



EMPLOYEE WELLNESS PROGRAMS AND WORKFORCE PRODUCTIVITY OF COMMUNITY HEALTH NON-GOVERNMENTAL ORGANIZATIONS IN KENYA

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ABSTRACT

The relationship between employee wellness programs and the workforce productivity is integral to achieving project goals, managing risks, fostering collaboration, and ensuring long-term success. Both developed and developing world have had its fair share of challenges associated with poor employee wellness programs and consequently leading poor productivity. The primary objective of this study was to determine the influence of employee wellness programs on the workforce productivity of community health non-government organizations in Kenya. The research was based on specific objectives, such as employee flexible working, employee physical fitness on the workforce productivity of community health non-government organizations in Kenya. Theories, such as the contingency theory and goal setting theory. This study employed a cross-sectional survey approach and mainly concentrate on 10 community health non-government organizations in Kenya. To meet the research objectives, the departmental heads across various departments were used as analysis units across the firms. The pilot study targeted 8 respondents, 10% of the final study sample size, of which respondents were randomly chosen in each firm. The primary data was collected through a self-administered questionnaire that included open and closed-ended questions designed to obtain definite responses. Statistical Package for Social Sciences (SPSS version 28) was used to analyze the data, present the variables through coding, and summarize all the respondents' responses. Data analysis was presented in the form of tables. The Cronbach's Alpha value was greater than 0.7 which indicated that the questionnaire met the minimum acceptable threshold. The results indicated that employee physical fitness was the most important variable in the model ($\beta = 0.377$). This was followed by employee flexible working ($\beta = 0.292$), respectively. These beta values indicated that the dependent variable, that is, the workforce productivity of community health NGOs in Kenya, would change by a corresponding number of standard deviations as a result of changes in the standard deviations of the respective variables.

Key Words: Employee Wellness Programs, Workforce Productivity, Community Health Non-Government Organizations, Employee Flexible Working, Employee Physical Fitness

Background of the Study

In the daily activities of people all over the world, their main ambition is to work for a better quality of life. Quality life here is represented by various activities that lead to individual well-being. These activities may include; physical activities, financial security, emotional stability and spiritual nourishment. Researchers such as Frijters and Krekel (2021) believe that human well-being has been a historical development and has been defined differently by different researchers and health authorities. According to Totty (2017), wellness is the result of fulfilling the basic needs of an individual as well as set plans, goals and life goals. According to the WHO (2018), wellness is a state of complete physical, mental and social health, as well as the absence of disease in an individual. While the National Wellness Institute (2019) further defines wellness as a process of awareness and decision making towards a more successful way of life. However, (Foster & Miller, 2015) further states that there is no consensus on the best definition of wellness. Employee wellness programs have gained increasing attention in recent years as organizations recognize the importance of maintaining a healthy and productive workforce. In the context of community health non-governmental organizations (NGOs) in Kenya, these programs can play a key role in increasing workforce productivity.

Research has shown that employee wellness programs can have a positive impact on various aspects of employee performance, including reducing absenteeism, improving job satisfaction, and increasing productivity. A study by McLellan (2017) found that workplace wellness programs can improve employee health, performance, and job satisfaction while being cost-effective for employers in the long run. Similarly, Kelly and Snow (2019) concluded that well-designed wellness programs can lead to greater engagement and motivation among the workforce. Community health NGOs play a key role in providing health services to underserved populations in Kenya. However, the effectiveness of these organizations largely depends on the productivity and well-being of their employees. Research by Grawitch and Ballard (2016) suggests that employee wellness programs can significantly impact healthcare workforce productivity.

Despite the potential benefits, many organizations, including community-based health NGOs in Kenya, have been reluctant to implement comprehensive employee health programs, often due to perceived high costs and a lack of tangible returns on investment. Kariuki & Wamwayi (2023) noted that employee engagement in the public health sector remained low due to issues such as discrimination and exclusion, which can be addressed through effective wellness initiatives. Additionally, Ibrahim (2017) noted that poor customer service and understaffing in the banking sector in Kenya is linked to a lack of focus on employee well-being, highlighting the need for a holistic approach to workforce management. In community health NGOs, the quality of work life and the implementation of wellness programs can have a direct impact on the organization's ability to provide high quality services to the communities it serves. Wanjiru (2019) found that international NGOs in the health sector in Kenya adopted various quality of work life practices such as counselling sessions, in-house fitness facilities and mental health promotion as part of their efforts to improve employee well-being. and thus, organizational performance.

The idea of employee well-being at work brings various benefits to associations to have a healthy workforce (Brammer et al., 2015). As a result, the elements of employee health at work are central to understanding the various spaces that influence the disruption of personal satisfaction. Financial experts, sociologists, and clinicians have embraced research to understand individuals' sense of prosperity or pain (Engetou, 2017). A better treatment of workers' well-being can provide an organization with a number of focal points to achieve the expected level of performance. On the other hand, to provide a long-term advantageous position for achieving company goals.

Statement of the Problem

Despite growing awareness of the importance of employee wellness initiatives, there remains a gap in understanding the direct effect of these programs on workforce productivity, particularly in the context of NGOs in Kenya. While numerous studies globally have highlighted the potential benefits of employee wellness programs on productivity, there is a lack of comprehensive research specific to the Kenyan Non – Governmental Organisations workforce. Furthermore, the effectiveness of existing wellness initiatives in addressing the unique challenges faced by employees in socio-economic and organizational context has not been adequately examined. Investing in employee health and well-being can lead to increased productivity, reduced absenteeism, and improved overall organizational performance. (World Health Organization, 2010). According to the New York research conducted in 2021, research conducted on remote/hybrid working which draws upon the views of almost 4,000 business and HR leaders from 26 countries and regions and 28 industry sectors on current workforce challenges shows that many companies have boosted workforce productivity and performance during the pandemic, cultural and leadership speedbumps have arisen that are inhibiting the creation of robust workforce strategies.

