

DETERMINE FACTORS INFLUENCING UPTAKE OF WELLNESS
PROGRAMMES AT SAFARICOM LIMITED, KENYA

BY

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DECLARATION

This research project report is my own original work and has not been presented for a degree award in any other University.

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DEDICATION

I dedicate this research work to my parents; Mr. Moses Ndung'u Gicharu and Mrs. Esther Wambui Ndung'u, brothers; Martin Kiarie Ndung'u and John Ngomi Ndung'u, sister; Mary Njeri Ndung'u and fiancée Christine Wachera Wanjau for their devotion to the pursuance of my education.

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LIST OF ABBREVIATIONS

AIDS	Acquired immunodeficiency syndrome
BMI	Body Mass Index
HIV	Human immunodeficiency virus
HPM	Health and Productivity Management
JCC	Jambo Contact Center
LTD	Limited company
RAND	Research and Development Corporation
ROI	Return on investment
SCC	Safaricom Care Center
W.H.O	World Health Organization
WWP	Workplace Wellness Programmes
U. S	United States of America
VGE	Vodafone Group Enterprise

ABSTRACT

This study seeks to determine factors influencing uptake of the employee wellness program initiatives offered by Safaricom Limited. Objectives for the study are to establish the influence of socio – demographics, time limitation, cost of the wellness products, programme design and employee attitude towards health on uptake of wellness programmes. Descriptive survey design was adopted. Staff were clustered depending on their work location; 10% of the total population was sampled randomly, semi-structured questionnaire was deployed and data gathered was cross tabulated to determine the effect of socio-demographic, cost, time limitation, employee health attitude and program structure on workplace wellness programmes uptake in Safaricom Limited. The results have shown that the body mass index distribution of the employees in Safaricom Ltd is skewed towards overweight and obesity, when compared to the national distribution. The overweight employees at Safaricom Ltd contributed to 39.6 % of the population and obese 5.1%. This is a high percentage when compared to the national distribution which is 19.2 % and 6.9%. Employees are conscious of the fact that physical exercises are important for them, however uptake of wellness initiatives is low. This study concludes that cost, time, health status and attitudes of employees and the wellness program structure affect the uptake of wellness programs at Safaricom Ltd but in different degrees. The employee health status and attitude (3.65) has the highest influence on the uptake of the wellness programs. Time considerations have the second highest (3.4) effect on the uptake of wellness programs at Safaricom Ltd. This is followed by the structure of the program (3.3). Cost of the programs (2.6) has the lowest effect on the uptake of the wellness programs at Safaricom Ltd. Participatory approach in wellness initiative structures, subsidizing of monthly gym and crèche subscription/charges and continuous wellness/health education to improve on employee attitude towards health - tailored to need-specific for each station and in sync with staff off-work hours was recommended. More factors can also affect the uptake of wellness programs at workplaces. These include education level of the employees, their wealth status, their positions at work and the organizational culture. Future studies should focus on these factors and find out how they relate to the uptake of the wellness programs at places of work.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Health of human capital is important for prosperity of any organization. Employees should have the health of the body and of the mind in order to be productive at their places of work. Companies should thus come up with measures that help improve the health of their employees (Karambu, 2011). The employee wellness programs are some of the measures adopted by organizations to ensure that employees remain healthy. A workplace wellness programme consists of, among other components; health risk assessments, employee assistance programmes, chronic disease management, and occupational health management. However, the success of such programs depends on their rate and success of uptake. Many factors determine the uptake of such wellness programs. This research intends to carry out a study about the factors that influence the uptake of such wellness programs in Safaricom Limited.

Health and Productivity Management (HPM) an emerging discipline, has shown that health and productivity are “inextricably linked” and that a healthy workforce leads to a healthy bottom line. There is presently strong evidence that health status can impair day-to-day work performance e.g. presenteeism, have a negative effect on job output and quality. Current recommendations for employers are not only to help its unhealthy population become healthy but also to keep its healthy population from becoming sick. Employers are encouraged to implement population-based programmes including health risk appraisals and health screenings in conjunction with targeted interventions. (U.S. Chamber of Commerce, 2009)

Wellness programmes improve the health and wellbeing of employees and improve profits for the employer (Whitsett, 1975). According to Syptak et al (1999), satisfied employees tend to be more productive, creative and more committed to their employers. While the return on investment (ROI) varies for each employer, studies have shown that for every \$1 an employer spends on wellness programmes, employers can expect a \$3 to \$6 return on their investment. Companies also offer wellness programmes to remain competitive in the marketplace and as a recruitment and retention benefit. (AON plc, 2013).

