff performance at the University of Nairobi's Faculty of Health Sciences. Numerous studies have highlighted the

benefits of well-implemented OHS systems in educational institutions. Smith along with others. For example,'s (2017) study found that faculty members who were highly satisfied with their university's OHS programs were also more satisfied with their jobs and the overall performance of the Faculty of Health Sciences staff. This suggests a relationship between employee output and program satisfaction with OHS. There is a strong relationship between employees' physical and mental health and their job performance. Because Faculty of Health Sciences employees may be exposed to toxins, biohazards, or physical stress, maintaining good health is essential. OHS programs that prioritize wellness, ergonomic enhancements, and preventive care can have a positive effect on worker health.

A faculty of health sciences study by Johnson and Brown (2019) found that workers who benefited from the OHS initiative's wellness services had lower rates of absenteeism due to illness and improved job performance. Additionally, these programs were linked to lower stress levels and higher job satisfaction, all of which are essential for improving faculty and staff performance. The success of OHS initiatives in a given institution depends critically on its strong safety culture. A safety culture that encourages reporting of incidents and near-misses fosters continual improvement in OHS, according to research by Chen et al. (2020) conducted in an educational setting. When employees feel supported and encouraged to voice safety concerns, possible dangers are identified and mitigated, which ultimately improves job performance. Williams and Martinez's (2018) research has also underlined the importance of leadership in fostering a safety culture. Leaders who prioritize and support OHS programs foster a culture where employees feel valued and protected, which has a beneficial effect on their productivity and general happiness.

Additionally, the study discovered a substantial and positive link (r=-.229) between the financial performance of Kenya's commercial banks and Workers Recreation Programs. As a result, adjustments to liquidity management caused a negligible drop in Kenya's commercial banks' financial performance. Numerous researches have shown beneficial correlations between enhanced job performance and involvement in WRPs. For example, in a study by Zhang et al. (2018), it was found that employees who regularly engaged in recreational activities and wellness programs reported higher levels of job satisfaction and reduced work-related stress. These factors were linked to enhanced job performance, including improved productivity and lower absenteeism.

The University of Nairobi's Faculty of Health Sciences personnel job performance and career development programs also exhibited a strong positive and significant link, as indicated by the study (r=.697). A number of research papers have examined the connection between employees' job performance and career development programs. Performance in healthcare organizations is favorably connected with employee involvement in career development activities, according to a study by Chen and Kao (2018). They argued that staff members who take part in these initiatives are more likely to learn new skills and knowledge, which can immediately increase productivity. In a similar vein, Noe (2019) emphasized the connection between career development initiatives and worker motivation, arguing that employees are more likely to be engaged and produce higher-quality work when they perceive opportunities for professional growth.

4.5.2 Diagnostic Tests

Several diagnostic tests are used in regression analysis to evaluate the model under particular assumptions. Among the diagnostic tests run for this inquiry were the autocorrelation test, homoscedasticity, linearity, multicollinearity, and normality. Verifying the accuracy of the results was the aim of these tests.

4.5.2.1 Normality

Normality implies that there is a fixed value of independent variables when the dependent variable has a normal distribution. The study conducted test on collected data to find out whether it was normally distributed. The study applied Shapiro Wilk test to examine whether the variables were normally distributed. Data was not normally distributed, which was the null hypothesis; on the other hand, data was normally distributed, which was the alternate hypothesis. The selected alpha value for the study was 0.05. Thus, where the p-value was less than the significance level, null hypothesis was rejected. Further where p-value is more than significance level, null hypothesis is being accepted and hence the data is not normally distributed. The findings were presented below.

Table 14: Tests of Normality

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Occupational Health and Safety Programs	.095	190	<.001	.981	190	.012
Workers Recreation Programs	.119	190	<.001	.971	190	<.001
Career Development Programs	.150	190	<.001	.940	190	<.001

a. Lilliefors Significance Correction

Source: Field Data (2023)

The research revealed that Occupational Health and Safety Programs had p value of .012<.05, Workers Recreation Programs had p value of .001< .05, and Career Development Programs had p value of .001<.05. These findings asserted that, all

independent variables had their p Value <.05. Thus, the null hypothesis was rejected. Hence, data was normally distributed.

4.5.2.2 Multi-collinearity Test

This was checked with the absolute value of Pearson correlations using Collinearity diagnostics**.** To test for multi-collinearity, this study used a variance inflation factor. It's well known that tolerance measures how one separate research variable (predictor variable) affects other independent research variables (predictor variable). A regression model is undoubtedly multi-collinear if the VIF is more than 10. On the other hand, if VIF less than 10 certainly no multi-collinearity. Below is a presentation of the study's findings.

Table 15: Multi-collinearity Test

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1(Constant)	.492	.232		2.123	.035		
Occupational Health and Safety Programs	.206	.065	.191	3.168	.002	.626	1.597
Workers Recreation Programs	.341	.071	.270	4.770	<.001	.715	1.398
Career Development Programs	.411	.059	.444	6.944	<.001	.560	1.787

a. Dependent Variable: Job Performance

Source: Field Data (2023)

Occupational Health and Safety Programs, according to the study had VIF value of 1.597, Workers Recreation Programs had VIF value of 1.398, and Career

Development Programs had VIF value of 1.787. Thus, all independent variables had VIF value of < 10. Hence there was no multi-collinearity.

