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## **MENTAL HEALTH AND EMPLOYEE PERFORMANCE IN KENYAN PRIVATE HOSPITALS. A CASE STUDY OF AGA KHAN UNIVERSITY HOSPITAL**

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### **ABSTRACT**

**Statement of the Problem:** Healthcare professionals in Kenya face high levels of work-related stress, burnout, and depression, negatively impacting their productivity and the quality of patient care. Despite existing well-being programs, limited research explores their effectiveness in supporting mental health within this sector.

**Purpose of the Study:** This study aimed to assess the impact of mental health factors—work-related stress, burnout, and depression—on employee productivity and to evaluate the role of well-being programs in mitigating these challenges at Aga Khan University Hospital in Nairobi, Kenya.

**Research Methodology:** A cross-sectional, mixed-methods approach was used, combining quantitative data from 336 healthcare workers and qualitative insights from 15 leaders. Stratified sampling selected healthcare staff, while purposive sampling identified leaders for interviews. Data were analyzed with SPSS for quantitative insights and thematic analysis for qualitative responses.

**Findings and Conclusion:** Results showed that 75% of participants reported moderate stress due to factors like long hours, with 48% experiencing burnout and 53% showing depressive symptoms, all negatively affecting job performance. Well-being programs, including counseling and stress management, improved performance by 66% among participants, underscoring the need for accessible and comprehensive support to address mental health issues in healthcare.

**Recommendations:** Healthcare institutions should implement regular mental health assessments, enhance well-being programs, and address workload and staffing challenges to foster a supportive work environment that promotes employee well-being and performance.

**Keywords:** *Mental Health, Employee Performance, Kenyan Private Hospitals, Aga Khan University Hospital*

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## **BACKGROUND OF THE STUDY**

Employee performance is essential for organizational success and productivity, influenced by factors such as job satisfaction, motivation, and work environment (Assaf, 2022). Recently, the role of mental health in employee performance has gained prominence, particularly in the wake of the COVID-19 pandemic, which heightened stress and depression levels among workers (Bari & Khan, 2021). Research indicates that mental health significantly affects productivity, absenteeism, and overall job satisfaction, with work-related stress, burnout, and depression identified as major detriments to employee performance (Yan, 2022). Leadership and employee mental health have emerged as critical predictors of job performance (Montano et al., 2017), and the pandemic has exacerbated existing mental health issues, further diminishing productivity (Bari & Khan, 2021; Sun et al., 2022). Factors impacting the mental health of healthcare workers include insufficient support, occupational stress, and financial strain, which collectively compromise their performance and well-being (Kılıç et al., 2023).

Globally, mental health is increasingly acknowledged as vital to the performance of healthcare staff (Gray et al., 2019), with significant challenges evident across various regions. For instance, frontline doctors in Pakistan reported increased stress and depression levels during the pandemic (Amin et al., 2020), while European countries often overlook the mental health needs of healthcare professionals (Kuhlmann et al., 2024). In Africa, studies have highlighted the adverse effects of burnout and stress on hospital employees' performance, with nursing staff in South Africa experiencing high burnout levels (Koen et al., 2020) and similar issues reported in Zimbabwe (Shenje & Wushe, 2019). In Kenya, the mental health of healthcare workers remains a pressing concern, exacerbated by the pandemic and revealing gaps in the support system (Kwobah et al., 2021). Research indicates high levels of stress and burnout among Kenyan healthcare workers, contributing to decreased job satisfaction and an increased likelihood of leaving the profession (Chepkwony, 2017).

Mental health is integral to overall well-being, encompassing emotional, psychological, and social factors that affect how individuals handle stress, interact with others, and make decisions (World Health Organization, 2018; Galderisi et al., 2015). Mental health issues, such as work-related stress, burnout, and depression, exist on a spectrum from well-being to severe disorders, impacting individuals differently based on work conditions and personal resilience (Okolie & Emoghene,

2019; Patel et al., 2018). Work-related stress emerges when job demands surpass an individual's coping ability, leading to negative outcomes like diminished job satisfaction and increased mental health risks (Tamers et al., 2020; Sanyanda, 2021). Prolonged exposure to such stress often results in burnout, a state of emotional exhaustion and detachment, especially prevalent among professionals in demanding fields such as healthcare (Koen et al., 2020; West et al., 2018). Depression, often linked to factors like limited job control and lack of support, further complicates employee well-being and organizational productivity, raising costs and absenteeism rates (WHO, 2021). In response, employee well-being programs aim to improve health and job satisfaction by addressing these mental health challenges and fostering supportive work environments, as seen in initiatives at Aga Khan University Hospital Nairobi (AKUHN), where such programs reduce turnover and absenteeism while promoting a more engaged workforce (Hobbs et al., 2020).