A study carried out in the United States by Osilla et al (2012) found out that the adoption of wellness programs in the country were useful in different areas. In this study, the adoption of wellness programs was found to improve the physical activities of the employees. The employees are said to have had an improvement in their body mass index and in their mental health. This indicates that the wellness programs are working well in the North America continent and are useful to the employees.

Carnethon et al (2009) observed that even though the wellness programs in the United States help improve the health of the employees, the contribution is hardly enough. Only 20% to 30 % of the employers in the United States are said to place emphasis on the importance of the health of their employees. The authors state that with more than 130 million Americans going to work, the workplaces could be some of the most suitable areas where the health of the employees would be improved through the adoption of the wellness programs.

According to a thesis research published by Owusu-Poku (2014), it is evident that wellness programs take place in Ghana. The employee wellness programs target both the male and the female employees in the organizations. According to this publication, the employee wellness programs at the workplaces in Ghana help reduce the sources of the stressors. Most of the wellness programs are meant to improve the work life balance of the women workforce. This is a clear indicator that employers in the African continent have taken upon the role of improving the health of their employees.

In Kenya, workplace wellness programmes are being adopted and implemented in various firms. Recognition that many employees spend the majority of their working hours in the workplace makes it a natural venue for investments in health. Fultz & Francis (2011) cite the programs in the tea processing factories in Kenya where the employers have programs meant to help the employees deal with the AIDS problems. The improvement of such programs in Kenya is touted to help employees improve their health which will in turn improve the productivity. Safaricom Limited is one of the companies that have adopted the wellness programs.

1.1.1 The Concept of Wellness Programmes in Kenya

Wellness programmes are organized employer-sponsored programmes that are designed to support employees (and, sometimes, their families) as they adopt and sustain behaviors that reduce health risks, improve quality of life, enhance personal effectiveness, and benefit the organization's bottom line (Leonard L. Berry, 2010). A formal and universally accepted definition for workplace wellness programs has yet to emerge, and the range of benefits offered under this label is broad. (RAND report, 2013)

According to World Health Organisation (WHO) 1948, wellness is defined as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. Wellness is viewed much more than just a state of physical health. It also encompasses emotional stability, clear thinking, and the ability to love, embrace change, exercise intuition and experience a continuing sense of spirituality. Wellness is multidimensional. A popular model adopted by many universities, corporate, and public health programmes encompasses 6 dimensions: Social, Occupational, Spiritual, Physical, Intellectual and Emotional dimension. (Hettler, 1976).

Workplace wellness programmes are designed and applied to promote organizational health and generally drive employees to high level wellness; they are alternative medical techniques to improve wellness. It can be said, therefore, that wellness programmes can be seen as pre-programme to take action in achieving health promotion amongst manpower at workplace. The nature of health promotion varies widely. They often emphasize lifestyle changes, fitness, as well as educational approaches to reduce cholesterol, substance abuse and stress (Smith et al., 1986; Adams, 1988).

It is no longer unusual for companies to have on-site fitness facilities for use by employees and their families. Chapman (1999) found that worksite health promotion and wellness programmes can reduce sick leave by 27.8%, reduce health cost by 28% and reduce disability costs by 33.5%. Wellness programmes improve the health and wellbeing of employees and improve profits for the employer (Grant, 1998).

1.1.2 Wellness Programs at Safaricom Limited

Safaricom is among the leading integrated communications companies in Africa. Safaricom provides a comprehensive range of services under one roof: mobile and fixed voice as well as data services on a variety of platforms. (Safaricom LTD, 2013). The company began in 1997 as a fully owned subsidiary of Telkom Kenya. As of May 2013, Safaricom boasted of approximately a 19.42 million customer base. (CIO East Africa, 2013). Safaricom employs over 3000 employees, distributed all across the country, with the largest team based in Nairobi. Safaricom organization structure has 3 Revenue centers: financial Services, Enterprise and Consumer business and 6 functional divisions. Human resources division has nine distinctive departments, amongst them being the employee service center. Employee service center hosts three departments, one being the employee service and wellness department. The employee service and wellness department is responsible for providing Employee and Wellness Services to employees across the organization. The service includes management of gym, crèche, internal medical clinics, staff clubs and social functions. One of the staff clubs is the workplace wellness champion's programme.

The wellness champion's programme is a well instituted club with active membership of more than 100 members of staff, cutting across all the hierarchical and regional divides in the organization. They were selected as for being recognized as opinion leaders, and interest in peer education and health promotion. Safaricom management has invested in motivation, learning and development of the wellness champions in areas already identified, as well as health education, drugs and alcohol abuse, stress management, HIV/AIDS peer education, financial wellness and in nutrition care. Wellness champions are grouped thematically in accordance to the wellness calendar. They prepare wellness activities, while the human resources team funds and facilitates in implementation.