4.5.2.3 Homoscedasticity

Homoscedasticity means that The variances of the independent and dependent values are equal The even test will be tested to check homogeneity of variances between the error terms. The level test of equality of the errors will be conducted to calculate the p-values of .000 <.05. This means that the error variances are equal across sub-groups of null hypothesis variables is rejected.

Table 16: Homogeneity Test

	Levene Statistic	df1	df2	Sig.
Occupational health and safety (OHS) programs		35	141	.001
workers' recreation programs	7.915	35	141	.001
career development programs	14.244	35	141	.001

Source: Field Data (2023)

Programs for occupational health and safety (OHS) were found to exist and had its p Value .001<0.05, the p Value for workers' recreation programs. 001<.05, career development programs was .001<0.05. Thus, the null hypothesis was rejected and hence, data was not homogenous.

4.5.2.4 Autocorrelation Test

Data must have little to no autocorrelation in order to do regression analysis. The study applied to Using Durbin-Watson statistics, to test for autocorrelation. According to Durbin-Watson statistics value varies from 0 to 4, with 2 being the best value for non-autocorrelation. A score closer to 4 suggests a negative autocorrelation, whereas

0 denotes a positive autocorrelation. The study's conclusions were shown in the sections below.

Table 17: Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.758[a]	.575	.568	.50648	1.746

Source: Field Data (2023)

The study established that the Durbin-Watson statistics value was 1.746. According to Durbin-Watson statistics value varies from 0 to 4, with 1.7 being the best value for non-autocorrelation. Hence, the study noted that, there was no autocorrelation.

4.5.2.5 Test for Linearity

The criterion variable and the predictor variables are assumed to have a linear relationship. A scatter diagram of all the independent factors against the dependent variable will be used to assess if a straight-line relationship exists. Figure 2 indicates that there will be a straight line relationship between each independent variable and the dependent variable.

