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**PERCEIVED EFFECT OF MENTAL WELLNESS INITIATIVES OF C-SUITE
EXECUTIVES ON ORGANIZATION PERFORMANCE OF
LISTED COMPANIES IN KENYA**

**EVERLYN NYAMBURA MUTIO
ADMISSION NUMBER - 142295**



**A DISSERTATION SUBMITTED TO THE STRATHMORE UNIVERSITY BUSINESS
SCHOOL IN PARTIAL FULFILLMENT FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION AT STRATHMORE BUSINESS SCHOOL,
STRATHMORE UNIVERSITY**

APRIL 2024

DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the dissertation contains no material previously published or written by another person except where due reference is made in the dissertation itself.

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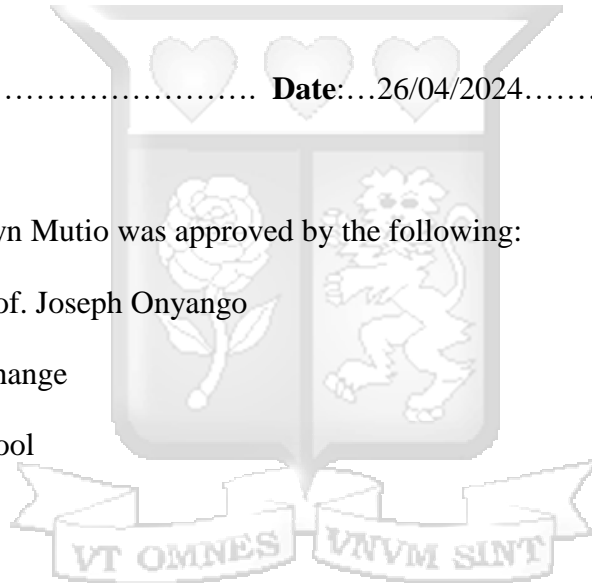
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DEDICATION

I want to thank my mum Grace Njeri and my other family and friends for their unending love, support, and encouragement during this course and this research endeavor.



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I am immensely pleased to thank many individuals for their cordial co-operation and encouragement, who have contributed directly or indirectly to preparing this research project. First, I express my gratitude to the Lord God Almighty for protection, provision, intellect, and health, enabling me to pursue my studies this far. This entire course would not have been possible without your divine enablement. Thank you, Lord.

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I want to dedicate this research work to my mum Grace Njeri and the MBA class 2021, my pillars and sources of great inspiration. May the Almighty God bless you all.

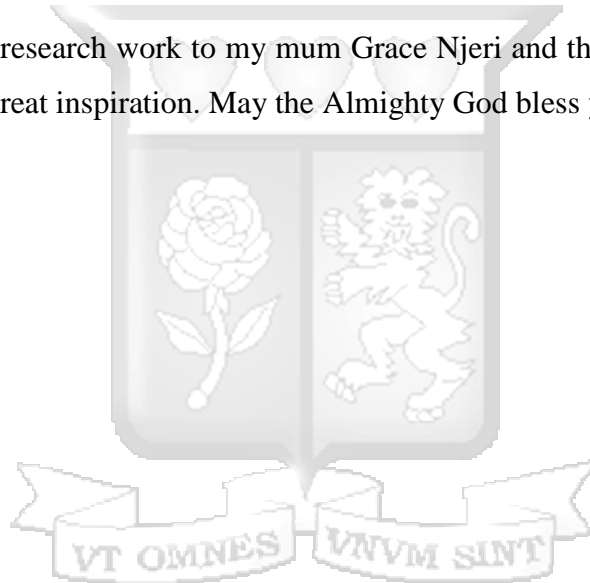


TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LISTS OF TABLES	x
LISTS OF FIGURES	xi
ABBREVIATIONS AND ACRONYMS	xii
ABSTRACT	xiii
CHAPTER ONE	1
INTRODUCTION TO THE STUDY	1
1.1 Background to the Study.....	1
1.1.1 Mental Wellness Programs	3
1.1.2 Organization Performance	6
1.1.3 C-Suite Executives at Companies Listed in the NSE	7
1.1.4 NSE Listed Companies in Kenya	9
1.2 Statement of the research problem.....	10
1.3 Research Objectives	11
1.4 Research Questions	12
1.5 Scope of the Study	12
1.6 Significance of the Study	13
1.7 Operational Definition of Key Terms	13
1.8 Chapter Summary	14
CHAPTER TWO	15

LITERATURE REVIEW	15
2.0 Introduction.....	15
2.1 Theoretical Review	15
2.1.1 The Social Exchange Theory.....	15
2.1.2 Psychological Capital Theory.....	16
2.1.3 The Balanced Scorecard	17
2.2 Empirical Review.....	18
2.2.1 Mental Health Risk Assessment and Organizational Performance	18
2.2.2 Mental Medical Care Programs and Organizational Performance	21
2.2.3 Recreational Facilities Programs and Organizational Performance	25
2.2.4 Job Enrichment and Organizational Performance	27
2.3 Summary of Empirical Review and Research Gaps.....	30
2.4 Conceptual Framework.....	32
2.5 Operationalization of the Variables	34
CHAPTER THREE	35
RESEARCH METHODOLOGY	35
3.1. Introduction.....	35
3.2. Research Philosophy.....	35
3.3 Research Design.....	35
3.4. Population and Sampling Design.....	36
3.4.1 Target Population.....	36
3.4.2 Sampling Design.....	36
3.5 Data Collection Instruments	37
3.6 Research Quality.....	38
3.6.1 Reliability.....	38

3.6.2 Validity	39
3.7 Data Analysis	39
3.8 Ethical Considerations	40
3.9 Chapter Summary	41
CHAPTER FOUR.....	42
DATA ANALYSIS, RESULTS AND DISCUSSION.....	42
4.1 Introduction.....	42
4.2 Response Rate.....	42
4.2.1 Reliability Test.....	42
4.3 Respondents Personal Information	43
4.3.1 Gender of Respondents.....	43
4.3.2 Respondents Level of Education	44
4.3.3 Age of Respondents	45
4.3.4 Organization Sector in the NSE.....	46
4.3.5 Years of Service in the Institution	47
4.3.6 Period Institution has been in Operation.....	47
4.4 Descriptive Statistics.....	48
4.4.1 Mental Well-being and Wellness Strategy	49
4.4.2 Participation in Mental Wellness Programs.....	51
4.4.3 Mental Health Challenges.....	52
4.4.4 Mental Wellness Programs	53
4.4.5 Executives Prone to Mental Health Challenges.....	55
4.4.6 The impact of mental health risk assessment programs on organization performance at the executive level of management.....	56
4.4.7 The impact of mental medical care programs for C-suite executives on the organization performance of NSE-listed companies	59

4.4.8 The impact of recreational facilities programs for C-suite executives on the organization performance of NSE-listed companies	62
4.4.9 The impact of job enrichment programs for C-suite executives on the organization performance of NSE-listed companies	64
4.4.5 Impact of Mental Wellness Programs for C-Suite Executives on Organizational Performance	67
4.4.5.2 Mental Wellness Programs	68
4.5 Diagnostic Tests.....	69
4.5.1 Collinearity Test.....	69
4.5.2 Normality Test	70
4.6 Inferential Statistics	71
4.6.1 Correlation Analysis	71
4.6.2 Regression Analysis.....	72
4.7 Chapter Summary	74
CHAPTER FIVE	75
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	75
5.1 Introduction	75
5.2 Summary of the Study	75
5.2 Discussion of the Findings	75
5.3.1 Mental Health Risk Assessment Programs and Organization Performance	76
5.3.2 Mental Medical Care Programs and Organization Performance	77
5.3.3 Recreational Facilities and Organization Performance.....	78
5.3.4 Job Enrichment Programs and Organization Performance	79
5.3 Conclusions	80
5.4 Recommendations	82
5.6 Recommendations for Further Studies.....	83

REFERENCES..... 85

APPENDICES..... 102

Appendix 1: Ethics Review 102

Appendix 2: NACOSTI Permit..... 104

Appendix 3: Letter of Introduction 105

Appendix 4: Informed Participant Consent Form..... 106

Appendix 5: Questionnaire 109

Appendix 6: Listed Companies at the NSE 119



LISTS OF TABLES

Table 2.1 Summary of Empirical Literature Gaps.....	30
Table 2.2 Operationalization of the Variables	34
Table 3.1 Target Population.....	36
Table 4.1 Response Rate.....	42
Table 4.2 Reliability Analysis.....	43
Table 4.3 Mean Values Interpretation Scale.....	49
Table 4.4 Years of service in the institution* Existence of a mental well-being and wellness strategy.....	50
Table 4.5 Participation in mental wellness program*Mental health challenges respondents have ever experience	52
Table 4.6 Participation in mental wellness program * Factors that encourage uptake of mental wellness programs.....	54
Table 4.7 Aspects of Mental Health Risk Assessment Programs.....	57
Table 4.8 Aspects of Medical Care Programs	60
Table 4.9 Aspects of Recreation Facilities Programs	63
Table 4.10 Job Enrichment Programs.....	65
Table 4.11 Collinearity Results.....	70
Table 4.12 Correlation Analysis	71
Table 4.13 Model Summary	72
Table 4.14 ANOVA Analysis.....	72
Table 4.15 Coefficients ^a	73

LISTS OF FIGURES

Figure 2.1 Conceptual Framework	33
Figure 4.1 Gender of Respondents.....	44
Figure 4.2 Respondents Level of Education	44
Figure 4.3 Age of Respondents.....	45
Figure 4.4 Name of the Organization	46
Figure 4.5 Years of Service in the Institution	47
Figure 4.6 Period Institution has been in Operation	48
Figure 4.8 Mental Well-being and Wellness Strategy	49
Figure 4.9 Participation in Mental Wellness Programs	51
Figure 4.10 Mental Health Challenges	52
Figure 4.11 Mental Wellness Programs.....	54
Figure 4.12 Executives Prone to Mental Health Challenges	55
Figure 4.13 Mental Health Risk Assessment Programs.....	57
Figure 4.14 Mental Medical Care Programs for C-suite Executives	60
Figure 4.15 Recreation Facilities Programs for C-suite Executives.....	62
Figure 4.16 Job Enrichment Programs for C-suite Executives.....	65
Figure 4.17 Mental Wellness Programs for Executives on Organizational Performance	67
Figure 4.18 Normality Test.....	70

ABBREVIATIONS AND ACRONYMS

HPM Health and Productivity Management

KPMG Klynveld Peat Marwick Goerdeler

KRC Kenya Railways Corporation

SME Small and Medium Enterprises

SPSS Statistical Package for Social Sciences

UASU Universities' Academic Staff Union



ABSTRACT

Organizations have prioritized health and well-being for a number of years. With all of the challenges and barriers people faced during the pandemic, it is no longer "optional" to promote workplace mental health; rather, it should be considered a fundamental occupational necessity. One aspect of mental health that is sometimes disregarded is providing support for the mental health and well-being of leadership teams and C-suite executives. Therefore, the primary objective of the study was to evaluate the impact of executive-level management mental wellness programs on organizational performance. Specifically, the research only examined job enrichment programs, leisure centers, mental health risk assessment, and mental health medical services. The social exchange theory, psychological capital theory and the balance scorecard were adopted as anchors for this study. The study was grounded in the positivist philosophical paradigm, which is associated with the quantitative research approach. In addition, this study employed a descriptive cross-sectional research approach. The target audience was the chief executive officers of the 62 listed companies at the NSE. With 186 respondents in the sample, the poll explicitly targeted three C-suite executives in each organization. The study employed a semi-structured questionnaire to collect data and census sampling was used to choose study participants from the entire target population. To ensure a high-quality study, the researcher tested the research instruments in advance. Once the field survey was finished, quantitative methods such as descriptive and inferential analysis were used to analyze the data for this study. The statistical software for social science (SPSS v.28) provided support for the analysis. Correlation analysis tests revealed that there was a strong positive and significant correlation between organization performance and job enrichment programs, organization performance and recreational facilities programs, organization performance and mental health risk assessment, and organization performance and mental medical care. The findings from the regression analysis revealed that there was a significant relationship between mental wellness programmes for c-suite executives on organizational performance. The findings also revealed that mental health risk assessment programs had a positive and significant effect on the organizational performance of NSE-listed companies. The findings also revealed that mental medical care programs had an insignificant effect on the organizational performance of NSE-listed companies. Recreational facilities programs were also found to have a positive and significant effect on the organizational performance of NSE-listed companies. Lastly, the study found that job enrichment programs had a positive and significant effect on the organizational performance of NSE-listed companies. The study recommends that organizations regularly conduct comprehensive mental health risk assessments to identify potential stressors, hazards, and risk factors in the workplace that could impact employee mental well-being. The study also suggests that organizations should encourage employee participation and feedback to continuously improve and tailor the mental wellness programs offerings.

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 Background to the Study

Over the past few decades, the workplace has undergone significant changes due to globalization, digitization, and societal changes. Work processes have gotten more intense and complex, requiring employees to be more flexible and mobile, particularly at the CEO level (OECD 2018). Negative consequences of the elevated psychological demands include long-term stress at work, tiredness, burnout, and ensuing health impairments (Quick and Henderson 2016). In industrialized nations, presenteeism and absenteeism are responsible for large losses in productivity and substantial societal expenses (Schmidt et al. 2019; Strömberg et al. 2017). As a result, promoting mental well-being as part of mental health has become a crucial goal in work environments.

Encouraging and supporting employees' healthy mental health is part of the concept of mental wellness in organizations. According to the Chartered Institute of Personnel Development and Mental Health Charity Mind (2022), mental well-being is the capacity of an individual to effectively handle stress in daily life, work efficiently, engage in positive interactions with others, and reach their full potential. According to the American Psychiatric Association (APA), mental diseases are medical conditions that cause shifts in behavior, thought patterns, or emotions—or all three (American Psychiatric Association, 2018). Consequently, promoting mental wellness at work entails setting aside time for mental health, addressing mental health issues, and offering tools and initiatives to assist staff members' mental health.

Employee assistance programs, mindfulness training, stress management workshops, and other mental health initiatives can help staff members better focus, manage stress, and feel better overall (Johnson, 2021). Employees who are in good mental health are more engaged, motivated, and productive, which boosts output and efficiency. Organizations can foster a supportive atmosphere that treats mental health issues, lowers absenteeism, and enhances employee performance by putting mental wellness programs into place (Gupta, 2019). Businesses that put a high priority on mental health foster a supportive and encouraging work environment, which increases employee

engagement, loyalty, and commitment (Lewie, 2019). Higher retention rates and a more dependable and committed team may follow from this.

Another benefit of mental wellness program is improving organization performance by enhancing workplace relationships and collaboration, organizational reputation, and decreasing healthcare costs. Accordingly, mental wellness programs foster a supportive environment, thus improving workplace relationships, teamwork, and collaboration (Smith, Ostinelli & Cipriani, 2020). Moreover, a strong reputation for supporting mental health can help organizations attract top talent and differentiate themselves in the competitive job market (Krekel, Ward, & De Neve, 2019). Furthermore, mental wellness programs can reduce healthcare costs for organizations by promoting preventive measures and early intervention, thus helping employees address mental health issues before they escalate. This may result in fewer people using healthcare services and spending less on therapies and interventions pertaining to mental health.

Everyone in the organization faces challenges related to mental health, even those in the C-Suite. Those at the top are not as shielded from burnout, anxiety, stress, or depression. After all, executives' high-stress occupations, unsatisfactory work-life balance, and lack of self-care are surefire ways to contribute to poor mental health. According to Rowland (2022), there is a shortage of resources and fragmentation in the C-Suite executive support system. Furthermore, even though some CEOs have experimented with psychotherapy for years, C-suite executives are becoming more interested in receiving additional mental health support due to the added stress of managing their companies and workforces during the unpredictability brought on by the coronavirus pandemic (Keloharju, Knüpfer, & Tåg, 2020; Bunea, 2020). Alfonso (2022) contends that in order for a company to be healthy, its culture must incorporate mental health practices for the C-suite.

In light of the insight above, businesses are putting in place more comprehensive mental health initiatives for their C-suite executives in order to promote their well-being at work. As a result, it's critical to comprehend how C-suite leaders' mental health initiatives affect organizational performance.

1.1.1 Mental Wellness Programs

The 1990s saw the emergence of workplace wellness as a major concern for employers, particularly in the United States. This marked a shift from the previous focus of occupational health and safety, which was on the prevention of diseases and injuries (Oliver et al., 2019). Around the world, initiatives to support workers' physical and mental health are widespread. Employers are adopting mental wellness programs, according to Fisher, Leef, and Lu (2021), in an effort to reduce or limit the rising expense of health benefits. Reducing benefits coverage would be the alternative. The productivity of mentally sound workers is another important factor, which is why some businesses see mental wellness initiatives as fostering an environment that supports staff members (Jablonsky, 2022; Michelman, 2022). According to Oliver et al. (2019), comprehensive organizational mental wellness programs include the following essential components: integration of the wellness program and organizational structure, health workplace education and screening, and a supportive physical and social work environment.

Popular mental wellness programs that decrease stigma, increase understanding, and increase awareness of mental health concerns through educational activities are awareness and education. Workshops, training sessions, and educational materials that teach staff members how to identify mental health issues, value self-care, and know when to seek assistance are a few examples of this (Shanafelt, Trockel, Ripp, Murphy, Sandborg, & Bohman, 2019). Another type of mental wellness program is mental health resources, which offer tools and networks of support to help staff members with their mental health requirements. This may be having access to counseling services, mental health hotlines, employee assistance programs (EAPs), or collaborations with mental health providers (Haughtigan et al., 2021). By making these tools available, employers may show that they care about their workers' well-being and encourage them to ask for assistance when required.

In addition, stress management programs are implemented by organizations, along with stress reduction approaches and resources for stress coping mechanisms. This can involve stress reduction classes, mindfulness training, relaxation techniques, and encouraging reasonable expectations and healthy workloads. Further noting the need to foster a work culture that prioritizes mental health is Keloharju, Knüpfer, and Tåg (2020). Setting the tone can be greatly aided by managers and leaders who support, promote, and exemplify self-care practices. Bunea (2020), on the other hand, claims that initiatives for employee involvement and appreciation guarantee greater

levels of well-being for workers. Employers may encourage employee engagement by offering chances for advancement and fulfilling work, as well as by praising and acknowledging staff members' achievements. Furthermore, through team-building exercises, social gatherings, mentoring programs, or employee resource groups centered around mental health or well-being, peer support and social connection initiatives play a crucial role in providing chances for workers to interact, cooperate, and support one another (Alfonso, 2022).

Employers can foster a welcoming and inclusive work atmosphere that supports employees' performance and well-being by placing a high priority on mental wellness. It helps people and supports increased output, decreased attrition, and a better workplace culture (Scale, 2020). Four mental wellness initiatives will be the subject of this study: job enrichment programs, mental health risk assessment, mental health services, and recreational facilities.

A mental health risk assessment is a procedure used to find possible threats to an individual's mental health and elements that could have an impact on their mental health in a specific environment, like a community or place of employment. Haughtigan et al. (2021) state that assessing mental health risk entails determining the different elements that either exacerbate pre-existing illnesses or contribute to mental health issues. According to Laker and Roulet (2021), high job demands, a poor work-life balance, an excessive workload, a lack of social support, organizational change or instability, bullying or harassment, job insecurity, a lack of resources or support systems, and other factors unique to the setting being evaluated are typical organizational risk factors. When evaluating risk, Taylor, Liu, and Mumford (2022) acknowledge that individual factors such as past trauma, pre-existing mental health disorders, or unique circumstances can have an impact on mental health risks.

According to Levine et al. (2021), mental medical care refers to the expert services and interventions given to people in order to support and enhance their mental health, identify mental health issues, and administer the proper care and assistance. Programs for mental health care encompass assessment and diagnosis, psychotherapy, crisis intervention, recovery support and rehabilitation, collaborative care, psychoeducation and prevention, and supportive services. Assessment and diagnosis in relation to mental health practitioners assessing the mental health status of an individual. In psychotherapy, therapeutic approaches and interventions are used to

assist patients in addressing and managing their mental health issues. When acute episodes occur, such as suicidal ideation, extreme anxiety, or psychosis, crisis intervention services are intended to offer prompt help and stabilization (Grey et al., 2019). For people with long-term mental health issues, rehabilitation, and recovery support services are frequently included in mental medical care. In order to provide comprehensive support, specialists from many professions frequently collaborate in collaborative care. Efforts to promote mental health and delay the emergence of mental health issues are included in prevention and psychoeducation. In order to enhance the therapeutic process and promote continued recovery and well-being, supportive services entail placing clients in contact with resources and other supportive services (Shalaby & Agyapong, 2020).

Facilities designated for recreation are places meant to offer chances for socializing, leisure, and relaxation. The purpose of these amenities is to encourage enjoyment, well-being, and participation in leisure activities (Sandanapitchai, Reichman, & Osicki, 2022). Fitness centers and gyms that provide a variety of services, such as personal training, group exercise sessions, and dedicated workout areas to support physical fitness and well-being, are some common recreational facilities that organizations offer as mental wellness programs (Berry, Mirabito & Baun, 2020). Indoor sports courts, swimming pools, fitness centers, game rooms, meeting rooms, and areas for neighborhood events are a few examples of amenities found at recreation centers. Large green areas with several holes and fairways are features of golf courses. Practise grounds, clubhouse amenities, and golfer's conveniences are frequently included. Venues for cultural experiences, performances, exhibitions, and artistic expression include theatres, concert halls, museums, and art galleries (Quinane, Bardoel, & Pervan, 2021).

Organizations undertake job enrichment programs to improve the complexity, content, and work satisfaction of their staff (Gabriel, Odili, & Dokubo, 2020). Employees can learn new talents or improve their current ones, for example, through skill development and training programs. Employees are able to work on various projects or activities thanks to task diversity and rotation. This keeps things interesting, boosts engagement, and gives staff members the chance to pick up new skills and develop a deeper grasp of how the company runs. Assisting individuals with autonomy and decision-making power cultivates a feeling of accountability and ownership, which

raises job satisfaction (Cote, 2019). Giving staff constructive criticism on their work on a regular basis is crucial, and praising them for their achievements and contributions can boost motivation and job satisfaction.

1.1.2 Organization Performance

According to De-Waal, (2017) performance refers to an organizations capacity to meet short-term and long-term objectives by utilizing resources prudently. According to Quesado, Aibar Guzmán, & Lima Rodrigues (2018), organizational performance can be measured based on the balanced scorecard, the triple bottom line, financial measures, customer measures, internal business process measures, and learning and growth measures. The majority of businesses utilize the balanced scorecard, a traditional tool, to get a broad picture of their organization's present performance level. According to Hartmann (2020), the triple bottom line serves as a tool for CEOs to concentrate on goals other than earnings. The three Ps of people (making sure an organization acts in a socially responsible manner), the planet (making sure an organization acts in a way that supports environmental sustainability), and traditional organization profits are highlighted by the triple bottom line.

The profitability and efficacy of an organization are correlated with financial performance measurements. Financial ratios like return on equity, return on assets, return on investment, and stock price are a few examples. An organization's annual report to shareholders often articulates and emphasizes financial performance measurements, making them objective and paired with significant referents, like the firm's historical performance (Benková, Gallo, Balogová, & Nemeč, 2020). Customer attraction, contentment, and retention are tied to customer performance criteria, according to them. These metrics shed light on the crucial subject of how clients view the company. Examples may include the proportion of returning consumers and the quantity of new clients (Benkova et al., 2020).

Performance metrics pertaining to internal business processes and organizational efficiency. These metrics address the important question of what the organization excels in. As an illustration, consider how long it takes to produce an organization's good or provide a service or how long it takes to develop and launch a new product (Hasan & Chyi, 2017; Quesado et al., 2018). Performance metrics that are related to learning and growth can be used to determine whether an

organization can keep improving and adding value in the future. As the organization adjusts to a changing environment, new approaches to adding value will be required (Hasan & Chyi, 2017).

