

Workplace Wellness Programs and Their Impact on Employee Productivity: A Case Study of Fire Emirates Engineering Co Ltd, Uganda

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Abstract

Globally, studies indicate that companies with robust wellness initiatives experience higher employee engagement and job satisfaction henceforth effecting the efficiency of employees and company at large. The relationship between workplace wellness efforts and employee productivity is inadequately comprehended, despite significant focus, especially in Uganda. excessive working hours are prevalent in Uganda, often exceeding 48 hours per week. This environment provides a unique context for examining the impact of workplace well-being on productivity. The main purpose of this study was to investigate the influence of workplace wellness program on employee productivity in private sector particularly at Fire Emirates Engineering Company Limited, Uganda. The study was guided by the following specific objectives: the influence of health work environment, welfare, work life balance and work schedule on employee productivity in fire emirates engineering co ltd, Uganda. Role enhancement theory, spill-over theory, and social exchange theory served as the pillars of the study. Primary data sources were used in conjunction with a descriptive design and cross-sectional survey methodology to gather data. The study employed self-administered questionnaires, proportionate simple random sampling, and purposive sampling to gather primary data. Similarly, data was collected through interview guides and telephone calls with Human Resource Managers, field managers, accounts managers, operations managers, electric engineers, board members and executive directors. There was 130 people in the target population. Using the Krejcie and Morgan table, a sample size of 119 respondents was selected from a population of 130 people. Purposive and simple random sampling techniques was utilized to guarantee that every participant has an equal chance to participate in the study. SPSS was used to evaluate the gathered data and ascertain how the study variables relate to one another. Pie charts, graphs, and frequency tables will all be used to display the results. This study looked at how workplace wellness programs affect workers' productivity, and the results can help corporate executives and policymakers create and carry out successful health and wellness programs. This is especially important given how work environments are changing and the growing recognition of employee well-being as a critical factor in company performance. In terms of academic research, the study filled a significant vacuum in the literature by focusing on workplace wellness in the private sector of developing nations—specifically, Uganda. The study found well-implemented no-smoking policy and fire safety measures, though fire inspection practices are inconsistent. There was overall satisfaction with work-life balance but reveals issues with working hours, overtime, and task alignment. There was a positive provision of tools and skill development opportunities but significant dissatisfaction with compensation, workload reasonableness, and the utilization of employee skills. In conclusion, the findings of this study indicate that while Fire Emirates Engineering Co Ltd indeed has made a number of commendable steps to health and safety, work environment, and skill development opportunities, much more needs to be done.

Key Words: *Workplace Wellness, Employee Productivity, Work-Life Balance, Health Work Environment, Private Sector (Uganda)*

Introduction

In the contemporary globalized job market, where environmental trends are changing quickly, employee productivity is a crucial factor in an organization's performance. According to Daeley (2012). Mathis and John (2013) define productivity as the quantity and quality of work produced while accounting for resource expenses. According to McNamara (2015), productivity outcomes are usually the particular results that managers are hoping to get from their employees. They could be evaluated in terms of money made or in terms of the number, quality, cost, or duration of the effects they have on the community. Samnani and Singh (2014) argue that as productivity is a measure of efficiency, an increase in employee productivity at work is a sign of increased efficiency.

According to Ataullah, Le, and Sahota (2014), HRM efforts like corporate wellness programs can help workers become more productive in their various responsibilities at work. Long-term, these initiatives could lead to notable organizational breakthroughs and increased worker productivity (Beauregard and Lesley, 2018).

Workplace wellness initiatives have grown in importance as a modern human capital concern all over the world, particularly in universities and other higher education institutions (Armstrong, 2013). Numerous schools and institutions worldwide have acknowledged that fostering a cultural change toward corporate wellness initiatives is essential to achieving staff productivity. Garrin (2014) asserts that these organizations have promoted and maintained a culture of health in the workplace that goes beyond the desire to lead a disease-free life and increases employee productivity. Corporate wellness programs are defined by Nailul, Abg, and Yin (2015) as sponsored services provided by an employer to employees with the goal of educating them about their overall health risks and helping them adopt healthy behaviors to maintain or enhance their health, which will ultimately increase productivity. Companies typically provide corporate wellness programs that address social, financial, and physical wellness through policy initiatives or interventions in order to support employees in achieving their highest level of productivity at work (Marschke & Mujtaba, 2014). According to Mathis and Jackson (2015), workplace wellness culture efforts can have a big impact on employees' well-being and the quality of their jobs. Businesses should understand that having stress-free, healthy personnel is crucial to their success since they are important company assets. In order to boost employee productivity, companies should provide corporate wellness programs and services (Ankita, 2016).

In the past, studies on campus wellness programs have evaluated students' requirements based on what the campuses presently offer rather than what they lack (Carter, Kelly, Alexander & Holmes, 2014). Wellness initiatives help employees make positive changes in their lives that can lead to better health (American College Health Association, 2017). According to the U.S. Department of Wellness & Human Services (2016), enhanced well-being consequently boosts productivity and lessens the financial strain on society. The development of each person's potential as well as their unique risk of disease and damage should be the main priorities of wellness practitioners. Administrators overseeing these wellness programs should concentrate on public health regulations that do not already give employees the attention they require, in addition to tackling more significant institutional and community challenges (Naydeck et al., 2018).