Figure 2: Linearity Test

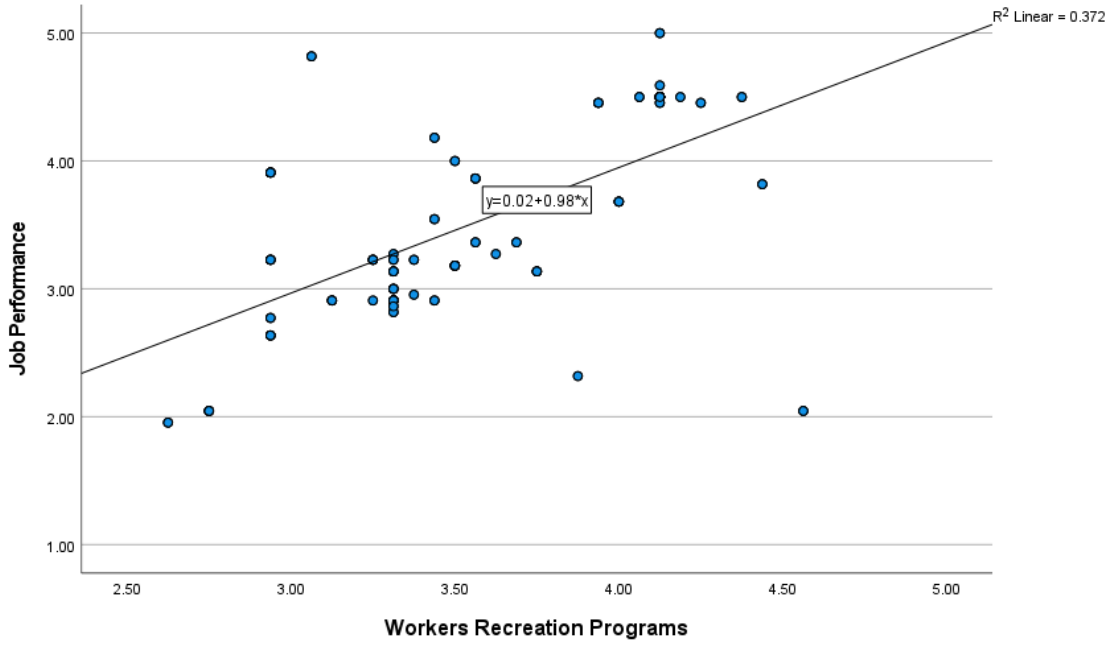

Figure 3: Linearity Test

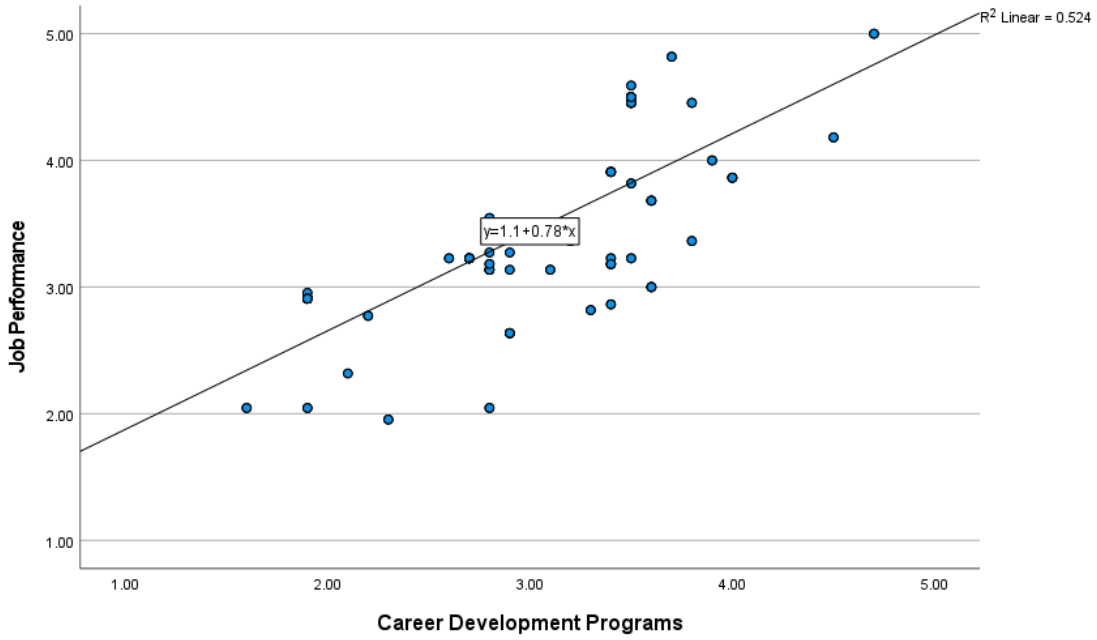

Figure 3 demonstrates a straight-line relationship between the independent variables of programs for workers' recreation, career development, and occupational health and safety, as well as the dependent variable of job performance. Additionally, where all the variables were greater than 50%, the R-squared indicated the proportion of the dependent variable variance that a linear model explains.

4.7 Regression Analysis

Both simple and complex regression analyses were performed on the study's variables. The results were displayed as follows.

4.7.1 Effect of Occupational Health and Safety Programs on Job Performance

A straightforward regression analysis between job performance and occupational health and safety initiatives was carried out in the study.

Table 18: Model Summary of Occupational Health and Safety Programs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.570[a]	.325	.321	.63471

a. Predictors: (Constant), Occupational Health and Safety Programs

Source: Field Data (2023)

As can be seen from the above table, R was =. 570 according to the study's conclusions. The University of Nairobi's Faculty of Health Sciences staff job performance was found to be directly correlated with occupational health and safety programs. Similarly, the study found that .325 was the model's R square. At the University of Nairobi's Faculty of Health Sciences, staff members' job performance improved by 32.5 percent as a result of changes made to Occupational Health and Safety Programs. Workers who benefited from the OHS initiative's wellness services had lower rates of absenteeism due to illness and improved work performance, according to a faculty of health sciences study by Johnson and Brown (2019). These initiatives have also been linked to lower stress levels and higher job satisfaction, both of which are essential for improving staff and faculty performance.

Table 19: ANOVA (b) of Occupational Health and Safety Programs

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regressio	36.432	1	36.432	90.436	.001[b]
	Residual	75.736	188	.403		
	Total	112.169	189			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Occupational Health and Safety Programs

Source: Field Data (2023)

F test was 90.436, P=, according to the study. 001 < 0.05. This showed the regression model was suitable for the study overall. Additional research revealed that employees' job performance at the University of Nairobi's Faculty of Health Sciences was highly impacted by occupational health and safety programs..

Table 20: Coefficients (a) of Occupational Health and Safety Programs

Model		Unstandardized Coefficients		Standardizect Coefficients		Sig.
		B	Std. Error	Beta		
1	(Constant)	.745	.206		8.476	.001
	Occupational Health Safety Programs	.614	.065	.570	9.510	.001

a. Dependent Variable: Job Performance

Source: Field Data (2023)

The table above illustrates the study's findings, which showed that the University of Nairobi's Department of Health Sciences faculty members' job performance was positively and significantly impacted by the Occupational Safety and Health Programs. With t= 9.510 and B=.614, P=.001< 0.05. Occupational safety and health initiatives changed the work performance of staff members at the University of Nairobi's Faculty of Health Sciences by 74.5% while keeping all other variables at zero.

$Y_{it} = \beta_0+\beta_1 X_{1it} +\varepsilon_{it}$……...Equation (1)

Y_{it}=.745 +.614 + ε_{it}

4.7.2 Effect of Workers Recreation Programs on Job Performance

A basic regression analysis was carried out in the study to examine the relationship between employee job performance and workers' recreation programs at the University of Nairobi's Faculty of Health Sciences. The study's conclusions were shown in the sections below.

Table 21: Model Summary on Workers Recreation Programs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579[a]	.335	.331	.62994

a. Predictors: (Constant), Workers Recreation Programs

Source: Field Data (2023)

R was determined by the study to be = .579. This indicated that there was a positive relationship between employee job performance and workers' recreation programs at the University of Nairobi's Faculty of Health Sciences. The study also discovered that the model had a .335 R square. As a result, adjustments to workers' recreation programs changed employee job performance at the University of Nairobi's Faculty of Health Sciences by 33.5 percent. Numerous studies have demonstrated that worker recreation programs enhance employees' job performance. Smith et al.'s study is one example. (2017) found that involvement in recreational activities improved physical health, reduced stress, and increased overall job satisfaction among healthcare workers. Increased productivity and decreased absenteeism were associated with this improvement in job satisfaction. In addition to the physical benefits, Workers' Recreation Programs have been associated with improved mental and overall well-

being, which benefits employees' performance at work. Johnson and Brown's (2018) study in a hospital setting found that employees who engaged in leisure activities reported lower levels of burnout and higher levels of motivation, which improved task completion and overall performance.