The balanced scorecard approach is frequently used to measure an organization's success because it offers metrics that are in line with the organization's strategy and vision. Kaplan (2009), referenced in Camilleri (2021), states that the balanced scorecard approach isolates four distinct areas that require analysis (learning and growth, business processes, customers, and money) in order to promote positive behavior inside an organization. According to Argawal (2020), the four categories include an organization's vision and strategy and call for proactive management in order to evaluate the gathered data. Consequently, the researcher can assess improvements in total business performance by comparing the results of mental wellness program practices against the four categories of the balanced scorecard using a balanced scorecard.

1.1.3 C-Suite Executives at Companies Listed in the NSE

The top executives in an organization who are primarily in charge of making strategic choices and managing the day-to-day operations of the business are referred to as C-suite executives, C-level executives, or C-suite officers (Alvarez & Svejnova, 2022). When talking about the C-suite, the most common names that spring to mind are CEO, CFO, and COO, though individual functions and titles may differ depending on the organization. Certain firms might have more C-level roles depending on their particular demands or industry. Chief information officer (CIO), chief compliance officer (CCO), chief technology officer (CTO), chief human resources manager (CHRM), chief legal officer (CLO), and chief information officer (CIO) are additional C-Suite officers (Andriole, 2021). Thus, "Chief" is usually associated with executive roles held by C-suite executives.

The CEO, who holds the highest position inside the corporation, is in charge of establishing the general direction, strategy, and objectives of the enterprise. To ensure the success of the organization, they exercise leadership and make crucial decisions (Mah et al., 2022). The COO is in charge of running the business on a daily basis. They guarantee that company operations are productive, successful, and in line with the strategic goals of the organization. The COO is frequently in charge of several divisions and tasks inside the company. The CFO is in charge of the business's financial administration. They are in charge of budgeting, financial reporting, analysis, and planning. In addition, the CFO oversees adherence to financial regulations, controls

financial risks, and is a key player in the process of making strategic financial decisions (Patrick, 2022).

The CMO is in charge of creating and carrying out the marketing and branding plans for the company. They are in charge of market research, advertising, marketing campaigns, and client acquisition and retention programs. The CMO develops brand value and advertises the company's goods and services (Berman, 2019). The organization's technological strategy and innovation fall under the purview of the CTO. They manage IT infrastructure, supervise the creation and execution of technology initiatives, and ensure that technology advances the goals of the business. A CTO may oversee R&D projects and keep abreast of new technological developments (Larcker & Tayan, 2020).

The CHRM manages the organization's human resources department. They are in charge of hiring new employees, managing performance, providing benefits and remuneration, and fostering positive working relationships. In order to draw in, nurture, and keep elite talent, the CHRM is essential (Berman, 2019). The CIO oversees the infrastructure and information technology systems of the company. They are in charge of data management, cybersecurity, IT strategy, and technology operations. The CIO makes sure that technology advances efficiency and creativity while advancing the goals of the business (Mah et al., 2022). The CLO is in charge of overseeing the organization's legal matters. They monitor contracts and legal issues, manage risks, handle legal compliance, and offer legal counsel. The CLO makes certain that the company stays within the law (Patrick, 2022).

Within a firm, the C-suite is considered the most significant and powerful group. It usually takes experience and well-honed leadership abilities to reach this high echelon (Jain & Duggal, 2018; Smith et al., 2020). C-level executives collaborate to make sure that a business's operations and strategies follow its set plans and policies, claims Roby (2020). C-suite executives typically hold demanding, high-stakes jobs. Subpar consequently causes a lot of stress and has negative effects on leadership, decision-making, and corporate success.

Even though there is a strong commercial case for the investment, top executives' well-being is far too frequently viewed as a luxury rather than a requirement. 57% of executives in a six-month executive program reported a change in their health risk from high to low, citing Roby's (2020) study. The study also showed that the benefits extended beyond the health of the leaders to include

an improvement in the company's financial and physical well-being because fewer days missed due to illness boosts productivity and keeps valued executives inside the company. Companies who invest in executive wellness programs, according to Rand Corps, not only see a 50% financial return on their investment, but their workplaces also become healthier and happier. Furthermore, a positive culture fosters compassion and lessens the stigma attached to mental health problems.

1.1.4 NSE Listed Companies in Kenya

Kenya, which has one of the fastest-growing economies in Sub-Saharan Africa, is home to the Nairobi Securities Exchange (NSE), a prominent African exchange. NSE was established in 1954 and has been listing debt and equity securities for six decades. For domestic and foreign investors looking to get exposure to Kenya's and Africa's economic growth, it provides a top-notch trading platform. In 2014, NSE became self-listing and demutualized. Some of Africa's top capital markets experts make up its board and management group, and they are committed to the Exchange's operational excellence, diversification, and innovation (NSE website).

The NSE is assisting domestic and foreign businesses in obtaining affordable financing, promoting savings and investment, and contributing significantly to the expansion of Kenya's economy. The Capital Markets Authority of Kenya is in charge of NSE operations. It is a founding member of the East African Securities Exchanges Association (EASEA) and the African Securities Exchanges Association (ASEA), as well as a full member of the World Federation of Exchanges. According to the NSE website, the NSE is a partner exchange in the UN-led SSE program and a member of the Association of Futures Market.

A company gains excellent standing by being recognized and gaining the trust of potential investors by listing on a prominent exchange such as the NSE (Makini, Awino, Ogollah, Machuki, & Magutu, 2021). Because of their elevated status and the difficulties that others at lower levels of the company encounter, C-suite executives of companies listed on the NSE confront additional difficulties. Because of their prominent position, many executives believe they face additional problems, such as the burden of being accountable and responsible for the company's success, its past and present employees, and the consumers and clients the company serves. It is expected that you will be unwaveringly devoted, constantly available, and bulletproof. Being the company's public face means that they have to constantly bring their "A" game and succeed in whatever they do. The perceived effect on trustworthiness and reputation as they negotiate market volatility

(Ikapel, Namusonge, & Sakwa, 2019). Therefore, in the modern era, holding an executive position in a company that is listed on the NSE frequently mixes the anxiety of meeting high standards with the added pressure of being scrutinized more by the public and media.

1.2 Statement of the research problem

For a number of years, organizations have placed a high priority on health and well-being. However, the negative outcome may occur in an organization in the absence of appropriate mental health development or care. The World Health Organization (2023) estimates that the yearly economic cost of substance addiction and untreated mental illness is \$225 billion. Presenteeism or working while ill accounts for about 80% of the costs, with absenteeism accounting for 20% of the total. Furthermore, it is projected that 12 billion working days are lost annually due to substance addiction, melancholy, anxiety, and overall poor mental health worldwide.

According to research by Infinite People and Culture Solutions (IPCL, 2022), 49% of CEOs say they experience mental health issues such as burnout and chronic stress from overworking and being exhausted. Additionally, in 2021, BUPA released findings from its Executive Well-being Index, which found that more than eighty percent of company executives polled had symptoms like weariness, low motivation, mood swings, and trouble sleeping. In a survey conducted by Oracle and Workplace Intelligence among 12,000 employees in 11 countries, including HR directors and C-Suite executives, it was discovered that 53% of C-Suite executives reported having mental health problems at work. According to Deloitte, about 70% of senior executives genuinely contemplate leaving their positions in order to enhance their mental health. However, various companies have tried to undertake various mental wellness programs to motivate their employees. However, there still remains a knowledge gap on whether these mental wellness programs have any effect on the performance of these organizations.

Even though executive wellness programs are important, not much research has been done on how mental wellness programs affect organizational performance in Kenya at the executive management level. Internationally, a large-scale nationwide study on the work environments and mental health of nurses, nursing assistants, and health executives was the goal of Lucas, Colson, Boyer, Gentile, and Fond's (2022) study. The study by Chang, Putukian, Aerni, Diamond, Hong, Ingram, and Wolanin (2020) examines psychological aspects in athletes, such as personality problems and the way the mind reacts to sickness and injuries. The project conducted by Thoen,

Dodson, Manzo, Piña-Watson, and Trejos-Castillo (2020) aimed to gain a greater understanding of the frequency with which police officer wellness promotion and suicide prevention programs are used in the US. Although these studies provide meaningful insight, they were not conducted in Kenya therefore creating a contextual gap.

Locally, the goal of Thuo and Wambugu's (2022) study was to ascertain how employee welfare practices affected six particular universities in Kenya's Nairobi Metropolitan Area in terms of job satisfaction. The goal of Ibrahim's (2019) research was to determine how work-life policies affect the productivity growth of healthcare professionals in Mandera County's public hospitals. Waititu, Kihara, and Senaji (2017) focused on Kenya Railways Corporation while examining the impact of employee welfare programs on worker performance. At the Radisson Blu Hotel in Nairobi Upperhill, Muriuki (2018) investigated the perceived effects of corporate wellness programs on employee productivity. These studies were conceptualized on various variables and did not focus on organization performance of NSE-listed businesses. The study will seek to bridge this conceptual gap by examining the effects of mental wellness programs for C-suite executives on the organizational performance of NSE-listed businesses.

1.3 Research Objectives

The study's general objective was to establish the perceived effect of mental wellness initiatives of c-suite executives on organization performance of listed companies in Kenya.

1.3.1 Specific Objectives

The specific objectives of the study were;

- i. To determine the effect of mental health risk assessment programs for C-suite executives on organization performance of listed companies in Kenya.
- ii. To assess the effect of mental medical care programs for C-suite executives on organization performance of listed companies in Kenya.
- iii. To ascertain the effect of recreational facilities programs for C-suite executives on organization performance of listed companies in Kenya.

- iv. To find out the effect of job enrichment programs for C-suite executives on organization performance of listed companies in Kenya.

1.4 Research Questions

The following research questions guided the study;

- i. What is the effect of mental health risk assessment programs for C-suite executives on organization performance of listed companies in Kenya?
- ii. What is the effect of mental medical care programs for C-suite executives on organization performance of listed companies in Kenya?
- iii. What is the effect of recreational facilities programs for C-suite executives on organization performance of listed companies in Kenya?
- iv. What is the effect of job enrichment programs for C-suite executives on organization performance of listed companies in Kenya?

1.5 Scope of the Study

This study's subject scope was restricted to executive management companies listed on the NSE, specifically focusing on wellness programs and organizational performance. The C-Suite executives of Nairobi-based companies listed on the NSE were the subject of this investigation. The study solely examined mental health risk assessment programs, mental medical treatment programs, recreational facility programs, and work enrichment programs, even though many other wellness elements may also have an impact on an organization's performance at the top management level. The researcher can assess improvements in overall business performance by comparing the results of mental wellness program practices against the four categories of the balanced scorecard using a balanced scorecard. Between July 2023 and December 2023, a descriptive cross-sectional research design was employed in this study.

1.6 Significance of the Study

The study will play a significant contribution in terms of theory, methodology, practical and towards policy. Researchers, other scholars, NSE-listed firms, and policymakers would all find this study to be significant.

The study findings will be beneficial to NSE listed organizations by informing organizational decision-making and resource allocation strategies regarding the implementation and prioritization of workplace wellness programs. The study has also provided evidence-based recommendations for organizations, particularly NSE-listed companies, to design and implement effective workplace wellness initiatives that can enhance employee well-being and organizational performance. The study findings will also help raising awareness among organizational leaders, policymakers, and stakeholders about the significance of investing in employee well-being and its potential impact on organizational success.

The study will also aid policymakers by contributing to the development of industry-specific best practices and guidelines for promoting employee well-being and productivity through targeted wellness programs. The study's findings can guide policymakers in developing comprehensive workplace wellness policies that incorporate effective initiatives. These policies can help create a supportive and conducive environment for employee well-being. The study's evidence can guide policymakers in developing incentive or regulatory policies that encourage organizations to invest in effective workplace wellness programs.

In the academic community, this study would add to the current discussions on senior management mental well-being and the body of literature already in existence, and it would raise the why issue, which may serve as the foundation for further explanatory research.

1.7 Operational Definition of Key Terms

Mental Wellness Programs: refer to structured interventions and initiatives aimed at promoting psychological well-being, stress reduction, resilience building, and enhancing mental health among C-suite executives.

Mental Wellness Strategy:

C-suite Executives: refers to the top-level executives within NSE-listed companies who hold strategic leadership roles and are responsible for decision-making, organizational performance, and overall management of the company.

Organization Performance It includes financial performance metrics as well as non-financial performance indicators.

Impact: refers to the measurable and observable effects or changes in the performance indicators of NSE-listed companies as a result of implementing mental wellness programs for C-suite executives.

Mental Health Risk Assessment Programs: refer to structured processes or interventions aimed at identifying and evaluating potential risks to individuals' mental health to proactively identify individuals at risk and provide appropriate support and interventions to mitigate those risks.

Mental Medical Care Programs: refer to comprehensive and specialized healthcare services explicitly targeted at diagnosing, treating, and managing mental health conditions, ensuring access to appropriate care, and promoting overall mental well-being.

Recreational Facilities Programs: refer to organized activities and amenities provided within the organization or workplace to promote stress reduction, work-life balance, and overall mental and physical well-being.

Job Enrichment: refers to the deliberate and systematic process of enhancing job roles and responsibilities to provide employees with greater autonomy, challenge, and growth opportunities.

1.8 Chapter Summary

The first chapter of the study on the impact of mental wellness programs for C-suite executives on the organizational performance of NSE-listed companies provides an overview of the research topic, introduces the research objectives and questions, justifies the significance of the study, and outlines the research structure.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The theoretical framework for the study and an empirical analysis of relevant literature are presented in Chapter 2. The goal of the study and the conceptual framework the researcher intends to test and apply to comprehend employee wellness programs in Kenya are explained in the literature review. This chapter also summarizes the empirical literature and identifies the gap that the study aimed to fill.

2.1 Theoretical Review

The social exchange theory, the balanced scorecard, and the psychological capital theory as it relates to wellness programs will serve as the foundation for this investigation.

2.1.1 The Social Exchange Theory

The social exchange theory was developed by sociologists George Homans in 1958 and later expanded upon by other scholars such as Peter Blau and Richard Emerson (Ahmad, Nawaz, Ishaq, Khan, & Ashraf, 2023). The theory suggests that human relationships are formed and maintained based on the principle of reciprocity, where individuals engage in social interactions with the expectation of receiving rewards or benefits in return. The main concept of the social exchange theory is that human relationships are formed, maintained, and terminated based on the subjective evaluation of costs and benefits associated with the relationship. Individuals engage in social interactions with the expectation of receiving rewards or benefits in return for their contributions or investments. The theory proposes that social exchanges are governed by the principles of reciprocity, where individuals feel obligated to reciprocate after receiving benefits from others. This reciprocity creates a pattern of mutually contingent exchanges, where one party's actions are contingent upon the other party's behavior (Ahmad, Nawaz, Ishaq, Khan, & Ashraf, 2023).

The social exchange theory could be applied in the current study to understand the dynamics between organizations and their C-suite executives. When organizations invest in mental wellness programs for their top-level leaders, they are essentially providing resources and support aimed at enhancing the well-being and performance of these executives. In return, the organizations may

expect reciprocal benefits, such as increased productivity, better decision-making, and ultimately, improved organizational performance. The social exchange theory posits that if C-suite executives perceive the mental wellness programs as valuable and beneficial, they may develop a sense of obligation to reciprocate by exhibiting heightened commitment, loyalty, and discretionary efforts that contribute to organizational success.

According to the social exchange theory, when organizations invest in mental health risk assessment programs for C-suite executives, they are providing a valuable resource aimed at identifying and addressing potential mental health concerns. If organizations offer mental medical treatment programs, such as counseling or therapy, for their C-suite executives, it can be perceived as a significant investment in their well-being. Additionally, providing recreational facilities or programs for C-suite executives can be seen as a form of organizational support and investment in their overall well-being. Work enrichment programs, such as leadership development or stress management training, can be viewed as organizational investments in the professional growth and well-being of C-suite executives. In return, the executives may feel obligated to reciprocate by demonstrating increased commitment, productivity, and decision-making abilities, ultimately contributing to improved organizational performance.

2.1.2 Psychological Capital Theory

The psychological capital theory, also known as PsyCap, was developed by organizational behavior researchers Fred Luthans, Carolyn M. Youssef, and Bruce J. Avolio in the early 2000s (Youssef-Morgan & Luthans, 2013). PsyCap is defined as an individual's positive psychological state of development, involving four key components: self-efficacy, optimism, hope, and resilience. The psychological capital theory posits that individuals possess positive psychological resources, collectively referred to as psychological capital, which can be developed and managed for performance improvement (Luthans, Youssef, & Avolio, 2015). The PsyCap theory suggests that these four psychological resources are state-like and thus can be developed and enhanced through targeted interventions and training programs, such as mental wellness initiatives. By cultivating psychological capital, individuals are believed to be better equipped to cope with challenges, persevere in the face of adversity, and exhibit higher levels of motivation, performance, and well-being. In organizational settings, the theory posits that employees with higher levels of

PsyCap are more likely to contribute to organizational success and competitive advantage (Luthans, Youssef, & Avolio, 2015).

The psychological capital theory can be used to examine how mental wellness programs for C-suite executives can enhance their psychological resources and capacities, which in turn may influence their leadership effectiveness and organizational performance. Mental wellness programs may help cultivate self-efficacy by providing C-suite executives with the tools and support to manage stress, build resilience, and develop a sense of confidence in their abilities to navigate challenges. Optimism and hope can be fostered by promoting a positive mindset and a belief in achieving desired outcomes. Resilience can be strengthened by equipping executives with coping strategies and emotional intelligence to bounce back from setbacks and adversities. By developing psychological capital through mental wellness programs, C-suite executives may be better equipped to lead their organizations effectively, make sound decisions, inspire and motivate their teams, and ultimately contribute to improved organizational performance.

Mental health risk assessment programs and mental medical treatment programs can help identify potential psychological vulnerabilities or risk factors among C-suite executives. By addressing these risks, the programs can contribute to the development of psychological capital components, such as resilience and optimism, enabling executives to better cope with challenges and maintain a positive outlook. Recreational facilities or programs can also serve as a means to promote work-life balance and stress relief for C-suite executives. Work enrichment programs can also directly target the development of psychological capital components among C-suite executives. These programs can enhance self-efficacy by building leadership skills and confidence, foster optimism and hope by providing goal-setting and planning strategies, and cultivate resilience by equipping executives with techniques for managing stress and adversity, ultimately contributing to improved organizational performance.

2.1.3 The Balanced Scorecard

The Balanced Scorecard is a strategic performance management framework developed by Robert S. Kaplan and David P. Norton in the early 1990s (Kaplan & Norton, 1992). It provides a comprehensive view of organizational performance by considering both financial and non-financial measures, as well as internal and external perspectives (Kaplan, 2012). The Balanced Scorecard is structured around four main perspectives: Financial perspective which focuses on the

financial objectives and measures that are important to the organization's shareholders or stakeholders, customer perspective that considers the organization's ability to deliver value to its customers and meet their expectations, the internal process perspective which examines the internal processes, operations, and capabilities that are critical to delivering value to customers and achieving financial objectives and finally the learning and growth perspective that focuses on the organization's ability to improve and grow over time (Kaplan, 2012).

In the context of the study, the balanced scorecard can serve as a comprehensive framework for assessing organizational performance in companies listed on the Nairobi Securities Exchange. By incorporating measures from the four perspectives, the study captures a holistic view of how mental wellness programs for C-suite executives may impact various aspects of organizational performance. By anchoring organizational performance within the balanced scorecard framework, the study can comprehensively assess the potential impact of mental wellness programs for C-suite executives across various dimensions of organizational success. This approach aligns with the notion that organizational performance is multifaceted and requires a balanced consideration of financial and non-financial factors, as well as internal and external perspectives.

2.2 Empirical Review

This section presents empirical literature related to the objectives of the study.

2.2.1 Mental Health Risk Assessment and Organizational Performance

The goal of Lucas, Colson, Boyer, Gentile, and Fond's (2022) extensive nationwide study was to investigate the mental health and work environment of nurses, nursing assistants, and health executives. The findings imply that it is critical to keep healthcare professionals from experiencing burnout and despair. Nursing managers could create interventions to lower psychological demands, boost individual achievement and peer support, stop ongoing workplace bullying, and stop health-risky behaviors in order to achieve this goal. More research and assessment of these therapies are necessary.

In order to address forthcoming psychological critical concerns in the workplace, Giorgi et al. (2020) conducted a literature analysis to delve further into the psychological components associated with workplace conditions following the epidemic growth of COVID-19. After doing a literature search on Google Scholar, PubMed, and Scopus, the authors found 35 articles that

addressed psychological issues that employees may have had at work during the pandemic. According to the study, healthcare personnel are more likely to experience mental health problems associated with the health emergency, including anxiety, sadness, PTSD, suicidal thoughts, sleep disturbances, and drug and alcohol addiction. In addition, a poor work environment, extended periods of isolation and quarantine, violations of workers' rights, job insecurity, and future uncertainty exacerbate psychiatric disorders. In this case, encouraging the creation of trustworthy preventive measures is crucial. One effective tactic to reduce burnout is to use coaching psychology, which can foster a safe and supportive environment where people feel comfortable talking about their professional growth and learning how to equip themselves better to overcome challenges like the COVID-19 pandemic.

The paper by Graham, Depp, Lee, Nebeker, Tu, Kim, and Jeste (2019) covers recent original research on AI specifically related to mental health, explores how AI may support clinical practice, and offers an overview of AI and its present uses in healthcare. The study included 28 studies on AI and mental health that made use of social media platforms, novel monitoring methods (such as smartphones and videos), brain imaging data, mood assessment scales, and electronic health records (EHRs). According to the study, as AI techniques advance, mental health professionals will be able to reinterpret mental illnesses more precisely than they are now done in the DSM-5, recognize these illnesses early in the prodromal stage, when interventions may be more successful, and tailor treatments based on the particulars of each patient.

There is increasing interest in the possible advantages of mindfulness-based programs (MBPs) for workers due to the complicated demands of many businesses. The meta-analysis by Vonderlin, Biermann, Bohus, and Lyssenko (2020) methodically synthesizes the findings of randomized controlled trials carried out in several work environments. The data from 56 studies, comprising $n = 2689$ participants and $n = 2472$ controls, were combined using random-effects models. With small to high impact sizes ranging from Hedge's $g = 0.32$ to 0.77 , analyses of between-group effects revealed that MBPs improve mindfulness, well-being, compassion, and work satisfaction while also significantly reducing stress, burnout, mental discomfort, and somatic symptoms.

The study by Purcell, Gwyther, and Rice (2019) provides the foundation for an all-encompassing mental health paradigm and advocates for a new therapeutic model. In addition to meeting the requirements of athletes who are at risk of developing or who are already experiencing mental

health symptoms or disorders, the goal is to support athletes' mental health and well-being. In the setting of competitive sports, early identification and treatment of mental health issues are critical. These methods aid in the development of cultures that recognize the equal importance of an athlete's mental and physical requirements and the likelihood that both will enhance the athlete's overall well-being and performance excellence.

A thorough wellness program was devised and implemented at an Illinois workplace by Jones et al. (2019). The all-inclusive wellness initiative was known as iThrive, and it included incentives to encourage staff members to join. The program looked at self-reported health, average medical costs, gym attendance, employee absenteeism, productivity, and health-related behaviors in addition to job satisfaction. This study found that while more employees were getting health screenings, participation in the wellness program did not affect job satisfaction among employees. Second, more workers believed that management placed a high priority on health and safety (Jones et al., 2019). Examining just a single year's worth of iThrive data had no discernible impact on the results. According to Jones et al. (2019), longer-term consequences might show up in the future. According to Jones et al. (2019), wellness programs may differ depending on the organization, and other designs that allow participation from a variety of employee groups might provide outcomes that differ from those of this investigation.

