



EMPLOYEE WELLNESS PROGRAMS ON EMPLOYEE PERFORMANCE IN BANKS LISTED IN NATIONAL STOCK EXCHANGE IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

The focus of the current study was on how employee wellness programs affect employee performance in banks listed in National Stock Exchange in Nairobi County, Kenya. The study was guided by the following specific objectives; to determine the influence of social connection on employee performance in banks listed in National Stock Exchange in Nairobi County, Kenya; and to examine the influence of health and safety on employee performance in banks listed in National Stock Exchange in Nairobi County, Kenya. The study was guided by Social Cognitive Theory, and Safety Climate Theory. The study employed a descriptive research design, targeting the 23,542 employees in the banking sector. Yamane (1967) formula is used to determine study sample size of 392 respondents. Stratified random sampling was applied in selecting the sample. Data was collected using structured questionnaire. The Statistical Package for Social Sciences (SPSS) version 28 software will be used to analyze the data. The data was analysed using descriptive and inferential analysis. Descriptive statistics such as frequency, percentages, and means were used. Pearson correlation coefficient was used for testing strength and direction between the independent and the dependent variables. A multiple regression model was used to test the significance of the influence of the independent variables on the dependent variable. The findings were presented in Tables. Findings showed that; a strong significant relationship between social connection data access and employee performance ($r = 0.509$, $p\text{-value}=0.000$), and a moderate significant relationship between health and safety and employee performance ($r = 0.408$, $p\text{-value}=0.000$). The researcher recommends that there should also be resources that enable knowledge creating, storage, and sharing in the bank, and management should put in place policies and structures for improving occupational health and safety.

Key Words: Employee wellness programs, Employee performance, Social connection, Health and safety, Employee performance

Background of the Study

In people's day to day activities world over, their core ambition is to work towards a better quality life. Quality life here is represented by various activities that lead to an individual's wellbeing. Such activities may include; physical activities, financial security, emotional stability and spiritual nourishment. Scholars such as, (BACP, 2018) opine that, human wellbeing has been an historic development and has been defined differently by various researchers and health bodies. According to Totty, (2017), wellness is the result of the accomplishment of an individual's basic needs as well as set plans, goals and life's objectives. According to World Health Organization, (2018) wellness is the state of complete physical, mental and social health as well as the absence of a disease in an individual. While the National Wellness Institute, (2019) further, defines wellness as the process of awareness and making choices towards a more successful way of life. (Foster & Miller, 2015) nonetheless further state that there has been lack of agreement with regard to the best definition of wellness.

Employee wellness is an important aspect in every organization. However, the main point of concern is the level of importance to which the organizations' management put on this particular matter. When it comes to the issue of employee wellbeing, different organizations handle it differently. Various questions arise from an organization's management. These include; is it worth spending money on the employees' wellbeing? Are there any benefits to engaging on employees' wellbeing? Is there any business care to spending on employees' wellbeing? According to Chan, (2017) organizations are increasingly adopting the wellbeing and health aspect of their employees.

According to a recent study, 85% of corporate companies have implemented the corporate wellness programs to enhance the wellbeing of their employees. According to Foster and Miller, (2017) a wellness program is a method of advocating for best health maintenance rather than correction of unexpected sicknesses. Depending on the organizational structure and culture, these programs include; exercise programs, health history, habit surveys, nutritional and diet programs, simple biometric screenings such as basic blood tests, advanced screening for diseases such as cancer, exercise programs and training on protecting and improving health (Ashford, Lee, & Bobko, 2017).

The idea of wellbeing of employees at work brings about various merits to associations of having a healthy workforce (Brammer, 2015). Consequently, the elements of employee wellness at work is essential in the comprehension of the various spaces that influence the personal satisfaction grinding away. Research has been embraced by financial experts, sociologists and clinicians into understanding individuals' feeling of prosperity or pain (Engetou, 2017). The better treatment of worker prosperity may give numerous focal points to an organization to accomplish expected execution levels. In other hand, give long term favorable position to accomplish corporate objectives.

Statement of the Problem

In today's environment, human resource practices have evolved into a source of competitive advantage (Collins, 2021). Employers seek to employ more skilled workers thus enabling them to create a quality rich workforce characterized by staff that is devoted, motivated and more importantly healthy, in exchange for these investments in human resource that provide employees with participation in making of decisions, various opportunities at development of workers and rewarding performance significantly. Wellness programs for employees that improve the health of an employee and additionally foster work-life balance will aid businesses in protecting and optimizing their human capital investments. The purpose of a wellness program, according to

Amrutha and Geetha (2020), is to help people adopt positive behaviors in order to live healthier day to day lives and combine emotional, social, mental and physical fitness.

