
**EFFECT OF EMPLOYEE WELFARE PROGRAMS ON PERFORMANCE
OF STAFF AT THE FACULTY OF HEALTH SCIENCES, UNIVERSITY
OF NAIROBI**

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Abstract

This paper sought to ascertain the effect of employee welfare programs on performance of staff at the faculty of health sciences at the University of Nairobi. This paper critiqued empirical studies linking the relationship between employee welfare programs and performance. This study adopted Descriptive survey research design. This study also triangulated data using both qualitative and quantitative methods. The study targeted a total of 975 staff out of which a sample of 275 respondents was selected. Stratified and simple random sampling technique was used to group the sample size into four strata namely; Teaching (111) Support staff (239), Technical staff (102), Project staff (208) and Student Welfare Association (SWA) staff (33). Data was collected using a structured questionnaire and presented using tables, charts and figures. Face validity was tested by assessing what the research tool was measuring while criterion validity was tested during pre-test to check on the correlation. Reliability was calculated using split-half method. A Cronbach's alpha of at least 0.7 confirmed reliability. Descriptive statistics using mean and standard deviation, and inferential statistics that included simple and multiple regression was used to test the relationship and strength between the variables. Pearson correlation analysis was used to test the strength of the relationship between the dependent variable and independent variables. From the study results, Occupational Health and Safety Programs was found to influence job performance significantly. The study further concluded that Workers Recreation Programs had a positive and significant correlation with job performance. Career development program also had a statistically significant relationship with job performance. The study recommends creation of programs that are

specifically tailored to the needs of the FHS by working with healthcare professionals and OHS experts. The study also recommends the need for the faculty to encourage research projects that examine how OHS programs affect employee performance and wellbeing and offer evidence-based policy-making guidance. Additionally, FHS should set up a method for routinely evaluating the efficacy of its recreation programs to guarantee that they have a positive impact on staff performance. Finally, HR professionals should continuously educate managers and workers on the advantages of career development and how to participate in development programs. Noting that the advantages of welfare efforts may compound over time, longitudinal research should be done to evaluate the long-term impact of these programs on employee performance.

Keywords: *Employee Welfare Programs, Employee performance, Occupational Health and Safety Programs, Workers Recreation Programs, Career Development Program, Faculty of Health Sciences.*

1. Introduction

Globally, workers are challenged by perennial health risks, which demand renewed efforts to ensure dedication to work (Marks, Hunter & Alderslade 2011). Committing to better employee health and safety may accrue tremendous cost cuttings to employers and better the livelihoods of the employees (Prall & Ross, 2019). While work is essential to the way to sustain livelihoods, it alleviates individuals out of poverty and gives people a sense of identity and purpose, it may also be unhealthy and detrimental if health and safety risks are not managed accordingly (Martinelli, 2017; ILO, 2019).

Staff welfare programs help workers raise their standards of living. This increases the commitment of the workers to work hence higher productivity (Shawkat Jahan, 2014). Employee welfare programs are designed to increase the firm's productivity and promote healthy industrial alliances thus maintaining industrial peace (Keitany, 2014; Waititu, 2017).

Traditionally, employee welfare programs were undertaken to mitigate absenteeism and time off due to illness. Organizations have nonetheless taken a wider approach to include other components relating to an employee's wellness and development at the workplace (Manzini & Gwandure, 2011). Welfare programs are a critical aspect of the employment relationship which is influenced by diverse forces such as labor market factors and rapidly advancing technologies, collective bargaining, government legislation, labor laws, and top management philosophy relating to salaries and benefits (Dauda & Akingbade, 2010).

In the United States, welfare programs deliver benefits to low-income earners and families (Luthans, 2012). All Americans are entitled to the programs but the benefits are only channeled to families and individuals with low income. Luthans (2012) further notes that the private sector in Bangladesh banks are earmarked by higher salaries, supervision, appreciation for good work and healthy working relationships with colleagues creating a healthy working environment. Workers are a key ingredient to the productivity of the organization provided appropriate facilitation and opportunity is accorded.

In Africa, the role of employee welfare practices has become increasingly important to businesses, a factor attributed to companies' ability, such as Wire and Cable Industry in South-western Nigeria, to compete globally (Bello, 2018). In Tanzania, an effort has been taken to ensure staff

welfare is catered for workers in both public and private sectors despite its realization being questionable (Michael, 2019).

In Kenya, all employees whether in the formal or informal employment are entitled to medical insurance (Keitany, 2014). In addition to the welfare programs, fair rewards program, incorporating workers in decision-making, health and safety, career advancement opportunities and progressive human resource practices contribute to employee satisfaction (Kuria, 2012). Management can utilize different policies and strategies to motivate employees in the organization according to their cadre. Employees are intrigued by attractive salaries, fringe benefits, promotions, and loans as motivating elements adequate to motivate them to attain maximum productivity (Owusu, 2012).

Health promotion and disease prevention programs happen in schools, insurance companies, worksites communities, outpatient clinics and hospitals (Hundley, 2010). Pohling, Buruck, Jungbauer and Leiter (2016) argue that employees who are encountering high-risk conditions under different specializations will suffer from both mental and physical health issues hence reduced productivity. According to Tjäder (2010), promoting the employees' health is essential since healthy and competent employees are beneficial to the organization.

Recreational activities are long-term projects created to fast-track implementation of programs and individual behavior necessary for improving maintaining the physiological, social and mental well-being of the employees (Aksoy, Çankaya & Tasmektepligil, 2017). Mokaya and Gitari's (2012) examined the entertainment and social component at the organization on performance. The findings revealed that entertainment at work made the employees to relax, derive enjoyment, feel great and meet their social needs. Mbaabu (2013) affirmed that physical and social recreation packages have a positive effect on employees' health.

Recreation programs not only stimulate and motivate people but also refresh them to execute their daily activities with utmost commitment (Oak, 2012). The awareness levels in current workplaces on the need to balance work and life has significantly grown. Employers have noticed that there is a correlation between the employee's personal and family life and work quality hence there is need to integrate work and non-work functions. Work and life are considered the two most fundamental provisions of an employee (Mogeni, 2020). Recreational programs may be used to secure the labor force through provision of proper work conditions by reducing the hazardous effect welfare of the employees and family members (Manzini & Gwandure, 2011). These facilities are provided to alleviate their living standards (Priti, 2009).

Career progression refers to the constant progress, skill acquisition and experience of an individual in a particular job field (Robbins & Coulter, 2002). Career development programs enhance the skills of the workers in current roles hence facilitating the rise over the organizational ladders. This aids the realization of personal insights, strengths and development needs, and open up opportunities for career advancement (UCLA, 2021).

Organizations use the concept of staff welfare as a strategy to boost the workers' productivity since work-related challenges may result to poor quality of life workers and a decline in productivity (Manzini & Gwandure, 2011). Performance denotes to the extent to which employee and firm goals are attained. It entails both outcomes and behaviour (Feng, 2010). Behaviour emanates from the employee converts abstraction into performance through action yielding outcome (Kalyani,

2006). Sultana, Irum, Ahmed and Mehmood (2012) view performance as the attainment of specific tasks assessed against predetermined indices of accuracy, completeness, cost and speed. Employee performance is also defined as an accomplishment (outputs/outcomes) but also argues that performance entails doing the work satisfactorily to attain particular results (Sultana et al., 2012).