Employee performance, a critical aspect of organizational success, is influenced by various factors, including mental health, adaptability, and task-specific competencies (Nduati & Wanyoike, 2022). Poor mental health can lead to reduced productivity and presenteeism, while supportive initiatives, such as stress management and employee assistance programs, have shown to enhance performance and overall organizational effectiveness (Bubonya et al., 2017; Joyce et al., 2016). At AKUHN, a leading nonprofit medical institution established in 1958, such well-being and performance-support programs are part of a larger commitment to quality healthcare and medical education across East Africa. With a reputation for excellence, AKUHN not only delivers high-quality medical care but also advances healthcare practices through its educational and research missions, aiming to elevate health outcomes in Kenya and beyond (Kokonya et al., 2014). As the teaching arm of Aga Khan University, AKUHN embraces a values-based approach that prioritizes access, impact, and relevance, reinforcing its mission to foster well-being and employee performance as fundamental aspects of healthcare excellence.

## **STATEMENT OF THE PROBLEM**

Mental health issues among healthcare workers (HCWs) have become a pressing global concern, significantly affecting employee well-being, patient care, and organizational effectiveness (Okolie & Emoghene, 2019). In Kenya, the healthcare sector faces considerable challenges in addressing the mental health needs of its workforce, exacerbated by a critical shortage of mental health professionals only 0.19 psychiatrists and 0.07 psychologists are available per 100,000 people

(Kenya National Bureau of Statistics, 2021). HCWs are at a heightened risk for conditions such as work-related stress, burnout, and depression, with a recent study showing that 51.6% experienced depressive symptoms during the COVID-19 pandemic (Onchonga et al., 2020).

Research demonstrates that mental health issues can lead to decreased productivity, increased absenteeism, and a higher incidence of medical errors, ultimately jeopardizing patient safety and care quality (WHO, 2019; Bubonya et al., 2017). The World Bank (2020) estimates that global productivity losses due to mental health problems amount to around \$1 trillion annually. In Kenya, a Ministry of Health study (2019) found that HCWs with mental health issues were 30% more likely to make medical errors and 40% more likely to be absent from work than their mentally healthy colleagues.

Despite numerous studies on mental health's impact on employee performance, research specifically addressing Kenya's healthcare sector is scarce. Existing studies predominantly focus on Western contexts, overlooking the unique challenges faced by Kenyan HCWs. For example, Gile et al. (2018) and Al-Marashi and Al-Zghool (2018) examined work stress and job performance in different regions, highlighting the need for localized research. As Aga Khan University Hospital Nairobi (AKUHN) continues to grow amid rising demand for quality healthcare, concerns regarding HCWs' mental health are increasingly evident, particularly among younger employees (AKU Mental Health Report, 2023). This study aims to investigate how mental health affects employee performance at AKUHN to address this knowledge gap.

## **GENERAL OBJECTIVE**

The main objective of the study was to determine the effects of mental health and employee performance in Kenyan private hospitals. The case study of Aga Khan University Hospital.

### **Specific objectives**

- i. To determine the effects of work-related stress on employee performance at AKUHN
- ii. To assess the effects of burnout on employee performance at AKUHN
- iii. To determine the effects of depression on the employee performance at AKUHN
- iv. To establish the effects of Employee well-being programs on their performance at AKUHN

## **RESEARCH QUESTIONS**

- i. What are the effects of work-related stress on employee performance at AKUHN?
- ii. What are the effects of burnout on employee performance at AKUHN?
- iii. How does depression affect employee performance at AKUHN?
- iv. What do employee well-being programs affect their performance at AKUHN?

