

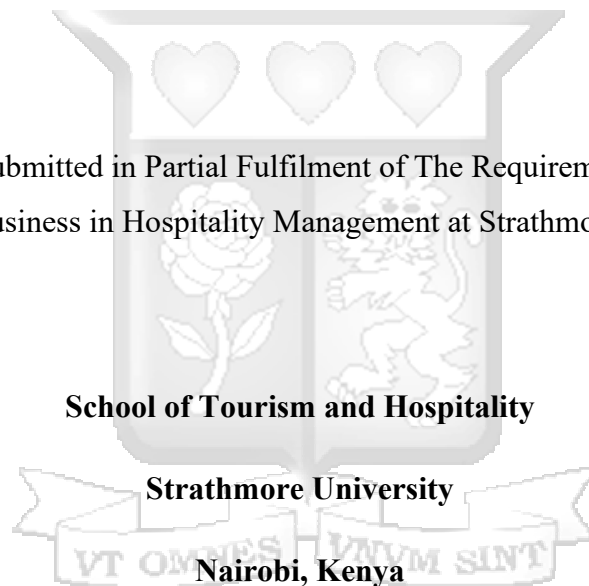
# **The Effects of Wellness Programmes in Enhancing Employee Well-being in Star- Rated Hotels in Nairobi, Kenya**

By

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ADM. NO. 84827

This Dissertation Is Submitted in Partial Fulfilment of The Requirements for The Degree of  
Master of Business in Hospitality Management at Strathmore University



**June 2025**

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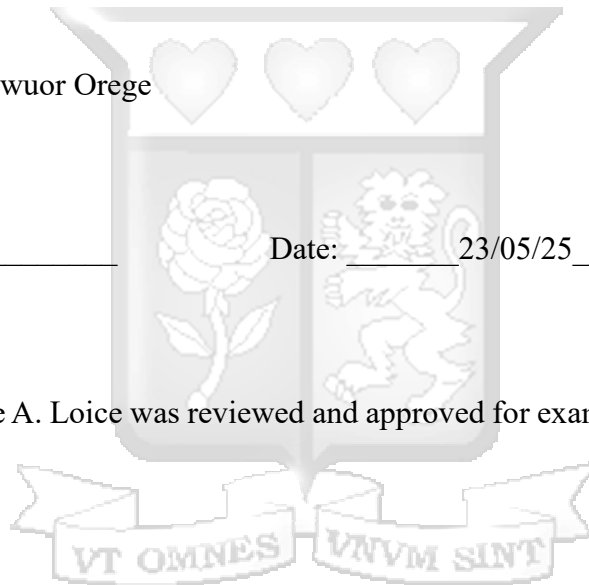
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## **Abstract**

The hospitality and tourism sector is a significant global economic force, employing 330 million people. In Kenya, particularly in star-rated hotels where the growth of the industry is on the rise, employees face strenuous working conditions that often lead to stress and burnout. Despite the potential of wellness programs to mitigate these issues, limited research exists on their effects within the Kenyan hotel industry to improve their implementation. This study seeks to fill this gap by investigating the effects of wellness programs in enhancing employee well-being in star-rated hotels in Nairobi. The study is anchored on the Job Resource Model and The Self-Determination Theory, which emphasize human motivation in building wellness programs for employees' well-being. The study used a descriptive research design, collecting data from 364 employees across 57-star rated hotels in Nairobi. The findings revealed that health education and work-life balance programmes had the strongest positive correlations with employee well-being. Health education and work-life balance programmes were the most significant predictors of employee well-being. These results highlight the critical role of wellness programmes in improving employee well-being. The findings provide insights into the benefits of wellness programmes for hotel employees and suggest innovations in operational design to enhance employee quality of life in Nairobi's hotel industry.

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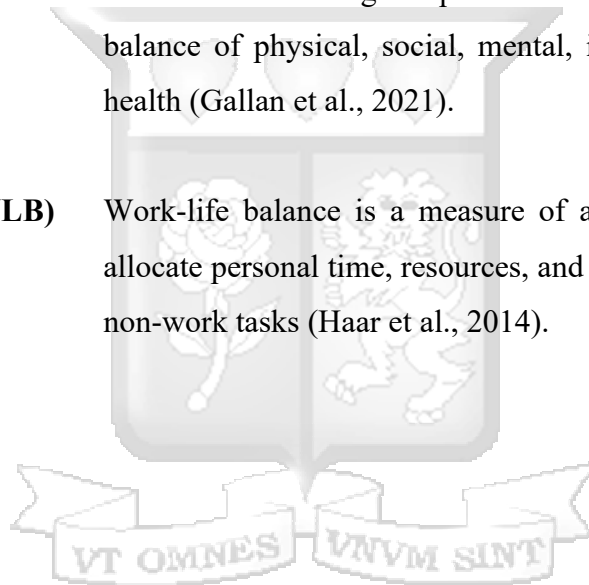


## List of Abbreviations

AA	Automobile Association
ANOVA	Analysis of variance
CAGR	Compound Annual Growth Rate
CSR	Corporate Social Responsibility
EWPS	Endikot Work Productivity Scale
GDP	Gross Domestic Product
HRA	Hotels & Restaurants Authority
JD-R	Job Demands-Resources
NACOSTI	National Council for science and Technology
SDT	Self-determination theory
SPSS	Statistical Package for the Social Sciences
SU-IERC	Strathmore University Institutional and Ethical Research Committee
TRA	Tourism Regulatory Authority
UK	United Kingdom
US	United states
WLB	Work-Life Balance

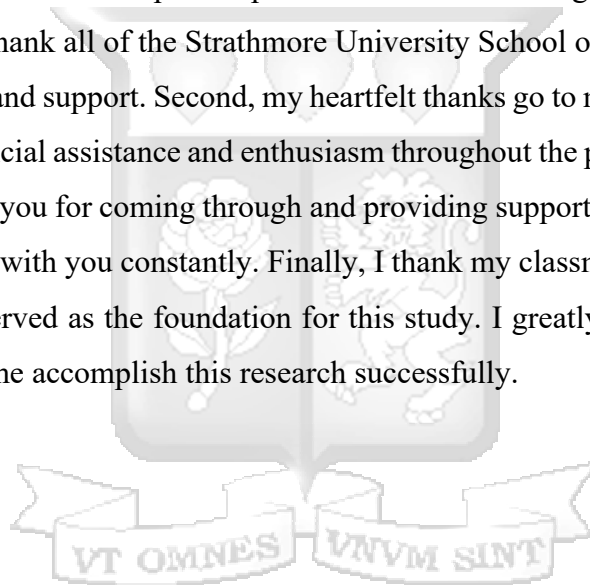
## Definition of Terms

<b>Wellness programme</b>	Adinma (2022), defined the concept as a comprehensive initiative structured to improve, support, and promote the overall well-being of the individual.
<b>Wellness</b>	According to Fonarow et al. (2015), wellness involves creating a sense of belonging and a good support system.
<b>Well-being</b>	A condition of being in optimal health that is, having a good balance of physical, social, mental, intellectual and spiritual health (Gallan et al., 2021).
<b>Work-Life Balance (WLB)</b>	Work-life balance is a measure of an individual's ability to allocate personal time, resources, and energy to both work and non-work tasks (Haar et al., 2014).



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## Dedication

I dedicate this research study to my loving Husband Rev. George Odhiambo and my children Joy, Gloria and James. You sacrificed to ensure I have required time and resources to attain this goal. Your immersed support and invaluable love, encouragement through the Master of Hospitality Business Management (MHBM) course have brought this forth.



# Chapter 1: Introduction

## 1.1 Background to the Study

One of the biggest and labour-intensive economic sectors in the world is the hospitality and tourism sector (Mehta et al, 2023). The hotel sector employs an astounding 330 million people worldwide, making it a crucial source of employment for people all over the world as reported by The World Travel and Tourism Council (Nyaupane et al., 2020). The hospitality sector encompasses a broad range of service-oriented enterprises, including eateries, lodging facilities, cruise lines, event coordinators, and other tourism-related firms (Kamica, 2015). Report states that the hospitality sector increased at a compound annual growth rate (CAGR) of around seven percent in 2023 alone, contributing about \$4,699.6 billion to the worldwide economy (Shobana & Partington, 2016).

A vital part of the hospitality sector, hotels are companies that sell food and drink to the general public and offer room and laundry services (Batinić, 2016). Worldwide hotel facility categorization is growing more and more significant as a reliable way to tell travelers about what to anticipate from different classified hotels. It also contributes to higher standards and better service delivery. The location, amenities, infrastructure, and facilities all play a role in this. With ongoing oversight of the quality of services provided, this classification creates 5-star, 4-star, 3-star, 2-star, and 1-star recognized categories (TRA,2023).

Nairobi being Kenya's capital city, is one of the country's main tourist hotspots, the other main hotspots being Mombasa, Kisumu, Nakuru, Malindi, Kirinyaga and Maasai Mara (Ganu et al., 2017). Nairobi, therefore, naturally has a high number of hotels and restaurants of different grades to meet the different needs and preferences of different local and international tourists. Studies have shown that low wages, irregular schedules, and poor work balance are conditions commonly experienced by hotel workers in developing countries and which increase employee stress levels (Pantaleon et al., 2023). Working in the hotel sector is a challenging prospect (Blomme et al., 2009). Frontline workers are sometimes subjected to stressful interactions with customers, yet they are still expected to provide service with a smile (Jung & Yoon, 2015). This makes it critical for

star-rated hotels to hire, train and retain well-trained and motivated employees (Booyens et al., 2022).

According to Marriott International's Take-care Wellness Initiative, founder John Willard Marriott claims that if you take excellent care of your staff, they will take good care of your guests, which will lead to repeat business (Zhang, 2014). An employee wellness program is a comprehensive, all-encompassing program that tackles the main causes of absenteeism and lost productivity. Human resource interventions such as wellness programmes have been identified as means through which the well-being of workers may be enhanced leading to performance (Ganu et al., 2017).

### **1.1.1. Star-rated hotels**

In 1912, the Automobile Association (AA) established hotel classification and star grading system for hotels and other lodging businesses (UNWTO, 2015). Research by Omondi (2019), opines that hotel ranking is directly connected with quality service improvements and performances in hotel properties all over the world. Rating systems are also a crucial guide for determining hotel price decisions. Most of the systems in North America and Europe acknowledge the importance of service quality factors in hotel rating systems. In China, two types of hotels exist: star-rated and non-rated economy hotels. Full-service hotels are evaluated by national and local bureaus using a star-rating system, which was developed to increase service quality and market confidence (Njuguna et al., 2019).

Kenya gained independence from British colonial rule in 1963 after which the new government prioritized tourism as a key sector for economic development. The concept of star-rated hotels was then introduced to standardize hotel quality and services. The Ministry of Tourism and Wildlife, in collaboration with the Kenya Utalii College and other stakeholders, developed a rating system to classify hotels based on their facilities, services, and overall quality (Njuguna et al., 2019). In Kenya, like in several other jurisdictions, hotels are graded based on the number of stars, depending on the products and services they offer and the level of luxury they promise (TRA, 2023). The Star-rated hotels in Kenya account for a significant share of the hospitality industry's contribution to the country's economy (TRA, 2023). Fifty-nine hotels have been classified by TRA as Star-rated ranging from 2-to-5-star hotels in Nairobi. A star-rated hotel's ability to produce and serve

meals, interact with customers, and keep a clean, comfortable, and welcoming atmosphere for guests makes its staff indispensable to the business's success (Batinić, 2016). Kenya's hotel sector employs over 1.5 million people and contributes roughly 10% of the country's GDP, making it a vital pillar of the country's economy (Siboe, 2019). While working in Star-rated hotel can be rewarding, hotel work is often a challenging endeavour (Mehta et al, 2023).

### **1.1.2. Wellness programmes**

A study by Peterson et al. (2018), states that the hotel industry has one of the highest rates of employee report suicides and alcohol misuse. In the US, 90% of workers in all industries provide health benefits to their staff; however, this percentage drops to 40% for workers in the hotel sector (Peterson et al., 2018). According to a poll conducted by the Society for Human Resources Management, 64% of businesses said they provide employee wellness programmes, and 60% of workers in all industries participate in them (Veld & Alfes, 2017). Thus, human resource management initiatives are crucial for raising performance, cutting labour expenses, and improving hotel service quality factors that rely on employees (Bresciani et al., 2012).

Numerous organizations' confirms that the use of employee wellness initiatives can benefit society as a whole (Goetzel, 2020). All families have members who work for them, and happy employees benefit their families more, the community and society (Zhang, 2014). In this way, effective initiatives for employee health could result in a happier society overall. Moreover, wellness initiatives that are successful in one company can be replicated to the advantage of workers in other companies as well as the society at large. According to research, involvement in wellness initiatives is most likely to enhance population-level health outcomes when those initiatives are characterized as comprehensive, multilevel, and multicomponent initiatives supported by evidence of efficacy (Fonarow et al., 2015).

### **1.1.3. Wellness programmes in relation to employee well-being**

Numerous studies about worker performance and well-being have been conducted (Ott-Holland et al., 2019). Well-being is a condition of being in optimal health, that is, having a good balance of physical, social, mental, intellectual and spiritual health (Gallan et al., 2021). Well-being thus goes beyond the absence of illness and encompasses positive emotions, overall satisfaction with life, and personal fulfilment (Abasili et al., 2023). Employee health and attitude had the most effects on the acceptance of corporate wellness programmes, according to a descriptive research study

that looked at the components impacting employee wellness programme uptake (Su & Swanson, 2019). Although the significance of employee well-being has been acknowledged (Rana & Sharma, 2019), there is still a lack of understanding regarding the ways in which certain wellness elements impact and improve hotel employees' well-being and performance.

Star-rated hotels can adopt a variety of wellness programmes, this study will solely look at health education, work life balance and fitness programmes. The three main categories of health-based wellness programmes are mental, emotional, and physical wellness. Programmes for physical health aim to maintain, improve, and make employees healthier (Holcomb, 2020). Therefore, the purpose of this study is to evaluate how wellness programmes work and how these elements contribute to improving worker's well-being which results to performance. An employee's performance (or work performance) is the amount and quality of work they accomplish in carrying out their duties in line with their assigned obligations (Hermina & Yosepha, 2019). Worldwide, as per Abolnasser et al. (2023), the profitability of hotels is determined by the ability of staff to deliver superior services to customers.

Alfandi (2021), states that the hotel's profitability, sales, and market position are all impacted by the performance of its staff. Wellness programmes and other human resource interventions have been recognized as ways to improve employees' performance (Gallan et al., 2021). It has been particularly shown that wellness initiatives enhance worker performance on an individual basis as well as a variety of business productivity metrics, such as customer loyalty, employee turnover, and profitability (Krekel et al., 2019). According to reports, these initiatives enhance the quality of the hotel's services, reduce labour expenses, and boost worker performance (Muriuki, 2018).

## **1.2 Problem Statement**

Extended working hours, frequently involving late-night shifts and early morning reporting, are inherent characteristics of hotel jobs (Muluki et al, 2022). When hotel workers are consistently subjected to such a strenuous working environment over long periods of time, they are more likely to experience stress and burnout which can negatively affect their performance (Fonarow et al., 2015). According to (Ngeno, 2014), early 1980s papers addressing workplace physical fitness initiatives and their impact on employee performance were the first to mention corporate and worksite wellness programs. Articles published in the Journal of Occupational Health as early as 1982 detailed how businesses may implement wellness initiatives to lower medical expenses,

lower absenteeism due to illness, and draw in top talent. Only over one in five organisations outside of the United States offer wellness programs, compared to 86% of American corporations that support some form of program (Mokaya & Gitari, 2012).