Assessing the job performance of the employee to progressively improve skills and outcomes is a critical component of the performance management. Common domains include efficiency, work quality, compliance with organizational values, and teamwork, constant evaluation of employee performance to ensure that targets are met. Recent performance evaluation literature opine that firms should not overemphasize on non-financial measures in their performance assessment systems including the balanced scorecard but rather aligned to contextual factors such as organizational structure and strategy (Rafiq, Zhang, Yuan, Naz, & Maqbool, 2020). Poor performance and negative practices demonstrate the underlying problem in the culture of the firm, so having an elaborate plan is essential to address such issues (Markman, 2017).

The primary objective of universities is to improve and impact knowledge through teaching, community services, and research (Onu, Akinlabi, & Fakunmoju, 2013). These objectives may however not be realized by academic staff in isolation without the contribution of the non-academic staff who execute administrative roles which extensively contribute to the achievement of the university's objectives. Ogbulafor (2011) opined that the diminishing levels of employee performance in tertiary institutions is becoming alarming and a threat to survival of Nigerian universities and demand urgent attention. This situation has been attributed to the government failure by developing nations and little investment in skills and knowledge through effective employee welfare programs for civil servants (Tessema, Tesfayohannes-Beraki, Tewolde & Andemariam, 2015).

1.2 Statement of the Problem

The growing population in countries around the globe has increased the demand for better services, which in turn, has challenged firms in the public sector to boost performance (Fengler, 2010; OECD, 2020). The current turbulent economic environment in the world gives a critical contradiction in public sector organizations, public colleges included. With increasing competition, companies have appreciated the need for employee welfare and performance and are advancing their human resource capital to effectively compete in the global space (Aina & Atan, 2020). Many public institutions in Kenya are increasingly providing employee welfare programs to improve the productivity of employees at the workplace (Agusioma, Nyakwara & Mwititi, 2019).

The Faculty of Health Sciences (FHS) has to promote employee welfare by creating opportunities in which their staff can live and realize their career development without interference. The University of Nairobi Performance Contract Faculty Ranking report for the Financial Year 2019/2020 listed FHS as having performed poorest with a Performance score of 3.1799, the best being the CBPS with a performance score of 2.7903. This being the case, there is need for the Faculty to ensure robust employee welfare programs that meet the threshold of its fundamental purpose to improve the performance experienced. Additionally, the extent to which FHS has been able to achieve its welfare intentions has not been measured across its breath over time.

Existing literature has mixed results on the association between employee welfare programs on job performance. Studies reviewed have also revealed conceptual, contextual, and methodological

knowledge gaps. Conceptually, Songcog and Guhao (2020) assessed Job Satisfaction among staff not involved in teaching in higher learning private institutions in the Philippines. The investigation revealed a significant association between leadership style, work engagement, psychological empowerment, and job satisfaction. Saji, Alkhateeb Tarek, and Mohammad (2019) study showed that employees were content with the overall work culture, authority, supervision and interpersonal relationships, although these factors needed to be improved to maintain employee satisfaction. Szromek and Wolniak (2020) found a statistically significant relationship between job satisfaction and problems among academic staff in higher education. Similarly, Azeem and Quddus (2014) found a statistically significant relationship between welfare measures, interpersonal relationships, motivation, job analysis, and job satisfaction among non-teaching employees.

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

2. Literature Review

2.1 Theoretical Review

This paper was founded on Functional Theory, Social Exchange Theory and Expectancy Theory.

Functional Theory of Labor Welfare

Functional Theory also called Efficiency theory was founded by Alfred Marshall in 1949. The proponents of this theory hold that welfare work helps to secure, protect and increase the productivity and efficiency of labor (Shekhar, 2013). According to the theory, if the employer demonstrates some care for his workers, they will tend to become more efficient, thereby stepping up production (Waititu, Kihara, & Senaji, 2017). Welfare endeavours refer to actions geared towards securing, preserving, and enhancing labor efficiency (Tyagi, 2020). Programs such as education, housing, training, family planning services and provision of canteen facilities are vital for labor welfare since they increase workers' efficiency and productivity in underdeveloped nations (Shekhar, 2013).

This theory purports that mentally and physically content workers are highly efficient. Employee welfare also doubles as an avenue keep the workers satisfied so they may execute their duties effectively. The theory functions effectively when employers and workers exhibit the same vision of attaining more productivity via enhanced welfare. The theory is applicable in the current study since employee welfare programs influence the productivity of any labor force (Shekhar, 2013; Tyagi, 2020).

The theory emphasizes that it is the employer's responsibility to ensure the welfare of its employees. The effect on efficiency plays a fundamental role in welfare programs and is anchored on the association between efficiency and welfare, though it is hard to ascertain this nexus (Tyagi, 2020). The downside of this theory is that it emphasizes more on the importance of motivating people to develop their talent and skills, giving little attention on the wide labor wage differential between senior management and ordinary workers. This theory checked on job efficiency and productivity concerning employee welfare programs offered by the employer.

Social Exchange Theory

The social exchange theory is a blueprint for elucidating the society as a set of interactions between individuals through a balance of rewards and punishments. While the theory is largely entrenched in psychology and economics, it was founded by sociologist Homans in 1958. Later, other sociologists (Emerson, 1972) further developed the theory (Cook, 2006).

The theory maintains that employee interactions are caused by the rewards or punishments received, which they assess using a cost-benefit analysis approach (either knowingly or unknowingly) (Crossman, 2020). Of essence to the theory is the notion that an engagement that triggers acceptance from another individual stands a chance of repetition as opposed to another which commands disapproval. We could therefore ascertain the probability of an interaction being repeated by computing the extent of approval or disapproval emanating from the interaction. As such, if the interaction's reward supersedes the punishment, then the interaction will recur.

The social exchange theory proposes the model for predicting a person's behaviour in any circumstance as; Rewards of interaction – costs of interaction = Behaviour (profits) (Crossman, 2020). Rewards are realized in various forms, namely; money rewards, social recognition, gifts or positive gestures such as a nod, pat on the back or smile. Punishments are also manifested in different forms from extremes such as execution, beating or public humiliation to subtle gestures for instance frown or raised eyebrow.

This theory has been denounced for assuming that individuals are always rational in decision making. The theoretical approach fails recognize the role that emotions play in the lives and interactions of individuals with others. The theory further negates the effect of social structures which extensively sharpen our perception of the universe and our encounters in it, and play a fundamental role in fashioning our engagements among individuals. This theory explained employee performance in relation to the organizations' welfare programs i.e. health and medical programs, workers' recreation programs, career development programs, and occupational health and safety programs.

Expectancy Theory

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

Employee motivation is improved by reconfiguring the effort of the individual to-performance expectancy, reward valences, performance to reward expectancy and the desire to realize all three (Lunenborg, 2011). The theory is considered as a process motivation theory since it focuses on the ideologies of the individual towards the environment and stemming interactions as a precursor of individual expectations.