## **LITERATURE REVIEW**

This section presents the theoretical review, empirical review and conceptual framework.

### **THEORETICAL LITERATURE REVIEW**

The theoretical review highlights theories informing the study objectives, including the Job Demands-Resources (JD-R) Model, Conservation of Resources (COR) Theory and Social Exchange Theory (SET).

#### **Job Demands-Resources (JD-R) Model**

The Job Demands-Resources (JD-R) Model, introduced by Demerouti et al. (2001), provides a framework for examining how job characteristics affect employee performance, dividing job elements into job demands and resources. Job demands encompass aspects like workload and emotional labor that require sustained effort, often leading to mental health challenges such as stress, burnout, and depression, particularly in high-stakes professions (Demerouti et al., 2001). In contrast, job resources—such as social support, autonomy, and feedback—aid employees in managing these demands, minimizing associated stress, and achieving work goals. Within mental health contexts, resources like counseling services and stress management initiatives are instrumental in reducing the adverse effects of job demands on performance (Bakker & Demerouti, 2007). Balancing demands with resources lead to enhanced motivation and engagement, while imbalances can result in burnout and reduced productivity. Although some critiques argue that the JD-R Model may oversimplify individual coping variations, empirical evidence affirms its predictive validity across various work settings, including healthcare and high-stress sectors.

To support employee well-being, organizations implement programs such as time management training, flexible scheduling, and ergonomic assessments to help employees cope with demanding job conditions, prevent burnout, and alleviate work-related stress. These initiatives often

incorporate social support mechanisms, including mentorship programs, team-building exercises, and support groups, which foster a supportive work environment. In this study, the JD-R Model serves to explore the impacts of work-related stress, burnout, and depression on employee performance and well-being. It guides the analysis of organizational strategies aimed at balancing job demands and resources to achieve optimal mental health outcomes and productivity within the workplace.

### **Conservation of Resources (COR) Theory**

Conservation of Resources (COR) Theory, proposed by Hobfoll (1989), explains how individuals strive to acquire, maintain, and protect resources—tangible and intangible assets valuable for achieving goals. The theory suggests that stress occurs when there is a perceived threat to these resources, an actual resource loss, or a lack of resources after making investments (Hobfoll et al., 2018). Declines in mental health deplete psychological resources like resilience and optimism, making individuals more susceptible to work-related stressors. This depletion heightens strain, reducing job satisfaction and performance (Hobfoll, 2001). In workplaces, employees with adequate resources—social support, autonomy, feedback—better manage job demands and sustain their well-being, whereas those facing resource scarcity are more prone to burnout and stress, impairing performance (Xanthopoulou et al., 2007). Critics argue that COR Theory's broad definitions of resources and lack of clarity on measuring them limit its precision (Thompson & Cooper, 2001), yet empirical studies support its application in predicting employee well-being and performance outcomes across various fields.

Employee well-being programs are instrumental in building resources, offering stress reduction training, physical health initiatives, and resilience workshops. These programs enhance psychological and physical resources, allowing employees to better cope with stress and improve their resilience. In the context of this study, COR Theory frames the understanding of how resources—whether in the form of support systems, wellness programs, or skill development—contribute to employee mental health and productivity. It emphasizes the organizational imperative of promoting resource retention and acquisition as a strategy to safeguard mental health and bolster performance.

### **Social Exchange Theory (SET)**

Social Exchange Theory (SET), introduced by George Homans (1958), posits that individuals engage in relationships where they weigh rewards against costs. In the workplace, employees contribute effort, time, and skills (inputs) with the expectation of rewards like pay, recognition, and stability (outcomes). When employees feel their inputs surpass the rewards received, it can lead to diminished motivation, commitment, and performance (Agarwal, 2014). Mental health is a significant component of this exchange, as employees in good mental health are likely to perform with energy and resilience, whereas those with mental health struggles may find their motivation and task efficacy diminished (Cropanzano et al., 2017). If employees perceive organizational support for their mental health through well-being initiatives, they experience a sense of fairness, fostering engagement, commitment, and enhanced performance.