Effective employee wellness practices are a significant function within business operations (Berry et al., 2020). A business must master effective employee wellness techniques to improve employee health, reduce absenteeism, and enhance job satisfaction. However, many NGOs in Kenya lack comprehensive wellness programs, leading to low morale and decreased productivity (Goetzel et al., 2018). Organizations achieve significant savings through the adoption of proper employee wellness practices that can significantly improve overall performance. For instance, according to Song and Baicker (2019) workplace wellness programs can reduce absenteeism by 26% and improve job satisfaction by 15%. Similarly, a study by Gubler et al. (2018) discovered that employee wellness programs can enhance employee health, leading to higher productivity and better overall performance. Proper implementation of employee wellness programs can also reduce healthcare costs, which can be a significant burden for NGOs. According to a study by Conn et al. (2019), work-site wellness programs can trigger changes in physical activity and nutrition, leading to improved employee health and reduced healthcare costs.

Ndungu (2015) conducted research to identify the factors influencing the adoption of wellness programs, focusing on a case study at Safaricom Limited in Kenya. His findings revealed that the health status and attitudes of employees significantly influence the uptake of these programs within Safaricom Limited. Similarly, Chelule (2010) examined the quality of work-life programs at UNICEF and discovered that institutions with comprehensive work-life programs tend to have more motivated and satisfied employees compared to those with limited programs.

From these studies, it is clear that the effect of employee wellness on workforce productivity has not been thoroughly investigated. Understanding these effects is crucial for the successful implementation and adoption of such programs within organisations. Implementation of a well-structured and effective wellness programme has a direct impact on the reduction of health care and turnover of employees. The problem is to identify and understand the effect of wellness programs on workforce productivity in NGOs in Kenya.

NGOs explore implementing different types of employee wellness programs, such as flexible work arrangements, physical fitness programs (Fiksdal et al., 2016). This leads to research questions: What is the effect of employee wellness programs on workforce productivity in NGOs in Kenya?

Objectives of the Study

This study's general objective was to assess the influence of employee wellness programs on the workforce productivity of community health non-government organizations in Kenya.

Specific Objectives

- i. To establish the influence of employee flexible working on the workforce productivity of community health non-government organizations in Kenya.
- ii. To examine the influence of employee physical fitness on the workforce productivity of community health non-government organizations in Kenya.

LITERATURE REVIEW

Theoretical Framework

Contingency Theory and Employee Flexible Working

Contingency Theory, first introduced by Fred Fiedler in the 1960s, suggests that there is no one-size-fits-all approach to management. Instead, the most effective management style or approach depends on the specific circumstances faced by an organization (Fiedler, 1964). This theory acknowledges that different situations call for different management strategies, and what works well in one context may not necessarily work in another. It also suggests that the decision to implement flexible work policies should be contingent upon various factors such as organizational culture, industry norms, employee preferences, supervisor support and the nature of the work itself Golden and Gajendran (2019). Similarly, a study by Masuda et al. (2020) found that the success of flexible work arrangements is influenced by organizational practices, technology support, and individual preferences. This theory provides a useful framework for understanding why organizations choose to implement such arrangements and how they can be tailored to fit the unique needs and circumstances of each organization hence resulting to great workforce productivity.

Goal-Setting Theory and Employee Physical Fitness

The Goal Setting Theory, proposed by Edwin Locke and Gary Latham, 1960 states that setting specific and challenging goals can lead to higher performance and motivation. According to this theory, clear and achievable goals provide employees with direction, focus their efforts, and increase their persistence in the face of obstacles (Locke & Latham, 1990). Physical fitness programs can challenge employees to push themselves beyond their current fitness levels. Setting challenging yet attainable goals encourages employees to exert greater effort and persist in their fitness endeavours. This can lead to improvements in physical fitness, performance, and overall well-being (Locke & Latham, 2002). The theory provides a theoretical framework for understanding how physical fitness programs in the workplace can be designed to motivate employees, enhance their commitment to fitness goals, and improve their overall health and well-being.