Employee and Wellness Services department also arranges for annual comprehensive health checkups. The checkups are conducted in all the worksites nationally, with the help of various accredited medical providers. Safaricom also carries out annual staff job satisfaction surveys, conducted by external contractors, to ensure respondent participation, data integrity and result acceptance.

1.2 Statement of the Problem

Wellness and fitness programmes for employees result in an increase in the health status of the employees. This in turn increases the productivity in an organization. Implementation of comprehensive wellness programmes has a relationship with reduction in costs of healthcare, turnover of employees and absenteeism. All these result in increase in productivity of an organization. The rate of participation is equally important, as is the comprehensiveness of implementation. Employee uptake of wellness programmes determines the success of such an initiative (Gebhardt& Crump, 1990).

Safaricom Limited is a telecommunication company that has been in operation in Kenya since 1997. The company has the largest market share of customers in the country. Safaricom has employed various human resource practice measures to ensure that its employees are at their level best in production. The company has policies that are instrumental in improving the wellness of all the employees. These policies are hoped to improve the business outcome by improving employee satisfaction. However, not all members of Safaricom Staff participate in these programmes. Studies that focus on the wellness program implementation have been carried out by various researchers.

Baicker et al (2010) carried out a study to find the relationships between the breadth of application of employee wellness programmes in an organization and the health cost reduction. In the study, the researcher came up with a relationship that suggested that a higher participation in employee wellness programme led to reduced costs of healthcare by human resource. The study carried out a meta-analysis of literature about costs and associated savings in employee wellness programmes. Medical costs were reduced by \$3.27 for every dollar spent on the wellness programmes while costs of absenteeism were reduced by \$ 2.73 for every dollar spent on the programme. In the study, the researcher found out that organizations only realized such returns if there was a full uptake of the programmes. This study was instrumental in understanding the importance of full uptake of wellness programmes in organizations. It helps to bring to life the fact that full uptake of employee wellness programmes is important in cost reduction for any

organization. However, this study only focuses on the success that the wellness programs have brought to the organizations. The reasons behind the success have not been discussed.

Campbell and Aday (2001) published findings of a study that was intended to find out the benefits of wellness programs that are managed by the nurses. In the findings, it was clear that the wellness programs that were mediated by nurses were successful. The success was recorded in different areas. The adults that were studied showed improvement in healthy behaviors, emotional wellbeing, physical and mental health. Regular counseling by the health nurses enhanced the healthy behavior of the participants. As well, this study is important to the research because it brings into focus the issue of the success of the wellness programs. However, it only focuses on the presence of a nurse to manage the wellness programs. It does not encompass all the important aspects of wellness programs.

From the studies analyzed, it can be concluded that the factors that affect full uptake of such wellness programs have not been fully explored. An understanding of these factors is instrumental for the success of the implementation of the programs in the organizations. This study seeks to bridge this gap by doing an evaluation of the factors that affect uptake of employee wellness programmes in Safaricom Limited. The study seeks to provide answers to the question: What are the factors that affect uptake of employee wellness programmes in Safaricom Limited?

1.3 Purpose of the Study

The purpose of this study is to determine factors influencing uptake of the employee wellness programs at Safaricom Limited, and seek to understand how they relate to the success of employee wellness programs.

1.4 Research Objectives

The objectives of this research are;

1. To establish the influence of socio – demographics on the uptake of wellness programmes in Safaricom Limited
2. To establish the influence of time limitation on the uptake of wellness programmes in Safaricom Limited
3. To determine the influence of the cost of the wellness products on the uptake of wellness programmes in Safaricom Limited
4. To assess the extent to which employee attitude towards health influences uptake of wellness programmes in Safaricom Limited
5. To determine the influence of programme design on the uptake of wellness programmes in Safaricom Limited.

1.5 Research Questions

1. How does socio - demographics of employees at Safaricom limited influence uptake of the company's wellness programmes?
2. How does the limitation of time influence uptake of wellness programs in Safaricom Limited?
3. How does the cost of wellness products influence uptake of the wellness programmes in Safaricom Limited?
4. To what extent does an employee's attitude towards health influence uptake of employee wellness programs in Safaricom Limited?
5. How does the program design influence the uptake of employee wellness programs in Safaricom Limited?

1.6 Research Hypothesis

Before carrying out this study, there are five hypotheses to the research:

H₁: There is a relationship between socio - demographic variables of employees at Safaricom and uptake of the company's wellness programmes

H₂: There is a relationship between time limitation and uptake of wellness programs in Safaricom Limited

H₃: There is a relationship between cost of wellness products and uptake of the wellness programmes in Safaricom Limited

H₄: There is a relationship between an employee's attitude towards health and uptake of wellness programs in Safaricom Limited

H₅: There is a relationship between program design and uptake of employee wellness programs in Safaricom Limited.