The goal of Thuo and Wambugu's (2022) study was to ascertain how employee welfare policies affected six particular universities in Kenya's Nairobi Metropolitan Area with regard to work satisfaction. 1954 personnel, divided into teaching and non-teaching groups, made up the overall population of the study, which used a descriptive research approach. The study found a positive correlation between the dependent variable of job satisfaction at the chosen Kenyan institutions and the independent variable of welfare practices. Based on the research data, the study concluded that job satisfaction and two welfare benefit variables had a strong, positive, and significant association.

The goal of Ibrahim's (2019) research was to determine how work-life policies affect the productivity growth of healthcare professionals in Mandera County's public hospitals. The study used a hybrid technique of quantitative and qualitative data collection research methodologies in addition to a descriptive design. Of the 450 health personnel that were the subject of the investigation, 212 were purposefully sampled. According to the study, flexible work arrangements

are essential for high productivity among healthcare professionals. These alternatives are available in all public hospitals in Mandera County, but they aren't fully utilized because there aren't enough medical professionals in the area. Programs for paid time off, like maternity, study, and annual leave, were also essential in raising productivity, particularly after departure. The motivation of healthcare personnel to be productive depends on talent development. The welfare programs for healthcare professionals, including financial rewards, perks, and fringe benefits, were also seen at the public hospitals of Mandera County. The study concludes that a variety of work-life balance tactics, including talent development, flexible work schedules, welfare programs for healthcare workers, and leave policies, have a positive significant impact on the productivity of healthcare workers and hospital performance as a whole. It was discovered that these tactics existed but were not entirely put to use. Thus, hospitals ought to put these tactics into practice in full to increase or stimulate staff productivity.

Chang, Putukian, Aerni, Diamond, Hong, Ingram, and Wolanin (2020) talk about the collaboration of team physicians, athletic trainers, mental health professionals, and other members of the sports medicine team to offer athletes comprehensive psychological care. It specifically covers psychological aspects affecting athletes, such as personality disorders and how they cope with sickness and injuries. Sports engagement improves a person's health and well-being, but athletes also face additional risk factors that could have an adverse effect on mental health. Members of the athletic care network, including sports medicine physicians, are in a unique position to identify mental health problems early and take appropriate action. Providers must possess a comprehensive understanding of the typical manifestations of difficulties among athletes, as well as an awareness of the pertinent psychological, cultural, and environmental factors.

2.2.2 Mental Medical Care Programs and Organizational Performance

At KCB Bank Kenya, Kitali (2021) investigated the impact of wellness initiatives on staff loyalty. The study's researchers employed a descriptive cross-sectional research design. The researcher sent links to closed-ended Google Forms questionnaires to respondents who were either contract or permanent employees of the company. The 154 workers of the KCB Bank Moi Avenue branch in Nairobi County were the study's target population, and it employed the census approach. Based on the analysis, it was determined that KCB Bank needed to enhance their communication

regarding healthy living through several channels and engage in health initiatives if they wanted to increase employee loyalty inside the company. The investigation also revealed that the workers' relationships with friends and family were impacted by work-related stress and that they did not believe their workloads were reasonable.

The impact of a complete wellness program on workers' job satisfaction was investigated in Marshall's (2020) research study. The study's sample comprised 200 employees of a contract food service company that serves higher education institutions in the northeast region by providing facility services. The personnel of the company included both entry-level workers and top executives. The study revealed that, despite the fact that executives in the hospitality industry are investing money in creating and executing wellness initiatives, program participation has an impact on raising or sustaining the extrinsic and intrinsic job satisfaction levels of current employees across the board.

In 2020, Berardo, Gerges, Wright, Stout, Shah, Papanastassiou, and Kimmell looked at burnout metrics and presented the objective outcomes of wellness programs for neurosurgery faculty and residents. Nine (six residents, two faculty, one resident, and both resident and faculty) matched the criteria. They were included in the final analysis after two systematic literature reviews were conducted in tandem in accordance with PRISMA 2009 standards. The study concluded that neurosurgeons' everyday lives are impacted by burnout, which is common among neurosurgery faculty and residents and has a detrimental effect on patient outcomes, professional satisfaction, and quality of life. Although many neurosurgery programs have implemented wellness initiatives to address burnout, not many have shown improvements in published data following implementation.

The goal of Thoen, Dodson, Manzo, Piña-Watson, and Trejos-Castillo's (2020) project was to gain a better understanding of how frequently police officer wellness promotion and suicide prevention programs are used in the US. The study also aimed to ascertain whether officers from agencies that use suicide prevention and wellness programs differ from those from agencies that do not in terms of their mental health and programming viewpoints. There were 144 officers from 55 agencies in the final sample. Employee assistance programs and counseling services were the most frequently provided programs at the agency level. Notably, however, there was a lack of consistency or well-established planning for programming. About 25% of respondents did not

know if their agency offered programming for officers, and 35% did not think their agency promoted the mental wellness of its officers. Officers reported far lower levels of stress and improved general well-being when they did feel that their wellness was supported. 12.4% of officers who responded said they were "quite" or "very likely" to attempt suicide at some point. There is a discussion of the implications and recommendations for law enforcement organizations.

Hallaway (2020) investigated the potential impact of utilizing these types of support techniques on the stigma associated with mental health in the workplace, as well as the influence of prior usage of these techniques on stigma related to mental health. Three scenarios involving a colleague disclosing a mental health issue to a participant and the support method the colleague was using to cope with their mental health were presented to 253 working adults in Christchurch-based organizations. The forms of help employed in each of the three scenarios—EAPs, mental health days, or presenteeism—varied. After that, participants scored how much they agreed with the general beliefs about stigma around mental health in the workplace in each of the three scenarios. In the situations where the coworker used an EAP or took a mental health day, there was less agreement with all assumptions about workplace stigma. There was conflicting evidence regarding the impact of mental health days or EAP experience on the stigma associated with mental illness in the workplace. These results imply that revealing the kind of assistance one receives to deal with mental health problems may lessen the stigma associated with that person at work.

The gendered perspectives of males and workplace representatives in industries with a predominance of men on workplace mental health promotion were examined by Seaton, Bottorff, Oliffe, Medhurst, and DeLeenheer (2019). Interviews with seven representatives of male-dominated industries in northern British Columbia, Canada, and consultations with working males (N = 23) were undertaken. The results emphasize how discussions about improving mental health, practices that prevent men from disclosing their vulnerabilities, and masculine workplace environments affect men's mental health. In these environments, mental health was seen as essential to job safety. Reducing stigma, encouraging fun activities, and developing long-term initiatives to foster social cohesiveness were the main proposals made by participants. In general, initiatives to support mental health in fields with a predominance of men should be customized to their particular needs and should include paid time for wellness activities as well as constructive tactics that foster camaraderie within the group.

The purpose of Ombasyi's (2019) study was to ascertain how employees' performance in Kenyan brand design development was impacted by their mental health. The study used a descriptive research design. Fifty employees made up the study's population, and all employees were sampled using a census survey method. The study concluded that happy employees played a big part in the company, that each individual has an effect on the company, and that having happy employees at work provides benefits for having a healthy workforce that improves overall performance. Second, encouraging employee well-being in the workplace is a tactic for improving workers' mental health. Employees who receive coaching and mentorship are more likely to be committed to the company and feel satisfied in their work. They should also feel at ease and empowered to prioritize their mental health.

A global online study of the characteristics and development of Employee Assistance Programmes (EAPs) was undertaken by Roche, Kostadinov, Cameron, and Pidd (2018). There were 74 participants representing 25 different countries. Industry-based initiatives and customer demand were highlighted as the primary drivers of development. Typically, private "for-profit" organizations provide EAPs. The majority of EAP services were provided in the form of four to five sessions of relationship, mental health, and trauma counseling using a variety of delivery methods. There have been reports of increased use of technology and a growing emphasis on well-being. Professional standards were mostly optional, and there were few EAP-specific certifications available. While EAPs are generally beneficial, they might run into problems in the future trying to continue providing high-quality services.

Employee assistance programs have a considerable impact on employees' performance in higher education institutions, according to a 2017 study by Mwangi, Boinett, Tumwet, and Bowen on the impacts of work-life balance on employees' performance in higher education institutions. Determining the impact of employee support programs on worker performance was one of the study's key goals. A case study research design was used in the investigation. The main instrument for gathering data was the questionnaire. A sample size of 70 was obtained from the intended population of 244. Employee assistance programs, according to the researchers, offer a viable way for a company to support specific employees, which has a favorable effect on employee commitment. According to the study's findings, employee assistance programs are crucial for encouraging the dedication required for increased production.

2.2.3 Recreational Facilities Programs and Organizational Performance

Gupta (2019) looked into how leisure time affects workers' morale and output. The study took into account a descriptive research approach. For the study, a sample of sixty respondents was chosen. Recreation boosts dedication, fosters teamwork, and enhances employee well-being, all of which have a favorable impact on job satisfaction, service delivery, customer satisfaction, and productivity, according to the study's conclusion. The IT firm is known for its long workdays, which frequently end in reporting very early in the morning and late into the night. Employees must be on their feet a lot at work, and dealing with customers can be unpleasant because they risk verbal abuse for service issues that are completely uncontrollable and not their fault. Many of them also struggle to strike a balance between their personal and professional lives. These elements can occur alone or in combination to cause poor health, low morale, disputes, and elevated stress levels. To assist staff in resolving such problems, organizations have made investments in workplace leisure.

The study conducted by Vecchi, Elf, Ueno, Dilmeri, Dennis, and Devereux (2022) adds to the body of knowledge on productivity and well-being by demonstrating the role that dance practice plays in productivity performance. We used Qualtrics as the survey platform to administer an online questionnaire to dancers (the target group) and nondancers (the control group) in order to gather data for testing the hypotheses covered in the preceding section. The study's findings support the incorporation of recreational dance into corporate well-being programs. Dance groups should advocate for the advantages of recreational dance abroad (even taking into consideration the moderating influence of perceived societal standards). The study's global scope illuminates the relationship between social norms and increased productivity and well-being, which can be useful information for global marketers who want to promote dancing as a recreational activity. In nations with stricter social norms, these worldwide marketing techniques should lead to higher productivity results.

The organizational determinants influencing the mental health and wellness of the organization's BHL were investigated in Johnson's (2021) qualitative single case study. Organizational outcomes, operations, and governance were examined in the Baldrige excellence framework. Open coding and data triangulation were used to analyze the organization's website, audio, and email correspondence with individuals in a single case study. The study's findings revealed themes

related to employee accountability, accountability mechanisms, and technology dependence. The BHL's mental health and general well-being may be influenced by these themes that have been found. While BHLs may benefit from the study's findings by examining the organizational elements influencing their mental health and wellness, positive social change might take the shape of longer-lasting mental health agencies.

The exploratory qualitative study conducted in 2020 by Hennekam, Richard, and Grima looks at how people with mental health conditions manage their conditions at work and how their conditions affect how they perceive their job performance. The study used data from 17 in-depth interviews with people who had mental health disorders as well as 257 answers to a qualitative questionnaire. The results demonstrated how mental health issues may have a detrimental effect on how well one perceives their work performance, manifesting as a slower rate of completion, more errors, and poorer quality work. Furthermore, the results disclose coping mechanisms that have both favorable and unfavorable effects on an individual's productivity in the workplace. Substance abuse and self-harm, hiding and suppressing symptoms, and pressuring oneself to work when ill are all strategies that have a negative impact on one's performance. Accepting one's illness and taking time off, medication and counseling, mindfulness exercises, open communication, humor, and a compensation plan are examples of coping mechanisms that have been shown to have a positive impact on performance.

Lewie (2019) investigates the perspectives of employees in human service organizations. The purpose of this study was to gain a better understanding of how human service agencies use employee wellness programs in the workplace. Employees in leadership roles at human service organizations in Columbus, Ohio, were surveyed for this study. Based on viewpoints from the workplace, the survey posed questions that delved into the obstacles that prevent employees from using wellness programs and the people who help put them into place. The findings point to the most prevalent obstacles in human service organizations as inadequate agency funding and a lack of time during business hours for implementing employee wellness initiatives. The results point to management and employee interest in taking part in these programs as well as scheduling flexibility to make time for them as familiar facilitators of employee wellness program implementation in human service agencies. Suggestions for more research are given.

Malachowski (2015) looked into the ways that workers actively participate in the institutional procedures and related social interactions that ultimately shape and produce their work environment. Approximately 140 hours of ethnographic observations, an examination of related texts and documents, and 17 informant interviews comprised the data collection process. The results showed that workers felt overworked, unfair, and even punished for juggling workplace absence management programs with periods of mental illness. Workers need both official and informal breaks from their jobs, and they frequently take time off when ill in order to avoid going through institutional procedures. There is a lack of clarity regarding the definition of a legitimate illness due to the absence management program's biomedical focus. It made managers realize that their jobs were very different from those of healthcare professionals.

2.2.4 Job Enrichment and Organizational Performance

The 2020 study by Abubakar, Nuhu, and Shehu evaluated how employee performance at the Kano Electricity Distribution Company (KEDCO) is enhanced through training and development. A mixed research method was used in the study. Data were taken from primary and secondary sources. In addition to conducting interviews with 20 management personnel from the KEDCO headquarters and regional offices in the states of Jigwawa, Katsina, and Kano, a sample size of 331 respondents was also employed. Results indicated that employee work enrichment at Kano Electricity Distribution Company is positively and significantly impacted by training. Additionally, KEDCO has policies and programs for training. In an attempt to inspire employees, the organization has made this training mandatory and routine for all levels of staff. It also serves as a requirement for advancement.

Tumi, Hasan, and Khalid (2022) examined potential motivators like pay, training, and job expansion and enrichment and their impact on worker motivation in Libya's telecommunication industry. The results showed that there are substantial correlations between every investigative factor and employee motivation. According to this study, telecom companies should create a suitable compensation plan that includes both monetary and non-monetary rewards, offer job training to improve employees' knowledge and abilities, and give them opportunities for job enrichment and expansion to increase employee motivation and ultimately lead to organizational success.

Marta, Supartha, Dewi, and Wibawa (2021) examined how job empowerment and enrichment affected organizational commitment. This study also looks at how work motivation and job satisfaction affect organizational commitment by mediating the effects of employee empowerment and job enrichment. All of the staff members who hold executive positions and have worked at the DJKN Bali and Nusa Tenggara regional offices for at least four years made up the sample population. The findings showed that work motivation and job satisfaction fully mediate the influence of employee empowerment on organizational commitment; job enrichment has a significant influence on organizational commitment, and job empowerment has an insignificant influence on organizational commitment.

In their 2020 study, Baker and Kim investigate how rude customers and procedural and emotional support from managers impact employee psychological well-being (PWB) and work quality-of-life (WQOL). Employers' perceptions are contently analyzed using the qualitative critical incident technique in Study 1, which finds that rudeness impacts workers' PWB and WQOL. A conceptual model, based on Study 1's findings, investigates a 2×2 (procedural support: high vs. low) \times 2 (emotional support: high vs. low) between-subjects experimental design in the contexts of general services and hospitality. Research 2 and 3 demonstrate how employees' PWB and WQOL are highly impacted by managerial procedural and emotional support. The interaction of procedural and emotional support significantly impacts PWB and WQOL.

Ochieng (2020) investigated how workers' mental health affected their productivity in financial institutions using Kenyan commercial banks as a case study. In order to answer the research questions, a descriptive research design was used in this investigation. The 800 top, medium, and operational employees of Cooperative Banks, the Bank of Africa, and the National Bank of Kenya made up the study population. The study found that employers set unreasonable goals for their workers and expected them to meet them; therefore, the human resource manager had to make sure that work-life balance was maintained. The workers concurred that the main factor influencing their performance was burnout. They both agreed that within the company, their ideas ought to be taken into account and given equal opportunity. Employee turnover at the organization rose as a result of rigid work schedules and disagreements with the supervisor. According to the study, employers should set reasonable goals for staff members and value their opinions in order to mitigate the negative impact of job stress on the mental health of commercial bank workers. This

would alleviate the problem of workplace burnout. Measuring employee productivity was also helpful.

Ngeno (2020) examined how wellness initiatives affected Kenyan commercial banks' workers' productivity. The study used a descriptive research design with 30,903 employees of Kenya's 43 commercial banks as its target, and it was informed by positivist philosophy. The quantitative data was analyzed using descriptive statistics and a regression model, and the qualitative data was analyzed using content analysis. The results also revealed that employee characteristics moderated the relationship between employee performance and wellness programs and job satisfaction mediated employee performance. Employee satisfaction with Wellie programs would lead to improved performance, as demonstrated by decreased absenteeism, increased punctuality, increased morale, and decreased stress and anxiety. Staff punctuality, assignment completion speed, stress reduction, teamwork, and, ultimately, output levels were all impacted by the moderating variable of employee characteristics.

The impact of psychological shifts in mental health on employees' productivity within financial organizations was investigated by Panchal, Singh, Chaudhari, Zarzosa-Marquez, Ramirez-Asis, and Castillo-Picon in 2022. This study was conducted using a descriptive research approach, which focused on the research above topics. With 300 respondents, the research population had a response rate of 78 percent. The study discovered a strong inverse relationship between employee performance and absenteeism. According to the survey, employers place unjustified pressure on their employees to meet goals, and human resource managers must make sure that employees have a work-life balance.

Mungania, Waiganjo, and Kihoro (2016) evaluated the impact of wellness initiatives on the performance of Kenyan banks as an organization. A cross-sectional survey was used in this investigation. The study's target population was originally 44 banks that the Kenyan central bank had registered; however, because one of the banks was under receivership at the time of data collection, 43 banks took part in the research. Descriptive statistics were also employed by the researcher, including frequency distribution tables, percentages, and measures of central tendency like mean. The results of the study proved that wellness initiatives had an impact on organizational effectiveness. Supportive managers, education, and training regarding the value of employee wellness and preventive care accomplished this. The results of this study showed that offering

wellness programs to employees improved organizational performance in the banking sector and caused a notable shift in performance.

2.3 Summary of Empirical Review and Research Gaps

This review assisted the study in identifying the variables of their research, the methodologies and approaches used by the researchers, and the key findings of these studies, which in turn assisted the current study in identifying the gaps that needed to be filled. The empirical study was conducted to identify the various authorities and researchers who have conducted various studies regarding the various elements of employee wellness programs, as summarized in Table 2.1 below;

Table 2.1 Summary of Empirical Literature Gaps

Author	Title	Findings	Research Gap	Type of Gap
Lucas et al. (2022)	Exploring work environment and mental health in nurse assistants, nurses, and health executives in a large-scale national Study	Preventing burnout and depression in healthcare workers is a priority.	The study focused on the mental health of executives in a single sector.	Contextual gap
Thuo and Wambugu (2022)	The influence of employee welfare practices on job satisfaction in six selected universities within the Nairobi Metropolitan region in Kenya	There was a strong positive and significant relationship between two variables welfare benefits (medical and educational) and job satisfaction.	The study examined the influence of employee welfare practices on job satisfaction.	Conceptual gap
Ngeno (2020)	The effect of wellness programs on the performance of employees in	The findings were that employee job satisfaction mediated employee performance, while employee	The study was guided by a positivist philosophy and used a descriptive research design.	Methodological gap

	commercial banks in Kenya.	characteristics also moderated the relationship between employee performance and wellness programs.		
Mustapha (2018)	E-Payment technology effect on bank performance in emerging economies—evidence from Nigeria	Implementing e-procurement practices in short-term reduced income but enhanced long-term security, reliability, and minimal risk exposure in the long term.	The study does not explicitly evaluate other aspects of e-procurement	Empirical gap
Hennekam et al., (2020)	The impact of mental health conditions on self-perceived job performance as well as how individuals with mental health conditions cope with their conditions at work	The findings showed that mental health conditions could negatively impact self-perceived job performance in the form of lower quality of one's work, slower pace, and more mistakes. In addition, the findings reveal coping strategies that positively and negatively affect one's performance at work.	The study drew on 257 responses to a qualitative questionnaire and 17 in-depth interviews with individuals with mental health conditions.	Methodological gap

Little research has been conducted on the relationship between executive employees' wellness programs and organizational performance despite the abundance of studies on the subject of employee wellness programs and their impact on performance. Numerous research has been conducted on the relationship between senior personnel's wellness programs and organizational success, according to the literature review for this study. On the other hand, there wasn't much local empirical data on C-suite executives in Kenya. The majority of previous research focused on European and Asian contexts, with very little research conducted in Africa. This created a gap in the field's understanding and justified the need for more study. Lastly, a number of research investigations on the wellness programs of senior staff members and organizational performance emphasized the advantages associated with remuneration and salary. In light of this background, the researcher argued that additional research and documentation are required for application in both academia and practice.

2.4 Conceptual Framework

The study's conceptual framework for the variables illustrates how the independent factors impact the dependent variable. The framework specifies the four elements that define employee wellness programs under investigation as mental health risk assessment programs, mental health care programs, recreational facilities programs, and job enrichment programs. The impact of wellness initiatives on organizational performance is another area of interest for the study.

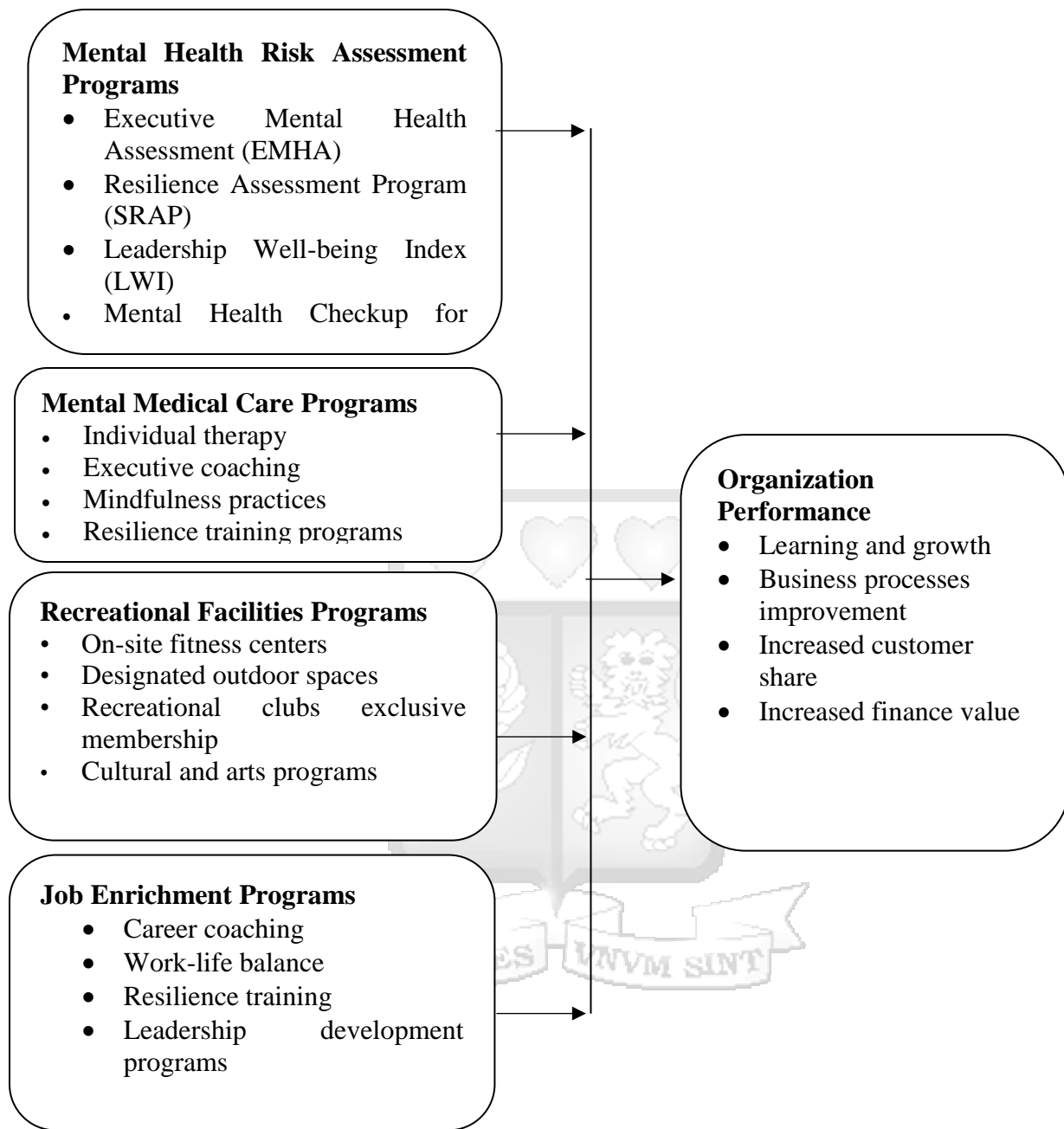


Figure 2.1 Conceptual Framework

Source: Author (2023)

2.5 Operationalization of the Variables

Organization performance was the dependent variable in the study, whereas the independent factors were: Mental health risk assessment programs, Mental medical treatment programs, Recreational facilities programs and, Job enrichment programs. These variables were operationalized and measured as indicated in Table 2.1 below.