In the Kenyan 2018/2019 financial year, 31% of sampled organizations experienced employee turnover. Most financial institutions in Kenya are faced with a myriad of challenges that make their employees lose motivation towards working and their productivity is affected negatively. Employees are burdened with large workloads, priority being out on the quality of service delivery rather than their own wellbeing, the employees ending up in burn outs. And become less productive (Adera, 2017). Employees in the banking sector in Kenya are more involved in their jobs, working longer hours more than 48 hours (ILO, 2020) hence making it difficult for employees to keep a balance between job, family and other personal issues (Muhammadi & Qaisar, 2019). Moreover the banking sector in Kenya is said to be the most affected by work life imbalances ranking 3 in a list of 24 industries (ILO, 2020). This leads to poor organizational performance whereby the employees are mentally checked-out, unmotivated and just “going through the motions” to get a paycheck (Njoroge, 2019). Kyambi (2015) indicated that employee commitment in commercial banks has remained very low due to constant cases of discrimination and exclusion. Ibrahim (2017) noted that banks customers have complained of poor customer services in the banking sector. He also noted that the number of staff were not enough leading to long queues in the banking halls.

A number of studies in relation to employee wellness have been done. Research of programs with many components and randomized trials of behavioral interventions instituted in workplaces, has shown that work-site programmes can trigger changes in physical activity and nutrition (Conn, Hafdahl, Cooper, Brown & Lusk, 2019). Other studies include Odongo, (2018) Employee empowerment among international non-governmental organizations in the public health sector; Rimberia (2019) on the use of flexible human resource practices in manufacturing firms concluded that, investing in ‘progressive’ human resource practices leads to a greater degree of commitment and motivation amongst the workforce; and Wanjiru (2019) on quality of work life practices among international non-governmental organizations in the health sector in Kenya. Goetzel and Ozminkowski (2018) and Anderson et al. (2019) found out that workplace wellness programs enhances employee health, output, reduces absenteeism and enhances higher job satisfaction and is cost-effective for employers in the long-run yet many organizations are reluctant to provide these programs to its workforce in the pretext that they are expensive and the returns of such an investment does not match cost of implementing them. The focus of the current study was on how employee wellness programs affect employee performance in banks listed in National Stock Exchange in Nairobi County, Kenya, which these earlier studies did not address.

Objectives of the Study

To establish the effect of employee wellness programs on employee performance in banks listed in National Stock Exchange in Nairobi County, Kenya.

- i. To determine the effect of social connection on employee performance in banks listed in National Stock Exchange in Nairobi County, Kenya.
- ii. To examine the effect of health and safety on employee performance in banks listed in National Stock Exchange in Nairobi County, Kenya.

LITERATURE REVIEW

Theoretical Review

Social Cognitive Theory

Social Cognitive Theory is social learning theory that was proposed by (Bandura, 1986). The theory identifies that human behaviour is the product of interactions between personal, cognitive,

behavioural, and environmental factors. The theory places particular emphasis on the potential of people to modify or construct an environment suitable for individual and mutual purposes. Social cognitive theorists believe that by observing the behaviour of others, people acquire a wide range of such behaviours, thoughts, and emotions. These observations are an important part of lifespan development (Bandura's 1986, 1998, 2000). The theory proposes that effective learning of individuals takes place in a social environment. It emphasizes that an individual's interaction with the social environment creates a social influence which makes them behave in line with the environment as a result of the social reinforcement. CT mirrors how uniquely an individual acquires and maintains a certain behavior, while also considering the social environment in which individuals acquire and maintain the behavior.

The environment is a factor that can affect a person's behaviour. There is a social and physical environment. The social environment includes family, friends, and colleagues. Social cognition utilizes basic elements related to information processing theory, such as responsiveness, awareness, coding, remembrance, and search. People are more likely to follow the behaviours modeled by someone with whom they can identify. The more perceived commonalities and/or emotional attachments between the observer and the model, the more likely the observer will learn from the model. In addition to one-on-one interpersonal situations, social cognition helps to understand the subtleties of group interaction, especially how groups "think". It helps individuals understand the implicit rules of games of social interaction that are tacitly communicated and seldom written out (Hogarty & Flesher,1999). The theory is related to the social connections variable of this study since it deals with the social concept at work place.

