

**EMPLOYEE ASSISTANCE PROGRAMS AND PERFORMANCE OF PUBLIC
HOSPITALS IN NAIROBI COUNTY**

BY

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**MASTER OF BUSINESS ADMINISTRATION
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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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DECLARATION

I affirm that this dissertation is my unique endeavor and wasn't previously published or submitted elsewhere for degree consideration. I also affirm that this proposal contains no content authored or released by others, save when appropriate citation and acknowledgment of the original writer are provided.

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I do hereby confirm that I have examined the master's dissertation of

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And have certified that all revisions that the dissertation panel and examiners recommended have been adequately addressed.

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ABSTRACT

Employee Assistance Programs are interventions designed by organizations to support employees in overcoming personal and work-related challenges that affect health, productivity, and overall well-being. This study examined the effect of employee assistance programs on the performance of public hospitals in Nairobi County. Specifically, the study assessed the influence of medical provision programs, staff professional development initiatives, housing assistance programs, and time-off policies on employee performance. The study was anchored on Expectancy Theory, Social Exchange Theory, Psychological Contract Theory, and Herzberg's Two-Factor Theory. A descriptive survey research design was adopted, targeting six major public hospitals in Nairobi County. A sample of 238 respondents was selected through stratified random sampling, with data collected using structured questionnaires. Instrument reliability was confirmed through Cronbach's alpha, yielding values above the 0.7 threshold. Diagnostic tests including normality, multicollinearity ($VIF < 10$), heteroscedasticity ($p = 0.12$), autocorrelation (Durbin-Watson = 1.535), and linearity confirmed that the dataset met the assumptions of regression analysis. Correlation analysis indicated that staff development ($r = 0.318$, $p < 0.05$), housing assistance ($r = 0.353$, $p < 0.05$), and time off duty ($r = 0.378$, $p < 0.05$) were positively and significantly associated with employee performance, whereas medical provisions ($r = 0.05$, $p > 0.05$) showed no significant relationship. Regression results showed that the model explained 18.6% of the variation in employee performance ($R^2 = 0.186$). ANOVA results confirmed that the model was statistically significant ($F = 9.869$, $p < 0.05$). The regression coefficients revealed that time off duty had a significant positive effect on employee performance ($\beta = 0.316$, $p = 0.001$), while medical provisions, staff development, and housing assistance had statistically insignificant effects. The study concluded that time off duty is a critical driver of employee performance in public hospitals, suggesting that policies that enhance work-life balance significantly improve productivity. Although medical provisions, staff development, and housing assistance had positive but insignificant effects, their improvement could further boost performance outcomes. These findings contribute to understanding the strategic value of EAPs and provide actionable insights for hospital administrators and policymakers seeking to improve healthcare service delivery through employee-centered support programs.

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DEDICATION

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ABBREVIATIONS AND ACRONYMS

ADF	Augmented Dickey-Fuller
AIIMS	All India Institute of Medical Sciences
CDT	Career Development Training
CINAHL:	Cumulative Index to Nursing and Allied Health Literature
CME	Continuous Medical Education
COCHRANE:	Cochrane Database of Systematic Reviews
CoDs	Chairmen of Departments
CPD	Continuous Professional Development
DFDSs	Directors of Faculties and Deans of Schools
EAPs	Employee Assistance Programs
EAPs	Employee Assistance Programs
EAPs	Employee Assistance Programs
EHST	Environment, Health & Safety Training
EMBASE	Excerpta Medica Database
EP	Performance
FGLS	Feasible Generalized Least Squares
FUOYE	Federal University Oye-Ekiti
HUD	Housing and Urban Development
IWB	Innovative Work Behavior
JT	Job Training
KNH	Kenyatta National Hospital
KPIs	Key Performance Indicators
KSS	Karolinska Sleepiness Scale
LMX	Leader-Member Exchange
LUTH	Lagos University Teaching Hospital
MEDLINE:	Medical Literature Analysis and Retrieval System Online
NACOSTI	National Commission for Science, Technology and Innovation
OCB	Organizational Citizenship Behavior
OT	Orientation Training
PVT	Psychomotor Vigilance Test
SDPQ	Staff Development Programme Questionnaire
SEM	Utilizing Structural Equation Modeling
TJPQ	Teachers' Job Performance Questionnaire
VA	Veterans Administration
VIF	Variance Inflation Factor

DEFINITION OF TERMS

Medical Provision Program	refers to an organizational initiative designed to offer healthcare benefits and support to employees, include access to medical insurance, healthcare services, preventive care programs, and wellness initiatives (Korir and Ndegwa, 2020).
Staff Professional Development Program	Programs include financing for enhanced endorsements training sessions, and classes to strengthen clinical competence and managerial traits (Kibet, and Kalei 2020). .
Housing Assistance Program	aimed at helping employees secure affordable and stable living arrangements, include housing subsidies, allowances, or access to affordable housing options near their workplace (Chepkemoi, 2019). .
Time Off Duty	the provision of scheduled or unscheduled leave from work, allowing employees to rest, recover, or attend to personal matters, includes maternity leave, paternity leave, annual leave, or compassionate leave (Burudi, et,al 2021). .
Employee Performance	effectiveness, efficiency, and quality of work delivered by an individual in their professional role, measured by factors such as patient care quality, adherence to medical protocols, teamwork, and overall contribution to healthcare outcomes (Asgodom, 2019).

CHAPTER ONE

INTRODUCTION

1.1 Background to the Research Study

Globally, a study by Chmielewska et al. (2020) has shown that employee development programs play a critical role in enhancing performance in public hospitals. These programs, which include medical benefits, professional development, housing support, and structured leave policies, have been found to improve staff morale, competence, and retention. In the United States, a study by Chmielewska et al. (2020) reported that hospitals such as Bellevue and Jackson Memorial invest in comprehensive health coverage and wellness packages, which boost staff motivation and reduce absenteeism.

In Europe, a study by Shenje and Wushe (2019) revealed that institutions like the Royal Free Hospital in London and Charité in Berlin prioritize continuous professional training to strengthen employee skills and foster motivation, underscoring the importance of ongoing development in maintaining high service quality. In Asia, Shenje and Wushe (2019) further attested that hospitals such as AIIMS in India and Tokyo Metropolitan Hiroo Hospital provide subsidized housing and structured leave systems, which collectively mitigate burnout and support staff retention and well-being.

Across Africa, studies have revealed that employee development programs significantly contribute to hospital performance. For instance, a study by Bresick et al. (2019) indicated that Lagos University Teaching Hospital in Nigeria incorporates staff health initiatives that reduce absenteeism, while Korle Bu Teaching Hospital in Ghana emphasizes professional development to enhance service quality. In South Africa, Malakoane et al. (2020) reported that Chris Hani Baragwanath Hospital provides housing subsidies and flexible leave arrangements to improve employee engagement and overall well-being.

In Kenya, a study by Karoki and Mwangangi (2020) confirmed that public hospitals in Nairobi City County have increasingly adopted employee development programs to improve workforce productivity. Kenyatta National Hospital offers comprehensive health insurance and wellness services that enhance staff performance. Mama Lucy Kibaki Hospital emphasizes continuous medical education (CME) to ensure staff remain updated on current medical practices, while Pumwani Maternity Hospital provides housing support and flexible leave schedules, promoting work–life balance.

Despite these initiatives, research gaps remain regarding the effectiveness of employee development programs in influencing performance outcomes in Nairobi’s public hospitals. This study therefore seeks to explore how medical provision, professional development, housing programs, and time-off policies shape staff performance in selected hospitals within Nairobi County.

1.1.1 Employee Assistance Programs

Employee Assistance Programs (EAPs) are corporate efforts aimed to support employees in resolving personal and professional difficulties that might impair their performance, health, or well-being. According to Robinson (2020), EAPs are confidential intervention systems offering services including as counseling, crisis management, and health-related assistance to workers (Berry, Mirabito and Baun, 2020).

Berry, et, al (2020) agreed that these programs are targeted to address difficulties including mental health, occupational stress, and family concerns. In addition to these basic components, EAPs typically incorporate medical provision programs, which guarantee that employees receive proper healthcare assistance, contributing to their physical and emotional well-being. Metrics like as usage rates, decreases in absenteeism, and employee satisfaction scores are often used to measure the performance of these initiatives.

Cunningham and Zorn (2021) describe EAPs as structured and methodical frameworks aimed at helping employees handle personal concerns that might impair their productivity. These programs comprise services such as financial planning, legal help, and support for work-life balance, as well as staff professional development programs. These development programs include training, skills upgrading, and continuing education, which improve employees' competency and job happiness. Metrics to measure the efficacy of EAPs, including staff professional development programs, include employee retention rates, participation levels in training, and better performance ratings.

Quick and Henderson (2022) characterize EAPs as comprehensive workplace treatments aimed to develop resilience and address challenges such as workplace disputes, mental health crises, and post-traumatic stress. A distinctive component of EAPs they emphasize is the incorporation of housing provision programs, which guarantee that employees have access to inexpensive and convenient housing choices. Housing support alleviates external tensions, enabling workers to focus on their obligations. Metrics for evaluating such initiatives include decreases in staff turnover, surveys rating employee housing satisfaction, and higher punctuality and engagement levels. These measures represent the extent to which EAPs help to building a supportive and productive work environment.

Charlesworth (2019) proposes a broader definition, characterizing EAPs as integrated methods that incorporate medical and wellness programs, career counseling, and organized leave policies like as time off duty. He contends that planned leave plans, including vacations, rest days, and sick leave, are key components of EAPs since they promote work-life balance and reduce burnout. Metrics to analyze time off duty as part of EAPs include the frequency of leave use, employee well-being surveys, and connections between time off and productivity levels. Charlesworth notes that when these initiatives

are skillfully implemented, they considerably boost organizational performance and employee happiness.

1.1.2 Employee Performance

According to Armstrong, significant measures for measuring employee performance include productivity levels, quality of output, and adherence to organizational timetables. These measurements give an objective basis for analyzing how successfully a person contributes to corporate performance. employee performance relates to how efficiently and effectively a person completes their jobs, duties, and organizational goals. Armstrong (2021) views worker efficiency as the outcome of a person's efforts in carrying out assigned activities, as measured against previously established goals and objectives.

Dessler (2020) defined employee performance as the measurable contributions of an individual to attaining corporate goals, stressing the balance between input efforts and output outcomes. Dessler highlights indicators such as Key Performance Indicators (KPIs), target achievement rates, and work efficiency as crucial for assessing performance levels. He underlines that frequent performance reviews assist firms connect employee activities with their strategic objectives while highlighting opportunities for growth.

Robbins and Judge (2019) regard performance as a multifaceted construct incorporating both task-related and behavioral outcomes. They contend that employee success goes beyond job requirements to encompass behaviors like as teamwork, communication, and flexibility. Metrics for measuring performance, as recommended by Robbins and Judge, include peer feedback, 360-degree assessments, and customer satisfaction scores. These measurements give a thorough knowledge of an employee's contribution to the work environment.

According to Mathis and Jackson (2022), performance is the degree to which a person achieves their work tasks and helps to accomplishing organizational goals. They

highlight that performance should be judged both statistically and qualitatively. Quantitative measures include sales statistics, project completion rates, and mistake rates, while qualitative metrics emphasize on creativity, problem-solving, and interpersonal skills.

1.1.3 Hospitals in Nairobi County

In Nairobi County, major hospitals such as Kenyatta National Hospital, Mama Lucy Kibaki Hospital, Pumwani Maternity Hospital, Gertrude's Children's Hospital, and Nairobi West Hospital have increasingly adopted employee assistance programs (EAPs) to enhance staff performance. These programs include health insurance, wellness initiatives, continuous medical education, professional development, housing support, and flexible leave policies (Muasya and Walumbwa 2023).

Studies have revealed that while some programs exist, gaps remain in accessibility and comprehensiveness, contributing to staff burnout, absenteeism, and reduced morale, which negatively affect service delivery. Evidence further suggests that strengthening EAPs—through expanded wellness services, structured training, career development, and supportive policies—can improve staff engagement, retention, and productivity, ultimately enhancing the overall quality and efficiency of healthcare services across Nairobi's main hospitals (Muchilwa et, al 2020).

However, several issues continue to affect hospital performance despite these programs. High patient volumes and staff shortages place immense pressure on healthcare workers, leading to long working hours, fatigue, and decreased efficiency. Limited funding restricts the availability and scope of employee assistance programs, particularly wellness initiatives, housing support, and professional development opportunities. These challenges hinder staff motivation and reduce the overall effectiveness of service delivery, affecting patient satisfaction and outcomes (Mbangua, et, al.2021).

Njiraine, (2019) posted that additionally, administrative and operational inefficiencies further impact performance. Inadequate scheduling, lack of clear career progression pathways, and inconsistent implementation of leave policies contribute to dissatisfaction and high turnover rates. Furthermore, insufficient access to modern medical equipment and supportive technologies increases workload stress and reduces the ability of staff to perform optimally. Addressing these systemic issues alongside the expansion of employee assistance programs is critical to improving workforce productivity, engagement, and the overall performance of hospitals in Nairobi County

1.2 Statement of the Problem

Employee Assistance Programs (EAPs) are strategic interventions designed to enhance employee well-being and organizational performance in healthcare systems. Research has shown that effective EAPs reduce stress, improve work–life balance, increase job satisfaction, and decrease absenteeism and turnover, thereby improving employee productivity, engagement, and service delivery outcomes (Wang et al., 2021; Cooke et al., 2023).

In Nairobi City County, public hospitals continue to face systemic barriers that limit the effectiveness of EAPs. Issues such as underfunding, weak institutional frameworks, and inconsistent implementation of EAP components medical provision, professional development, housing support, and time-off policies have been linked to low staff morale, frequent absenteeism, high turnover, and reduced quality of service delivery (Karanja, 2025; Susan, Muchangi, & Kiiru, 2021; Muturi et al., 2019).

Existing research in Kenya has largely focused on the private sector (Kibet & Kalei, 2020) or on individual performance determinants like training (Onyango & Wanyoike, 2020). Studies in other public institutions, such as the Kenya Ports Authority (Archmedes, 2022) or public universities (Wekesa, 2022), cannot be generalized to public hospitals due to unique operational and systemic challenges. This represents a contextual gap, as little is

known about the role of EAPs in enhancing employee performance specifically within public hospitals in Nairobi.

Empirically, there is limited evidence on how each EAP component—medical provision, professional development, housing support, and time-off policies—individually and collectively influences key performance indicators, including absenteeism, job satisfaction, retention, and service quality (Muturi et al., 2019). This study seeks to fill both the contextual and empirical gaps by examining the influence of EAPs on employee performance in public hospitals in Nairobi City County, providing insights for more effective program design and implementation.

1.3 Objectives of Study

1.3.1 General Objective

The purpose of the study was to investigate the employee assistance programs and performance of Public Hospitals in Nairobi County.

1.3.2 Specific Objectives

- i. To investigate the influence of medical provision program on employee performance in Public Hospitals in Nairobi County.
- ii. To establish the influence of staff professional development program on employee performance in Public Hospitals in Nairobi County.
- iii. To evaluate the influence of housing assistance program on employee performance in public hospitals in Nairobi County.
- iv. To establish the influence of time off duty on employee performance in Public Hospitals in Nairobi County.

1.4 Research Hypothesis

H₀₁: The medical provision program does not have a significant influence on employee performance in public hospitals in Nairobi City County.

H₀₂: The staff professional development program does not significantly influence employee performance in public hospitals in Nairobi City County.

H₀₃: The housing assistance program does not have a significant influence on employee performance in public hospitals in Nairobi City County.

H₀₄: Time off duty does not significantly affect employee performance in public hospitals in Nairobi City County.

1.5 Significance of Study

The outcomes of this study on the influence of Employee Assistance Programs (EAPs) on employee performance in public hospitals in Nairobi City County would give significant insights to many stakeholders. Policy makers would benefit by getting evidence-based advice on how to create and execute policies that boost EAPs, such as medical provision, staff professional development, housing help, and time-off duty programs. These insights will help them to solve the existing gaps in employee wellbeing and boost staff productivity in the public health sector.