Employee productivity inside the organization has drastically dropped as a result of the lack of workplace health programs (Onyije, 2015). A comprehensive review of the literature on wellness programs for staff members in Kenyan financial institutions was covered by Weldon and Muathe (2014). According to the report, employee wellness is quite expensive and might not have a big effect on both the organization's and its employees' productivity. Kuria (2012) looked into how corporate wellness programs improved employees' job satisfaction in Kenya's flower industry using Sueka Farm as a case study. According to the study, employee job satisfaction in Kenya's flower industry was significantly impacted by corporate wellness programs. The study also showed a relationship between job satisfaction and appropriate pay, worker participation in decision-making, chances for professional advancement, health and safety, and sensible HR policies and practices. Thus, in order to achieve higher staff productivity levels, corporate companies must make sure that corporate wellness program practices are integrated into the organization's policies (Mungania, Waiganjo & Kihoro, 2016).

Literature Review

According to Gubler, Larkin, and Pierce (2016), industrial workers' objective productivity increased when they participated in corporate wellness programs that included physical activity. Approximately 90% of businesses implement corporate wellness initiatives with the goal of enhancing worker health by getting them moving and exercising. Previous studies have concentrated on quantifying the cost reductions from lower insurance premiums and absence. First, corporate physical fitness programs boost worker productivity by fostering an active, robust body and a sense of reciprocity or gratitude among individuals who identify a disease that was previously undiagnosed. Second, physical fitness activities boost workers' capabilities by motivating them to take steps that enhance their health, happiness, and eventually productivity. An industrial laundry company's health program was put to the test at several of its locations by Aldana and Jacobson (2014). According to data on a fitness program, program participants may have had higher staff productivity. Additionally, a large number of ill and well people made health improvements, which raised productivity by 11%. According to surveys, many workers increased their nutrition and activity as a result of the program, regardless of their level of pre-existing health (Barr-Anderson, AuYoung, Whitt-Glover, Glenn & Yance, 2013).

On the other hand, employees know that workplace wellness is a top priority at your company when they receive support from the top. Research indicates that your initiative, with the backing of your senior leadership, has a greater chance of keeping expenses under control and enhancing worker wellbeing. Leadership, according to Bowling (2017), is about leading by example. The program needs to be supported and participated in by management. Although the top management doesn't have to run a marathon, they should adopt a healthy lifestyle by doing an annual health risk assessment, getting a yearly physical, attending company-sponsored corporate wellness events, and engaging in community wellness initiatives. Management should understand that this is a long-term

commitment and should not expect results right now. Management assists in securing the tools required for the workplace wellness initiative and in emphasizing the value of worksite wellness. Cole and Kelly (2011) contend that stress management. Physical wellbeing, as defined by the Employee Health and wellbeing Framework (2008), is the ability to maintain a good quality of life that permits individuals to carry out their everyday activities without suffering from undue physical stress or exhaustion. It also entails understanding that our actions have a significant impact on our well-being and developing healthy routines like routine physicals, a balanced diet, and exercise while refraining from risky behaviors like drug and substance misuse. Most workplaces now have wellness programs in place, and the most commonly targeted behaviors are exercise, weight loss, and dietary habits Cavico et al (2014).

The definition of employee welfare is the well-being of the worker in an organizational context. Employers and employees must implement health and safety procedures to guarantee that employees' well-being is considered in the workplace. Walters, 1998 Prior to the industrial revolution, when pay and benefits were the only things employers thought about doing for their staff, they believed that if they were paid well, all of their problems with work performance and well-being would be resolved (Taylor 19–5). They also overlooked other elements that affect organizational effectiveness, such as job stability and motivation. In general, employee welfare refers to the benefits that an employee is entitled to get from their employer, such as food, medical insurance, transportation, housing for companies that supply it, allowances, and other perks that they have the right to request. Comparably, across time, the tendency has been shifting, with the majority of organizations now taking employee welfare into account in a more human-related manner. In addition to social welfare and health and safety protocols, organizations consider their workforce. Maslow (1949) Maslow considered the hierarchy of needs while determining what was necessary for employees to follow in order to ensure their welfare. Additionally, in order to improve performance and ultimately contribute to job satisfaction, employees must be motivated and rewarded (Chandan 1999). Compared to larger businesses, developing nations with small and medium-sized economies have higher rates of welfare-related employee grievances (Nichols 1995). In order to ensure the ideal, safe, and healthy atmosphere, this necessitates the addition of extra welfare and safety measures. To guarantee that their employees feel comfortable at work, several businesses have begun to implement policies (Mayo 1989). Over time, trends have shifted, and newly formed corporations have come to understand that human resources play a critical role in the overall operation of the organization. The well-being of an employee or guaranteeing a comfortable working environment within a specific organizational setting can be referred to as employee welfare. According to Gary Johns (1986), employee wellbeing includes any actions that are related to the workplace and have the potential to impact productivity. In a similar vein, employee welfare generally refers to the benefits that an employee is required to receive from his or her industry. These benefits may include food, housing for companies that provide it, transportation, medical care, insurance, and other things that the employee is entitled to request (Michael Armstrong, 2001). Based on the researcher's findings, he defines employee welfare as everything that goes above and beyond the call of duty to provide comfort and enhancement to employees, hence fostering a work environment that fosters employee motivation and morale and helps employers retain their workforce longer.

