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**Influence of Workplace Stress Management and Performance of
Commercial State Corporations in Kenya**



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Influence of Workplace Stress Management and Performance of Commercial State Corporations in Kenya

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ABSTRACT

Purpose: The general objective of the study of the study was to assess the influence of workplace stress management on performance of commercial state corporations in Kenya. Specifically, the study sought to establish the influence of work-life balance on performance of commercial state corporations in Kenya and establish the influence of employee wellness programs on performance of commercial state corporations in Kenya.

Methodology: This study used descriptive research design. The study targeted a total of 276 respondents comprising of 46 top managers, 92 middle level managers and 138 lower level managers. The sampling frame for this study was all 46 commercial state corporations in Kenya. The sample for this study was arrived at using the Slovin's sample size determination formula for categorical data. This study used simple random sampling to select 163 respondents. This study used a questionnaire to collect primary data. The questionnaires were pilot tested to ascertain the extent to which the instrument is correct and to eliminate ambiguous questions, and improve on validity and reliability. This study collected quantitative data. The quantitative data was coded then analyzed using Statistical Package for Social Sciences (SPSS) version 28. Descriptive statistics was used to analyze the data in frequency distributions and percentages which were presented in tables and figures. Discussions and presentations of the analyzed data was done in tables of frequency distribution, percentages, bar graphs and pie charts. The study also adopted multiple regression analysis to test the relationships between the variables.

Findings: The study concludes that work-life balance has a positive and significant influence on performance of commercial state corporations in Kenya. The study concludes that employee wellness programs have a positive and significant influence on performance of commercial state corporations in Kenya.

Unique Contribution to Theory, Policy and Practice: Based on the findings, the study recommends that the management of commercial state corporations in Kenya should implement comprehensive employee wellness programs that address physical, mental, and emotional health.

Keywords: *Workplace Stress Management, Work-Life Balance, Employee Wellness Programs, Commercial State Corporations*

Background of the study

Commercial State Corporations (CSCs), also known as State-Owned Enterprises (SOEs), are government-owned entities that operate with commercial objectives. Unlike regulatory or non-profit parastatals, CSCs are profit-oriented and often function in strategic sectors such as energy, transport, banking, manufacturing, and telecommunications (Chandra, & Sudesh, 2023). They are established to fulfill economic or developmental mandates that private entities may be unwilling or unable to undertake due to high capital requirements, long payback periods, or strategic national interest (Ashfaq, & Muhammad, 2024). Globally, CSCs play a pivotal role in national economies. According to a 2020 OECD report, SOEs account for approximately 22% of global GDP and represent over 20% of the largest global enterprises. In China, for example, state-owned enterprises contribute to about 30% of GDP and dominate sectors such as oil, telecommunications, and banking. Similarly, in Scandinavian countries like Norway and Finland, CSCs play a central role in public service delivery and wealth creation—Norway's sovereign wealth fund, largely fed by profits from its state-owned energy company Equinor (formerly Statoil), is valued at over US\$1.4 trillion as of 2024 (Ismail, 2021).

Workplace stress management refers to the strategies, practices, and interventions implemented by organizations to identify, reduce, and cope with stressors in the work environment. It involves creating a supportive and healthy workplace culture that minimizes stress-related risks, enhances employee well-being, and promotes productivity (Mathangi, 2022). Effective workplace stress management includes actions such as managing workloads, providing employee recognition, ensuring a balance between work and personal life, and offering wellness programs to address both physical and mental health. The goal is to reduce the negative impact of stress on employees while improving job satisfaction, performance, and organizational success (Mazwile, 2022).

Commercial State Corporations in Kenya are government-owned entities established to engage in commercial activities with the aim of generating profit while supporting public policy objectives. These corporations play a crucial role in key sectors of the economy such as energy, transport, agriculture, finance, and manufacturing (Musyoka, Ogutu & Awino, 2021). Unlike purely service-oriented state agencies, commercial state corporations are expected to be self-sustaining financially, though they may also receive some government support or guarantees, especially for capital-intensive projects. One of the primary objectives of commercial state corporations is to provide goods and services that are essential for economic development but may not attract sufficient private investment due to high risk or low short-term returns (Odoyo, Mamuli & Washika, 2021). For example, Kenya Power and Lighting Company (KPLC), Kenya Pipeline Company (KPC), and Kenya Ports Authority (KPA) are all examples of commercial state corporations that manage critical infrastructure. These corporations ensure consistent

service delivery in areas such as electricity distribution, petroleum transport, and maritime logistics—sectors that are foundational for national development (Sanyanda, 2023).