For the administration of public hospitals, the study can give concrete suggestions for increasing the efficacy of EAPs. By recognizing the direct impact of these initiatives on staff performance, hospital managers can prioritize and allocate resources more efficiently, establishing a supportive work environment that decreases attrition, boosts job satisfaction, and improves service delivery to patients.

Furthermore, the study can benefit scholars by filling existing understanding shortages and setting a foundation for subsequent studies. Scholars and researchers will get a better understanding of the relationship between EAPs and employee performance, especially in the context of public hospitals in Kenya. The study's results may be used as a foundation for future academic research and to inform the development of theoretical

frameworks and practical applications in human resource management and organizational performance.

1.6 Scope of the Research Study

The research examined the influence of Employee Assistance Programs and performance of Public Hospitals in Nairobi County. The target demographic will be (Doctors, Nurses and Clinical Officers) from Kenyatta National Hospital (KNH), Mama Lucy Kibaki Hospital, Mbagathi District Hospital, Pumwani Maternity Hospital, Mathare National Teaching and Referral Hospital and Kasarani Level 5 Hospital. The study was carried out from March 2025 to September 2025.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section provides a comprehensive review of the research on the relationship involving assistance programs for employees and employee performance. It also includes a breakdown of the current the research's theoretical framework, an empirical literature review, a conceptual framework, and a chapter summary.

2.2 Theoretical Framework of the Research Study

This study is led by four theories: Expectant Theory, Social Exchange Theory, Psychological Contract Theory, and Herzberg's Two-Factor Theory. These hypotheses are related to the research aims.

2.2.1 Herzberg's Two – Factor theory

Frederick Irving Herzberg developed the Two-Factor Theory in 1968 as a framework to explain employee motivation and job satisfaction. Through his research, Herzberg observed that employees responded differently to aspects of their work depending on whether these factors generated satisfaction or dissatisfaction.

This study is anchored on Herzberg's Two-Factor Theory, which explains employee motivation through hygiene factors, which prevent dissatisfaction, and motivator factors, which enhance job satisfaction and performance (Herzberg, 1968). In public hospitals in Nairobi County, employee assistance programs (EAPs) align with this framework. Hygiene factors, including medical provision, housing support, and time-off policies, address essential staff needs, reduce stress, and prevent dissatisfaction, thereby minimizing absenteeism and low morale (Brommels, 2020).

Motivator factors, such as professional development, training, and career advancement opportunities, enhance job satisfaction, engagement, and skill development,

ultimately improving service delivery and organizational performance. Applying Herzberg's theory, this study demonstrates that effective EAPs simultaneously reduce staff demotivation through adequate support and foster higher productivity through skill enhancement, providing a robust lens to understand the link between EAPs and employee performance in Nairobi County public hospitals (Thant & Chang, 2021).

The relevance of Herzberg's Two-Factor Theory to the present study lies in its ability to explain how Employee Assistance Programs (EAPs) can influence employee motivation and performance in public hospitals. For example, intrinsic-oriented EAP components such as professional development opportunities and recognition systems align with Herzberg's motivators, thereby enhancing job satisfaction and performance. Conversely, extrinsic-oriented EAP components such as medical provision, housing support, and time-off duty policies address hygiene factors, reducing dissatisfaction and creating a supportive work environment. In this way, Herzberg's theory provides a strong conceptual basis for understanding how EAPs, when well-designed and adequately resourced, can improve employee well-being and productivity in healthcare institutions.

Although Herzberg's theory has received critique, its practical utility remains widely acknowledged. Hackman and Oldham (1976) argued that the theory does not fully capture the complexity of job design and its implications for motivation, while Locke (1976) contended that it oversimplifies motivation by neglecting individual differences. Furthermore, the strict separation between satisfaction and dissatisfaction has been questioned, with evidence suggesting that some factors may simultaneously influence both (Alrawahi, Sellgren, Altouby, Alwahaibi, & Brommels, 2020). Despite these criticisms, Herzberg's model continues to be a foundational framework in organizational behavior because it provides a clear lens for distinguishing between factors that improve satisfaction and those that reduce dissatisfaction.

Herzberg's Two-Factor Theory is linked to the first objective, which is the influence of medical provision programs on employee performance in Public Hospitals in Nairobi County, because adequate medical support addresses hygiene factors, reducing dissatisfaction, improving employee well-being, and enhancing motivation, thereby leading to higher productivity, reduced absenteeism, and better service delivery outcomes.

2.2.2 Social Exchange Theory

The Social Exchange Theory was first introduced by sociologist George Homans in his 1958 work *Social Behavior as Exchange* (Enayat & Jamali, 2022). The theory provides a basic paradigm for understanding how reciprocal relationships influence behavior in both social and organizational settings. In the workplace, the theory posits that employees are likely to go beyond their basic job descriptions when they perceive that the organization reciprocates their contributions with valuable returns such as recognition, support, and professional development opportunities (Stafford & Kuiper, 2021). Such reciprocal relationships foster discretionary effort, stronger organizational commitment, and higher overall performance (Sungu, Weng, & Kitule, 2019).

Further contributions to the development of the theory were made by Blau (1964) in his seminal publication *Exchange and Power in Social Life*, which emphasized that social relationships are shaped by the exchange of resources and values. Richard Emerson later expanded the theory in the 1960s and 1970s through his work on power-dependence relationships, arguing that power imbalances affect the dynamics of exchanges and the benefits derived from them (Ng'eno et al., 2022). These refinements highlighted the role of reciprocity, trust, and fairness in sustaining social and organizational relationships.

Social Exchange Theory is linked to the second objective, which examines the influence of staff professional development programs on employee performance in Public Hospitals in Nairobi County, because investing in employees' skills fosters a reciprocal relationship,

where staff feel valued, leading to increased commitment, job satisfaction, and improved performance in delivering quality healthcare services.

2.2.3 Psychological Contract Theory

Chris Argyris (1960) first coined the concept of the “psychological contract” to describe the unwritten set of expectations between employees and employers. The theory emphasizes the implicit and often unspoken demands, promises, and responsibilities that shape the employment relationship. It provides valuable insights into how organizational practices—such as time-off duty and housing aid schemes—can influence employee attitudes and productivity by shaping perceptions of fairness, reciprocity, and trust (Okello, 2020).

Over the years, the theory has evolved through the contributions of several scholars. Rousseau (1989) critiqued its initial transactional focus and introduced the idea of relational psychological contracts, which emphasize long-term trust and mutual obligations. Guest (1998) highlighted the importance of power dynamics in shaping these contracts, arguing that imbalances often lead to dissatisfaction or breach. Morrison and Robinson (1997) expanded the theory by recognizing the role of individual differences in perceptions, introducing the idea of idiosyncratic psychological contracts. Conway and Briner (2002) further developed the theory by conceptualizing dynamic psychological contracts that evolve over time, reflecting the changing expectations of employees and organizations (Okello et al., 2020).

The Psychological Contract Theory is linked to the third objective, which evaluates the influence of housing assistance programs on employee performance in Public Hospitals in Nairobi County, because providing housing support fulfills employees’ expectations of organizational care, strengthening trust, loyalty, and commitment, which in turn enhances job satisfaction, reduces turnover, and improves overall performance outcomes.

2.2.4 Expectancy Theory

Victor Vroom developed the Expectancy Theory in 1964 while examining the reasons behind individual decision-making processes in organizational settings. The theory posits that employees are motivated to engage in specific behaviors when they believe their effort will result in successful performance and ultimately lead to valued rewards (Okoth & Florah, 2019). In this sense, motivation is a function of three key components: expectancy (belief that effort leads to performance), instrumentality (belief that performance will be rewarded), and valence (value placed on the reward). When these three factors are aligned, employees are more likely to exert greater effort, leading to higher productivity.

In practice, workplace provisions such as housing assistance, medical benefits, and professional development opportunities directly align with Vroom's framework, as they serve as valued rewards that employees associate with their performance outcomes. For example, research indicates that housing provisions significantly improve employee satisfaction and productivity by reducing stress and enhancing overall well-being (Vroom, 2018). Thus, when employees in public hospitals perceive that their hard work will be rewarded with tangible benefits, they are more inclined to remain committed and productive.

Over time, Expectancy Theory has been refined and critiqued to enhance its applicability. Vroom (1964) himself acknowledged the role of individual differences and situational factors in shaping motivation. Porter and Lawler (1968) extended the theory by integrating intrinsic motivation and satisfaction into their model, thereby broadening its scope beyond cognitive calculations. Adams (1965), through the development of Equity Theory, challenged Expectancy Theory's exclusive focus on outcomes, emphasizing that fairness perceptions also play a critical role in employee motivation. These critiques have

enriched the theory, making it more adaptable to real-world organizational contexts (Luchivisi, Egessa, & Muchilwa, 2020).

Expectancy Theory is linked to explaining the influence of time-off duty on employee performance in Public Hospitals in Nairobi County because employees are motivated when they believe that taking adequate rest will restore their energy, improve work-life balance, and lead to better performance outcomes, thereby increasing productivity, job satisfaction, and quality service delivery.

2.3 Empirical Review

This section discusses the empirical impact of medical provisions, staff development education fund, and housing on employee performance.

2.3.1 Medical Provision Program and Employee Performance

A medical provision program refers to a structured initiative designed to provide employees with access to health-related services, such as Healthcare Facilities, Insurance Coverage, Referrals to experts and preventive care measures. These programs attempt to improve workers' well-being by addressing their physical and mental health requirements in order to increase overall productivity. Performance of workers, on the other hand, refers to how well individuals carry out their job obligations and contribute to the successful and effective execution of organizational objectives.

Spurgeon, Mazelan, and Barwell (2011), explored the impact of medical provisions on employee performance, a fundamental aspect of organizational success. Employing the Health Belief Model, their study utilized a quantitative research design with a sample size of at least 500. Data collection involved structured questionnaires, interviews, and focus group discussions to gather comprehensive insights. Spurgeon, Mazelan, and Barwell's (2011) research made significant strides in understanding the relationship between medical provisions and employee performance. However, there are still gaps in their findings that

warrant further exploration. The current study seeks to bridge these gaps by focusing specifically on the Kenyan context.

Warren et al. (2007) investigated employee working conditions and healthcare system performance, focusing on the Veterans Health Administration experience in the United Kingdom. The research used a nationwide survey performed in 2001 by the Veterans Administration (VA) to analyse employee opinions of hospital organizational features. The study examined cross-sectional relationships between employee views and objective indicators of healthcare system performance, such as staff satisfaction and patient care outcomes. The findings demonstrated a substantial link between employee views of organizational climate, which represents organizational culture, general approval, and system execution metrics. In particular, a one-standard deviation shift in perceptions of organizational environment was linked to changes ranging from 2% to 35% in chosen consequences. These results emphasize the importance of organizational culture in the medical system's effectiveness and highlight the necessity for comparable research in a variety of settings, particularly Kenya, to fill knowledge deficits.

Zanardi and Brusa (2023) investigated the impact of medical centers on performance at Pt Sari Tani Sumatra. The research focused on workers at the Buana Water refill drinking water depot in Indrapura, with a sample size of 80 individuals receiving quarterly healthcare allowances. Because the sample size was less than 100, the research used a census technique and included the whole population of 80 workers. The findings revealed significant correlations between access to medical provisions and various staff performance metrics, including productivity, attendance, and overall job satisfaction. Employees with better access to medical benefits demonstrated higher levels of job engagement and lower rates of absenteeism.

Balabanova, and Woldie (2019) conducted a comprehensive review to evaluate the effectiveness of mentoring programs in improving health worker competence and institutional performance in Africa. The review synthesized findings from 30 papers, encompassing 24 studies, identified through a systematic search of English-language studies in EMBASE, CINAHL, COCHRANE, MEDLINE, and Google Scholar. The studies highlighted diverse mentorship approaches, including embedding mentors in health facilities for extended periods, visits by mobile mentors, team-based mentoring by mobile multidisciplinary groups, facility twinning, and within-facility mentorship led by a focal person or manager. The review provided valuable insights into the varying mentorship models and their potential impact on healthcare delivery. However, the authors noted the need for further research to address contextual variations, such as those in Kenya, to better understand and optimize mentorship programs in specific local settings.

Mwaikambo et al. (2020) investigated the influence of medical assistance programs on employee performance in Tanzania. The research sought to determine how access to comprehensive medical care affected staff efficiency and organizational dedication. The study participants used a mixed-methods approach, including polls and interviews with factory personnel. The study found that medical provision programs greatly boosted morale among workers, decreased absenteeism, and improved overall performance. However, the research identified issues such as uneven access and restricted programme coverage. The present research tries to address these shortcomings by focusing on the Kenyan environment.

In South Africa, Ndlovu and Moyo (2018) investigated the effect of workplace health measures, such as hospital assistance applications on staff productivity in mining jobs. The research aimed to determine if employer-provided health care enhanced job satisfaction and productivity. A quantitative study approach was used, with structured

questionnaires delivered to workers from three mining corporations. The results revealed a link between the availability of health services and higher staff efficiency as well as retention rates. Nonetheless, the analysis found disparities in program implementation and budget distribution. The present research tries to address these shortcomings by focusing on the Kenyan environment.

Wanjiru and Kamau (2021) investigated the relationship between medical provision programs and productivity of staff members in Kiambu County, Kenya. The research sought to determine how healthcare benefits provided by employers influenced employee output and organizational effectiveness. Employing a descriptive research design, the study collected data through surveys targeting employees in the hospitality industry. The results showed that organizations offering robust medical programs experienced higher levels of employee satisfaction and productivity. Despite these positive outcomes, the study identified challenges, such as rising medical costs and limited budgetary support for health programs. The current study aims to address these gaps by providing further insights into the Kenyan context.

2.3.2 Staff Professional Development Program and Employee Performance

A Staff Professional Development Program refers to a structured initiative designed to enhance employees' skills, knowledge, and capabilities to align with organizational goals and industry standards. Such programs typically include activities like funding for further education or training, brainstorming sessions aimed at innovative problem-solving, and enrollment in academic courses to advance professional qualifications. These initiatives play a vital role in empowering employees to adapt to changing work environments and meet performance expectations. Employee performance, on the other hand, pertains to the ability of employees to execute their roles efficiently and effectively, contributing to the

overall success of the organization. High levels of worker efficiency are often linked to greater efficiency, creativity, and an advantage in the business world. Organizations may support continual advancement and development by implementing a designed effectively Staff Professional Growth Initiative, that has a beneficial influence on staff productivity.

Osiesi et al. (2022) investigated the effect of training and development for professionals on the work efficiency of librarians at the Federal University Oye-Ekiti (FUOYE) libraries in Nigeria. The study used a descriptive survey research approach with library professionals from departmental, academic, and campus libraries. Using purposive selection, 77 library employees have been selected as the sample. The Staff Education Plan The survey (reliability coefficient $r = 0.79$), the Staff Performance Questionnaire ($r = 0.81$), and the Staff An expert Growth and Instruction Difficulties Questionnaire ($r = 0.82$) were used to gather data. At a 5% level of importance, results was evaluated using quantitative statistics (frequency counts, percentages, mean, and standard deviation) as well as inferential statistics (correlation and one-way ANOVA). The results demonstrated that FUOYE employees performed well on the job, and that educational and training opportunities had a favorable and substantial impact on staff performance. The present study attempts to fill a research vacuum by investigating staff learning programs and staff efficiency in a new setting.