Verma (2007) defines work-life balance as altering a worker's schedule to better balance personal, family, and professional responsibilities with the end objective of attaining profitability and sustainable development. Work-life balance is the capacity to handle one's responsibilities both personally and professionally. Though, employees may find it challenging to strike and maintain a balance because work and personal life often overlap. Because they think they may be directly impacted by layoffs and budget cuts, many employees are putting in more hours at work. Certain individuals utilize their cellphones to maintain communication even when they are not present in the workplace. Given the additional duties they have to their families and communities, it seems sense that so many workers feel worn out, overwhelmed, and stressed (Alterman et al., 2010). According to Tremblay (2009), work-life balance refers to the idea of combining or linking professional obligations connected to the workplace with commitments and goals relating to one's personal life or family. The phrase "work-life balance" was primarily employed by psychologists to refer to role conflicts.

Balance between work and life Davidson (2014) states that feeling in control of one's life and being able to balance being competitive and productive at work with having a happy, healthy family life and enough free time. It also includes how to focus and be aware of what's going on around you and how to balance all of the things that seem to be competing for your time and attention. As a result, employees nowadays have to manage more demands on their time, a greater workload, and greater difficulties when balancing work and personal commitments. According to Sabatini et al. (2008), there is pressure to work more efficiently, which leads to a

workload of more tasks that need to be finished faster. According to Bauer and Homburg (2007), employees are missing more time from their personal or family lives because of the increased number of business trips brought on by corporate globalization.

According to Hyatt and Coslor's (2018) work schedule, an employee must perform longer shifts or days in exchange for a day off. Workers may arrive at work earlier or leave later than usual. Employers typically support employees during regular business hours, reducing the need for overtime. Either the business or the employee may start a reduced work week in an effort to increase productivity, guarantee that customers are serviced for longer hours each day, or both. By 2017, more than half of these companies would provide flexible work schedules to their staff. Additionally, they discovered that by 2020, it is anticipated that over 70% of firms will have adopted flexible work arrangements that are carried out by managers. This indicates that businesses are gradually coming around to the idea of flexible work arrangements. Governments are taking notice of these new work patterns as flexible working arrangements become more commonplace globally (Sharafizad, Paull & Omari, 2011). According to Greenhaus and Beautell (1985), inter role conflict is the result of pressures from one role that are incompatible with demands from another role Rau (2003). This is why prior research has demonstrated the significance of work schedule arrangements for work-family studies. In their 1985 paper, Greenhaus & Beautell outlined eight propositions in which the constructs are at odds with time, role strain, and particular behavior. Some of these are as follows: conflicts are most intense when non-compliance has dire consequences; directionality is dependent on the source of the conflict; conflicts are linked to career success and stage; it is essential to identify oneself with a role; role salience moderates relationships and has a positive correlation with conflict level. According to research by Golden (2010), compressed hours—ten hours a day, or forty hours over four days—are the most commonly used kind of flexible time. Hence, based on the plans established inside the company, the employee may be able to take a day off. Employers and employees alike can profit greatly from work schedules, which cut operating expenses, provide employees with more free time to address obligations outside of the workplace, and ease traffic congestion. Due to the significant improvement in employee morale, production has increased on this schedule.

Methods

The foundation of the Role Enhancement Theory is the work of influential proponents who challenge the conventional wisdom that assuming many roles inevitably results in conflict and stress by arguing that taking on multiple responsibilities can actually benefit individuals (Sieber, 1974). According to the theory, playing a variety of roles, like that of a worker, parent, or member of the community, can strengthen one's sense of self, create support systems, and present chances for both skill and personal development. This viewpoint contests the ideas of role overload (RO), which is defined as an individual being overburdened by demands from many roles, and role interference (RI), which occurs when the demands of one function interfere with the performance of another. Supporters such as Sieber argue that in some circumstances, the advantages of having numerous jobs can exceed the possibility of conflict, resulting in enhanced performance and well-being (Shagvaliyeva and Yazdanifard, 2014).

Role enhancement theory provides a useful lens to analyze the relationship between workplace wellness programs and employee productivity in the setting of the study. This idea backs up the study goals that look into how different components of work-life balance, welfare, health and work environment, and workplace wellness affect worker productivity (Beauregard and Lesley, 2008). In particular, the theory emphasizes how well-thought-out wellness initiatives can lessen role conflict and overload by encouraging a healthier workplace, enhancing employee welfare, establishing a better work-life balance, and introducing flexible work hours. Through the implementation of wellness initiatives that complement employees' duties in the workplace, companies such as Fire Emirates Engineering Co Ltd may be able to increase overall productivity. Because it focuses on how good role experiences, which are cultivated via successful wellness programs, can lead to improved employee performance and satisfaction, Role Enhancement Theory is applicable to this study.