Although the theory outlines a clear foundation for leaders to build a good understanding on mechanisms to motivate workers, it is critiqued for not being all-inclusive of individual motivation factors. In the current study, this theory explained the relationship between health and medical programs, workers' recreation programs, career development programs, and occupational health and safety with employee job performance.

2.2 Relationship Between Employee Welfare Programs on Performance of Staff

Occupational Health and Safety Programs and Job Performance

Kaynak, Tuygun, Toklu and Elci (2016) examined the influence of occupational health and safety strategies on work commitment, alienation and employee performance in Turkey. The study applied a PLS-SEM technique. The study investigated practices in five dimensions, i.e. safety procedures and risk management, first aid support and training, safety and health rules, organizational safety support and occupational accident mitigation. Data retrieved from private sector enterprises was analysed using structural-equation-modelling using the least squares approach. The findings suggested that OHS practices had a positive impact on firm commitment.

Shaikh, Weiguo, Shahid, Ayaz, and Ali (2018) studied the association between occupational health and safety measures and employee performance in manufacturing sector. The study aimed to establish the association between OHSFs facilities and worker's performance in the textile industry in Karachi, Pakistan. A survey approach was employed for data collection. Inferential and descriptive statistics were applied to examine the relationship among the variables. The results demonstrated a positive association between OHSFs and performance of employees.

A study by Dunmade, Kadiri, Akindele, and Ishola (2019) on the effect of occupational health and safety strategies on work performance sought to determine the impact of health and safety measures on work performance of the worker in Steel and KAM Wire Industry in Kwara State, Nigeria. The population comprised 318 participants where a sample of 177 was drawn using the Taro Yamane framework. Descriptive statistics was performed using simple tables and percentages, while multiple regressions were applied to generate inferential statistics. The study's findings revealed that KAM Wire Industry staff could effectively evaluate the entities' occupational health and safety safeguards. The investigation established a strong effect of industrial health and safety measures and performance.

Maryjoan and Tom (2019) looked at the effects of industrial safety and health on worker's job performance in selected cement firms Cross River State, Nigeria. It concluded that there is was a strong association between industrial safety and worker's performance based on indicators such as productivity, subordinate/management, employee/customer relationship and an inverse nexus with employee turnover. The investigation utilized a survey research design, a sample of 100 employees were randomly picked, and questionnaires used for data collection. Hypothesis testing was performed using the Pearson moment correlation coefficient.

A study by Umugwaneza, Nkechi and Mugabe (2019) delved into work environment safety and health programs and practices on employee commitment and performance of Rwandan Steel manufacturing firms. The study's target population was 533 individuals comprising employees, supervisors and managers. 229 participants were picked from the target population using simple random sampling procedures. Techniques such as personal observation, questionnaires and

interview guides were used for data collection. Descriptive statistics were generated using means, median, variances and standard deviation while inferential statistics was applied to test the relationships between the constructs. The results revealed that most employees were conversant of the dangers of OHSFs in the work space.

Workers Recreation Programs and Job Performance

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

Enenifa and Akintokunbo (2020) examined the association between workplace recreational programs and staff effectiveness among Deposit taking Banks in Yenogoa, Nigeria. The research employed a descriptive cross-sectional research design. The target population was 277 employees of nineteen (19) Deposit taking Banks from Bayelsa State where a sample of 164 was chosen courtesy of the Taro Yamane's sampling formula. The Findings demonstrated a significant association between workplace recreational programs and effectiveness of employees in Deposit taking Banks in Yegonia, Nigeria.

Mkisi (2019) studied the contribution having recreational facilities at the workplace on performance of employees in Kurasini Police Faculty, Tanzania. The study employed a case study approach where 50 members of staff were selected using simple random sampling. 5 staff member at the management level were also selected to participate in the survey. Both secondary and primary data were considered and the data collected categorized and analysed using SPSS Version 23. The qualitative data collected was analysed using content analysis. The findings revealed that Kurasini Police College has recreational facilities such as reserved working areas, play grounds, children play facilities and groceries. The findings further revealed that recreational programs played a critical role in improving performance of employees at Kurasini Police College.

Mogeni (2020) studied the impact of recreational services on employee retention at Kenyan commercial banks. A descriptive design was employed to collect both qualitative and quantitative data. The study's target population was 4,054 employees working for 40 listed commercial banks in Nairobi County. A sample of 364 participants were identified from the citizenry using the stratified simple random sampling. Quantitative data collected using structured questionnaires was analysed using both inferential and descriptive statistics with the help of the SPSS statistical package while content analysis was utilized for the analysis of qualitative data. The regression analysis findings revealed a significant positive influence of recreational programs on employee retention.

Career Development Programs and Job Performance

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

regression approaches. The results revealed that firm support for career advancement had a significant effect on normative and effective commitment.

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

Mutua and Simiyu (2019) investigated the impact of career development on staff commitment in Masinde Muliro University, Kenya. The survey population was 1,112 employees who constituted the teaching staff, non academic staff and the management staff. A sample of 112 employees was selected since 10% was drawn from each stratum. The effect of each variable on employee commitment was measured using regression analysis. The results depicted a significant association between career development and employee commitment. Increasing career development programs through more job training opportunities would enhance the skills of employees hence more job commitment and service delivery.

Mugaa, Odhiambo and Guyo (2018) examined the impact of career advancement on employee performance among commercial banks in Nairobi. The positivism philosophy was employed in the study. The population was 22,856 workers of six chosen commercial banks in Nairobi constituting both the management and clerical staff. A sample of 377 was derived using the Krejcie and Morgan sample size determination table. The quantitative data collected with the aid of a structured questionnaire was analysed using the SPSS software. The findings found a positive and significant association between career progression and staff performance. Therefore, career growth has a positive impact on worker performance hence the management good performance should be recognized and rewarded by the management to enhance employee motivation.

Mark and Nzulwa (2018) explored the impact of career progression activities on employee performance at NHIF headquarters in Nairobi. The research employed a case study design. The study's target population was 402 employees at NHIF headquarters where 120 respondents representing 30% of target population were chosen as the sample. Structured questionnaires was used to collect the data. Both inferential and descriptive statistics were used dissect the data. Correlation results showed that there exists a positive significant association between career advancement programs and staff performance. The regression analysis findings revealed that development programs explain 34 percent of employees' performance. Multiple regression findings also demonstrated a statistically significant positive association between employee training; employee mentoring, career advancement and career counselling on employee performance.

2.3 Conceptual Framework for the Study

This paper investigated the nexus between occupational health and safety programs, workers' recreation programs and career development programs with job performance as presented in a diagrammatical form in Figure 1.