In Kenya, limited work is available on effective wellness strategies especially focusing on hotel jobs, despite the multiple indications of the strenuous nature of the hotel work (Muriuki, 2018). However, a lot of businesses, like Sameer Africa, Deloitte and Touche, Kenyatta University, Safaricom, Serena Hotels, and others, have tried to introduce wellness initiatives in the workplace (Ngeno, 2014). To address these challenges, various measures including wellness programs have been applied by hotels like Serena and Radisson Blu hotels, however, the wellness concerns are still on the rise (Ng'eno et al., 2020). According to Abasili et al. (2023), employee wellness programs often emphasize the need of striking a healthy balance between work and personal life while helping staff members manage their obligations to both. Despite their potential to improve employee well-being, the effectiveness of wellness programs has received little scholarly attention in Kenya De et al. (2014), a country whose economy greatly depends on the performance of the hotel sector. This study seeks to fill this gap in knowledge by investigating the effectiveness of wellness programs in enhancing employee well-being in the star rated hotels in Nairobi, Kenya.

### **1.3 General Objective**

To investigate the effects of wellness programmes in enhancing employee well-being in star- rated hotels in Nairobi.

### **1.4 Specific Objectives**

- i. To assess the effects of health education programmes on employee well-being in star -rated hotels in Nairobi.
- ii. To investigate the effects of work life balance programmes on employee well-being in star-rated hotels in Nairobi.
- iii. To determine the effects of fitness-based programmes on employee well-being in star-rated hotels in Nairobi.

### **1.5 Research Questions**

- i. What are the effects of health education programmes on employee well-being in star -rated hotels in Nairobi?

- ii. What are the effects of work life balance programmes on employee well-being in star - rated hotels in Nairobi?
- iii. What are the effects of fitness-based programmes on employee well-being in star- rated hotels in Nairobi?

### **1.6 Scope of the Study**

The purpose of the proposed study is to determine the effects of wellness programmes in enhancing the well-being of employees working in star -rated hotels in Nairobi. While there are several hotels in Nairobi that may not be classified, only the 57 hotels that are officially classified as star- rated by the TRA (2023) will be considered for inclusion in the study. The proposed study will thus focus on the employees of 3 and 5 star- rated hotels in Nairobi and will consequently exclude hotels not rated and hotels outside the boundaries of Nairobi County. While there are several wellness programmes that can be implemented by the star- rated hotels, the study will only focus on health education programme, Work-life Balance and fitness-based programme. These programmes have been chosen since they can significantly improve physical and mental health, enhance job satisfaction and boost overall employee well-being, leading to better operational outcomes and customer satisfaction in the hotel industry.

### **1.7 Significance of the Study**

This research study holds significant value for stakeholders within the hospitality industry within Nairobi.

#### **1.7.1. The hotel industry**

By showing the effects of wellness programmes, the study will establish benchmarks and best practices for wellness programmes in the hospitality industry. Implementing the wellness programmes in hotels can boost employee morale, performance, and job satisfaction factors which lead to better service quality and customer satisfaction.

#### **1.7.2 The government**

The study can provide empirical evidence supporting the development of policies and regulations aimed at improving employee well-being in the hotel and other sectors.

### **1.7.3. The Business and Manufacturer Communities**

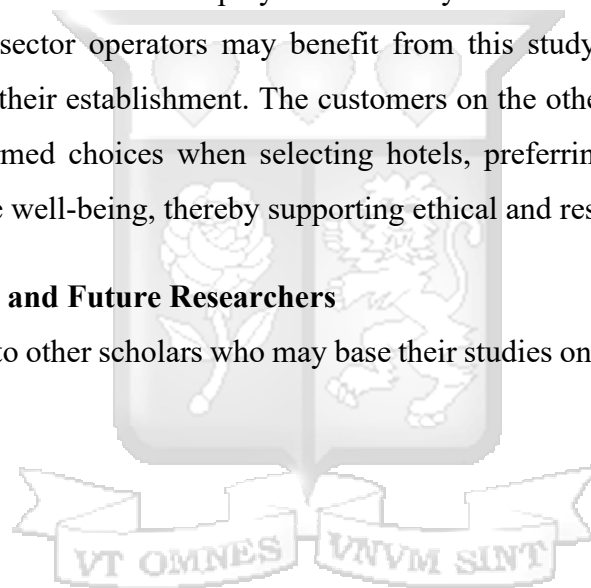
The findings of the study will particularly be useful for the business owners and manufacturers in deciding which wellness programmes to prioritise towards improving employee well-being in their organisations. The study may also be useful to policy makers who may rely on its findings to develop policies aimed at protecting and improving employee working conditions and well-being in the hotel sector. Manufacturers can leverage the findings of the study to enhance their Corporate Social Responsibility (CSR) initiatives by supporting employee wellness programmes and demonstrating their commitment to social and community well-being.

### **1.7.4 The People / Demand side**

The study serves as useful to hotel employees who may wish to improve their own work performance. The hotel sector operators may benefit from this study as they implement the wellness programmes in their establishment. The customers on the other hand may be guided by this study to make informed choices when selecting hotels, preferring hotels known for their commitment to employee well-being, thereby supporting ethical and responsible business.

### **1.7.5 The Academicians and Future Researchers**

The study may be useful to other scholars who may base their studies on the content, methods, and findings of this study.



## **Chapter 2: Literature Review**

### **2.1 Overview**

Several study-related notions are reviewed in this chapter. They contain research on the usefulness of employee wellness programmes in improving the well-being of employees in star-rated hotels, as well as the theoretical and empirical results of those studies. The results of the health education, counselling programmes, fitness-based programmes and the influence on staff well-being are also presented.

### **2.2 Theoretical Review**

The theories to be used in this study includes The Job Demands Resources and Self Determination theory. This is because the theories are relevant to wellness.

#### **2.2.1. The Job Demands-Resources (JD-R) Model**

Numerous ideas endeavour to explain the correlation between the wellness programmes and employee's well-being. Job demands are all the organizational, social, psychological, and physical aspects of work that need ongoing effort and have associated costs and pressures, according to the JD-R Model. Among these demands include workload, time limits, emotional requirements, and role uncertainty. Conversely, job resources refer to those elements of the job be they organizational, psychological, social, or physical that facilitate goal achievement, lighten burdens, or foster personal growth (Bakker et al., 2004). Opportunities for social support, autonomy, feedback, training, and employee wellness programmes are a few examples of job resources. Programmes for employee wellness are a subset of workplace services that focus on enhancing workers' physical and emotional health. Typically, these programmes include things like fitness courses, stress management seminars, health exams, and counselling services.

According to the JD-R Model, organizations that provide wellness programmes to their employees can reduce the negative effects of job demands while also improving employee well-being. These courses provide employees with the tools and techniques they need to deal with workplace stress, improve their overall health, and build resilience. It is critical to note that a variety of factors, including program design, implementation, corporate culture, and individual characteristics, can influence how successful employee wellness initiatives are. Furthermore, while employee wellness programmes can be important tools, they should not be viewed as a standalone solution to dealing

with workplace expectations. The Job Demands-Resources (JD-R) Model serves as the study's foundation, focusing on the relationship between job demands and resources and how these affect worker performance and well-being. It provides an excellent framework for analysing how well wellness programmes affect workers' well-being in star-rated hotels. The JD-R model's focus on the interaction between job demands and resources makes it a highly suitable framework for evaluating and enhancing the effectiveness of wellness programmes in star-rated hotels.

### **2.2.2 Self-determination theory**

Self-determination theory (SDT), which has garnered substantial empirical backing, has surfaced as a profoundly consequential account of human motivation and well-being (Ryan & Deci, 2022). It provides a route to comprehending the fundamentals of social conduct and personality, as well as the relationship between wealth, well-being, and a respectable standard of living and fundamental psychological demands. Rather than treating motivation as a monolithic concept, as is the case with most historical and modern approaches to human motivation, SDT has focused on a variety of motivational forms (from autonomous to controlled motivation) in order to predict outcomes like performance, engagement, vitality, and psychological health. The idea states that motivations can be classified as either restricted or autonomous. While being controlled is the state of being under external pressure, whether that pressure comes from fear, force, or the promise of a conditional reward. On the other hand, autonomous behaviour is characterized by full volition, endorsement, and choice. Feeling under external pressure to act—whether from ego involvement, fear of punishment, the promise of a contingent advantage, or other outside influences—is what it means to be controlled.

People who are independently motivated show more curiosity, excitement, vigor, and confidence, as several studies have shown. Better performance, inventiveness, perseverance, and general welfare result from this. Both intrinsic and well-internalized (thus autonomous) extrinsic motivation sources can provide autonomous motivation. According to SDT, for people to continue growing, preserving their integrity, and being healthy, they must all have their basic psychological needs met, which include competence, autonomy, and relatedness. Despite the diversity of human desires, ambitions, and preferences, autonomy, competence, and relatedness emerge as critical components for these results. In contrast to social conditions that block the fulfilment of these

requirements, those that facilitate it enhance well-being, self-regulation, and social relationships. Wellness programmes can effectively improve employee well-being and raise motivation, contentment, and performance by addressing the basic psychological demands described in SDT. SDT is therefore a very appropriate theoretical framework for the research.

## **2.3 Empirical Review**

An overview of empirical research on the effects of wellness programmes in enhancing employee well-being in the hospitality industry is provided in this chapter. It examines the body of research on the use, efficacy, and effects of such programmes on workers' job performance, retention, engagement at work, and physical and mental health. Additionally, the assessment will evaluate several wellness initiatives, including health education, work-life balance and fitness-based programmes.

### **2.3.1 Effects of wellness programmes on employee well-being**

An employee's life will inevitably involve stress, but most employees don't know how to manage stress well enough to keep it in check (Haver et al., 2019). High levels of work-related stress can contribute to unhealthy physical habits like smoking, dieting, substance abuse, and poor eating. According to Holcomb (2020), it may result in problems including anxiety, sadness, emotional weariness, immune system deficiencies, and cardiovascular disease. Long-term, high job demands can cause employees to experience chronic fatigue and psychological alienation from their work, both of which can lower their overall health (Bakker et al., 2004).

In contrast to the notion of health in China, wellness has a far longer history and more sway than in Western nations. Jiankang and Yangsheng are the Chinese terms for well-being and health, respectively. Although Jiankang was not present in Chinese literature until the last few decades, its transposed form, Kangjian, was present in classical Chinese works and signifies that strength is predicated on a state of balance and tranquility (Huang & Xu, 2014). Well-being includes happiness, satisfaction, vitality, optimism, passion, and self-actualization (Abasili et al., 2023). Research has shown that wellness initiatives greatly reduce counterproductive work behaviours such as employee disengagement and absenteeism (Abdullah & Lee, 2012). Well-being thus goes beyond the absence of illness and encompasses positive emotions, overall satisfaction with life, and personal fulfilment (Abasili et al., 2023).

In practice, wellness programmes include a whole range of initiatives including group guided mindfulness, flexible work schedules, fitness challenges, walking meetings, company retreats, mental health counselling, celebration of work anniversaries, official social events, fitness clubs, gymnasiums, celebration of employee success, and acknowledgement of peers (Holcomb, 2020); (Adinma, 2022). An overwhelming majority of studies have found a positive relationship between wellness programmes and employee performance. For example, In the US, Holcomb (2020), found a weak positive correlation between wellness programmes and performance as measured by presenteeism. In Nigeria, focusing on civil servants in their qualitative study, Abasili et al. (2023), found that wellness programmes had a positive effect on the mental and physical health of employees, work-life balance of workers, and employee performance. The study reported that challenges to the uptake of these programmes included time constraints and attitudes towards mental health.

In another study focusing on a single telecommunications company in Kenya, Ganu et al. (2017), found that health and fitness programmes had a positive effect on both employee performance and employee productivity. Akhigbe (2021), studied the connection between worker satisfaction and organizational performance in Nigerian oil and gas companies in Rivers State. The results showed a strong positive correlation between organizational characteristics like cohesiveness and productivity and employee health as assessed by metrics like job satisfaction and work-life balance satisfaction. Ng'eno et al. (2020), in his study found that wellness initiatives for staff members at Kenyan commercial banks aided in the reintegration of drug-abusing staff members. The research results served to highlight the significance of wellness initiatives for enhancing workers' productivity. Thus, in order to favourably impact employees' performance, businesses ought to fund wellness initiatives.

Similar research on the detrimental impact of alcohol abuse on the performance and absenteeism of Kenya Ports Authority employees was conducted by Gyawali et al, (2024), also found that drug and alcohol abuse affect productivity by raising absenteeism. Muriuki (2018), in her study focusing on one hotel, found a strong relationship between wellness programmes and employee performance. In an empirical study carried out by Tzenios (2019) involving 232 employees on health literacy, found that health literacy, as offered through health education programmes, had a significant positive impact on employee performance. In their study, Saraç et al. (2023), similarly

found that healthy lifestyle behaviours had a positive correlation with employee productivity as measured using the Endikot Work Productivity Scale (EWPS). In Kenya, Muriuki (2018), found that preventative programmes, screening programmes, wellness risk awareness programmes, and health and safety programmes had positive effects on employee performance. In a study involving seventy-four employees of a sugar company in Kenya, Tsuma et al. (2017), found that employee counselling led to significant improvements in employee performance and wellness.

Similar findings were reported by Migwe et al. (2017), in their study involving a sample of 105 youth development officers from different counties in Kenya. Ng'eno et al. (2020), in a study involving 30,000 employees from forty-three commercial banks in Kenya, found that employee counselling had a positive influence on the performance of bank employees. Another study conducted in Kenya by Onsare (2017), featuring one hundred and four employees of a single company (Kenya Ports Authority) found that employee counselling programmes had a positive impact on employee performance through reduced stress, anxiety, absenteeism, and increased punctuality and morale. Supporting these findings, in a study involving the employees of a brand development company in Kenya (Rehema, 2022), found that psychological employee wellness had a significant positive influence on employee performance.

Wellness programmes in general have been credited by employers for reducing errors, improving decision making quality and efficiency at work (Muriuki, 2018). The programmes have also emerged as effective tools for attracting prospective talented workers to the organisation as workers perceive them to be a way in which the company cares for and invests in their employees (Ganu et al., 2017). The programmes can also lead to improvements in employee engagement, enhance employee retention, and reduce work-related injuries and injury-related compensation costs and health insurance costs. According to (Ortillo & Ancho, 2021), the programmes help to reduce stress in workers and can help increase employee morale, motivation, and job satisfaction. (Holcomb, (2020), has however noted that wellness programmes that are not closely tied to the needs of employees may be met with little or no participation. Wellness programmes have numerous benefits to both individual employees and the organisation offering the programmes. According to Muya et al. (2014), wellness programs go beyond weight management and physical exercise and promote trust, high performance, organisational citizenship, and overall productivity.

However, it has also been noted that wellness initiatives lessen the likelihood and severity of mental and physical health issues, including stress and musculoskeletal illnesses (Abasili et al., 2023). Therefore, investing in and paying attention to hotel employees' health and well-being is necessary.

### **2.3.2 Health education programmes in hotels**

The ability to understand and utilize health information and services to make informed health decisions is known as health education. It involves being able to navigate the healthcare system, understand and use healthcare-related information, and get pertinent resources. Because it influences a person's capacity to manage their own health and make knowledgeable healthcare decisions, health education is important. Poor health outcomes, trouble accessing the healthcare system, and misinterpretation of health information can all be caused by low health awareness. Conversely, people with high health literacy can be more empowered to take charge of their own health and make wise healthcare decisions (Tzenios, 2019). Activities related to wellness have grown to be a multibillion-dollar global sector with previously unheard-of prospects (Zopiatis et al., 2017).