Safety Climate Theory

Safety Climate Theory was founded by Zohar,(2000) and he defined it as the molar and unified set of ideologies held by employees as regards their safety in the organization that they are employed in. According to Law, Dollard, Tuckey and Dormann (2016), safety climate entails the employee perceptions on the organizational rules and regulations that point out how the safety and health of the employees should be handled and which comes directly from the management practices. This theory is links with the health and safety variable in a work place. According to Griffin and Neal (2017),there are three concepts regarding organizational safety management:formal procedure systems,safety promotion work practices and general policies.Through these aspects,employees aer able to cultivate a common ideology of the prioritization of safety in the work place.

Conceptual Framework

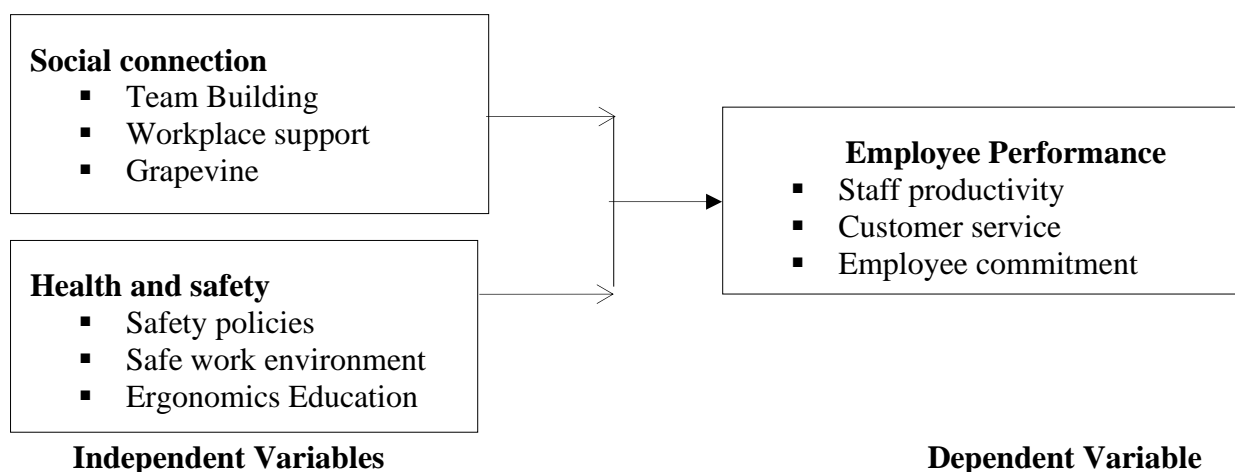


Figure 1: Conceptual Framework

Social Connection

According to Holt-Lunstad et al. (2018), social connection is a fundamental human need that influences many aspects of life. Social relationships are important for physical health and cognitive functioning, as well as reducing the risk of illness and death. Therefore, people who are more socially active not only are they happier, less depressed, and more satisfied with life, but they also have lower age-related cognitive impairments, and prolonged life expectancy. Having few or low quality social ties, on the other hand, entails a risk of illness and early death. According to Haslam et al. (2019), individuals' perception of humans is formed by the internalization of group memberships into the self-concept. This argument relates to the social identity approach, which includes social identity theory and self-categorization theory; that is, individuals think and act not just in terms of eccentric self-identity, but also collective social identities (Reicher et al., 2010).

Mutsuddi et al. (2020), explain that staff retention approaches have developed through time from behavioral, individual differences, and institutional determinants to contextual approaches, with people interactions becoming increasingly crucial in the workplace. In this regard, social attitudes impacting employee retention decisions began to emerge as major contextual determinants of employee retention. Organizational support relates to employees' views that their employers appreciate their efforts and care about their well-being by providing them with material and emotional resources to perform effectively. Stinglhamber et al. (2016), affirms that organizational support promotes workplace sense of connection by fulfilling socio-emotional demands such as attachment and promoting a merger of the self and the organization in accordance with reciprocity values. This is advantageous for well-being since stronger organizational support is connected with lower work-related stress (Tetteh et al., 2020) and buffers individuals against illness in disaster situations. Also, according to Rousseau and Aubé (2010), employee affective engagement was highly impacted by supervisor support, relationship with co-workers, and the surrounding social sphere impacting their productivity and tasks.

Sethi (2016) states that grapevine is a communication method emerging from direct social contact. Employee retention can benefit from the grapevine, also known as informal communication, by fostering a sense of belonging and community among workers. Communication may help employees create trust and a feeling of community by providing a forum for informal and open talks about workplace problems and challenges. This can assist to establish a more inclusive and supportive working culture, which can aid in the reduction of turnover. Furthermore, informal communication via the grapevine can assist employees in understanding the corporate culture, expectations, and regulations in ways that formal communication may not.