Conceptual Framework

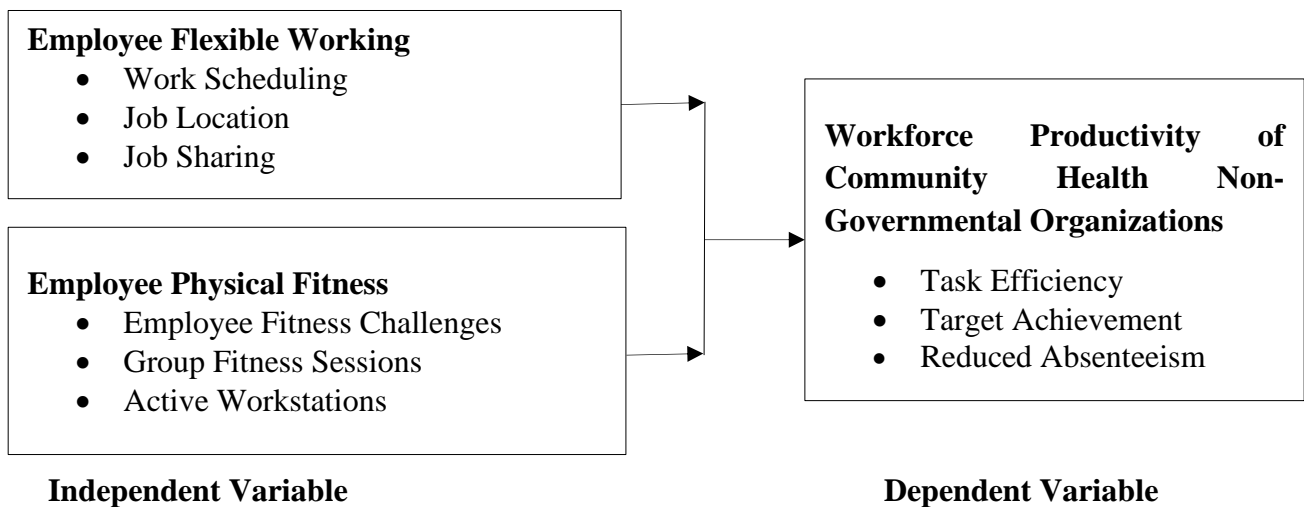


Figure 1 Conceptual Framework

Employee Flexible Working Program

The evolving landscape of work is characterized by rapid changes, presenting both challenges and opportunities. Traditional work paradigms are becoming obsolete as advancements in technology, shifting demographics, and globalization redefine the nature of work (Cooke, 2012). With the pervasive influence of advanced technologies, work is becoming more reliant on technology, requiring employees to manage their working styles and schedules independently. Moreover, technological innovations have promoted increased collaboration through new platforms, facilitating virtual teamwork and remote working arrangements.

Changing demographics, marked by older individuals working longer and newer groups such as Generation X and Y entering the workforce, bring forth fresh values and expectations. These groups advocate for greater flexibility in roles and a more social approach to work (Cooke, 2012). Organizations must adapt to accommodate an aging workforce to retain valuable knowledge and skills. Additionally, the rise of women in management roles underscores the need for corporate human resource policies that alleviate stresses experienced by working women with familial responsibilities. Globalization presents its own set of challenges, with heightened customer expectations necessitating a 24 hours operational culture and a mandate for sustainable growth. In response, organizations are compelled to adopt flexible working arrangements to navigate the complexities posed by these forces effectively.

Flexible working arrangements, which encompass varied approaches to work regarding duration, location, and scheduling, have garnered significant attention from organizations. Proponents argue that such practices facilitate work-life balance, which is particularly beneficial amidst evolving family structures (Thomson, 2008; Hofacker & Konig, 2013). Defined by the Advisory, Conciliation, and Arbitration Service (2015), flexible working allows organizations to optimize labor utilization and enhance customer service delivery, thus addressing the demands of a dynamic market environment.

However, the provision of flexible working arrangements remains at the employer's discretion (Muasya, 2016; Advisory, Conciliation, and Arbitration Service, 2015). Employers often implement flexible work practices with performance improvement objectives in mind, which may conflict with employees' family-related needs (Ortega, 2009). Consequently, employees may lack autonomy over their work arrangements, as these are dictated by their employers.

Flexible work arrangements encompass various forms, including flexible scheduling, remote work options, and compressed workweeks. These arrangements afford employees the

flexibility to manage their work schedules, contributing to improved job satisfaction and reduced turnover (Chen, 2015; Beauregard & Lesley, 2008). The International Labour Organization highlights the contentious nature of flexible work arrangements. Nonetheless, employers are increasingly granting employees autonomy to manage their work schedules (Lambert, Marler, & Gueutal, 2008).

Evidence suggests that non-standard work hours negatively impact work-life balance and productivity (Agha, Azmi, & Irfan, 2017). However, organizations implementing flexible work arrangements experience benefits such as enhanced recruitment, retention of qualified staff, and increased job satisfaction (Shagvaliyeva & Yazdanifard, 2014; Beauregard & Lesley, 2008). Employees perceive employers offering flexible work arrangements as concerned about their well-being, leading to heightened commitment, productivity, and reduced absenteeism (Casper & Harris, 2008).

While flexible work arrangements offer significant advantages, some employees, particularly men, may perceive them as reducing income and increasing employment insecurity (Hofacker & Konig, 2013). However, others view flexibility as a means to enhance organizational commitment, while women associate it with improved work-life balance (Lewis & Humbert, 2010). Despite historical associations between flexible work arrangements and women, recent trends indicate a growing acceptance among men, reflecting evolving gender norms and changing demographics (Hofacker & Konig, 2013).

Employee Physical Fitness Program

Physical fitness programs play a significant role in influencing workforce productivity through several mechanisms. They contribute to improved physical health among employees, leading to reduced absenteeism and fewer health-related issues (Baicker et al., 2010). Research by Proper et al. (2003) found that employees who participate in physical fitness programs experience fewer sick days and are more productive at work. Engaging in regular physical activity has been linked to improved mental well-being, including reduced stress, anxiety, and depression (Mammen and Faulkner, 2013).

Physical activity provides various significant health benefits. Mechanical stress and repeated exposure to gravitational forces created by frequent physical exercise increase a variety of characteristics, including physical strength, endurance, bone mineral density, and neuromusculoskeletal fitness, all of which contribute to a functional and independent existence that can give an employee maximum concentration hence increasing productivity. A study by Peluso and Guerra de Andrade (2005) demonstrate that participation in physical fitness programs lead to improved mood and cognitive function among employees, resulting in higher productivity levels.

Physical fitness programs can result in cost savings for organizations by reducing healthcare costs associated with absenteeism, presenteeism, and chronic health conditions (Chapman et al., 2019). These programs positively impact workforce productivity by improving physical health, enhancing mental well-being, increasing energy and vitality, enhancing focus and concentration. Assisting employees in setting realistic and achievable fitness goals, tracking progress, and providing feedback and support to help them stay motivated and accountable.