The Spill-Over Theory, mainly expounded by scholars like Zedeck (1992), Repetti (1987), and Edwards and Rothbard (2000), investigates the process by which experiences in one role—work, have an impact on experiences in another, family life. According to the hypothesis, factors like the overlap of responsibilities between work and home and the flexibility of work-family schedules can have a favorable or negative impact on spillover between these domains. Two primary explanations offered by Edwards and Rothbard (2000) shed light on spillover effects: the movement of behaviors and abilities between domains, which may result in conflicts or opportunities, and the relationship between values and job satisfaction in both personal and professional spheres. These fundamental presumptions emphasize the intricate interactions between one's personal and professional lives and the profound effects that one can have on the other (Bell, Rajendran, & Theiler, 2012).

The study was conducted at Fire Emirates Engineering Co., Ltd.'s Kampala headquarters, which is the focal point of the business's activities in Uganda. Because the workplace wellness initiatives under consideration are centrally controlled from this site, it was a strategic decision to concentrate on the Kampala office. Within a focused corporate context, this kind of central management offers a rare chance to evaluate the direct effects of these health programs on worker productivity. The study adopted a quantitative approach. In this approach numerical data is collected and analyzed to achieve the pattern, relationship, and trend of variables. This

study's research methodology, which was motivated by Giorgi's (2009) framework, carefully combines a cross-sectional survey approach and a descriptive design to investigate the impact of workplace wellness programs on worker productivity at Fire Emirates Engineering Co. Ltd. in Uganda. The study's carefully selected target demographic includes managers of human resources, field engineers, accounts managers, operations managers, electric engineers, board members, and executive directors, among other jobs within Fire Emirates Engineering Co. Ltd. 119 respondents, or the entire target population of 130 people at Fire Emirates Engineering Co., Ltd., make up the sample size for this study. Quantitative data analysis employed both inferential and descriptive statistics. Descriptive statistics included determining frequency distributions, percentages, interval, variance, and standard deviation measurements of dispersion in addition to measures of central tendency (mean, mode, and median). The method of analyzing qualitative data was based on how the findings relate to the research questions and involved the use of thematic and content analysis.

Results

Health Work Environment and Employee Productivity

The first objective sought to answer the question, how does health work environment influence employee productivity in Fire Emirates Engineering Co Ltd, Uganda?

Table 1:Health Work Environment and Employee Productivity

	N	Mean	Std. Deviation
Is smoking prohibited around the work environment except for designated areas?	87	5.00	.000
Does the company offer fire protective gears to its employees?	87	4.69	.465
Are there organized employee trainings on how to use all fire instruments installed around the workplace?	87	4.37	.485
Is fire inspection occasionally carried out around all departments?	87	3.38	1.222
Is the company having fire operating system procedures in case of a fire out break?	87	4.28	.450
Valid N (listwise)	87		

Source, Researcher (2024)

The mean score of 5.00 suggests that all respondents gave the highest possible rating for the statement regarding smoking prohibition around the work environment therefore indicating united agreement among the respondents that smoking is indeed prohibited around the work environment, except for designated areas. The standard deviation of 0.000 indicates that there is no variation in the responses. All respondents uniformly agreed with the statement. The unanimous agreement that smoking is prohibited around the work environment, except for designated areas, indicates that this policy is effectively communicated and enforced within Fire Emirates Engineering Co Ltd. This contributes to a healthier work environment, which is likely to positively influence employee productivity and overall well-being. The mean score of 4.69 suggests that most respondents agree that the company offers fire protective gear to its employees indicating a high level of agreement among respondents. The standard deviation of 0.465 indicates that there is some variation in the responses but it is relatively low meaning that while most respondents agree that fire protective gear is provided, there may be a few who are either neutral or slightly less positive. The mean score and standard deviation indicates that employees generally agree that Fire Emirates Engineering Co Ltd provides fire protective gear, reflecting a strong safety culture within the company.

The mean score of 4.37 suggests that most respondents agree that there are organized employee trainings on how to use fire instruments. The standard deviation of 0.485 indicates some variation in the responses but still relatively low indicating that while most respondents agree that such training is provided, there may be a few who are neutral or slightly less positive. The mean score and standard deviation indicate that employees generally agree that Fire Emirates Engineering Co Ltd organizes training on the use of fire instruments, reflecting a strong commitment to fire safety training. The mean score of 3.38 suggests that respondents have a mixed perception about whether fire inspections are occasionally carried out in all departments. The standard deviation of 1.222 is relatively high, indicating a significant variation in the responses indicating that while some respondents may strongly agree that fire inspections are carried out, others may be neutral or even disagree. The mean score and standard deviation indicate mixed perceptions among employees about the frequency of fire inspections across all departments in Fire Emirates Engineering Co Ltd suggesting inconsistency in the practice or communication of fire inspections, which could potentially compromise workplace safety. The mean score of 4.28 suggests that most respondents agree or strongly agree that the company has fire operating system procedures in place for dealing with a fire outbreak. The standard deviation of 0.450 is relatively low, indicating that there is little variation in the responses. This means that most respondents have a similar perception regarding the presence of fire operating

system procedures. The mean score and standard deviation indicate that employees generally agree that Fire Emirates Engineering Co Ltd has fire operating system procedures in place for dealing with fire outbreaks. This suggests a high level of preparedness and effective communication of these procedures within the company.