Sifawa and Mukasa (2024) evaluated the effect of continuous professional development (CPD) on the work achievement of faculty at Sokoto State University in Northwest Nigeria, focusing on research, instruction, and volunteering. A longitudinal approach was used to gather data from 216 educational administrators using organized surveys. The study made use of inductive and descriptive statistics, as well as regression analysis. CPD significantly improved teaching ($R = 0.322$, $R^2 = 0.104$, $F = 24.822$, $p = .000$) and volunteering profitability ($R = 0.309$, $R^2 = 0.096$, $F = 22.662$, $p = .000$), indicating a

strong link between professional development initiatives and these functions. CPD did not significantly influence the effectiveness of research ($R = 0.116$, $R^2 = 0.013$, $F = 2.920$, $p = .089$). The analysis revealed that CPD considerably improves classroom and charitable work but has no effect on research performance. The current study seeks to fill a research vacuum by investigating staff professional development programs and employee performance in Kenyan settings.

Smith et al. (2019) investigated the influence of Staff Development Learning Funding on employee satisfaction in the United States, surveying 200 workers representing a variety of businesses. Using interviews and survey data, the research attempted to understand workers' perceptions on staff learning about development money. The findings demonstrated a substantial beneficial relationship between these funds and staff efficiency, demonstrating higher efficiency, work satisfaction, and organizational engagement among recipients. The research did not explicitly investigate the setting of Nairobi City County in Kenya, creating a gap in comprehending the impacts of staff development education funding on staff performance in academic institutions such as Nairobi City County. This vacuum in the literature leads the present study to look at the impact of staff development education funding on employee performance, especially in Nairobi City County.

Al Karim (2019) investigated the impact of various training and development programs on employee performance within the context of Bangladesh. Data for the study were collected through a structured questionnaire and survey, with a sample size of 100 participants selected using a convenience sampling technique from chemical and manufacturing industries in Bangladesh. The collected data were processed and analyzed using SPSS version 20, with a Cronbach's alpha value of 0.725, indicating acceptable reliability per Nunnally (1978). Hypotheses were tested through multiple regression analysis. The findings revealed that Orientation Training (OT), Career Development

Training (CDT), and Environment, Health & Safety Training (EHST) significantly impacted employee performance (EP). However, Job Training (JT) showed no significant relationship with employee performance. The current study aims to address the research gap by exploring staff professional development programs and employee performance in the Kenyan context.

Ekpoh, Edet, and Nkama (2013) investigated the impact of staff development programs on the work performance of secondary school educators in Uyo Metropolis, Nigeria. The research was directed by a single hypothesis, and the results were gathered using two questionnaires: the "Staff Development Programme Questionnaire" (SDPQ) and the "Teachers' Job Performance Assessment." The SDPQ was given to 450 instructors, while the TJPQ was given to 1,800 students to assess teachers' work performance. The data was analyzed using an independent t-test with a threshold for statistical significance of 0.05. The data showed that instructors who participated in employee growth initiatives performed much better than those who did not. Particularly, they improved their subject area understanding, classroom management abilities, teaching strategies, and student work assessment. This research emphasizes the role of professional development programs in improving the efficiency of educators. The present study seeks to fill a research vacuum by investigating staff professional development programs and employee performance in Kenyan settings.

Sinta et al. (2022) investigated the impact of the staff development education fund on staff performance at the Aceh Agriculture and Livestock Service Office. Data from 100 workers were acquired using Structural Equation Modelling (SEM) and questionnaires. The results demonstrated that both career development and the work environment had significant impact on employee motivation and performance. Additionally, career growth and the work climate were shown to have a direct impact on performance, with work

motivation serving as a partial mediator. The research suggested improving career development programs to build a supportive work environment and, eventually, improve employee performance. This leaves a void in the research discussing the efficacy of staff development education funding in improving employee performance, especially at academic institutions such as Nairobi City County.

Dawo, Enose, and Okwatch Tony (2022) performed a research to assess the influence of different academic staff development strategies on job satisfaction in selected public institutions. The research divided these practices into four categories: on-the-job university-sponsored, off-the-job self-sponsored, off-the-job university-sponsored, and on-the-job self-sponsored. Data collecting techniques included a descriptive survey study approach, using questionnaires, document analysis, and interviews. Academic staff, Chairmen of Departments (CoDs), Directors of Faculties, and Deans of Schools (DFDSs) of the chosen institutions were selected using Proportional Stratified Random Sampling and Purposive Sampling procedures, respectively. Quantitative data were analysed using frequencies, percentages, and mean ratings, and qualitative data were subjected to continuing theme analysis. The current research is to determine the influence of the Staff Development Education Fund on staff performance in Nairobi City County.

Ahmed and Farooq (2020) did a research in Pakistan to investigate the link involving staff development opportunities and employee performance in higher learning institutions. The research sought to determine how training and capacity-building activities influenced instructional effectiveness and operational effectiveness. A quantitative research approach was used, with detailed surveys delivered to academic and managerial staff from 15 institutions. The results demonstrated that training for professionals considerably increased workers' expertise, skills, and job satisfaction, resulting in improved performance. However, the analysis identified gaps in program participation and finance.

The present research intends to address these gaps by focusing on staff training opportunities and employee performance in Kenya.

Hassan and Yousif (2019) investigated the effect of staff professional development programs on employee performance in public sector organizations in Khartoum, Sudan. The study's goal was to determine if tailored lessons helped to enhance service delivery and organizational efficiency. The researchers gathered data using a mixed-methods technique, conducting interviews with department heads and administering questionnaires to staff. The findings showed that professional development programs were effective in increasing staff capabilities and encouraging creativity. Nonetheless, issues such as insufficient training resources and inconsistent program execution were identified. The present research intends to address these gaps by focusing on staff professional development programs and employee performance in Kenya.

In Kisumu, Kenya, Otieno and Njuguna (2022) investigated the impact of staff professional development programs on employee performance in the healthcare industry. The research attempted to examine how ongoing education and skill development affected the quality of service delivery. Data was acquired using a descriptive study approach, using questionnaire and focus group talks involving healthcare personnel from Kisumu County's public hospitals. The results revealed a solid connection between staff professional development and worker output, with well-trained employees demonstrating higher efficiency and patient satisfaction. However, the research revealed some obstacles, such as restricted training expenditures and a lack of follow-up methods. The present research intends to fill these gaps by giving more insights on staff professional development programs and employee performance in Kenya.

2.3.3 Assistance Program and Performance

Housing Assistance Program is a deliberate endeavor by organizations that helps workers in satisfying their housing requirements, hence improving their general health and job satisfaction. These programs usually contain measures like housing assistance, access to inexpensive housing alternatives, and housing allowances. Housing subsidies are monetary payments made by the organization to decrease workers' housing expenses, whilst access to inexpensive housing alternatives allows employees to get decent accommodations at reasonable prices. Housing allowances, on the other hand, provide direct monetary assistance to workers for housing expenditures. Employee performance, defined as the efficiency and effectiveness with which workers carry out their obligations, is often impacted by their living environment. Organizations may create employee stability and happiness by resolving housing difficulties via well-structured Housing Assistance Programs, resulting in increased productivity and dedication to organizational objectives.

Fenelon and Steffen (2017) performed research on housing assistance programs and adult health in the United States. The study used data from the National Health Interview Survey (1999-2012) in conjunction with paperwork from the United States Department of Housing and Urban Development (HUD) (1999-2014) to investigate variances in disclosed average or poor health and psychological distress among those receiving HUD housing assistance. The study found that present public housing residents (OR=0.77; 95% CI=0.57, 0.97) and multifamily housing occupants (OR=0.75; 95% CI=0.60, 0.95) had lower probabilities of reporting fair or poor health than future inhabitants. Public housing dwellers had a decreased risk of emotional distress (OR = 0.59; 95% CI = 0.40, 0.86). The present study attempts to fill a research vacuum by investigating the effect of housing assistance programs on employee performance in Kenya.

Slopen et al. (2018) performed research on housing aid and the health of children, utilizing data from PubMed, Web of Science, PsycInfo, and PAIS from 1990 to 2017. The research sought to determine the association between affordable mixed real estate, or scholarships and health outcomes in children aged 0 to 21, ignoring neighborhood mobility programs. A total of 14 research was found, including four informal experiments that looked at a range of health outcomes. The research gathered information on study design, sample size, age, geography, health outcomes, program comparisons, analytic technique, variables, and findings. The data demonstrated an ambiguous link between housing aid and child health, with almost 40% of the outcomes indicating no correlation. A considerable majority of quasi-experimental and association research discovered favorable correlations (50.0% and 37.5%, respectively), but negative effects were only reported in connection studies. The authors stated that additional thorough research are needed to analyses individual housing assistance programs and their impact on child health in order to discover effective solutions for decreasing inequities and promoting equality. The present study seeks to solve this research gap by investigating the influence of housing assistance programs on employee performance in Kenya.

Nyein and Hadikusumo (2021) sought to assess the variables that influence housing costs and staff performance among Nairobi City County workers. It aimed to determine the consequences of changing price levels on the adoption of low-cost housing in Kenya, as well as the influence of disposable income on housing uptake and the effect of loan payback time. A descriptive survey research approach was used in this study, guided by Housing Adjustment Theory and the Economic Theory of Housing Tenure Choice. The target demographic included all government personnel in the City County of Kenyan headquarters. Quantitative approaches were used to analyze the acquired data, which led to the development of final conclusions and conclusions. Despite its contributions, the report

has significant research gaps. For starters, it did not go deeply into not monetary issues such as travel time, housing quality, and neighborhood amenities, all of which might influence the performance of workers. The present research aims to fill these gaps by focusing on non-monetary determinants, doing analyses of comparisons, broadening the scope outside Nairobi City County, and investigating larger settings.

Okoth and Florah (2019) investigate the link between living circumstances and employee performance. The study uses qualitative and quantitative methods, including large-scale surveys to collect vast data and interviews to elicit ideas that are qualitative. The sample sizes varied, with surveys ranging from hundreds to thousands and interviews with 10 to 50 people. The results indicate a strong link among housing standards and staff efficiency: poor housing causes increased stress and lower productivity, while excellent housing improves general well-being and work satisfaction. Regarding these results, the analysis highlights many research gaps. Longitudinal studies are needed to assess the long-term impacts of housing changes, as well as to investigate demographic moderating variables and conduct comparison analysis across sectors and countries.

Korir and Ndegwa (2020) evaluate the influence of employee housing on firm performance. The study, which used Hertzberg's Two Factor Theory, Locke's Range of Affect Theory, and Maslow's theory, focused on the ongoing employees of Finlays Kenya Limited, a total of 641 people, comprising technicians, auditors, high-level management, middle-level executives, and supervisors. Using stratification random selection, a sample size of 128 people (20% of the total population) was chosen. The reliability of the study was proven using econometric methodologies to investigate the link between work happiness and employee performance, taking into account the function of housing supply. Data was analysed using inductive and descriptive statistics in SPSS, with results presented as tables, frequencies, percentages, means, and standard deviations. The study's restricted

focus restricts its generalizability, needing more research across several sectors and organizations. The next study in Nairobi City County will fill these gaps.

Adeoye and Alabi (2020) investigated the effect of housing assistance programs on performance in Nigeria, specifically how access to housing benefits affects worker productivity and morale. The research sought to determine if housing aid had a good or negative impact on employee job satisfaction and performance. The examiners conducted a cross-sectional study, administering structured questionnaires to 300 personnel from both the public and private sectors in Lagos State. The data was analyzed using descriptive statistics, such as frequency counts and percentages, and inferential statistics, such as correlation analysis, to find correlations between housing assistance and staff performance. The results revealed a favorable relationship between housing aid and employee work satisfaction, with recipients reporting increased productivity and overall job performance. The present research seeks to address these gaps by investigating the link between housing assistance programs and staff performance in Kenya.

Mwangi and Odhiambo (2021) evaluated the impact of housing assistance programs on employee performance in Mombasa, Kenya, focusing on public sector workers in the area. The research aimed to assess how government-sponsored housing programs affected staff inspiration, job fulfilment, and overall productivity. A descriptive survey study approach was used to obtain data from 200 workers using questionnaires that they answered themselves. The research analyzed the data using both descriptive and inferential statistics, including chi-square tests. The results demonstrated that housing aid increased employee work satisfaction, which led to better performance in their everyday activities. The present research seeks to address these gaps by investigating how housing aid programs impact staff productivity across a wider number of Kenyan industries.

2.3.4 Time off Duty on Employee performance

Time Off Duty refers to certain times when workers are released of their job obligations in order to concentrate on personal needs, relaxation, or healing. This feature is critical for achieving a harmonious balance between work and life and includes benefits such as paternity, pregnancy, and annual leave. Paternity leave enables men to help other people in the first few weeks after a child's birth, while maternity leave gives parents time to recuperate and care for their babies. Annual leave, on the other hand, allows workers to take a vacation from work, recharge, and return inspired and productive. Employee performance, which includes the speed, efficiency, and quality of an employee's job, is heavily impacted by their general well-being. Offering regular time off allows workers to rest both physically and emotionally, minimizing burnout and improving their capacity to fulfil organizational goals.

Zhang et al. (2018) performed a quantitative study of 500 workers from various Chinese enterprises and discovered a substantial positive relationship between time off duty and employee performance, notably job satisfaction and productivity. Chen and Liu (2019) built on this by investigating 300 workers in production organizations using a mixed-methods approach that emphasized the importance of time off duty in preventing burnout and increasing organizational commitment. The present research aims to close this gap by examining the impact of time off duty on staff performance in the Kenyan context.

Wang and Zhou (2020) investigated the perspectives of 700 workers from service-oriented organizations, focusing on the revitalizing impact of time off work on creativity and problem-solving skills. Despite these findings, research gaps remain, including a need for additional industry-specific investigations and longitudinal studies to better understand long-term consequences. Furthermore, there has been little research on the influence of organizational culture in influencing the effect of time away from work. However, gaps

exist, needing industry-specific, longitudinal research, as well as an investigation of the effect of organizational culture. A planned research at Nairobi City County intends to fill these gaps.

Wilson, Permito, English, Albritton, Coogle, and Dongen (2019) studied sleep/wake cycles and exhaustion levels in 22 nurses working 12-hour shifts, examining variations in day and night shifts. This research recruited 11 nurses for each shift—day and night—from a suburban acute-care medical Centre. Students were given wrist activity monitors and instructed to keep sleep/wake diaries for two weeks. They also conducted a fatigue test battery that included the Psychomotor Vigilance Test (PVT) and the Karolinska Sleepiness Scale (KSS) at the start, middle, and end of four duty shifts. The present study aims to fill a research vacuum by investigating the influence of time off duty on employee morale in the Nairobi City County environment.

Kim and Cai (2020) studied how changes in person-job fit affect employee work attitudes over time. Their study, which included 168 workers, investigated how changes in person-job fit affected job satisfaction and emotional organizational dedication. They discovered that changes in person-job fit were strongly related with changes in work satisfaction and organizational commitment. Furthermore, changes in demands-abilities and needs-supplies fit had a secondary effect on work satisfaction and commitment due to changes in person-job fit. The research gap is the inadequate investigation of mediator processes connecting changes in person-job fit and worker attitude.

Ndlovu and Moyo (2020) investigated the influence of time off duty on employee performance in South Africa, with an emphasis on how regular breaks from work affect workers' productivity and engagement. Their research sought to determine if time off duty, combining annually and sick leave, improved overall job satisfaction and performance. The researchers used a mixed-methods study methodology, gathering qualitative and

quantitative data from 150 Johannesburg workers across several sectors via questionnaires and in-depth interviews. The data were examined using descriptive statistics, paired t-tests, and theme analysis. The results found that workers who took their time off were more effective, had less burnout, and had better levels of work motivation when they returned. The research revealed that time off is critical for employee rejuvenation, which leads to increased work happiness and productivity. The present research seeks to address these gaps by evaluating the impact of time off duty on staff efficiency in the Kenyan public sector.

Kato and Kabirizi (2021) evaluated the impact of time off duty on employee performance in Uganda, with a focus on governmental personnel. The research sought to determine how time off duty, such as vacations and sick leave, affected worker productivity, motivation, and overall efficiency at work. Data from 300 government workers were collected using an exploratory approach, including structured surveys and interviews. The research analyzed the data using both descriptive and inferential statistical approaches, including regression analysis. The results revealed that time off work improved worker happiness and efficiency, particularly when workers were given enough relaxation amid job-related stress. However, the research also found that a lack of good time management (for example, proper planning and covering during vacation periods) might cause interruptions in job performance. The present research tries to address these gaps by investigating how time off duty affects employee performance in the Kenyan environment, with an emphasis on the public sector.