Table 22: ANOVA (b) of Workers Recreation Programs

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.566	1	37.566	94.667	<.001[b]
	Residual	74.603	188	.397		
	Total	112.169	189			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Workers Recreation Programs

Source: Field Data (2023)

The study found that the F test had a P= of 94.667. 001<0.05. This demonstrated the general suitability of the regression model for the research. Additionally, the results demonstrated a significant impact of Workers Recreation Programs on the Job Performance of University of Nairobi Faculty of Health Sciences Staff. These results were in line with those of Enenifa and Akintokunbo (2020), who looked at the relationship between staff effectiveness and workplace recreational programs in deposit-taking banks in Yenogoa, Nigeria. The results showed a strong correlation between employee effectiveness in deposit-taking banks in Yegonia, Nigeria, and workplace leisure programs. Smith and Johnson (2018) and Brown et al. (2019), a significant body of research indicates that WRPs enhance workers' physical health. These programs often include fitness-related activities, wellness initiatives, and access to sporting facilities. WRP participants

often experience better physical health, lower absenteeism, and greater endurance, all of which have a positive impact on their ability to perform their jobs.

Table 23: Coefficients (a) of Workers Recreation Programs

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.141	.272		3.825	.001
	Workers Recreation Programs	.731	.075	.579	9.730	.001

a. Dependent Variable: Job Performance

Source: Field Data (2023)

The University of Nairobi's Faculty of Health Sciences employees' job performance was found to be positively and significantly impacted by Workers Recreation Programs. P= -9.730, t= .731, B=. 001 less than 0 points. Assuming that all other variables remain unchanged, Workers Recreation Programs resulted in a 14.1% improvement in staff job performance at the University of Nairobi's Faculty of Health Sciences. The research also showed that staff job performance at the University of Nairobi's Faculty of Health Sciences increased by 73.1% as a result of changes made to the workers' recreation programs. Thus, modifications to workers' recreation programs resulted in notable adjustments to workers' job performance.

Yij = Boj + B1jXij + lij….

Yij=.141+731+ lij

4.7.3 Effects of Career Development Programs on Job Performance

Utilizing a basic regression analysis, the study examined the relationship between career development initiatives and employees' job performance at the University of Nairobi's Faculty of Health Sciences. Below is how the results were shown.

Table 24: Model Summary of Career Development Programs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697[a]	.486	.483	.55390

a. Predictors: (Constant), Career Development Programs

Source: Field Data (2023)

The investigation proved that R was =. 697. This showed that employees' job performance at the University of Nairobi's Faculty of Health Sciences positively correlated with Career Development Programs. However, the analysis showed that the model's R square was. .486. As a result, modifications to career development programs caused a 48.6% variance in the job performance of University of Nairobi faculty members in the Faculty of Health Sciences. A study by Chen and Kao (2012) found a positive correlation between employee performance and career development activities in healthcare organizations. They argued that staff members who take part in these initiatives are more likely to learn new skills and knowledge, which can immediately increase productivity. Noe (2010) asserts that there is a connection between career development programs and employee motivation, and that employees are more likely to be engaged and produce better work when they perceive opportunities for growth and advancement.

Table 25: ANOVA (b) of Career Development Programs

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.489	1	54.489	177.598	.001[b]
	Residual	57.680	188	.307		
	Total	112.169	189			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Career Development Programs

Source: Field Data (2023)

According to the study, the F test resulted in 177.598, P=. 001 <0.05. This demonstrated that the overall regression model fit the research. Additionally, the results demonstrated that Career Development Programs significantly impacted the job performance of University of Nairobi faculty members in the Faculty of Health Sciences. Furthermore, the Faculty of Health Sciences' specific response to career development initiatives was the study by Tremblay and Allard (2017). Their research indicates that these initiatives enhance work output while also having a positive effect on employee retention rates. In an industry as competitive as the health sciences, it's critical to retain knowledgeable and experienced instructors and staff. Career development programs can support this objective by fostering a sense of growth and advancement within the organization.

Table 26: Coefficients (a) of Career Development Programs

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.343	.199		6.763	.000
	Career Development Programs	.645	.063	.629	11.088	.001

a. Dependent Variable: Job Performance

Source: Field Data (2023)

The University of Nairobi's staff members' work performance was determined to be positively and significantly impacted by Career Development Programmes Faculty of Health Sciences, as shown in the above table..645 = B = t = 11.088 P =. 001 < 0.05. A study by Roberts and Holton (2019) found that a variety of factors, such as the program's quality of design and fit with each student's specific career goals, affect how effective these programs are. As a result, a one-size-fits-all approach might not yield the best results. It is imperative that the Faculty of Health Sciences consider adapting its career development programs to meet the specific needs and goals of its diverse workforce.

Boj = Bo + B2Zj + B3Xj + Uj.

Boj =.608+ .645X+ Uj

4.8 Multiple Regression Analysis

The University of Nairobi study employed multiple regression analysis to look at the association between the independent variables—Workers Recreation Programs, Occupational Health and Safety Programs, as well as Career Development Programs—and the dependent variable, work performance. The sections below displayed the study's findings.