Welfare Programmes and Employee Productivity

The second objective sought to answer the question, what is the influence of welfare on employee productivity in Fire Emirates Engineering Co Ltd, Uganda?

Table 2: Welfare Programmes and Employee Productivity

	N	Mean	Std. Deviation
Is social well-being promoted around the workplace to increase employee creativity?	87	3.56	1.370
Does the company provide basic safety and security for all employees?	87	4.48	.503
Does the company offer life benefits program to its employees?	87	3.66	1.098
Does the company address to its employees' fire risks to be protected against?	87	3.64	1.494
Are work procedures and operating systems well defined to employees?	87	4.18	.390
Valid N (listwise)	87		

Source, Researcher (2024)

The mean score of 3.56 suggests that respondents have a moderately positive perception regarding the promotion of social well-being in the workplace. The standard deviation of 1.370 is relatively high, indicating significant variation in the responses. This means that while some respondents strongly agree that social well-being is promoted, others may be neutral or disagree. The mean score and standard deviation indicate mixed perceptions among employees regarding the promotion of social well-being to increase creativity at Fire Emirates Engineering Co Ltd. The mean score of 4.48 suggests that most respondents agree that the company provides basic safety and security for all employees. The standard deviation of 0.503 is relatively low, indicating that there is little variation in the responses. This means that most respondents have a similar perception regarding the provision of basic safety and security. The mean score and standard deviation indicates that employees generally agree that Fire Emirates Engineering Co Ltd provides basic safety and security for all employees. This reflects a strong commitment to employee welfare and contributes positively to their sense of security and productivity.

The mean score of 3.66 suggests that respondents have a moderately positive perception regarding the availability of life benefits programs offered by the company. The standard deviation of 1.098 is relatively high, indicating significant variation in the responses. This means that while some respondents strongly agree that life benefits programs are offered, others may be neutral or disagree, reflecting differing perceptions and experiences. The mean score and standard deviation indicate mixed perceptions among employees regarding the availability and quality of life benefits programs at Fire Emirates Engineering Co Ltd. The mean score of 3.64 suggests a moderately positive perception regarding the company's efforts to address fire risks for its employees. The standard deviation of 1.494 is relatively high, indicating significant variation in the responses. This means that while some respondents strongly agree that fire risks are addressed, others may be neutral or even disagree, reflecting differing perceptions and experiences. The mean score and standard deviation indicate mixed perceptions among employees regarding the company's efforts to address fire risks at Fire Emirates Engineering Co Ltd. The mean score of 4.18 suggests that most respondents agree that work procedures and operating systems are well-defined to employees. The standard deviation of 0.390 is relatively low, indicating little variation in the responses. This means that most respondents have a similar perception regarding the clarity of work procedures and operating systems. The mean score and standard deviation indicate that employees generally agree that work procedures and operating systems are well-defined at Fire Emirates Engineering Co Ltd, reflecting a strong commitment to clarity and organization within the company, which can enhance employee efficiency and productivity.

Work Life Balance and Employee Productivity

The third objective sought to answer the question, how does work life balance influence employee productivity in Fire Emirates Engineering Co Ltd, Uganda?

Table 3: Work Life Balance and Employee Productivity

	N	Mean	Std. Deviation
Are you satisfied with your working hours and schedule?	87	3.34	1.634

Do you work overtime?	87	2.75	1.542
Are you satisfied with your work time and personal life balance?	87	3.97	1.104
Do you take time off work?	87	3.47	1.302
Are you satisfied with your daily activities or responsibilities assigned?	87	3.66	1.429
Valid N (listwise)	87		

Source, Researcher (2024)

The mean score of 3.34 suggests a moderately positive perception regarding satisfaction with working hours and schedule. The standard deviation of 1.634 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding their satisfaction with working hours and schedule at Fire Emirates Engineering Co Ltd. While some employees are satisfied, others may feel that their working hours and schedule are not ideal. The mean score of 2.75 suggests a moderately negative perception regarding the frequency of working overtime. The standard deviation of 1.542 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding the frequency of working overtime at Fire Emirates Engineering Co Ltd. While some employees may work overtime occasionally, it does not appear to be a consistent or widespread practice.

The mean score of 3.97 suggests that most respondents are relatively satisfied with their work time and personal life balance. The standard deviation of 1.104 indicates moderate variation in the responses. The mean score and standard deviation indicate that employees at Fire Emirates Engineering Co Ltd are generally satisfied with their work-life balance, though there is some variability in satisfaction levels.

The mean score of 3.47 suggests a moderately positive perception regarding the frequency of taking time off work. The standard deviation of 1.302 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding the frequency of taking time off work at Fire Emirates Engineering Co Ltd. While some employees feel they can and do take time off, others may feel constrained or less inclined to do so. The mean score of 3.66 suggests a moderately positive perception regarding satisfaction with daily activities or responsibilities assigned. The standard deviation of 1.429 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate that employees at Fire Emirates Engineering Co Ltd have mixed perceptions about their satisfaction with daily activities and responsibilities. While many employees are satisfied, there is a significant portion that may feel their tasks are not fully aligned with their interests or expectations.