Over time, concerns have been raised regarding the efficiency and governance of some commercial state corporations in Kenya. Issues such as corruption, mismanagement, political interference, and financial losses have plagued several of them (Sikuku, Wamalwa & Katiba, 2024). In response, the government has implemented reforms aimed at improving transparency, accountability, and performance. These include efforts to privatize underperforming entities, introduce performance contracts for senior management, and strengthen oversight through regulatory bodies like the State Corporations Advisory Committee (SCAC) (Mbinya & Mose, 2022).

Statement of the problem

Commercial State Corporations (CSCs) play a vital role in Kenya's socio-economic development by providing essential services in key sectors such as energy, transport, finance, manufacturing, and agriculture. These corporations are designed to operate on a commercial basis to generate profits while also serving public interests (Odoyo, Mamuli, & Washika, 2021). Their contributions to the national economy are multifaceted—they promote industrial growth, create employment opportunities, mobilize domestic resources, and facilitate the implementation of government policies and infrastructure projects. For example, entities like Kenya Power and Lighting Company (KPLC), Kenya Ports Authority (KPA), and Kenya Pipeline Company (KPC) are central to the delivery of strategic services critical for national development (Musyoka, Ogutu, & Awino, 2021).

However, the performance of many commercial state corporations has been on a steady decline, raising concerns about their sustainability and efficiency. According to the 2023 Report by the Auditor General and the National Treasury, over 50% of Kenya's 248 state corporations are technically insolvent, unable to meet their financial obligations without government support. Specifically, 23 CSCs were flagged as financially distressed, with liabilities significantly surpassing assets. Kenya Airways reported cumulative losses exceeding KSh 130 billion by 2022, while Kenya Power posted a loss of KSh 1.1 billion in the year ending June 2023, citing system inefficiencies and rising operational costs. Similarly, the National Oil Corporation of Kenya (NOCK) continued to experience financial distress, with negative working capital estimated at KSh 7.1 billion (KNBS, 2023).

One key yet underexplored factor contributing to this underperformance is workplace stress and its management. Empirical evidence shows that unmanaged workplace stress adversely affects employee morale, productivity, and organizational output. For instance, a study by Kithinji & Waiganjo (2017) on public corporations in Kenya found that stress arising from poor job design, unrealistic deadlines, and lack of managerial support significantly reduced employee productivity and job satisfaction. Another study by Kibui and Gachunga (2016) revealed that

workplace stress accounted for a 36% variance in employee performance across commercial state corporations in Nairobi, with stressors such as workload pressure and unclear expectations leading to absenteeism and high turnover. Globally, the World Health Organization (WHO) recognizes workplace stress as a health epidemic, costing economies billions annually in lost productivity. Despite such findings, most CSCs in Kenya lack structured stress management frameworks, wellness programs, or adequate employee support systems. This reveals a critical research gap—there is limited empirical investigation into how stress management practices influence performance in commercial state corporations, and how these practices can be institutionalized to enhance efficiency and sustainability.

Objectives of the Study

General Objective

The general objective of the study of the study was to assess the influence of workplace stress management on performance of commercial state corporations in Kenya

Specific Objectives

The study was guided by the following specific objectives

- i. To establish the influence of work-life balance on performance of commercial state corporations in Kenya
- ii. To establish the influence of employee wellness programs on performance of commercial state corporations in Kenya

Theoretical Review

A theory is a group of concepts and ideas used in the explanation of events and other things, particularly the ones based on general principles independent of the event to be explained. The theoretical review gives an introduction of the theories that are used to express the reason for the existence of the research. In addition, a theoretical review provides the main variables that affect the phenomenon under study and points out the need to consider the effect of these variables under different circumstances. This study was anchored on; Boundary Theory and Social Cognitive Theory.

Boundary Theory

Boundary Theory was developed by Clark (2000). Boundary Theory explores how individuals create, maintain, and negotiate boundaries between different life domains—primarily work and personal life. The theory suggests that people manage the borders between these domains in different ways, ranging from segmentation (keeping work and personal life strictly separate) to integration (allowing the two to overlap) (Odoyo, Mamuli, & Washika, 2021). The way individuals manage these boundaries affects their ability to cope with the demands of both domains and maintain psychological well-being. In relation to work-life balance, Boundary

Theory highlights the importance of flexible and supportive work environments that allow employees to establish boundaries according to their preferences and circumstances. For instance, organizations that offer flexible work hours, remote work options, and respect for personal time help employees manage competing demands more effectively, reducing stress and enhancing job satisfaction (Sanyanda, 2023).