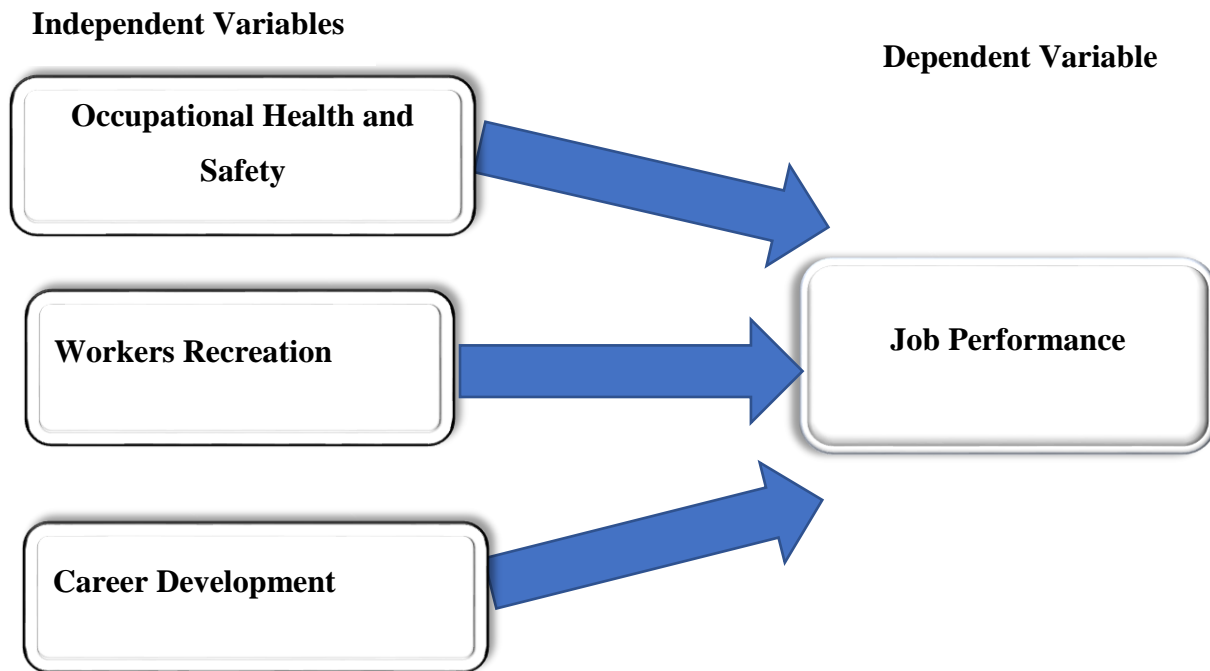


Figure 1: Conceptual Framework

2.4 Hypotheses of the Study

This paper was guided by the following hypotheses

Ho₁: Occupational health and safety has no statistically significance effect on performance of staff at the Faculty of Health Sciences, University of Nairobi.

Ho₂: There is no significant statistical relationship between workers' recreation programs and performance of staff at the Faculty of Health Sciences, University of Nairobi.

Ho₃: There is no significant statistical relationship between career advancement programs and performance of staff at the Faculty of Health Sciences, University of Nairobi.

3. Research Methodology

This study adopted a cross-sectional survey design. The design is deemed more suitable than others since it aids the collection of data that helps to articulate the research questions at a snap shot (Hair, Money, Samuel, & Page, 2010). The cross-sectional survey design utilizes the quantitative data. Cross sectional design allows the investigators to gather data relating to the practices, views or situations at a specific point of time through interviews and questionnaires. This design known for drawing samples from large populations to collect empirical knowledge on similar occurrences (Saunders, Lewis & Thornhill, 2012).

Population of the Study

The staff population at the Faculty of Health Sciences, UoN is 975 constituting 393 teaching staff and 582 staff. The Faculty has five Schools, three research institutes, two training units, and the Principal's office. Study respondents were the staff at the Faculty selected from the aforementioned units. Cooper and Schindler (2014) observe that a population is the sum of elements about which one wants to make dedication on. The research targeted 582 staff both on contract and permanent and pensionable terms at Faculty of Health Sciences, UoN on grades I-IV, A-F, Assistant Registrar and Senior Assistant Registrar positions. Using a sampling formula suggested by Kothari and Garg (2014), a sample size of 275 staff members was selected for the purpose of this study

Data Collection

The researcher gathered primary data using a structured questionnaire. This method is considered suitable since the questions are uniform for all respondents, therefore comparison of the information can be easily made. It also minimizes loss of institutional time since respondents could fill the questionnaires at their free time. To determine construct validity, the investigator through supervisors' guidance, ensured that instruments' indicators are structured based on applicable knowledge. The questionnaire included pertinent questions which measure specific indicators of the construct. Researcher tested validity and check correlation of the tool during pre-test. Pilot testing will be done on survey tools to ascertain and refine the instruments. A sample equivalent to 10% of the study sample (Koopman, 2015) was used to obtain a pilot group. This will sum the pilot group to 23 respondents who will be randomly picked. Pilot group will not be included in the final analysis. To test reliability of the questionnaires, the responses were analyzed and the result of the reliability test produced. The greater the score, the higher the reliability of the developed scale.

Data Analysis

The collected data was fed into the SPSS (Statistical Package for Social Sciences) computer software version 27 for analysis. Data processing was executed by coding and classification. Descriptive statistics, that is, frequencies, percentages, standard deviation and mean were employed to analyse data. Pearson correlation analysis was used to test the strength of the relationship between the dependent variable and independent variables.

4. Results and Findings

Descriptive Statistics

Occupational Health and Safety Programs and Job Performance

The study evaluated the effect occupational health and safety programs and job performance. The statement that 'The institution has an occupational health and safety policy in place that aims at promoting safety culture had the highest mean value of 3.3526 and standard deviation .81446 indicating that FHS had a setup OHS programs within the institution.

Workers Recreation Programs and Job Performance

The study assessed Workers Recreation Programs and Job Performance. The study found out that being in top physical shape reinforces me to work harder had a mean value of 4.1421 and standard

deviation of 1.23263. This indicated that FHS was on the forefront of ensuring that the employees gain physical wellness in order to perform their duties.

Career Development Programs and Job Performance

The study examined career development programs and job performance. The study findings indicated that ‘My employer approves appropriate leave from work e.g. study leave, sabbatical leave, etc. for education/career development had the highest mean of 3.8632 and standard deviation of 0.92708. This indicated that the employees are allocated work leave in order to recharge their energy hence leading to job performance and satisfaction.

Job performance

Job performance was the dependent variable of the study and was measured using return on assets (ROA). On job performance, the statement ‘I know what I need to do to be successful in my role had the highest mean of 4.4895 and standard deviation of 0.83406. This depicts that the employees are cognizant of what is expected of them in their day-to-day duties.

Correlational Analysis

The study determined correlational analysis on the relationship between independent variable (occupational health and safety programs, workers’ recreation programs, and career development programs) and dependent variable (job performance measured in ROA). The findings were presented below.

Table 1: Correlational Analysis

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

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

The study established that Occupational Health and Safety Programs had strong correlation with job performance of staff at the Faculty of Health Sciences, University of Nairobi $r=.570(**)$, $P=.001<0.01$. Hence, changes in Occupational Health and Safety Programs led to a significant decline in job performance of staff at the Faculty of Health Sciences, University of Nairobi. The positive effects of well-implemented OHS systems in educational institutions have been underlined in numerous studies. Smith et al.'s (2017) research, for instance, discovered that faculty members who expressed a high level of satisfaction with their institution's OHS programs also expressed higher levels of work satisfaction and general job performance of staff at the Faculty of Health Sciences. This implies a connection between staff productivity and program satisfaction with OHS. Job performance is highly correlated with the physical and psychological well-being of employees. Maintaining good health is crucial in the Faculty of Health Sciences since employees there may be subjected to biohazards, toxins, or physical stress. The health of the workforce can be positively impacted by OHS programs that have an emphasis on preventive, wellness initiatives, and ergonomic improvements.