Back in the 1930s, when the Marriott hotel business was just a restaurant and root beer stand, its creator suggested a simple health programme. One day the cook didn't show up for work, so JW Marriott decided to start a programme to keep his staff members happy and healthy. He employed a physician to give medical care, and after a few years, he also recruited a surgeon. These programmes are far more extensive now. Employees of Marriott International Inc.'s 16 hotel brands worldwide have had access to the Takecare Wellness Initiative since 2010 (Marriott International Inc. 2012a). Wu (2017), in their study found that employee well-being could have a favorable impact on job satisfaction and job performance. The study also investigated how wellness affects Taiwanese employees' job performance and satisfaction using a questionnaire survey method. The results of the study demonstrated a strong link between increased performance and worker well-being.

In organisations, wellness programmes are aimed at encouraging employees to actively participate in behaviours and activities that promote good health outcomes (Abasili et al., 2023). According to (Swayze & Burke, 2013), social well-being involves creating healthy, encouraging, and supportive connections and relationships with people around an individual. According to (İBİLİ

& Billingham, 2019), having positive social networks raises a person's self-esteem, encourages trust and communication, reduces chances and severity of conflict, and fosters conflict management. According to Mehta et al. (2023), workers who develop and maintain positive relations with other people tend to be less stressed and tend to enjoy better psychological wellness. According to McManamy (2016), employees may not engage in health initiatives due to a lack of knowledge about them, their company culture does not support such initiatives, or they are not aware that they exist in the workplace, enhance, the employees feel uncomfortable because they don't have mental assistance, and they don't trust their managers.

Programmes for mental health make use of instruments to reduce or control stress. Because physical activity can reduce stress and its associated variables, such as depression and anxiety, several programmes combine mental and physical health (Holcomb, 2020). Employees who participate in wellness programmes experience improvements in their perceptions of their physical and mental well-being and develop and acquire knowledge and coping skills that help them deal with stressful or challenging experiences (Swayze & Burke, 2013). Employees who have good health tend to be more productive, take fewer sick leaves, and have lower risk of experiencing serious health problems compared to their counterparts who have poor health and well-being (Amin & Akbar, 2013). In support of these notions Ganu et al. (2017); Holcomb (2020), noted that wellness programmes have been found to reduce absenteeism and increase individual employee performance.

A study done by Holcomb (2020), indicates that corporations offer health-based wellness programmes to address any physical, mental, or emotional problems that staff members may be experiencing. Workers that participate in these initiatives typically show reduced levels of work-related stress and a more positive attitude about their work environment. The three main categories of health-based wellness programmes are mental, emotional, and physical well-being. Programmes for physical health aim to maintain, improve, and make staff healthier. Incentives like insurance savings may also be used by these programmes to entice more people to join them. Discounts on gym memberships, biometric health exams (which check blood pressure, cholesterol, weight, and other parameters), and weight watchers are examples of physical health programmes that support good eating practices. Tools are used in mental health initiatives and adherents to weight watchers, all of whom support wholesome eating practices.

Instruments to lessen or control stress are used in mental health programmes. Since exercise lowers stress and its related variables, such anxiety and depression, several programmes integrate mental and physical wellness. According to Tzenios (2019), companies who support their workers' health with programmes like wellness centers and access to medical resources may see a decrease in medical costs and absence, which will boost output and profitability. Any business should prioritize raising employee productivity, profitability, and well-being in addition to improving health literacy. Businesses that support their workers' health by providing wellness programmes and access to healthcare resources may experience a decrease in medical costs and absence, which will increase profitability and productivity. Any business should prioritize raising employee productivity and health literacy (Tzenios, 2019). According to McManamy (2016), employees may not engage in health initiatives due to a lack of knowledge about them, or their company culture does not support such initiatives, or they are not aware that they exist in the workplace. They feel uncomfortable because they don't have mental assistance, and they don't trust their managers.

### **2.3.3 Employee Work-Life Balance**

Work-life balance measures an individual's ability to devote personal time, resources, and energy to both work and non-work activity (Haar et al., 2014). Non-work responsibilities include family and other activities (e.g., leisure, education, community, religion) that need personal energy, time, and attention. According to Liu et al. (2021), those who have a high level of person-environment fit report higher levels of well-being. Work-life balance (WLB) is positively associated to work well-being, while work-life conflict is adversely related (Wepfer et al., 2018). Work-life benefits and programs are one way to help people achieve their personal and professional goals. Introducing proper strategies to help employees attain a better work-life balance would bring about actual benefits for the firm (Liu et al., 2021).

Working moms in the UK in the 1960s and 1970s were the first to voice concerns about WLB. Later, in the middle of 1980, the US government gave the matter careful thought (Geetha et al, 2023) . In other regions of the world, WLB became sufficiently recognized as a human resource management issue during the 1990s (Jung et al., 2023) . The growing number of women in the workforce, technology advancements, societal changes in perspectives regarding the balance between work and family, and the variety of family structures have all contributed to the rise in research works on WLB (Greenhaus & Kossek, 2014). WLB is greatly impacted by burnout, or

work-related tiredness. Burnout is a negative psychological experience brought on by work-related stress (Demirović Bajrami et al., 2022).

WLB and employee well-being are negatively predicted by occupational burnout, which is a result of increased responsibilities at work and outside of it (Greenhaus & Kossek, 2014). Yadav & Sharma (2023), states that WLB was favourably predicted by the support of coworkers, managers, and the institution's leadership. The staff members will be able to identify and give priority to all facets of contemporary life, including work, family, self-care, and the community, enabling them to develop and put into practice ways that will improve WLB. Personal counselling is beneficial because it can help people understand their own emotions and selves better, identify their strengths and weaknesses, try new approaches to thinking and behaviour, and feel less alone when they share their worries with a professional. It can also help people set goals and work out how to get closer to them (Mtana & Ombui, 2022).

There is a direct correlation between the general decrease in workplace illness caused by physical, psychological, and personal reasons and the increased emphasis on employee well-being. Even though work is a major contributor to illness, several studies have shown that high-quality employment is beneficial to health. The majority of an employer's attention is directed toward addressing the physical health of their workforce in an effort to treat physical illnesses or conditions like high blood pressure, diabetes, obesity, and smoking. This is done through programs like gym memberships, weight loss, exercise, nutrition, and quitting smoking (Purcell, 2018).

The hidden costs of employee stress, overload, low productivity, interpersonal conflict, sick leave, and even long-term disability are well recognized by most organizations (Tsuma et al., 2017). It is a wise investment to address stress-related issues before they become incapacitated. Employees who receive workplace counselling can create and execute WLB that satisfies both their requirements and the objectives of the company. According to Brough et al. (2014), creating a work environment that fosters both individual and family well-being and a high-achieving, compassionate culture is essential to guaranteeing employees' employability for the duration of their careers. Companies are now aware of the importance of employee welfare. Given that physiological well-being both on and off the job can contribute to healthy minds and families, such

organizations should view employee well-being as a culture rather than a programme (Wu, 2017). The goal of counselling is to help employees develop to achieve organizational goals, but very few would be willing to take part since they might be afraid of coming out as weak, thus they would rather overlook its advantages.

#### **2.3.4 Fitness- based programme in hotels**

Frequent engagement in wellness programmes fitness activities stimulates workers to exercise, which has several positive effects on their general wellness (Abasili et al., 2023). Exercise improves cardiovascular health, strengthens the immune system, lowers the risk of chronic illnesses, and helps people maintain a healthy weight. Good physical health makes workers less prone to illness and weariness, which helps them perform their jobs effectively and consistently (Abasili et al., 2023). According to a study conducted by Ganu et al. (2017), implementing a fitness programme improves productivity and work performance.

According to the survey, over 90% of physically active workers avoided taking sick days for a whole year. Furthermore, compared to employees who did not participate in any kind of fitness programme, over 80% of those who worked out for at least half an hour a day reported less health issues or disabilities as well as overall mental wellness. The introduction of a workplace health and fitness programme can improve worker productivity and performance. Both the employer and the employee benefit from this in numerous ways that are long-lasting (Ganu et al., 2017). The study further indicates that the physical fitness programme correlated with reduced absenteeism and at the same those who took part in an exercise programme recorded significantly less medical and mental health problems compared to their counterparts who did not take part in the programme. Muriuki (2018), found that fitness programmes and wellness communication programmes had meaningful effect on employee well-being.

The problem is that the participation rate has consistently been mentioned as being lower than anticipated, making it a major concern in the body of existing literature. This is brought on by poorly designed programs, ineffective incentives, and a misalignment with the various requirements and desires of users (Conlon, 2013). According to (Brenton-peters, 2015) , adherence to wellness initiatives is just as much of an issue as low participation. Companies provide various monetary and nonmonetary incentives to leverage involvement in order to overcome these obstacles. Several obstacles that reduce employee participation have been found

in earlier research. a low participation percentage does not indicate that workers are in good health or that the program's elements do not meet their needs. Employees are probably prevented from actively participating by enduring obstacles. Several obstacles that reduce employee participation have been found in earlier research.

Additionally, some of the obstacles that prevent employees from participating in well-being programs include low or non-existent incentives provided to them, the program's incorrect location, time, or duration, topics that are unrelated to their interests, and employees' conflicting views about well-being (Personetal.,2010). Employees who do not take part in these programs typically exhibit lower levels of self-efficacy, no interest in physical activities, and limited time or energy, according to Edmunds et al. (2013).

### **2.2.5 Linkages between wellness programmes and hotel employees' well-being**

According to research conducted by the Joseph Rowntree Foundation, employees in the UK hospitality industry have the most erratic shift patterns of any industrial sector; less than 25% of workers are informed about changes to their shift patterns with less than a week's notice (Piso, 2022), thus, it should come as no surprise that hotel staff consider their working hours to be among the most important aspects of their jobs (Gamor, 2014), and that time, along with compensation, plays a significant role in how well or poorly they perceive their jobs. According to 2014 Gallup research, the average worker puts in 47 hours a week, and over half of the respondents work an average of 50 hours a week without receiving pay. People who wish to maintain a healthy balance between their personal and professional lives find it extremely difficult in such a work environment, which might result in detrimental health consequences (Lepsinger, 2018).

Employee involvement in wellness programmes is significantly influenced by their values and beliefs, and employee support for wellness and the activities related to enhancing performance and lowering turnover has an impact on employee participation in wellness programmes (Ott-Holland et al., 2019). Thus, in addition to improving employees' well-being, wellness programmes offered by an employer to improve performance and retention will have a high participation rate (Al-Alawi et al., 2021). If employees receive promotion, preventative health care, learning opportunities, and, most significantly, managers' encouragement to take part in wellness programs, they will be

more inclined to join (Mungania et al., 2016). Positive or poor health behavior can be encouraged by the physical surroundings of an organization. An organization's office layout, equipment arrangement, furniture placement, and other design elements can affect the morale, engagement, productivity, and moods of its workers.

Chandrasekar (2011), asserts that there are many hazardous and unhealthy problems in the workplace nowadays. The current work environment is characterized by poorly built workstations, inappropriate furniture, inadequate ventilation, inappropriate lighting, excessive noise, inadequate fire safety precautions, and a lack of personal protective equipment. Employee involvement in wellness programmes may be impacted by these physical environments. A company's productivity rises when its employees are healthy, have had a top-notch education, possess the necessary information, abilities, and have positive attitudes. Employers typically offer Corporate Wellness Programmes to encourage their employees to live a healthy lifestyle by making major adjustments to their everyday routines (Goetzel, 2020), thereby lowering health-care expenses and increasing productivity. They seek to improve health awareness, detect health concerns, and positively influence employees' health behaviour to create a cheerful work environment and beyond. Employees' incapacity to work and frequent absences are currently caused by mental health issues in most countries.

Everybody has a varied level of mental well-being. A person's perspective on health is reflected in their level of well-being. A person's mental health is influenced by several variables, including their surroundings, their line of work, their sense of community, social support, and stressors (Al-Alawi et al., 2021). When someone prioritizes their mental health, they can recognize and manage their emotions (Louise et al., 2020). Human resource interventions such as wellness programmes have been identified as means through the productivity of workers may be enhanced (Zhang et al., 2014). Wellness programmes have particularly been reported to improve individual employee productivity and different firm performance outcomes, including profitability, employee turnover, and customer loyalty (Ganu et al., 2017; Krekel et al., 2019). These programmes have been reported to improve hospitality service quality, lower labour costs, and increase employee productivity (Muriuki, 2018). Studies such as (Abdullah & Lee, 2012; Ganu et al., 2017) have found that social wellness programmes significantly lower counterproductive work behaviour such

as absenteeism and employee disengagement. Social wellness programmes have also been reported to reduce chances and severity of physical and mental health problems such as stress and musculoskeletal disorders (Abasili et al., 2023; Abdullaha & Leeb, 2012; Marin-Farrona et al., 2023)

Organizations as well as society at large benefit from the workplace's capacity to promote well-being and prevent disease of any kind. Organizations should prioritize the welfare of their workforce since they invest significant resources in acquiring new staff members and in striving to produce goods, turn a profit, and keep their clientele. Since employee wellness programmes were introduced, businesses have seen a decrease in worker compensation claims, injuries, and absenteeism (Goetzel et al., 2014). In addition to seeing how crucial employee well-being is to their company's continued profitability, leaders leverage it as a recruiting and retention tool.

The negative consequences of burnout can be mitigated and the development of pleasant feelings that a job can elicit be fostered by stimulating work conditions and increased levels of personal resources (Bajrami et al., 2022). Customer loyalty can also be impacted by an employee's well-being at work, in addition to their behaviour, performance, and relationships with superiors and coworkers, as well as their intents to leave.

The hotel industry is widely associated with lengthy, erratic workdays that leave employees with poor results. One of the most important factors influencing an employee's experience in and out of the job is their ability to choose the length and structure of their workdays. Several studies have shown a substantial correlation between a lack of control and negative effects on employees physical and mental health as well as their ability to maintain a work-life balance (Piso, 2022).

More precisely, research from multiple nations shows that hotel employees' lack of control over working hours is positively associated with interpersonal conflict and even violence, and it leads to some of the highest rates of work/family conflicts in the economy (Swanberg et al., 2014). However, there is few, if any, evidence to support the claim that hotel employees have much choice over their work schedules. A study by Al-Alawi et al. (2021), highlights the reasons why employees decline to take part in a new employer-sponsored wellness program: personal matters, time constraints, and the belief that the program is unnecessary. Even though earlier research has examined various aspects of participation, most of these studies were carried out in an educational

setting university health program and may not accurately represent the participation rate in other industries, like the hospitality sector (Dauner et al., 2019).

### **2.3.6 Star -Rated Hotels in Nairobi**

Global hotel facility classification is becoming more and more significant as a reliable way to tell travellers about the kinds of accommodations they can anticipate from different hotel chains. It also aids in raising standards and providing better services. This is carried out based on standards and considers the amenities, infrastructure, and location. Categories like 5 star, 4 star, 3 star, 2 star, and 1 star approved with ongoing oversight on the quality of services given are brought about by this classification (TRA,2023). The Ministry of Tourism's Hotels & Restaurants Authority (HRA) oversees classifying establishments in Kenya. The classifications depend on the several factors including location, site and environment, architectural and design features, capacity, services, and décor, to mention only a few (TRA, 2023).

Nairobi being Kenya's capital city, is one of the country's main tourist hotspots, the other main hotspots being Mombasa, Kisumu, Nakuru, Malindi, Kirinyaga and Maasai Mara (Ganu et al., 2017). Nairobi therefore naturally has a high number of hotels and restaurants of different grades to meet the different needs and preferences of different local and international tourists. Although many hotels may be categorised as star rated, only 59 hotels in Nairobi have been formally classified as star rated by TRA (2023). As part of the larger hospitality industry in Nairobi, the star rated hotels contribute immensely to the economy of the county and the country. Statistics shows that hotels and restaurants contributed roughly US \$700 million to the economy of Kenya in 2019 (Ministry of Tourism, 2019). Many locals and tourists in Nairobi prefer to dine or lodge in star rated hotels considering that they offer the services and ambience that are desired by the patrons at rates that are widely considered to be affordable (Wangui, 2013).