Table 2.2 Operationalization of the Variables

Type	Indicator	Operationalization	Measurement
Independent	Mental health risk assessment programs	<ul style="list-style-type: none"> • Executive Mental Health Assessment (EMHA) • Resilience Assessment Program (SRAP) • Leadership Well-being Index (LWI) • Mental Health Checkup for Executives (MHCE) 	Nominal scale
Independent	Mental Medical Care Programs	<ul style="list-style-type: none"> • Individual therapy • Executive coaching • Mindfulness practices • Resilience training programs 	Nominal scale
Independent	Recreational Facilities Programs	<ul style="list-style-type: none"> • On-site fitness centers • Designated outdoor spaces • Exclusive Membership in recreational clubs • Cultural and arts programs 	
Independent	Job Enrichment Programs	<ul style="list-style-type: none"> • Career coaching • Work-life balance • Resilience training • Leadership development programs 	Nominal scale
Dependent	Organization Performance	<ul style="list-style-type: none"> • Learning and growth • Business processes improvement • Increased customer share • Increased finance value 	Nominal scale

Source: Author (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter examined the research and sampling strategy chosen for the study, the study population, the methods and tools to be used for data collection, and the analysis of the data that was gathered.

3.2. Research Philosophy

The research was grounded on a quantitative research approach with a positivist philosophy being adopted as the study's foundation. Positivism, which holds that only knowledge verified by the senses is recognized as knowledge, is one of the most often used research paradigms (Bryman, 2012). It promotes the objective approach to study and holds that knowledge is obtained by employing quantitative methods to collect objectively verifiable data. Positivists distinguish between normative and scientific claims, holding that only scientific claims are the legitimate purview of scientists since the senses are incapable of verifying normative claims (Bryman, 2012). Most quantitative researchers follow positivist principles and use quantitative methods to obtain unbiased study results. According to the review above, the positivist philosophical paradigm was pertinent to the current investigation since it made it possible to comprehend, using a quantitative method, how MWP at the C-suite level influences the organizational performance of NSE-listed companies. The philosophy was critical to quantitatively establishing the interaction between the variables adopted in the study.

3.3 Research Design

A descriptive cross-sectional research design was used for this study. When a study design is descriptive, its main objective is to evaluate a sample at a particular moment in time without attempting to draw conclusions or causal claims. A cross-sectional study gathers information from a population at the same time. Rather than being research that document changes throughout time, it is a snapshot of the population at a specific point in time. Analytical or descriptive research can be conducted using cross-sectional data. A cross-sectional descriptive survey evaluates the degree, frequency, and distribution of the variable of interest within a given demographic. For the study,

a descriptive cross-sectional research design made sense because it gave the researchers the opportunity to examine several characteristics using a single group that faithfully reflects a sample of the population. Thus, the researcher looked at the relationship between the organizational performance of companies listed on the NSE and the implementation of mental wellness programs for C-suite executives.

3.4. Population and Sampling Design

3.4.1 Target Population

The C-suite executives of the 62 listed businesses at the NSE were the target population (see Appendix 3). The survey specifically targeted three C-suite executives who oversee operations, finance, and human resources for each organization. Because C-suite executives collaborate to make sure a company's operations and strategies follow its set plans and policies, they were the study's target audience. 186 C-suite executives were the target population as a result.

Table 3.1 Target Population

Category	Number of Firms per Sector	Target Population
1. Agriculture Sector	6	18
2. Commercial and Services	13	39
3. Telecommunication	1	3
4. Automobile & Accessories	1	3
5. Banking	10	30
6. Insurance	6	18
7. Investment	5	15
8. Investment services	1	3
9. Manufacturing and Allied	8	24
10. Construction and Allied	5	15
11. Energy and Petroleum	4	12
12. Real estate investment trust	1	3
13. Exchange-traded funds	1	3
Total	62	186

3.4.2 Sampling Design

Sampling, as defined by Bryman (2012), is the method through which a researcher or study chooses participants. The investigator used multistage sampling to determine the study's sample size. Initially, 12 sector-related strata were created by classifying and grouping the listed

companies using stratified random sampling. Following that, census sampling was employed in the study to choose study participants from the total target population. According to Israel (2003), a census is desirable for small populations (e.g., 200 or less), even when financial considerations make census sampling impractical for big populations. A census offers information on every member of the population and removes sampling inaccuracy.

Furthermore, many expenses, like creating the sampling frame and designing the questionnaire, are "fixed," meaning they won't change whether the sample size is 50 or 200. Lastly, in order to reach the desired degree of precision, almost the whole population would need to be sampled in small populations. Thus, the study's sample size consisted of 186 C-suite executives.

3.5 Data Collection Instruments

Within the constructivist philosophical paradigm, instruments such as interviews, observations, document reviews, and visual data analysis are typically used (Kalender, 2007). In order to measure information on variables of interest in a standardized, organized way to address stated research objectives and test hypotheses, data collection instruments are utilized. A closed-ended questionnaire was used in this study to obtain primary data since it is a rapid and efficient way to get brief information (Cooper & Schindler, 2011). Appendix II lists the five sections of the questionnaire. While the remaining four sections gathered information on the study's four objectives, the first section asked for the respondent's general information. Additionally, to enable the researcher to record replies to study variables, the second half of the questionnaire used a five-point Likert scale, with 1 denoting strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree.

After the proposal was accepted and registered at the Graduate School, data collecting started with obtaining approval and an introduction letter from Strathmore Business School. Next, the letter was utilized to apply for a National Commission for Science, Technology, and Innovation (NACOSTI) research permit. Before the questionnaires were sent out, the management of the NSE-listed businesses was asked for permission to gather data using the research permit and the introduction letter. The researcher employed five research assistants to help with the data-gathering surveys. The process of gathering data entailed conducting in-person interviews with the participants. In the event that a respondent was unavailable, the questionnaires were given to the HR staff to complete at their leisure. Company visits and emails serving as reminders were

employed. Prior to gathering the main data set, the researcher tested the questionnaire to make sure it was accurate and dependable.

3.6 Research Quality

The researcher conducted a preliminary test of the research tools to guarantee good research quality. A pilot survey is used to determine whether a research instrument has any problems and is thought of as an imitation of the primary survey. In 2017, Srinivasan and Lohith. With the assistance of the supervisors, the results of the pre-test were examined, and the answers were utilized to address issues such as poorly worded questions and questions that did not elicit the desired responses (Charlton, 2000). As advised by Arain et al. (2010), a pilot test of the questionnaires for this study was conducted on a small sample of eighteen (18) non-listed enterprises, or 10% of the study population. In order to prevent respondents who were already aware of the research instruments from being used in the study from providing answers that could be influenced, eighteen (18) non-listed companies were included in the primary study. Also chosen at random were eighteen (18) non-listed businesses registered under the Company Markets Authority (Olsen, Haralambos, & Holborn, 2004).

3.6.1 Reliability

What is meant by an instrument's reliability is its capacity to produce reliable and consistent measurements. According to Mugenda & Mugenda (2003), it assesses how effectively the study's data represent a certain variable or concept. The goal of reliability is to minimize errors and biases in research studies (Yin, 2013). Cronbach's alpha, which is a measure of an item's internal consistency or interrelatedness, is well-known for its stability and adaptability (Tavakol & Dennick, 2011). Any value between zero (no internal consistency) and one (full internal consistency) can be assigned to the alpha. According to Nunally (1978) and Clarkson (1995), an alpha value of 0.6 should be the minimal amount deemed acceptable, with values of 0.8 and higher contributing minimally to the scale's reliability. Therefore, for the sake of this study, a measuring scale's minimum acceptable alpha value was fixed at 0.6 in accordance with the reasoning presented by the writers who came before it. On the other hand, according to Churchill and Peter (1984), a measurement scale with an alpha () value larger than 0.9 was deemed unnecessary. A low alpha value suggested poor inter-relatedness between items or heterogeneous constructs. However, since some items would be evaluating the same question under a different name, an

excessively high alpha value (>0.9) would imply that some items were redundant (Streiner, 2003). According to Merriam and Grenier (2019), the study employed a Cronbach's alpha coefficient of 0.6, which was the lower limit of the diagnostic criteria.

3.6.2 Validity

Validity is how well an instrument measures what it says it measures. It is how well the results of data analysis show the thing being studied (Mugenda & Mugenda, 2003). A validity test ensures that the measurement scale measures things that cannot be seen. Bhattacharjee says it can be judged using either theoretical or empirical approaches (2012). Theoretical assessment of validity, also called translational/content validity, comprises face validity and content validity, which look at how well the idea of a theoretical construct is represented in an operational measure.

The validity of the research instruments was achieved through expert and peer review by research supervisors, business experts, and Master's (MBA) candidates at Strathmore University. The peer review involved scrutinizing the items on the measurement scales to ensure they have been correctly translated from the theory so that they measure the study's constructs correctly. Zikmund et al. (2003) say that a measure has face validity when it is clear to experts that it covers the concept well.

3.7 Data Analysis

Working with data entails structuring it, dividing it into digestible chunks, synthesizing it, looking for trends, determining what is important to know and what has to be taught, and selecting what the researcher will report (Kim & Wang, 2019). Prior to the final analysis, the data was arranged, summarized, coded, tabulated, and reviewed for accuracy, uniformity, consistency, and completeness following the field survey. The spreadsheet was then used as a database file to hold the data that had been transferred from the questionnaires. The data gathered for this study was analyzed using quantitative data analysis techniques. The Statistical Package for Social Science (SPSS) analytic program was used to key and code the quantitative data from the study. The results were given in formats that were easily comparative and summarized. In particular, the data was summarized, formatted, and ready for correlation and regression, as well as inferential statistical analysis using descriptive statistics. For summaries and presentations, descriptive statistics were chosen since they show the facts and make computation and interpretation simpler (Pallant, 2020). APA charts and tables were used to display the data.

Additionally, an inferential analysis was utilized to determine the association between mental wellness programs for C-suite executives and the organizational performance of NSE-listed companies. In order to ascertain the link between the dependent and independent variables, the study additionally performed multiple linear regression analysis, as indicated below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

Where:

α = Constant

Y = Organization performance

X₁ = Mental health risk assessment programs

X₂ = Mental medical care programs

X₃ = Recreational facilities programs

X₄ = Job enrichment programs

ϵ = Stochastic disturbance error term

3.8 Ethical Considerations

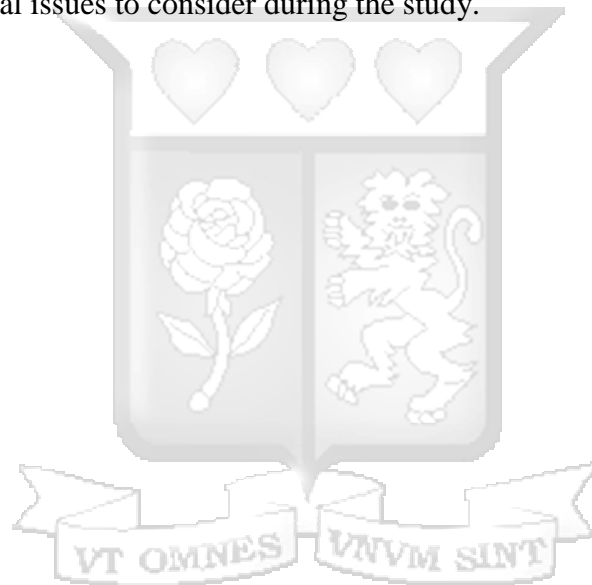
Any research project must ensure the protection of human subjects by implementing the relevant ethical norms. Because a qualitative study is so in-depth, ethical issues are especially relevant in this type of research. This research project was submitted to the Institutional Review Board (IRB) for ethical approval after Strathmore University's IRB authorized it. The American Psychological Association's (APA) ethical ideal of doing no damage and respecting the participants' rights and dignity was accepted by the study. Every participant agreed to the terms of ethical standard four of the APA Code of Conduct, which is secrecy and privacy (American Psychological Association, 2002). They also completed a consent form. The study also included the ethnic disparities among the subjects.

The consent of study participants was acquired after a comprehensive explanation of the research methodology was provided in an information sheet. The prospective participants were given

enough time to read the information sheet and determine whether or not they would like to participate in the study. Prior to the interview, they had to sign an informed consent form indicating that they were okay with being included in the study. Prospective participants were also informed that they might withdraw from the study at any time after signing the informed consent form. By keeping their names and identities hidden throughout the data collection, analysis, and reporting of the study findings, the participants' anonymity and confidentiality were maintained.

3.9 Chapter Summary

This chapter discussed in depth the methodology the researcher aims to use for the study. It explained the choice of population, sampling techniques, and data collection and analysis tools. It also looked at some ethical issues to consider during the study.



CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the summary of the analyzed data. The results are presented based on the objectives of the study with the aim of studying the impact of mental wellness programmes for c-suite executives on organizational performance: a case of companies listed on the Nairobi Securities Exchange. To put the results into perspective, research findings were organized under the following categories: mental health risk assessment, mental medical care programs, recreational facilities programs and job enrichment.

4.2 Response Rate

The researcher targeted a sample of 186 C-suite executives of the 62 listed companies at NSE. After the data collection exercise, 159 fully filled questionnaires were received from the C-suite executives equating to 85.5 percent. This is a reliable response rate for data analysis as any response above 50 percent is regarded as adequate (Punch, 2003).

Table 4.1 Response Rate

Response Rate	Frequency	Percentage
Responded	159	85.5
Not Responded	27	14.5
Total	186	100.0

4.2.1 Reliability Test

Cronbach's Alpha (Cronbach, 1951) was employed in this work to assess the validity of the suggested constructs. The findings of the reliability test are shown in the table below.

Table 4.2 Reliability Analysis

Scale	Cronbach's Alpha	Number of Items
Mental health risk assessment programs	0.755	10
Mental medical care programs	0.670	13
Recreational facilities programs	0.694	7
Job enrichment programs	0.639	11
Organization performance	0.962	21
Average	0.744	12

Source: Researcher, (2023)

4.3 Respondents Personal Information

The respondents' personal information was sorted to determine their personality in relation to the study in order to determine the quality and trustworthiness of the data provided. In this regard, the researcher was curious about the respondents' gender, level of education, age, name of organization, years of service and number of years the institution been in operation.

4.3.1 Gender of Respondents

Information about the distribution of the respondents by gender was collected and the results are shown in Figure below:

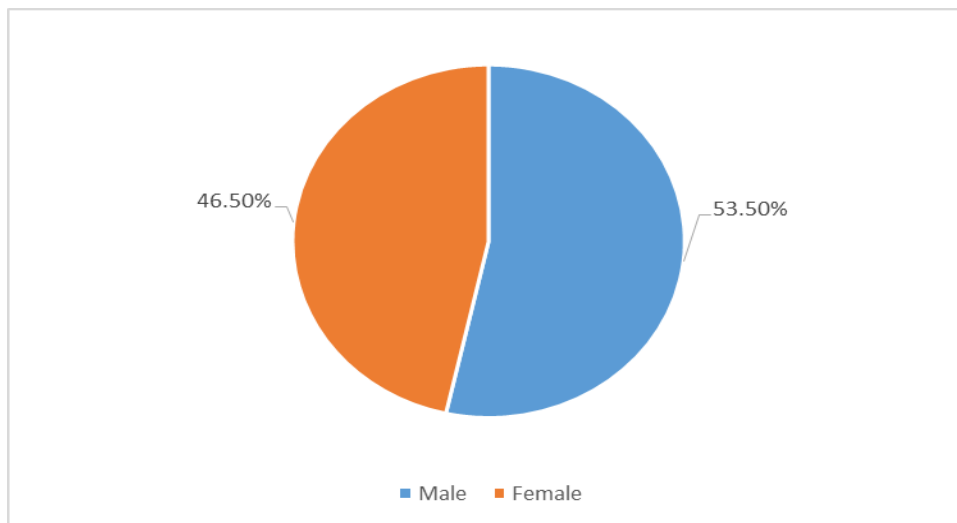


Figure 4.1 Gender of Respondents

Figure 4.1 indicates that majority of the C-suite executives of the 62 listed companies at NSE 53% were male whereas 46% were female. The findings imply that the views expressed in these findings are gender sensitive and can be taken as representative of the opinions of both genders.

4.3.2 Respondents Level of Education

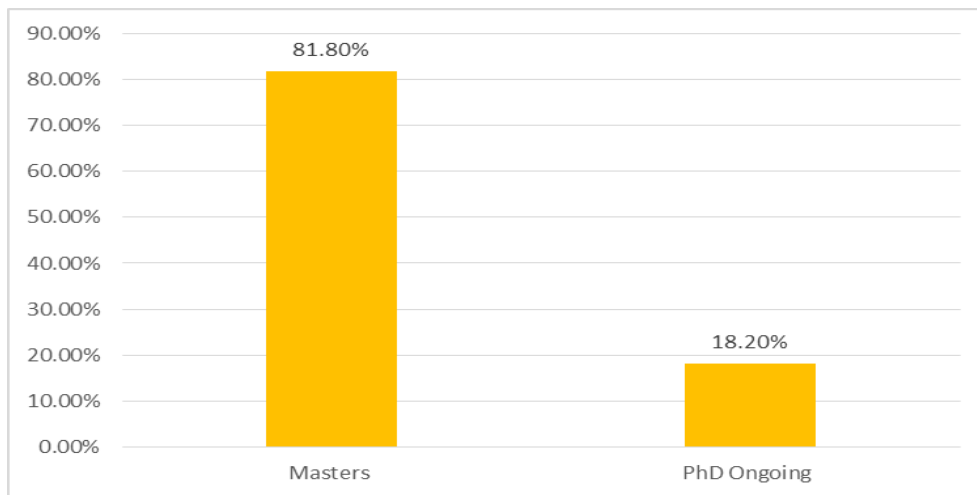


Figure 4.2 Respondents Level of Education

As per Figure 4.2, 81% of the respondents had a Master's degree and 18% had an ongoing PhD. This shows that majority of the C-suite executives of the 62 listed companies at NSE had a Master's degree thus were highly educated and could be relied upon to understand the topic under study.

4.3.3 Age of Respondents

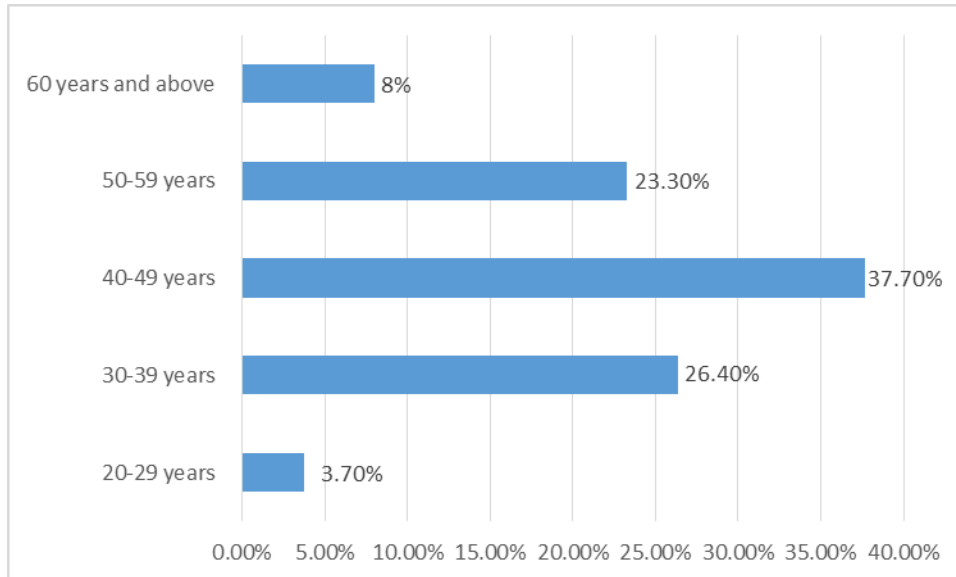


Figure 4.3 Age of Respondents

Figure 4.3 shows that most of the respondents 37% were between the age of 40 to 49 years, 26% were between 30 and 39 years, 23% were between 50 and 59 years, 8% were 60 years and above whereas 3% were between 20 and 29 years. This shows that the data obtained was representative of the entire target population. This is an indication that even though majority of the C-suite executives of the 62 listed companies at NSE were between the ages of 40-49 years, the age range is wide, thus the findings of the study can be generalized to broader populations.

4.3.4 Organization Sector in the NSE

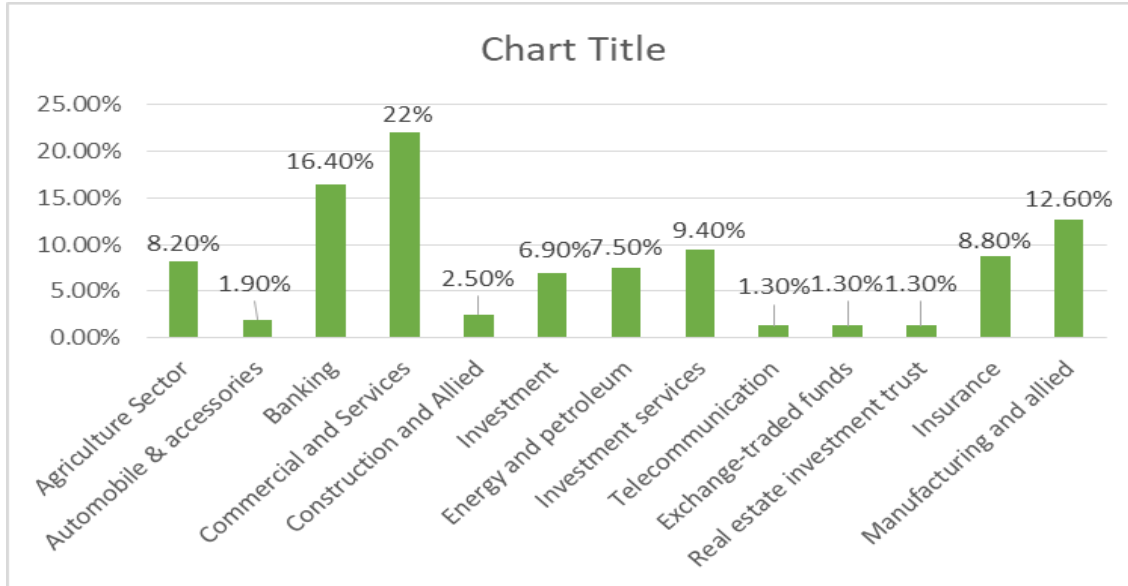


Figure 4.4 Name of the Organization

On the name of the respondents' organizations; 22% were in commercial and services, 16% were in banking, 12% were in manufacturing and Allied, 9% were in investment services, 8% were in insurance, another 8% were in the Agriculture Sector, 7% were in Energy and petroleum, 6% were in investment, 2% were in construction and Allied, 1% were in Automobile and accessories, another 1% were in telecommunication, another 1% were also in Exchange-traded funds and the remaining 1% were in Real estate investment trust. The findings imply that the targeted institutions were reached thus the findings can be generalized to the entire population.