Social Cognitive Theory

Social Cognitive Theory was developed by Albert Bandura in (1986). This theory emphasizes the role of observational learning, self-efficacy, and reciprocal determinism in behavior change. According to Bandura, individuals are more likely to adopt and maintain healthy behaviors when they believe in their ability to succeed (self-efficacy), observe positive role models, and receive support from their environment (Sikuku, Wamalwa, & Katiba, 2024). The theory also highlights that personal factors, behaviors, and environmental influences interact in a dynamic and reciprocal manner to shape health-related actions. In the context of employee wellness programs, Social Cognitive Theory supports the design of initiatives that not only provide health-related information but also foster supportive environments and enhance employees' confidence to adopt healthier lifestyles. For example, wellness programs that include health education, peer support, fitness challenges, and coaching increase self-efficacy and encourage sustained participation (Yusuf, Elegwa, & Oloko, 2022).

Conceptual Framework

A conceptual framework is a structure or system of concepts that provides a foundation for understanding, analyzing, and interpreting a specific subject or phenomenon. It is a set of interconnected ideas, principles, and theories that form a coherent and comprehensive perspective on a particular topic (Svinicki, 2019). It is a diagram that explains the relationship between independent variables and dependent variable.

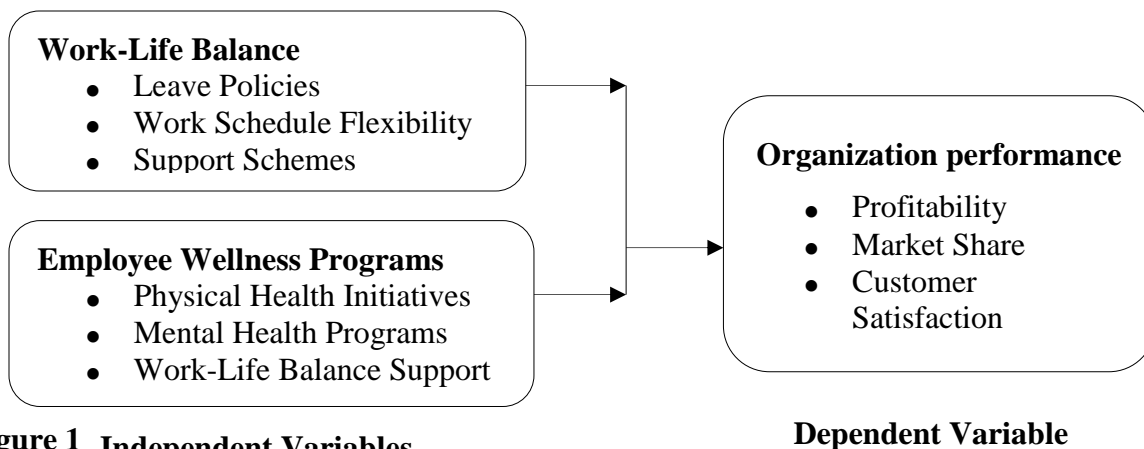


Figure 1 Independent Variables

Dependent Variable

Work-Life Balance

Work-life balance refers to the equilibrium between professional responsibilities and personal life demands, allowing individuals to effectively manage both areas without excessive stress or conflict (Nizam & Kam, 2020). Achieving work-life balance involves organizational policies such as flexible working hours, remote work options, and adequate leave provisions. A balanced work-life dynamic helps prevent employee burnout, enhances well-being, and improves overall job satisfaction. Organizations that promote work-life balance are likely to experience reduced absenteeism, increased loyalty, and better employee performance. It is especially critical in high-pressure environments where the demands of work can easily overshadow personal life (Kassaw & Agarwal, 2020).

Leave policies are a critical component of employee welfare and contribute significantly to both job satisfaction and organizational performance (Tuwei, 2020). Well-designed leave policies, including annual leave, sick leave, and parental leave, allow employees the necessary time to rest, recover, or attend to personal matters without fear of job insecurity. When employees are granted adequate and fair leave entitlements, they are more likely to return to work recharged and motivated, which in turn enhances productivity and reduces burnout. In contrast, rigid or insufficient leave provisions can lead to increased stress, absenteeism, and dissatisfaction (Kamwenji, Ngugi & Kamaara, 2022).