Organizations offering well-being programs, such as mental health support, flexible schedules, and employee assistance, help employees feel valued, reinforcing reciprocal loyalty and commitment. SET highlights how employee perceptions of supportive resources impact well-being and job satisfaction, encouraging a high level of performance and reducing turnover. Although SET assumes rationality in cost-benefit analyses and may overlook intangible rewards like personal growth or social bonds, it remains valuable for understanding workplace dynamics. The study applies SET to explore how mental health support initiatives affect employee perceptions of equity, influencing their motivation, commitment, and performance.

### **EMPIRICAL LITERATURE REVIEW**

This review synthesizes existing research on the relationship between mental health and employee performance within healthcare, offering foundational insights and context for the present study. The review considers work-related stress, burnout, depression, and the role of employee well-being programs in influencing performance outcomes. Structural equation modeling (SEM) and various statistical approaches across studies consistently reveal that work-related stress significantly negatively impacts mental health and job performance, highlighting mental health as a partial mediator in this relationship (Ameen & Faraj, 2019; Bari & Khan, 2021). Research by Azemi et al. (2022) further links stress to decreased self-efficacy among hospital nurses, underscoring the need for stress-reduction strategies in healthcare to mitigate adverse effects on job satisfaction and

performance. These findings reveal a clear relationship between stress management and improved employee well-being, supporting the necessity of organizational measures that address stress to foster better performance outcomes within the demanding healthcare sector.

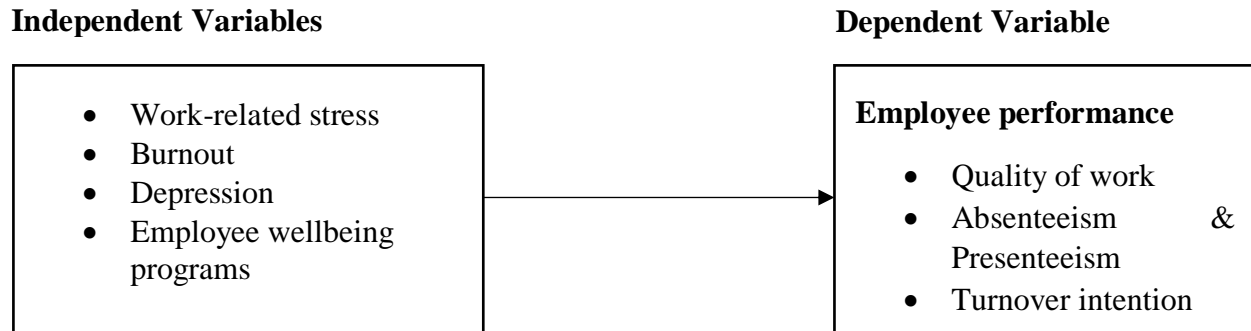
Burnout, a critical issue in healthcare due to high job demands, is similarly linked to declines in employee performance and job satisfaction. Studies demonstrate that burnout, marked by emotional exhaustion and cynicism, can detract from work quality and patient care standards (West et al., 2018; Koen et al., 2020). Al-Marashi and Al-Zghool (2018) and Shenje and Wushe (2019) observe significant burnout levels among healthcare professionals, which further amplifies stress-related declines in job satisfaction and overall performance. Burnout's prevalence, as identified in systematic reviews by Rotenstein et al. (2018), signifies the urgency of targeted interventions, especially for professionals in acute mental health and patient care settings. Such findings emphasize the role of burnout prevention initiatives, advocating for mental health support and resilience training as strategies to enhance healthcare workforce effectiveness and well-being.

Depression also poses a substantial risk to employee performance, with research indicating that workplace factors such as job strain and limited social support contribute to psychological distress, reducing work efficacy (Wang et al., 2021; Amin et al., 2020). Studies by Theorell et al. (2015) and Bubonya et al. (2017) show that employees experiencing depression exhibit lower work productivity and engagement, which underscores the significance of mental health interventions. The impact of depression on healthcare workers, particularly during crises like the COVID-19 pandemic, illustrates the importance of robust mental health support to maintain performance and reduce absenteeism. This body of research points to the critical need for comprehensive mental health policies within healthcare that prioritize psychological well-being, thereby sustaining higher performance levels across clinical roles. Employee well-being programs emerge as an effective solution for improving both mental health and performance metrics. Studies, including those by Baicker et al. (2010) and LaMontagne et al. (2014), reveal that well-designed well-being programs can significantly reduce absenteeism, enhance productivity, and improve job satisfaction by focusing on physical, mental, and emotional health. The financial benefits of these programs are notable, with research by Serxner et al. (2016) showing substantial returns on investment in terms of healthcare cost savings and productivity gains.