Okoth and Muthama (2022) investigated the link between time off duty and employee performance in the Kenyan public sector, focusing on government workers in Nairobi County. The research sought to ascertain if time off work, such as vacation time overall public holidays, affected worker performance in terms of job satisfaction,

efficiency, and production. The examiners utilized a cross-sectional survey approach and sent questionnaires to 250 workers from different government agencies. The acquired data was analyzed using both descriptive and inferential statistical approaches, such as chi-square tests and multiple regression. The results revealed that time off labor had a considerable beneficial influence on employee performance, with workers who took frequent breaks reporting greater levels of work efficiency and job satisfaction. The report also emphasized the need of adequate leave scheduling to guarantee minimum interruption for service offering. The present research seeks to address these gaps by looking at the wider consequences of time off duty on worker satisfaction in Kenyan public sector organizations.

2.3.5 Employee Performance

Aşkun et al. (2021) carried out an analysis of variables impacting employee performance using several job performance measuring methodologies. The research sought to compile fragmentary research on organizational citizenship behaviour (OCB), leader-member exchange (LMX), learning, innovative work behavior (IWB), and worker efficiency from a variety of nations and professions. It also attempted to draw attention to the insufficient concentration on African studies in order to encourage study in this area. The literature search includes key phrases including "employee performance," "OCB," "LMX," "IWB," "individual learning," and "team learning." The research results revealed beneficial connections between these behaviors and employee performance, highlighting variety across several disciplines with cultural and contextual importance for both academics and practitioners. The present research seeks to address this gap by investigating the factors influencing employee performance in Nairobi City County.

Saadouli and Al-Khanbashi (2021) evaluated variables influencing employee performance in Oman, with an emphasis on government personnel. The research employed factor analysis to evaluate the constructs used to measure different variables, then correlation analysis and multiple linear regression to assess the hypotheses. Unlike many previous research, the findings showed that technology was the sole important element influencing employee performance, with leadership and organizational structure having a neutral influence. The results were examined within the socio-cultural framework of the Sultanate of Oman and the Gulf Cooperation Council. The present research seeks to address this gap by investigating the factors influencing employee productivity in Nairobi City County.

Alavi and Heidari (2013) conducted a case study of workers at Islamic Azad University in 2012 to evaluate the variables that influence employee performance. The research used a survey with a Cronbach's alpha of 99.4%, which confirmed the dependability of the employee performance. Path analysis was used to discover the important parameters influencing efficiency. The findings revealed that employee performance in practical sectors exceeded expectations, but operational and behavioral performance levels were average. The present research seeks to address this gap by investigating the factors influencing staff performance in Nairobi City County.

Diamantidis and Chatzoglou (2019) investigate the relationships within firm/environment-related elements (training culture, leadership backing, present energy, and organizational climate), job-related factors (job environment, job autonomy, job communication), and employee-related factors (intrinsic motivation, skill flexibility, skill level, proactively versatility, dedication) and their impact on employee performance. Findings revealed that work environment and managerial support have the greatest both direct and indirect impacts on job performance, although flexibility and internal drive have

a direct influence. One possible weakness of this study is that it does not concentrate on a single business sector. Research deficiencies include a lack of attention on certain business sectors, which impedes comprehension of sector-specific dynamics and subtleties. The research ignores the possibility of exogenous influences, such as economic circumstances or market trends, influencing employee performance. The present study tries to solve this research vacuum, determinants of staff performance in the Nairobi City County.

Indiya, Obura, and Mise (2019) investigated the impact of organizational culture on performance in Kenyan public universities. A total of 215 management personnel were drawn from 11 public institutions in Kenya that were approved by the Kenya Bureau of Standards. The research used a census survey with a response rate of 94.4%. Primary data was gathered utilizing questionnaires. Using Pearson Product Moment link, the research found a substantial positive and significant link between organizational culture and organizational performance. Regression studies found that organizational values made the greatest distinctive contribution to organizational success, followed by organizational artefacts and then individual beliefs. The overall shape of organizational culture had a distinctive and substantial contribution to organizational success, accounting for 64.6% of the variation. The present study aims to address a research vacuum in determinants of employee performance in Nairobi City County.

Chepkemoi (2019) investigated the effects of rewards on worker productivity at the Kenya Forest Service in Uasin Gishu County. The study sought to address a research vacuum by exploring the impact of incentives on organizational success in this particular environment. The Force-Field Theory of Change and the Evolutionary Theory of Change guided the study design, which was descriptive survey in nature. The target population comprised of all Kenya Forest Service staff in Uasin Gishu County, 115 in total, spread across eight forest stations. A census approach was used to determine a sample size of 115

respondents. Data were collected via questionnaires, and the instruments' accuracy was validated by delivering them to supervisors and research specialists. The study's results underlined the relevance of incentives in organizational performance, implying that they lead to better customer service, create new values of cooperation and teamwork, and minimize staff turnover, so improving the organization's image.

2.4 Critique of the Literature Review

The link between different provisions and staff performance highlights significant gaps in the current research. Gorgenyi-Hegyes, Nathan, and Fekete-Farkas (2021) emphasize a lack of awareness of how access to medical care directly affects employee performance. While wellness programs are critical for employee well-being, the methods by which medical provisions influence performance results need additional investigation. Jacob, Samuel, Elizabeth, and Pajo (2020) notice a lack of data on how expenditures in training and education for staff lead to enhanced performance. Although continual learning and skill development are seen as critical, the actual impact of education dollars on employee performance is unknown.

There is a scarcity of studies relating housing facilities and employee performance. Amie-Ogan and Chinelo (2021) argue that decent housing improves well-being and productivity, although empirical research on this topic is sparse. Fasola (2022) highlights limitations when assessing the impact of time off on employee performance. While work-life balance is generally recognized as vital, little study has been conducted on the effects of various forms of time off, such as leave, vacation days, or flexible schedules at work, on productivity. This research aims to close these gaps by examining the influence of employee assistance programs, notably medical provisioning, staff professional development, housing help, and time off duty, on worker productivity at public hospitals in Nairobi City County.

2.5 Summary Table for Reviewed Studies

TABLE 1

Summary Table for Reviewed Studies

Author/Year	Focus of Study	Key Findings	Identified Gaps
Spurgeon, Mazelan & Barwell (2011)	Medical provision & employee performance (UK, 500 sample)	Strong link between medical support and performance (via Health Belief Model).	No focus on Kenya; context-specific effects unexplored.
Warren et al. (2007)	Employee perceptions in Veterans Health Administration (UK)	Positive perceptions of organizational climate improved satisfaction & care outcomes (2–35% variance).	Limited to UK system; cross-cultural applicability unclear.
Zanardi & Brusa (2023)	Medical provisions at small firm (Indonesia, n=80)	Access to health benefits improved productivity, attendance, job satisfaction.	Small sample; not generalizable to healthcare sector.
Feyissa et al. (2019)	Mentorship models in Africa	Various mentorships improved competence & institutional performance.	Limited Kenya-specific evidence.
Mwaikambo et al. (2020)	Medical assistance in Tanzania	Boosted morale, reduced absenteeism, improved performance.	Unequal access & coverage issues.
Ndlovu & Moyo (2018)	Workplace health programs in SA mines	Improved satisfaction, retention, efficiency.	Budget disparities & weak implementation.
Wanjiru & Kamau (2021)	Medical programs in Kiambu, Kenya	Better health benefits = higher satisfaction & productivity.	Rising costs & limited budgets constrain sustainability.
Osiesi et al. (2022)	Training & development of librarians (Nigeria)	Training improved job performance significantly.	Sector-specific (libraries), not healthcare.

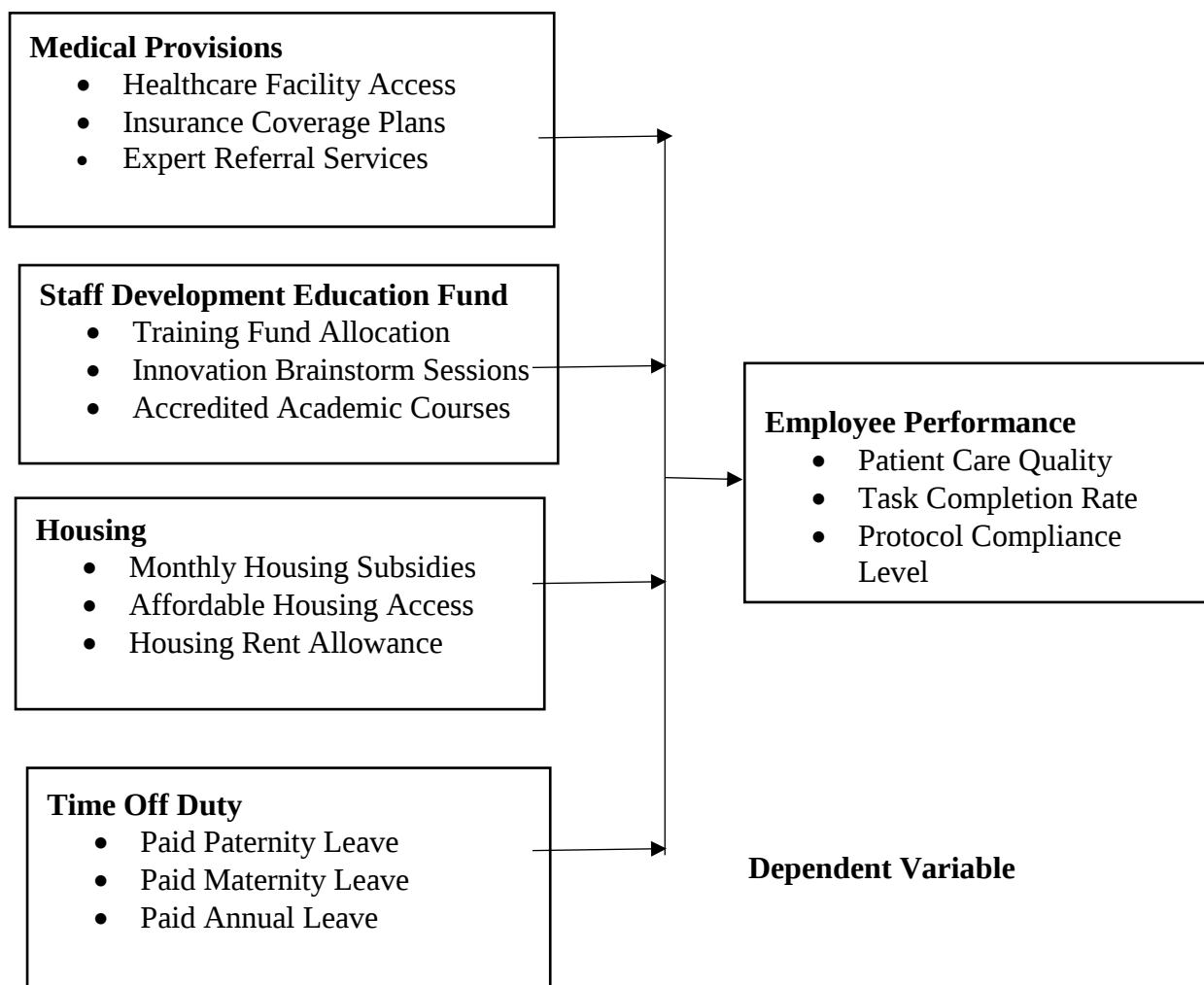
Sifawa & Mukasa (2024)	CPD among faculty (Nigeria)	CPD improved teaching & volunteering but not research.	Weak effect on certain performance aspects.
Smith et al. (2019)	Staff learning funds (US)	Training funds improved satisfaction & engagement.	Context gap—no Kenyan focus.
Al Karim (2019)	Training in Bangladesh industry	Career & safety training boosted performance; job training less effective.	Industry-based; not healthcare/public hospitals.
Ekpoh et al. (2013)	Teacher development (Nigeria)	Growth programs improved teaching effectiveness.	Limited to education, not health.
Sinta et al. (2022)	Career dev. in agriculture (Indonesia)	Career growth improved motivation & performance.	Non-healthcare setting; Kenyan data missing.
Otieno & Njuguna (2022)	Professional development in Kisumu hospitals	Training improved efficiency & patient satisfaction.	Funding gaps & weak follow-up mechanisms.
Fenelon & Steffen (2017)	Housing assistance & health (US)	Housing support linked to better health & reduced distress.	No direct link to performance; outside Africa.
Slopen <i>et al.</i> (2018)	Housing aid & child health (meta-review)	Mixed but mostly positive health outcomes.	Weak evidence on adult performance.
Nyein & Hadikusumo (2021)	Housing & staff costs (Kenya govt.)	Disposable income & loan terms affect housing uptake.	Ignored non-monetary housing factors (quality, commute).
Okoth & Florah (2019)	Housing & staff efficiency	Good housing = less stress, better productivity.	Lack of longitudinal/sectoral analysis.
Korir & Ndegwa (2020)	Housing & performance in Finlays Kenya	Strong link between housing and job satisfaction.	Limited to agribusiness sector.
Adeoye & Alabi (2020)	Housing aid in Nigeria	Housing support improved productivity & morale.	Focused on mixed sectors; not healthcare.

Mwangi & Odhiambo (2021)	Govt housing in Mombasa, Kenya	Housing aid improved satisfaction & productivity.	Limited to one county; small scope.
Zhang <i>et al.</i> (2018)	Time off duty in China	Leave improved satisfaction & productivity.	Need sector-specific, long-term studies.
Chen & Liu (2019)	Time off duty in China	Reduced burnout, improved commitment.	Industry differences unexplored.
Wang & Zhou (2020)	Leave & creativity (China)	Leave boosted innovation/problem-solving.	Influence of culture & sector missing.
Wilson <i>et al.</i> (2019)	Nurse fatigue (US, n=22)	Rest breaks reduced fatigue, improved alertness.	Small sample, not Kenyan context.
Ndlovu & Moyo (2020)	Leave in SA workplaces	Time off improved motivation, reduced burnout.	General sector focus, not hospitals.
Kato & Kabirizi (2021)	Leave in Uganda public sector	Improved efficiency & motivation but planning gaps caused disruption.	Weak focus on healthcare.
Okoth & Muthama (2022)	Leave in Nairobi govt.	Frequent breaks improved satisfaction & productivity.	Limited to govt; no hospital-specific insights.
Aşkun <i>et al.</i> (2021)	Performance variables (multi-country review)	OCB, LMX, IWB linked to better performance.	African contexts underexplored.
Saadouli & Al-Khanbashi (2021)	Govt employees in Oman	Technology was the strongest driver of performance.	Leadership/culture found neutral; context mismatch with Kenya.
Alavi & Heidari (2013)	Univ. staff (Iran)	Stronger practical performance; average behavioral.	Context outside Africa.
Diamantidis & Chatzoglou (2019)	Firm factors & performance	Job environment & support most influential.	Broad sectors; not hospital-specific.
Indiya, Obura & Mise (2019)	Org culture in Kenyan unis	Culture strongly predicted performance.	Focused on universities, not hospitals.
Chepkemoi (2019)	Rewards & performance in KFS (Kenya)	Rewards boosted satisfaction,	Limited to forestry sector.

		retention, teamwork.	
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2.6 Conceptual Framework of the Research Study

A conceptual framework in research is a theoretical structure that describes the important variables, ideas, and connections under investigation (Fuertes et al. 2020).