Work schedule flexibility refers to the ability of employees to adjust their working hours or locations to better align with their personal needs and responsibilities (Nizam & Kam, 2020). This may include options such as remote work, flexible start and end times, or compressed workweeks. Flexible work schedules are increasingly recognized as a key factor in promoting work-life balance and reducing workplace stress. Employees who are given autonomy over their schedules often exhibit higher morale, better focus, and greater efficiency. For employers, flexible scheduling can lead to improved retention rates and a more adaptable workforce (Kassaw & Agarwal, 2020).

Support schemes in the workplace encompass a range of services and initiatives designed to assist employees in managing both professional and personal challenges (Tuwei, 2020). These may include employee assistance programs (EAPs), counseling services, mentorship, and financial or legal support. By providing structured support systems, organizations demonstrate a commitment to employee well-being, which can significantly reduce stress levels and enhance job satisfaction. When employees feel supported, especially during difficult times, they are more likely to remain engaged, loyal, and productive members of the organization (Kamwenji, Ngugi & Kamaara, 2022).

Employee Wellness Programs

Employee wellness programs are organizational initiatives aimed at improving the physical, mental, and emotional health of employees (Hakan, 2022). These programs may include health screenings, fitness activities, stress management workshops, counseling services, and wellness education. The primary goal is to foster a healthier workforce, reduce health-related absenteeism, and enhance productivity. Effective wellness programs contribute to reduced healthcare costs, improved morale, and a supportive workplace culture. By proactively addressing employees' holistic well-being, organizations can minimize stress-related issues and create a more resilient and high-performing workforce (Dawad & Hoque, 2020).

Physical health initiatives are essential components of employee wellness programs aimed at promoting a healthy and active workforce (Kariuki & Wamwayi, 2023). These initiatives may include access to fitness facilities, organized exercise sessions, health screenings, vaccination drives, and ergonomic workplace setups. Encouraging physical well-being not only reduces the risk of chronic illnesses but also leads to higher energy levels, better focus, and fewer instances of absenteeism. Organizations that invest in the physical health of their employees often experience increased productivity and a stronger culture of health-conscious behavior (Ngeno & Muathe, 2020).

Mental health programs are equally vital in fostering a supportive and resilient work environment (Mwirigi, 2024). These programs typically involve services such as counseling, stress management workshops, mindfulness training, and mental health awareness campaigns. In the modern workplace, where mental stress can stem from high workloads, job insecurity, or interpersonal conflicts, providing psychological support is key to maintaining employee morale and performance. When employees have access to mental health resources, they are better equipped to manage stress, make sound decisions, and maintain a healthy work-life balance (Hakan, 2022).

Work-life balance support refers to the organizational practices and policies designed to help employees effectively manage their professional responsibilities alongside personal and family commitments (Dawad & Hoque, 2020). It encompasses flexible working arrangements, reasonable workloads, paid leave, and supportive workplace cultures that acknowledge the importance of employee well-being beyond the office. By promoting work-life balance, organizations aim to reduce stress, enhance job satisfaction, improve mental health, and ultimately increase productivity and employee retention (Kariuki & Wamwayi, 2023).

Empirical Review

Work-Life Balance and Organization performance

Nizam and Kam (2020) conducted a study on the effect of the determinants of work-life balance in the event industry of Malaysia. The aim of this research is to study the determinants of work-

life balance (WLB) in the Event Industry of Malaysia. This study adapts explanatory research design and primary data is collected through survey questionnaires measured with five Point Likert-Scales. A total sample of 303 (n=303) were collected simple random sampling method. This research found that Working Hours, Workload, Work Arrangements and Reward Schemes have significant impact on the Work Life Balance among the Event Industry professionals. Therefore, it can be concluded that the leave policies of the companies in the event industry are conducive for creating a work life balance for the employees.

Kassaw and Agarwal (2020) conducted a study on the effect of work life balance determinants on satisfaction of working employees: evidence from Wolaita Sodo, Ethiopia. With the objective of evaluating the impact of Work life balance and its determinants on work satisfaction of employees in WolaitaSodo, Ethiopia, Causal cross sectional research design was employed. The target population of this study is all the employees who are employed by their organisations in WolaitaSodo, Ethiopia. Research was conducted between July 2017 to January 2018. Data was collected from the employees through primary sources using questionnaire as instrument. The result of weather male and female employees differs in their perception of work life balance determinants effect on work satisfaction shows that Organizational Support and WLB Organizational Policies is significant predictor of work satisfaction while work load is not significant factor in predicting work satisfaction for male employees but it is significant predictor for female employee. The study concluded that the regression model summary shows the work life balance variable contributes 25.4% on satisfaction by work of employees.