Regression Analysis

The study conducted simple regression analysis between variables. The findings were presented below.

Occupational Health and Safety Programs and Job Performance

The study conducted a simple regression analysis between occupational health and safety programs and job performance.

Table 2: Model Summary

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

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

According to the findings in the table above, the study noted R was $=.570$. This meant that Occupational Health and Safety Programs had a direct correlation with job performance of staff at the Faculty of Health Sciences in University of Nairobi. Similarly, the study found out that the model had an R square of $.325$. Hence, changes Occupational Health and Safety Programs led to 32.5% change in job performance of staff at the Faculty of Health Sciences in University of Nairobi.

According to a study by Johnson and Brown (2019) done at a faculty of health sciences, employees who took advantage of the OHS initiative's wellness services reported decreased rates of illness-related absenteeism and better job performance. Additionally, these programs were linked to lower stress levels and higher job satisfaction, all of which are essential for improving faculty and staff performance.

Table 3: ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.432	1	36.432	90.436	.001 ^b
	Residual	75.736	188	.403		
	Total	112.169	189			

a. Dependent Variable: Job Performance

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

The study found out that F test was 90.436, P=. 001<0.05. This revealed the overall regression model was fit for the study. Further the findings showed that showed that Occupational Health and Safety Programs significantly affected job performance of staff at the Faculty of Health Sciences in University of Nairobi.

Table 4: Coefficients (a)

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

a. Dependent Variable: Job Performance

According to the table above, the study found out that that, Occupational Health and Safety Programs had a positive and significant effect on job performance of staff at the Faculty of Health Sciences in University of Nairobi. B= .614, t= 9.510 P=.001< 0.05. Holding other factors constant at zero, Occupational Health and Safety Programs led to 74.5 % change in job performance of staff at the Faculty of Health Sciences in University of Nairobi. Further, the study established that change in Occupational Health and Safety Programs led to 61.4% increase in job performance of staff at the Faculty of Health Sciences in University of Nairobi. Thus, changes in Occupational Health and Safety Programs led to significant changes in job performance.

$$Y_{it} = \beta_0 + \beta_1 X_{1it} + \epsilon_{it} \dots \dots \dots \text{Equation (1)}$$

$$Y = .745 + .614 + \epsilon$$

Workers Recreation Programs and Job Performance

The study conducted a simple regression analysis between Workers Recreation Programs and Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. The findings of the study were presented below.

Table 5: Model Summary

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

a. Predictors: (Constant), Workers Recreation Programs

The study established that $R = .579$. This meant that Workers Recreation Programs had a positive correlation with Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. Additionally, the study found out that the model had an R^2 of .335. Hence, changes Workers Recreation Programs led to 33.5 % change in Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. Worker recreation programs have been shown in numerous studies to improve employee job performance.

One such study by Smith et al. (2017) discovered that recreational activity engagement boosted overall job satisfaction, lowered stress, and physical health among healthcare employees. This improvement in job satisfaction was linked to better productivity and lower absenteeism. Workers' Recreation Programs have been linked to enhanced mental health and well-being in addition to the physical advantages, which in turn helps employees perform better at work. According to research conducted in a hospital setting by Johnson and Brown (2018), employees who participated in recreational activities reported less burnout and more motivation, which enhanced task completion and overall performance.

Table 6: ANOVA (b)

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

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Workers Recreation Programs

The study noted that F test was 94.667, $P = .001 < 0.05$. This showed that the overall regression model was fit for the study. Further, the findings showed that Workers Recreation Programs significantly affected Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. These findings agreed with Mwangi (2016) who established that Current asset ratios found a positive and significant influence on financial performance of banks. Liquidity management had a significant influence on current ratios from which mitigated risks are officiated with loan monitoring technique.

According to Smith and Johnson (2018) and Brown et al. (2019), a substantial quantity of research demonstrates that WRPs benefit employees' physical well-being. These programs frequently involve access to sporting facilities, wellness initiatives, and fitness-related activities. Employees who participate in regular physical activity through WRPs tend to enjoy improved physical health, decreased absenteeism, and increased stamina, which eventually positively improves their job performance.

Table 7: Coefficients (a)

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

a. Dependent Variable: Job Performance

The study found out that that Workers Recreation Programs had a positive and significant effect on Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. $B = .731$, $t = -9.730$ $P = .001 < 0.05$. Taking other factors to be constant at zero, Workers Recreation Programs led to 14.1 % change in Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. Further, the study established that change in Workers Recreation Programs led to 73.1% increase in Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. Thus, changes in Workers Recreation Programs led to significant changes in job performance.

$$Y_{it} = \beta_0 + \beta_3 X_{3it} + \epsilon_{it} \dots$$

$$Y = .141 + .731X + \epsilon$$

Career Development Programs and Job Performance

The study conducted a simple regression analysis between Career Development Programs and Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. The findings were presented below.

Table 8: Model Summary

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

a. Predictors: (Constant), Career Development Programs

The study established that noted R was = .697. This revealed that, Career Development Programs had a positive correlation with Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. On the other hand, the study revealed that the model had an R square of .486. Hence, changes Career Development Programs led to 48.6 % variation in Job Performance of staff at the Faculty of Health Sciences in University of Nairobi.

According to a study by Chen and Kao (2012), staff performance in healthcare companies is positively correlated with involvement in career development activities. They made the case that employees who participate in these programs are more likely to pick up new abilities and information, which can directly boost work output. According to Noe (2010), career development programs and employee motivation are related, and when staff members see prospects for growth and progress, they are more likely to be engaged and give better work.

Table 9: ANOVA (b)

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

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Career Development Programs

The study found out that F test was 177.598, P=. 001 <0.05. This revealed the overall regression model was fit for the study. Further, the findings showed that Career Development Programs had a significant influence on Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. Moreover, the study by Tremblay and Allard (2017) was the Faculty of Health Sciences' particular response to career development initiatives. According to their findings, these programs not only improve work performance but also have a beneficial impact on staff retention rates. Retaining experienced and knowledgeable teachers and staff in a sector as competitive as health sciences is essential, and career development programs can help with this goal by encouraging a sense of growth and progression within the institution.