Source: Author (2025)

FIGURE 1
Conceptual Framework

2.7 Operationalization of Variables

TABLE 2

Operationalization of Variables

Variable	Type of Variable	Indicators	Measurement Scale
Employee Performance	Dependent Variable	Patient Satisfaction	Likert Scale
		Task Completion	Likert Scale
		Protocol Adherence	Likert Scale
		Training Fund Allocation	Likert Scale
Staff Development Education Fund	Independent Variable	Innovation Brainstorm Sessions	Likert Scale
		Accredited Academic Courses	Likert Scale
		Monthly Housing Subsidies	Likert Scale
Housing	Independent Variable	Affordable Housing Access	Likert Scale
		Healthcare Facility Access	Likert Scale
Medical Provisions	Independent Variable	Insurance Coverage Plans	Likert Scale
		Expert Referral Services	Likert Scale
		Healthcare Facility Access	Nominal Scale
		Paid Paternity Leave	Likert Scale
Time Off Duty	Independent Variable	Paid Maternity Leave	Ordinal Scale
		Paid Annual Leave	Nominal Scale

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section presents the research strategy and approach used to conduct the study. It outlines the research design, study population, target population, sampling techniques, data collection methods, data collection procedures, data analysis techniques, and the diagnostic tests employed.

3.2 Research Design

A research design is an outline or framework for performing research (Salter, 2023). It is the technique and structure of research that is centered on finding answers to inquiry issues (Huntington-Klein, 2021). This inquiry employed a survey study using a descriptive technique. The descriptive design was desirable since it delivered more in-depth information on employee efficiency, such as what, where, how, who, and when. It aided in resolving research problems by summarizing, explaining, and justifying study outcomes. The descriptive survey technique enabled the researcher not only to establish people's conduct in the actual world but also to examine details and build an exhaustive comprehension of the study issue.

3.3 Target Population

According to Siedlecki (2020), a target population refers to the entire group of individuals, events, or objects that a researcher seeks to generalize the study findings to. The study focused on nursing staff, clinical officers, medical officers, and midwives because they are directly involved in patient care and critical to hospital service delivery. Their performance is closely influenced by employee assistance programs, making them ideal respondents to assess how such programs impact efficiency, patient outcomes, and overall service quality in public hospitals. The study was conducted in six public hospitals in Nairobi County: Kenyatta National Hospital (KNH), Mama Lucy Kibaki Hospital, Mbagathi District

Hospital, Pumwani Maternity Hospital, Mathare National Teaching and Referral Hospital, and Kasarani Level 5 Hospital. These hospitals were purposively chosen because they were among the largest referral and service delivery facilities in Nairobi and represented different levels of healthcare provision, ranging from national referral to county-level hospitals. Collectively, they provided a representative picture of the healthcare system within the county.

Stratification was applied to the entire population of 590 healthcare workers drawn from the six hospitals, as indicated by the Ministry of Medical Information (2024). Stratification was carried out based on professional cadre (nursing staff, clinical officers, medical officers, and midwives). This ensured fair representation of all key groups within the healthcare workforce. Within each hospital, staff were grouped according to these categories, and a proportional number were then sampled to ensure balance across cadres.

TABLE 3

Target population

Hospital	Nurses	Clinical Officers	Medical Officers	Midwives	Total
Kenyatta National Hospital (KNH)	150	30	40	20	240
Mama Lucy Kibaki Hospital	80	20	25	15	140
Mbagathi District Hospital	50	15	20	10	95
Pumwani Maternity Hospital	40	5	10	20	75
Mathare National Teaching & Referral Hosp.	25	5	5	5	40
Kasarani Level 5 Hospital	20	5	5	5	35
Total	365	80	105	75	590

Source: Ministry of Health Records (2025)

3.4 Sample and Sampling Technique

3.4.1 Sample Frame

Prabhu et al. (2020) characterized a sample as a carefully selected subset of a broader population from which a researcher could draw conclusions. It referred to the number of items collected from the entire population to form a representative group. The sample size

was determined to be neither excessively large, to avoid wasting resources, nor too small, to ensure that clear and reliable conclusions could be drawn. It was employed to gather the essential data that provided meaningful results. Table 3.1 presented the breakdown of the target population into several strata based on professional disciplines.

3.4.2 Sampling Technique

According to Kumar et al. (2020), sampling design refer to the process of selecting items, individuals, or organizations from the population of interest in such a way that, by studying the sample, conclusions could be generalized back to the larger population from which they were drawn. In this study, participants were recruited from the population using a stratified random sampling technique. The use of stratified random sampling was supported by its ability to collect comprehensive data from the organization. This strategy was employed because it allowed large populations to be divided into smaller sample groups, making it easier for the researcher to manage. Furthermore, randomized stratification provided greater depth, enabling the researcher to gain a deeper understanding of the sample group and, consequently, make more reliable conclusions. Yamane (1967) proposed a simplified approach for estimating sample sizes, and the researcher applied this formula because it was clear, economical, effective, and reliable.

$$n = N / 1 + N(e)^2$$

In the formula above;

n is the required sample size from the population under study

N is the whole population that is under study

e the precision or sampling error which is usually 0.10, 0.05 or 0.01

From the population of the researcher the sample size would therefore be:

$$n = 590 / 1 + 590 (0.05)^2$$

$$n = 590 / 1 + 590 (0.0025)$$

2.475

n= 238.383838 or 238 Individuals

Table 3.2 provides the break down for each stratum which sum up to a sample of 238 respondents.

TABLE 4
Sample Size

Hospital	Nurses	Clinical Officers	Medical Officers	Midwives	Frequency	Sample Ratio	Sample Size
Kenyatta National Hospital (KNH)	101	18	14	0	133	0.4	54
Mama Lucy Kibaki Hospital	16	22	12	0	50	0.4	20
Mbagathi District Hospital	0	28	22	100	150	0.4	60
Pumwani Maternity Hospital	0	11	21	100	132	0.4	52
Mathare National Teaching & Referral Hospital	0	45	21	18	84	0.4	34
Kasarani Level 5 Hospital (St. Francis Community Hospital)	0	35	6	0	41	0.4	16
Total	117	159	96	218	590		238

Source: Author (2025)

3.5 Data Collection

3.5.1 Research Instrumentation

In this study, the researcher employed primary data, which was collected directly from participants by the investigator. Primary data was utilized because it provided current and accurate information and was considered legitimate since it originated from a first-hand

source. Close-ended questionnaires were used to collect the primary data, and these were distributed across the entire sample population. The questionnaires were designed to be simple, concise, and clear, allowing respondents to easily comprehend the questions and respond appropriately. They focused on issues directly related to the study objectives and were structured to guide respondents in providing relevant answers aligned with the research aims. A Likert scale was used to measure responses, with options ranging from “Strongly Disagree” to “Strongly Agree.” Section A captured participants’ demographic information, Section B contained questions on medical provision programs, Section C focused on professional development programs, Section D examined housing assistance, Section E addressed time-off duty, and Section F evaluated employee performance.

3.5.2 Data Collection Procedure

Data for this study was acquired via the use of standardized questionnaires. Structured surveys were relatively straightforward and rapid to perform, measure, and assess. The study acquired clearance and authorization from the specific public hospital by presenting both a data permission letter from KCAU and a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI). These questionnaires were provided to respondents via the internet, and they were advised to complete them without worry, as the necessary authorization was attached. To enhance the number of responses, follow-up cellphone calls and correspondence were utilized to retain individuals in the sample, encourage them to answer the questions, and notify the investigators when completed.

3.6 Validity and Reliability

3.6.1 Pilot Study

According to Orodho (2019), a pilot study involved administering data collection tools to a small, representative group that mirrored but did not replicate the main study population.

This exercise was crucial in identifying and addressing any aspects of the instruments that appeared confusing, ambiguous, unclear, or irrelevant. By refining these instruments beforehand, the researcher enhanced their validity and reliability, thereby strengthening the accuracy of the study.

For this study, the pilot was conducted with 10% of the target population, equivalent to 23 respondents, at Shalom Community Hospital in Athi River. This hospital was selected as the pilot site because it shared similar operational structures, staffing patterns, and service delivery characteristics with the main study hospitals, making it a suitable testing ground. Additionally, Shalom Community Hospital was conveniently accessible to the researcher, which ensured cost-effectiveness and timely administration of the pilot. Questionnaires were distributed to the selected participants to evaluate the clarity, relevance, and applicability of the items. Any items found to be ambiguous, misleading, or irrelevant were revised or eliminated to guarantee that the final instruments were appropriate for the full-scale study. This aligned with Orodho's (2019) recommendation of using pilot studies to improve the precision and effectiveness of research tools.

3.6.2 Validity of Research Instrumentation

Validity will be vital to ensure that academic research effectively examine their stated goals and obtain accurate, important, and truthful outcomes (Smith, 2023). Reliability of inquiry instruments assures that the data collection tools are in accordance with the study's aims and quickly capture the data required for suitable evaluation and interpretation. To analyze and adjust its research tools, the study would seek expert opinion from the research project supervisor and other relevant experts in the field. This evaluation will focus on content validity, ensuring that the instruments adequately address every crucial component of the research aims. The specialists will review the queries or items in the techniques to verify that they are pertinent apparent and sufficient in addressing the study variables. similar,

build validity will be guaranteed by aligning the measures of the tool with the hypothetical structures and concepts driving the investigation. This method will entail assessing the structure of the instrument to current theories and prior research to ensure that it analyzes the ideas it is designed to study.

3.6.3 Reliability of Research Instrumentation

Reliability means to a survey instrument's potential to offer same results when employed repeatedly under the same conditions; it involves prediction and correctness: the greater the consistency, the larger the precision (Gidron, 2020). The survey's security will be examined applying Cronbach's alpha. Cronbach's alpha is a coefficient of trust that measures how favorably connected every unattached element in a collection are. Gidron (2020) proposes that a permitted alpha be at least 0.70 or greater. Reliability will be investigated utilizing the test-retest technique, which is beneficial in establishing a test's consistency by delivering it to the same group of testers twice before assessing the findings.

3.7 Data Analysis

The process of turning obtained investigative data into usable forms is commonly referred to as data analysis (Muhamad, 2023). This entailed various data preparation processes, the application of computational techniques, and the reporting of crucial outcomes in line with established objectives (Kyngäs, 2020). The research employed SPSS 26.0, a statistical software tool often used for analyzing data and performing statistical modeling. The data analysis for the study was based on descriptive analysis, correlation analysis, and regression analysis:

Descriptive Analysis: This summarized statistical information such as the mean, standard deviation, percentages, and the total number of observations.

Correlation Analysis: This examined the direction and strength of relationships among variables. For this study, correlation analysis was performed to identify the direction and

intensity of relationships between staff welfare initiatives and employee performance. Pearson's correlation coefficient was employed for inferential statistics.

Regression Analysis: A multiple linear regression analysis was conducted to determine the association between the independent variables (staff welfare programs) and the dependent variable (employee performance).

Multiple Regression Model

The multiple regression model for this study is formulated as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = Employee Performance (Dependent Variable)

β_0 = Constant (Intercept)

X₁ = Medical Provision Program (Independent Variable)

X₂ = Staff Professional Development Program (Independent Variable)

X₃ = Home Provision Program (Independent Variable)

X₄ = Time Off Duty (Independent Variable)

$\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients of the independent variables representing their contribution to ϵ (epsilon) = Error term representing unexplained variability

Interpretation of Results

A positive coefficient ($\beta > 0$) indicates a positive relationship between the independent variable and employee performance, meaning as the independent variable increases, performance improves.

A negative coefficient ($\beta < 0$) indicates a negative relationship between the independent variable and employee performance, meaning as the independent variable increases, performance decreases. The significance of the relationship was assessed using

the p-value. A smaller p-value (typically $p < 0.05$) indicated a significant relationship between the independent variables and the dependent variable.

3.8 Diagnostic Tests

To ensure the reliability and validity of the study's conclusions, several diagnostic tests were conducted to examine the adequacy of the data and the appropriateness of the regression model used. These tests were crucial in confirming that the assumptions of multiple regression were met and that the results could be interpreted with confidence.

3.8.1 Normality Test

The normality of the data was assessed using a histogram with a superimposed normal curve. The results revealed that the data followed an approximately normal distribution, as the histogram exhibited a bell-shaped curve with minimal skewness.

Implication:

This finding implied that the residuals were symmetrically distributed around the mean, which is a key assumption in regression analysis. Meeting the normality assumption ensures that hypothesis testing and confidence intervals are valid and unbiased, thereby enhancing the accuracy of the study's conclusions regarding employee performance.

3.8.2 Multicollinearity Test

Multicollinearity was assessed using the Variance Inflation Factor (VIF). The results showed that all VIF values were below the accepted threshold of 10, with values ranging from 1.289 to 2.57. This indicated that no independent variable was highly correlated with another, and each predictor contributed unique explanatory power to the model.

The absence of multicollinearity means that the regression coefficients are stable and reliable. This ensures that the effect of each employee assistance program (medical provisions, staff development, housing, and time off duty) on employee performance can be interpreted independently, strengthening the credibility of the model results.

3.8.3 Heteroscedasticity Test

Heteroscedasticity was tested using the Breusch-Pagan test. The results showed a Chi-square value of 2.422 with a significance level of $p = 0.12$, which is greater than 0.05. This confirmed that the variance of the residuals remained constant across all levels of the independent variables.

The absence of heteroscedasticity means that the error terms are evenly distributed, which increases the efficiency of the estimated coefficients. This ensures that the standard errors and significance tests reported in the regression analysis are valid, reducing the risk of Type I or Type II errors.

3.8.4 Autocorrelation Test

The Durbin-Watson statistic was employed to check for autocorrelation among residuals. The test returned a value of 1.535, which is within the acceptable range of 1.5–2.5, indicating no significant serial correlation in the residuals. This result implies that the error terms were independent of each other, fulfilling another assumption of multiple regression. The absence of autocorrelation improves the reliability of the model, ensuring that parameter estimates are unbiased and efficient.

3.8.5 Linearity Test

Linearity was examined by generating scatterplots for the independent variables against the dependent variable. The plots showed an approximately linear trend, confirming a direct relationship between the predictors (Medical Provisions, Staff Development, Housing, Time Off Duty) and employee performance.

Meeting the linearity assumption means that the model appropriately captures the relationship between staff welfare programs and employee performance. This strengthens the predictive power of the regression equation and ensures that conclusions drawn about the direction of relationships are valid.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

The study's conclusions, involving data analysis and comments, are presented in this section. The response rate analysis and reliability findings, information about demographics, a causality matrix, and a descriptive study of those who responded and attributes make up its many components.

4.2 Pilot Test Results

The study carried out a pilot study and the following were the results of reliability and validity.

4.2.1 Reliability of the Instrument

The reliability of the instruments used in the study was evaluated using Cronbach's Alpha coefficient. The results, presented in the table, indicate satisfactory reliability across all variables.

TABLE 5
Reliability of the Instruments

Variables	Cronbach's Alpha	N of Items	Recommendation
Medical Provisions	0.745	8	Reliable
Staff Development	0.597	6	Reliable
Housing	0.712	6	Reliable
Time Off Duty	0.712	6	Reliable
Employee Performance	0.702	6	Reliable

Source: Research Data (2025)

The reliability of the research instruments was assessed using Cronbach's Alpha coefficient. The results showed that medical provisions ($\alpha = 0.745$), housing ($\alpha = 0.712$),

time off duty ($\alpha = 0.712$), and employee performance ($\alpha = 0.702$) all exceeded the commonly recommended threshold of 0.70, indicating good internal consistency. Staff development recorded a slightly lower coefficient ($\alpha = 0.597$) but was still considered acceptable for exploratory studies, as reliability coefficients above 0.60 are deemed adequate for new research instruments (Tavakol & Dennick, 2019). Therefore, the instrument was considered reliable for measuring the study variables.

4.2.2 Validity Test

The professional judgment of the research supervisor, who examined the tool for its content reliability to make sure it assesses every element of a particular idea and would yield reliable data for analysis, guaranteed the scientific reliability of the research instrument. As instructed, the researcher made adjustments to the apparatus. The latent reflective variables and the associated AVE coefficients are displayed in Table 6.