Work Schedule and Employee Productivity

The fourth objective sought to answer the question, what is the influence of influence of work schedule on employee productivity in Fire Emirates Engineering Co Ltd, Uganda?

Table 4: Work Schedule and Employee Productivity

	N	Mean	Std. Deviation
Does your role allow you to use your skills and abilities to maximum?	87	3.16	1.485
Are you treated with respect at workplace?	87	3.75	1.480
Do your job conditions allow you to be productive?	87	2.85	1.589
Does the organization provide the opportunity to develop a new skill?	87	4.06	1.145
Does the company provide the required tools to get the job done?	87	4.28	1.207
Are you proud to work with your company?	87	3.56	1.370
Are you satisfied with the compensation offered to your current role?	87	2.54	1.274
Are you satisfied with the training offered for advancement on job?	87	3.38	1.222
Are you satisfied with the systematic processes you go through to get the job done?	87	3.37	1.024
Does employee wellness help to increase the volume of sales of a company's service?	87	2.85	1.589
Are the operating systems that determine sales growth effective and efficient to determine employee performance?	87	3.47	1.302
Are there procedures or process set by management to be followed by employees to boost the sales volume?	87	4.37	.485
Do you find your work load reasonable?	87	3.38	1.222
Are you satisfied with the working hours and schedules?	87	3.47	.926
Are you satisfied with the tools provided to get your job done?	87	4.06	1.145
Valid N (listwise)	87		

The mean score of 3.16 suggests a moderately neutral to slightly positive perception regarding the extent to which employees feel their roles allow them to use their skills and abilities to the maximum. The standard deviation of 1.485 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding the extent to which their roles allow them to fully utilize their skills and abilities at Fire Emirates Engineering Co Ltd. While some employees feel their skills are well-utilized, many others are neutral or feel underutilized. The mean score of 3.75 suggests a generally positive perception regarding treatment with respect at the workplace. The standard deviation of 1.480 is relatively high, indicating considerable variation in the responses. The mean score and standard deviation indicate that while many employees at Fire Emirates Engineering Co Ltd feel they are treated with respect, there is significant variability in this perception. The mean score of 2.85 suggests a slightly negative to neutral perception regarding whether job conditions allow employees to be productive. The standard deviation of 1.589 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed and generally neutral to slightly negative perceptions among employees regarding whether their job conditions allow them to be productive at Fire Emirates Engineering Co Ltd. The mean score of 4.06 suggests a generally positive perception regarding the organization's provision of opportunities to develop new skills. The standard deviation of 1.145 indicates moderate variation in the responses. This means that while many respondents feel positive about the opportunities to develop new skills, there is some variability, with a portion of employees potentially feeling less positive about the opportunities available to them. The mean score and standard deviation indicate that employees at Fire Emirates Engineering Co Ltd generally feel that the organization provides opportunities to develop new skills. This reflects positively on the organization's commitment to employee growth and professional development.

The mean score of 4.28 suggests a generally strong positive perception regarding the provision of required tools to get the job done. The standard deviation of 1.207 is relatively high, indicating moderate variation in the responses. This means that while a majority of respondents feel positively about the provision of required tools, there is some variability, with a portion of employees potentially feeling less positive about the tools provided. The mean score and standard deviation indicate that employees at Fire Emirates Engineering Co Ltd generally feel that the company provides the required tools to get the job done. This reflects positively on the organization's commitment to equipping employees with the necessary resources.

The mean score of 3.56 suggests a moderately positive perception regarding employees' pride in working for their company. The standard deviation of 1.370 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding their pride in working for Fire Emirates Engineering Co Ltd. While there is a generally positive sentiment, it is not uniformly strong across the workforce.

The mean score of 2.54 suggests a generally negative to neutral perception regarding satisfaction with compensation. The standard deviation of 1.274 is relatively high, indicating significant variation in the responses. This means that while some respondents may feel neutral or satisfied with their compensation, others may feel strongly dissatisfied. The mean score and standard deviation indicate that employees at Fire Emirates Engineering Co Ltd generally feel dissatisfied with the compensation offered for their current roles. The mean score of 3.38 suggests a moderately neutral to slightly positive perception regarding satisfaction with the training offered for job advancement. The standard deviation of 1.222 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding their satisfaction with the training offered for job advancement at Fire Emirates Engineering Co Ltd. While some employees are satisfied, many others feel neutral or dissatisfied. The mean score of 3.37 suggests a moderately neutral to slightly positive perception regarding satisfaction with the systematic processes used to get the job done. The standard deviation of 1.024 indicates moderate variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding their satisfaction with the systematic processes at Fire Emirates Engineering Co Ltd. While some employees are satisfied, others feel that there is room for improvement.

The mean score of 2.85 suggests a slightly negative to neutral perception regarding the belief that employee wellness helps to increase the volume of sales of the company's services. The standard deviation of 1.589 is relatively high, indicating significant variation in the responses.