Table 10: Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.608	.159		10.138	<.001
	Career Development Programs	.645	.048	.697	13.327	.001

a. Dependent Variable: Job Performance

According to the table above, the study established that Career Development Programs had a positive but significant effect on Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. B= .645, t=13.327 P=.001< 0.05. Holding other factors constant at zero, Career Development Programs led to 60.8 % change in Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. Further, the study established that change in Career Development Programs led to 64.5% increase in Job Performance of staff at the Faculty of Health Sciences in University of Nairobi significantly. According to a study by Roberts and Holton (2019), the effectiveness of these programs is dependent on a number of variables, including the caliber of program design and alignment with individual career goals. Therefore, a one-size-fits-all strategy might not produce the best outcomes. The Faculty of Health Sciences must think about modifying its career development programs to satisfy the unique requirements and objectives of its multicultural personnel.

$$\beta_0 + \beta_3 X_{3it} + \epsilon_{it} \dots \dots \dots \text{equation 3}$$

$$Y = .608 + .645X + \epsilon$$

Multiple Regression Analysis Career Development Programs and Job Performances

The study carried out multiple regression analysis is between independent variables (Occupational Health and Safety Programs, Workers Recreation Programs, Career Development Programs) and dependent (job performance) in University of Nairobi. The findings of the study were presented below.

Table 11: Model Summary

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

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

The found out that R was = .758. This showed that independent variables (Occupational Health and Safety Programs, Workers Recreation Programs, Career Development Programs) had a positive correlation with Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. Similarly, the study identified that the model had an R square of .575. Hence, any changes in independent variables (Occupational Health and Safety Programs, Workers Recreation Programs, Career Development Programs) led to 57.5 % changes on Job Performance of staff at the Faculty of Health Sciences in University of Nairobi.

Table 12: ANOVA (b)

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

a. Dependent Variable: Job Performance

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

The study findings revealed that F test was 83.755, P=. 001<0.05. This meant the overall regression model was fit for the study. This finding revealed that independent variables had significant effect on Job Performance of staff at the Faculty of Health Sciences in University of Nairobi.

Table 13: Coefficients (a)

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

a. Dependent Variable: Job Performance

The findings in the table above revealed that, when independent variables (Occupational Health and Safety Programs, Workers Recreation Programs, Career Development Programs) are held constant, Job Performance of staff at the Faculty of Health Sciences in University of Nairobi was 49.2%. Additionally, the study discovered that Occupational Health and Safety Programs had a positive and significant effect on Job Performance of staff at the Faculty of Health Sciences in University of Nairobi B= 206, t= 3.168, P= .002<0.05. Hence, a unit change in Occupational Health and Safety Programs led to a significant change on Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. Thus, changes in Occupational Health and Safety Programs would lead to an increase in Job Performance of staff at the Faculty of Health Sciences in University of Nairobi by 20.6%.

According to a study by Johnson and Brown (2019) done at a faculty of health sciences, employees who took advantage of the OHS initiative's wellness services reported decreased rates of illness-related absenteeism and better job performance. Additionally, these programs were linked to lower stress levels and higher job satisfaction, all of which are essential for improving faculty and staff performance.

Additionally, the study established that Workers Recreation Programs had positive and insignificant effect on Job Performance of staff at the Faculty of Health Sciences in University of Nairobi $B = .341$, $t = 4.770$, $P = .001 < 0.05$. Thus, a unit variation in Workers Recreation Programs would lead to significant direct change on Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. According to Judge et al. (2017), job satisfaction is a reliable predictor of job performance. Programs for employee recreation can increase workplace satisfaction by giving workers chances for social contact, relaxation, and personal growth. According to Chen and Chang (2020), these initiatives may help the healthcare workforce feel more connected to one another, which may improve job satisfaction. Higher levels of motivation, dedication, and productivity are linked to higher levels of job satisfaction, all of which can result in better job performance.

Further, the study established that Career Development Programs had a significant positive effect on Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. $B = .411$, $t = 6.944$, $P = .001 < .05$. Thus, a unit change in Career Development Programs led to a significant positive increase in Job Performance of staff at the Faculty of Health Sciences in University of Nairobi. These findings agreed with Kuchinke and Beck (2019), career development programs can be extremely important for staff employees' skill development and career advancement in the Faculty of Health Sciences. Through workshops, training, and mentoring, these programs frequently provide chances for skill development that can have an immediate influence on job performance. Healthcare workers that participate in career development activities tend to have a broader skill set and a higher degree of experience in their respective domains, which positively affects their performance and efficacy in clinical and academic jobs.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

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

$\beta_1, \beta_2 \& \beta_3$ = Coefficients of X_1, X_2 and X_3 respectively.

β_0 = Constant

X_1 = Occupational safety programs

X_2 = Recreation programs

X_3 = Career progression programs

ε = Error term

$$\beta_1 = .492, \beta_2 = .206, \beta_3 = .341, \beta_4 = .411$$

ε_{it} = error that which reflect other factors outside the model and affect financial performance of i for t years

$$Y = .492X + .206X + .341X + .411X$$

Hypotheses Testing

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

HO₁: Occupational health and safety has no statistically significance effect on performance of staff at the Faculty of Health Sciences, University of Nairobi.

The study discovered that Occupational health and safety programs had a positive and insignificant effect on job performance of staff at the Faculty of Health Sciences, University of Nairobi $P = .001 < 0.05$. Hence, a unit change in Occupational health and safety programs led to a significant change on job performance of staff at the Faculty of Health Sciences, University of Nairobi. Accordingly, the null was rejected.

HO₂: There is no significant statistical relationship between workers' recreation programs and performance of staff at the Faculty of Health Sciences, University of Nairobi.

The study established that workers' recreation programs had positive and significant effect on job performance of staff at the Faculty of Health Sciences, University of Nairobi. $B = .731$, $t = -9.730$ $P = .001 < 0.05$. Thus, a unit variation in workers' recreation programs would lead to significant direct change on job performance of staff at the Faculty of Health Sciences, University of Nairobi. Thus, the null hypotheses was rejected.

HO₃: There is no significant statistical relationship between career advancement programs and performance of staff at the Faculty of Health Sciences, University of Nairobi.

The study established that career advancement programs had a positive and significant effect on job performance of staff at the Faculty of Health Sciences, University of Nairobi. $P = .001 < 0.05$. Consequently, a unit change career advancement programs would lead a significant increase in job performance of staff at the Faculty of Health Sciences, University of Nairobi. The null hypothesis was rejected.

5. Summary of Findings

Occupational Health and Safety Programs and Job Performance

The study established that Occupational Health and Safety Programs had strong positive correlation with job performance of staff at the Faculty of Health Sciences, University of Nairobi. Hence, changes in Occupational Health and Safety Programs led to a significant increase in job performance of staff at the Faculty of Health Sciences in University of Nairobi. Additionally, the study discovered that Occupational Health and Safety Programs had a positive and significant effect on job performance of staff at the Faculty of Health Sciences in University of Nairobi. Hence, a unit change in Occupational Health and Safety Programs led to a significant change on job performance of staff at the Faculty of Health Sciences in University of Nairobi. Thus, changes in Occupational Health and Safety Programs would to an increase in job performance of staff at the Faculty of Health Sciences in University of Nairobi.

Workers Recreation Programs and Job Performance

The second objective of the study was to examine the effect of workers' recreation programs on performance of staff at the Faculty of Health Sciences, University of Nairobi. The study found out that workers' recreation programs had a positive correlation with job performance of staff at the

Faculty of Health Sciences in University of Nairobi. Thus, changes in workers' recreation programs led to insignificant decline in job performance of staff at the Faculty of Health Sciences in University of Nairobi. Additionally, the study established that workers' recreation programs had positive and significant effect on job performance of staff at the Faculty of Health Sciences in University of Nairobi. Thus, a unit variation in workers' recreation programs would lead to significant direct changes on job performance of staff at the Faculty of Health Sciences in University of Nairobi.