Tuwei (2020) conducted a study on the effect of work life balance on service delivery in selected county referral hospitals in Kenya. The main purpose determined the effect of work-life balance on service delivery. Descriptive research design was adopted. The study targeted a population of 431 employees with a sample size of 367 respondents. Stratified random sampling was applied. The study findings showed that work life balance has significant and positive effect on service delivery. The study concluded that work life balance enhances service delivery.

Kamwenji, Ngugi and Kamaara (2022) conducted a study on the effect of work life balance benefits and employee performance in the state corporations in Kenya. This study sought to establish the influence of work-life benefits on employee performance in state corporations in Kenya. The study used descriptive and explanatory research designs with a sample size of 642. The findings showed that work-life balance rewards moderately influence employee performance. The study concluded that most state corporations in Kenya recognized work-life balance programs; however, these organizations hardly budgeted for the work-life programs

Okello (2023) conducted a study on the effect of work life balance practices on employee performance: a case of Kenya Ports Authority. This research examined the effect of work life balance (WLB) practices on performance of employees at Kenya Ports Authority (KPA). Descriptive study targeted 6,474 employees of KPA under the categories including Finance,

Corporate Services, Infrastructure, Engineering services, Human resources and Admin, Operations Internal Audit and Legal and Security services. The finding revealed that flexible work arrangements strongly and directly affected employee performance at Kenya Ports Authority. The study thus concluded that enhancing flexibility of work in terms of varying working hours, working from home and shift schedule resulted to employee performance at Kenya Ports Authority

Employee Wellness Programs and Organization performance

Hakan (2022) conducted a study on the effect of designing and evaluating a need-based employee wellness program in Turkish. The purpose of this study was to design and evaluate a need-based employee wellness program that integrates new media, with a focus on the social-ecological context. Based on the findings, a seven-week employee wellness program was developed and applied to intention cluster participants in pretest-posttest experimental design. The overall concluded indicated that physical activity, nutrition, and stress management behaviors predict work performance.

Dawad and Hoque (2020) conducted a study on the effect of employees' awareness, attitudes and utilization of an employee wellness programme in a financial services company in South Africa. Healthy employees are vital for functioning and competing in the global business environment. Employee wellness programmes (EWPs) may assist in building and maintaining a productive workforce. A random sample of 301 employees was selected from a financial services company in South Africa. Data were collected using a web-based questionnaire. The study found that the majority of the participants (83.1%) were aware of the EWP and 70.4% were aware that the services of the EWP were confidential. However, 37.2% were not aware that most of the services offered by the EWP were free. This study concluded reported employee awareness, attitudes and utilization regarding EWPs in South Africa

Kariuki and Wamwayi (2023) conducted a study on the effect of employee wellness programs on employee performance in banks listed in national stock exchange in Nairobi city county, Kenya. The focus of the current study was on how employee wellness programs affect employee performance in banks listed in National Stock Exchange in Nairobi County, Kenya. The study employed a descriptive research design, targeting the 23,542 employees in the banking sector. Yamane (1967) formula is used to determine study sample size of 392 respondents. Stratified random sampling was applied in selecting the sample. Data was collected using structured questionnaire. Findings showed that; a strong significant relationship between social connection data access and employee performance and a moderate significant relationship between health and safety and employee performance. The study concluded that the banks management supports social networking which helps the staff to share knowledge and also roles. Roles sharing help to accomplish tasks on time and customer satisfaction is also improved.