Health and Safety

Organization management is responsible for establishing an environment where individuals may maximize their potential and feel as part of the company. Workplace safety refers to the organization's policies and processes for ensuring the safety, health, and well-being of its personnel on the job. Occupational safety and health has piqued the interest of numerous scholars due to its prominence in organizational operations (McPhee et al. (2019). Jha (2019) emphasized the importance of safety in keeping employees loyal to the firm since it creates happiness and psychological motivation. Clarke (2010) concluded that psychological motivation promotes employee satisfaction and loyalty to the organization.

Work-related injuries and illness pose a significant and severe burden to all nations, as well as a significant challenge to management, unions, legislatures, and, most importantly, employees. According to Amponsah-Tawiah et al. (2015), occupational health and safety is a complex international concern for management and public, and it should always be a top priority. Minor mistakes may have a big impact, and disasters have no bounds or nationalities, which is

why states should band together and promote workplace safety and health aggressively to achieve the shared objective of early warning, preventive, and protection systems for everyone. It has traditionally been the obligation of management and the organization as a whole to ensure a safe and healthy work environment for workers. According to Pal (2019), workplace safety is vital for both individuals and organizations. Due to worldwide economic trends, the topic of workplace safety has gained significant relevance that the International Organization for Standardization has developed international standards to assist, manage and enhance work-place conditions and operations. Occupational Health and Safety (OHS) guidelines establish a specified procedure for the workplace environment.

According to Schwatka et al. (2018), employees would prefer to work in a safe environment, even if the pay is lower, since natural instinct drive humans avoid putting themselves in risk. This pattern demonstrates that OHS significantly improves employee job satisfaction. Also, employees' conduct is influenced by safety, and they have the right to demand safety and choose not to work under risky conditions. Unaam et al. (2018) describes loyalty as an important component of employee behavior. According to the social exchange theory in an employee-organization interaction, optimism from one party would bring out positive reaction from the other. Sohn et al. (2016) emphasized that if employees work in a dangerous atmosphere, they may opt to quit the organization when they discover a suitable alternative. Similarly, Patwardhan et al. (2020) asserted that an unsafe workplace mixed with a sense of disaster has a direct impact on employees' future intents and behaviors.

Empirical Review

Social Connection and Employee Performance

Seth (2016) conducted a research to determine employee perceptions of Grapevine communication and its value in India. A questionnaire was used to obtain primary data from 150 executives working in various firms. Non-probabilistic convenience sampling was used to select 150 managers. The findings implicitly refer to grapevine's flexibility, indicating that it is personal and may propagate information more quickly than formal communication networks. The timeliness of the Grapevine acts as an indicator of company health, employee satisfaction, and productivity.

Zang et al. (2022) aimed to discover and investigate the association between workplace social capital and turnover intention in public service in China. The researcher obtained data from the 2018 Chinese Social Workers Survey. A sample size of 5620 was acquired from a total population of 1,025,757 social workers. Participants filled out an online questionnaire. The findings indicated that work-related social capital had a considerable negative influence on staff's intention to leave their jobs. Furthermore, workplace social capital may be useful to indicate employees' desire to leave than a single organizational element.

Mutsuddi et al. (2020) sought to understand the influence of social elements on employee performance views in chosen Information Technology organizations in the National Capital Region of Delhi. The study employed a descriptive design. Responses were gathered from 300 individuals from different IT organizations that work in software engineering occupations. The researchers' personal connections were used to contact the respondents. According to the findings of the study, social variables have an impact on employee performance. Social network and team cohesion mediated the influence of supervisor and coworker support on employee performance. Furthermore, teammate support and employee performance were significantly influenced by supervisor support alone.

Abata (2018) evaluated the impact of social support on staff performance at Nigeria's Federal Medical Centres. The study attempted to determine the impact of social interaction

including supervisor support, mentorship, and co-worker support on staff performance in Federal Medical Centres. Questionnaires were used to gather data. The sample included 412 medical personnel from Nigeria's 22 Federal Medical Centers. The data demonstrated that supervisor support and mentorship were strongly connected to staff performance in the sector, however coworker support had no significant impact on employee performance in the sector.