## 2.4 Conceptual framework

A conceptual framework is an organized system of concepts and theories that explains a specific phenomenon. It helps clarify the relationships between various variables and concepts. In this study, the conceptual framework is illustrated in Figure 1.



**Figure 1: Conceptual Framework**

## RESEARCH DESIGN AND METHODOLOGY

This study employed a cross-sectional analytical design, integrating both quantitative and qualitative methods to assess the relationship between mental health factors—work-related stress, burnout, depression, and well-being programs—and employee performance at Aga Khan University Hospital, Nairobi (AKUHN). The research focused on AKUHN’s healthcare workers, acknowledging varied roles within a high-stress, quality-focused environment. A target population of 2,704 employees was divided into strata, and a sample size of 336 healthcare workers was selected using stratified sampling, complemented by purposive selection of 15 leaders for interviews. Data collection involved structured questionnaires for quantitative data, employing validated scales like the Perceived Stress Scale and PHQ-9 to assess mental health factors, while qualitative data was gathered through interviews with top leaders to explore in-depth insights on mental health impacts on performance. Quantitative data was analyzed using SPSS version 23, with descriptive statistics summarizing variables and inferential techniques, including linear regression and Pearson correlation, to examine relationships between mental health and performance. Thematic analysis was used for qualitative data, identifying recurring patterns and themes within leader responses, which were presented alongside verbatim quotes to illustrate key

insights. This mixed-methods approach enabled a comprehensive understanding of how mental health affects employee performance in a demanding healthcare context, ensuring findings were both statistically robust and contextually rich.

## **FINDINGS AND DISCUSSION**

The study's respondents included 336 healthcare workers at AKUHN, with a composition of 44 doctors (13%), 72 nurses (21%), and 220 allied healthcare workers (66%), along with 15 leaders who participated in qualitative interviews. Most participants were female (70%), married (68%), and had attained a tertiary level of education (89%), with an average age of 38.4 years. The average tenure among participants was 14.6 years, reflecting considerable experience within the organization. Age distribution showed that 43.8% were between 31-40 years, followed by 26.5% aged 41-50 years. The majority of respondents (59.9%) had served at AKUHN for 0-10 years, while 28.9% had worked for 11-20 years, and 11.1% for 21-30 years. Weekly work hours averaged 48, indicating a demanding work schedule typical of healthcare roles.

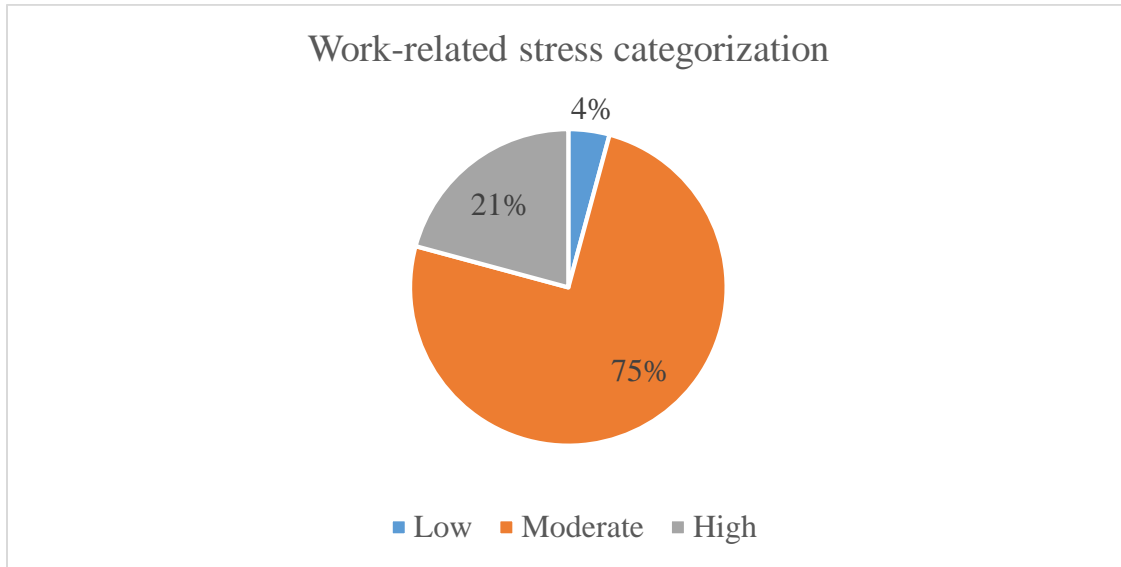
### **Effects of Work-related Stress on Employee Performance**