Ngeno and Muathe (2020) conducted a study on the effect of critical review of literature on employee wellness programs in Kenya. Employee wellness is said to be very expensive and may not have a significant impact on the performance of employees as well as of the organization. Most studies adopted a descriptive research design covering particular samples of the target population. Stratified random sampling was done and data collected using semi structured questionnaires, a technique with good results especially when the target population is diverse and large. The study found that the programs range from smoking cessation activities, prevention and management of HIV/AIDS and related illness, provision of health improvement exercises and activities within the workplace to Employee Assistance programs. The study concluded that Consistent with published evidence, there is solid evidence that well-run programs operated by committed employers can meaningfully improve the health-related behaviors and health status of participating employees

Mwirigi (2024) conducted a study on the effect of employee wellness and job performance in the banking sector in Kenya: a case of national bank of Kenya headquarters, Nairobi Kenya. The purpose of this study was to assess the effect of employee wellness on job performance: a case study of National Bank of Kenya of Kenya headquarters, Nairobi Kenya. The study employed descriptive research design where simple random and purposive sampling techniques were used to sample the target groups. Out of a target population of 180 employees of National Bank of Kenya, Headquarters, a sample size of 123 employees was used. The study found that work life balance had a negative effect on job performance. There is the need to better work-life balance initiatives at National Bank and across other banks in Kenya. In this context, there is need for remote working options, implementation of flexibility in working hours and proper leave policies for the employees. The study concluded that employee mental health support had a positive effect on job performance

RESEARCH METHODOLOGY

Research Design

This study used descriptive research design which involved gathering of data that describes events then organizing, tabulating depicting and describing the data. The choice of this research design was influenced by the fact that it enables the researcher to assess the situation in the study area at the time of study (Manen, 2020). This design is pertinent in “developing the profile of a situation and a community of people by getting complete and accurate information through an interaction between the researcher and the respondent via data collection tools” (Kothari & Garg, 2019).

Target Population

Mugenda and Mugenda (2018), defines a population an entire group of individuals, events or objects having common observable, and a target population is one which the researcher seeks to

base the study's findings. To gather the information required, the target population comprised of 46 commercial state corporations (SCAC, 2023). The unit of analysis was therefore the 46 commercial state corporations while the unit of observation was the management employees working in the commercial state corporations. The study targeted a total of 276 respondents comprising of 46 top managers, 92 middle level managers and 138 lower level managers.

Table 1: Target Population

Category	Target Population
Top Managers	46
Middle Level Managers	92
Lower Level Managers	138
Total	276

Sample Frame

A sampling frame is defined as the list of cases from which a sample can be selected (Kothari, 2018). It's a list of people in the study's population from whom a random sample can be taken (Kothari & Garg, 2019). The sampling frame for this study was all 46 commercial state corporations in Kenya.

Sample Size and Sampling Procedure

A sample is a representative of certain known percentage, frequency distributions of elements' characteristics similar to the corresponding distributions within the whole population (Kasomo, 2019). The sample for this study was arrived at using the Slovin's sample size determination formula for categorical data.

$$n = \frac{N}{1 + N\delta^2}$$

Where: N represents target population;

n represents sample size;

δ represents significance level (0.05), at 95% confidence level;

Therefore, N=141

$$\text{Then } n = \frac{276}{1+(276*0.05^2)} = 163.31$$

n=163

According to Burns and Grove (2018), sampling is the process of selecting a group of people, events, or behaviors to examine. Sampling is used when it is not possible to include the whole population in a study (Cooper & Schindler, 2020). This study used simple random sampling to select 163 respondents

Table 2: Sample Size

Category	Target Population	Sample Size
Top Managers	46	27
Middle Level Managers	92	54
Lower Level Managers	138	82
Total	276	163

Data Collection Instruments

This study used a questionnaire to collect primary data. According to Patton *et. al* (2016), a questionnaire is appropriate in gathering data and measuring it against a particular point of view. It provides a standardized tool for data collection. The researcher obtained research permit from relevant authorities required for data collection. Structured questions were used to collect primary data from the field. The questionnaires were pilot tested to ascertain the extent to which the instrument is correct and to eliminate ambiguous questions, and improve on validity and reliability

Pilot Study

A pilot test was conducted to determine validity and reliability of the data collection instrument. A pilot study is a small experiment designed to test logistics and gather information prior regarding a larger study, in order to improve the latter quality and efficiency. A pilot study can reveal deficiencies in the design of proposed experiment and procedure, and these can be addressed before time and resources are expended on large scale studies. The responses from respondents were used to adjust and refine the questionnaire accordingly. According to Mugenda and Mugenda (2017) the pretest sample should be between 1% and 10% depending on the sample size. In this study, the pilot group was 16 individuals representing 10% of the total study sample size.

Data Analysis and Presentation

This study collected quantitative data. The quantitative data was coded then analyzed using Statistical Package for Social Sciences (SPSS) computer software version 28. The choice of the software is influenced by its ability to appropriately create graphical presentation of questions,

data reporting, presentation and publishing. SPSS is also able to handle large amount of data and it is purposefully designed for social sciences.