With intense competition within the hotel industry in Nairobi, star rated hotels operating in the Nairobi constantly strive to stay ahead of competition by offering top-notch services and by attracting and maintaining a well-trained and well-motivated workforce They also strive to survive and achieve high profitability by keeping costs reasonably low without compromising on the quality of their services and offerings (Wangui, 2013). Records indicate that many hotels in Nairobi have a variety of well-being programmes that are aimed at maintaining a healthy and

motivated workforce (Muriuki, 2018). Some of the well-being programmes that are most applied by hotels in Nairobi include health education programmes, fitness- based programmes, and mental health counselling (Muriuki, 2018).

## **2.4 Gaps in the Literature**

Most of the studies focusing on the effectiveness of employee wellness programmes and employee well-being have established a positive relationship between these two. However, most of these studies have been conducted in industries other than hotels, such as telecommunication, marine among others (Onsare, 2017) and banking (Ng'eno et al., 2020). Only one study focused on the hotel industry in Kenya highlighting evidence of knowledge gap. Hence, there is still limited understanding of the effects of wellness programmes in enhancing employee well-being, which is the gap that this study seeks to fill.

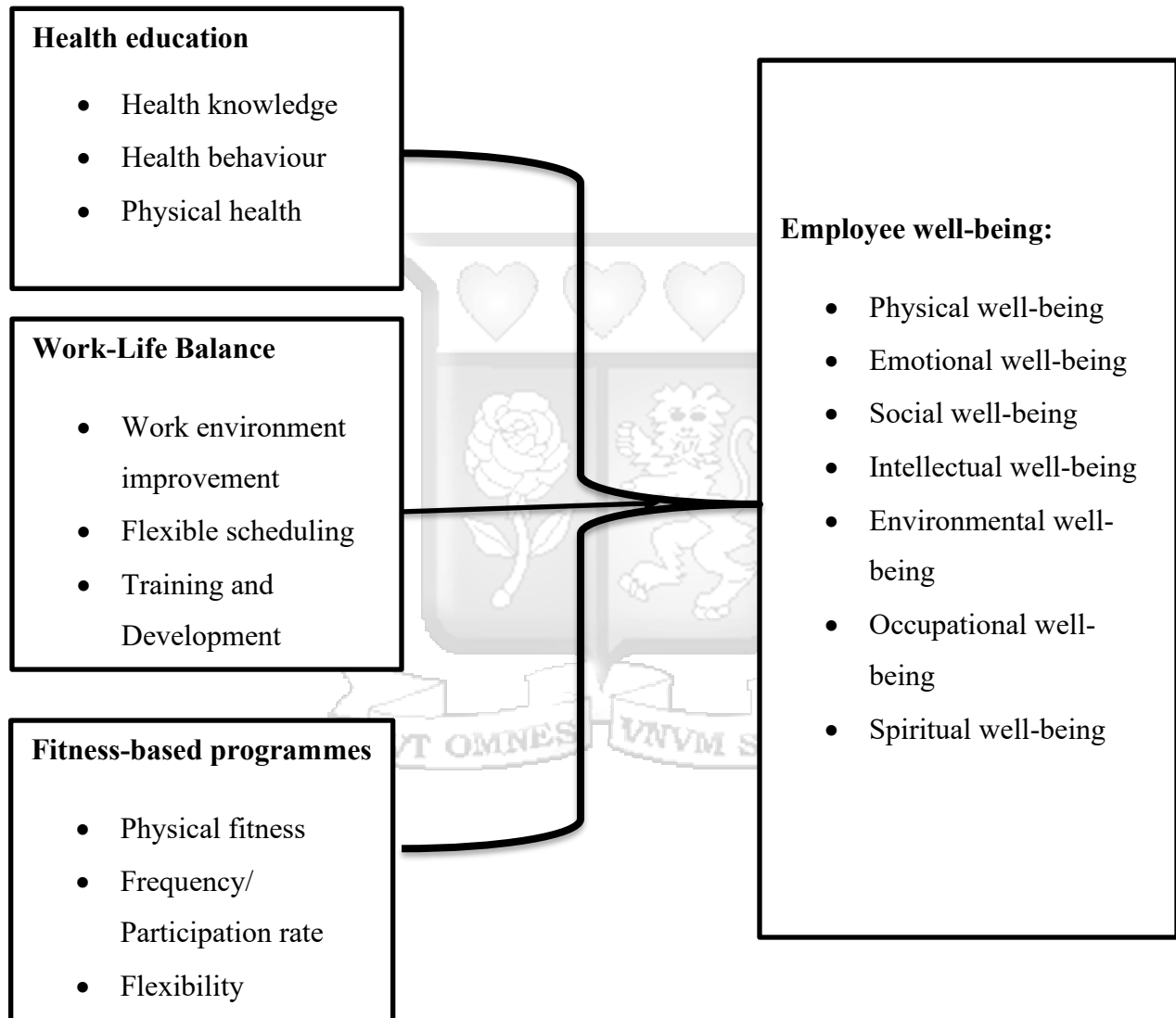
## **2.5 Conceptual Framework**

The conceptual framework of the study illustrating the relationship of wellness programmes and hotel employee well-being. As evident from the conceptual framework, health education programme, counselling, and fitness-based programmes will be the independent variables while employee well-being will be the dependent variable. Health education programme, counselling, and fitness-based programme will each be measured in terms of an individual's engagement in the respective programme. Employee wellness will be measured in terms of the quality, effectiveness, and quantity of work accomplished (Figure. 2.1).

Figure 2.1: Conceptual Framework illustration of the Relationship of wellness programmes and hotel employee well-being

**Independent variables**

**Dependent variable**



## 2.6 Operationalization of variables

The table 1 provides a clear and organized overview of the operationalization process for the research study detailing the objectives, operationalization strategies measurement instrument for each variable.

Variables	Definition	Indicators	Measurement scale	Type of data	Data Analysis method
Employee well-being	Physical, Emotional, Social, Intellectual, Environmental, Occupational, Spiritual well-being of employees.	Job satisfaction, stress levels, Absenteeism rates	-Distribute the developed questionnaire to employees in selected star rated hotels.  -Likert scale (1-5)	Quantitative  Qualitative  -Use interview and survey	- Descriptive Statistics,  -Regression analysis
Health education programmes	Programs aimed at improving health awareness and behavioural change	-Health knowledge -Health behaviour -Physical health	Nominal	Quantitative,  Qualitative	-Descriptive statistics, (comparative analysis)
Work-Life Balance programmes	Work-Life Balance refers to the equilibrium between personal life and professional responsibilities, where individuals manage and handle these two crucial aspects effectively	-Work environment improvement  -Flexible scheduling  -Training and Development	1-5 Likert scale	-Quantitative -Qualitative analysis: -Thematic analysis of interview responses	-Regression analysis, -Thematic analysis  t-tests, correlation
Fitness- based programmes	Physical activity options provided to improve employee fitness	-Physical fitness, Participation rates -Employee agility	Ordinal (Low to High)	Quantitative	Descriptive statistics, -Correlation analysis

Table 1. Operationalization of variable.

## **Chapter 3: Research Methodology**

### **3.1 Introduction**

This chapter presents a comprehensive research methodology, covering research philosophy, research design and methods, sampling techniques, data collection, analysis, and ethical considerations. It describes the methods used in the study to collect and analyse the data for the response to the objectives.

### **3.2 Research Philosophy**

The methodology, principles, and presumptions that underpin the entire research process was derived from the research philosophy. The positivist philosophy was used in this research study because it suited for analysing the direct impacts of certain wellness initiatives on employee well-being through the collection of quantitative data. The study was in line with positivist philosophy by emphasizing objective measurements, hypothesis testing, and statistical analysis which produced accurate and dependable findings regarding the effects of wellness programmes.

### **3.3 Research Design**

This study adopted a descriptive research design. This was considered appropriate given the need to capture the attitude of employees working in star rated hotels at only one point in time and to provide detailed descriptions about the uptake or consumption of different wellness programmes. The research design was selected due to its effectiveness in gathering data on multiple variables within a short time.

### **3.4 Target Population**

This research focused on employees in 57 star rated hotels situated in Nairobi (TRA, 2023). According to Mota (2019), there are a total number of 15, 650 employees in 3,4 and 5 star rated hotels in Nairobi. TRA (2019), gives classification of hotels in Nairobi as shown in Table 3.1. The three strata of hotels were adopted in the study which achieved objectivity and representation in line with the industry structure.

Table 3.1: Classified Hotels in Nairobi

Hotel classification	Number of hotels	Population in each star
3 stars	18	1,880
4 stars	21	3,127
5 stars	9	10,643
Total hotels	57	15,650

### 3.5 Sampling Design and Sample Size

The study used stratified sampling design which established the proportion of employees in each star rated hotel to form a sample size. Additionally, it ensured that the sample was representative of the entire population, minimising bias and enhancing the validity of the research findings. The selection process was entirely random. The sample size was 399 employees out of the total of 15,650 in 3-, 4- and 5-star hotels. Yamane’s formula was applied to calculate the sample size for each subset and the total was the overall sample size as shown in (Table 2).

$$n = \frac{N}{1 + N(e)^2}$$

Where N = Population size

n=Sample size

e=error margin

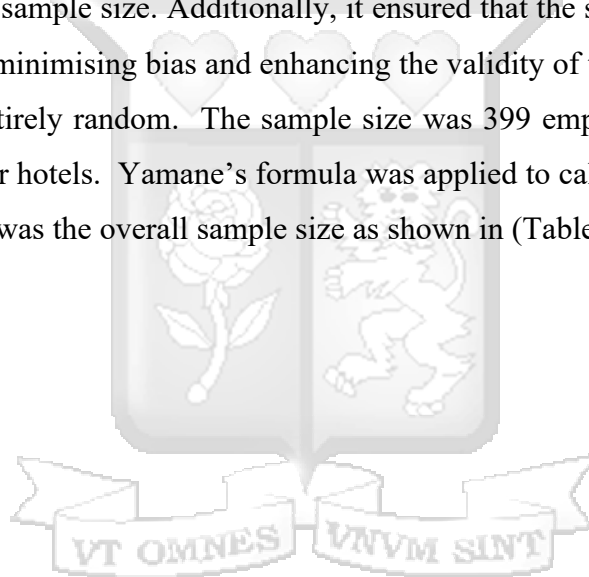
$$e=0.05$$

$$n = \frac{15,650}{1 + 15,650(0.05)^2}$$

$$n = \frac{15,650}{1 + 15,650(0.0025)}$$

$$n = \frac{15,650}{39.1275}$$

$$=399.97$$



The sample size is (n) =399

The sample size for each star rated hotel will adopt the same formula

$$n\text{-star} = \frac{N\text{star}}{N} \times n$$

where N-star= The population of employees in each star-rated hotel.

N=15,650

n=399

*Table 3.2: Sample size of employees in each Star -rated hotels in Nairobi*

Hotel classification	Number of hotels	No. of employees (Mota 2019)	No. of employees
3 stars	18	1,880	48
4 stars	21	3,127	80
5 stars	9	10,643	271
Total hotels	57	15,650	399

### 3.7 Data Collection Procedures and Instruments

The data was collected using questionnaires which was distributed to employees working in star rated hotels in Nairobi, to gather quantitative data on their perceptions and experience with health education programmes, Work-life-balance and fitness-based programme. The questionnaire as a data collection method was selected given its effectiveness in collecting data on many variables from several people within a short time and in a cost-effective way (Rose et al., 2014). The questionnaire used was divided into three main parts with the first section capturing the participant's basic information, the second section captured information relating to engagement in wellness programmes while the third section captured information relating to employee well-being.

### **3.8 Research Quality**

To ensure research quality several strategies were considered. Validity was obtained through comprehensive and aligned instruments and review against existing studies; maintaining reliability through consistency; using triangulation to cross verify data sources; employing representative sampling with stratified method; pilot tests was conducted which proved the viability of the research tool. The study was approved by SU- ISERC adhering to Ethical guidelines with informed consent and confidentiality; applying statistical and qualitative analysis tools which enhanced robustness and credibility of findings.

#### **3.8.1 Validity**

In research, validity relates to the accuracy with which a research instrument measures what it is designed to measure (Price et al., 2013). The face validity of the questionnaire was achieved by the verification of SU- ISERC verified the accuracy of the measures used for different constructs. Based on the feedback from the panellists, changes were made on the questionnaire to improve its validity.

#### **3.8.2 Reliability**

Reliability relates to the consistency of a research instrument or how reproducible the results of the instrument are (Price et al. 2013). The internal reliability of the questionnaire was achieved by conducting a pre-test of the questionnaire. The pre-test involved a randomly selected sample of 17 employees from a two-star hotel in Nairobi that was not be featured in the study. The reliability of the instruments used in this research was assessed using Cronbach's Alpha in which the overall Cronbach's Alpha for the 22 items was 0.848, suggesting good internal consistency across the constructs. Table 4.3 breaks down the reliability for individual subscales: health education, work-life balance, fitness programs and employee well-being. These values indicated that each construct was measured reliably, supporting the validity of the findings and conclusions drawn from this data.

Table 4.2 Reliability Test

Construct	Number of Items	Cronbach's Alpha
Overall	22	0.848
Health Education	4	0.780
Work Life Balance	3	0.750
Fitness Programs	5	0.800
Employee Well Being	7	0.880

### 3.9 Data Analysis and Presentation

The data was analysed with both descriptive and inferential statistics. The descriptive presentations included frequency distribution tables and percentages to describe the demographic characteristics of the respondents (e.g. age, gender, job position, length of employment) and the distribution of wellness. Measures of Central Tendency through the Mean, Median and Mode summarized the typical responses related to the effects of health education, Work-life balance and fitness-based programme on employee well-being variables. Inferential statistics was used to draw conclusions and make predictions about the population based on the sample data. Pearson's correlation was applied to evaluate the relationship between each wellness programme and employee well-being. Linear regression analysis was used to determine the influence of each of the wellness programme on employee well-being. The test of significance was analysed at a probability of value less than 0.05 ( $P < 0.05$ ).

The model for the relationship testing in regression analysis between employee wellness and the different well-being programmes was presented in the form below:

$$Y_1 = \alpha_1 + \beta_1(X_1) + \beta_2(X_2) + \beta_3(X_3) + \varepsilon_1$$

Where:  $Y_1$  represents employee well-being.2

$\alpha_1$  is the regression constant.

$\beta_1$ ,  $\beta_2$ , and  $\beta_3$  are coefficients

$X_1$  is health education programme.

$X_2$  is employee work- life balance programme.

$X_3$  is fitness-based programme.

$\varepsilon_1$  is the error term.

### **3.10 Ethical Considerations**

In studies that involve human participants, it is necessary to protect the privacy and confidentiality of personal data of the participant, and protect the integrity, dignity, health, life, and autonomy of the participant (Yip et al., 2016). In this study, the hotel employees who participated were adequately informed on what the study is all about and were made aware that participating in the study involves filling a questionnaire. Those who were willing to participate signed consent form while those incapable of signing used thumbprint to consent. Any questions or issues they had about the study were honestly, transparently and satisfactorily addressed. Participants were made aware that taking in the study was voluntary and that they are at liberty to withdraw from the study at any point. Additionally, they were assured that they were not required to provide a reason behind their pulling out of the study if they choose to withdraw from the study and would not experience any repercussions for such a choice.