Abe and Abe (2018) evaluated the presence or absence of interpersonal interactions through accessible assistance among grouped workers in South Africa and their impact on their productivity. The study used a non-experimental research design. In four South African retail enterprises, 163 managers and 147 subordinate employees were sampled. The quantitative data results showed the absence of a significant relationship between social support and worker performance, while the qualitative findings highlighted the rationale for this disconnection. The findings also showed that the connections between supervisors and junior staff had low degrees of relational connection and social interaction.

Mbaabu (2013) performed a research at the Commission for University Education in Kenya to determine the influence of physical fitness programs, mental health programs, and workplace recreation activities on both employee wellness and productivity. A descriptive research design was employed. A sample of 66 people were chosen from a population of 80. The findings demonstrated that physical fitness programs enhanced work quality, job performance, productivity, and morale. Mental health programs reduced stress and anxiousness while increasing awareness of workplace stresses and attentiveness. Kathure (2014) performed study on the perceived effect of corporate social responsibility on staff retention at the Geothermal Development Company in Kenya. The research consisted of a descriptive cross-sectional test performed on 160 GDC workers using structured questionnaires. According to the study, the majority of employees quit the GDC due to a lack of support, recognition, career advancement, stakeholder involvement, and weak corporate social responsibility efforts.

Health and Safety and Employee Performance

Aman-Ullah et al. (2021) investigated the influence of workplace safety on employee performance in the health-care industry in Azad Jammu and Kashmir, Pakistan. Purposive sampling was used to gather data from 300 physicians via structured questionnaires. The research revealed a link between workplace safety and workers' intentions to remain at the company. The finding suggests that firms that can create a secure work environment in which workers may work without fear of being injured at any time, and as a result, the organization will retain their staff in the long run. Amponsah-Tawiah et al. (2016) investigated how workplace health and safety management influence turnover intention in the mining sector in Ghana. The study employed a cross-sectional survey approach to obtain quantitative data from 255 mine employees. Standardized questionnaires were used to obtain data on occupational health and safety management and turnover intentions. The study found that safety leadership was critical in the implementation of safety policies in order to minimize turnover intention in workplaces.

Mivule (2017) investigated the influence of a healthy and safety policy on employee performance at the AYA group of firms' kawempe in Uganda. The study included survey and descriptive research designs. Simple random selection was employed to choose respondents from the total number of AYA Company employees, which was estimated to be 1022. Structured questionnaires and in-depth interviews were utilized to extract information regarding the influence of corporate health and safety policies on job satisfaction. The study's findings revealed a favorable and substantial association between company health and safety policies and employee productivity.

Mberia (2013) investigated occupational safety and health standards in the banking industry in Kenya. The survey method was used to collect the data. The data was reviewed using descriptive statistics to assess data linked to the study's objectives. According to the findings, most of financial institutions had previously adopted comparable workplace safety and health requirements as recommended by the Ministry of Labor, with just a handful ensuring the implementation of new occupational health programs.

Mulievi and Wanyame (2019) conducted a research on the impact of safety procedures on staff performance in the health industry in the County Government of Kakamega, Kenya. A descriptive survey design was used in the research. The target population was 1,153 health professionals from 11 health institutions in Kakamega County, with a sample size of 297 responders. Questionnaires were the major tool used to obtain primary data. The findings revealed a favorable and statistically significant association between safety measures and staff retention in the region's health sector.

RESEARCH METHODOLOGY

A research design is a blueprint of data collection, measurement, and analysis which ultimately aided in answering the research questions (Bell, Bryman, & Harley, 2018). A descriptive research design was used because the study not only had confined to the collection and description of the data but sought to examine and establish the existence of certain relationships among the variables under study. According to Lewis, (2017) target population refers to a group of individuals, objects or items from which the study samples are taken for measurements. As at December 31, 2022, there are 11 banks listed in National Stock Exchange (Cytonn, 2022). They formed the unit of analysis while the unit of observation was employees in banks listed in NSE. The target population for this study was therefore 23,534 employees in the banking sector. The study used Yamane (1967) formula at 95% confidence level to determine study sample size of 392 respondents. Stratified random sampling is the technique that was applied in selecting the sample for this study.

This study collected quantitative data from the respondents using closed-ended questionnaires. The study selected a pilot group of 39 respondents (10% of study sample size) from the study population. The sample is appropriate because Hill (2018) suggests that selecting a sample of 1% to 10% of study sample size for pilot test is adequate. The pilot survey respondents were chosen randomly. The respondents used in the pilot were excluded from the final study. The pilot data will be used to test questionnaires' validity and reliability. Data from the completed questionnaires was coded, keyed into SPSS version 28 software, cleaned, and analyzed for data accuracy and manipulation. Data in SPSS was analysed using both descriptive and inferential statistics. Descriptive analysis involved statistical techniques that included frequencies, means, percentages, and standard deviation. Inferential statistics used for the study were correlation and regression.