Descriptive statistics was used to analyze the data in frequency distributions and percentages which were presented in tables and figures. Discussions and presentations of the analyzed data were done in tables of frequency distribution, percentages, bar graphs and pie charts. Measures of dispersion were used to provide information about the spread of the scores in the distribution. The study also adopted multiple regression analysis to test the relationships between the variables.

In the study, a statistical model was developed from the conceptual framework as follows: the dependent variable (DV) which in this study was performance of commercial state corporations in Kenya take the variable [Y], and the coefficients of the independent variables (IV) denoted by X_1 , X_2 were used to show the relationship of the independent variables. Statistically, analysis was carried out using the models. The multiple regression model was as follows:

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

Where;

Y = dependent variable (performance of commercial state corporations in Kenya)

X_1 = Work-Life Balance

X_2 = Employee Wellness Programs

β_0 = the constant term

β_{1-2} = the Beta coefficient

ε = the error term

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Descriptive Statistics

Work-Life Balance and Organization Performance

The first specific objective of the study was to establish the influence of work-life balance on performance of commercial state corporations in Kenya. The respondents were requested to indicate their level of agreement on various statements related to work-life balance and performance of commercial state corporations in Kenya. The results were as shown Table 3.

From the results, the respondents agreed that the organization's leave policies are fair and meet the needs of employees ($M=3.854$, $SD= 0.601$). In addition, the respondents agreed that employees are encouraged to take sufficient time off to maintain a healthy work-life balance ($M=3.836$, $SD= 0.819$). Further, the respondents agreed that employees have the flexibility to adjust their work schedules when needed ($M=3.818$, $SD=0.778$).

From the results, the respondents agreed that flexible work hours are offered to help employees balance their personal and professional responsibilities ($M=3.790$, $SD= 0.585$). In addition, the respondents agreed that the organization provides adequate support for employees dealing with personal or family issues ($M=3.772$, $SD= 0.875$). Further, the respondents agreed that there are programs or initiatives in place to help employees manage stress and avoid burnout ($M=3.756$, $SD=0.661$).

Table 3: Work-Life Balance and Organization Performance

	Mean	Std. Dev
The organization's leave policies are fair and meet the needs of employees.	3.854	0.601
Employees are encouraged to take sufficient time off to maintain a healthy work-life balance.	3.836	0.819
Employees have the flexibility to adjust their work schedules when needed.	3.818	0.778
Flexible work hours are offered to help employees balance their personal and professional responsibilities.	3.790	0.585
The organization provides adequate support for employees dealing with personal or family issues.	3.772	0.875
There are programs or initiatives in place to help employees manage stress and avoid burnout.	3.756	0.661
Aggregate Mean	3.804	0.720

Employee Wellness Programs and Organization Performance

The second specific objective of the study was to establish the influence of employee wellness programs on performance of commercial state corporations in Kenya. The respondents were requested to indicate their level of agreement on various statements related to employee wellness programs and performance of commercial state corporations in Kenya. The results were as shown Table 4.

From the results, the respondents agreed that the organization provides access to physical fitness programs, such as gym memberships or fitness classes ($M=3.881$, $SD= 0.769$). In addition, the respondents agreed that employees are encouraged to participate in health-related activities to improve physical well-being ($M=3.863$, $SD= 0.827$). Further, the respondents agreed that employees feel comfortable seeking help for mental health concerns without fear of stigma ($M=3.845$, $SD=0.646$).

From the results, the respondents agreed that mental health awareness and support are prioritized in the workplace ($M=3.827$, $SD= 0.884$). In addition, the respondents agreed that the company

encourages employees to adopt a healthy work-life balance through various initiatives (M=3.809, SD= 0.861). Further, the respondents agreed that employees are supported in making lifestyle changes that promote long-term health and well-being (M=3.791, SD=0.548).

Table 4: Employee Wellness Programs and Organization Performance

	Mean	Std. Dev
The organization provides access to physical fitness programs, such as gym memberships or fitness classes.	3.881	0.769
Employees are encouraged to participate in health-related activities to improve physical well-being.	3.863	0.827
Employees feel comfortable seeking help for mental health concerns without fear of stigma.	3.845	0.646
Mental health awareness and support are prioritized in the workplace.	3.827	0.884
The company encourages employees to adopt a healthy work-life balance through various initiatives.	3.809	0.765
Employees are supported in making lifestyle changes that promote long-term health and well-being.	3.791	0.548
Aggregate Mean	3.836	0.740

Inferential Statistics

Inferential statistics such as correlation analysis and regression analysis were used to assess the relationships between the independent variables (work-life balance and employee wellness programs) and the dependent variable (performance of commercial state corporations in Kenya).