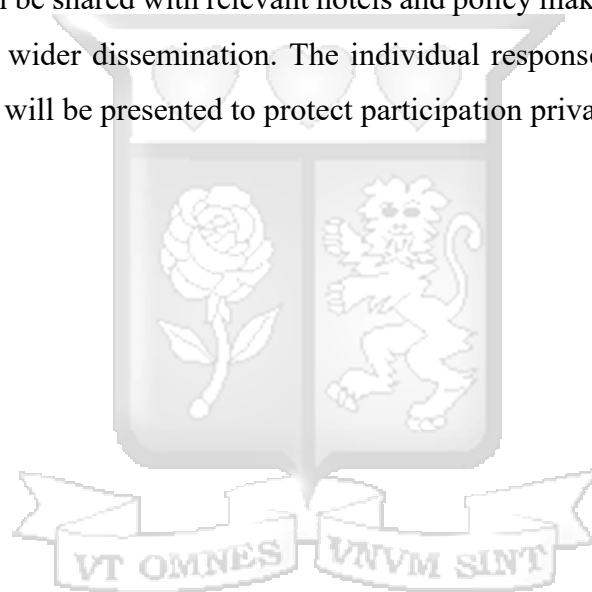
Participants confirmed their consent to participate by signing a consent form. To ensure the privacy and confidentiality of data, no personal identifying information of the participants was collected in the study and the participant's filled questionnaire were kept safely in a password secured computer system and file. Minimal risk to participants was encountered in the study. The study tool was designed by using clear, engaging and relevant questions to maintain interest of the participant to avoid boredom. At the same time, to avoid confidentiality concerns, the participants were assured of confidentiality of all the data and the responses were going to be anonymized to ensure privacy.

To mitigate emotional discomfort, participants were informed of the nature of the questions beforehand and assured that they can skip any question they find uncomfortable or withdraw from the study without any consequences. Being conscious of the time spent participant to answer the

questionnaires could inconvenience the participant, the questionnaires were designed to be concise and time efficient. Estimated duration was well spelled beforehand to the participants and the assurance of withdrawal at any time. The study took to account religious beliefs and ethical perspectives, ensuring that the research process does not conflicts with participant's values. No risk to participants was encountered in the study. The research design, data protection and ethical standards were upheld by subjecting the proposal for review by the Strathmore University Institutional Scientific Ethics Review Committee (SU-ISERC).

### **3.11 Utilisation and Dissemination**

Findings of this study will be shared with relevant hotels and policy makers upon request to ensure practical application and wider dissemination. The individual response will remain anonymous and only aggregated data will be presented to protect participation privacy.



## Chapter 4: Presentation of Research Findings

### 4.1 Introduction

This chapter presents the detailed findings derived from the data collected during the research process. The analysis addresses key aspects such as response rate, demographic characteristics of the sample, reliability and validity testing of the instruments used, frequency distributions, and the correlation between various wellness programs and employee well-being. The findings are organized systematically to facilitate an understanding of the factors affecting employee well-being, with specific attention to the role of wellness programs. The data presented herein is critical for interpreting the effects of these programs and is examined to determine their impact on employee health and productivity.

### 4.2 Response Rate

The response rate is a key measure of survey validity. As shown in Table 4.1, 399 surveys were distributed, with 364 returned, yielding a response rate of 91.22%. This high response rate suggests strong engagement from the survey participants, which enhances the reliability and representativeness of the data. It indicates a high level of participation from the target population, ensuring that the results are a meaningful reflection of the overall sample. The substantial return rate further justifies the use of the collected data for analysis and reporting in this study.

Table 4.1 presents the response rate distribution.

*Table 4.1 Response Rate.*

Description	Frequency	Percentage (%)
Distributed	399	100
Returned	364	91.22

### 4.3 Demographics Analysis

The demographic characteristics of the study sample are crucial in understanding the distribution of participants and their characteristics. The following subsections provide detailed insights into the gender, age, education level, type of contract, and position of the respondents.

#### 4.3.1 Gender

Figure 4.1 shows that most respondents (59.3%) are female, while 40.7% are male. This distribution highlights the gender composition within the sample, which may influence how wellness programmes are perceived or accessed.

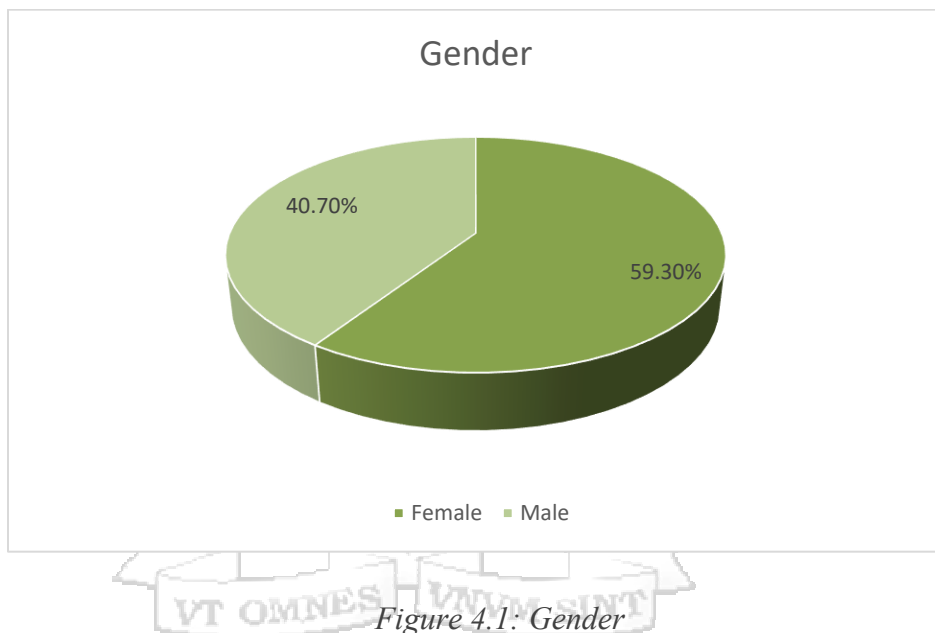


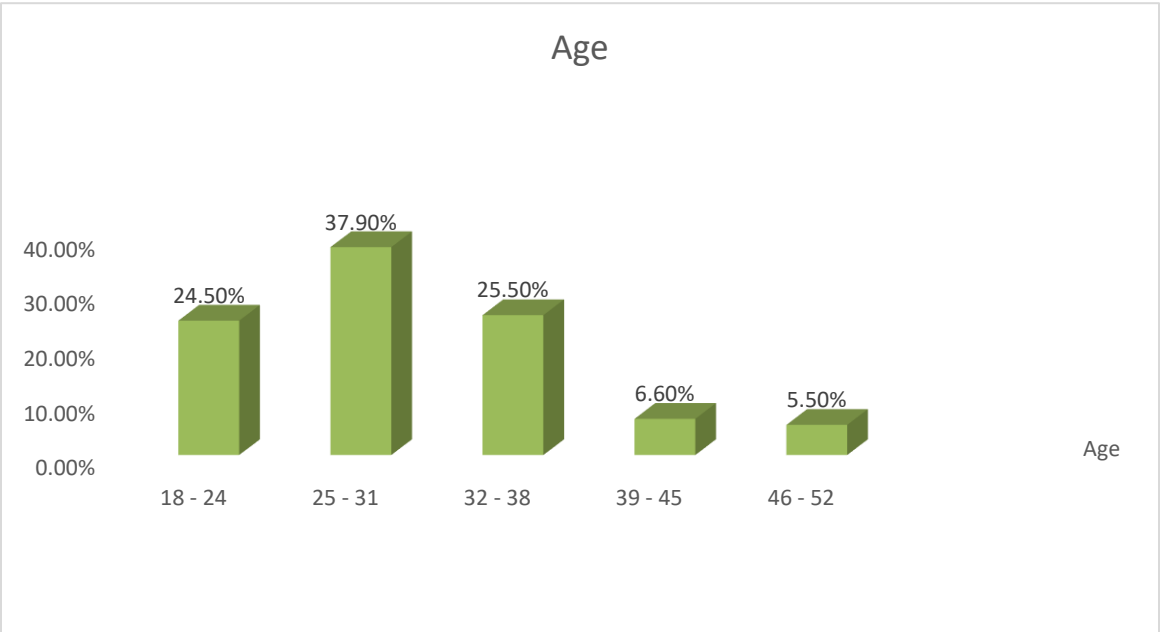
Figure 4.1: Gender

#### 4.3.2 Age

Figure 4.2 provides the age distribution of respondents. The largest age group (37.9%) is between 25-31 years, followed by the 18-24 age group at 24.5%. This data reveals a young workforce with a potential preference for wellness programs that address issues relevant to their life stage, such as work-life balance and fitness.

*Table 4.2 Demographic Characteristics*

Demographic Characteristic		Percentage (%)
Gender	Male	40.7
	Female	59.3
Age	18-24	24.5
	25-31	37.9
	32-38	25.5
	39-45	6.6
	46-52	5.5
Education	Degree	12.4
	Diploma	31.3
	Masters	8.80
	PhD	1.40
	Primary	8.80
Type of Contract	Permanent	61.3
	Temporary	38.7
Position	Food and Beverage	22.8
	Front Desk	23.6
	House Keeping	18.7
	Management	17.9
	Other	17.1
Total		100%



*Figure 4.2: Age*

**4.3.4 Type of Contract**

Figure 4.4 shows that 61.3% of respondents hold permanent contracts, while 38.7% are employed on temporary contracts. This distribution suggests that most employees have more job security, which may influence their ability and willingness to participate in wellness programs that require a long-term commitment



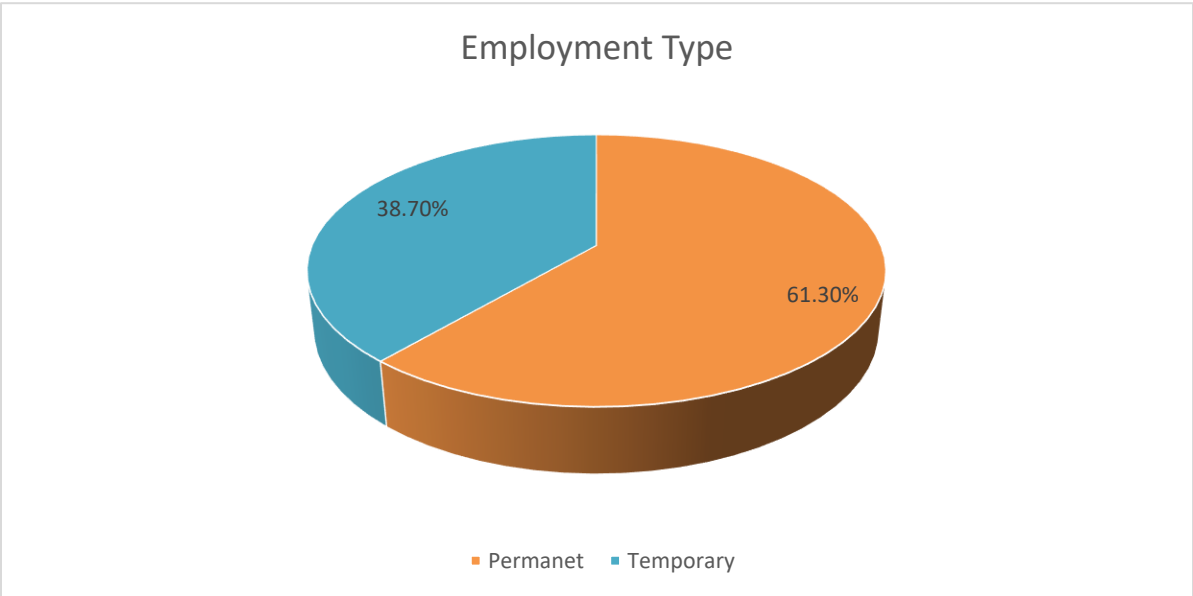


Figure 4.4: Type of Contract

**4.3.5 Position**

As shown in Figure 4.5, the majority of participants hold positions in the front desk (23.6%) and food and beverage (22.8%) categories. This distribution is important as it provides insights into the types of roles most engaged with wellness programs, potentially affecting the type of wellness initiatives most valued by these positions.

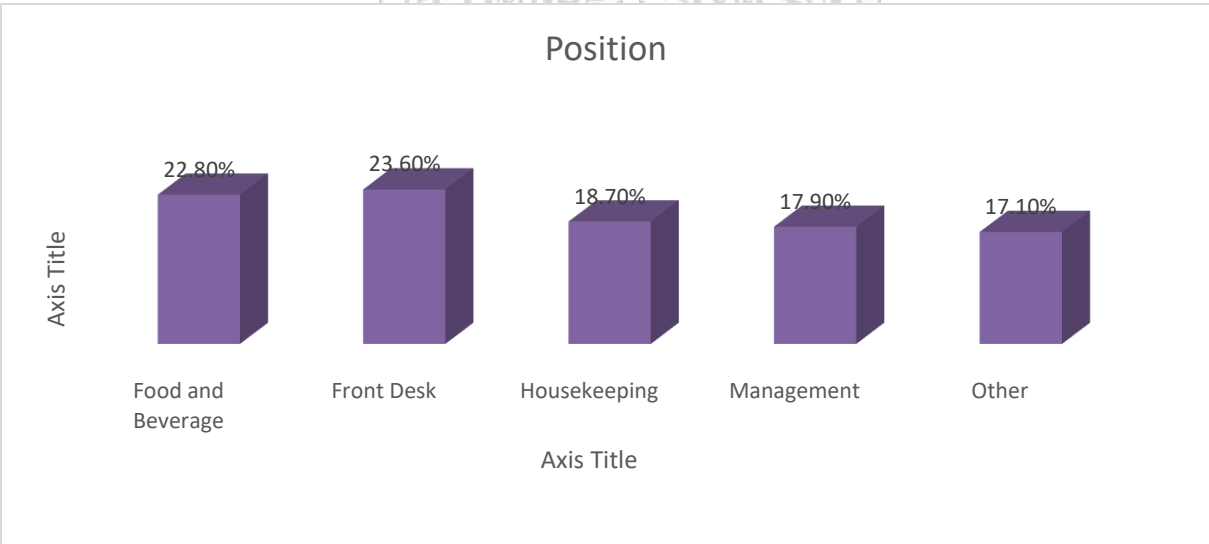


Figure 4.5: Position

#### 4.4 Reliability and Validity Testing

The reliability of the instruments used in this research was assessed using Cronbach's Alpha. The overall Cronbach's Alpha for the 22 items was 0.848, suggesting good internal consistency across the constructs. Table 4.3 breaks down the reliability for individual subscales: health education (0.780), work-life balance (0.750), fitness programs (0.800), and employee well-being (0.880). These values indicate that each construct is measured reliably, supporting the validity of the findings and conclusions drawn from this data.

Table 4.2 Reliability Test

Construct	Number of Items	Cronbach's Alpha
Overall	22	0.848
Health Education	4	0.780
Work Life Balance	3	0.750
Fitness Programs	5	0.800
Employee Well Being	7	0.880

#### 4.5 Frequency Distribution

Frequency distribution refers to the tabulation of survey responses to determine how frequently each response occurs across a given scale. It provides an overview of participant engagement and perceptions related to various wellness programs. This distribution is important because it helps in identifying patterns, levels of participation, and the general sentiment of employees towards wellness programs, thus guiding future interventions and improvements. The following subsections present the frequency distribution for employee participation in wellness programs, categorized by health education, work-life balance, and fitness programs.

### 4.5.1 Employee Participation in Wellness Programs

#### 4.5.1.1 Frequency Distribution of Employee Participation in Health Education Programme.

The results indicated that 19.8% of respondents reported never participating in health education programs, while 26.4% rarely engaged in these programs. 17.3% of respondents were neutral in their participation, 17.6% participated often, and 19.0% always participated. This shows that there is moderate engagement in health education programs, with a significant portion of respondents indicating rare or no participation.