RESEARCH FINDINGS AND DISCUSSIONS

The study sampled 392 employees in the banking sector out of which 39 were used for sampling. Questionnaires were hence administered to 353 staff and 260 were returned, answered questionnaires hence was 73.6% response rate. The high response rate was a result of close follow up of the data collection procedure and constant contact with the sampled respondents. In addition, the human resource managers were adequately briefed on the study purpose and given adequate time to answer the questionnaires.

Social Connection

The first objective aimed at determining the effect of social connection on employee performance in banks listed in National Stock Exchange in Nairobi County, Kenya. Respondents were asked to indicate the extent to which they agree with statements related to social connection. Findings are presented in Table 1.

Table 1: Social Connection

Key; 1- strongly disagree (SD), 2-disagree (D), 3-Neutral (N), 4-agree (A), 5-strongly agree (SA)

| Statements | SD | | D | | N | | A | | SA | | M |
|---|----|------|----|------|----|------|-----|------|-----|------|------|
| | F | % | F | % | F | % | F | % | F | % | |
| The bank organizes team building activities for the staff | 21 | 8.1 | 34 | 13.1 | 24 | 9.2 | 129 | 49.6 | 52 | 20.0 | 3.40 |
| The bank management supports open office to encourage staff communication | 40 | 15.4 | 20 | 7.7 | 14 | 5.4 | 134 | 51.5 | 52 | 20.0 | 3.53 |
| The management encourages role sharing to enhance knowledge sharing | 0 | 0 | 26 | 10.0 | 35 | 13.5 | 130 | 50.0 | 69 | 26.5 | 4.07 |
| Organization communication channels enhances interaction between staff members | 39 | 15.0 | 40 | 15.4 | 33 | 12.7 | 112 | 43.1 | 36 | 13.8 | 3.35 |
| Job sharing enables staff to have a fulfilling personal life and adequately perform work responsibilities | 21 | 8.1 | 21 | 8.1 | 10 | 3.8 | 156 | 60.0 | 52 | 20.0 | 3.76 |
| Knowledge sharing enhances staff productivity | 0 | 0 | 0 | 0 | 8 | 3.1 | 141 | 54.2 | 111 | 42.7 | 4.40 |
| I have difficulty in working with a particular colleague in my immediate work setting | 89 | 34.2 | 96 | 36.9 | 25 | 9.6 | 12 | 4.6 | 38 | 14.6 | 2.08 |

Findings show that; majority of the staff strongly agreed that knowledge sharing enhances staff productivity (m=4.40). The staff also agreed that; the management encourages role sharing to enhance knowledge sharing (m=4.07), job sharing enables staff to have a fulfilling personal life and adequately perform work responsibilities (m=3.76), the bank management supports open office to encourage staff communication (m=3.53), organization communication channels enhances interaction between staff members (m=3.35), and the bank organizes team building activities for the staff (m=3.40). The staff disagreed that they have difficulty in working with a particular colleague in my immediate work setting (m=2.08).

Findings imply that the banks have effective communication channels that enable staff to interact with their colleagues and the management. There is also knowledge sharing in the banks which enables staff to learn from their peers. Through job sharing, the staff are able to accomplish their tasks on time and achieve the organizations objectives. Timely service delivery also enhances customer satisfaction. There is also a very good relationship among the staff hence good collaboration. Findings support Kathure (2014) that support from colleagues enhances employee performance and reduction of staff turnover.

Health and Safety

The fourth objective aimed at examining effect of health and safety on employee performance in banks listed in National Stock Exchange in Nairobi County, Kenya. Respondents were asked to indicate the extent to which they agree with statements related to health and safety. Findings are presented in Table 2.