1.7 Significance of the Study

The results to be found in this study are of importance to different stakeholders. Telecommunication companies and other sectors that deal with issues of human resource management and practices can benefit in the results of the study. The results can be used in putting in place human resource strategies that will help increase the quality of work output and improve the bottom-line in Safaricom Limited, as well as retaining the labor force.

Safaricom Limited can be also a beneficiary of this study. The data collected will reflect the true situation on the ground. The company can use the study findings to come up with ways of improving on how they deal with employees in the company. Strategies that improve employee job satisfaction can help improve productivity. If employee satisfaction is improved, profitability of the company will be high.

The research findings can be useful for further research. Researchers who wish to carry out more studies about practices can use the information to do literature review for future studies. Safaricom Limited has recorded success and most researchers across the world are interested in

the practices that have made the company to be a success story of mobile telecommunication technology. The results found in this study can be useful to most researchers who wish to get data about Safaricom human resource management practices yet they cannot access the country due to their geographical location.

1.8 Basic Assumptions

This study comes up with conclusions about the uptake of wellness programs in Safaricom Limited. Conclusions were termed valid under some basic assumptions. One assumption is that the respondents have given answers that were a true reflection of what happens on the ground. For instance, the studies have no way of establishing if a respondent indeed participates in the wellness program or not. The study assumes that if the employee states that he participates in the program, he indeed takes part in the program. Another assumption is that the situation on ground about the uptake of wellness programs would not have changed by the time the research was concluded.

1.9 Limitation of the study

This study had some limitations to be overcome. One limitation is the access to all the respondents during the research. Employees in some departments work in shifts. This means that some of the sampled respondents were not easily accessible. Some work at night while others work during the weekends. This presented a challenge to the collection of data at the company. The employees could not find the time to fill questionnaires while at work. The nature of work at Safaricom limits the time that the employees can engage in other activities like filling the questionnaire. The employees use the little free time they have to refresh, take tea and fulfill other personal obligations while at work. It was a problem to convince the respondents to use their little precious free time to respond to the research.

1.10 Delimitation of the study

Some of the limitations of this study were solved by making alternative arrangements for the respondents to fill the questionnaires. The researcher took enough time to ensure he got satisfactory percentage of respondents at the company. In this case, the researcher used more than two weeks to collect the data from the respondents mostly for respondents and call center. Respondents were also given a chance to go with the questionnaires at home and fill them at their free time and weekends.

1.11 Definition of Significant Terms used in the Study

- Wellness Programs:** Plans, policies and events put in place and aimed at ensuring that the targeted beneficiaries attain physical and mental health.
- Uptake:** The participation levels of the employees in the wellness programs.
- Social Demographics:** Demographics are the quantifiable statistics of a given population.
- Time Limitation:** The scarcity of time that can be used to undertake certain activities in an organization.
- Cost of the Product:** The amount of money that a participant is supposed to pay before taking part in the wellness programs.
- Program Design:** The time, place and mode of conducting the wellness programs.
- Health and Attitude:** The fitness of mind and body of the employees and their perception towards certain activities.

1.12 Organization of the Research

This research is organized into three parts. The first part was the preparation of the report. The proposal was written, presented to the supervisors and peers and amended as per the necessary requirements. After completing the proposal writing, the researcher obtained a permission to collect data and collected the data from the field. The data collection exercise was carried out at the Safaricom Limited headquarters, retail and contact centers. After collecting the data, the researcher analyze it and then present to the supervisor and peers for corrections and criticisms. The corrected version was then be presented for examination.

The project report has five parts. The first section consists of an introduction to the research topic, followed literature review – this discusses the literature that has been established about workplace wellness programs, effectiveness of such programs, and employee participation on similar programs and their influence of productivity in an organization. The third section is the research methodology, followed by data analysis and presentation. The last section is a summary of findings, conclusion and findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the literature that has been established about workplace wellness programs, effectiveness of such programs, employee participation on similar programs and their influence of productivity in an organization. The section also discusses employee participation in workplace programs that are meant to bolster working conditions. The chapter as well looks at the theoretical framework used as a basis for linking workplace wellness programs and factors influencing uptake of such. The chapter reviews past studies done by other researchers about employee wellness programs.

2.2 Concept of Wellness Programs Uptake

In order to improve health of employees, management should understand the barriers that could impede successful implementation of wellness programs. Schult et al (2006) fortify this point by arguing out that wellness program uptake calls for cooperation between employees and employers. The authors state that there has been a significant improvement in offering of wellness programmes in the United States since 1985. They point out that studies have been successful in finding potential barriers to employee participation in the programmes. The barriers, they report, lie in the hands of employers and employees and can be dealt with by evaluating health plans available. Various theories, studies and publications have come up with factors that could be a limitation to employee uptake of wellness programs at work. Time, cost, attitude towards one's health improvement and program design have been postulated as some of the factors that influence the degree of uptake of the programs (Person et al, 2010).