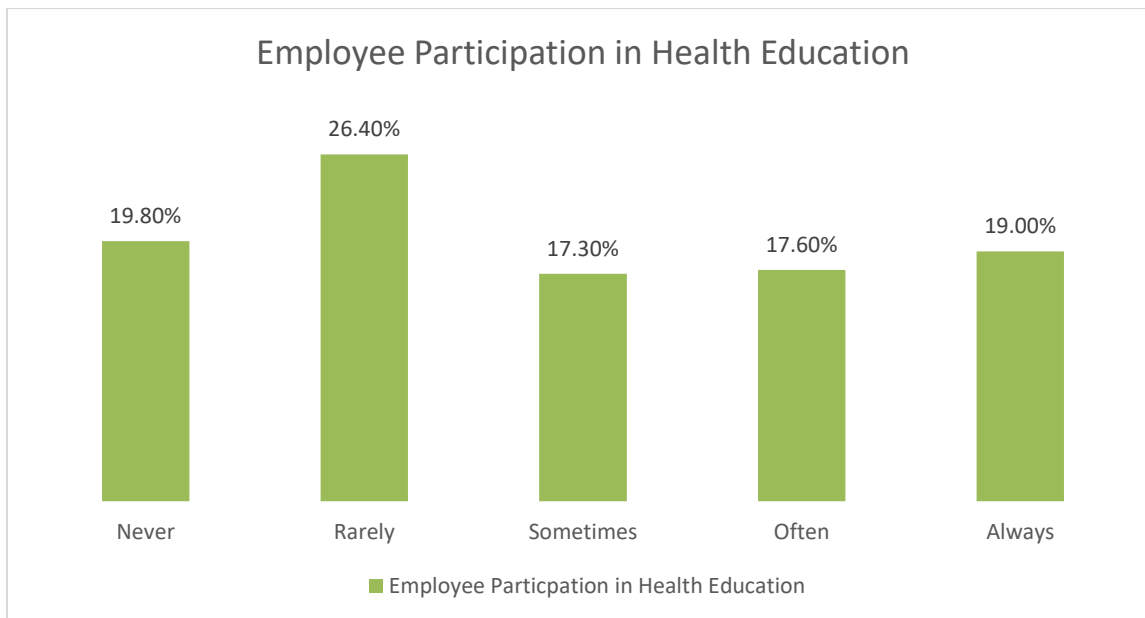
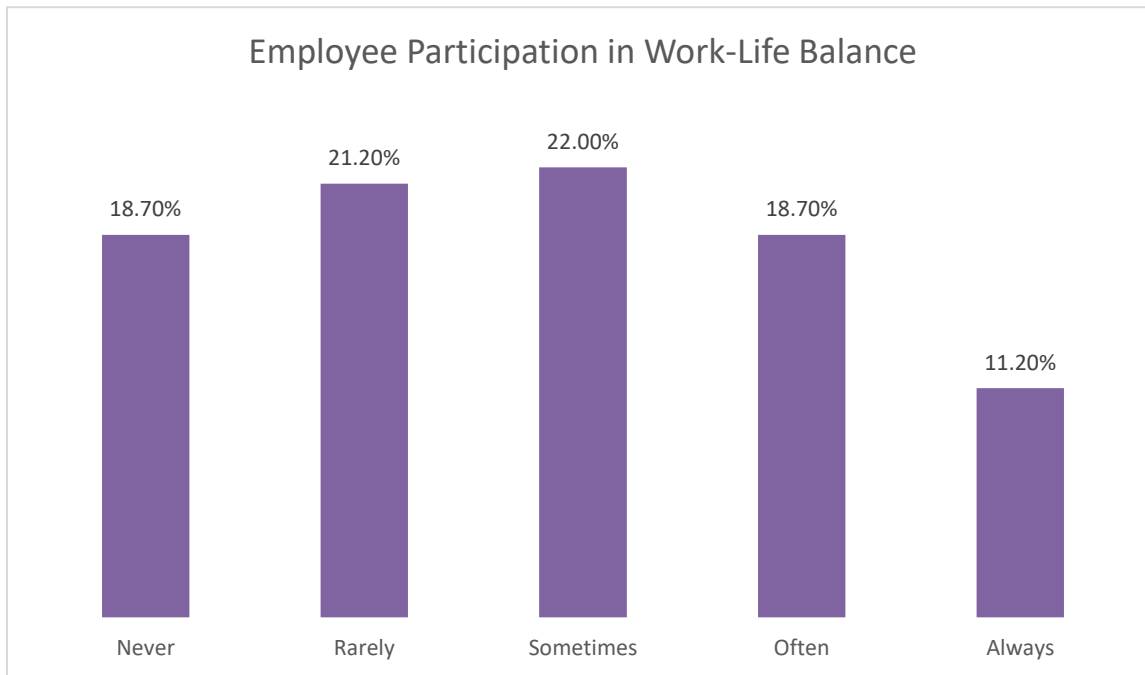


Figure 4.6: Employee Participation in Health Education

#### 4.5.1.2 Frequency Distribution of Employee Participation in Work Life Balance Programmes

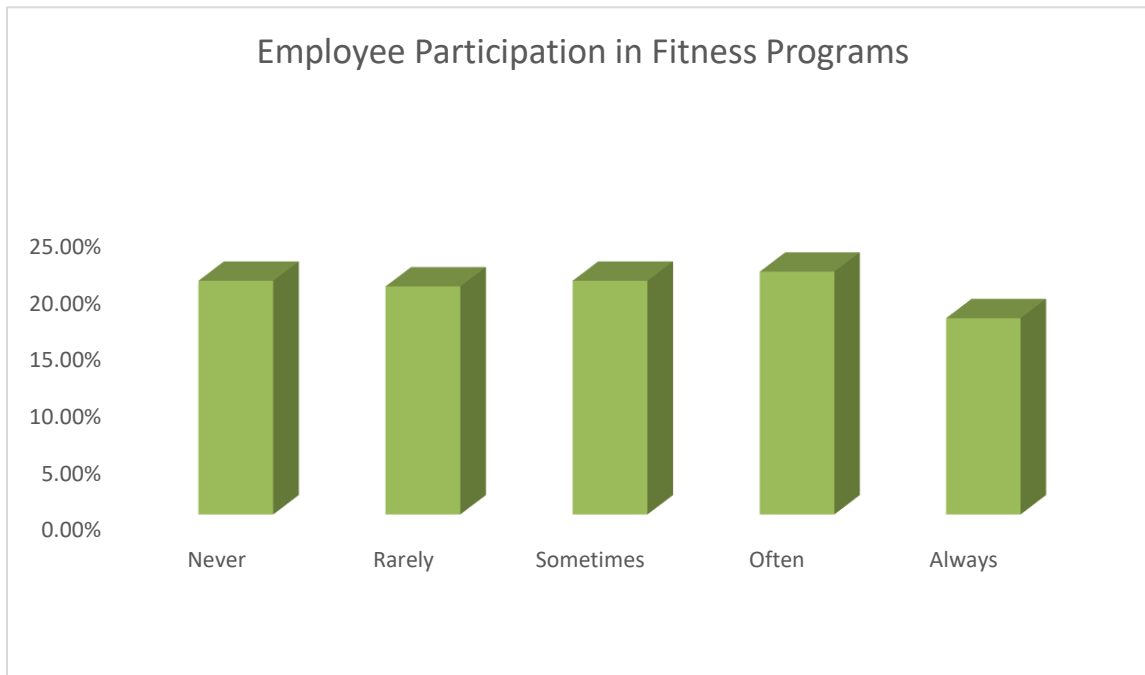
The results showed that 18.7% of respondents reported never participating in work-life balance programs, while 21.2% participated rarely. 22.0% of respondents were neutral, 18.7% often engaged in work-life balance programs, and 19.5% always participated. These findings suggest that there is a moderate level of participation, with a significant portion of respondents engaging less frequently.



*Figure 4.7: Employee Participation in Work-Life Balance*

#### *4.5.1.3 Frequency Distribution of Employee Participation in Fitness Programmes*

The results indicated that 20.6% of respondents reported never participating in fitness programs, while 20.1% rarely engaged in fitness activities. 20.6% of respondents were neutral, 21.4% often participated, and 17.3% always participated in fitness programs. These findings show that participation is spread across different levels, with a considerable number of respondents engaging less frequently.



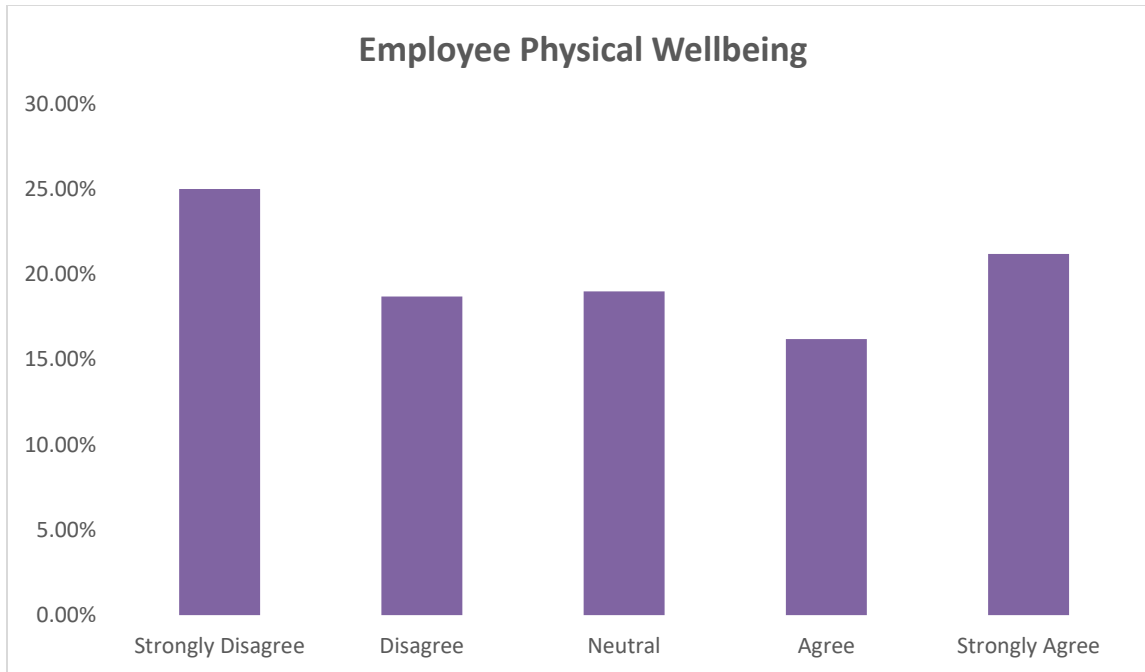
*Figure 4.8: Employee Participation in Fitness Programs*

### **4.5.3 Employee Well Being**

The participants were asked to rate their level of agreement with statements related to various dimensions of employee well-being, including physical, emotional, social, intellectual, environmental, and occupational well-being. The following are the results based on the responses provided:

#### *4.5.3.1 Employee Physical Well-being*

The participants were asked to rate how physically healthy they felt and their ability to manage daily tasks. The results showed that 25.0% of participants strongly disagreed, indicating they did not feel physically healthy or capable of managing daily activities. 18.7% disagreed, 19.0% were neutral, 16.2% agreed, and 21.2% strongly agreed. This indicates that while many employees feel capable of managing their physical health, there is still a significant portion reporting neutral or negative responses.



*Figure 4.9 Employee Physical Wellbeing.*

#### **4.5.3.2 Employee Emotional Well-being**

Participants were asked to assess how emotionally stable they felt and their ability to cope with stress. The results indicated that 20.6% of respondents strongly disagreed, 16.8% disagreed, and 22.0% were neutral. On the other hand, 19.0% agreed and 21.7% strongly agreed, indicating that while many employees feel emotionally stable, there remains a significant portion who feel less confident in their emotional health.



Figure 4.10 Employee Emotional Wellbeing

*4.5.3.3 Employee Social Well-being*

The participants were asked to evaluate the quality of their relationships with colleagues. The results revealed that 18.4% strongly disagreed with having positive relationships, while 23.4% disagreed. 19.8% were neutral, 18.1% agreed, and 19.2% strongly agreed. This suggests that while a majority of employees maintain positive relationships at work, there is still a portion that feels disconnected or neutral about their social interactions.

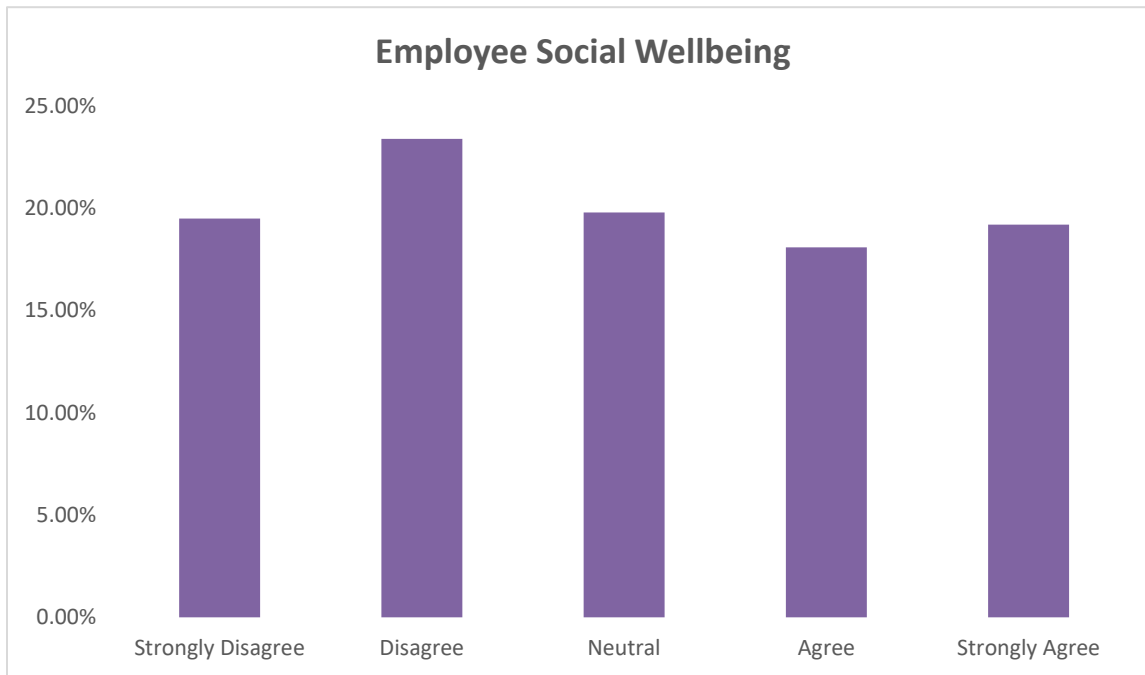
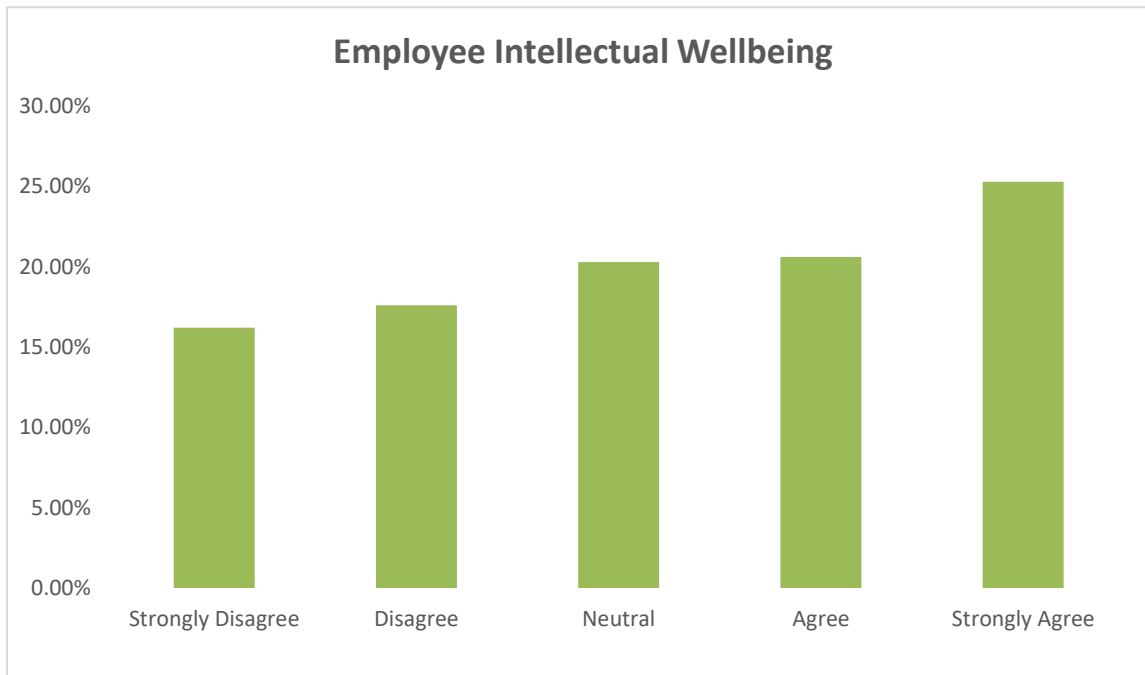


Figure 4.11 Employee Social Wellbeing

#### 4.5.3.3 Employee Intellectual Well-being

Participants were asked to assess whether they had opportunities for personal and professional growth. The results showed that 16.2% strongly disagreed, 17.6% disagreed, and 20.3% were neutral. However, 20.6% agreed, and 25.3% strongly agreed, indicating that most employees feel they have opportunities for intellectual growth in the workplace.