Table 2: Health and Safety

Key; 1- strongly disagree (SD), 2-disagree (D), 3-Neutral (N), 4-agree (A), 5-strongly agree (SA)

| Statements | SD | | D | | N | | A | | SA | | M |
|---|----|------|-----|------|----|------|-----|------|-----|------|------|
| | F | % | F | % | F | % | F | % | F | % | |
| The bank is a safe place to work in | 17 | 6.5 | 18 | 6.9 | 32 | 12.3 | 88 | 33.8 | 105 | 40.4 | 3.95 |
| There are first aid boxes in the bank | 16 | 6.2 | 32 | 12.3 | 15 | 5.8 | 135 | 51.9 | 62 | 23.8 | 3.75 |
| The sick leave given to staff is satisfactory | 45 | 17.3 | 157 | 60.4 | 25 | 9.6 | 7 | 2.7 | 26 | 10.0 | 2.32 |
| The bank has well laid out safety policies | 0 | 0 | 4 | 1.5 | 29 | 11.2 | 174 | 66.9 | 53 | 20.4 | 4.06 |
| The staff are regularly trained on safety measures through drills | 59 | 22.7 | 143 | 55.0 | 19 | 7.3 | 27 | 10.4 | 12 | 4.6 | 2.18 |
| The bank has waste management policies | 8 | 3.1 | 15 | 5.8 | 27 | 10.4 | 149 | 57.3 | 61 | 23.5 | 3.92 |
| The bank has health insurance policies for the staff | 0 | 0 | 26 | 10.0 | 4 | 1.5 | 107 | 41.2 | 123 | 47.3 | 4.26 |

Findings show that; majority of the staff strongly agreed that the bank has health insurance policies for the staff (m=4.26). The staff also agreed that; the bank has well laid out safety policies (m=4.06), the bank is a safe place to work in (m=3.95), the bank has waste management policies (m=3.92), and there are first aid boxes in the bank (m=3.75). The staff disagreed that the sick leave given to staff is satisfactory (m=2.32), and the staff are regularly trained on safety measures through drills (m=2.18).

Findings imply that the banks have taken up measures to enhance staff health and safety. They have however failed in regular training of staff on safety since the drills are rarely conducted. This may put resources made to enhance safety at waste. For instance the banks may have fire extinguishers but they are of no help if the staff lacks knowledge on how to use them. The sick leave given to the staff is also not satisfactory and staff feel that they should be given more time to get well. Findings are in agreement with Amponsah-Tawiah et al. (2016) that safety leadership was critical in the implementation of safety policies in order to minimize turnover intention in workplaces. Aman-Ullah et al. (2021) also suggested that firms that can create a secure work environment in which workers may work without fear of being injured at any time, and as a result, the organization will retain their staff in the long run.

Employee Performance

In order to measure employee performance in the banks, the staff were requested to tick on level at which they agree/disagreed with listed statements on employee performance. Results are presented in Table 3.

Table 3: Employee Performance

Key; 1- strongly disagree (SD), 2-disagree (D), 3-Neutral (N), 4-agree (A), 5-strongly agree (SA)

| Statements | SD | | D | | N | | A | | SA | | M |
|--|-----|------|-----|------|----|------|-----|------|----|------|------|
| | F | % | F | % | F | % | F | % | F | % | |
| My performance has continually improved | 6 | 2.3 | 14 | 5.4 | 27 | 10.4 | 152 | 58.5 | 61 | 23.5 | 4.11 |
| I can always do my job well with minimal supervision | 8 | 3.1 | 26 | 10.0 | 7 | 2.7 | 163 | 62.7 | 56 | 21.5 | 3.90 |
| I take time to follow up with customers to ensure that they are happy with my services | 41 | 15.8 | 166 | 63.8 | 6 | 2.3 | 33 | 12.7 | 14 | 5.4 | 2.52 |
| I do my work effectively without complaining | 180 | 69.2 | 37 | 14.2 | 28 | 10.8 | 15 | 5.8 | 0 | 0 | 2.33 |

Findings show that; majority of the staff agreed that; their performance has continually improved (m=4.11), they do their work effectively without complaining (m=3.90), and they can always do their job well with minimal supervision (m=3.90). The staff disagreed that they take time to follow up with customers to ensure that they are happy with my services (m=2.52), and they do their work effectively without complaining (m=2.33). This is an indication that majority of the staff are not satisfied with the work which affects their productivity. The staff also do not make follow up which may lead to poor customer satisfaction. Ibrahim (2017) noted that banks customers have complained of poor customer services in the banking sector.

Correlation Analysis

The study used Pearson Correlation in order to measure the strength and the relationship between employee wellness programs predict changes in employee performance in banks listed in National Stock Exchange in Nairobi County, Kenya. Correlation findings are presented in Table 4.