The first objective sought to determine the effects of work-related stress on employee performance at AKUHN.

#### **Quantitative Findings**

Work-related stress was measured through a series of Likert-scale questions assessing the extent to which various stress factors, such as workload and shift patterns, affected performance.

The majority of respondents, 252 (75%), reported experiencing moderate levels of work-related stress, with the most significant sources being long working hours and insufficient staffing.



**Figure 1: Levels of Work-Related Stress Among the Healthcare Workers**

The correlation analysis between overall stress and job performance ( $r = -0.24, p < 0.05$ ) revealed a negative correlation. This indicates that as stress increases, job performance tends to decrease. However, the strength of the correlation is relatively modest, meaning that while there is a relationship, it is not an overwhelmingly strong one. Other factors might also contribute to job performance. Given that 75% of participants fell under the "Moderate" stress category and 20% in the "High" category, the findings reflect a workforce experiencing significant levels of stress. However, the overall effect on performance, while present, isn't overwhelming, implying that many employees might still be managing to maintain their job performance despite experiencing stress as well as individual coping mechanisms, support systems, and work environment conditions which could be playing a significant role.

### **Qualitative Insights**

Leaders highlighted that work-related stress was a major challenge, particularly in high-pressure departments such as emergency and critical care. One respondent stated,

*“In my line of work, attention to detail is crucial and these details are easily missed in an employee experiencing stress, depression or burnout”*

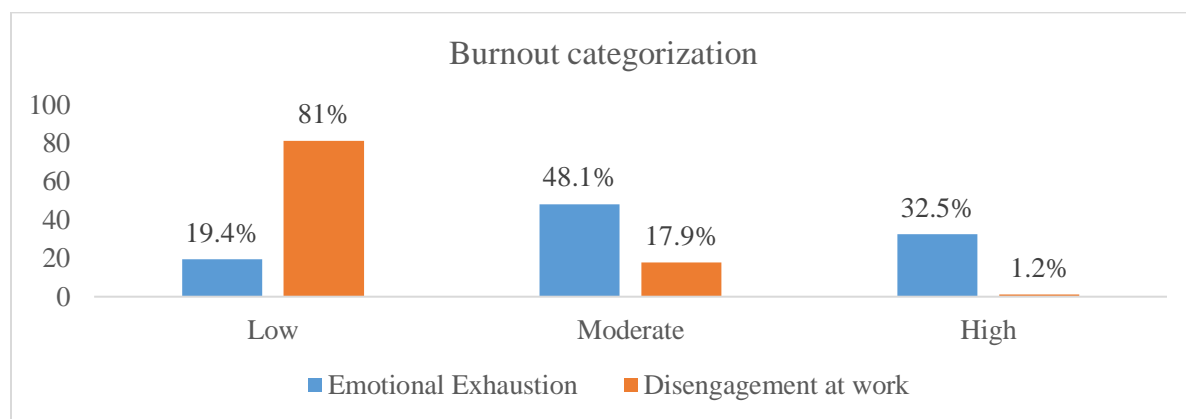
Another reported that "The stress levels here can be overwhelming, and it directly affects how our staff perform, especially when they're burnt out by long shifts." This observation aligns with quantitative data, suggesting that stress negatively impacts both morale and performance.

### Effects of Burnout on Employee Performance

The second objective focused on the relationship between burnout and employee performance.