*Figure 4.12 Employee Intellectual Wellbeing.*

#### **4.5.3.4 Employee Environmental Well-being**

The participants were asked to rate how supportive their workplace environment is to their overall health and well-being. The results showed that 17.3% strongly disagreed, 17.9% disagreed, and 20.3% were neutral. 23.1% agreed, and 21.4% strongly agreed, indicating that most employees feel their work environment contributes positively to their health and well-being.

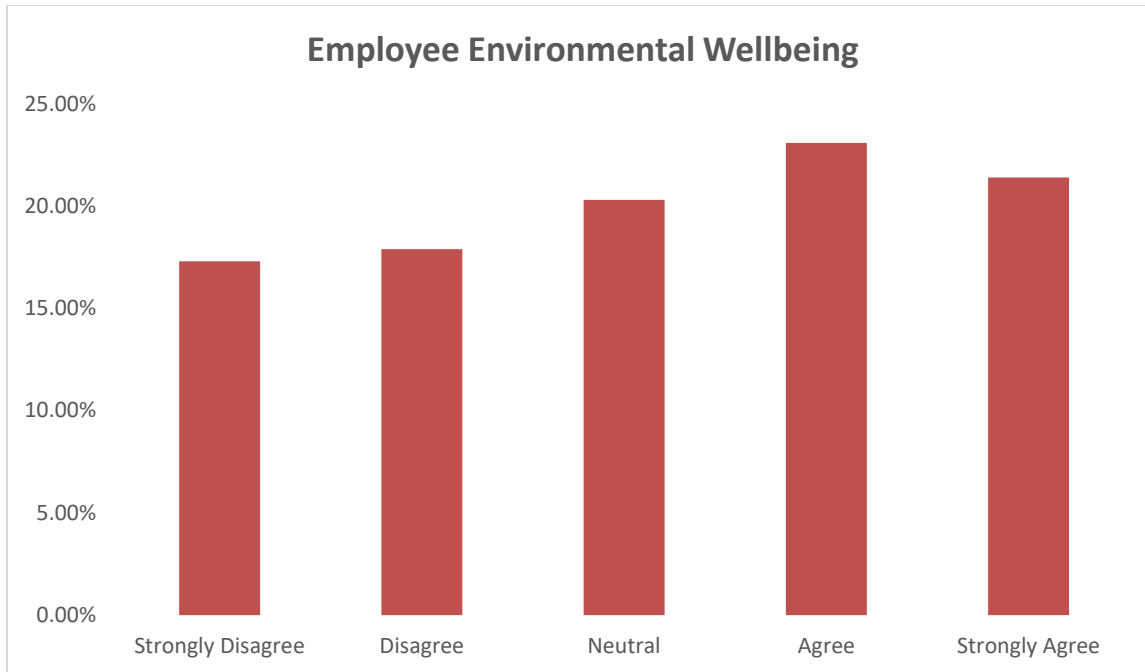
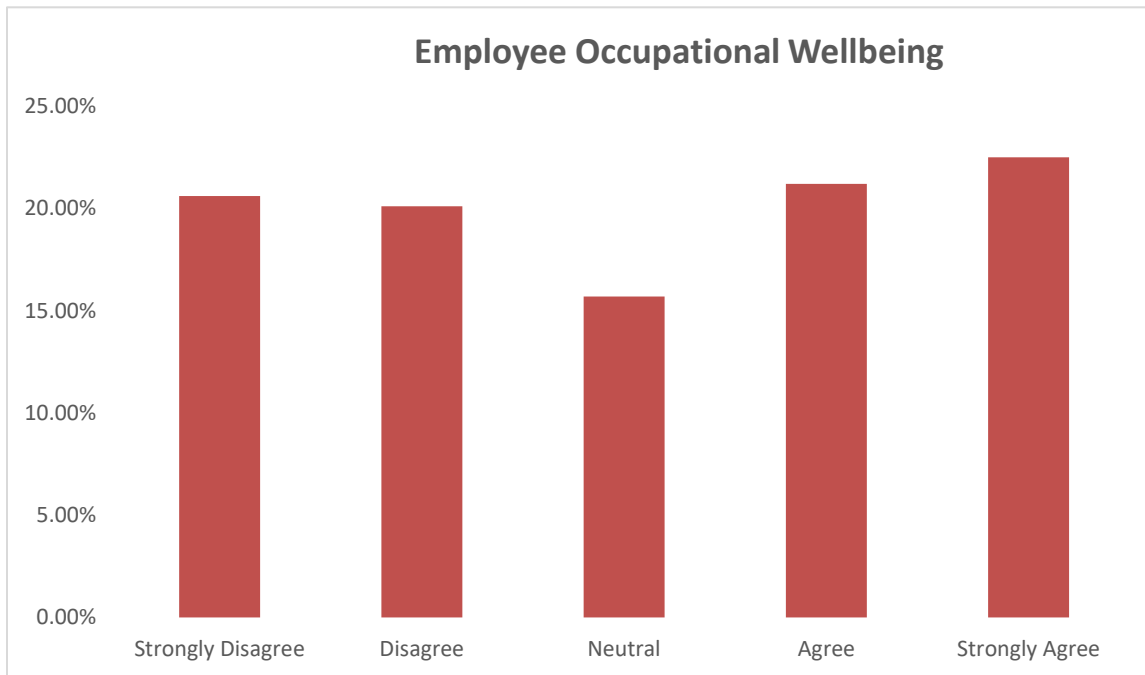


Figure 4.13 Employee Environmental Wellbeing

#### 4.5.3.4 Employee Occupational Well-Being

Participants were asked to evaluate their satisfaction and motivation in their job role. The results indicated that 20.6% strongly disagreed, 20.1% disagreed, and 15.7% were neutral. 21.2% agreed, and 22.5% strongly agreed, showing that a majority of employees are satisfied with their job and feel motivated, although a portion of the workforce remains less satisfied.





*Figure 4.14 Employee Occupational Wellbeing.*

## 4.6 Correlation Analysis

To assess the relationships between wellness programs and employee well-being, correlation analysis was conducted. The analysis aimed to determine the strength and direction of the associations between health education, work-life balance, fitness programs, and employee well-being.

### 4.6.1 Correlation Between health education programmes on employee well-being

The correlation analysis revealed a significant positive correlation between participation in health education programs and employee well-being, with a Pearson correlation coefficient of 0.701 ( $p = 0.020$ ). This indicates that higher participation in health education programs is associated with better employee well-being (Table 4.3).

Table 4.3: Correlation Between health education programmes on employee well-being

Variable	Employee Wellbeing	Health Education	Work-Life Balance	Fitness-Based Programs
<b>Employee Wellbeing</b>	Pearson Correlation	1	0.701**	0.862**
<b>Sig. (2-tailed)</b>		0.020	0.009	
<b>N</b>	364	364	364	
<b>Health Education</b>	Pearson Correlation	0.701**	1	
<b>Sig. (2-tailed)</b>	0.020			
<b>N</b>	364	364		
<b>Work-Life Balance</b>	Pearson Correlation	0.862**		1
<b>Sig. (2-tailed)</b>	0.009			
<b>N</b>	364	364	364	
<b>Fitness-Based Programs</b>	Pearson Correlation	0.251*		

#### 4.6.2 Correlation Analysis Between work life balance programmes on employee well-being

A strong positive correlation was found between work-life balance programs and employee well-being, with a Pearson correlation coefficient of 0.862 ( $p = 0.009$ ). This suggests that employees who participate in work-life balance programs tend to report higher levels of well-being (Table 4.4).

Table 4.4: Correlation Analysis Between work life balance programmes on employee well-being

		Employee Wellbeing	Work Life Balance
<b>Employee Well Being</b>	Pearson Correlation	1	.862
	Sig. (2-tailed)		.009
	N	364	364
<b>Work Life Balance</b>	Pearson Correlation	.862	1
	Sig. (2-tailed)	.009	
	N	364	364

### 4.6.3 Correlation Analysis Between fitness-based programmes on employee well-being

The correlation between fitness programs and employee well-being was moderate, with a Pearson correlation coefficient of 0.251 ( $p = 0.060$ ). This suggests that while fitness programs do have a positive effect on employee well-being, the relationship is weaker compared to health education and work-life balance programs.

**Table 4.5: Correlation Analysis Between fitness-based programmes on employee well-being**

		Employee Wellbeing Fitness-Based Programs	
Employee Well Being	Pearson Correlation	1	.251
	Sig. (2-tailed)		.060
	N	364	364
Fitness-Based Programs	Pearson Correlation	.251	1
	Sig. (2-tailed)	.060	
	N	364	364

### 4.7 Regression Analysis

A regression analysis was performed to examine the combined effect of wellness programmes (health education, work-life balance, and fitness programs) on employee well-being. This analysis was designed to determine how much of the variance in employee well-being could be explained by these wellness initiatives.

#### 4.7.1 Model Summary

The regression model indicated that health education, work-life balance, and fitness programmes collectively explained 61.9% of the variance in employee well-being ( $R\text{-squared} = 0.619$ ). This suggests that these wellness programmes are significant predictors of employee well-being.

*Table 4.6: Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.786	0.619	0.615	0.365

a. Predictors: (Constant), Fitness-Based Programs, Work-Life Balance, Health Education

#### 4.7.2 ANOVA

The ANOVA table was used to test the overall significance of the regression model. The results showed that the model was statistically significant, with an F-statistic of 47.013 and a p-value of 0.000. This indicates that the independent variables—health education, work-life balance, and fitness programs—collectively have a significant impact on employee well-being.

Table 4.7: ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.847	5	13.369	47.013	0.000
	Residual	39.590	358	0.110		
	Total	106.437	363			

a. Dependent Variable: Employee Wellbeing

b. Predictors: (Constant), Fitness-Based Programs, Work-Life Balance, Health Education

#### 4.7.3 Coefficients

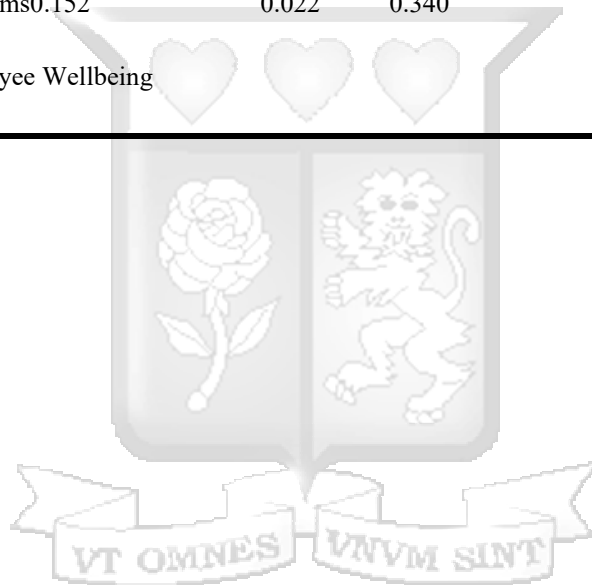
The coefficients table provides information on the unstandardized and standardized coefficients for each wellness program. The results indicate that all three predictors—health education, work-life balance, and fitness programs—are statistically significant contributors to employee well-being. Health education had the largest impact (Beta = 0.453), followed by fitness programs (Beta

= 0.340) and work-life balance (Beta = 0.305).

*Table 4.8: Coefficients<sup>a</sup>*

Model	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.	
1	(Constant)	3.133	.153		20.422	.000
	Health Education	0.215	0.028	0.453	7.679	0.215
	Work-Life Balance	0.132	0.021	0.305	6.286	0.132
	Fitness-Based Programs	0.152	0.022	0.340	6.818	0.152

a. Dependent Variable: Employee Wellbeing



## **Chapter 5: Discussion, Conclusions and Recommendations**

### **5.1 Introduction**

This chapter discusses the findings of the study in relation to existing literature on wellness programmes and their impact on employee well-being. The study examined the influence of health education, work-life balance, and fitness programs on the overall well-being of employees in Nairobi's hotel industry. This discussion will interpret the results, comparing them to the insights offered by previous studies, and drawing conclusions based on these findings. The chapter also reflects on the importance of wellness initiatives as a tool for improving employee productivity, engagement, and satisfaction in the hospitality sector.

### **5.2 Discussion**

This section presents the researchers' interpretations, analysis and the explanations of the results obtained from the study.

#### **5.2.1 Effect of health education programmes on employee well-being**

The study revealed a strong positive correlation between participation in health education programs and employee well-being, with a Pearson correlation coefficient of 0.701. This suggests that health education has a significant impact on improving both physical and mental health, empowering employees with the knowledge and skills necessary to maintain a healthy lifestyle and manage work-related stress. Health education programs typically provide employees with crucial information on topics such as diet, exercise, and stress management, which are integral to overall health. This is consistent with findings by Holcomb (2020) and Tzenios (2019), who emphasized the importance of health literacy in improving employee performance and well-being.

Health education programs also promote self-awareness and proactive health management, which are critical in high-stress industries such as hospitality. Muriuki (2018) found that health education initiatives significantly improved employee performance in hotels, particularly in managing stress and enhancing physical health. The positive effects observed in this study, such as improved job satisfaction and reduced absenteeism, mirror these findings. Health education provides employees with the tools to better manage their health, thus contributing to improved job performance and reducing health-related absenteeism. Moreover, employees who feel more informed about managing their well-being are likely to experience increased confidence and engagement at work,

leading to enhanced productivity. Given the substantial benefits of health education, organizations should consider integrating comprehensive health education programs into their wellness strategies. These programs not only contribute to the employees' personal health but also help organizations reduce health-related costs, including medical claims and absenteeism, by promoting healthier lifestyles. Investing in health education initiatives can lead to a more informed, healthier, and more productive workforce, benefiting both employees and employers alike.

### **5.2.2 Effect of work life balance programmes on employee well-being**

The results from this study demonstrated that work-life balance programs had the strongest positive correlation with employee well-being, with a Pearson correlation coefficient of 0.862. This suggests that employees who participate in work-life balance programs report higher levels of overall well-being, job satisfaction, and reduced stress. Work-life balance initiatives, such as flexible working hours, job-sharing, and remote work options, help employees manage both their personal and professional responsibilities more effectively. These programs address the increasing demand for greater flexibility in managing work-related stress, especially in industries such as hospitality, where employees often work long and irregular hours.