2.2.1 Socio - Demographics and Uptake of Wellness Programmes

A limited number of wellness intervention studies have specifically addressed issues unique to race, gender and ethnicity in the working population. One group-randomized study in Hawaii found that after a 2-year intervention, Pacific Islanders, men, and those in managerial positions had a higher body mass index than women and other ethnic groups. (Williams AE, 2007). The nature of wellness programmes determines the participation rate by employees. It is

understood that women are more likely to participate in wellness programmes than men are. However, if the activities concern fitness exercises, men participation is higher than that of women. White-collar employees are more likely to participate in wellness programmes than blue-collar employees are. This is attributed to their placing of value on wellbeing of their health. Again, these could be having a more flexible schedule than blue-collar employees could (O'Donnell & Ainsworth, 1984).

It is argued that white-collar employees mostly design wellness programmes and therefore they tend to be favorable to themselves during implementation. Wellness programmes are not designed to fit those who engage in manual labor at workplaces. As well, low wage employees, part time workers and non-unionized manual laborers have limited means of participating in wellness health programmes at work. These programmes fit well for employees who work on permanent terms and who have full employment benefits (Matteson and Ivancevich, 1987).

2.2.2 Time Limitation and Uptake of Wellness Programmes

Kruger et al (2007) assessed the attitude of employees towards potential barriers to successful implementation of wellness programmes at their worksite. The researchers did a volunteer mail survey that was meant examine barriers and incentives to improvement of employee involvement and participation in wellness programmes. In the results, 42.5 % attributed lack of time during working day to be the biggest barrier towards participation in wellness programmes. 39.4 % attributed this to lack of time after working hours to participate in the programmes. More than 70 % of the employees surveyed stated that use of incentives could improve their participation in wellness programmes at the worksite. Some of the incentives suggested by the respondents included offering of convenient time, convenient location and employer provided paid time off during workday. Here, it is clear that time is a major factor in determining whether employees will take up the programs at their workplace.

Carnethon et al (2009) are of the opinion that availability of time is an important factor in determining employee participation in wellness programs at worksite. Work life balance is said to be an essential determinant of the amount of time that employees wish to stay at work. Mostly, employers expect employees to use their free time to participate in wellness programs. The authors

point out that in organizations where employers cannot help employees to manage well their work life balance, it is not possible to achieve a wholesome participation in wellness programs.

Warner's (1990) postulates about time provision in employee wellness programs largely agree with the recommendations done by Carnethon et al (2009) in their report. The author states that the best way to improve participation in wellness programs is to have onsite training and exercise facilities. This suggestion is inspired by the fact that some employers have wellness programs that are far away from the worksite. This necessitates travelling from place of work to the site of programs. It involves time consumption. As well, the author instructs that the other way of improving participation in programs that are onsite is to allow employees to participate during their work time. Programs tailored to have employees use their off the work time will attract less participation.

2.2.3 Cost of the Product and Uptake of Wellness Programmes

Thompson et al (2005) look at this issue from an angle to the effect that most employers and employees pay a lot of money in the United States in order to participate in wellness programs. The authors did a study aimed at coming up with ways of increasing uptake of wellness programs in the United States. The economically challenged minority were found to offer resistance to participation in such programmes. The mindset of such employees looks at wellness programmes as meant for the rich people. Employers should therefore come up with less costly programs that are all inclusive. If such programs are put in place, the issue of cost will not arise and will not be a barrier to participation

Baicker, Cutler & Song (2010) think that the issue of cost of wellness programs to employees should be approached from a comparative aspect. This thought was generated in a research done to evaluate the cost benefits of implementation of wellness programs. In their submission, the authors state that employees evaluate the cost benefits of participating in wellness programs before choosing to partake in them. In case costs of participation are more than costs of dealing with nonparticipation, employees will choose not to participate in the programs. It is therefore essential that employers do proper evaluation of the costs of participation vis-à-vis those of not participating before designing the programs.

2.2.4 Employees' Health Attitude and Uptake of Wellness Programmes

The way employees view wellness programs at work is very essential to success of its implementation. Thompson et al (2005) observe that unhealthy workers are least likely to engage in wellness programmes. This is the biggest barrier to wellness programmes in the United States. The researchers argue that it is important that employers look for ways of helping change the mindset of unhealthy workers in order to improve their participation in such wellness programmes. The research project report recommended that any programme should be culturally sensitive to reduce cases of employee resistance in participation. Some employees look at any fitness program as a preserve for the rich and the privileged in the society.