Table 4: Correlation Coefficients

| Variables | | Performance | Social connection | Health and safety |
|----------------------|---------------------|-------------|-------------------|-------------------|
| Employee Performance | Pearson Correlation | 1 | | |
| | Sig. (2-tailed) | | | |
| Social connection | Pearson Correlation | .509** | 1 | |
| | Sig. (2-tailed) | .000 | | |
| Health and safety | Pearson Correlation | .408** | .272 | 1 |
| | Sig. (2-tailed) | .000 | .068 | |

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

According to the findings in Table 4 there is a strong significant relationship between social connection data access and employee performance ($r = 0.509$, $p\text{-value}=0.000$), and a moderate significant relationship between health and safety and employee performance ($r = 0.408$, $p\text{-value}=0.000$). Findings are in agreement with Abata (2018) that supervisor support and mentorship are strongly connected to staff performance and Mivule (2017) that there is a significant relationship between company health and safety policies and employee productivity.

Regression Analysis

A regression analysis was conducted to establish how a unit change in employee wellness programs predict changes in employee performance in banks listed in National Stock Exchange in Nairobi County, Kenya. Table 5-7 presents the regression output.

Table 5: Model Summary

| Model | R | R Square | Adjusted R ² | Std. Error of the Estimate |
|-------|-------|----------|-------------------------|----------------------------|
| 1 | 0.717 | 0.615 | 0.507 | .736 |

The results show that the value of R² is 0.615. This shows that employee wellness programs studied accounts for 61.5% of employee performance in banks. Therefore, employee wellness programs excluded from this study account for 38.5% changes in employee performance.

Table 6: Analysis of Variance

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 146.424 | 4 | 36.606 | 67.663 | .000 ^b |
| | Residual | 138.080 | 255 | .541 | | |
| | Total | 284.504 | 259 | | | |

a Predicators: (constant) social connection, and health and safety.

b Dependent variable: employee performance

Findings show that the regression model was significant (p-value = 0.000) at 0.05 therefore there is a linear relationship between employee wellness programs and employee performance in banks. The F is 67.663 which shows that the model is suitable in testing the relationship between employee wellness programs and employee performance.

Table 7: Regression Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|----------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| Constant/Y Intercept | 2.745 | .418 | | 6.560 | .000 |
| Social connection | .881 | .088 | .462 | 10.071 | .000 |
| Health and safety | .374 | .050 | .374 | 7.541 | .000 |

Based on the results in Table 7, the equation;

Employee Performance = 2.745 + 0.881(social connection) + 0.374 (health and safety).

Findings show that a unit increase social connection access would cause a 0.881 significant increase in employee performance, and a unit increase in health and safety would cause a 0.374 significant increase in performance of independent regulatory bodies. According to the T statistics, social connection had the strongest effect on employee performance (10.071), followed by health and safety (7.541),

Conclusion

The banks management supports social networking which helps the staff to share knowledge and also roles. Roles sharing help to accomplish tasks on time and customer satisfaction is also improved. There is also good communication channels in the banks that enhance effective communication between the staff and the management. Social connection stimulates collaboration and knowledge sharing between individuals, which can lead to increased productivity. The management also organizations team building activities that enable staff to know socialize and know each other abilities in different fields both professionally and socially. Team building also helps staff to take time to wind up and clear minds hence become more productive.

Occupational health and safety enhance staff performance. Employee safety is very important in any sector since lack of safety practices can lead to injuries, high absenteeism and low productivity

in an organization. Although the banks honor sick leaves, the staff feel that the sick leaves policy should be reviewed to allow sick staff adequate time to recover and resume duties when they fully healed. The staff are not regularly trained on safety measures through drills and may not know the right steps to take in case of an emergency. The drills help to alert the staff on how to conduct themselves during an emergency situation. Successful implementation of OHS will make the organization more attractive, lead to high retention of workers, reduced accidents and injuries, reduced insurance costs and workman compensation and improved employee productivity.

Recommendations

The organizations should improve on communication channels to improve communication among the staff. The management should also embrace open office structures to enable easier consultation among staff in different departments and knowledge sharing. There should also be resources that enable knowledge creating, storage, and sharing in the banks. The staff should take social networks as a constructive medium for learning new things, ideas, and creating social contacts.

Management should put in place policies and structures for improving occupational health and safety. Management should not wait to form ad hoc committees after an accident has occurred in the organisation.. Management should allocate funds and invest in occupational health and safety programmes. This programme should include proactive measures like near miss reporting, accident investigations, risk assessment, auditing for compliance and using inherently safe technologies.

Areas for Further Study

A similar study be conducted in other financial institutions in another county in Kenya. A study incorporating other employee wellness programs that account for 38.5% changes in employee performance in the banking sector.

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