### Quantitative Findings

Burnout among participants was assessed using the Maslach Burnout Inventory, revealing moderate levels of emotional exhaustion with a mean score of 2.56 (SD = 1.22). Participants reported feeling used up at work with an average score of 2.65 (SD = 1.29) and a mean of 2.97 for feeling overwhelmed, indicating moderate stress levels. The mean score for feeling worn out was 2.90, reflecting significant physical or mental fatigue. Although the average interest in work was 3.05, suggesting some disengagement, feeling detached from work was low at 1.11, indicating it was not a widespread issue. However, many participants expressed a sense of cynicism, with a high mean score of 4.1 for finding their work meaningless and 3.68 for increasing skepticism about their job's value. Nearly half of the participants (48.1%) fell into the moderate emotional exhaustion category, putting them at risk of severe burnout if workplace pressures persist. Fortunately, 81.0% reported low disengagement, remaining emotionally invested in their roles, which is crucial for sustaining productivity and job satisfaction despite the challenges they face.



**Figure 2: Effects of Burnout on Employee Performance**

The correlation between emotional exhaustion and overall job performance reveals that there is a weak negative relationship between both overall exhaustion and overall disengagement with job

performance. Specifically, the correlation between exhaustion and job performance is  $-0.133$  indicating that as employees become more emotionally exhausted, their job performance tends to decrease slightly. Similarly, disengagement has an even weaker negative correlation of  $-0.095$  with job performance, suggesting that higher disengagement has only a minor effect on how well employees perform their jobs. Moreover, there is a moderate positive correlation of  $0.471$  between exhaustion and disengagement, meaning that individuals who experience higher levels of emotional exhaustion are also more likely to feel disengaged from their work. While both exhaustion and disengagement are associated with lower job performance, the overall impact is relatively small in this dataset.

### **Qualitative Insights**

Leadership interviews supported these findings, with one manager noting, "*Burnout is common, especially after peak seasons like the pandemic surge. We've noticed a dip in performance, particularly in nurses who have been on the frontline for extended periods.*" The qualitative data reinforced that burnout leads to diminished employee engagement and decreased performance.

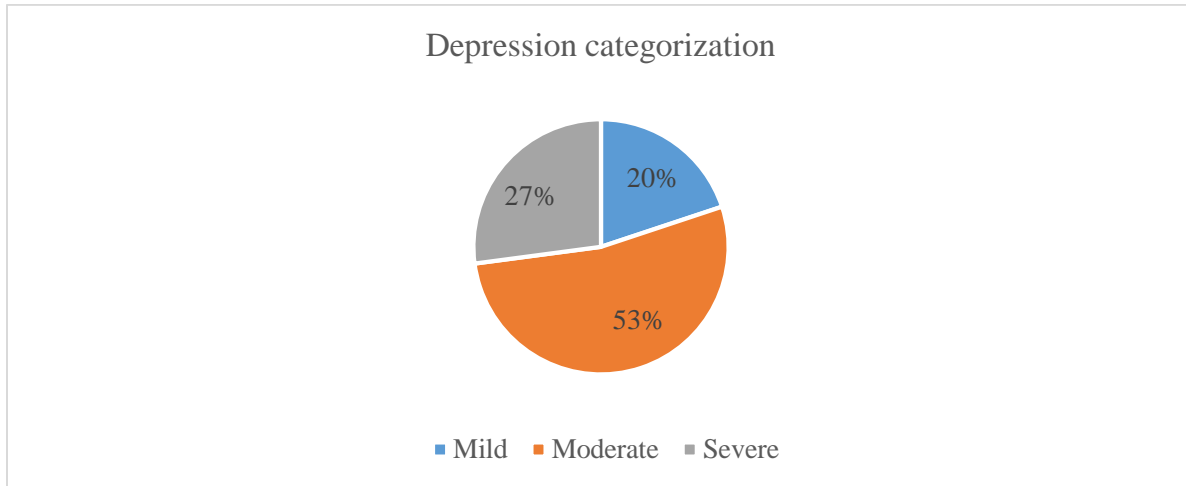
Another leader stated that "*burnout has contributed to poor quality of patient care, increased sick offs, hence we end up engaging so many locums. Also, it has affected the client compliance*"

### **Effects of Depression on Employee Performance**

The third objective aimed to determine how depression affects employee performance.