4.3.5 Years of Service in the Institution

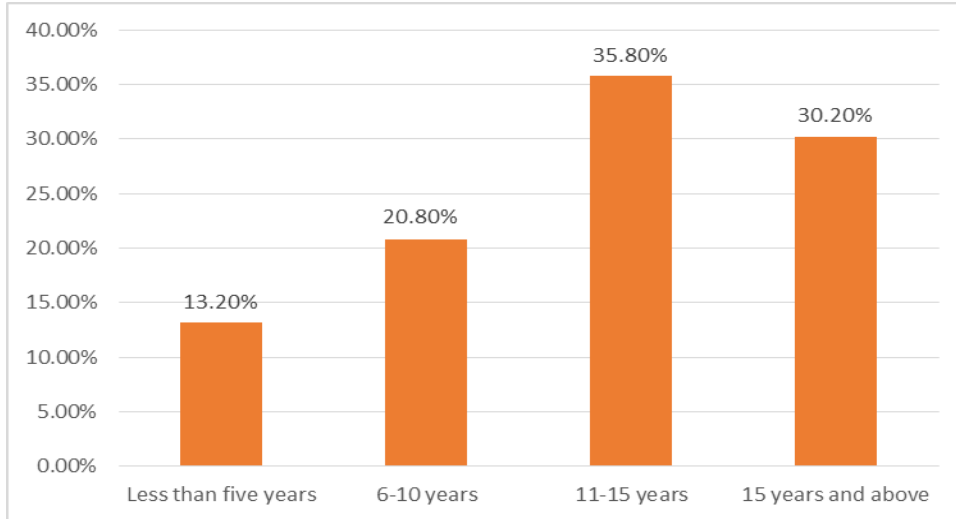


Figure 4.5 Years of Service in the Institution

The researcher also sought to find out how many years respondents had served in the institutions. 35% indicated that they had worked in their institutions for a period of between 11 and 15 years, 30% had worked in their institutions for 15 years and above, 20% had worked in their institutions for a period between 6 to 10 years, while 13% had worked in their institutions for a period of less than five years. This shows that, the respondents had sufficient experience to understand the issue under investigation.

4.3.6 Period Institution has been in Operation

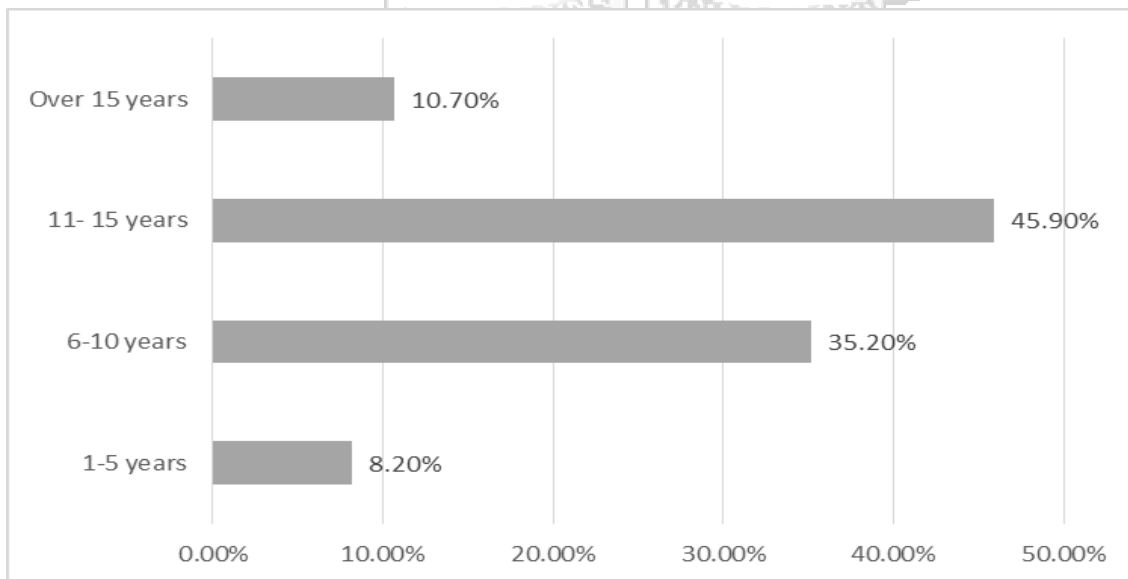


Figure 4.6 Period Institution has been in Operation

Figure 4.6 indicates that 45% of the C-suite executives of the 62 listed companies at NSE indicated that the institutions had been in operation for a period between 11 and 15 years, 35% had been in operation for a period between 6 and 10 years, 10% had been in operation for a period of over 15 years while 8% indicated that their institutions had been in operation for a period between 1 and 5 years. The findings can be relied upon since the organizations had been in operation for sufficient periods and have accumulated more experience and institutional knowledge about mental wellness programs and its impact on organization performance.

4.4 Descriptive Statistics

Determining the effect of C-suite executive mental wellness programs on the organizational performance of NSE-listed companies was the primary goal of the research. The study's descriptive findings are presented in this section. The study summarized the properties of the variables it examined using descriptive statistics, including frequencies, percentages, means, and standard deviations. The means, as described below, were measured using a Likert scale, and all subsequent questions involving categorical data were asked using the same scale. According to Kothari (2004) and Sekaran (2006), a positive median on the Likert scale should be greater than 60%. On a Likert scale of 1 to 5, 1 represents strongly disagree, two represents disagree, and so on. 3= Inert 4= Concur 5 = Definitely agree.

When someone selects "Strongly Disagree," it means they strongly disagree or have strong feelings against the statement or question. "Disagree" implies that the respondent disagrees with the statement or has a bad opinion, but it may not be as forceful as "Strongly Disagree." "Neither Agree nor Disagree" expresses a respondent's uncertainty, indifference, or lack of clarity regarding the statement. This answer is frequently regarded as impartial. "Agree" suggests that the respondent believes the statement is true, even if their agreement may not be extremely strong. The response "Strongly Agree" indicates that the person strongly agrees with the statement.

A score of 60%, or a median of 3, on this scale, was regarded as a favorable outcome, while a lower score was regarded as a negative outcome. In light of the four aspects of mental wellness programs for C-suite executives as well as the organizational performance of NSE-listed companies, the respondents were asked to check the statements that most accurately represented their agreement or disagreement.

Table 4.3 Mean Values Interpretation Scale

Extent Definition	Mean Score Range
Strongly agree	4.5-5
Agree	3.5-4.49
Moderately agree	2.5-3.49
Disagree	1.5-2.49
Strongly disagree	1.0-1.49

4.4.1 Mental Well-being and Wellness Strategy

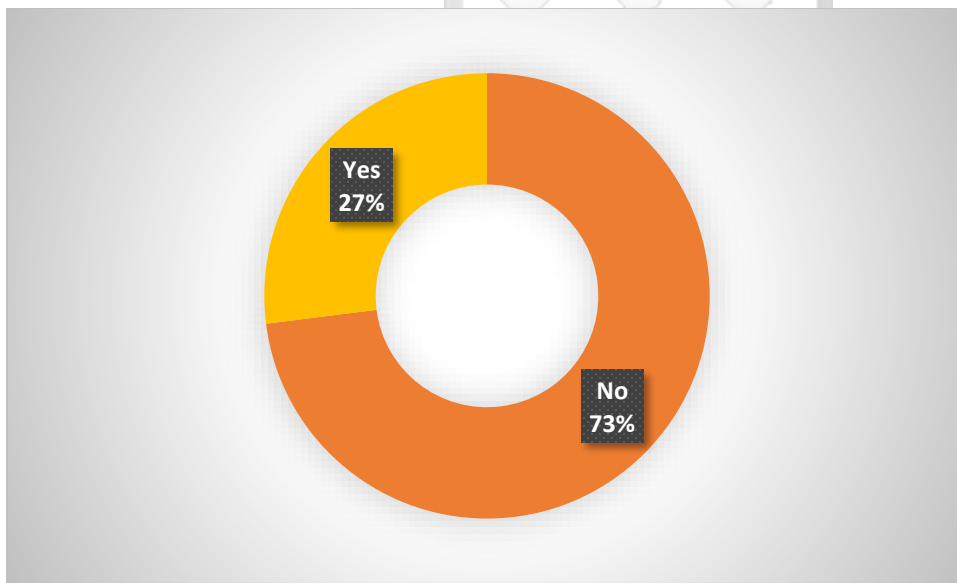


Figure 4.1 Mental Well-being and Wellness Strategy

According to Figure 4.8, 27% of the respondents indicated that their organizations had a mental well-being and wellness strategy whereas 73% indicated that their organizations did not have a mental well-being and wellness strategy. Additionally, the findings in Table 4.7 show that, the respondents who disagreed that their organization did not have a mental wellness strategy had served in their organizations for more than 5 years. This implies that the respondents organizations have not implemented a mental wellness strategy for many years hence the need for development and implementation of such a strategy.

The respondents explained that, mental wellness programs were assumed to be sufficient hence lack of a dedicate strategy. Other respondents noted that, stigma surrounding mental health issues still exists in many workplaces, making it difficult to discuss their mental health concerns openly. Further comments were that, developing and implementing a mental wellbeing strategy requires financial resources that their organizations may not be willing or able to allocate due to competing needs. Lastly, the respondents revealed that, their organizations either lack the in-house expertise to develop and implement an effective mental wellbeing program or do not have sufficient access to mental health professionals or consultants. Despite these challenges, respondents indicated that an increasing number of organizations are recognizing the importance of mental wellbeing and are likely to develop strategies that support their employees' mental health.

Table 4.4 Years of service in the institution* Existence of a mental well-being and wellness strategy

		Years of service in the institution				Total
		< five years	6-10 years	11-15 years	> 15 years	
Existence of a mental well-being and wellness strategy?	Yes	6	5	17	15	43
	No	15	28	40	33	116
Total		21	33	57	48	159

4.4.2 Participation in Mental Wellness Programs

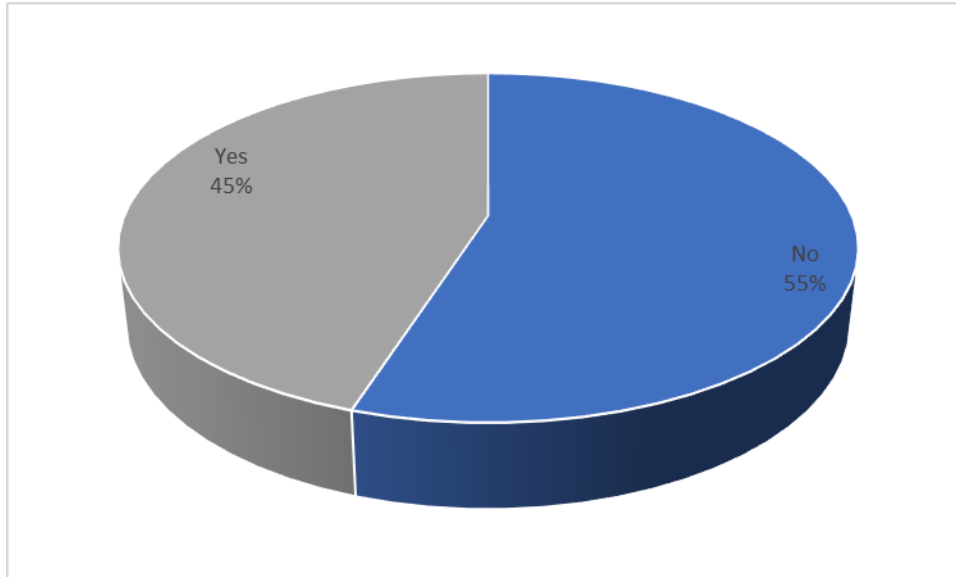


Figure 4.2 Participation in Mental Wellness Programs

As per Figure 4.9, 45% of the respondents indicated that they participated in mental wellness programs offered by their organization while 55% indicated that they did not participate in mental wellness programs offered by their organization. The respondents revealed that they do not participate mental wellness programs offered by their organization due to the fact that the wellness programs are not well suited for C-suite executives.



4.4.3 Mental Health Challenges

Figure 4.10, shows that 120 of the respondents indicated that they had experienced work-related stress, 110 indicated that they had experienced burnout as a mental health challenge, 159 indicated that they had experienced exhaustion as a mental health challenge and 57 indicated that they had experienced anxiety as a mental health challenge. This shows that mental wellness challenges were rife for C-suite executives and a dire need for C-suite tailored mental wellness strategies and programs.

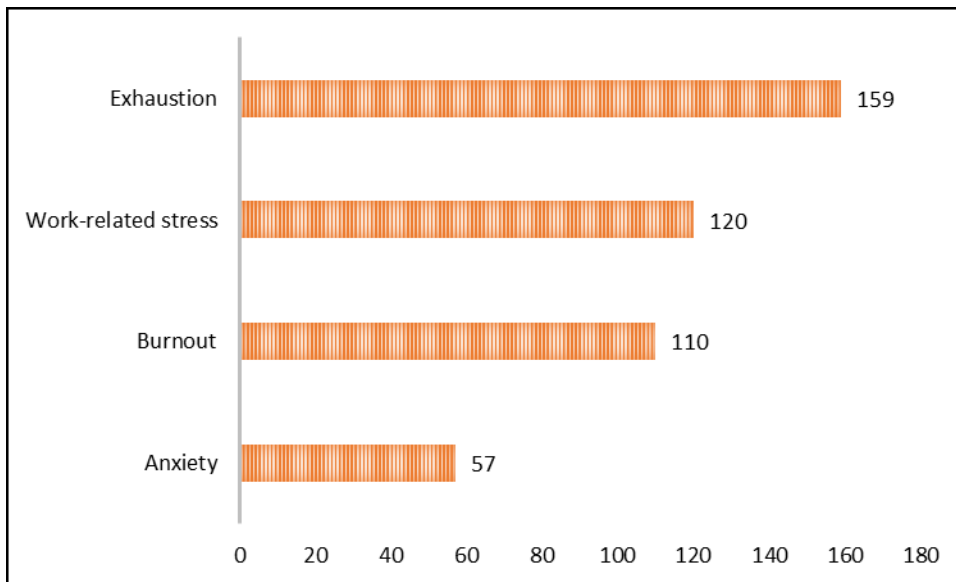


Figure 4.3 Mental Health Challenges

Table 4.5 Participation in mental wellness program* Mental health challenges respondents have ever experience

Mental health challenges respondents have ever experienced	Participation in mental wellness program		
	Yes	No	Total
Anxiety	22	35	57
Burnout	55	55	110
Work-related stress	54	56	110
Exhaustion	82	77	190
Total	213	223	436

The findings in Table 4.5 reveal that, out of the 57 respondents who ever experienced anxiety, only 22 participated in mental wellness programs. Further, out of the 110 respondents who ever experienced burnout, only 55 participated in mental wellness programs. Moreover, out of the 110 respondents who ever experienced work-related stress, only 54 participated in mental wellness programs. While, out of the 159 respondents who ever experienced exhaustion, only 82 participated in mental wellness programs.

4.4.4 Mental Wellness Programs

The study sought to find out the factors that encouraged respondents' uptake of mental wellness programs offered by their organization. 159 of the respondents indicated that confidentiality and privacy was a factor that encouraged respondents' uptake of mental wellness programs. However, only 39 participated in mental wellness programs. 135 indicated that psychological support was a factor that encouraged respondents' uptake of mental wellness programs offered by their organization.

However, only 52 participated in mental wellness programs. 114 indicated that top management collaboration was a factor that encouraged respondents' uptake of mental wellness programs offered by their organization. However, only 36 participated in mental wellness programs. 57 indicated that comprehensive assessments were a factor that encouraged respondents' uptake of mental wellness programs offered by their organization. However, only 37 participated in mental wellness programs. 21 respondents indicated that availability was a factor that encouraged respondents' uptake of mental wellness programs offered by their organization.

However, only 9 participated in mental wellness programs. 8 respondents indicated that relevance was a factor that encouraged respondents' uptake of mental wellness programs offered by their organization. 4 respondents indicated that training, education, proactive interventions, organizational culture and support were a factor that encouraged respondents' uptake of mental wellness programs offered by their organization. However, only 2 participated in mental wellness programs. The finds reveal that indeed C-suite executives were willing to take up mental wellness programs that were customized, proactive, responsive, and aiming to providing support in times of crisis or when leaders face particularly stressful situations.

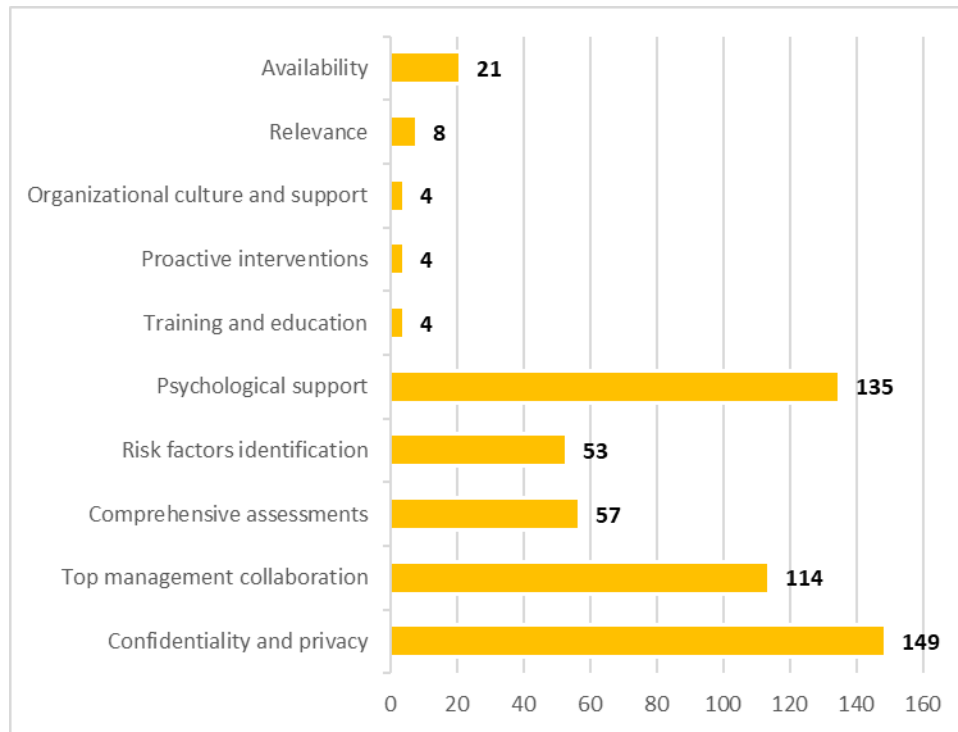


Figure 4.4 Mental Wellness Programs

Table 4.6 Participation in mental wellness program * Factors that encourage uptake of mental wellness programs

Participation in mental wellness program	Factors that encourage uptake of mental wellness programs										Total
	Confidentiality and privacy	Top management collaboration	Comprehensive assessments	Risk factors identification	Psychological support	Training and education	Proactive interventions	Organizational culture and support	Relevance	Availability	
Yes	39	36	28	37	52	2	2	2	5	9	212
No	57	60	35	35	55	2	2	2	3	12	263
Total	96	96	63	72	107	4	4	4	8	21	475

4.4.5 Executives Prone to Mental Health Challenges

Figure 4.12 shows that 159 of the respondents the respondents were of the view that Chief Executive Officers, and Chief Marketing Officers were prone to mental health challenges. These were followed by Chief Finance Officers as indicated by 147 respondents, then Chief Security Officers and Chief Technical Officers as indicated by 136 respondents. Coming in next was Chief Data Officer and Chief Information Officer as indicated by 134 respondents, Chief Compliance Officer as indicated by 132 respondents. 121 respondents were also of the view that Chief Analytics Officers were prone to mental health challenges Further findings were that, 102 respondents were of the opinion that Chief Operations Officers and Chief Human Resources Officer were prone to mental health challenges. Lastly, 50 respondents were of the view that Chief Green Officers were prone to mental health challenges. The findings depict that C-suites were indeed prone to mental health challenges especially those involved in core operations of their organizations.

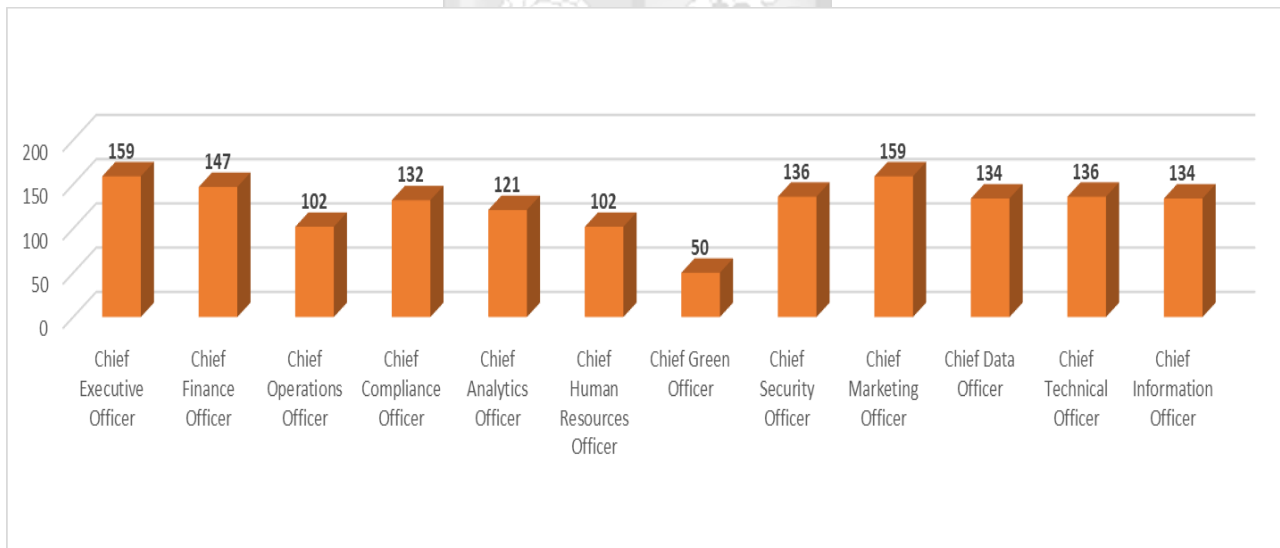


Figure 4.12 Executives Prone to Mental Health Challenges

Further findings in Table 4.17 below reveal that, the commercial and services sector were more prone to mental health challenges, followed by the banking sector, manufacturing & allied, telecommunication, energy and petroleum, investment services, investment sectors, agriculture sector, exchange-traded funds, investment, insurance, automobile & accessories, construction & allied, and lastly real estate investment trust.