Career Development Programs and Job Performance

The third objective of the study was to establish the effect of career development programs on performance of staff at the Faculty of Health Sciences, University of Nairobi. The study revealed that Career Development Programs had a positive and strong correlation with job performance of staff at the Faculty of Health Sciences in University of Nairobi. Thus, changes in Career Development Programs led to a positive change in job performance of staff at the Faculty of Health Sciences in University of Nairobi. Further, the study established that Career Development Programs had a significant positive effect on job performance of staff at the Faculty of Health Sciences in University of Nairobi. Thus, a unit change in Career Development Programs led to a significant increase in job performance of staff at the Faculty of Health Sciences in University of Nairobi.

6. Conclusions

Occupational Health and Safety Programs and Job Performance

The first objective of the study was to determine the effect of occupational health and safety (OHS) programs on performance of staff at the Faculty of Health Sciences, University of Nairobi. The study concluded that, Occupational Health and Safety Programs had strong positive correlation with job performance of staff at the Faculty of Health Sciences in University of Nairobi. Additionally, the study concluded that Occupational Health and Safety Programs had a positive and significant effect on job performance of staff at the Faculty of Health Sciences in University of Nairobi.

Hence, a unit change in Occupational Health and Safety Programs led to a significant change on job performance of staff at the Faculty of Health Sciences in University of Nairobi. Thus, changes in Occupational Health and Safety Programs would lead to a significant increase in job performance of staff at the Faculty of Health Sciences in University of Nairobi. The null hypothesis was rejected.

Workers Recreation Programs and Job Performance

The second objective of the study was to examine the effect of workers' recreation programs on performance of staff at the Faculty of Health Sciences, University of Nairobi. The study concluded that Workers Recreation Programs had a positive and significant correlation with job performance of staff at the Faculty of Health Sciences in University of Nairobi. Thus, changes in Workers Recreation Programs led to significant increase in job performance of staff at the Faculty of Health Sciences in University of Nairobi. Additionally, the study concluded that Workers Recreation Programs had positive and significant effect on job performance of staff at the Faculty of Health Sciences in University of Nairobi. Thus, a unit variation in Workers Recreation Programs would lead to a significant direct change on job performance of staff at the Faculty of Health Sciences in University of Nairobi. The null hypothesis was rejected.

Career Development Programs and Job Performance

The third objective of the study was to establish the effect of career development programs on performance of staff at the Faculty of Health Sciences, University of Nairobi. The study concluded that, Career Development Programs had a positive but strong and significant correlation with job performance of staff at the Faculty of Health Sciences in University of Nairobi. Thus, changes in Career Development Programs led to a positive change in job performance of staff at the Faculty of Health Sciences in University of Nairobi but to a smaller extent. Further, the study concluded that Career Development Programs had a significant positive effect on job performance of staff at the Faculty of Health Sciences in University of Nairobi. Thus, a unit change in Career Development Programs led to a significant increase in job performance of staff at the Faculty of Health Sciences in University of Nairobi. The null hypothesis was rejected.

7. Recommendations

Occupational Health and Safety Programs and Job Performance

The first objective of the study was to determine the effect of occupational health and safety (OHS) programs on performance of staff at the Faculty of Health Sciences, University of Nairobi. The study recommended that, the management of FHS should appreciate how crucial Occupational Health and Safety (OHS) programs are for enhancing employee performance and wellbeing. The FHS should also allocate funds and support to ensure the institution's ongoing development and implementation of strong OHS initiatives. Regular OHS training sessions should be held to inform staff about safety procedures and best practices.

There is also need to ensure every employee understands the value of OHS and their part in upholding a secure workplace. The study recommends creation of programs that are specifically tailored to the needs of the Faculty by working with healthcare professionals and OHS experts. The healthcare professionals and OHS experts advise when determining hazards, performing safety audits, and handling health issues. The study also recommends creation of distinct channels of communication for reporting safety-related issues and accidents. There is need to encourage employees to report potential hazards or close calls without being afraid of being punished. Regular assessment on the performance of OHS programs and regulations is recommended in order to ensure implementation of an open reporting mechanism to handle problems quickly. Input from the staff should be encouraged in order to pinpoint areas that need improvement and make the appropriate adjustments. The FHS should keep abreast of changing safety regulations and adjust your rules as necessary.

Legislation pertaining to occupational safety and health should be passed and strengthened by policymakers. All industries, including academic institutions like the Faculty of Health Sciences, should be covered by these rules. The FHS should provide funding for OHS research in university contexts. The study also recommends the need for the faculty to encourage research projects that examine how OHS programs affect employee performance and wellbeing and offer evidence-based policy-making guidance. By developing standards, manuals, or toolkits, the faculty will encourage the distribution of best OHS practices among educational institutions.

To raise OHS standards, policymakers might encourage institutional cooperation and knowledge exchange by giving rewards or recognition to organizations that successfully adopt OHS initiatives. This might encourage educational institutions to spend more on the security and welfare of their staff members. The study further recommends creation of systems for observing and

enforcing OHS compliance in educational institutions. Further, there is need to make stringent consequences for non-compliance of the OHS guidelines in order to prevent violations and safeguard employees.

To incorporate safety issues into HR policies and practices, human resource professionals should collaborate closely with OHS experts. The OHS experts need to be involved in the hiring, orientation, and ongoing training procedures. Emphasis should be made in the creation and spreading health and wellness initiatives that support OHS initiatives. These initiatives can improve staff performance and happiness by addressing issues like stress management, mental health, and general wellbeing.

There is need to create and implement Employee Assistance Programs (EAPs) to support employees who are experiencing stress, injuries, or personal concerns at work. These initiatives can increase staff resilience and assist them in overcoming difficulties. Information about OHS events, near-misses, and employee opinions should be gathered and analysed. Data-driven decisions for ongoing improvement using this information to discover trends, evaluate program success, and uncover patterns should be made. The staff should be acquainted with OHS guidelines and policies. To keep staff members informed about safety procedures and to promote a culture of safety awareness inside the institution, the faculty should offer frequent training sessions.

Workers Recreation Programs and Job Performance

The second objective of the study was to examine the effect of workers' recreation programs on performance of staff at the Faculty of Health Sciences, University of Nairobi. The study recommended that, the management of FHS should think about creating extensive employee recreation programs that take into account the staff's wide range of requirements and interests. These programs ought to include a range of leisure pursuits, including sports, exercise classes, cultural events, and social meetings, letting staff members select activities in line with their preferences.

The value of a work-life balance should be aggressively promoted by FHS among its employees. The staff members should be encouraged to participate in recreational activities as a way to unwind, reduce stress, and refuel. Offer flexible schedule choices so that employees can partake in extracurricular activities without jeopardizing their obligations to their jobs. FHS should set up a method for routinely evaluating the efficacy of its recreation programs to guarantee that they have a positive impact on staff performance. The faculty should further gather feedback from the workforce to determine how happy and engaged they are with the initiatives. The faculty can use this criticism to make the required corrections and advancements.