Workforce Productivity of Community Health Non-Profit Organizations

Workforce productivity is a critical aspect of organizational performance, particularly in community health non-governmental organizations (NGOs) in Kenya. Research has shown that employee wellness programs can significantly impact task efficiency. For example, a study by Sabharwal et al. (2019) found that workplace wellness programs improve employee health, performance, and job satisfaction, which in turn enhances task efficiency. Similarly, Jones, Molitor, and Reif (2019) found that employee wellness programs reduce absenteeism and improve employee performance, leading to higher levels of targets achieved. These findings

highlight the importance of investing in employee health programs to support better productivity and operational effectiveness in community health NGOs. Employee wellness programs have been proven to contribute to the achievement of organizational goals. For example, Hamadamin et al. (2019) found that investing in progressive HR practices leads to greater levels of commitment and motivation among the workforce, leading to better achievement of goals. Odongo (2018) also noted that employee empowerment practices in international NGOs enhance employee performance and contribute to the achievement of organizational goals. These studies highlight the role of employee wellness programs in goal management in community health NGOs.

Reduced absenteeism is another key indicator of workforce productivity. Employee wellness programs have been found to significantly reduce absenteeism. According to Zondo (2020), workplace wellness programs can induce changes in physical activity and nutrition, leading to reduced absenteeism. Similarly, Wanjiru (2019) found that quality of work life practices among international health NGOs in Kenya reduced absenteeism. These findings underscore the importance of employee wellness programs in maintaining a healthy and productive workforce, thereby reducing absenteeism and improving overall productivity.

Empirical Review

Employee Flexible Working

Flexible work arrangements have been associated with various positive outcomes, including increased job satisfaction, improved work-life balance, and enhanced productivity (Allen et al., 2013; Bloom et al., 2015). Consequently, a study by Bloom, Liang, Roberts, and Ying (2015) examined the impact of telecommuting, a type of Flexible Work Arrangement where a remote worker performs their work from a location other than their employer's physical office, such as from a coworking space, park or coffee shop, on productivity in a Chinese experiment. The findings suggest that telecommuting leads to increased productivity among employees, indicating a positive relationship between FWAs and workforce productivity. Research conducted by Johnson, Kiburz, and Shockley (2013) found that employees with access to FWAs report higher levels of job satisfaction and perceived work-life balance, which are indicators of positive workforce outcomes. Empirical evidence suggests that flexible work arrangements have a positive impact on workforce productivity by promoting job satisfaction, work-life balance.

Ravenswood et al. (2017) examined the relationship between flexible work practices and employee retention in New Zealand organizations. The study found that organizations that offered flexible work options, such as flexible working hours and telecommuting, experienced lower employee turnover rates. The authors concluded that flexible work practices can increase employee satisfaction and commitment, leading to better retention. Similarly, Kagwa and Nyang'au (2023) examined the impact of flexible human resource practices, including flexible work arrangements, on employee engagement and motivation in manufacturing firms in Kenya. The study revealed that investing in progressive HR practices, such as flexible work options, led to greater levels of commitment and motivation among the workforce. More recently, Odongo (2023) examined the role of employee empowerment, including flexible work arrangements, in international non-governmental organizations (NGOs) in the public health sector in Kenya. Findings showed that employee empowerment through initiatives such as flexible working options contributed to increased employee performance and organizational effectiveness.

Hughes et al. (2024) investigated the impact of flexible working on knowledge workers in the UK and found a positive correlation between flexible working conditions and employee productivity. The study suggested that flexibility allows employees to manage personal commitments alongside work, leading to increased focus and efficiency during working hours.

This could be particularly important for NGO workers who may be juggling childcare responsibilities or managing personal health needs.

Employee Physical Fitness

Physical fitness programs play a significant role in improving workforce productivity by promoting physical and mental well-being, reducing absenteeism and presenteeism, enhancing job performance. Proper et al. (2015) conducted a literature review on promoting physical activity in various contexts and conditions. The review highlighted the positive effects of physical activity on mental well-being and cognitive functioning, including improved mood, reduced stress, and enhanced concentration, all of which contribute to higher productivity. Employees who engage in regular physical activity are less likely to be absent from work due to illness or injury. Additionally, employees with higher fitness levels are less likely to experience presenteeism, where they are present at work but not fully engaged or productive, leading to overall improvements in workforce attendance and productivity Pronk et al. (2004). Several studies have demonstrated a positive association between physical fitness and job performance. Employees who maintain higher levels of fitness are better able to perform their job tasks efficiently and effectively, leading to higher levels of productivity

Cherubal et al. (2019) examined the impact of workplace physical activity interventions on employee health and productivity in India. The study found that participation in these programs led to improved employee health outcomes, reduced absenteeism and increased self-productivity. While the study focused on India, the findings suggest similar potential benefits for Kenyan NGOs. Improved employee health can lead to fewer sick days and a more energetic workforce, ultimately contributing to increased productivity. Another study by Lee et al. (2020) investigated the relationship between physical activity and cognitive function in knowledge workers. Their findings suggest that regular physical activity can improve cognitive performance, including focus, memory and decision-making. This enhanced cognitive function could be particularly valuable for NGO workers, who often face complex problems and require strong problem-solving skills.

Ngure (2018) investigated staff empowerment practices among international NGOs in the public health sector in Kenya. The study found that investing in progressive human resource practices leads to greater levels of commitment and motivation among the workforce, which can positively impact physical fitness levels. This emphasis on employee empowerment is critical to improving physical fitness as it fosters a culture of engagement and motivation within the organization. Another important study on physical fitness was conducted by Rimberia (2022), who investigated the use of flexible HR practices in manufacturing firms. The study concluded that investing in progressive HR practices leads to greater levels of commitment and motivation among the workforce, which can positively impact physical fitness levels. This highlights the importance of creating a supportive work environment that encourages employees to prioritize their physical well-being.