Table 4.7 Respondents Sector * Executives Prone to Mental Health Challenges

Sector	CEO	CFO	COO	CCO	CAO	CHRO	CGO	CSO	CMO	CDO	CTO	CIO	TOTAL
Agriculture Sector	11	11	11	6	6	11	1	6	11	6	6	6	92
Exchange-traded funds	11	11	1	6	6	1	1	10	11	10	10	10	88
Real estate investment trust	4	4	4	4	4	4	1	4	4	4	4	4	45
Insurance	15	11	1	6	6	1	6	6	15	6	6	6	85
Manufacturing and allied	11	11	1	11	11	1	3	11	11	11	11	11	104
Automobile & accessories	6	6	6	6	6	6	6	6	6	6	6	6	72
Banking	19	19	4	19	19	4	2	19	19	18	19	18	179
Commercial and Services	31	31	31	31	31	31	1	31	31	30	31	30	340
Construction and Allied	6	6	6	6	6	6	6	6	6	6	6	6	72
Investment	14	6	6	6	6	6	6	6	14	6	6	6	88
Energy and petroleum	11	11	11	11	6	11	6	11	11	11	11	11	122
Investment services	8	8	8	8	8	8	8	8	8	8	8	8	96
Telecommunication	12	12	12	12	6	12	3	12	12	12	12	12	129
Total	159	147	102	132	121	102	50	136	159	134	136	134	

4.4.6 The impact of mental health risk assessment programs on organization performance at the executive level of management

The first objective of the study was to determine the impact of mental health risk assessment programs for C-suite executives on the organization performance of NSE-listed companies. Respondents were asked a series of questions to establish the existence of mental wellness strategy and programs and the extent of their implementation. The findings are as presented in the subsequent sections.

4.4.6.1 Mental Health Risk Assessment Programs

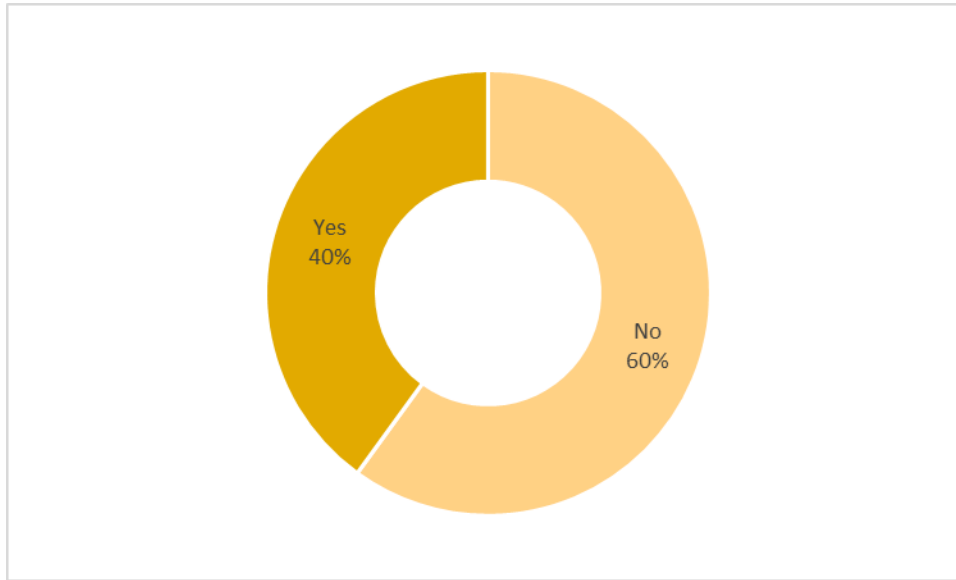


Figure 4.5 Mental Health Risk Assessment Programs

Figure 4.13, illustrates that 40% of the respondents indicated that their organizations implemented mental health risk assessment programs for C-suite executives and 60% indicated that their organizations did not implement mental health risk assessment programs for C-suite executives. This shows that mental health risk assessment programs for C-suite executives had not been prioritized in the respondents’ organizations.

4.4.6.2 Aspects of Mental Health Risk Assessment Programs

Respondents were asked to rate a series of questions on the extent to which mental health risk assessment programs for C-suite executives are implemented in their organizations.

Table 4.7 Aspects of Mental Health Risk Assessment Programs

Mental Health Risk Assessment Programs	Mean	Std. Deviation
Executive Mental Health Assessment (EMHA) combines self-assessment tools, psychological evaluations, and confidential interviews with mental health professionals.	4.45	.990
The stress Resilience Assessment Program (SRAP) focuses on assessing an executive's stress levels and resilience to high-pressure situations.	3.89	.652

Leadership Well-being Index (LWI) measures various well-being dimensions, including mental health, job satisfaction, work-life balance, and resilience.	3.86	.685
Leadership Well-being Index (LWI) provides executives with a personalized well-being profile and recommendations for improvement.	3.82	.707
Corporate Mental Health Risk Assessment (CMHRA) involves surveys, focus groups, and interviews to identify systemic factors impacting executive mental health.	3.81	.695
Mental Health Checkup for Executives (MHCE) combines standardized mental health questionnaires, cognitive assessments, and one-on-one consultations with mental health professionals to identify and address potential issues.	3.79	.663
Mental Health Checkup for Executives (MHCE) offers a confidential and customized mental health assessment specifically for C-suite executives.	3.71	.732
Executive Mental Health Assessment (EMHA) identifies potential mental health risks, such as burnout, depression, anxiety, or substance abuse, among executives.	3.65	.811
The stress Resilience Assessment Program (SRAP) utilizes validated questionnaires, physiological measurements, and interviews to evaluate stressors, coping strategies, and potential areas of vulnerability.	3.64	.757
Corporate Mental Health Risk Assessment (CMHRA) assesses the mental health risks executives' face in their organization's culture, policies, and work environment.	3.55	.815
Average	3.81	0.750

As per the findings presented in Table 4.11, respondents agreed that their organizations implemented the aspects of mental health risk assessment programs as shown by an average mean score of 3.81. Specifically, the respondents greatly agreed with the statement that executive mental health assessment (EMHA) combined self-assessment tools, psychological evaluations, and confidential interviews with mental health professionals (Mean = 4.45, SD=0.990). LWI provided executives with a personalized well-being profile and recommendations for improvement (Mean

= 3.82, SD=0.707). Corporate mental health risk assessment (CMHRA) involved surveys, focus groups, and interviews to identify systemic factors impacting executive mental health (Mean = 3.81, SD=0.695).

The respondents also agreed that; Mental Health Checkup for Executives (MHCE) combined standardized mental health questionnaires, cognitive assessments, and one-on-one consultations with mental health professionals to identify and address potential issues (Mean = 3.79, SD=0.663). Lastly, corporate mental health risk assessment (CMHRA) assessed the mental health risks executives' face in their organization's culture, policies, and work environment (Mean = 3.55, SD=0.815). The findings imply that the respondents' organizations had implemented mental health risk assessment programs that are confidential, tailored, and holistic, addressing both individual and organizational needs. The programs suited the needs of the C-suite executives especially in relation to self-assessment tools, stress levels and resilience assessments, comprehensive well-being measurement and customized well-being profile solutions.

4.4.7 The impact of mental medical care programs for C-suite executives on the organization performance of NSE-listed companies

The second objective of the study was to assess the impact of mental medical care programs for C-suite executives on the organization performance of NSE-listed companies.

4.4.7.1 Mental Medical Care Programs for C-suite Executives

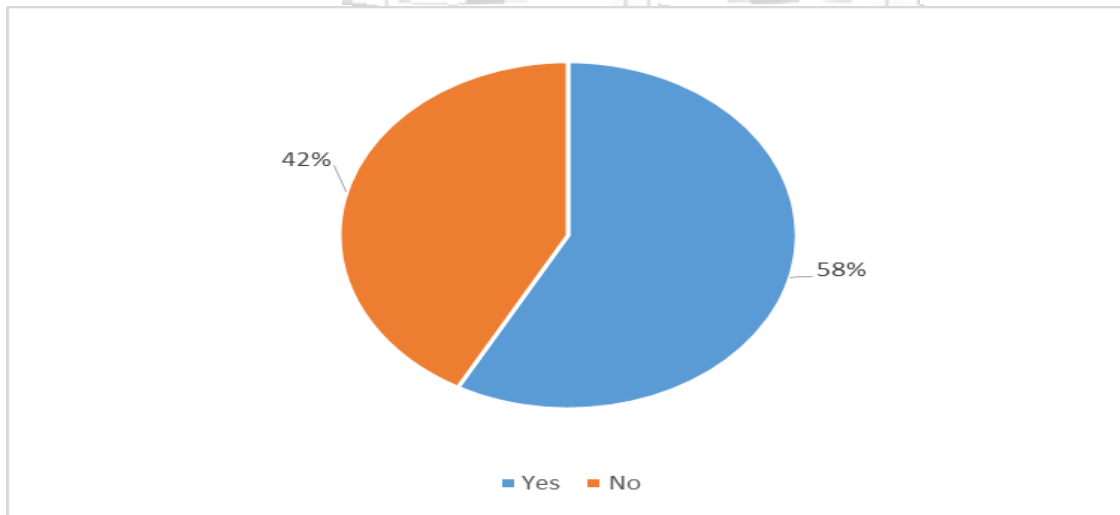


Figure 4.14 Mental Medical Care Programs for C-suite Executives

The study investigated whether the respondents' organizations had implemented mental medical care programs for C-suite executives. According to the findings in Figure 4.14, 58% of the respondents indicated that their organizations implemented mental medical care programs for C-suite executives whereas 42% indicated that their organizations did not implement mental medical care programs for C-suite executives.

4.4.7.2 Aspects of Medical Care Programs

Respondents were asked to rate a series of questions on the extent to which mental medical care assessment programs for C-suite executives are implemented in their organizations.

Table 4.8 Aspects of Medical Care Programs

Medical care programs	Mean	Std. Deviation
Resilience training programs often combine education, skill-building exercises, and psychological support to enhance mental resilience and emotional well-being.	4.15	.889
Stress management programs offer techniques and strategies to help executives cope with and reduce stress.	4.14	.979
Executives access EAPs for mental health concerns, work-life balance issues, and other personal challenges.	4.10	.652
Peer support networks provide a platform for executives to connect and share experiences with colleagues facing similar challenges.	4.02	.795
Resilience training programs that aim to build executives' ability to bounce back from adversity and adapt to change.	4.00	.993
Mental health education and awareness programs on mental health awareness and self-care equip executives with knowledge about common mental health issues, help reduce stigma, and promote early intervention.	3.81	.753
Executive coaching focuses on enhancing leadership skills, improving decision-making, and fostering personal and professional growth.	3.77	.958

Coaches that help executives navigate workplace challenges, manage stress, and achieve work-life balance while addressing mental health concerns.	3.70	.990
These programs may include mindfulness practices, relaxation techniques, time management strategies, and stress-reducing exercises.	3.54	.998
Therapists with experience in working with high-level professionals provide tailored support.	3.52	.877
Employee Assistance Programs (EAPs) are employer-sponsored programs that offer confidential counseling services, referral resources, and support to employees and their families.	3.30	1.449
Individual therapy provides executives with a confidential and supportive environment to address mental health concerns, explore personal and professional challenges, and develop coping strategies.	3.21	.705
Peer support networks facilitate informal discussions, mentorship opportunities, and the exchange of coping strategies, fostering a sense of community and support.	2.97	1.505
Average	3.71	0.964

Results in Table 4.8 illustrates that respondents agreed that their organizations implemented the aspects of medical care programs as shown by an average score of 3.71. Moreover, respondents agreed with the specific statements to the following extents; resilience training programs often combined education, skill-building exercises, and psychological support to enhance mental resilience and emotional well-being (Mean =4.15, SD=0.889). Stress management programs offered techniques and strategies to help executives cope with and reduce stress (Mean = 4.14, SD=0.979). Resilience training programs that aimed to build executives' ability to bounce back from adversity and adapt to change (Mean = 4.00, SD=0.993).

Executive coaching focused on enhancing leadership skills, improving decision-making, and fostering personal and professional growth (Mean = 3.77, SD=0.958). Coaches that helped executives navigate workplace challenges, manage stress, and achieve work-life balance while addressing mental health concerns (Mean = 3.70, SD=0.990). The programs included mindfulness

practices, relaxation techniques, time management strategies, and stress-reducing exercises (Mean = 3.54, SD=0.998). The study as also determined that, the respondents moderately agreed that; employee assistance programs (EAPs) were employer-sponsored programs that offered confidential counseling services, referral resources, and support to employees and their families (Mean = 3.30, SD=1.449). However, the respondents disagreed that peer support networks facilitated informal discussions, mentorship opportunities, and the exchange of coping strategies, fostering a sense of community and support (Mean = 2.97, SD=1.505).

4.4.8 The impact of recreational facilities programs for C-suite executives on the organization performance of NSE-listed companies

The third objective of the study was to ascertain the impact of recreational facilities programs for C-suite executives on the organization performance of NSE-listed companies. To begin with, respondents were requested to state whether there existed recreation facilities for C-suite executives in their organizations.

4.4.8.1 Recreation Facilities Programs for C-suite Executives

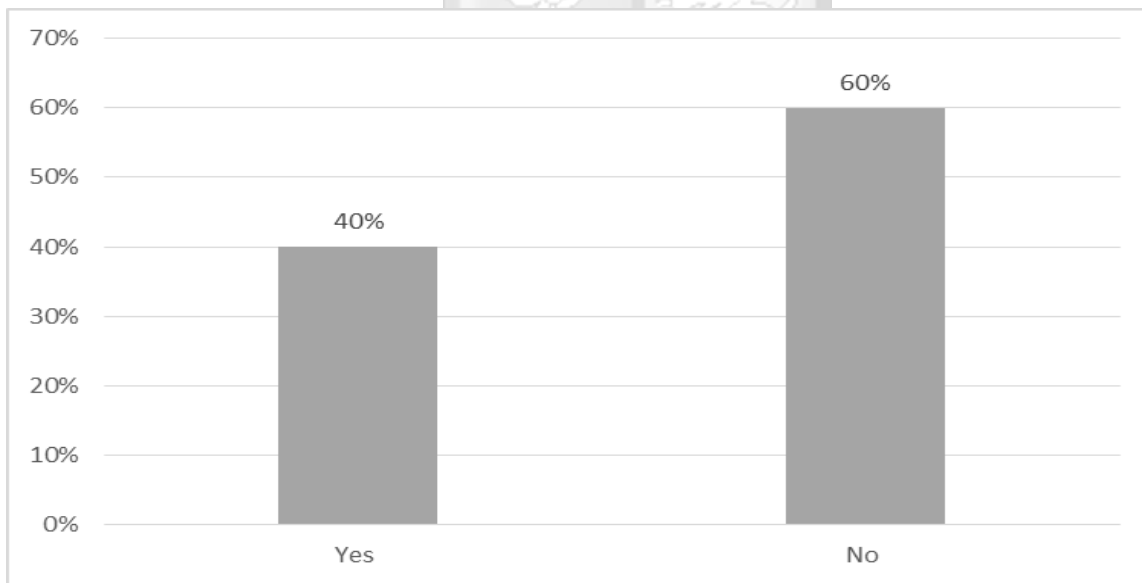


Figure 4.15 Recreation Facilities Programs for C-suite Executives

Figure 4.15, shows that 40% of the respondents indicated that their organizations implemented recreation facilities programs for C-suite executives whereas 60% indicated that their organizations did not implement recreation facilities programs for C-suite executives. This

portrays that, recreation facilities as a mental health program were minimally implemented in the sampled organizations.

4.4.8.2 Aspects of Recreation Facilities Programs

The study also aimed to determine the degree to which the organizations of the respondents had adopted different parts of programs for C-suite executives at recreation centers.

Table 4.9 Aspects of Recreation Facilities Programs

Recreation facilities programs	Mean	Std. Deviation
Outdoor areas are conducive to mindfulness activities, meditation, or simply taking a break from the office environment.	4.25	3.339
Membership in exclusive recreational or country clubs that provide executives access to various amenities, including golf courses, swimming pools, dining facilities, and social events.	4.18	.739
Offering access to cultural and arts programs, such as theatre shows, art exhibitions, or music concerts, provides executives with avenues for creative expression, entertainment, and intellectual stimulation.	3.98	1.285
Wellness centers offer various services to support executives' well-being, including massage therapy, acupuncture, yoga classes, and other holistic health treatments.	3.88	1.185
On-site fitness centers or gym memberships encourage executives to prioritize physical health and exercise regularly.	3.58	1.121
Access to sports facilities, such as tennis courts, golf courses, swimming pools, or basketball courts, provides executives with opportunities for leisure, physical activity, and social interaction.	3.52	1.112
Designated outdoor spaces, such as gardens, walking trails, or rooftop terraces, provide executives with a peaceful environment for relaxation, fresh air, and connection with nature.	3.44	1.172
Average	3.83	1.421

Based on Table 4.9 results (average mean score of 3.83), it can be inferred that the participants concurred that their organization had developed different recreation health facilities for C-suite executives. The majority of respondents ($M=4.25$, $SD = 3.339$) strongly agreed with the assertions that outdoor spaces were good for mindfulness exercises, meditation, or just getting away from the office. Furthermore, they belonged to private recreational or country clubs that gave CEOs access to a variety of amenities, such as dining establishments, golf courses, swimming pools, and social gatherings ($M=4.18$, $SD = 0.739$). Additionally, they featured wellness centers with a range of services, such as yoga courses, acupuncture, massage therapy, and other holistic health treatments, to promote the well-being of executives ($M=3.88$, $SD = 1.185$).

Additionally, the respondents ($M=3.58$, $SD = 1.121$) concurred that CEOs were encouraged to prioritize physical health and exercise regularly by on-site fitness centers or gym subscriptions. Finally, but just as importantly, executive spaces with designated outdoor areas—like gardens, walking paths, or rooftop terraces—offer a tranquil setting for unwinding, getting some fresh air, and connecting with the natural world ($M=3.44$, $SD = 1.172$). According to the results, the companies of the responders offer C-suite executives' access to wellness centers, outdoor spaces, membership in upscale recreational or country clubs, and cultural and artistic events.

4.4.9 The impact of job enrichment programs for C-suite executives on the organization performance of NSE-listed companies

The fourth objective of the study was to find out the impact of job enrichment programs for C-suite executives on the organization performance of NSE-listed companies. Accordingly, the study first sought to determine whether the respondents' organizations implemented job enrichment programs.

4.4.9.1 Job Enrichment Programs for C-suite Executives

Figure 4.16 illustrates that 40% of the respondents indicated that their organizations implemented job enrichment programs for C-suite executives and 60% indicated that their organizations did not implement job enrichment programs for C-suite executives. Again, the findings reveal that, job enrichment programs were not widely adopted as mental health programs for C-suite executives in the respondents' organizations.

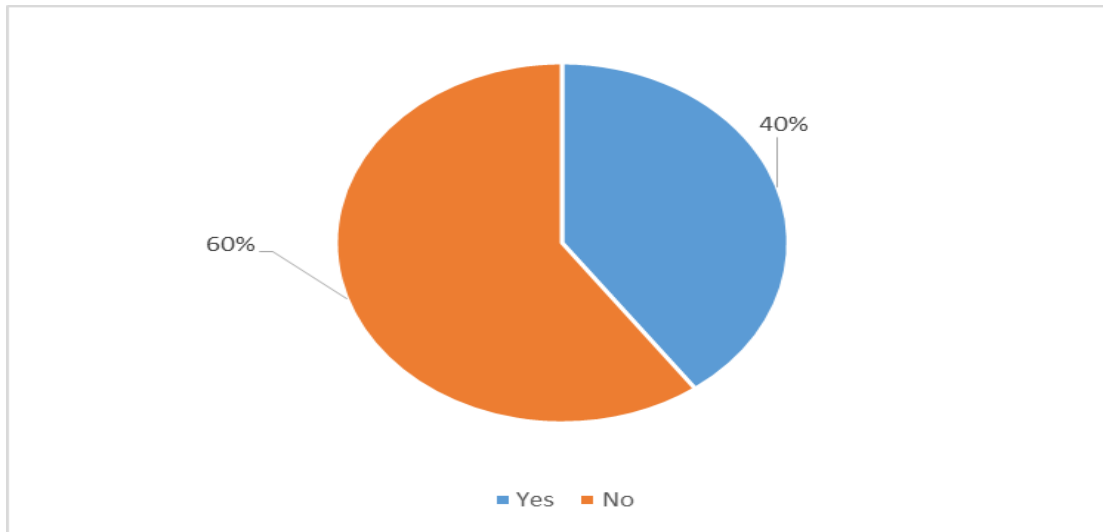


Figure 4.16 Job Enrichment Programs for C-suite Executives

4.4.9.2 Job Enrichment Programs

The fourth objective of the study was to find out the impact of job enrichment programs for C-suite executives on the organization performance of NSE-listed companies.

Table 4.10 Job Enrichment Programs

Job enrichment programs	Mean	Std. Deviation
Providing C-suite executives with challenging and high-impact assignments or projects that enrich their job.	4.34	.982
Leadership development programs that offer executives opportunities to enhance their leadership skills, strategic thinking, and decision-making abilities.	4.29	.971
Empowering executives to make crucial decisions and take ownership of their work fosters a sense of control, achievement, and job satisfaction.	4.25	1.317
Cross-functional experiences involve exposing executives to different departments, teams, or functions within the organization.	4.19	1.202
Assigning them responsibilities that align with their skills, interests, and areas of expertise allows for growth, professional development, and a sense of purpose.	4.18	1.140

Granting executives higher autonomy and decision-making authority that contribute to their job enrichment.	4.17	1.195
Recognizing and rewarding executives' achievements and contributions that enhance job enrichment.	4.13	1.284
Providing executives with mentoring and coaching opportunities allows them to learn from experienced professionals and share their knowledge and expertise with emerging leaders.	4.09	.929
Engaging in mentoring or coaching relationships that promote personal growth, skill development, and a sense of fulfillment.	3.92	1.430
Involving executives in strategic projects and initiatives that significantly impact the organization's future provides a sense of purpose and job enrichment.	3.84	1.088
Assigning executives critical roles in driving essential initiatives contributing to their engagement and job satisfaction.	3.79	1.196
Average	4.10	1.157

Findings on the implementation of job enrichment programs at the respondents' organizations were greatly agreed upon as shown by the average mean score of 4.14. More specifically, the respondents greatly agreed that, providing C-suite executives with challenging and high-impact assignments or projects that enriched their job (M=4.34, SD = 0.982). Leadership development programs that offered executives opportunities to enhance their leadership skills, strategic thinking, and decision-making abilities (M=4.29, SD = 0.971). Assigning them responsibilities that aligned with their skills, interests, and areas of expertise allows for growth, professional development, and a sense of purpose (M=4.18, SD = 1.140). The respondents also greatly agreed that granting executives higher autonomy and decision-making authority that contributed to their job enrichment (M=4.17, SD = 1.195); recognizing and rewarding executives' achievements and contributions that enhanced job enrichment (M=4.13, SD = 1.284).

They also agreed that their organizations provide executives with mentoring and coaching opportunities allowed them to learn from experienced professionals and share their knowledge and expertise with emerging leaders (M=4.09, SD = 0.929). Finally, the respondents agreed that their organizations assign executives critical roles in driving essential initiatives contributing to their engagement and job satisfaction (M=3.79, SD = 1.196). According to the findings, job enrichment

programs were implemented in some respondent's organizations especially those that focused on; providing C-suite executives with challenging and high-impact assignments, opportunities to enhance their leadership skills, strategic thinking, and decision-making abilities, cross-functional experiences, higher autonomy and decision-making authority as well as recognizing and rewarding executives' achievements and contributions.

4.4.5 Impact of Mental Wellness Programs for C-Suite Executives on Organizational Performance

4.4.5.1 Mental Wellness Programs for Executives on Organizational Performance

The study went on to investigate whether mental wellness programs for C-suite executives had an impact on organization performance. As per the findings presented in Figure 4.17 below; 85% of the respondents indicated that mental wellness programs for executives impacted organizational performance whereas 15% indicated that mental wellness programs for executives did not impact organizational performance.