Table 27: Model Summary of Job Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758[a]	.575	.568	.50648

a. Predictors: (Constant), Career Development Programs, Workers Recreation Programs, Occupational Health and Safety Programs

Source: Field Data (2023)

R was discovered to be =.758. This demonstrated that the job performance of employees at the University of Nairobi's Faculty of Health Sciences exhibited a positive link with independent variables (Occupational Health and Safety Programs, Workers Recreation Programs, Career Development Programs). In a similar vein, the analysis found that the model's R square was.575. Thus, adjustments to the independent variables (worker recreation, career development, and occupational health and safety programs) resulted in adjustments to the job performance of the staff at the University of Nairobi's Faculty of Health Sciences that affected 57.5 percent of the workforce.

Table 28: ANOVA (b) of Job Performance

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.455	3	21.485	83.755	.001[b]
	Residual	47.713	186	.257		
	Total	112.169	189			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Career Development Programs, Workers Recreation Programs, Occupational Health and Safety Programs

Source: Field Data (2023)

As a result of the investigation, the F test resulted in 83.755, P=.001<0.05. This indicated that the entire regression model met the study's needs. This result showed that staff members' job performance at the University of Nairobi's Faculty of Health Sciences was significantly impacted by independent variables.

Table 29: Coefficients (a) of Job Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.492	.232		2.123	.035
	Occupational Health and Safety Programs	.206	.065	.191	3.168	.002
	Workers Recreation Programs	.341	.071	.270	4.770	.001
	Career Development Programs	.411	.059	.444	6.944	.001

The results in the above table showed that the job performance of staff at the 49.2% at the University of Nairobi's Department of Health Sciences where independent variables (Worker Recreation Programmes, Occupational Safety and Health

Programmes, and Career Development Programs) were held constant. The study also found that employees at the University of Nairobi's Faculty of Health Sciences performed better on the job as a result of occupational health and safety programs. P =.002<0.05, t = 3.168, and B = 206. As a result, a shift in the unit for occupational health and safety programs had a major impact on the employees' job performance at the University of Nairobi's Faculty of Health Sciences. As a result, adjustments to occupational health and safety programs would result in a 20.6% drop in staff job performance at the University of Nairobi's Faculty of Health Sciences. A faculty of health sciences study by Johnson and Brown (2019) found that workers who benefited from the OHS initiative's wellness programs had lower rates of absenteeism due to sickness and improved job performance. These programs have also been connected to increased job satisfaction and decreased stress, both of which are critical for enhancing staff and teacher performance.

The study also showed that Employee Recreation Programs had a favorable and negligible impact on Employee Job Performance at University of Nairobi's Faculty of Health Sciences. P =.001<0.05, t = 4.770, B =.341. As a result, a unit variance in workers' recreation programs would directly and significantly affect how well employees performed at the University of Nairobi's Faculty of Health Sciences. Judge et al. (2017) state that job happiness is a good indicator of how well a person will do at work. Employee recreation programs can boost job satisfaction by providing opportunities for social interaction, relaxation, and personal development. Chen and Chang (2020) believe that these activities have the potential to enhance job satisfaction by fostering a sense of camaraderie among healthcare workers.

Better job performance can arise from stronger levels of desire, commitment, and productivity, which are all correlated with higher levels of job satisfaction. The study

also showed that Career Development Programs significantly improved the job performance of University of Nairobi faculty members in the Faculty of Health Sciences. t=6.944, P=.001<.05. B=.411, t=. Employee job performance at the University of Nairobi's Faculty of Health Sciences increased significantly as a result of a unit shift in career development programs. According to these results, career development programs can be crucial for staff members' skill development and career promotion in the Faculty of Health Sciences, which is in line with Kuchinke and Beck's (2019) findings.

These programs often offer opportunities for skill development that can directly impact workplace performance through training, workshops, and mentorship. Engaging in professional development activities can lead to a wider range of skills and more experience in the field for healthcare workers, which can improve their performance and effectiveness in clinical and academic settings.

$Yij = Bo + B_1Xij + B3Xj + B2Zj + (Uj + lij)$

Where, Yij =Employee job performance, Bo= Constant value, $B_1 \ldots B_3$= the slope which shows the impact of a unit change on each predictor variable on the dependent variable.

B_1, B_2&B_3 = Coefficients ofX_1, X_2 and X_3 respectively.

B_0 = Constant

X_{ij} = Occupational safety programs

X_j = Recreation programs

Zj = Career progression programs

Uj + lij = Error term

B1=.492

B2=.206

B3=.341

B_4 =.411

Uj + lij = error that which reflect other factors outside the model and affect financial performance of $_i$ for $_t$ years

Yij=.492X+.206Xij+.341Xj+411Zj+ (Uj + lij)

4.8.1 Hypotheses Testing

Hypotheses testing of the study was carried based on the findings in table 4.27 above. The summary is presented below.

$H0_1$: Occupational There is no statistically significant impact of health and safety on the work of the Faculty of Medical Sciences staff at the University of Nairobi. Occupational health and safety efforts were found to have a modestly favorable impact on the job performance of staff members at the University of Nairobi's Faculty of Health Sciences (P=.001<0.05). An adjustment to a unit in occupational health and safety efforts resulted in a considerable change in staff performance at the University of Nairobi's Faculty of Health Sciences. As a result, the null hypothesis was rejected.

$H0_2$: The University of Nairobi's Faculty of Health Sciences employees' performance and their recreational activities do not statistically significantly correlate. The study found that staff members at the University of Nairobi's Faculty of Health Sciences performed better at work when they participated in recreational activities. t=-9.730, B=.731, and P=.001< 0.05. Therefore, a unit variation in the leisure activities offered to employees would directly and significantly affect how well they performed

at work at the University of Nairobi's Faculty of Health Sciences. The null hypothesis was thus disproved.