In addition to these studies, research by Goetzel et al. (2018) and Anderson et al. (2019) demonstrated that workplace wellness programs improve employee health, performance, reduce absenteeism, and increase job satisfaction. These findings are particularly important for community health NGOs in Kenya, where maintaining a high level of physical fitness is critical to the delivery of effective health services. Goetzel et al. (2018) found that workplace wellness programs are cost-effective for employers in the long run, a significant factor for NGOs operating on tight budgets. A study by Ehido et al. (2019) further investigated the quality of work life practices among international NGOs in the health sector in Kenya. The study found that organizations that prioritize employee well-being through practices such as counselling sessions and fitness facilities tend to have higher levels of employee satisfaction. This highlights the importance of creating a comprehensive employee health program that addresses various aspects of employee well-being, including physical fitness.

RESEARCH METHODOLOGY

A cross-sectional survey was used. The research was conducted in 10 community health non-government organizations in Kenya and targeted Directors, Assistant Directors, Senior Managers, Managers, Assistant Managers, Senior Associates, Associates, Officers and Assistants. This resulted in a total of 90 respondents. The research adopted a stratified random sampling technique. The study used the Yamane Formula of the year 1967. The Sample Size was 72 respondents. The major data collection instrument used in this study was a questionnaire. All returned questionnaires from respondents were thoroughly reviewed, and the data was coded and tested for completeness before being analyzed using the Statistical Package for Social Sciences (SPSS version 28) software. Pearson Correlation Coefficient was also used to carry out inferential data analysis. Multiple linear regression analysis assisted the researcher in determining how much the dependent variable changes when the independent factors change. Tables were used in the presentation of the findings from the study.

RESEARCH FINDINGS AND DISCUSSION

70 out of 72 mailed and self-administered questionnaires were filled out adequately, yielding a 97.2 percent response rate. This is because some respondents declined to respond to the questionnaires. Fincham (2014) recommends a response rate of 60% or above for the analysis. Similarly, according to Kothari (2012), a response rate of 50% should be considered average, 60% to 70% adequate, and 70% or higher should be considered remarkable. Therefore, our response rate of 97.2% was adequate and hence, considered remarkable and accepted.

Descriptive Findings

Employee Flexible Working

The study's first objective was to establish the influence of flexible employee work on the workforce productivity of community health NGOs in Kenya. The respondents were asked to rate specific aspects of employee flexible working practices in their respective firms based on a five-point Likert scale where 5= Strongly, 4= Agree, 3=Neutral, 2= Disagree, and 1=Strongly Disagree. The findings tabulated in Table 4.7 revealed that on the first aspect of timelines of specific tasks, most respondents were undecided whether they could decide the start and finish times of specific assigned tasks ($\bar{x} = 3.24$, $\sigma = .984$). This finding suggested a lack of clarity or autonomy in flexible working arrangements among employees in community health NGOs in Kenya. According to Anning-Dorson (2021), uncertainty can stem from organizational culture or management practices that do not fully embrace flexible work policies. On the statement that duties and responsibilities were co-shared, the respondents were also undecided with this statement, as shown by a mean of 2.86 and a standard deviation of 1.376. This finding is not consistent with a study by Mogeni (2020) on the quality of work-life programs and employee satisfaction in UNICEF, which found that institutions with adequate work-life programs had more satisfied employees compared to those with limited programs. This suggests that when employees have a clear understanding of their roles and responsibilities, they are more likely to be engaged and satisfied with their work.

The other aspect was that the respondents could work for long hours per week to get a day off. The respondents agreed with this statement, as shown by a mean of 3.84 and a standard deviation of 0.828. This finding highlights a complex relationship between flexible working arrangements and employee satisfaction (Murabula, 2022). This behavior can be interpreted as a trade-off where employees prioritize time off over a standard workweek, suggesting that they value flexibility and work-life balance. Regarding home working/ teleworking being often allowed in the organization, most respondents agreed with this statement, evidenced by a mean of 4.03 and a standard deviation of 0.816. This aligns with previous studies indicating that flexible working options, such as telecommuting, significantly enhance employee satisfaction and productivity. For instance, according to Weideman and Hofmeyr (2020), organizations

implementing such flexibility reported improved employee morale and performance, with over 90% of participants acknowledging positive effects on their work productivity.

The respondents further agreed that flexible working arrangements had improved their work-life balance, as evidenced by a mean of 4.01 and a standard deviation of 0.909. According to Orishede and Ndudi (2020), organizations implementing flexible work options experience higher employee productivity and morale as employees feel more in control of their work schedules and personal lives. Most respondents agreed that they could pool their leave days to enable them adequate time to attend to personal and family matters, as evidenced by a mean of 3.89 and a standard deviation of 0.894. According to Munoz et al. (2023), the implementation of wellness programs has been linked to improved productivity, as employees who feel supported in managing their personal and family commitments tend to exhibit greater engagement and performance at work. This evidence underscores the importance of flexible working arrangements in fostering a supportive work environment, particularly within community health NGOs in Kenya. The study also revealed that the respondents agreed that their work was milestones-centered and not time-based, as evidenced by a mean of 3.90 and a standard deviation of 0.819.

Moreover, on the statement that the start time and end time of employee jobs were not defined, most respondents agreed with this statement, as shown by a mean of 4.03 and a standard deviation of 0.816. This flexibility could lead to increased job satisfaction and productivity as employees feel more in control of their work schedules. According to White and Maniam (2020), flexible working conditions positively impact employee morale and productivity, with employees reporting higher satisfaction levels when they have control over their work hours. Also, on the statement that the respondents were satisfied with the current flexible work arrangements provided by the company, most respondents agreed with this statement, as shown by a mean of 3.86 and a standard deviation of 0.785. Lastly, on the statement that the respondents frequently utilize flexible work options, most respondents agreed with this statement, as shown by a mean of 3.89 and a standard deviation of 0.869. A study by Osiro (2021) on workplace wellness programs at Safaricom revealed that the implementation of flexible work options positively impacted employee performance and overall productivity, with over 90% of participants reporting improved work outcomes due to these initiatives. This is further supported by evidence suggesting that flexible working conditions can mitigate issues like presenteeism, where employees are physically present but not fully engaged due to health concerns.