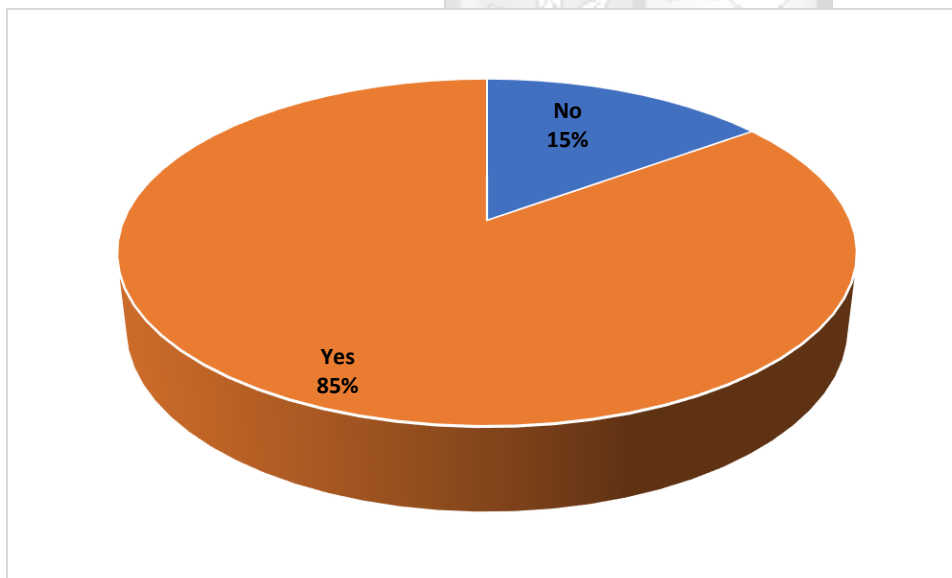


Figure 4.6 Mental Wellness Programs for Executives on Organizational Performance

4.4.5.2 Mental Wellness Programs

The study investigated the aspects of organization performance that were impacted on by mental wellness programs for C-suite executives.

Table 4.1 Mental Wellness Programs

Mental wellness programs and organization performance	Mean	Std. Deviation
Financial Perspective:		
Revenue growth; an increase in overall sales or revenue.	3.11	1.610
Higher profit margin: higher revenues compared to the organization's expenses.	3.13	1.396
Higher return on investment (ROI)	3.37	1.159
Higher organization ability to generate and manage cash.	3.90	1.089
Customer Perspective:		
Improved customer satisfaction and higher customer perceptions of the organization's products, services, and overall experience.	4.06	1.333
Higher customer retention is a higher rate at which customers continue using the organization's products or services over a specified period.	4.11	1.105
Higher market share	3.86	1.141
Increased number of new customers gained.	3.91	1.256
Internal Processes Perspective:		
Improved organization's ability to deliver products or services promptly and cost-effectively.	4.06	1.333
A lower level of defects or errors in the organization's products or services.	4.11	1.105
Optimal cycle time: the time it takes to complete a specific process or task.	3.86	1.141
Many new products, services, or process improvements were introduced.	3.91	1.256
Learning and Growth Perspective:		
Higher level of employee job satisfaction and engagement among employees.	3.90	1.089

Higher investment in employee skills and knowledge enhancement.	4.06	1.333
Low employee turnover.	4.20	1.219
A good organizational culture: the alignment of organizational values and behaviors.	4.00	1.172
Average	3.84	1.233

The findings in Table 4.15 shows that respondents agreed to a great extent mental wellness programs for C-suite executives had an impact on organization performance. The respondents especially agreed that the mental health programs for C-suite executives had resulted in low employee turnover (M=4.20, SD = 1.219); higher customer retention rate and lower level of defects or errors in the organization's products or services (M=4.11, SD = 1.105).

The respondents further agreed that mental health for C-suite executives resulted in a good organizational culture (M=4.00, SD = 1.172); introduction of new products, services or processes and gaining new customers (M=3.91, SD = 1.256); higher level of employee job satisfaction and engagement as well as improved ability to generate and manage cash (M=3.90, SD = 1.089). However, the respondents moderately agreed that mental health programs resulted in higher ROI (M=3.37, SD = 1.159); higher profit margin (M=3.13, SD = 1.396) and revenue growth (M=3.11, SD = 1.610). The findings imply that, implementation of mental health programs for C-suite executives were positively linked to higher customer perspectives, internal processes perspective, as well as learning and growth perspective. However, the impact of mental wellness programs on the financial performance of the respondents' organizations was moderate due to challenges in measuring the direct link between the variables.

4.5 Diagnostic Tests

The research further conducted diagnostic tests to determine the appropriateness of the data to be utilized for inferential analysis. The findings are shown in this table.

4.5.1 Collinearity Test

The research conducted collinearity check to examine whether the independent variables were highly correlated and the results are shown in Table 4.11

Table 4.11 Collinearity Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Job enrichment programmes	.156	8.655
Recreation facilities programmes	.297	3.369
Mental health risk assessment	.506	1.978
Mental medical care	.118	8.469

a. Dependent Variable: Organization performance

The results showed there was no collinearity problem in the model as the VIF values were below 10 and the corresponding tolerance values were above 0.1

4.5.2 Normality Test

The analysis for the normality test sought to establish whether the applied research data observed normal distribution. The research relied on the normal p-p plot and findings showed the data observations were fitted within the normality line thus confirming normal distribution.

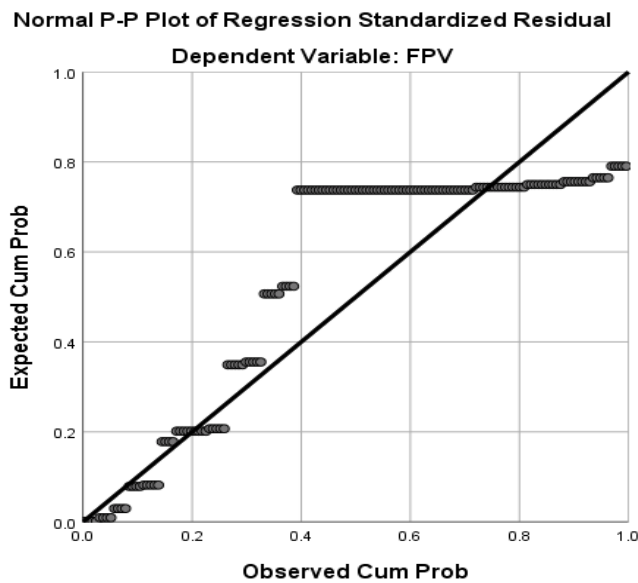


Figure 4.18 Normality Test

4.6 Inferential Statistics

Inferential analysis is the process of describing data so as to come up with results that are conclusive. The key aim of inferential analysis is to test hypothesis by making inferences from a given set of data to a condition that is more general.

4.6.1 Correlation Analysis

In statistics, correlation coefficients are used to quantify the strength of the association between two variables. There exist multiple varieties of correlation coefficients. A correlation coefficient that is frequently used is known as Pearson's R. When the P (sig) value is greater than or equal to 0.05, the study accepts the null hypothesis based on Pearson's correlation test and vice versa.

Table 4.12 Correlation Analysis

		Job enrichment programs	Recreational facilities programs	Mental health risk assessment	Mental medical care	Organization performance
Job enrichment programs	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	159				
Recreational facilities programs	Pearson Correlation	.830**	1			
	Sig. (2-tailed)	.000				
	N	149	149			
Mental health risk assessment	Pearson Correlation	.694**	.582**	1		
	Sig. (2-tailed)	.000	.000			
	N	159	149	159		
Mental medical care	Pearson Correlation	.935**	.817**	.607**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	159	149	159	159	
Organization performance	Pearson Correlation	.842**	.697**	.733**	.726**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	154	149	154	154	154

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

The results indicated by table 4.12 show a strong positive and significant correlation between organization performance and job enrichment programs ($r = .842$, p -value 0.000), organization performance and recreational facilities programs ($r = .697$, p -value 0.000), organization performance and mental health risk assessment ($r = .733$, p -value 0.000), organization performance and mental medical care ($r = .726$, p -value 0.000).

4.6.2 Regression Analysis

Inferential statistics of multivariate regression analysis was used in establishing the relationship between mental wellness programmes for c-suite executives on organizational performance. The independent variables in the model were mental health risk assessment programs, mental medical care programs, recreational facilities programs and job enrichment programs.

Table 4.13 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878 ^a	.771	.765	.48806

a. Predictors: (Constant), health risk assessment programs, mental medical care programs, recreational facilities programs and job enrichment programs.

Table 4.13 shows the R square, a commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The adjusted R², also called the coefficient of multiple determinations, is the percentage of the variance in the dependent explained uniquely or jointly by the independent variables. Therefore, according to the findings, 77.1% of changes in organization performance could be attributed to mental health risk assessment programs, mental medical care programs, recreational facilities programs and job enrichment programs. Other factors (22.9%) explained the changes in organization performance.

Table 4.14 ANOVA Analysis

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	115.673	4	28.918	121.404	.000 ^b
	Residual	34.301	144	.238		
	Total	149.973	148			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), mental health risk assessment programs, mental medical care programs, recreational facilities programs and job enrichment programs

The significance of the regression model was tested using Analysis of Variance (ANOVA). The findings in Table 4.18 Show that, that there was a significant relationship between mental wellness programmes for c-suite executives on organizational performance as the F critical at 5% level of significance was 121.404 since F calculated is greater than the F critical (value = 2.45), and $p=0.000$ which is less than 0.05, thus the overall model was significant.

Table 4.15 Coefficients^a

		Coefficients^a				
		Unstandardized		Standardized		
		Coefficients		Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	.357	.219		1.630	.105
	Mental health risk assessment programs	1.219	.151	1.052	8.084	.000
	Mental medical care programs	.042	.081	.038	.522	.603
	Recreational facilities programs	.240	.059	.229	4.088	.000
	Job enrichment programs	.491	.134	.425	3.668	.000

a. Dependent Variable: organizational performance

The coefficient model results in Table 4.15 illustrates the regression equation as follows

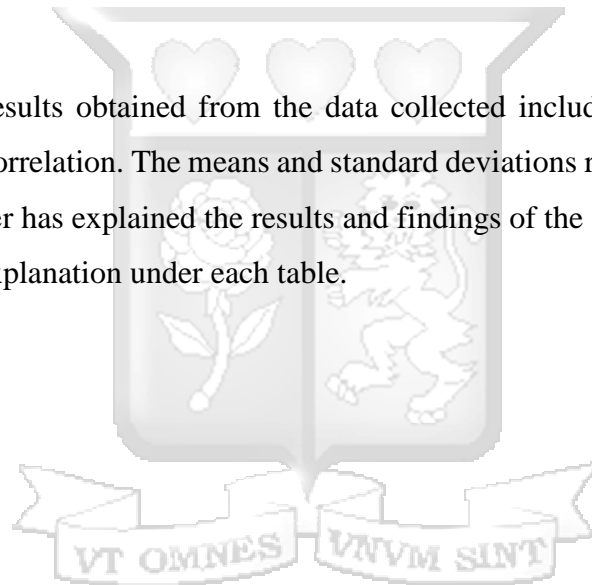
$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

$$ROE = 0.357 + 1.219X_1 - 0.042X_2 + 0.240X_3 + 0.491X_4 + e$$

According to the results, mental health risk assessment programs, mental medical care programs, recreational facilities programs and job enrichment programs would result in a 0.357 organizational performance change if all other variables were held constant at zero. Additionally, a unit change in mental health risk assessment programs would result in a 1.219 increase in listed companies' organizational performance. Further, a unit change in mental medical care programs would result in a 0.042 increase in listed companies' organizational performance. Moreover, a unit change in recreational facilities programs would result in a 0.240 increase in in listed companies' organizational performance. Lastly, a unit change in job enrichment programs would result in a 0.491 increase in listed companies' organizational performance.

4.7 Chapter Summary

The chapter presented results obtained from the data collected including descriptive statistics, regression analysis and correlation. The means and standard deviations result of every variable are also included. The chapter has explained the results and findings of the study which are displayed on tables with detailed explanation under each table.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the study findings summary, conclusions, and recommendations.

5.2 Summary of the Study

The main objective of this study was to determine the impact of mental health risk assessment programs for C-suite executives on the organization performance of NSE-listed companies. The specific objectives were to; assess the impact of mental health risk assessment programs, mental medical care programs, recreational facilities, and job enrichment programs for C-suite executives on the organization performance of NSE-listed companies.

Correlation analysis tests revealed that there was a strong positive and significant correlation between organization performance and job enrichment programs, organization performance and recreational facilities programs, organization performance and mental health risk assessment, and organization performance and mental medical care. The findings from the regression analysis revealed that there was a significant relationship between mental wellness programmes for c-suite executives on organizational performance. The findings also revealed that mental health risk assessment programs had a positive and significant effect on the organizational performance of NSE-listed companies. The findings also revealed that mental medical care programs had an insignificant effect on the organizational performance of NSE-listed companies. Recreational facilities programs were also found to have a positive and significant effect on the organizational performance of NSE-listed companies. Lastly, the study found that job enrichment programs had a positive and significant effect on the organizational performance of NSE-listed companies.

5.2 Discussion of the Findings

The findings from the regression analysis revealed that there was a significant relationship between mental wellness programmes for c-suite executives on organizational performance. The study found that majority of the respondents' organizations did not have a mental well-being and wellness strategy. The reasons advanced for lack of a mental wellness strategy were; an assumption that mental wellness programs were sufficient, stigma surrounding mental health issues still exists

in many workplaces, developing and implementing a mental wellbeing strategy requires financial resources that their organizations may not be willing or able to allocate due to competing needs. Another reason was the lack of in-house mental health professionals or consultants to develop and implement an effective mental wellbeing program or do not have sufficient access to mental health professionals or consultants. Further findings were that a minority of the respondents' organizations had mental wellbeing programs for C-suite executives. However, the existing mental wellness programs were not sufficiently tailored to the needs of the C-suite executives resulting in their low uptake by the respondents.

The study also established that mental wellness challenges were rife for C-suite executives including; work-related stress, burnout, exhaustion, and anxiety. The C-suites who were prone to mental health challenges were those involved in core operations of their organizations such as; Chief Executive Officers, Chief Marketing Officers, Chief Finance Officers, Chief Security Officers, Chief Technical Officers, Chief Data Officer, Chief Information Officer, Chief Compliance Officer, Chief Analytics Officers, Chief Operations Officers, Chief Human Resources Officer and Chief Green Officers respectively. Accordingly, the respondents revealed that C-suite executives were willing to take up mental wellness programs where they were guaranteed; confidentiality and privacy, psychological support, top management collaboration, comprehensive assessments, risk factors identification, availability, reliability, proactive intervention, training, education, organization culture and support for diverse and appropriate programs.

5.3.1 Mental Health Risk Assessment Programs and Organization Performance

The findings also revealed that mental health risk assessment programs had a positive and significant effect on the organizational performance of NSE-listed companies. The findings from the study are consistent with the broader literature emphasizing the importance of identifying and addressing mental health risks in various professional settings, as it can contribute to improved well-being, productivity, and organizational performance. Several studies support the importance of identifying and addressing mental health risks in various professional contexts, including healthcare workers (Lucas et al., 2022; Giorgi et al., 2020), athletes (Purcell et al., 2019; Chang et al., 2020), and employees in general (Graham et al., 2019; Vonderlin et al., 2020; Jones et al., 2019).

Lucas et al. (2022) emphasized the need for interventions to reduce psychological demands and support the mental well-being of healthcare professionals, which aligns with the positive impact of mental health risk assessment programs on organizational performance. Similarly, Giorgi et al. (2020) highlighted the prevalence of mental health issues among healthcare workers during the COVID-19 pandemic, reinforcing the importance of preventive measures, which can be facilitated by risk assessment programs. The study findings were further supported by Graham et al. (2019) who discussed the potential of AI in supporting early identification of mental health conditions, which could be complementary to mental health risk assessment programs. Early identification and intervention are crucial, as emphasized by Purcell et al. (2019) in the context of competitive sports.

Furthermore, the positive effects of mindfulness-based programs (MBPs) on reducing stress, burnout, and mental discomfort, as reported by Vonderlin et al. (2020), support the potential benefits of mental health risk assessment programs in identifying individuals who may benefit from such interventions. The study by Jones et al. (2019) on a comprehensive wellness program did not find a direct impact on job satisfaction within the first year, but they acknowledged the potential for longer-term effects, which aligns with the positive effects of mental health risk assessment programs on organizational performance observed in your study. The studies by Thuo and Wambugu (2022) and Ibrahim (2019) in the Kenyan context also support the positive impact of employee welfare practices and work-life balance strategies on job satisfaction and productivity, respectively, which can be facilitated by mental health risk assessment programs that identify areas for improvement.

5.3.2 Mental Medical Care Programs and Organization Performance

The findings also revealed that mental medical care programs had an insignificant effect on the organizational performance of NSE-listed companies. These findings seem to be inconsistent with some of the previous literature discussed, while aligning with others. However, the findings align with the study by Berardo et al. (2020), which observed that while many neurosurgery programs implemented wellness initiatives, not many showed improvements in published data following implementation, suggesting that mental health programs may not always translate into measurable organizational performance improvements.

The study findings were specifically disputed by Kitali (2021) who found that wellness initiatives at KCB Bank Kenya could improve employee loyalty, suggesting that mental health programs could contribute positively to organizational performance. Marshall (2020) also reported that wellness program participation increased job satisfaction among employees across various levels, implying potential positive effects on organizational performance thereby disputing the current study findings. The findings were also inconsistent with Thoen et al. (2020) who observed that when officers felt their wellness was supported through programs, they reported lower stress levels and improved general well-being, which could translate to better organizational performance and Hallaway (2020) who found that the use of support techniques like Employee Assistance Programs (EAPs) and mental health days reduced stigma around mental health in the workplace, potentially creating a more supportive environment for organizational performance.

In the Kenyan context, the study findings were further not in line with Ombasyi (2019) who concluded that encouraging employee well-being and mental health support at the workplace could improve overall performance and Mwangi et al. (2017) found that employee assistance programs had a significant positive impact on employee performance in higher education institutions. The mixed findings in the literature could be attributed to various factors, such as the specific nature and quality of the mental medical care programs, the organizational culture and readiness to support such programs, and the measures used to assess organizational performance. The comparison brings out the possibility that the mental medical care programs offered by NSE-listed companies were not comprehensive or well-implemented enough to significantly impact organizational performance.

5.3.3 Recreational Facilities and Organization Performance

Recreational facilities programs were also found to have a positive and significant effect on the organizational performance of NSE-listed companies. The study findings are generally in line with the previous literature discussed. The findings are corroborated by Gupta (2019) who found that recreational activities boost employee commitment, teamwork, and well-being, which positively impact job satisfaction, service delivery, customer satisfaction, and productivity. Additionally, Vecchi et al. (2022) demonstrated the role of dance practice in enhancing productivity and well-being, supporting the incorporation of recreational activities like dance into corporate well-being programs.

The study findings were further in line with Johnson (2021) who identified themes related to employee accountability, accountability mechanisms, and technology dependence as organizational determinants influencing the mental health and wellness of employees, suggesting that recreational facilities could potentially mitigate these factors and contribute to better organizational performance. Hennekam et al. (2020) on the other hand found that coping mechanisms like mindfulness exercises and open communication can positively impact job performance for individuals with mental health conditions, which aligns with the potential benefits of recreational facilities in promoting well-being and work-life balance. Lewie (2019) further observed that management and employee interest, as well as scheduling flexibility, facilitated the implementation of employee wellness programs, which could include recreational facilities.

While these studies provide evidence supporting the positive effects of recreational activities and wellness initiatives on various aspects of organizational performance, the study by Malachowski (2015) offers a contrasting perspective. It found that employees felt overworked and punished for managing workplace absence management programs with periods of mental illness, suggesting that recreational facilities alone may not be sufficient if other organizational factors contributing to employee stress and burnout are not addressed.

5.3.4 Job Enrichment Programs and Organization Performance

Lastly, the study found that job enrichment programs had a positive and significant effect on the organizational performance of NSE-listed companies. The study findings were consistent with studies by Abubakar et al. (2020) who found that employee work enrichment through training and development positively and significantly impacted employee performance at the Kano Electricity Distribution Company (KEDCO). Tumi et al. (2022) also reported that job enrichment and expansion were among the factors that significantly correlated with employee motivation in Libya's telecommunication industry, leading to organizational success. Marta et al. (2021) further observed that job enrichment had a significant influence on organizational commitment, which is often linked to improved organizational performance and thereby consistent with the current study findings.

The study findings were also corroborated by Baker and Kim (2020) who demonstrated that managerial support, including procedural and emotional support, significantly impacted employees' psychological well-being and work quality-of-life, which can contribute to better

organizational performance. Ngeno (2020) further validated the study findings when he found that wellness initiatives, including job enrichment programs, positively influenced employee performance in Kenyan commercial banks, leading to improved productivity indicators such as reduced absenteeism, increased punctuality, and higher morale. Mungania et al. (2016) concluded that wellness initiatives, including job enrichment through education and training, had a positive impact on organizational effectiveness in Kenyan banks confirming the study findings.

However, some studies disputed the study findings and highlighted challenges or limitations in implementing job enrichment programs effectively. Ochieng (2020) found that employers setting unreasonable goals and not valuing employees' opinions negatively impacted employees' mental health and productivity in Kenyan commercial banks, suggesting the need for a more balanced and inclusive approach to job enrichment. Panchal et al. (2022) observed an inverse relationship between employee performance and absenteeism, indicating that job enrichment programs may need to be complemented by efforts to address work-life balance and reduce unjustified pressures on employees.

5.3 Conclusions

The study concluded that mental health risk assessment programs had a positive and significant effect on the organizational performance of NSE-listed companies. The study further concluded that even though only a few of the respondents' organizations had implemented mental health risk assessment programs, the programs were confidential, tailored, and holistic, addressing both individual and organizational needs. The programs suited the needs of the C-suite executives especially in relation to self-assessment tools, stress levels and resilience assessments, comprehensive well-being measurement and customized well-being profile solutions. The study also found out that mental health risk assessment programs for C-suite executives had been prioritized only amongst a minority of the respondents' organizations.

The study also concluded that mental medical care programs had an insignificant effect on the organizational performance of NSE-listed companies. The study further established that majority of the organizations implemented mental medical care programs for C-suite executives. Some of the prominent mental medical care programs implemented included; comprehensive resilience training programs, stress management programs, EAPs for mental health concerns, work-life balance issues, and other personal challenges. However, the study established that some programs

were insufficiently implemented including; employer-sponsored employee assistance programs (EAPs) that offered confidential counseling services, referral resources, and support to employees and their families. Others were, individual therapy that provided executives with a confidential and supportive environment to address mental health concerns, explore personal and professional challenges, and develop coping strategies. On the other hand, the study determined that peer support networks did not facilitate informal discussions, mentorship opportunities, and the exchange of coping strategies, thus failing to foster a sense of community and support.

Based on the third objective, the study concluded that recreational facilities programs have a positive and significant effect on the organizational performance of NSE-listed companies. The study determined that, recreation facilities as a mental health program were minimally implemented in the sampled organizations. The most commonly implemented recreation facilities as a mental health program were; outdoor areas that were conducive to mindfulness activities, meditation, or simply taking a break from the office environment. Additionally, they had membership in exclusive recreational or country clubs that provided executives access to various amenities. They had access to cultural and arts programs, and wellness centers that offered various services to support executives' well-being. Furthermore, they had on-site fitness centers or gym memberships, access to sports facilities, and designated outdoor spaces.