Alexy (1991) did similar studies to find out the attitude of those employees who did not participate in wellness programs. The study came up with various reasons, salient of which was self-efficacy. This was the most distinguishing factor between those who attended the programmes and those who did not attend them. The participants identified more benefits and few barriers to the programmes. Nonparticipants were less educated, older and were found to look at their age, their perceived lack of fitness, and perceived poorer health status as the deterrents to regular physical activity. Other barriers identified by nonparticipants included working overtime, shift work, responsibilities at home and distance from work.

2.2.5 Program Design and Uptake of Wellness Programmes

The survey done by Kruger et al (2007) also came up with suggestions of the type of activities that employees could feel motivated to participate. 80.6 % of employees preferred fitness centers, 67.1 % preferred weight loss programmes while 55.2 % proposed on-site exercise classes. 80 % of the employees thought that policy practices of paid time to exercise at work and healthy vending or cafeteria food choices could help remove barriers to participation in wellness programmes.

A survey done by Person et al (2010) came up with results that do not vary much with findings aforementioned in this section. The study was aimed at establishing the barriers that lowered employee participation in wellness programmes. The study was conducted at East

Carolina University in Greenville. In the analysis, employees interviewed reported a number of barriers. A number of employees interviewed stated that they were simply not interested in the types of programs that were offered. Employees cited that program planning and the mode of implementation did not motivate them to participate.

Orlandi (1986) reports that intervention programmes in management of wellness of employees vary widely in terms of overall evaluation, long-term stability, reliability of implementation and effectiveness. The author states that those who come up with programmes ignore certain parameters that later on act as barriers to the success of wellness programme uptake among employees. The implementers of such programmes do not bear in mind the role of unique corporate structures when coming up with innovations to improve health of employees. The author mentions the *availability* of the innovations, the *acceptability* of the innovations to the employees and other end users, and the *feasibility* of the innovations from the perspective of the corporate decision-makers as the main issues that should not be ignored. These contribute to barriers towards successful implementation of wellness programmes.

Lovato et al (1990) proposed that the best way of looking at barriers to implementation and full participation in wellness programmes was to evaluate how participation is maintained. According to the authors, continued programme attendance was the biggest programme in wellness programme uptake. The authors argue that employees will mostly take up the programmes in the initial phases but abandon them along the way. Environmental and individual factors have been pointed out in this work to be the barriers to full participation of wellness programmes in workplaces. An assessment of how to maintain participation should therefore focus on both environmental and individual factors. Environmental factors are chiefly controlled by managerial policies in an organization. The environmental factors influence design of the programs.

2.3 Theoretical Framework

Campbell (1992) states the adhocracy theory can be used while implementing wellness programs in an organization. Mintzberg proposed the theory. It is characterized by sharing power, mutual adjustment among its members and ability to innovate. Design and implementation of employee wellness programs can therefore emulate this theory of organizational structure. If

wellness program and structure adopts adhocracy theory, all members of an organizations should have authority within their areas of specializations. In coordination with other members, they should be able to make decisions and to take actions that affect future of organizations. In such a structure, there is absence of hierarchy. Adhocracies are most likely to replace bureaucracies in future.

Perez and Fleury (2009) introduce the aspect of wellness motivation theory in wellness program participation. In their argument, they state that motivation for health behavior change is dynamic intention formation and goal-oriented behavior that leads to a new and positive health pattern. This theory, the authors observe, provides an understanding of behavior appraisal and change towards a healthy lifestyle. According to the theory, personal interaction with environment through social contextual influence, through behavior change and through actualization of risk reducing behavior should be an important phenomenon to consider while implementing wellness programs.

According to wellness motivation theory, contextual influences originate from within individuals or as part of the socio-cultural and physical environment. Behavior change processes, initiation of physical activity and maintenance of the same is significantly influenced by socio-cultural variables. The resources that are used to engage in physical activity and the cultural factors are some of the elements that influence behavior risk modification. Barriers to participation in wellness programs, according to the theory, include concerns about safety, lack of social support, cost and unavailability of proper programs (Fleury, 1996).

It is observed that workplace wellness programs can only be successful to high ends if employees develop interest and participate in them to the highest degree. If the employees do not participate in such programs fully, then the healthcare costs of an organization cannot be lowered (Berry, Mirabito&Baun, 2010). All facilities and programs implemented by management are only beneficial to the organization if employees visit them and use them regularly. Here, the key to any effective workplace wellness program is participation (O'Donnell & Ainsworth, 1984).