Existing literature supports the findings of this study, with numerous studies showing that work-life balance programs improve employee job satisfaction, reduce burnout, and enhance work-related performance. Bakker et al. (2004) emphasize that high job demands, such as those faced by employees in the hotel industry, can lead to chronic fatigue, anxiety, and emotional exhaustion, all of which negatively affect well-being. In contrast, the work-life balance programs studied in this research help mitigate these negative effects by allowing employees to have more control over their working hours, which leads to a better balance between work and personal life. Furthermore, research by Muriuki (2018) found that work-life balance initiatives contributed to improved employee performance in Kenyan hotels by reducing absenteeism and increasing engagement.

This study supports the idea that work-life balance is crucial for maintaining employee well-being in high-stress environments. For hotel managers, offering work-life balance programs is an effective strategy for reducing employee stress, improving job satisfaction, and enhancing overall productivity. By providing employees with the tools and flexibility to manage their personal and professional lives, organizations can create a more positive and supportive work environment, which ultimately benefits both employees and the organization.

### **5.2.3 Effect of fitness-based programmes on employee well-being**

Fitness-based programs were found to have a moderate correlation with employee well-being in this study, with a Pearson correlation coefficient of 0.251. This suggests that fitness programs, while beneficial to employees' physical health, had a smaller impact on their overall well-being compared to health education and work-life balance programs. However, fitness programs are still an essential component of any wellness initiative, as they contribute to improved physical health, reduced stress, and increased energy levels, all of which are crucial for maintaining productivity and reducing absenteeism.

The positive correlation observed between fitness programs and employee well-being is supported by existing literature, which highlights the numerous benefits of regular physical activity. Ganu et al. (2017) and Abasili et al. (2023) found that fitness programs improve physical health, reduce the risk of chronic diseases, and enhance mental health by reducing stress, anxiety, and depression. Furthermore, regular exercise increases energy levels and boosts overall mood, which directly contributes to improved job performance. While the correlation between fitness programs and employee well-being was moderate in this study, it is important to note that physical health is just one aspect of employee wellness.

The relatively weaker correlation could be due to the fact that other factors, such as work-life balance and emotional well-being, play a more significant role in overall employee satisfaction. This suggests that fitness programs should be integrated into a broader wellness strategy that addresses multiple aspects of employee health. To maximize the impact of fitness programs, organizations should combine them with mental health support, work-life balance initiatives, and health education programs. By adopting a holistic approach to employee wellness, companies can ensure that all aspects of employee health are addressed, leading to greater overall well-being and improved performance.

### **5.2.4 The Effects of Wellness Programmes in Enhancing Employee Well-Being**

The regression analysis conducted in this study provides valuable insights into how wellness programs—specifically health education, work-life balance, and fitness programs—affect employee well-being. The results of the regression model showed that these wellness programs collectively explained 61.9% of the variance in employee well-being ( $R\text{-squared} = 0.619$ ). This indicates that a significant portion of the variation in employee well-being can be attributed to

these programs, highlighting their substantial impact on overall employee health and performance. The regression analysis revealed that all three wellness programs—health education, work-life balance, and fitness programs—were significant predictors of employee well-being. Of these, health education had the largest impact, with a standardized coefficient (Beta) of 0.453. This suggests that health education programs contribute most strongly to improvements in employee well-being, primarily by empowering employees with the knowledge to manage their health and stress more effectively.

These findings align with existing research, such as that by Tzenios (2019) and Muriuki (2018), which emphasized the importance of health education in reducing absenteeism and improving job satisfaction by fostering healthier lifestyles. Work-life balance programs followed closely, with a Beta of 0.305, indicating a strong, positive relationship between work-life balance and employee well-being. This finding is consistent with Bakker et al. (2004) and Muriuki (2018), who suggested that work-life balance initiatives help reduce stress and prevent burnout, leading to higher employee satisfaction and better performance. Employees who had access to flexible working arrangements, time off, and programs aimed at improving work-life integration reported feeling less stressed and more satisfied with their jobs.

Fitness programs, while still contributing positively to employee well-being, had a slightly lower Beta of 0.340. This suggests that while physical health is an important component of overall well-being, it may not have as significant an impact as health education or work-life balance programs. However, the positive effect of fitness programs on physical health, energy levels, and overall job performance is well-documented in the literature (Ganu et al., 2017; Abasili et al., 2023). The moderate impact observed here further emphasizes the need for a balanced approach, where fitness programs complement other wellness initiatives such as mental health support and work-life balance policies. The regression analysis supports the conclusion that wellness programs significantly enhance employee well-being, with health education and work-life balance being the most influential. These findings highlight the importance of adopting a comprehensive wellness strategy that includes a combination of physical, emotional, and work-life balance programs to maximize employee health and performance.

### **5.2.5 Summary of Findings**

The study found strong positive correlations between wellness programmes (health education, work-life balance, and fitness programs) and employee well-being. Health education showed the strongest correlation ( $r = 0.701$ ), indicating it had the greatest impact on improving employees' health and well-being. This was followed by work-life balance ( $r = 0.862$ ), highlighting its significant role in reducing stress and enhancing employee engagement. Fitness programs, with a moderate correlation ( $r = 0.251$ ), positively affected physical health but had a less pronounced impact on overall well-being. Regression analysis further supported these findings, revealing that health education, work-life balance, and fitness programmes collectively explained 61.9% of the variance in employee well-being ( $R\text{-squared} = 0.619$ ). Health education emerged as the most significant predictor, with a Beta of 0.453, followed by fitness programme (Beta = 0.340) and work-life balance (Beta = 0.305). This indicates that while all three programmes contribute to employee well-being, health education and work-life balance have the strongest effects. The significant predictors identified through regression highlight the importance of a comprehensive wellness strategy that integrates physical, mental, and emotional health initiatives to enhance employee overall well-being.

### **5.3 Conclusion**

In conclusion, I recommend that organizations prioritize comprehensive wellness strategies, with a strong emphasis on health education and flexible work policies, to foster a healthier, more engaged, and high-performing workforce. By integrating these evidence-based approaches, hotels can cultivate a supportive work environment that benefits both employees and organizational success.

### **5.4 Recommendations**

The researcher recommends that hotels implement a comprehensive wellness approach to improve staff well-being in light of the study's findings. To encourage general physical health, this approach should incorporate fitness programmes, work-life balance efforts, and health education. To lessen burnout and increase job satisfaction, flexible work rules should also be put in place. These include job-sharing alternatives, flexible schedules, and assistance in juggling personal and professional obligations. To address emotional and psychological well-being, mental health support such as counselling services and stress management workshops should also be included. Hotels may

promote a healthier, more productive staff by integrating these strategies, which will increase employee retention and corporate performance.



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# Appendices

## Appendix A: Similarity Report

<b>12%</b> SIMILARITY INDEX	<b>8%</b> INTERNET SOURCES	<b>6%</b> PUBLICATIONS	<b>7%</b> STUDENT PAPERS
<b>PRIMARY SOURCES</b>			
<b>1</b>	<b>Submitted to Strathmore University</b> Student Paper	<b>2%</b>	
<b>2</b>	<b>www.coursehero.com</b> Internet Source	<b>1%</b>	
<b>3</b>	<b>Submitted to University of Hertfordshire</b> Student Paper	<b>1%</b>	
<b>4</b>	<b>su-plus.strathmore.edu</b> Internet Source	<b>1%</b>	
<b>5</b>	<b>Ning Sun, Sai Liang, Hui Li, Haiyan Song. "Ex post i-deals, work-life balance, and work well-being in the hospitality industry: the moderating role of gender", International Journal of Contemporary Hospitality Management, 2023</b> Publication	<b>1%</b>	

## Appendix B: Ethical Clearance Confirmation



18<sup>th</sup> February 2025

Mrs Orege Loice,  
loice.orege@strathmore.edu

Dear Mrs Orege,

**RE: The Effects of Wellness Programmes in Enhancing Employee Wellbeing in Star-Rated Hotels in Nairobi**

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** proposal. Your application reference number is **SU-ISERC2572/25**. The approval period is from **18<sup>th</sup> February 2025 to 17<sup>th</sup> February 2026**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- 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 SU-ISERC within 72 hours of notification.
- iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours.
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

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

Yours sincerely,

A handwritten signature in black ink, appearing to read "Ambrose Rachier".

**Mr Ambrose Rachier,  
Chairperson; SU-ISERC**

Ole Sangale Rd, Madaraka Estate, PO Box 59857-00200, Nairobi, Kenya. Tel +254 (0)703 034000  
Email [admissions@strathmore.edu](mailto:admissions@strathmore.edu) [www.strathmore.edu](http://www.strathmore.edu)

## **Appendix C: Participant Informed Consent Form**

### **Letter of Introduction and Consent Form**

#### **The Effects of Wellness Programmes in Enhancing well-being of Employees in Star rated Hotels in Nairobi**

##### **Participant Information**

As an employee of a star rated hotel in Nairobi, I invite you to take part in the research study on the topic stated above. The purpose of the study is to understand the effects of wellness programmes in enhancing well-being of employee in star- rated hotels in Nairobi. To answer the questionnaires, you will need a maximum of ten minutes. You are free to skip any question you feel uncomfortable or withdraw from the study without any consequences. There will be no direct benefits for participation, however, the study results will help towards fulfilling the requirement for my master's degree in business hospitality management at Strathmore University.

Participating in the study is voluntary and involves filling in a questionnaire. You will not receive any direct benefit (such as payment) when you take in the study. In the study, we will not collect your personal identifying information. The information that you provide in the study will be kept confidential, your privacy will be preserved, and the information you provide will not be shared with other people in its raw form. Collected data will be securely stored in locked file cabinet accessible only to the researcher for a period of four months from the date of collection, to allow for data analysis, reporting and verification of findings after which the data will be securely shredded in compliance with ethical and institution guidelines.

You are free to withdraw from the study at any point (before, during, or after taking part in the study) as long as you do so within three days after submitting your questionnaire. You will not be required to provide a reason for your withdrawal from the study and will not face any consequences for withdrawing from the study.

For further information regarding the study, please feel free to contact the researcher or supervisor:

Researcher: Loice Awuor Orege

Email: loice.orege@strathmore.edu

**Consent to take part in the study**

I confirm that I understand the purpose of the study and what the study involves. I confirm that any questions/issues that I had about the study have been satisfactorily answered or addressed. I confirm that I am taking part in the study out of my own free will. I understand that my information will be kept confidential, my privacy will be preserved, and that the data collected from me will solely be used for the purpose of this research project.

Participant Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Thanks for accepting to take part in this study.



## Appendix D: Research Questionnaire

### QUESTIONNAIRE

Thank you for accepting to take part in this study. Kindly answer all the questions as honestly as possible by ticking the relevant option.

#### Part A: Demographic Information

1. Gender:

- Female     Male     Prefer not to say

2. Which category best indicates your age?

- 18-24     25-31     32-38     39-45     46-52     52 and over

3. Which option best describes your highest level of education?

- Primary     Secondary     Diploma     Degree     None  
 Post graduate diploma (PGD)     Master's     PhD

4. What best describes your type of Employment

- Temporary     Permanent

5. For how long have you worked at your current hotel?

- Less than 1 year     1-3 years     4-6 years     7-9 years  
 10 years and over

6. Which position do you hold in the hotel?

- Front Desk     Housekeeping     Food and beverage     Management  
 Other:

#### Part B: Participation in Wellness Programmes

7. Are you aware of the wellness programme offered at your hotel?

- Yes     No

Please state the frequency with which you take part in the activities specified.

Never (1), Rarely (2), Sometimes (3), Often (4), Always (5)

No.	Statement	1	2	3	4	5
8.	I take part in health education program provided by my employer					
9.	I take part in the work-life balance programme provided by my employer					

10.	I take part in the fitness programme provided by my employer					
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Please state the level to which you agree with the following statements:

Strongly disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)

No.	Statement	1	2	3	4	5
	<b>Health Education Programme</b>					
11.	I have access to health education programmes in my workplace					
12.	Health education has improved my knowledge about maintaining a healthy lifestyle					
13.	I feel more informed about managing stress and work-life balance due to health education.					
14.	Workplace health education has positively influenced my health behaviours (e.g., diet, exercise).					
15.	16. I feel more equipped to track my physical health metrics (e.g., weight, blood pressure).					
	<b>Work life balance</b>					
17.	I am able to balance my work and personal life effectively.					
18.	I feel supported by my employer in maintaining work life balance					
19.	I am able to set and achieve personal and professional goals					
	<b>Fitness based programs</b>					
20.	I frequently Participating in the fitness program or facilities provided at the hotel.					
21.	I find fitness programmes easy to schedule and convenient to access					
22.	Incentives and rewards encourage me to take part in fitness programs					
23.	Regular physical activities have improved my fitness and energy levels.					

24.	My overall physical health has benefited from participating in fitness activities					

**Part C: Employee well-being**

To what extent do you agree with the following statements?

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

25. Physical Well-Being: I feel physically healthy and capable of managing daily tasks

26. Emotional Well-Being: I feel emotionally stable and able to cope with stress effectively

27. Social Well-Being: I maintain meaningful and positive relationships with colleagues and others.

28. Intellectual Well-Being: I have opportunities to learn and grow personally and professionally.

29. Environmental Well-Being: My workplace environment supports my overall health and well-being.

30. Occupational Well-Being: I feel satisfied and motivated in my job role.

31. Spiritual Well-Being: I feel a sense of purpose and alignment with my personal values.

**Thank You!**

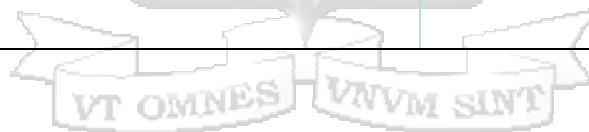
Your responses are greatly appreciated and will contribute to important research on improving employee well-being in the hospitality industry. If you have any questions about this survey or the study, please feel free to contact the researcher.

## Appendix E: Dissertation study work plan


ACTIVITY	<i>APR.- MAY 2024</i>	<i>JUN- JUL 2024</i>	<i>AUG - SEPT 2024</i>	<i>OCT- NOV 2024</i>	<i>DEC 2024 - JAN 2025</i>	<i>FEB 2025</i>	<i>FEB- MAR 2025</i>	<i>APR . 2025</i>	<i>MAY 2025</i>
Developing proposal document									
Literature review and Research methodology									
Development of data collection tools									
Proposal submission and Defence									
Making Defence corrections and submission for Ethical Review									
Recruitment and training of data collectors									
Pilot study									
Data collection									
Data Analysis									
Project Report Writing oral defence									
Report submission									
Final Submission of Dissertation Documents and Report									

## Appendix F: Research budget


NO	DESCRIPTION	AMOUNT
1.	Type setting and printing 50 pgs. @60	10,000
2.	Stationery	3,000
3.	Questionnaire Testing	8000
4.	Data Collection Expenses	15,000
5.	Data Analysis cost	40,000
6.	Communication & transport expense	5,000
7.	Binding	7,000
	<b>TOTAL</b>	<b>88,000</b>



# Appendix G: NACOSTI




REPUBLIC OF KENYA



**NATIONAL COMMISSION FOR  
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Ref No: **721159** Date of Issue: **10/March/2025**

**RESEARCH LICENSE**



**This is to Certify that Miss. Luice Awuor OREGE of Strathmore 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: THE EFFECTS OF WELLNESS PROGRAMMES IN ENHANCING EMPLOYEE WELL-BEING IN STAR-RATED HOTELS IN NAIROBI, KENYA for the period ending : 10/March/2026.**

License No: **NACOSTI/P/25416638**


Applicant Identification Number: **721159**

*W. Mutembu*

Director General

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