$H0_3$: There is no significant statistical relationship between career advancement programs and performance of staff at the Faculty of Health Sciences, University of Nairobi.

The study found that staff members at the University of Nairobi's Faculty of Health Sciences performed better at work when they participated in career enhancement initiatives. P=.001<.05. Therefore, a unit change career development program would result in a notable improvement in the employees' job performance at the University of Nairobi's Faculty of Health Sciences. Rejecting the null hypothesis was done.

4.9 Summary of Hypotheses Testing Results

The table below represent the summary of hypotheses testing based on the findings in table 29.

Table 30: Summary of Hypotheses Testing Results

	Hypotheses	Findings	Interpretation
$H0_1$	Occupational health and safety has no statistically significance effect on the work of the University of Nairobi's Department of Health Sciences employees.	P= .000<0.05.	The null was rejected
$H0_2$	There is no significant statistical relationship between workers' recreation programs and performance of the University of Nairobi's Department of Health Sciences personnel.	, P=.467>.05	The null hypotheses was rejected.

$H0_3$	There is no significant statistical relationship between career advancement programs and employee performance at the University of Nairobi's Faculty of Health Sciences.	P=.001<.05.	The null hypothesis was rejected

Source: Field Data (2023)

CHAPTER FIVE

SUMMARY OF RESEARCH, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

This chapter's goal is to give an overview of the results regarding the study's goals. Furthermore, the chapter offers a deduction-based conclusion from the findings of the investigation. Each of the chapters includes a synopsis of the study's objectives and findings. The recommendations derived from the findings are also covered in this chapter.

5.1.1 Occupational Health and Safety Programs and Job Performance

The study discovered a substantial positive correlation between the occupational health and safety programs and staff job performance at the University of Nairobi's Faculty of Health Sciences. Modifications to occupational health and safety measures resulted in a notable improvement in worker performance at the University of Nairobi's Faculty of Health Sciences. The research also found that employees at the University of Nairobi's Faculty of Health Sciences performed better at work as a result of occupational health and safety initiatives. As a result of a unit change in occupational health and safety programs, the job performance of University of Nairobi Faculty of Health Sciences employees changed significantly. Therefore, changes to occupational health and safety programs would improve worker performance at the University of Nairobi's Faculty of Health Sciences.

5.1.2 Workers Recreation Programs and Job Performance

Finding out how employee recreation activities improved the productivity of University of Nairobi faculty members in the Faculty of Health Sciences was the study's second goal. The University of Nairobi's Faculty of Health Sciences staff job performance and recreational programs were found to positively correlate, according to the study. As a result of these changes to their free time, employee performance at the University of Nairobi's Faculty of Health Sciences declined slightly. Additionally, the study showed that providing employees with recreational opportunities had a positive and significant effect on their work performance at the University of Nairobi's Faculty of Health Sciences. That means that a unit variation in workers' recreation programs would have a direct and significant impact on employee performance at the University of Nairobi's Faculty of Health Sciences.

5.1.3 Career Development Programs and Job Performance

5.2 The third objective of the study was to ascertain how career development programs affected University of Nairobi faculty members' performance. The work performance of University of Nairobi faculty members and career development programs were shown to be significantly and positively associated by the study. The University of Nairobi's Faculty of Health Sciences staff performed better on the job as a result of modifications made to the career development programs. The study also found that career development programs significantly improved the job performance of University of Nairobi Faculty of Health Sciences staff members. Because of this, after a unit change in Career Development Programs, employees at the University of Nairobi's Faculty of Health Sciences performed notably better at work.

5.3 Conclusions

5.2.1 Occupational Health and Safety Programs and Job Performance

Strong OHS systems are associated with higher employee safety compliance in organizations. As a result, there are fewer illnesses, injuries, and accidents at work. As a result, there is an improvement in worker well-being and a decrease in absence from work resulting from health problems. OHS initiatives support better work performance in a number of ways. Employee engagement and motivation are higher when they perceive a safe and supportive work environment. Decreased injuries translate into less time lost to absenteeism, which boosts output. Additionally, a safe workplace cultivates a favorable corporate culture that can raise staff dedication and morale, which in turn improves job performance.

Organizations can save money by implementing OHS programs that are effective in addition to providing benefits to employees. Lower healthcare expenditures, fewer workers' compensation claims, and lower costs associated with absenteeism and

turnover result from fewer workplace accidents and injuries. Furthermore, organizations with excellent OHS records typically attract top people and build stakeholder trust due to their improved reputation. By putting OHS plans into place, businesses can make sure they are adhering to the legal and regulatory obligations for workplace safety. In addition to avoiding any penalties and legal problems, adhering to these standards shows a company's dedication to employee welfare and enhances its reputation. In conclusion, Results of the study show that firms and employees can profit greatly from investing in Occupational Health and Safety initiatives. These initiatives guarantee legal compliance, boost the organization's reputation, and have a favorable effect on job performance, productivity, and financial results in addition to increasing safety and well-being.

5.2.2 Workers Recreation Programs and Job Performance

There is a positive correlation between enhanced job performance and workers' involvement in recreation programs. Employee morale and productivity rise when they participate in recreational activities. This relationship emphasizes how crucial a work-life balance is to promoting improved performance. Providing leisure activities for employees promotes a positive company culture. When employers make investments in their workers' well-being outside of work-related duties, workers typically feel more appreciated. This lowers turnover expenses for firms by increasing worker satisfaction and retention rates. Recreational initiatives encourage workers' physical and emotional health. Research indicates that engaging in leisure activities on a regular basis lowers the rate of illness-related absences and enhances general health outcomes. Employees who are in better health are more likely to be attentive, involved, and effective at work.