The allocation of cash or the development of incentives for businesses, especially educational institutions like FHS, to invest in employee recreation activities should be considered by policymakers. Institutions that get financial support may be able to provide a larger choice of leisure possibilities and guarantee that staff members have access to them. Politicians can promote measures that encourage businesses to offer recreational opportunities as well as other policies that support employee health and happiness. Such measures can be used in more comprehensive programs aiming at enhancing public health and productivity. The gathering of information about the effects of recreational programs on worker performance and well-being should be a priority for policymakers. This information can help in the creation of efficient measures to increase employee productivity and can influence evidence-based policymaking.

To create and administer successful employee recreation programs, HR professionals should collaborate closely with FHS management. To ascertain the preferences of the personnel, they can perform surveys and needs analyses and then modify programs accordingly. HR needs to do a better job of explaining to staff the advantages of recreation programs. Showcase the good effects of participation on physical and mental health, stress reduction, and job satisfaction, all of which can enhance job performance. HR personnel should keep an eye on staff involvement in recreational activities. The HR personnel should further determine the obstacles that may prevent participation and take proactive measures to overcome them. Additionally, the HR personnel should make programs accessible to all staff members and promote an inclusive culture.

Career Development Programs and Job Performance

The third objective of the study was to establish the effect of career development programs on performance of staff at the Faculty of Health Sciences, University of Nairobi. Thus, study recommended that, resources should be set aside by FHS to create and maintain extensive career development programs that meet the various needs of staff employees. These programs ought to offer possibilities for professional advancement within the organization as well as skill development and mentoring. To determine the unique career development needs and objectives of their workforce, management should regularly analyze them. This knowledge will make it easier to properly adapt programs to meet the needs of both individuals and departments.

The leadership of FHS should promote a culture that values and encourages staff members' professional development. This entails rewarding staff members who actively participate in career-development activities and fostering a team-based professional development philosophy. There is need to recognize that job growth includes not only professional abilities but also aspects of personal and physical wellbeing. Programs that encourage mental health care and work-life balance so that employees can fully engage in professional growth without being overly stressed should be encouraged.

Partnerships between academic institutions like FHS and stakeholders in the healthcare business should be encouraged by policymakers. These collaborations can support the alignment of career development programs with market demands, ensuring that graduates are suitably qualified for their positions. Incentives or subsidies can be introduced by policymakers for educational institutions that fund career development initiatives. This may motivate organizations to place a higher priority on staff and student development, which will ultimately help the labor force and larger society. Research on the effectiveness of career development programs in diverse academic and professional contexts should be funded by policymakers. This will contribute to the creation of evidence-based policies and recommendations for improving career development on a national scale.

In order to fully comprehend the specific career development requirements of academics and staff at FHS, HR professionals should collaborate closely with academic departments. Collaboration can guarantee that programs are customized for certain jobs and career pathways. HR should continuously educate managers and workers on the advantages of career development and how to participate in development programs. This covers access to career planning tools as well as workshops and seminars. The effects of career development programs on employee performance and job satisfaction on a continuing basis should be evaluated. In order to make adjustments and guarantee that programs continue to be aligned with business goals, HR professionals should use feedback and data. The study also recommends that all employees, regardless of background or

position, should have access to and participate in career development programs. To build a more equal and encouraging workplace, the FHS should take diversity and inclusion into account when designing and implementing programs.

Theoretical Implication

According to the Functional Theory, such initiatives at FHS serve the purpose of guaranteeing uninterrupted work processes in addition to safeguarding the physical well-being of employees. These initiatives foster a safe and healthy work environment, which lowers the likelihood of accidents and illnesses at work and, as a result, decreases staffing disruptions brought on by injuries or medical absences. This improves the stability and productivity of the workforce at FHS, which benefits employee performance. According to Functional Theory, recreation activities can help employees recharge and reenergize, minimizing burnout and enhancing their general wellbeing. These initiatives at FHS can offer staff members chances for relaxation and stress alleviation, fostering their mental and emotional well-being.

Staff members are therefore more likely to return to work with renewed vigor and excitement, which will result in better job performance. From a functional standpoint, career development programs at FHS carry out the essential duty of increasing staff capabilities. FHS guarantees that its team stays current with the most recent developments in healthcare and academics by making investments in employee development. As a result, employees are better able to carry out their responsibilities, contribute to the expansion of the institution, and adjust to shifting market demands, in line with the theory's emphasis on organizational efficiency.

Employees at FHS are likely to view their participation in occupational health and safety initiatives as a positive trade, in accordance with the Social exchange Theory. Employees benefit from a decreased danger to their health and wellbeing in exchange for following safety regulations and procedures. Since they feel appreciated and protected, employees are more likely to show trust and loyalty, which can boost motivation and performance. Recreational program involvement may be seen by staff members as a way to foster goodwill among the FHS community. The organization supports the wellbeing of its employees by offering opportunities for leisure and enjoyment. Staff members may have a sense of dedication and reciprocity in return, which could result in improved performance and job satisfaction as they see the company as attending to all of their requirements. Staff participation in career development programs can be viewed as an investment by both the employee and FHS in the light of the Social Exchange Theory. Employees put time and effort into learning new things, which improves their job chances. In turn, the company gains from a more knowledgeable and driven workforce. As a result of both parties making an investment in the other party's growth, a sense of commitment and loyalty is fostered, which could improve employee performance.

The FHS personnel is more likely to follow safety procedures when they feel doing so will result in the desired outcome of better health and safety, according to Expectancy Theory. Staff members are encouraged to abide by safety regulations because they know that doing so will make the workplace safer and lead to fewer accidents and illnesses. As a result, people perform better because they can clearly see the connection between what they do and the creation of a safer workplace. If employees think that participating in recreation programs will have a good impact on their well-being, job satisfaction, and stress levels, they may be more encouraged to engage.

Staff members' active participation can be encouraged by the expectation of these advantages, which will ultimately improve their overall performance as they achieve the intended effects of relaxation and stress reduction. According to Expectancy Theory, employees are more inclined to participate in career development initiatives when they think doing so would help them improve their careers, develop their skills, and advance personally. Staff members are more motivated to put time and effort into their development if they see a clear connection between their participation and the intended results. Their performance at FHS is probably going to get better as their abilities and knowledge increase.

Suggestions for Further Study

There are a number of possibilities for more research, even though this study has highlighted the beneficial benefits of employee welfare initiatives on staff performance at the Faculty of Health Sciences, University of Nairobi. First, noting that the advantages of welfare efforts may compound over time, a longitudinal research should be done to evaluate the long-term impact of these programs on employee performance. Second, to determine which welfare programs have the greatest influence on various aspects of staff performance, a comparative analysis could look at the differences in effectiveness of various welfare programs, such as health and wellness initiatives, professional development opportunities, and work-life balance policies.

Additionally, examining how demographic variables like occupation, age, and gender affect the relationship between welfare programs and performance may offer important insights for customizing these programs to certain staff demographics. Finally, examining staff members' viewpoints through surveys or interviews may provide a more thorough knowledge of their experiences with welfare programs and how they feel they have affected their performance.

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