Another conclusion was that, job enrichment programs have a positive and significant effect on the organizational performance of NSE-listed companies. The study concludes that job enrichment programs were not widely adopted as mental health programs for C-suite executives in the respondents' organizations. However, the most commonly implemented job enrichment programs for C-suite executives mental wellbeing were; providing C-suite executives with challenging and high-impact assignments or projects that enriched their job. This was followed by; leadership development programs, empowering executives to make crucial decisions and take ownership of their work, cross-functional experiences, assigning responsibilities that aligned with their skills, interests, and areas of expertise. Furthermore, job enrichment programs included; granting executives higher autonomy and decision-making authority, recognizing and rewarding executives' achievements and contributions, mentoring and coaching opportunities, involvement in strategic projects and initiatives. that significantly impacted the organization's future provides a sense of purpose and job enrichment. Last but not least, organizations assign executives critical roles in driving essential initiatives contributing to their engagement and job satisfaction

Finally, the study determined that mental wellness programs for C-suite executives had an impact on organization performance for organizations that implemented them. In order of ranking, the mental health programs for C-suite executives had resulted in low employee turnover, higher customer retention rate, lower level of defects or errors in the organization's products or services. It also resulted in higher investment in employee skills and knowledge enhancement, prompt and effective product or services delivery, improved customer satisfaction and perceptions. Furthermore, mental wellness programs for C-suite executives resulted in a good organizational culture; introduction of new products, services or processes and gaining new customers, higher level of employee job satisfaction and engagement as well as improved ability to generate and manage cash. However, there was a moderately strong link between mental wellness programs and higher ROI, profit margin and revenue growth.

5.4 Recommendations

Based on the conclusion that mental health risk assessment programs have a positive and significant effect on organizational performance, the study recommends that organizations regularly conduct comprehensive mental health risk assessments to identify potential stressors, hazards, and risk factors in the workplace that could impact employee mental well-being. The study also recommends development and implementation of targeted interventions and preventive measures based on the findings of the risk assessments to mitigate identified risks and support employee mental health. The study also suggests that organizations encourage open communication and create a supportive organizational culture where employees feel comfortable discussing mental health concerns without fear of stigma or repercussions.

Mental medical care programs were found to have an insignificant effect on organizational performance. The study therefore recommended that organizations conduct a thorough evaluation of the existing mental medical care programs to identify areas for improvement and better alignment with organizational goals. Additionally, these organizations should also involve employees in the design and implementation of these programs to ensure they address their specific mental health needs and concerns. The study also recommends integrating mental health initiatives with other wellness programs for a more comprehensive approach.

The study concluded that recreational facilities programs had a positive and significant effect on organizational performance, and based on these, the study recommended an increase in investment

and expansion of recreational facilities and activities within the organization, catering to the diverse interests and preferences of employees. The study also suggests that organizations should encourage employee participation and feedback to continuously improve and tailor the recreational offerings. These organizations should also incorporate recreational activities as part of the organizational culture and employee engagement initiatives. Policymakers should also encourage the uptake of recreational activities by promoting the benefits of recreational activities for physical and mental well-being, stress relief, and improved work-life balance.

Since job enrichment programs had a positive and significant effect on organizational performance, the study recommends that organizations should regularly assess the job roles and responsibilities of employees to identify opportunities for enrichment through skill development, increased autonomy, and task variety. Organizations should also provide training and development opportunities aligned with job enrichment initiatives to enhance employee competencies and growth. There is also a need to recognize and reward employees who take on additional responsibilities or demonstrate initiative in job enrichment efforts. The study further recommends that organizations should establish clear career paths and progression opportunities linked to job enrichment programs.

5.6 Recommendations for Further Studies

The aim of the study was to determine the impact of mental wellness programmes for c-suite executives on organizational performance. The study recommends further studies to:

- i. Compare the impact of mental wellness programs across different industries within the NSE to understand if certain sectors benefit more than others and why.
- ii. Investigate the financial implications of mental wellness programs and assess whether the return on investment (ROI) justifies the costs of implementing these programs.
- iii. Conduct qualitative studies to gather in-depth insights from C-suite executives who have participated in mental wellness programs and explore their experiences, challenges, and the perceived impact on their roles.

- iv. Examine the ripple effects of executive mental wellness programs on the overall well-being of employees within the organization. Does a healthier leadership positively affect the workforce?
- v. Consider refining or expanding the metrics used to measure organizational performance using non-financial indicators, such as employee turnover, innovation, and adaptability.



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APPENDICES

Appendix 1: Ethics Review



10th July 2023

Ms Mutio Evelyne,
everlyn.mutio@strathmore.edu

Dear Ms Mutio,

RE: Impact of Mental Wellness Programmes for C-Suite Executives on Organizational Performance: A Case of Companies Listed on the Nairobi Securities Exchange

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** research proposal. Your application reference number is **SU-ISERC1797/23**. The approval period is from **10th July 2023 to 9th July 2024**.

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,

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





Appendix 2: NACOSTI Permit


REPUBLIC OF KENYA


NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 263946 Date of Issue: 23/August/2023

RESEARCH LICENSE



This is to Certify that Mrs. Evelyn Mutis 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: Impact of Mental Wellness Programmes for C-Suite Executives on Organizational Performance: A Case of Companies Listed on the Nairobi Securities Exchange for the period ending : 23/August/2024.

License No: NACOSTI/023/28045

263946
Applicant Identification Number


Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

Verification QR Code



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Scan the QR Code using QR scanner application.

See overleaf for conditions

Appendix 3: Letter of Introduction

Evelyne Nyambura,

P.O BOX

NAIROBI.

Dear Sir/Madam,

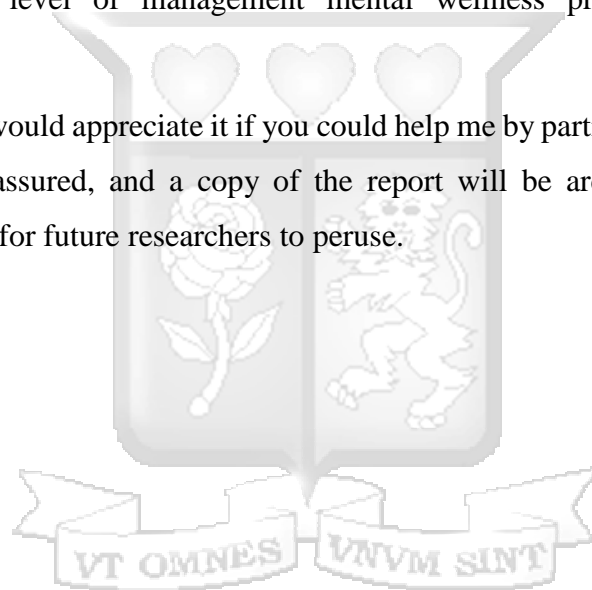
RE: REQUEST FOR YOUR PARTICIPATION IN M.B.A. RESEARCH PROJECT

To earn my MBA in Human Resource Management, I am a student at the Strathmore Business School. My course work necessitates conducting and submitting a research project report on the "influence of executive level of management mental wellness programs on organization performance."

With that end in mind, I would appreciate it if you could help me by participating in this interview. Your confidentiality is assured, and a copy of the report will be archived in the Strathmore Business School Library for future researchers to peruse.

Yours faithfully,

Evelyne Nyambura.



Appendix 4: Informed Participant Consent Form

IMPACT OF MENTAL WELLNESS PROGRAMS FOR C-SUITE EXECUTIVES ON ORGANIZATION PERFORMANCE: A CASE OF NAIROBI SECURITIES EXCHANGE LISTED COMPANIES

SECTION 1: INFORMATION SHEET

Investigator: Everlyn Mutio

Institutional affiliation: Strathmore Business School (SBS)

SECTION 2: INFORMATION SHEET–THE STUDY

- Why is this study being carried out?

Studying the impact of mental wellness programs on C-suite executives can provide insights into how these programs enhance their performance, decision-making processes, and overall effectiveness in leading the organization

- Do I have to take part?

No. Taking part in this study is entirely optional and the decision rests only with you. If you decide to take part, you will be asked to complete a questionnaire to get information on IMPACT OF MENTAL WELLNESS PROGRAMS FOR C-SUITE EXECUTIVES ON ORGANIZATION PERFORMANCE. If you are not able to answer all the questions successfully the first time, you may be asked to sit through another informational session after which you may be asked to answer the questions a second time. You are free to decline to take part in the study from this study at any time without giving any reasons.

- Who is eligible to take part in this study?

The target population will be C-suite executives of the 62 listed companies at the NSE. Specifically, the study will target three C-suite executives per company involved in the operations, finance and human resources of the companies. Therefore, the target population will be 186 C-suite executives.

- What will taking part in this study involve for me?

You will be approached and requested to take part in the study. If you are satisfied that you fully understand the goals behind this study, you will be asked to sign the informed consent form (this form) and then taken through a questionnaire to complete.

- Are there any risks or dangers in taking part in this study?

There are no risks in taking part in this study. All the information you provide will be treated as confidential and will not be used in any way without your express permission.

Are there any benefits of taking part in this study?

The information will be used to improve policies in the organization and better organizational culture.

What will happen to me if I refuse to take part in this study?

Participation in this study is entirely voluntary. Even if you decide to take part at first but later change your mind, you are free to withdraw at any time without explanation.

Who will have access to my information during this research?

All research records will be stored in securely locked cabinets. That information may be transcribed into our database but this will be sufficiently encrypted and password protected. Only the people who are closely concerned with this study will have access to your information. All your information will be kept confidential.

Who can I contact in case I have further questions?

You can contact me, Everlyne Mutio at SBS, or by e-mail Everlyn.Mutio@strathmore.edu, or by phone 0723891862. You can also contact my supervisor, Dr. Joseph Onyango, at the Strathmore Business School, Nairobi, or by e-mail jonyango@strathmore.edu.

If you want to ask someone independent anything about this research please contact:

The Secretary–Strathmore University Institutional Ethics Review Board, P. O. BOX 59857, 00200, Nairobi, email ethicsreview@strathmore.edu Tel number: +254 703 034 375

I, _____, have had the study explained to me. I have understood all that I have read and have had explained to me and had my questions answered satisfactorily. I understand that I can change my mind at any stage.

Please tick the boxes that apply to you;

Participation in the research study

I AGREE to take part in this research

I DO NOT AGREE to take part in this research

Storage of information on the completed questionnaire

I AGREE to have my completed questionnaire stored for future data analysis

I DON'T AGREE to have my completed questionnaire stored for future data analysis

Participant's Signature:

Date: ____/____/____

Participant's Name:

Time: ____ / ____

I, ___Everlyn Mutio_____ certify that I have followed the SOP for this study and have explained the study information to the study participant named above, and that s/he has understood the nature and the purpose of the study and consents to the participation in the study. S/he has been given opportunity to ask questions which have been answered satisfactorily.

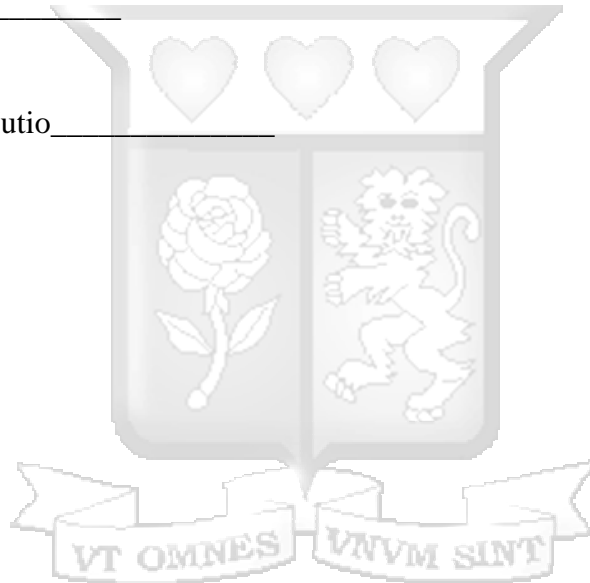
Investigator's Signature:

Date: ____ / ____ / ____

Investigator's Name:

___Everlyne Nyambura Mutio_____

Time: ____ / ____



Appendix 5: Questionnaire

Instructions: This study seeks to collect data on “the impact of executive level of management mental wellness programs on organization performance.” All information provided will be handled with the highest ethical standards.

Please tick (✓) the appropriate answer

Section A: Personal Information

1. Gender _____
2. Level of education _____
3. Age _____
4. Name of your organization _____
5. Years of service in the institution.
Less than five years ()
6-10 years ()
11-15 years ()
15 years and above ()
6. How long has the institution been in operation?
1-5 years ()
6-10 years ()
11- 15 years ()
Over 15 years ()

Section B: The impact of mental wellness programs on organization performance at the executive level of management

Does your organization have a mental well-being and wellness strategy?

Yes [] If yes, proceed to the next question

No [] (please explain why)

Please explain your answer

.....
.....

.....
.....

Which mental wellness programs does your organization offer?

.....
.....
.....

Do you participate in mental wellness programs offered by your organization?

Yes [] If yes, proceed to the next question

No [] (please explain why)

.....
.....
.....
.....

Have you ever experienced any of the listed mental health challenges? (Please tick all that apply)

Anxiety []

Burnout []

Work-related stress []

Exhaustion []

Other.....

Which of the following factors encourage your uptake of mental wellness programs offered by your organization?

Confidentiality and privacy []

Top management collaboration []

Comprehensive assessments []

Risk factors identification []

- Psychological support []
- Training and education []
- Proactive interventions []
- Organizational culture and support []
- Relevance []
- Availability []

In your opinion, which categories of executives are prone to mental health challenges? (Please tick all that apply)

- Chief Executive Officer []
- Chief Finance Officer []
- Chief Operations Officer []
- Chief Compliance Officer []
- Chief Human Resources Manager []
- Chief Security Officer []
- Chief Green Officer []
- Chief Analytics Officer []
- Chief Marketing Officer []
- Chief Data Officer []
- Other.....

Mental Health Risk Assessment and Organizational Performance

Does your organization implement mental health risk assessment programs for C-suite executives?

- Yes []
- No []

Please explain your answer

.....

To what extent does your organization implement the following aspects of mental health risk assessment programs? Please state your response as per the key: 1 = Strongly Disagree, 2 = Disagree, 3= = Neutral, 4= = Agree, 5= = Strongly Agree.

Mental Health Risk Assessment Programs	1	2	3	4	5
Executive Mental Health Assessment (EMHA) combines self-assessment tools, psychological evaluations, and confidential interviews with mental health professionals.					
Executive Mental Health Assessment (EMHA) identifies potential mental health risks, such as burnout, depression, anxiety, or substance abuse, among executives.					
The stress Resilience Assessment Program (SRAP) focuses on assessing an executive's stress levels and resilience to high-pressure situations.					
The stress Resilience Assessment Program (SRAP) utilizes validated questionnaires, physiological measurements, and interviews to evaluate stressors, coping strategies, and potential areas of vulnerability.					
Leadership Well-being Index (LWI) measures various well-being dimensions, including mental health, job satisfaction, work-life balance, and resilience.					
Leadership Well-being Index (LWI) provides executives with a personalized well-being profile and recommendations for improvement.					
Mental Health Checkup for Executives (MHCE) offers a confidential and customized mental health assessment specifically for C-suite executives.					
Mental Health Checkup for Executives (MHCE) combines standardized mental health questionnaires, cognitive assessments, and one-on-one consultations with mental health professionals to identify and address potential issues.					
Corporate Mental Health Risk Assessment (CMHRA) assesses the mental health risks executives face in their organization's culture, policies, and work environment.					

Corporate Mental Health Risk Assessment (CMHRA) involves surveys, focus groups, and interviews to identify systemic factors impacting executive mental health.					
Other					

Does your organization implement mental medical care programs for C-suite executives?

a. Yes []

b. No []

c. Please explain your answer

.....
.....
.....

7. To what extent does your organization implement the following aspects of medical care programs? Please state your response as per the key: 1 = SD (strongly Disagree), 2=D(Disagree), 3= N(Neutral), 4=A(Agree), 5=SA (Strongly Agree)

Medical care programs	1	2	3	4	5
Individual therapy provides executives with a confidential and supportive environment to address mental health concerns, explore personal and professional challenges, and develop coping strategies.					
Therapists with experience in working with high-level professionals provide tailored support.					
Executive coaching focuses on enhancing leadership skills, improving decision-making, and fostering personal and professional growth.					
Coaches that help executives navigate workplace challenges, manage stress, and achieve work-life balance while addressing mental health concerns.					

Stress management programs offer techniques and strategies to help executives cope with and reduce stress.					
These programs may include mindfulness practices, relaxation techniques, time management strategies, and stress-reducing exercises.					
Resilience training programs that aim to build executives' ability to bounce back from adversity and adapt to change.					
Resilience training programs often combine education, skill-building exercises, and psychological support to enhance mental resilience and emotional well-being.					
Peer support networks provide a platform for executives to connect and share experiences with colleagues facing similar challenges.					
Peer support networks facilitate informal discussions, mentorship opportunities, and the exchange of coping strategies, fostering a sense of community and support.					
Mental health education and awareness programs on mental health awareness and self-care equip executives with knowledge about common mental health issues, help reduce stigma, and promote early intervention.					
Employee Assistance Programs (EAPs) are employer-sponsored programs that offer confidential counseling services, referral resources, and support to employees and their families.					
Executives access EAPs for mental health concerns, work-life balance issues, and other personal challenges.					

Does your organization implement recreation facilities programs for C-suite executives?

Yes []

No []

Please explain your answer

.....

.....

.....

8. To what extent does your organization implement the following aspects of recreation facilities programs? Please state your response as per the key: 1 = SD (strongly Disagree), 2=D(Disagree), 3= N(Neutral), 4=A(Agree), 5=SA (Strongly Agree).

Recreation facilities programs	1	2	3	4	5
On-site fitness centers or gym memberships encourage executives to prioritize physical health and exercise regularly.					
Access to sports facilities, such as tennis courts, golf courses, swimming pools, or basketball courts, provides executives with opportunities for leisure, physical activity, and social interaction.					
Designated outdoor spaces, such as gardens, walking trails, or rooftop terraces, provide executives with a peaceful environment for relaxation, fresh air, and connection with nature.					
Outdoor areas are conducive to mindfulness activities, meditation, or simply taking a break from the office environment.					
Wellness centers offer various services to support executives' well-being, including massage therapy, acupuncture, yoga classes, and other holistic health treatments.					
Membership in exclusive recreational or country clubs that provide executives access to various amenities, including golf courses, swimming pools, dining facilities, and social events.					
Offering access to cultural and arts programs, such as theatre shows, art exhibitions, or music concerts, provides executives with avenues for creative expression, entertainment, and intellectual stimulation.					

Does your organization implement job enrichment programs for C-suite executives?

Yes []

No []

Please explain your answer

.....

9. To what extent does your organization implement the following aspects of job enrichment programs? Please state your response as per the key: 1 = SD (strongly Disagree), 2=D(Disagree), 3= N(Neutral), 4=A(Agree), 5=SA (Strongly Agree).

Job enrichment programs	1	2	3	4	5
Leadership development programs that offer executives opportunities to enhance their leadership skills, strategic thinking, and decision-making abilities.					
Providing C-suite executives with challenging and high-impact assignments or projects that enrich their job.					
Assigning them responsibilities that align with their skills, interests, and areas of expertise allows for growth, professional development, and a sense of purpose.					
Cross-functional experiences involve exposing executives to different departments, teams, or functions within the organization.					
Granting executives higher autonomy and decision-making authority that contribute to their job enrichment.					
Empowering executives to make crucial decisions and take ownership of their work fosters a sense of control, achievement, and job satisfaction.					
Recognizing and rewarding executives' achievements and contributions that enhance job enrichment.					
Providing executives with mentoring and coaching opportunities allows them to learn from experienced professionals and share their knowledge and expertise with emerging leaders.					
Engaging in mentoring or coaching relationships that promote personal growth, skill development, and a sense of fulfillment.					

Involving executives in strategic projects and initiatives that significantly impact the organization's future provides a sense of purpose and job enrichment.					
Assigning executives critical roles in driving essential initiatives contributing to their engagement and job satisfaction.					

Do you think mental wellness programs for executives impact organizational performance?

Yes []

No []

10. To what extent do you agree with the following statements on the impact of mental wellness programs for executives on organization performance? Please state your response as per the key: 1 = SD (strongly Disagree), 2=D(Disagree), 3= N(Neutral), 4=A(Agree), 5=SA (Strongly Agree).

Mental wellness programs and organization performance	1	2	3	4	5
Financial Perspective:					
Revenue growth; an increase in overall sales or revenue.					
Higher profit margin: higher revenues compared to the organization's expenses.					
Higher return on investment (ROI)					
Higher organization ability to generate and manage cash.					
Customer Perspective:					
Improved customer satisfaction and higher customer perceptions of the organization's products, services, and overall experience.					
Higher customer retention is a higher rate at which customers continue using the organization's products or services over a specified period.					
Higher market share					
Increased number of new customers gained.					
Internal Processes Perspective:					

Improved organization's ability to deliver products or services promptly and cost-effectively.					
A lower level of defects or errors in the organization's products or services.					
Optimal cycle time: the time it takes to complete a specific process or task.					
Many new products, services, or process improvements were introduced.					
Learning and Growth Perspective:					
Higher level of employee job satisfaction and engagement among employees.					
Higher investment in employee skills and knowledge enhancement.					
Low employee turnover.					
A good organizational culture: the alignment of organizational values and behaviors.					

THANK YOU FOR YOUR INPUT AND COOPERATION!



Appendix 6: Listed Companies at the NSE

AGRICULTURAL	COMMERCIAL & SERVICES	ENERGY & PETROLEUM
Eaagads Ltd.	Express Kenya Plc.	Total Kenya Ltd.
Kapchorua Tea Kenya Plc.	Kenya Airways Ltd.	KenGen Plc.
Kakuzi Plc	Nation Media Group Plc.	Kenya Power & Lighting Plc.
Limuru Tea Co. Ltd.	Standard Group Plc.	Umeme Ltd
Sasini Plc.	TPS Eastern Africa (Serena) Ltd.	INSURANCE
Williamson Tea Kenya Plc.	WPP Scangroup Plc.	Jubilee Holdings Ltd
AUTOMOBILES & ACCESSORIES	Uchumi Supermarket Plc.	Sanlam Kenya Plc.
Car & General (K) Ltd.	Eveready East Africa Ltd.	Kenya Re-Insurance Corporation Ltd.
BANKING	Longhorn Publishers Plc.	Liberty Kenya Holdings
ABSA Bank Kenya Plc.	Deacons (East Africa) Plc.	Britam Holdings Plc.
Stanbic Holdings Ltd.	Sameer Africa Plc.	CIC Insurance Group Ltd.
I & M Holdings Plc.	Nairobi Business Ventures Ltd.	INVESTMENT
Diamond Trust Bank Kenya Ltd	Homeboyz Entertainment Plc.	Olympia Capital Holdings Ltd.
HF Group Plc.	CONSTRUCTION & ALLIED	Centum Investment Plc.
KCB Group Plc.	ARM Cement Plc.	Trans-Century Plc.
NCBA Group Plc.	Bamburi Cement Ltd.	Home Afrika Ltd.
Standard Chartered Bank Kenya Ltd.	Crown Paints Kenya Plc.	Kurwitu Ventures Ltd.
Equity Group Holdings Plc.	E.A Cables Ltd.	INVESTMENT SERVICES
The Co-operative Bank of Kenya Ltd	E.A Portland Cement Ltd.	Nairobi Securities Exchange Plc.
MANUFACTURING & ALLIED	TELECOMMUNICATION	
B.O.C Kenya Plc.	Safaricom Plc.	
British American Tobacco Kenya Plc.	REAL ESTATE INVESTMENT TRUST	
Carbacid Investments Plc.	ILAM Fahari I-REIT	
East African Breweries Ltd.	EXCHANGE-TRADED FUNDS	
Mumias Sugar Co. Ltd	ABSA New Gold ETF	
Unga Group Ltd.		
Kenya Orchards Ltd.		
Flame Tree Group Holdings Ltd.		