Employers now have a situation where helping to improve participation of employees in wellness is a necessity. An increased participation in wellness programs leads to reduction in healthcare costs as well as to improved productivity of employees in an organization. It is important to

understand the factors that motivate individuals to participate in wellness programs at workplace. Employee engagement in the wellness programs put in place by management is instrumental to success of such programs. Uptake of such programs involves employees agreeing to follow the wellness plans and pursue them in an active fashion (Matteson & Ivancevich, 1987).

Linnan et al (2001) observed a number of reasons why there was a low employee participation in worksite wellness programs. The authors did a study using ecological models to determine the cases of low participation by employees. In the study, the models suggested that multiple levels of influence operated to determine participation patterns in worksite programs meant to promote health and wellness. According to the results found by the investigation, most determinants of low participation were associated with institutional, interpersonal and intrapersonal influences. The paper concluded that it was important to use theory to investigate the full spectrum of determinants of worksite health programs participation by employees.

In order to improve employee participation in wellness programs, management has to come up with motivators that can help all workers to be enthusiastic about engagement. Incentives like monetary awards reduced healthcare premiums and giving employees time off should be introduced to help employees have a full participation. However, the management cannot issue such incentives before understanding the factors that motivate employees to take up wellness programs fully (O'Donnell & Ainsworth, 1984).

Employers can break up the wellness program criteria into smaller bits in order to diversify the incentives. This implies that the factors affecting uptake of each program can be looked at independently. Increasing participation in wellness programs can assume a five stage model as proposed by Bracht. The stages are community analysis, design initiation, implementation, and maintenance consolidation and dissemination reassessment. In community analysis; the management should conduct a needs assessment among its workers in order to come up with a list of problems and the interest level in potential programmes (Erfurt et al, 1990).

Management should also identify with potential barriers at this stage. A planning group is established at the design initiation stage. Employees who have the potential to influence others in a positive way should be selected to help design wellness programmes. The most essential point

to consider while setting up a planning group is to ensure that voices of employees have been well represented (Richard, 2009).

During implementation, management should make effort to ensure that employee population should be included from the onset. This improves the sense of ownership of the programmes by all the employees. Any programme implemented should elicit employee feedback. To ensure this, management should develop a system that helps in making it easy to give feedback. This makes it easy for monitoring of performance of the programmes and participation of employees (Busbin& Campbell, 1990). After implementation, maintenance consolidation should follow. Any employee wellness programme should have ways of ensuring that it can be assessed throughout implementation and maintained in terms of output. Dissemination reassessment is the last part of this model. This helps in altering programmes that may not be performing well (Matteson &Ivancevich, 1987).

The nature of wellness programmes determines the participation rate by employees. It is understood that women are more likely to participate in wellness programmes than men are. However, if the activities concern fitness exercises, men participation is higher than that of women. White-collar employees are more likely to participate in wellness programmes than blue-collar employees are. This is attributed to their placing of value on wellbeing of their health. Again, these could be having a more flexible schedule than blue-collar employees could (O'Donnell & Ainsworth, 1984).

It is argued that white-collar employees mostly design wellness programmes and therefore they tend to be favorable to themselves during implementation. Wellness programmes are not designed to fit those who engage in manual labor at workplaces. As well, low wage employees, part time workers and non-unionized manual laborers have limited means of participating in wellness health programmes at work. These programmes fit well for employees who work on permanent terms and who have full employment benefits (Matteson &Ivancevich, 1987).

In some instances, wellness programmes are costly to some employees. Some organizations introduce the programmes at a fee. In some workplaces, the organizations hire external service providers who offer wellness services to employees. Employees are expected to pay for the services from their salaries. Programme flexibility has a greater say in the level of

participation. Programme uptake depends on how varied it is in nature. This includes intensity variation, cost variation and variation of time required to partake the activities (Watt, Verma& Flynn, 1998).

Aldana&Pronk (2001) warns against failure by management to come up with programmes that can be taken up easily by employees, with little resistance. The authors argue that health risks and failure of employees to take part in fitness and health promotion activities can lead to high rates of employee absenteeism. Employers should therefore look at absenteeism in relation to participation of employees in wellness programmes.

Employee attitude influences the rate of participation in the wellness programmes. The attitudes may be informed by the seriousness of the health issues being addressed, the health condition being improved and the susceptibility of employees to workplace health hazards. Some employees may not feel the need to do anything to improve the status of their health. Others may not see the link between workplace wellness programmes and wellbeing of their health (Shephard, 1999). Understanding of such perceptions is instrumental in improving uptake of wellness programmes and their overall success. Structurally accessible and culturally appropriate programmes have been proposed as the solution to reaching out low income, minority and poorly educated employees in worksites. These programmes should be at a time and place that employees can be easily taking part. As well, management should look at barriers to effective implementation of such programmes (O'Donnell & Ainsworth, 1984).