TABLE 6
Validity Test

Latent Variables	AVE Coefficient
Medical Provisions	0.897
Staff Development	0.865
Housing	0.923
Time Off Duty	0.878
Employee Performance	0.979

Source: Research Data (2025)

The validity of the research instrument was confirmed through expert review by the research supervisor, who ensured that the questionnaire adequately captured all aspects of the study variables. Necessary adjustments were incorporated to strengthen the instrument's content validity. Construct validity was further assessed using Average

Variance Extracted (AVE) coefficients, which ranged between 0.865 and 0.979 across all variables. According to Fornell and Larcker (1981), AVE values above 0.50 indicate that a latent construct explains more than half of the variance of its indicators. Hence, the obtained AVE coefficients demonstrate strong convergent validity, confirming that the instrument accurately measured the intended constructs.

4.3 Response Rate

The study sought to collect data from 238 respondents. The questionnaires returned are as shown in Table 7.

TABLE 7
Response Rate

Response	Frequency	Percentage (%)
Completed Questionnaire	178	75
Uncompleted Questionnaire	60	25
Administered Questionnaires	238	100

Research Data (2025)

The results presented in Table 7 show that 178 questionnaires were completed, representing a 75% response rate. This rate is considered excellent according to Mugenda and Mugenda (2003) and falls within Dillman's (1991) recommended range of 60–80% for high-quality surveys. The high response rate enhances the reliability and validity of the data, making it suitable for meaningful analysis on the effect of Employee Assistance Programs on public hospital performance (Saunders et al., 2019).

4.4 Demographic Analysis

This section covers the general information of the respondents, which includes; Gender, age, level of education attained and Job position

4.4.1 Gender

The gender distribution of participants is presented in Table 8

TABLE 8

Gender

Gender	Frequency	Percent
Male	42	24
Female	136	76
Total	178	100

Research Data (2025)

Table 8 revealed that 24% of the participants were male, while 76% were female. This indicates that a majority of respondents were female, reflecting the higher representation of women in healthcare roles within public hospitals. These findings are consistent with those of Muthoni (2021), who reported that female staff constitute the majority in healthcare facilities in Kenya, particularly in nursing and administrative positions.

4.4.2 Age

The age distribution on of respondents is summarized in Table 9.

TABLE 9:Age

Age	Frequency	Percent
30 years and below	8	5
31 to 40 years	20	11
41 to 50 years	135	76
Over 51 years	15	8
Total	178	100

Research Data (2025)

The age distribution of respondents is summarized in Table 9, which revealed that the majority of participants (76%) were aged between 41 and 50 years. Those aged 31 to 40

years constituted 11%, respondents over 51 years were 8%, and only 5% were 30 years and below. This indicates that most employees in public hospitals are middle-aged, likely reflecting experienced personnel in key service delivery roles. These findings align with Wanjiku (2020), who observed that healthcare facilities in Kenya predominantly employ staff in the 41–50-year age bracket, as this group balances experience with productivity.

4.4.3 Level of Education Attained

The researcher sought to find out the level of education attained by the respondents.

TABLE 10
Level of Education Attained

Level of Education	Frequency	Percent
Post graduate	9	5
First Degree	112	63
Diploma	37	21
Certificate	20	11
Total	178	100

Research Data (2025)

The level of education attained by respondents is summarized in Table 10, which revealed that the majority of participants (63%) held a first degree, 21% had a diploma, 11% had a certificate, and only 5% had attained a postgraduate qualification. This indicates that most employees in public hospitals possess at least a degree, which may enhance their capacity to deliver quality healthcare services. Similar findings were reported by Mwangi (2021), who noted that higher education levels among hospital staff in Kenya are associated with improved professional competence and service delivery.

4.4.4 Job position

The study sought to identify the Job position distribution of the respondents.

TABLE 11

Job position

Job position	Frequency	Percent
Nurses	127	71
Medical Officers	13	7
Midwives	27	15
Clinical Officer	11	6
Total	178	100

Research Data (2025)

The distribution of respondents by job position is presented in Table 11, which revealed that the majority of participants were nurses, accounting for 71% of the sample, followed by midwives at 15%, medical officers at 7%, and clinical officers at 6%. This distribution reflects the staffing structure in public hospitals, where nurses constitute the largest workforce. Similar observations were made by Kinyua (2020), who noted that nurses dominate the staffing composition in Kenyan public hospitals, playing a critical role in patient care and service delivery.

4.5 Diagnostic Test

Diagnostic tests, namely the Normality Test, Multicollinearity Test, Heteroscedasticity Test, Autocorrelation Test, Linearity Test, and Stationarity Test, were conducted to validate the assumptions of multiple regression analysis and ensure the robustness of the study results.

4.5.1 Normality test

Normality test was conducted using a histogram, as shown in Figure 2

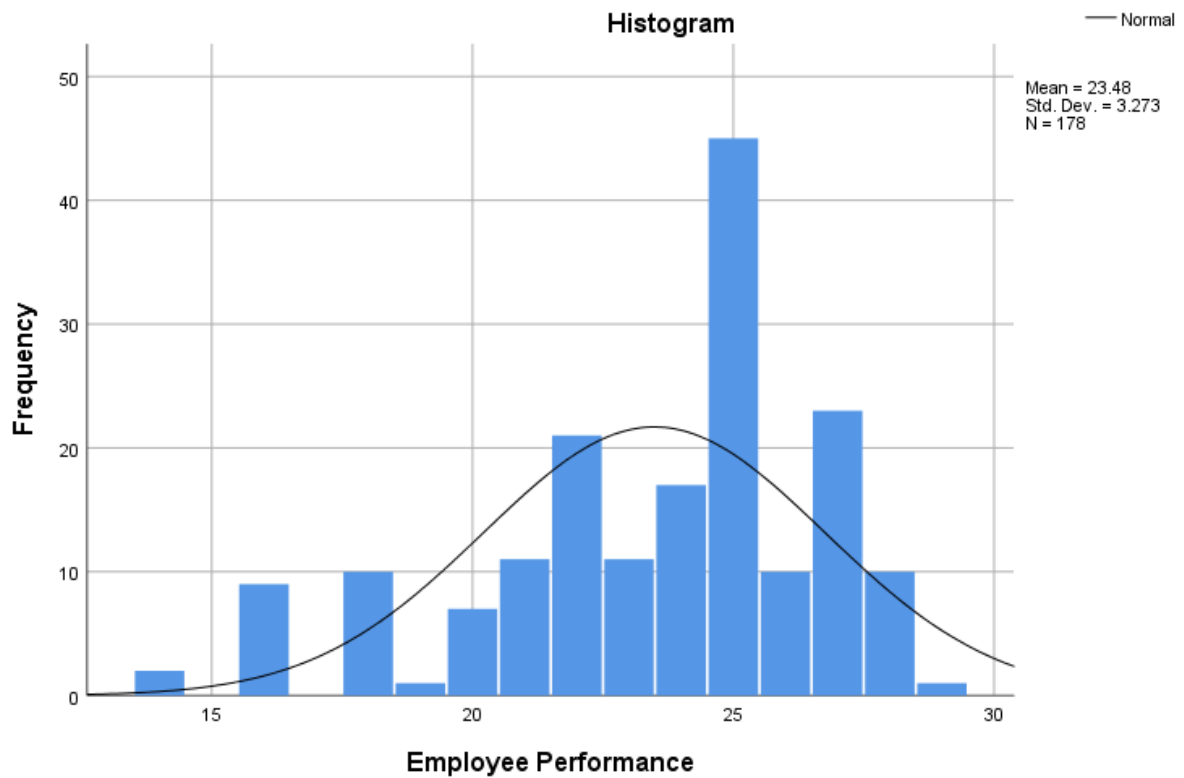


FIGURE 2

Normality Test

The results indicated that the distribution of employee performance scores was approximately bell-shaped and closely followed the normal curve. The mean score was 23.48 with a standard deviation of 3.27, suggesting that most of the responses clustered around the mean. This implies that the data was approximately normally distributed, meeting the assumption of normality required for regression analysis. Therefore, the dataset was suitable for further inferential statistical tests.

4.5.2 Multicollinearity Test

Multicollinearity was tested using the Variance Inflation Factor (VIF), as presented in Table 12.

TABLE 12
Multicollinearity Test

Model	VIF
1 (Constant)	
Medical Provisions	1.289
Staff Development	2.57
Housing	2.224
Time Off Duty	1.467

a Dependent Variable: Employee Performance

The results revealed that all the predictor variables had VIF values below the commonly accepted threshold of 10. Specifically, Medical Provisions had a VIF of 1.289, Staff Development recorded 2.570, Housing had 2.224, and Time Off Duty had 1.467. These results indicate that there was no serious multicollinearity problem among the independent variables since all VIF values were well within the acceptable range. This implies that the independent variables were not highly correlated and could be included in the regression model without the risk of distorting the parameter estimates or inflating the standard errors.

4.5.3 Heteroscedasticity Test

Heteroscedasticity was assessed using the Breusch-Pagan test, as shown in Table 13.

TABLE 13
Heteroscedasticity Test

Breusch-Pagan Test			
Chi-Square	df	Sig.	
	2.422	1	0.12

a Dependent variable: Employee Performance

b Tests the null hypothesis that the variance of the errors does not depend on the values of the independent variables.

The results indicated a Chi-Square value of 2.422 with 1 degree of freedom and a significance level of 0.120. Since the p-value was greater than the conventional significance level of 0.05, the null hypothesis of homoscedasticity was not rejected. This finding suggests that the variance of the error terms was constant across the independent variables, implying the absence of heteroscedasticity in the model. Consequently, the regression results are reliable, and there was no need for remedial measures such as robust standard errors.

4.8 Autocorrelation Test

Autocorrelation of residuals was examined using the Durbin-Watson statistic, as presented in Table 14.

TABLE 14
Autocorrelation Test

Model	Durbin-Watson
1	1.535a

a Predictors: (Constant), Time Off Duty, Medical Provisions,
Housing, Staff Development

b Dependent Variable: Employee Performance

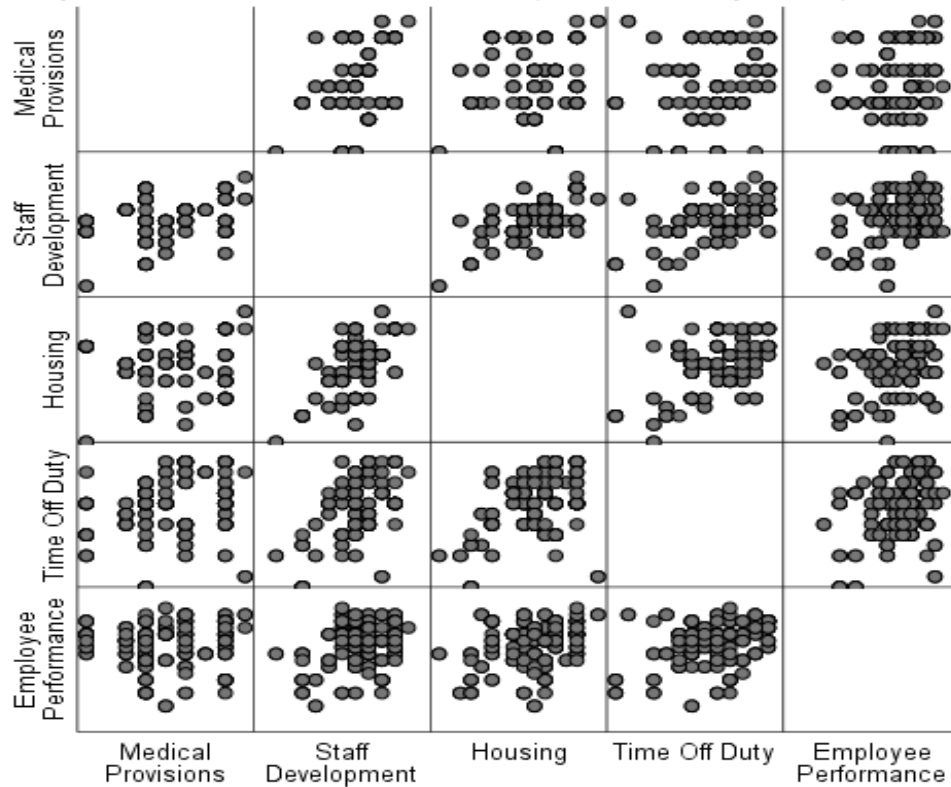
The computed Durbin-Watson value was 1.535, which lies within the acceptable range of 1.5 to 2.5, indicating that there was no significant autocorrelation among the residuals. This result suggests that the error terms were independent across observations, meeting one of the key assumptions of regression analysis. The absence of autocorrelation confirms the reliability of the regression coefficients and ensures that the model's estimates are unbiased and efficient.

4.9 Linearity Test

TABLE 15

Linearity Test

Scatterplot Matrix Medical Provisions ,Staff Development ,Housing ...



Linearity was assessed using a scatterplot matrix of the independent variables (Medical Provisions, Staff Development, Housing, and Time Off Duty) against the dependent variable (Employee Performance), as shown in Table 15. The scatterplots displayed an approximately linear trend for all the independent variables with respect to employee performance. The points were fairly clustered along an upward trend, indicating that as each predictor variable increased, employee performance also tended to improve. This confirmed that the assumption of linearity was met, allowing the use of multiple regression analysis. The observed linear relationships suggest that the predictors have a meaningful contribution toward explaining variations in employee performance.

4.5 Analysis of Study Variables

The review data was gathered in accordance with the study goals through the utilization of the document review guide and Likert scale-based replies. A scale of 1 to 5 was used to score the replies; 1 represented strong disagreement, 2 disagree, 3 neutrality, 4 agreement, and 5 strong agreements. To maintain uniformity and simplicity of understanding throughout the data processing phase, the replies were presented in a predetermined sequence.

4.5.1 Medical Provision Program on Employee Performance

The findings in Table 16 demonstrate varying perceptions regarding the effect of Medical Provision Program on Employee Performance

TABLE 16
Descriptive Statistic Results for Medical Provisions

Statement	N	Mean	Std.
			Deviation
The availability of healthcare facilities positively impacts my productivity	178	3.28	1.779
I feel supported by the administration in processing medical bills	178	4.76	0.647
Adequate insurance coverage influences my work outcomes	178	3.65	0.97
I am satisfied with the insurance coverage provided	178	4.52	0.97
Receiving referrals to experts enhances my tasks	178	4.25	1.168
I am satisfied with the provision of referrals	178	4.08	1.377
Aggregate Total		4.09	1.15

Research Data (2025)

The descriptive statistics for medical provisions are presented in Table 16. The highest level of agreement was observed on the statement that participants felt supported by the administration in processing medical bills ($M = 4.76$, $SD = 0.647$). This was followed by satisfaction with the insurance coverage provided ($M = 4.52$, $SD = 0.97$), and the perception that receiving referrals to experts enhances their tasks ($M = 4.25$, $SD = 1.168$). Moderate agreement was noted for satisfaction with the provision of referrals ($M = 4.08$, $SD = 1.377$) and adequate insurance coverage influencing work outcomes ($M = 3.65$, $SD = 0.97$). The lowest agreement was recorded on the statement that the availability of healthcare facilities positively impacts productivity ($M = 3.28$, $SD = 1.779$). The overall aggregate mean of 4.09 ($SD = 1.152$) indicates that respondents generally agreed that medical provisions positively affect their work performance. Similar findings were reported by Wanjiku (2021), who observed that administrative support in medical processes and insurance provisions significantly enhance staff productivity in public hospitals.