Correlation Analysis

This research adopted Pearson correlation analysis determine how the dependent variable (performance of commercial state corporations in Kenya) relates with the independent variables (work-life balance and employee wellness programs).

Table 5: Correlation Coefficients

		Organization Performance	Work-Life Balance	Employee Wellness Programs
Organization Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	143		
Work-Life Balance	Pearson Correlation	.854**	1	
	Sig. (2-tailed)	.001		
	N	143	143	
Employee Wellness Programs	Pearson Correlation	.861**	.402	1
	Sig. (2-tailed)	.000	.041	
	N	143	143	143

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

From the results, there was a very strong relationship between work-life balance and performance of commercial state corporations in Kenya ($r = 0.854$, p value =0.001). The relationship was significant since the p value 0.001 was less than 0.05 (significant level). The findings are in line with the findings of Nizam and Kam (2020) who indicated that there is a very strong relationship between work-life balance and organization performance.

The results also revealed that there was a very strong relationship between employee wellness programs and performance of commercial state corporations in Kenya ($r = 0.861$, p value =0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the findings of Dawad and Hoque (2020) who indicated that there is a very strong relationship between employee wellness programs and organization performance.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (work-life balance and employee wellness programs) and the dependent variable (performance of commercial state corporations in Kenya).

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823	.677	.676	.10428

a. Predictors: (Constant), work-life balance and employee wellness programs

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.677. This implied that 67.7% of the variation in the dependent variable (performance of commercial state corporations in Kenya) could be explained by independent variables (work-life balance and employee wellness programs).

Table 7: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.188	2	40.094	137.780	.002 ^b
	Residual	40.731	140	.291		
	Total	125.919	142			

a. Dependent Variable: performance of commercial state corporations in Kenya

b. Predictors: (Constant), work-life balance and employee wellness programs

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 137.780 while the F critical was 3.061. The p value was 0.002. Since the F-calculated was greater than the F-critical and the p value 0.002 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of work-life balance and employee wellness programs on performance of commercial state corporations in Kenya.

Table 8: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	0.298	0.078		3.821	0.000
	work-life balance	0.359	0.093	0.358	3.860	0.001
	employee wellness programs	0.366	0.097	0.367	3.773	0.000

a Dependent Variable: performance of commercial state corporations in Kenya

The regression model was as follows:

$$Y = 0.298 + 0.359X_1 + 0.366X_2 + \varepsilon$$

According to the results, work-life balance has a significant effect on performance of commercial state corporations in Kenya ($\beta_1=0.359$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Nizam and Kam (2020) who indicated that there is a very strong relationship between work-life balance and organization performance.

In addition, the results revealed that employee wellness programs has a significant effect on performance of commercial state corporations in Kenya ($\beta_1=0.366$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the findings of Dawad and Hoque (2020) who indicated that there is a very strong relationship between employee wellness programs and organization performance.

CONCLUSION AND RECOMMENDATIONS

Conclusions

The study concludes that work-life balance has a positive and significant influence on performance of commercial state corporations in Kenya. Findings revealed that leave policies, work schedule flexibility and support schemes influence performance of commercial state corporations in Kenya.

The study concludes that employee wellness programs have a positive and significant influence on performance of commercial state corporations in Kenya. Findings revealed that physical health initiatives, mental health programs and work-life balance support influence performance of commercial state corporations in Kenya.

Recommendations of the Study

The study recommends that the management of commercial state corporations in Kenya should to adopt flexible work-life balance policies to support employees' personal and professional well-being. By creating a supportive work environment that allows employees to effectively manage their responsibilities, organizations can reduce stress and burnout, improve job satisfaction, and enhance overall productivity

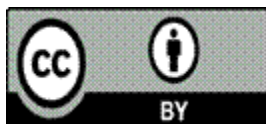
The study also recommends that the management of commercial state corporations in Kenya should implement comprehensive employee wellness programs that address physical, mental, and emotional health. By prioritizing employee well-being, organizations can reduce absenteeism, enhance morale, and improve overall job satisfaction, which in turn boosts productivity and strengthens organizational performance.

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