The findings imply that most community health NGOs in Kenya have been relatively observing employee flexible working as an aspect of employee wellness programs. Flexible working arrangements, which include options like remote work and adjustable hours, have been shown to enhance employee satisfaction and reduce stress, leading to improved productivity outcomes (Rozlan & Subramaniam, 2020). For instance, a study on workplace wellness programs in Kenya highlighted that organizations implementing flexible work policies reported higher employee engagement and job satisfaction, which are critical for maintaining productivity levels in the workforce.

Table 1: Employee Flexible Working

Statements	Mean	Std. Deviation
I can decide the start and finish times for specific tasks assigned	3.24	.984
My duties and responsibilities are co-shared	2.86	1.376
I can work for long hours per week to get a day off	3.84	.828
Home working/teleworking is often allowed in my organization	4.03	.816
Flexible work arrangements have improved my work-life balance	4.01	.909
I can pool my leave days to enable me adequate time to attend to personal and family matters	3.89	.894
My work is milestone-centered and not time-based	3.90	.819
The start time and end time of the Job is not defined	4.03	.816
I am satisfied with the current flexible work arrangements provided by the company	3.86	.785
I frequently utilize flexible work options	3.89	.860

Employee Physical Fitness

The study's participants were asked to indicate the extent to which they agreed with the influence of employee physical fitness on the workforce productivity of community health NGOs in Kenya using the five-point Likert scale of 5= [SA] Strongly Agree, 4= [A] Agree, 3= [N] Neutral, 2= [D] Disagree, 1= [SD] Strongly Disagree). To illustrate the key findings of employee physical fitness, the study used mean averages and standard deviations. According to Mogaka et al. (2022), the Likert scale of the mean (\bar{x} =4.2 to 5 strongly agree; 3.4 to 4.2 agree; 2.6 to 3.4 undecided; 1.8 to 2.6 disagree, and 1 to 1.8 strongly disagree) was used. The findings are presented descriptively, focusing on means and standard deviations.

On physical fitness activities, findings show that the respondents agreed that they were supported by the company in participating in physical fitness activities (\bar{x} = 4.16, σ = .973). Given the five-point scale Likert mean of more than (\bar{x} = 3.4) and an average standard deviation, it is clear that a major section of the respondents agreed with this statement. These findings suggest that providing support for physical fitness activities is an effective strategy for companies to improve employee engagement and productivity, ultimately contributing to organizational success (Ahmed et al., 2020). In addition, the study observed that physical fitness programs were effective in promoting health and well-being (\bar{x} = 4.51, σ = .794). Given the five-point scale Likert mean of more than (\bar{x} = 4.2) and an average standard deviation, it is clear that a major section of the respondents strongly agreed with the statement. Implementing fitness programs results in enhanced work performance and productivity. According to Berry et al. (2020), wellness programs, including physical fitness activities, not only address workplace health issues but also contribute to overall enterprise performance by reducing absenteeism and healthcare costs. Further, the findings illustrated that the respondents noticed an improvement in their well-being since participating in physical fitness activities (\bar{x} = 4.27, σ = .977). Given the five-point scale Likert mean of more than (\bar{x} = 4.2) and an average standard deviation, it is clear that a major section of the respondents strongly agreed with this statement.

On investment in physical fitness programs the findings show that the company needed to invest more in physical fitness programs (\bar{x} = 4.06, σ = 1.006). Given the five-point scale Likert mean of more than (\bar{x} = 3.4) and an average standard deviation, a major section of the respondents agreed with this statement. As stated by Galliers et al. (2019), employers benefit from reduced healthcare costs, disability, absenteeism, worker's compensation, and increased productivity when they invest in employee wellness programs. Further, the study established that the respondents recommended physical fitness programs offered by the company to their colleagues (\bar{x} = 3.99, σ = 1.056). Given the five-point scale Likert mean of more than (\bar{x} =

3.4) and an average standard deviation, it is clear that a major section of the respondents agreed with the statement. Research indicates that such programs not only promote physical health but also contribute to improved job performance and employee engagement. For instance, according to Grossmeier et al. (2020), workplace wellness programs, including physical fitness initiatives, have a significant positive effect on employee engagement and overall performance in various sectors, including health organizations.

Also, the findings illustrated that the physical fitness programs were efficient in stress management ($\bar{x} = 3.83$, $\sigma = 1.142$). Given the five-point scale Likert mean of more than ($\bar{x} = 3.4$) and an average standard deviation, it is clear that a major section of the respondents agreed with the statement. The findings supported those of Safi et al. (2022), who revealed that employees participating in workplace fitness programs reported significantly lower levels of perceived stress compared to their sedentary counterparts. Moreover, the findings illustrated that physical fitness programs improved day-to-day job performance ($\bar{x} = 4.29$, $\sigma = .854$). Given the five-point scale, Likert mean of more than ($\bar{x} = 4.2$), and an average standard deviation, it is clear that a major section of the respondents strongly agreed with the statement.