4.5.2 Staff Professional Development Program on Employee Performance

The findings in Table 17 demonstrate varying perceptions regarding the effect of staff professional development program on employee performance

TABLE 17
Descriptive Statistic for Staff Professional Development Program

Statements	N	Mean	Std. Deviation
Workshops enhance my productivity	178	4.54	0.93
Material covered during workshops is related to my job descriptions	178	4.05	1.27
The academic courses I am supported in contribute to my efficiency	178	4.09	0.39
Funds allocated per employee for upgrading academic qualifications are sufficient	178	4.46	0.98
Exchange programs available improve my skills	178	4.76	0.65
Provision of exchange programs locally and internationally has enhanced staff growth	178	3.46	1.17
Aggregate Total		4.23	0.90

Research Data (2025)

The findings in Table 17 demonstrate varying perceptions regarding the effect of staff professional development programs on employee performance. The highest level of agreement was recorded on the statement that exchange programs improve employee skills ($M = 4.76$, $SD = 0.65$), followed by the view that workshops enhance productivity ($M = 4.54$, $SD = 0.93$). Respondents also agreed that funds allocated for upgrading academic qualifications are sufficient ($M = 4.46$, $SD = 0.98$) and that academic courses supported by the hospital contribute to their efficiency ($M = 4.09$, $SD = 0.39$). Moderate agreement was observed on the relevance of workshop materials to job descriptions ($M = 4.05$, $SD = 1.27$), while the lowest level of agreement was on the provision of exchange programs locally and internationally enhancing staff growth ($M = 3.46$, $SD = 1.17$). The aggregate mean score of 4.23 ($SD = 0.90$) suggests that respondents generally perceived staff professional development programs as positively influencing their performance. Similar findings were reported by Mutiso (2022), who found that continuous professional development

initiatives, including workshops and exchange programs, significantly improve employee skills and productivity in public healthcare settings.

4.5.3 Housing Assistance Program on Employee Performance

The findings in Table 18 demonstrates perceptions regarding the effect of housing on employee performance.

TABLE 18
Descriptive Statistic Results for Housing Assistance Program

Statements	N	Mean	Std. Deviation
Provision of housing subsidies facilitates my access to suitable housing options	178	4.37	1.02
The housing subsidies provided by my employer contribute to peace of mind	178	3.87	1.37
Proximity to affordable housing provisions enables me to improve my work outcomes	178	3.72	0.87
Access to affordable housing options positively impacts my overall well-being	178	3.92	1.32
I am satisfied with the housing allowances provided by my employer in supporting my needs	178	3.74	1.00
The housing allowances provided by my employer contribute to peace of mind	178	4.43	1.03
Aggregate Total		4.01	1.10

Research Data (2025)

The findings in Table 18 demonstrate perceptions regarding the effect of housing on employee performance. The highest level of agreement was recorded on the statement that the housing allowances provided by the employer contribute to peace of mind ($M = 4.43$, $SD = 1.03$). This was followed by the view that the provision of housing subsidies facilitates access to suitable housing options ($M = 4.37$, $SD = 1.02$). Respondents moderately agreed that access to affordable housing options positively impacts overall well-being ($M = 3.92$, $SD = 1.32$) and that the housing subsidies provided contribute to peace of mind ($M = 3.87$, $SD = 1.37$). Lower levels of agreement were observed for statements on proximity to affordable housing provisions improving work outcomes ($M = 3.72$, $SD = 0.87$) and

satisfaction with housing allowances in supporting personal needs ($M = 3.74$, $SD = 1.00$). The aggregate mean of 4.01 ($SD = 1.10$) indicates that respondents generally perceived housing assistance programs as positively influencing their performance. Similar findings were reported by Wanjiku (2020), who observed that adequate housing support and related employee welfare programs enhance employee satisfaction and productivity in public health institutions.

4.5.4 Time Off on Employee Performance

The findings in Table 19 demonstrates perceptions regarding the effect of time off duty on employee performance.

TABLE 19
Descriptive Statistic Results for Time Off

Statements	N	Std.	
		Mean	Deviation
I am satisfied with the paternity leave policy provided by my employer	178	4.7	0.72
I feel valued as an employee due to the maternity leave provision by my employer	178	3.6	1.19
My unpaid leave entitlements adequately meet my needs for time off, enhancing productivity	178	3.49	1.10
I am satisfied with the leave entitlements provided	178	3.65	1.48
Scheduling flexibility is important to me in balancing work and personal life, positively impacting productivity	178	3.57	1.12
I am satisfied with the level of flexibility in scheduling my work hours or days off	178	3.7	1.23
Aggregate Total		3.785	1.14

Research Data (2025)

The findings in Table 19 demonstrate perceptions regarding the effect of time off duty on employee performance. The highest level of agreement was observed for the statement that respondents were satisfied with the paternity leave policy provided by their employer ($M = 4.70$, $SD = 0.72$). This was followed by satisfaction with the level of flexibility in scheduling work hours or days off ($M = 3.70$, $SD = 1.23$) and general satisfaction with leave entitlements provided ($M = 3.65$, $SD = 1.48$). Moderate agreement was recorded on the importance of scheduling flexibility in balancing work and personal life, which positively impacts productivity ($M = 3.57$, $SD = 1.12$). Lower levels of agreement were found on the adequacy of maternity leave provision ($M = 3.60$, $SD = 1.19$) and unpaid leave entitlements meeting employees' needs for time off ($M = 3.49$, $SD = 1.10$). The aggregate mean score of 3.79 ($SD = 1.14$) suggests that respondents generally perceive time-off policies as having a positive effect on employee performance. Similar findings were reported by Nyaga (2021), who observed that flexible leave policies contribute to employee satisfaction and improved productivity in Kenyan public organizations.

4.5.5 Employee Performance

The study sought to explore the participants response to variables on employee performance.

TABLE 20
Employee Performance

Statements	N	Std.	
		Mean	Deviation
I am satisfied with my overall level of task accomplishment	178	4.36	1.18
I am confident that I have the ability to accomplish tasks effectively within the given timeframe	178	4.52	0.80
My supervisor constantly delegates work to me	178	3.99	0.93
I complete my assigned work within the time allocated	178	3.74	0.99
Level of innovation boosts my work compared to standard practices	178	3.49	1.32
I am encouraged to innovate and explore new ideas in my role	178	3.39	1.25
Aggregate Total		3.92	1.08

Research Data (2025)

The findings in Table 20 present participants' responses regarding employee performance. The highest level of agreement was on the statement that respondents were confident in their ability to accomplish tasks effectively within the given timeframe ($M = 4.52$, $SD = 0.80$), followed by satisfaction with their overall level of task accomplishment ($M = 4.36$, $SD = 1.18$). Respondents moderately agreed that their supervisors constantly delegate work to them ($M = 3.99$, $SD = 0.93$) and that they complete their assigned work within the time allocated ($M = 3.74$, $SD = 0.99$). The lowest levels of agreement were recorded on statements relating to innovation, including whether innovation boosts work compared to standard practices ($M = 3.49$, $SD = 1.32$) and whether employees are encouraged to explore new ideas in their roles ($M = 3.39$, $SD = 1.25$). The aggregate mean score of 3.92 ($SD = 1.08$) indicates that respondents generally perceive themselves as performing well in their roles. These findings align with those of Wambugu (2022), who reported that task

confidence and accomplishment are strong predictors of employee performance in public healthcare institutions in Kenya.

4.6 Inferential Analysis

The study conducted an inferential analysis to determine the relationship between employee assistance programs and performance of Public Hospitals in Nairobi County

4.6.1 Correlation Analysis

Table 21 presents the correlation analysis results examining the relationship between various staff welfare programs and employee performance at Kenya

TABLE 21
Correlations

		Medical Provisions	Staff Developm ent	Hou sing	Time Off Duty	Employee Performance
Medical Provisions	Pearson Correlation Sig. (2- tailed)	1.00				
Staff Development	Pearson Correlation Sig. (2- tailed)	.355 0.00	1.00			0.00
Housing	Pearson Correlation Sig. (2- tailed)	0.04 0.56	.695 0.00	1.00		
Time Off Duty	Pearson Correlation Sig. (2- tailed)	.261 0.00	.53 0.00	.471 0.00	1.00	0.00
Employee Performance	Pearson Correlation Sig. (2- tailed)	0.05 0.55	.318 0.00	.353 0.00	.378 0.00	1.00

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

Research Survey Data (2025)

The findings in Table 21 present the correlation analysis results examining the relationship between staff welfare programs and employee performance in public hospitals in Nairobi

County. The results revealed a statistically significant positive correlation between staff development and employee performance ($r = 0.318$, $p < 0.01$), suggesting that staff training and professional growth initiatives improve efficiency and service delivery. Housing assistance ($r = 0.353$, $p < 0.01$) and time off duty ($r = 0.378$, $p < 0.01$) also showed strong positive correlations with employee performance, indicating that adequate housing support and flexible leave policies enhance staff motivation and output. However, medical provisions exhibited a weak and statistically insignificant relationship with employee performance ($r = 0.05$, $p = 0.55$), implying that while medical benefits are valued, they may not directly translate to higher productivity.

These results are consistent with the findings of Kiprotich and Chemirmir (2021) who established that housing incentives and continuous staff development significantly contribute to improved healthcare worker performance. Similarly, Cherono et al. (2022) emphasized that adequate time-off policies and welfare programs foster a positive work environment, leading to better organizational outcomes.

4.6.2 Regression Analysis

The findings in Table 22 present the regression model summary examining the combined effect of medical provisions, staff development, housing assistance, and time off duty on employee performance in public hospitals in Nairobi County

TABLE 22
Model Summary

				Std. Error	
			Adjusted R	of the	
Model	R	R Square	Square	Estimate	Change Statistics
					R Square Change
1	.431a	0.186	0.167	2.988	0.186

a Predictors: (Constant), Time Off Duty, Medical Provisions, Housing, Staff

Development

The model yielded an R value of 0.431, indicating a moderate positive relationship between the independent variables and employee performance. The R² value of 0.186 implies that 18.6% of the variance in employee performance can be explained by the four predictors combined, while the adjusted R² of 0.167 shows the model's goodness-of-fit after adjusting for the number of predictors. These findings suggest that welfare programs collectively contribute to employee performance, though other factors outside the model may also play a role. Similar results were reported by Kibor and Ruto (2022) which found that employee welfare programs explain a significant portion of performance outcomes, particularly when integrated into hospital management strategies.

4.6.3 Analysis of Variance (ANOVA)

To evaluate the significance of the model used in the study, an ANOVA test was conducted.

The results are presented in Table 23.

TABLE 23
ANOVA

Model		Sum of Squares	df	Mean Square	F
1	Regression	352.328	4	88.082	9.869
	Residual	1544.12	173	8.926	
	Total	1896.45	177		

a Dependent Variable: Employee Performance

b Predictors: (Constant), Time Off Duty, Medical Provisions, Housing, Staff Development

Research Survey Data (2025)

The ANOVA results indicate that the regression model is statistically significant ($F = 9.869$, $p < 0.05$), suggesting that the combined effect of the predictors Time Off Duty, Medical Provisions, Housing, and Staff Development has a significant influence on employee performance. The regression sum of squares (352.328) compared to the residual sum of squares (1544.122) shows that a meaningful proportion of the variation in employee performance is explained by the model. These findings agree with those of Wekesa and Mutinda (2022) who observed that integrated staff welfare programs significantly boost employee motivation and organizational outcomes. Likewise, Nyaboke and Otieno (2023) reported that employee welfare initiatives improve job satisfaction and ultimately lead to higher productivity levels in public health institutions.

4.6.4 Coefficients of the study Variables

The findings in Table 24 present the coefficients of the regression model examining the effect of medical provisions, staff development, housing assistance, and time off duty on employee performance.

TABLE 24
Coefficient Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.796	2.658		4.062	0
	Medical Provisions	-0.085	0.114	-0.058	-0.75	0.455
	Staff Development	0.117	0.186	0.069	0.627	0.531
	Housing	0.184	0.105	0.18	1.758	0.081
	Time Off Duty	0.316	0.096	0.272	3.275	0.001

a Dependent Variable: Employee Performance

The regression analysis results are presented in 24. The constant term ($\beta_0 = 10.796$, $p < 0.001$) was statistically significant, indicating that in the absence of the independent variables, employee performance would remain at a baseline value of 10.796 units.

Among the predictors, Time Off Duty was the only variable with a statistically significant positive effect on employee performance ($\beta = 0.316$, $p = 0.001$). This suggests that a unit increase in time off duty programs would result in a 0.316 unit increase in employee performance, holding other factors constant. Housing showed a positive but marginal effect ($\beta = 0.184$, $p = 0.081$), which is not significant at the 5% level but indicates a possible influence at the 10% level. Medical Provisions ($\beta = -0.085$, $p = 0.455$) and Staff Development ($\beta = 0.117$, $p = 0.531$) were not statistically significant, implying limited direct impact on employee performance.

Based on the significant predictor, the fitted regression model can be expressed as:

$$\text{Employee Performance (Y)} = 10.796 + 0.316(\text{Time Off Duty}) + \epsilon$$

Where:

Y = Employee Performance

Time Off Duty = Number of time off duty programs provided

ϵ = Error term

This model indicates that **Time Off Duty** is the primary factor influencing employee performance within this study.

TABLE 25

Hypotheses Testing Summary

Hypothesis	Statement	β (Coefficient)	p-value	Decision ($\alpha = 0.05$)	Conclusion
H₀₁	The medical provision program does not have a significant influence on employee performance.	-0.085	0.455	Fail to Reject H ₀₁	Medical provisions do not have a significant direct effect on employee performance.
H₀₂	The staff professional development program does not significantly influence employee performance.	0.117	0.531	Fail to Reject H ₀₂	Staff development programs have no significant direct effect on employee performance.
H₀₃	The housing assistance program does not have a significant influence on employee performance.	0.184	0.081	Partially Reject H ₀₃	Housing assistance has a marginally significant positive effect on employee performance (significant at 10% level).
H₀₄	Time off duty does not significantly affect employee performance.	0.316	0.001	Reject H ₀₄	Time off duty significantly and positively affects employee performance, making it the strongest predictor.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The results for the study's descriptive features, aims, conclusions, policy suggestions, contribution to knowledge, and opportunities for future research are summarized in this last chapter. Chapter Four provided the data collected from the field to address each of the objectives, highlighting the variables' descriptive features and the relationship between the independent and dependent variables.

5.2 Summary of the Findings of the Research Study

5.2.1 Medical Provision Program on Employee Performance

The study revealed a positive correlation between the medical provision program and employee performance in public hospitals in Nairobi City County. A majority of participants confirmed that when medical provisions such as healthcare facilities, insurance coverage, and specialist referrals were accessible, there was a noticeable improvement in productivity, attendance, and job satisfaction. The correlation suggests that better medical support enhances staff focus and reduces health-related disruptions. This finding aligns with Herzberg's Two-Factor Theory, which emphasizes the role of hygiene factors like health benefits in motivating employees. Similar results were reported by Warren et al. (2007), who noted that employee perceptions of organizational support through medical programs were positively associated with better performance. Zanardi and Brusa (2023) also highlighted a strong correlation between access to medical provisions and key performance indicators, reinforcing the conclusion that health support significantly impacts staff outcomes.

5.2.2 Staff Professional Development Program on Employee Performance

The study established a positive and significant correlation between staff professional development programs and employee performance. Respondents largely agreed that training, workshops, and continuous education opportunities enhanced their job competence, which translated into better performance. This supports the Social Exchange Theory, which posits that employees reciprocate organizational investment in their growth through higher levels of commitment and productivity. Osiesi et al. (2022) also reported a positive association between professional development and job output, particularly when opportunities were tailored to employee needs. Al Karim (2019) found that Orientation Training (OT), Career Development Training (CDT), and Environment, Health & Safety Training (EHST) strongly correlated with enhanced employee performance. Similarly, Sinta et al. (2022) demonstrated that training programs combined with a supportive work environment significantly improved motivation and performance, confirming the positive relationship identified in this study.