### **Quantitative Findings**

Depression was assessed using the Patient Health Questionnaire-9 (PHQ-9). Results showed that more than half (53%) of the HCWs had moderate depression.



**Figure 3: Depression categorization among HCWs**

Depression was most prevalent among nurses, with 69% reporting symptoms while doctors show the highest levels of severe depression (59%).

**Table 1: Designation and depression categorization among HCWs**

Designation	Mild	Moderate	Severe
Allied	0.9	54.5	44.5
Nurse	0.0	69.4	30.6
doctor	0.0	40.9	59.1
All	0.6	56.0	43.5

Regression analysis revealed that higher depression scores were significantly associated with lower performance ratings ( $\beta = -0.78, p < 0.05$ ), underscoring the negative impact of mental health issues on job performance. This suggests their job performance would decrease by 7.8 units for a 10-point increase in depression score.

### Qualitative Insights

Majority of leaders 11 (73%) also noted the subtle, but significant, effects of depression on employees. One remarked, "*We have seen cases where staff members show signs of depression—absenteeism, low energy, and mistakes in tasks. It's clear that mental health is directly linked to how well they perform their duties.*"

Another leader stated that "*Some HCWs have indulged into alcoholism and substance abuse which signs of depression. Some have reported suicidal thoughts and isolation*"

### **Effects of Employee Well-being Programs on Performance**

The effectiveness of well-being programs, such as free counseling, debriefing, and stress management techniques, was evaluated among healthcare workers (HCWs), with nearly half (51%) participating and 23% indicating a strong likelihood of re-engagement. Approximately 41% of participants found these programs highly effective, noting that supervisors supported them in managing stress and addressing incidents. Additional mental health initiatives mentioned included staff appreciation days, patient experience days, healthy walks, peer debriefing sessions, and training focused on mental health. A significant 66% of HCWs expressed strong interest in these support programs, advocating for increased healthy walk events, awareness forums, expanded debriefing sessions, and team-building activities. They also emphasized the need for quiet relaxation spaces, external mentorship, and protections for junior staff from peer intimidation, along with subsidized mental health packages for equitable access to care. Importantly, the study found that HCWs engaged in well-being initiatives reported a 66% increase in job performance ( $r = 0.66, p < 0.05$ ), highlighting the substantial impact of these programs in addressing mental health challenges and enhancing employee performance.

### **Qualitative Insights**

Leaders echoed the positive impact of well-being programs, stating that initiatives such as counseling services and debriefing as well as healthy walks have been effective in improving morale. One participant shared, *"Our well-being programs have helped some staff bounce back from burnout and stress. It's been a key factor in boosting their performance."*

Another leader felt that there was little sensitization of these programs among HCWs.

Several leaders (56%) felt that AKUHN has enough support in terms of counseling, annual leave, sick offs, and flexible working hours to enable rest as well as occupational safety team which provides wellness programs throughout the year. The leaders felt that AKUHN has a policy on support in terms of mental health, but the staff have not yet embraced the program which could be attributed to stigmatization from fellow employees. Hence concurring with the HCWs who suggested for external mentors.

## CONCLUSION

The study concluded that work-related stress, burnout, and depression significantly impair employee performance in healthcare, primarily due to high job demands and inadequate resources. While some employees can mitigate stress through support systems and personal coping skills, the cumulative effects of burnout and depression, especially in high-stress settings, erode job satisfaction, cognitive function, and motivation. Employee well-being programs emerge as a critical intervention, providing resources like counseling, stress management, and physical health initiatives to help employees manage mental health challenges and maintain performance. Effective strategies, including workload balancing, improved staffing, and expanded well-being programs, are essential for fostering resilience, sustaining productivity, and enhancing organizational loyalty in healthcare environments.

## RECOMMENDATIONS

The study recommended that healthcare organizations prioritize balancing workloads and improving staffing levels to alleviate excessive job demands. Expanding employee well-being programs to include accessible mental health support, stress management workshops, and regular physical health initiatives is essential. Additionally, implementing proactive burnout prevention measures, such as emotional support services and resilience training, will further enhance employee satisfaction, engagement, and performance. These strategies will foster a healthier, more resilient workforce equipped to thrive in demanding healthcare settings.

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