In addition, the study established that physical fitness programs improve employee perception on the job and on the company ($\bar{x} = 4.13$, $\sigma = .931$). Given the five-point scale Likert mean of more than ($\bar{x} = 3.4$) and an average standard deviation, it is clear that a major section of the respondents agreed with the statement. Hagger et al. (2020) highlighted the role of physical activity in mitigating work stress. This finding collectively supports the notion that investing in employee wellness, particularly through physical fitness initiatives, can significantly enhance employee perceptions and overall organizational climate. Further, the study established that physical fitness programs improved teamwork ($\bar{x} = 4.23$, $\sigma = .981$). Given the five-point scale Likert mean of more than ($\bar{x} = 4.2$) and an average standard deviation, it is clear that a major section of the respondents strongly agreed with this statement. The findings implied that community health NGOs in Kenya understood the importance of improving their employees' physical fitness processes, hence ensuring effectiveness in promoting health and well-being. According to WHO (2022), regular exercise improves physical and mental health, leading to reduced absenteeism, increased productivity, and a more positive work environment. Physically fit employees tend to have higher energy levels, better focus, and improved problem-solving abilities.

Table 2: Employee Physical Fitness

Statements	Mean	Std. Deviation
The company supports me in participating in physical fitness activities	4.16	.973
The physical fitness programs effective in promoting health and well-being?	4.51	.794
I have noticed an improvement in my well-being since participating in physical fitness activities	4.27	.977
The company should invest more in physical fitness programs?	4.06	1.006
I would recommend physical fitness programs offered by the company to my colleagues	3.99	1.056
The physical fitness programs are efficient in stress management	3.83	1.142
Physical fitness programs improve day-to-day job performance	4.29	.854
Physical fitness programs improve employee perception on the job and in the company	4.13	.931
Physical fitness programs improve teamwork	4.23	.981

Workforce Productivity of Community Health NGOs.

The study's participants were asked to state the extent they agreed with the statements concerning the workforce productivity of community health NGOs in Kenya using the five-

point Likert scale of 5= [SA] Strongly Agree, 4= [A] Agree, 3= [N] Neutral, 2= [D] Disagree, 1= [SD] Strongly Disagree). The study used mean averages and standard deviations.

On flexible work arrangement, the findings illustrated that flexible work arrangement influenced productivity ($\bar{x} = 3.70$, $\sigma = .998$). Given the five-point scale, Likert mean of above ($\bar{x} = 3.4$), and an average standard deviation, it is clear that a significant section of the respondents agreed with the statement. This finding mirrored those by Distanont and Khongmalai (2020) who established that flexible work arrangements allow employees to tailor their work hours and locations, hence leading to enhanced job satisfaction and reduced stress levels. Further, the study found that the participant's performance was affected by trying to balance work and family responsibilities ($\bar{x} = 4.10$, $\sigma = 1.157$). Given the five-point scale Likert mean of between ($\bar{x} = 3.3$ and 4.2) and an average standard deviation, it is clear that a significant section of the respondents agreed with this statement.

On leave policies, the findings illustrated that leave policies had a positive impact on employee performance ($\bar{x} = 3.26$, $\sigma = 1.648$). Given the five-point scale Likert mean of more than ($\bar{x} = 2.6$) and an average standard deviation, it is clear that a significant section of the respondents was undecided about this statement. However, organizations should ensure adequate leave benefits, such as paid time off, sick leave, and maternity/paternity leave, since they contribute to increased employee satisfaction, reduced stress, and improved work-life balance (Davison, 2023). Moreover, the findings illustrated that there was a direct correlation between employees' performance and their wellness programs ($\bar{x} = 4.07$, $\sigma = 1.243$). Given the five-point scale Likert mean of above ($\bar{x} = 3.4$) and an average standard deviation, it is clear that a significant section of the respondents agreed with this statement.

Furthermore, the findings illustrated that the participants were supported by their companies in managing their work-life balance ($\bar{x} = 3.87$, $\sigma = .992$). Given the five-point scale Likert mean of above ($\bar{x} = 3.4$) and an average standard deviation, it is clear that a significant section of the respondents agreed with this statement. Sanders et al. (2020) found that organizations offering flexible work arrangements, on-site childcare, and wellness programs experienced higher levels of employee engagement and productivity. Similarly, studies by Cvenkel (2021) have linked work-life balance to reduced burnout and increased job performance, supporting the notion that organizations prioritizing employee well-being reap significant benefits.

Moreover, the findings illustrated that the company's wellness initiative contributed to the wellness work culture ($\bar{x} = 4.17$, $\sigma = 0.992$). Given the five-point scale Likert mean of above ($\bar{x} = 3.4$) and an average standard deviation, it is clear that a significant section of the respondents agreed with this statement. In addition, the findings illustrated that the participants were aware of the resources and support available through the company's wellness program ($\bar{x} = 3.19$, $\sigma = 1.591$). Given the five-point scale Likert mean of above ($\bar{x} = 2.6$) and an average standard deviation, it is clear that a significant section of the respondents was undecided about this statement.

Also, the study findings showed that investing in employee wellness programs was important for the company's success ($\bar{x} = 4.04$, $\sigma = 1.209$). Given the five-point scale Likert mean of above ($\bar{x} = 3.4$) and an average standard deviation, it is clear that a significant section of the respondents agreed with this statement. According to Kennedy et al. (2022), wellness initiatives can reduce absenteeism, boost morale, and enhance job satisfaction, all of which contribute to increased productivity. Therefore, this finding emphasizes the strategic value of employee wellness programs as a catalyst for organizational performance. Lastly, the study findings showed that employee wellness initiatives helped the participants to manage stress effectively ($\bar{x} = 4.29$, $\sigma = .995$). Given the five-point scale Likert mean of above ($\bar{x} = 4.2$) and an average standard deviation, it is clear that a significant section of the respondents strongly agreed with this statement. These findings implied that most community health NGOs in Kenya had witnessed increased profitability due to improved employee wellness programs

that also assisted in stress management in the organization. This meant improved workforce productivity. According to Teece (2018), a business's success depends on continually earning profits during operationalization. Therefore, these findings compared to those of Darcy, Hill, McCabe, and McGovern (2014), who posited that productivity analysis gave firm managers a clear picture of their company, enabling them to strategize better and plan for their long-term growth and improve performance.