5.2.3 Housing Assistance Program on Employee Performance

The findings revealed a positive correlation between housing assistance programs and employee performance. Participants indicated that access to housing subsidies and allowances significantly contributed to improved well-being, reduced stress levels, and greater work efficiency. This correlation implies that better housing support promotes stability, which in turn leads to higher job satisfaction and productivity. The results align with Psychological Contract Theory, which underscores the importance of mutual employer–employee obligations in shaping work outcomes. Okoth and Florah (2019) similarly observed that adequate housing arrangements positively correlated with employee performance by reducing stress and absenteeism. Korir and Ndegwa (2020) also reported that better housing enhances workforce morale, while Adeoye and Alabi (2020) linked

housing aid with improved overall job performance. These findings collectively reinforce the idea that housing assistance plays a crucial role in sustaining optimal employee performance.

5.2.4 Time Off Duty on Employee Performance

The study indicated a strong positive correlation between time off duty and employee performance. Most respondents acknowledged that taking adequate rest days, paternity/maternity leave, and other forms of time off improved concentration, morale, and overall efficiency at work. This correlation suggests that time off duty allows employees to recharge, thus reducing burnout and improving motivation. The finding aligns with Expectancy Theory, which states that employees are more motivated when they expect that their efforts will yield desirable outcomes such as rest and recovery. These results are supported by Dongen (2019), who found a significant correlation between adequate rest and reduced burnout levels. Kim and Cai (2020) further linked time off duty with improved job satisfaction and commitment, while Ndlovu and Moyo (2020) noted that scheduled leave positively impacted employee motivation. Kato and Kabirizi (2021) and Okoth and Muthama (2022) both emphasized the importance of structured leave policies in enhancing employee well-being and sustaining performance.

5.3 Conclusions of the Research Study

5.2.1 Medical Provision Program on Employee Performance

Based on the findings, the study concluded that medical provision programs play a crucial role in enhancing employee performance in public hospitals in Nairobi City County. Access to healthcare facilities, insurance coverage, and referrals to medical experts creates a supportive work environment where employees experience reduced stress and improved overall health. This leads to fewer sick days, better attendance, and greater focus on tasks. The study further concluded that employees feel valued when their health needs are met,

which in turn fosters loyalty and commitment to organizational goals. Medical provisions were found to act as a critical hygiene factor that sustains workforce morale and prevents dissatisfaction, enabling employees to dedicate more energy to their work. Overall, the study affirmed that effective medical support systems are an important contributor to improved staff productivity and job satisfaction in healthcare institutions.

5.2.2 Staff Professional Development Program on Employee Performance

The study concluded that staff professional development programs significantly enhance employee capacity and overall performance. Opportunities for continuous learning, skills upgrading, and participation in workshops or seminars were found to empower employees to perform their duties more efficiently and confidently. The findings suggested that when organizations invest in training and development, employees become more motivated and demonstrate improved problem-solving skills and innovation in their roles. The study further concluded that professional development initiatives encourage career growth, reduce staff turnover, and strengthen organizational commitment. By equipping employees with relevant knowledge and competencies, hospitals create a competent workforce that can adapt to changing health service demands. Overall, the study established that professional development programs are essential tools for driving employee engagement and sustaining long-term performance improvements within public health institutions.

5.2.3 Housing Assistance Program on Employee Performance

In this context, the conclusions are that housing assistance programs have a direct impact on employee stability, motivation, and work efficiency. The study observed that employees who benefit from housing subsidies, allowances, or proximity to affordable housing are less stressed and more focused on their duties. This support reduces absenteeism and lateness, as employees are able to manage work-life balance more effectively. The study also concluded that adequate housing arrangements foster a sense of belonging and

security, which enhances job satisfaction and overall performance. Hospitals that prioritize housing support create an enabling environment that promotes staff well-being and retention. Ultimately, the research established that addressing employees' housing needs is not merely a welfare initiative but a strategic intervention that improves workforce productivity and strengthens organizational capacity to deliver quality healthcare services.

5.2.4 Time Off Duty on Employee Performance

In reference to the findings, the study concluded that time off duty is essential for maintaining employee productivity and psychological well-being. The results indicated that employees who access adequate leave entitlements, including paternity and maternity leave, return to work more refreshed and motivated. The study further concluded that proper scheduling of leave reduces burnout, prevents fatigue-related errors, and enhances job satisfaction. Time off was also found to contribute to improved employee focus and creativity, as it allows for personal rest and recovery from work pressures. By giving employees opportunities to balance professional and personal obligations, organizations indirectly strengthen team cohesion and performance. Overall, the study established that structured and well-communicated leave policies are critical in sustaining an effective, healthy, and engaged workforce in public hospitals.

5.4 Recommendations of the Research Study

5.4.1 Medical Provision Program

The study recommends that public hospitals strengthen medical provision programs by streamlining insurance processes, ensuring timely access to healthcare services, and providing efficient specialist referrals. Employee awareness sessions should be conducted to encourage full utilization of available medical benefits. Improved healthcare support will reduce absenteeism, enhance staff well-being, and ultimately improve productivity levels

across the workforce, leading to better service delivery in public hospitals within Nairobi City County.

5.4.2 Staff Professional Development Program

Hospitals should invest in relevant professional development programs, including workshops, continuous medical education, and mentorship initiatives tailored to staff job descriptions. Allocating adequate resources for these programs will encourage participation and improve knowledge transfer, thus enhancing staff competencies. Professional growth opportunities will motivate employees, increase job satisfaction, and improve overall performance, which translates into higher quality healthcare services and improved patient outcomes in public hospitals.

5.4.3 Housing Assistance Program

The study recommends collaboration between public hospitals, county authorities, and housing agencies to provide affordable housing solutions for employees. These may include housing subsidies, allowances, or accessible rental schemes near hospital locations. Reducing housing-related stress will improve staff well-being, job satisfaction, and retention rates. Better housing support also helps employees maintain work-life balance, increasing their commitment and efficiency in delivering healthcare services to the public.

5.4.4 Time Off Duty

Hospitals should review leave and time-off policies to provide sufficient rest periods and reduce employee burnout. Fair scheduling systems should ensure that service delivery is maintained while supporting staff needs. Management should also encourage employees to utilize available leave days and offer flexibility in scheduling where possible. Adequate rest and work-life balance will enhance employee motivation, mental health, and productivity, leading to improved performance and patient care.

5.5 Limitations of the study

Some respondents were reluctant to provide complete information, fearing that their responses might influence management decisions. To address this, the researcher assured participants of confidentiality and anonymity, which encouraged honest participation. Second, the study was limited to public hospitals in Nairobi City County, which may limit the generalizability of the findings to other counties or private hospitals. This was mitigated by selecting a representative sample across various cadres of hospital staff to capture diverse views. Additionally, time constraints posed a challenge during data collection; however, the researcher utilized online survey tools and follow-up reminders to ensure a high response rate. Finally, potential response bias was minimized by using well-structured, pre-tested questionnaires and explaining the purpose of the study clearly to respondents.

5.6 Recommendations for Further Studies

This study investigated the effect of employee assistance programs on the performance of public hospitals in Nairobi County. The regression model produced an R value of 0.431 and an R^2 value of 0.186, indicating that approximately 18.6% of the variation in employee performance was explained by medical provisions, staff professional development, housing assistance, and time off duty. This suggests that other factors account for the remaining 81.4% of performance outcomes. Future studies should therefore investigate additional variables such as leadership style, organizational culture, workload management, and employee motivation, which could further explain variations in employee performance. Comparative studies across counties or between public and private hospitals are recommended to improve generalizability.

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APPENDIX I:
INTRODUCTION LETTER

Dear Participant,

My name is Sophia Wanja Kamande, REG NO: 24/00408, a Master of Business Administration student specializing in Human Resource Management at KCA University. I am conducting research on the effect of Employee Assistance Programs and performance of Public Hospitals in Nairobi County

Your cooperation in completing this questionnaire is highly appreciated and will significantly contribute to the success of this study. Kindly read each question carefully and respond by ticking the box that best represents your answer. Please note that the information provided will be used solely for academic purposes and will be treated with the utmost confidentiality.

Sophia Wanja Kamande

REG NO: 24/00408

KCA University of

APPENDIX II:

(Questionnaire)

Section A: DEMOGRAPHIC DATA

1) Gender

Male [] Female []

2) Indicate your age

30 years and below []

31 to 40 years []

41 to 50 years []

Over 51 years []

3) What is the highest level of education attained?

Post graduate []

First Degree []

Diploma []

Certificate []

Other []

4) Which is your Job position?

Table 1

Category of Staff	Tick
Nursing Staff	
Clinical Officer	
Medical Officer	
Midwives Staff	

SECTION B: STUDY VARIABLES

Part 1: Medical Provisions

Kindly the point below by indicating your preferred answer on the effect on Employee

Performance: based on a 5-point Likert scale where: 5= Strongly Agree, 4=Agree, 3= Not Sure, 2=Disagree and 1=Strongly Disagree. Tick (√) in the applicable box.

Table 2

Statement	Rating				
	1	2	3	4	5
The availability of healthcare facilities positively impacts my productivity					
I feel supported by the administration in processing medical bills					
Adequate insurance coverage influences my work outcomes					
I am satisfied with the insurance coverage provided					
Receiving referrals to experts enhances my tasks					
I am satisfied with the provision of referrals					

Part 2: Staff Development

Kindly the points below by indicating your preferred answer on the effect on Employee

Performance: based on a 5-point Likert scale where: 5= Strongly Agree, 4=Agree, 3= Not

Sure, 2=Disagree and 1=Strongly Disagree. Tick (√) in the applicable box.

Table 3

Statement	Rating				
	1	2	3	4	5
Workshops enhance my productivity					
Material covered during workshops is related to my job descriptions					
The academic courses I am supported in contribute to my efficiency					
Funds allocated per employee for upgrading academic qualifications are sufficient					
Exchange programs available improve my skills					
Provision of exchange programs locally and internationally has enhanced staff growth					

Part 3: Housing

Kindly the points below by indicating your preferred answer on the effect Employee

Performance: based on a 5-point Likert scale where: 5= Strongly Agree, 4=Agree, 3= Not Sure, 2=Disagree and 1=Strongly Disagree. Tick (√) in the applicable box.

Table 4

Statement	Rating				
	1	2	3	4	5
Provision of housing subsidies facilitates my access to suitable housing options					
The housing subsidies provided by my employer contribute to peace of mind					
Proximity to affordable housing provisions enables me to improve my work outcomes					
Access to affordable housing options positively impacts my overall well-being					
I am satisfied with the housing allowances provided by my employer in supporting my needs					
The housing allowances provided by my employer contribute to peace of mind					

Part 4: Time Off Duty

Kindly rate the points below by indicating your preferred answer the effect on Employee

Performance: based on a 5-point Likert scale where: 5= Strongly Agree, 4=Agree, 3=

Not Sure, 2=Disagree and 1=Strongly Disagree. Tick (√) in the applicable box.

Table 5

Statement	Rating				
	1	2	3	4	5
I am satisfied with the paternity leave policy provided by my employer					
I feel valued as an employee due to the maternity leave provision by my employer					
My unpaid leave entitlements adequately meet my needs for time off, enhancing productivity					
I am satisfied with the leave entitlements provided					
Scheduling flexibility is important to me in balancing work and personal life, positively impacting productivity					
I am satisfied with the level of flexibility in scheduling my work hours or days off					

Part 5: Employee Performance

Kindly rate the points below by indicating your preferred answer based on benefits of employee performance to an organization: a 5-point Likert scale where: 5= Strongly Agree, 4=Agree, 3= Not Sure, 2=Disagree and 1=Strongly Disagree. Tick (√) in the applicable box.

Table 6

Statement	Rating				
	1	2	3	4	5
I am satisfied with my overall level of task accomplishment					
I am confident that I have the ability to accomplish tasks effectively within the given timeframe					
My supervisor constantly delegates work to me					
I complete my assigned work within the time allocated					
Level of innovation boosts my work compared to standard practices					
I am encouraged to innovate and explore new ideas in my role					

APPENDIX III

BUDGET

Activity	Cost (Ksh.)
§ Computer time	8,300
§ Stationery	2,810
§ Printing	2600
§ Project binding	1810
Questionnaire Preparation	
§ Computer time	3910
§ Printing	3610
§ Miscellaneous expenses	8,240
Research project Cost	31,280

APPENDIX IV
TIME SCHEDULE

Activities	Month		
	Feb 2025	March- April2025	May 2025
Proposal writing			
Proposal defense			
Past proposal defense corrections			
Data collection			
Data analysis and report writing			
Submission of dissertation and defense			

APPENDIX V **NACOSTI PERMIT**

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 716866	Date of Issue: 15/September/2025
RESEARCH LICENSE	
	
This is to Certify that Miss. Sophia Wangi Kamande of JICA University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: EMPLOYEE ASSISTANCE PROGRAMS AND PERFORMANCE OF PUBLIC HOSPITALS IN NAIROBI COUNTY for the period ending:	
15/September/2026.	
License No: NACOSTI/P25/0179359	
Applicant Identification Number	
716866	
Ag. Director General	
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION	
Verification QR Code	
	
NOTES: This is a computer generated License. To verify the authenticity of this document,	
Scan the QR Code using QR scanner application.	
See overleaf for conditions	

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) henceforth referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to.
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Terrestrial Treaty Organization (CTBT), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. Neither the license nor any rights thereunder are transferable.
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation (NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4807000, 0713788787, 0735404243
E-mail: dg@nacosti.go.ke
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APPENDIX VI

NACOSTI LETTER



Thika Road, Ruwaka
P.O. Box 58008-00000 Nairobi Kenya
Plot Line: +254 20 8070408/9

Tel: +254 20 3537842
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BOARD OF POSTGRADUATE STUDIES

KCAU/BPS/2025

Date: Tuesday, September 09, 2025

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION (NACOSTI)
P.O BOX 30623-00100
NAIROBI

Dear Sir/Madam,

RE: SOPHIA WANJA KAMANDE- REG NO. 24/00408

It is my distinct pleasure to introduce Sophia Wanja Kamande, a student at our institution pursuing a Master of Business Administration ((Human Resource Management) degree within the School of Business. Sophia is conducting research on the topic: *"Employee assistance programs on employee performance in public hospitals in Nairobi County."* Her study has been reviewed and approved by the University's Ethics Review Committee, Approval No. KCAUSERC/SOB0265. The approval period is 18th August 2025 – 18th August 2026.

Any assistance accorded to her is highly appreciated.

Yours faithfully,

A handwritten signature in blue ink, appearing to read 'Dr. Jackson NdoLO'.

DR. JACKSON NDOLO
DIRECTOR, BOARD OF POST GRADUATE STUDIES

APENDIX VII

ISREC APPROVAL LETTER



KCA UNIVERSITY SCIENTIFIC & ETHICS REVIEW COMMITTEE

Thika Road, Ruwaka
P.O. Box 58808-00200 Nairobi Kenya
Plot Area: +254 20 8070408/9
Tel: +254 20 3537842
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Email: info@kca.ac.ke
Website: www.kca.ac.ke

REF: KCAU/SERC/SOB0265

DATE: 18TH AUGUST 2025

TO: SOPHIA WANJA KAMANDE (24/00408)

Dear Sir/Madam,

RE: EMPLOYEE ASSISTANCE PROGRAMS ON EMPLOYEE PERFORMANCE IN PUBLIC HOSPITALS IN NAIROBI COUNTY

This is to inform you that the KCA University Scientific Ethics Review Committee (KCAUSERC) has reviewed and approved your research proposal. Your application approval number is **KCAUSERC/SOB0265**. The approval period is **18th August 2025 – 18th August 2026**. This approval is subject to compliance with the following requirements.

- i. Only approved documents, including informed consents, study instruments, and MTAs, will be used.
- ii. All changes, including (amendments, deviations, and violations), are submitted for review and approval by **KCAUSERC**.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events, whether related or unrelated to the study, must be reported to **KCAUSERC** within 72 hours of notification.
- iv. Any changes, anticipated or otherwise, that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **KCAUSERC** within 72 hours.
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days before expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to **KCAUSERC**.

Before commencing your study, you will be expected to obtain a research license from the National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Caroline Ntara,
Chairperson,
KCA University Scientific & Ethics Review Committee.