5.3.3 Career Development Programs and Job Performance

Career development programs clearly improve employees' performance at work. Workers who actively participate in these programs demonstrate gains in their competencies, which improves performance in their jobs. Higher job happiness, higher productivity, and higher quality work are possible outcomes. The sense of empowerment and support that employees receive in their professional development also seems to boost job happiness. Employees who take part in career development programs gain new abilities and information that improve their capacity to adjust to changing work conditions. Employees that possess this flexibility will be more equipped to handle changes in the workplace, industry trends, and job responsibilities as they arise.

Organizations that adopt comprehensive career development programs reap the benefits of a staff that is more skilled and versatile, in addition to individual growth. This results in both an enhanced organizational culture that emphasizes learning, growth, and development and a competitive advantage in the market. Programs for career development can also help with issues of inclusion and diversity in the workplace. When administered fairly, these programs provide all workers with opportunity for growth, regardless of their background, which promotes inclusivity in the workplace. In conclusion, effective career development programs are associated with a number of positive outcomes, including improved job performance, increased employee satisfaction and retention, increased organizational competitiveness, and a more inclusive workplace culture. These benefits are consistently highlighted by research findings.

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APPENDICES

Appendix I: Letter of Introduction

Kenneth Benson Owuori

P.O. Box 30197, 00100

Nairobi.

May, 2022

Dear Respondent,

RE: EMPLOYEE QUESTIONNAIRE

I am Kenneth B. Owuori, a Masters student at Kisii University. I am currently undertaking my research project and the topic is '**Effect of Employee Welfare Programs on Performance of Staff at the Faculty of Health Sciences, University of Nairobi**'.

In view of the above, I request you respond to the questions provided in the attached questionnaires. Your responses will be used for research purposes only and all information will be treated in confidence. Please answer the questions freely in the spaces provided.

Your cooperation and support will be highly appreciated.

Yours faithfully,

Kenneth B. Owuori,

CBM12/10397/13

Appendix II: Questionnaire

Instructions

Kindly respond to all questions by ticking (√) on the preferred answer in the appropriate box.

Your responses will be treated with utmost confidentiality

SECTION A: Demographic Data

1. What is your gender?

Male ( ) Female ( )

2. What is your highest level of education?

Certificate ( ) Diploma ( ) Bachelors ( ) Postgraduate Diploma ( ) Masters ( ) PhD ( ) Other …….....

4. Terms of employment:

Permanent ( ) Contract ( )

5. How long have you worked for the Institution?

Less than 4 Years ( ) 4-6 years ( ) 7-9 years ( ) 10-15 years ( ) 16 years and above ( )

SECTION B: OCCUPATIONAL HEALTHY AND SAFETY PROGRAMS

6. To what extent do you agree with the following descriptions on the occupational health and safety in your institution?

Use a scale of: **(5)** Strongly Agree SA **(4)** Agree A **(3)** Neutral **(2)** Disagree SD **(1)** Strongly Disagree

No	**Statement**	**1**	**2**	**3**	**4**	**5**
1	The organization has a safety culture promotion occupational safety and health policy in place.					
2	The institution conducts regular inspections at the workplace					
3	Safety trainings is regularly done in my institution					
4	The institution has education programs on health and safety					
5	I have undergone a safety training since I joined the Institution					
6	Control measures exist at my workplace to avoid/minimize occupational hazards					
7	There exists reporting and enforcement mechanisms on employee safety					
8	The institution provides protective equipment at the workplace					
9	The institution has a health and safety committee in place					
10	There are quality health care services provided at the company clinic					

SECTION C: WORKERS RECREATION PROGRAMS

7. To what extent do you agree with the following statements on of Workers Recreation Programs in your institution?

Use a scale of: **(5)** Strongly Agree SA **(4)** Agree A **(3)** Neutral **(2)** Disagree SD **(1)** Strongly Disagree

No.	Statement	1	2	3	4	5
	Physical Fitness					
1	Being in top physical shape reinforces me to work harder					
2	Wellness initiatives lower the risk of disease and injury among staff members.					
3	There is recognition of exceptional employee achievements					
4	The physical fitness program has increased workers productivity.					
5	My organization has a provision for recreation activities					
	Mental Health Programmes					
1	My work tasks cause me anxiety and tension.					
2	Because I take part in mental health programs, I am aware of job pressures.					
3	My anxiety and stress levels have decreased because to mental health initiatives at work.					
4	By taking part in the programs, I feel that I have the mental capacity to complete a range of tasks.					
5	I have the energy and mental clarity necessary to carry out my responsibilities and meet my goals.					
6	I am content and inspired to carry out my responsibilities.					
	Entertainment					
1	I think it's critical to engage in recreational activities with my superiors and coworkers.					
2	In a casual atmosphere, I like to connect and share with my bosses and coworkers.					
3	My relationships with coworkers and managers are improved when I engage with personnel in social situations.					
4	My ability to interact with coworkers through entertainment programs has improved my friendliness and helpfulness toward both coworkers and bosses.					
5	Because of the collective activities we do in social contexts, I am more effective as a team player.					