This means that while some respondents may strongly agree that employee wellness impacts sales positively, others may feel neutral or even strongly disagree, reflecting differing opinions and experiences. The mean score and standard deviation indicate mixed and generally neutral to slightly negative perceptions among employees regarding the impact of employee wellness on sales volume at Fire Emirates Engineering Co Ltd. The mean score of 3.47 suggests a moderately neutral to slightly positive perception regarding the effectiveness and efficiency of the operating systems that determine sales growth and their impact on employee performance. The standard deviation of 1.302 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding the effectiveness and efficiency of the operating systems in determining sales growth and employee performance at Fire Emirates Engineering Co Ltd. While some employees view the systems positively, others are neutral or have concerns. The mean score of 4.37 suggests a generally strong positive perception regarding the

existence and clarity of procedures or processes set by management to boost sales volume. The standard deviation of 0.485 is relatively low, indicating that most respondents have a similar perception, reinforcing the reliability of the mean score. The mean score and standard deviation indicate that employees at Fire Emirates Engineering Co Ltd generally agree that there are clear and effective procedures or processes set by management to boost sales volume.

The mean score of 3.38 suggests a moderately neutral to slightly positive perception regarding the reasonableness of the workload. The standard deviation of 1.222 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding the reasonableness of their workload at Fire Emirates Engineering Co Ltd. While some employees find their workload reasonable, others feel it is not balanced. The mean score of 3.47 suggests a moderately neutral to slightly positive perception regarding satisfaction with working hours and schedules. The standard deviation of 0.926 is moderate, indicating some variation in the responses but not extremely high. The mean and standard deviation indicate mixed perceptions among employees regarding their satisfaction with working hours and schedules at Fire Emirates Engineering Co Ltd. While some employees are satisfied, others feel that improvements could be made. The mean score of 4.06 suggests a generally positive perception regarding satisfaction with the tools provided to get the job done. The standard deviation of 1.145 indicates moderate variation in the responses. This means that while many respondents feel positively about the tools provided, there is some variability, with a portion of employees feeling less satisfied. The mean score and standard deviation indicate that employees at Fire Emirates Engineering Co Ltd generally feel that the company provides the required tools to get the job done.

Discussion

Although much literature has claimed significant benefits of corporate wellness programs in enhancing worker productivity, the findings from Fire Emirates Engineering Co Ltd are somewhat temperate. The unanimous responses to the statement that "smoking is not allowed around the work environment except for specific areas" with a mean of 5.00 and a standard deviation of 0.000 indicate that this policy is well-communicated and implemented. This was as in the case of Gubler, Larkin and Pierce, who mentioned that physical activities and healthy practices in wellness programs make individuals more productive. Compared to this variance the responses imply zero, hence suggesting an inflexible policy implication where there is no room for opinion or need differences, the dynamic and individualistic nature of impacts of wellness programs might not be captured appropriately. The literature postulates that wellness initiatives, including fitness, tend to have significant improvements in health and productivity gains, as seen by Aldana and Jacobson (2014). On the contrary, while Fire Emirates Engineering Co Ltd has achieved a good score in safety culture from the point of view of fire protective gear with a mean of 4.69 and standard deviation of 0.465, and training concerning the use of fire instruments with mean 4.37 and standard deviation of 0.485, both are short-term safety measures rather than those looking after health and wellness in general. This safety-centric approach, while critical, does not fully leverage the broader benefits of comprehensive wellness programs, including physical fitness and health screenings. Further, mixed perceptions about fire inspections' frequency (mean score 3.38, SD 1.222) demonstrate potential gaps in communication and practice consistency. Such inconsistency may undermine the overall safety culture and employee confidence in the company's concern for their well-being. This is contrary to the finding by Barr-Anderson et al. (2013) who found that well-rounded health programs achieved better health status and improved performance at all times, The average 4.28 as well as the standard deviation of 0.450 for the responses of fire operating system confirm readiness and proper communication, Which agrees with Cole and Kelly's (2011) reasonings on stress management and clear-cut structure of wellness programs. But most of the emphasis was placed on procedural compliance rather than on comprehensive health management. This may limit the productivity dividends realized by Gubler, Larkin, and Pierce, 2016, who advocate for programs that create an active, healthy workforce.

Literature suggests that in modern organizations, increasing importance is attached to employee welfare, including social well-being, to enhance creative potential and job satisfaction. On the contrary, the findings reveal mixed perceptions among the employees in respect of social well-being to increase creativity promotion while manifesting a mean score of 3.56 with a standard deviation of 1.370. This suggests that while some employees may view positively the efforts put forward relating to social well-being, a significant proportion is yet to be convinced of effectiveness or find the effort lacking. This contradictory mix suggests that the Fire Emirates Engineering Co Ltd may need to revise and probably make their social wellbeing initiatives more effective and universally consequential. Literature maintains that welfare encompasses addressing hazards in the workplace coupled with the establishment of a safe working environment concerning this, (Gary Johns, 1986). Mixed perceptions about addressing fire risks instituted by the company are evidenced by a mean score of 3.64 with a standard deviation of 1.494 portraying inconsistency in either implementation or communication of the said efforts. This would therefore imply that there is still great room for improvement, as perceived deficiencies in responding to fire risks might impact overall employee confidence in the company's commitment to their safety and well-being.