Table 3: Workforce Productivity of Community Health NGOs

Statements	Mean	Std. Deviation
Flexible work arrangements influence my productivity	3.70	.998
My performance is affected by trying to balance work and family responsibilities	4.10	1.157
Leave policies have a positive impact on my performance	3.26	1.648
There is a direct correlation between employees' performance and employee wellness programs	4.07	1.243
The company supports me in managing my work-life balance	3.87	.992
The company's wellness initiative contributes to the wellness work culture.	4.17	.992
I am aware of the resources and support available through the company's wellness program	3.19	1.591
Investing in employee wellness programs is important for the company's success	4.04	1.209
Employee wellness initiatives have helped me manage stress effectively.	4.29	.995

Correlation Analysis

This section presents the summary of the correlation analysis. The correlation significance was determined at $p \leq 0.05$. The first correlation was done to determine whether employee flexible working significantly influenced the workforce productivity of community health NGOs in Kenya. The results in Table 4 show a significant relationship ($r=0.423$, $p<0.05$) between the variables. Therefore, the Pearson product correlation of employee flexible working and the workforce productivity of community health NGOs in Kenya was found to be low positive and statistically significant. This shows that an increase in employee flexible working practices would lead to a high workforce productivity of community health NGOs in Kenya.

It was also essential to determine whether there was a relationship between employee physical fitness and the workforce productivity of community health NGOs in Kenya. The correlation analysis in Table 4 indicates that there was indeed a significant relationship ($r = 0.459$, $p \leq 0.05$) between the variables. The Pearson product correlation of employee physical fitness and the workforce productivity of community health NGOs in Kenya was also found to be low positive and statistically significant. Therefore, this also shows that an increase in employee physical fitness practice would lead to a high workforce productivity of community health NGOs in Kenya.

Table 4: Correlation Analysis

		Employee Flexible Working	Employee Physical Fitness	Workforce Productivity
Employee Flexible Working	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	70		
Employee Physical Fitness	Pearson Correlation	.064	1	
	Sig. (2-tailed)	.599		
	N	70	70	
Workforce Productivity	Pearson Correlation	.423**	.459**	1
	Sig. (2-tailed)	.000	.000	
	N	70	70	70

Regression Analysis

The results in Table 5 indicated that employee physical fitness was the most important variable in the model ($\beta = 0.377$). This was followed by employee flexible working ($\beta = 0.292$), respectively. These beta values indicated that the dependent variable, that is, the workforce productivity of community health NGOs in Kenya, would change by a corresponding number of standard deviations as a result of changes in the standard deviations of the respective variables. Thus, the resulting linear regression model was: Y (Firm Workforce Productivity) = 1.207 (Constant) + (0.380) (Employee Flexible Working) + 0.550 (Employee Physical Fitness)

Table 5: Overall Significance of Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.207	.790			1.529	.131
Employee Flexible Working	.380	.137	.292		2.774	.007
Employee Physical Fitness	.550	.139	.377		3.957	.000

a. Dependent Variable: Workforce Productivity

Conclusion

The study concluded that the workforce productivity was expected to grow for every unit increase in employee flexible working. This showed that community health NGOs gained improved workforce productivity when there was improved employee flexible working. Further, the study concluded that community health NGOs needed to ensure their employees could pool their leave days to give them adequate time to attend to personal and family matters. Moreover, the study concluded that the organizations ensured their employees could work long hours per week to get a day off. The study concluded that employees could decide the start and finish times for specific tasks assigned due to flexible working. This suggested clarity or autonomy in flexible working arrangements among employees.

Further, the study concluded that physical fitness programs improved job performance. These activities also improved employee perception on the job and the company and enhanced employee teamwork. Likewise, the study concluded that physical fitness programs promote health and well-being. According to the results, it is evident that the employees noticed an improvement in their well-being since participating in physical fitness activities. Hence,

employee physical fitness is crucial in improving employee wellness and boosting workforce productivity.

Recommendations

According to the research, community health NGOs should share duties and responsibilities among their employees. Some recommendations include clear communication, open dialogue, and a focus on team collaboration. The study suggests that organizations should ensure their employees can decide the start and finish times for specific tasks. This would enable the community health NGOs to create a flexible working environment and boost their employee wellness programs, hence improving workforce productivity. Additionally, the organizations needed to ensure employees could work long hours per week to get a day off.

The study further recommends that community health NGOs adopt more physical fitness programs since they efficiently manage stress. This will also improve employee physical fitness and thus improve employee wellness programs. Moreover, the study also recommends sharing physical fitness programs offered by the company among employees to enhance awareness. According to the results, it can also be recommended that companies invest more in physical fitness programs since it would yield substantial returns. Healthier employees experience fewer sick days, boosting productivity and reducing healthcare costs. Regular exercise enhances focus, creativity, and problem-solving abilities, improving job performance.

Areas of Further Research

The findings of this study bring us closer to the reality of employee wellness programs and the workforce productivity of community health non-government organizations in Kenya. However, the complexity of the implementation of the study variables remains ambiguous. The study narrowed to a literature review exclusively suggesting employee flexible working, and employee physical fitness, plus the theories that supported these variables. This study provided considerable information on the desirable expectations of community health organizations in their quest to enhance their workforce productivity. However, empirical research needs to be conducted to establish the effects of employee wellness programs on the performance of other sub-sectors of manufacturing in the economy, such as dairy, tea, and pharmaceutical.

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