SECTION D: CAREER DEVELOPMENT PROGRAMS

8. Mark the appropriate box indicating how strongly you agree or disagree with the given statement, on a scale of 1 to 5.

Use a scale of: **(5)** Strongly Agree SA **(4)** Agree A **(3)** Neutral **(2)** Disagree SD **(1)** Strongly Disagree

No	**Statement**	**1**	**2**	**3**	**4**	**5**
1	My employer offers financial support for employees/dependents education/ professional development					
2	My employer approves appropriate leave from work e.g. study leave, sabbatical leave, etc. for education/career development					
3	My employer offers regular/periodic staff training					
4	Programs for training and development are in line with organizational objectives for staff development.					
5	My employer provides mentorship for my career development					
6	The management helps me match my personal goals and opportunities available.					
7	Organizations evaluate the potential and abilities of their employees.					
8	Information about career alternatives and prospects with the company is communicated clearly.					
9	I am happy with the chance I have for career advancement.					
10	The prospects for job progression that are accessible to me satisfy me.					

SECTION E: JOB PERFORMANCE

9. Kindly indicate your level of agreement with the following attributes of job performance at the firm.

Use a scale of: **(5)** Strongly Agree SA **(4)** Agree A **(3)** Neutral **(2)** Disagree SD **(1)** Strongly Disagree

No	Statement	1	2	3	4	5
1	I am proud to work for the institution					
2	I would recommend the institution as great place to work					
3	I rarely think of looking for a job at another institution					
4	I see myself still working at the institution in two years' time					
5	The institution motivates me to go beyond what I would in a similar role elsewhere					
6	Leaders at the institution keep people informed about what is happening					
7	My manager is a great role model for employees					
8	Leaders at the institution have communicated a vision that motivates me					
9	I have access to the things/skills/tools I need to do my job well					
10	I engage in job tasks beyond my assigned duties regularly					
11	I am fully satisfied with the working environment existing in the institution					
12	I have access to the learning and development I need to do my job well					
13	I consistently seek new knowledge and skills in order to make my work more efficient					
14	Most of the systems and processes here support us getting our work done effectively					
15	I know what I need to do to be successful in my role					
16	I receive appropriate recognition when I do good work					
17	Day-to-day decisions here demonstrate that quality and improvement are top priorities					
18	Employees are satisfied with their wages					
19	The firm provides employment benefits					
20	I get constant feedback on my work performance					
21	Workers collaborate with each other and share tasks					
22	Each worker shows expected performance and successfully perform all assigned task on schedule					

Appendix III: Staff population At the Faculty of Health Sciences, University of Nairobi			
S/No.	**Department/Unit**	**Category**	**Staff (Number)**
1	Principal's Office	Registrars, Administrators, Secretaries, Messengers, Cleaners	15
2	Finance and Audit	Bursar, Auditors, Accountants, Secretaries	8
3	ICT	ICT Officers	6
4	Procurement	Procurement officers, Secretary	5
5	School of Medicine	Registrar, Administrators, Secretari Messengers, Cleaners	19
6	Biochemistry	Technologists, Administrat Secretaries, Messengers, Cleaners	28
7	Clinical Medicine	Technologists, Administrators, Secretaries, Messengers, Cleaners	51
8	Diag. Imaging & Radiation Med.	Technologists, Administrators, Secretaries, Messengers, Cleaners	9
9	Human Anatomy	Technologists, Administrators, Secretaries, Messengers, Cleaners	26
10	Human Pathology	Technologists, Administrators, Secretaries, Messengers, Cleaners	37
11	Medical Microbiology	Technologists, Administrators, Secretaries, Messengers, Cleaners	18
12	Medical Physiology	Technologists, Administrators, Secretaries, Messengers, Cleaners	22
13	Ophthalmology	Technologists, Administrators, Secretaries, Messengers, Cleaners	6
14	Obs/Gynaecology	Technologists, Administrators, Secretaries, Messengers, Cleaners	31
15	Surgery	Technologists, Administrators,	26

		Secretaries, Messengers, Cleaners	
16	Psychiatry	Technologists, Administrators, Secretaries, Messengers, Cleaners	4
17	Paediatrics	Technologists, Administrators, Secretaries, Messengers, Cleaners	36
18	Dental Sciences	Registrar, Technolog Administrators, Secreta Messengers, Cleaners	46
19	Conserv. & Prosthetic Dentistry	Technologists, Administrat Secretaries, Messengers, Cleaners	8
20	Paed. Dentistry & Orthodontics	Technologists, Administrat Secretaries, Messengers, Cleaners	46
21	Pharmacy	Administrator, ICT Offic Secretaries, Messengers, Cleaners	11
22	Pharmaceutical Chemistry	Technologists, Secreta Messengers, Cleaners	13
23	Pharmacology & Pharmacognos	Technologists, Secreta Messengers, Cleaners	15
24	Pharmaceutical Practice	Technologists, Secreta Messengers, Cleaners	14
25	Public Health	Public Health	9
26	Nursing Sciences	Nursing	9
27	UNITID	Technologists, Administrators, Secretaries, Messengers, Cleaners	6
28	EAKI	Technologists, Administrators, Secretaries, Messengers, Cleaners	4
29	KAVI-ICR	Technologists, Nurses, Counsell Administrators, Secretaries, Messengers, Cleaners	17
30	Medical School Hostels (Stu Welfare Association)	Halls officers, Accountants, Secreta	37
		Total	**582**

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