Literature shows that clarity in procedures, or simply well-defined procedures, and organizational clarity are an important part of employee welfare practice. (Armstrong, 2001; Sieberhagen et al., 2011) support the consensus among the employees that work procedures and operating systems at Fire Emirates Engineering Co Ltd are well defined with a mean score of 4.18 and a standard

deviation of 0.390, so it seems that the company is one of the best on this particular aspect. Such clarity probably enhances employee efficiency and productivity, infuses a fine organizational commitment to structured and supportive work environments.

Verma (2007) and Tremblay (2009) describes balancing of personal and family and professional responsibilities through well-structured working hours and schedules. The results indicate that the respondents are indifferent or have mixed perceptions about satisfaction with working hours and schedules, mean 3.34, and a standard deviation of 1.634. While some employees were satisfied, others did not feel that the working hours and schedule were good enough. This means there is a conflict between the the current work schedule adopted by Fire Emirates Engineering Co Ltd with respect to full support of diversified needs of the employees. Times scheduling has to be more flexible and spelt out. Porter and Lawler, (2008) & Muinde (2013) suggest that in order to be able to sustain proper work-life balance workers have to be provided with supported WLB policies along with flexible work practice. However, mixed perceptions in taking time off work at Fire Emirates Engineering Co Ltd yielded an average score of 3.47 with a standard deviation of 1.302; this would indicate that even though some employees can take time off work and actually do, others may not feel free or are less likely to do so. This suggests that there is possibly a gap in the firm's policy concerning leaves or its practice, and thus the need for clear communication and encouragement towards the employees to avail their due leaves. The literature has also indicated that the balanced workload and clearly defined roles and responsibilities are some of the variables leading to employee satisfaction and productivity (Sabatini et al. 2008; Francis & Turner, 2012). A mean of 3.66 with a standard deviation of 1.429 shows mixed feelings or perceptions of satisfaction regarding the employees' daily activities/responsibilities at Fire Emirates Engineering Co Ltd. Although a good number are satisfied, a fair portion may equally feel their tasks are not fully aligned to their interests or expectations. This suggests better job alignment with employees' skills and preferences, an opportunity for career growth, and task variety.

Literature such as Hyatt and Coslor (2018) and Golden (2010) highlights that flexible schedules enhance the activity and productivity of employees by offering a work-life balance and putting skills and abilities to work, but results show mixed perceptions with regard to perceptions that the role of employees allows them to utilize their skills and abilities fully with a mean of 3.16 and a standard deviation of 1.485. On the contrary, Sharafizad, Paull & Omari (2011) suggest that flexible conditions at work can contribute to a respectful and supportive environment. The data presented in the table above underscore the perception that despite a majority of the respondents in Fire Emirates Engineering Co Ltd had perceived to be treated with respect at workplaces by colleagues-mean score of 3.75, std deviation of 1.480-. This supports the belief that flexible schedules, as an enabler of a respectful workplace, themselves may be neither consistently implemented across the organization nor uniformly applied in managerial practice. Golden (2010) and others have noted how flexible work schedules can help enhance job conditions and, by extension, productivity. However, the results are mixed and generally neutral to slightly negative, with a mean score of 2.85 and a standard deviation of 1.589, suggesting that even though there is a potential benefit in having flexible schedules, other factors such as lack of adequate resources or poor clarification of the expectations set for a particular job may be nullifying productivity in Fire Emirates Engineering Co Ltd.

Conclusion and Recommendation

The analysis concludes that, while Fire Emirates Engineering Co Ltd has established and clearly communicated a number of the key health and safety policies and holds an unrivaled commitment to providing the basic safety, security, and tools for job performance, there are huge areas of improvement. Objective one shows no evidence of no-smoking and fire safety policies being eminently implemented, despite there being an indication of inconsistent policy in fire inspection practices. Objective two points to mixed feelings concerning social well-being initiatives and life benefits despite strong basic safety measures. Objective three points to overall satisfaction found in work-life balance but shows issues regarding working hours, overtime, and task alignment. Objective four underlines positive provision of tools and skill development opportunities but identifies large-scale dissatisfaction with compensation, workload reasonableness, and use of employee skills. Addressing these areas has the potential to improve employee well-being, satisfaction, and productivity for all levels of the organization.

The study recommends that there is implementation of a more consistent and transparent schedule for fire inspections across all departments. Communicate the results and actions taken from these inspections to all employees to ensure that they feel secure and well-informed about the safety measures in place. This will enhance the overall safety culture and employee confidence in workplace safety protocols. Develop and implement more comprehensive social well-being initiatives and life benefits programs. This could include wellness activities, mental health support, and flexible work arrangements. Regularly seek employee feedback to tailor these programs to their needs and ensure they are perceived as valuable and effective in enhancing both personal well-being and professional creativity. Introduce more flexible work scheduling options to accommodate diverse employee needs and preferences. This could include flexible start and end times, telecommuting options, and compressed work weeks. Regularly review and adjust these options based on employee feedback to ensure they effectively support a healthy work-life balance and improve overall job satisfaction. Conduct a thorough review of job roles to ensure they are aligned with employee skills and abilities. Implement a comprehensive compensation review to ensure salaries and benefits are competitive and reflective of the responsibilities and

contributions of employees. Additionally, provide clearer pathways for career advancement and regular training opportunities to enhance employee satisfaction and productivity.

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