2.4 Conceptual Framework

In order to understand the relationship of variables of this study, Figure 1 is used as an illustration of the conceptual framework. The framework below indicates the dependent, independent, intervening, moderating and extraneous variables to be tested.

INDEPENDENT VARIABLES

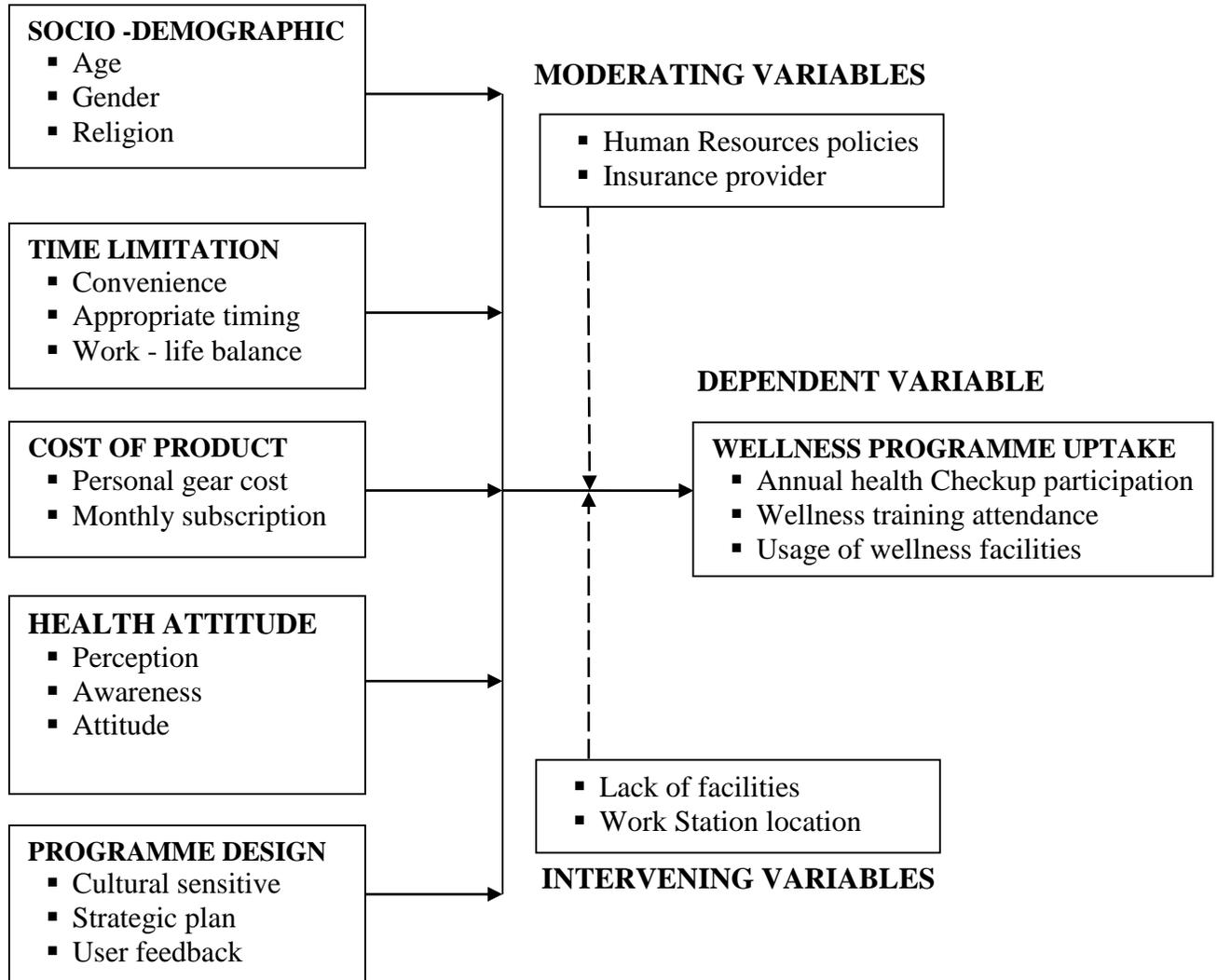


Figure 1: Conceptual framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methods that were used to get answers to the research problem. The chapter is organized into different sections. The sections discussed include research design, population, sampling technique, data collection methods, and data analysis methods.

3.2 Research Design

This study uses descriptive survey design. This survey design reports the status of events and issues the way they are. This design deals with gathering of data in order to describe events. The data is organized, tabulated, depicted and described by use of visual aids like graphs and charts. By using this design, a deep analysis of the issues that affect strategic partnerships between firms. This survey design has its advantages and its disadvantages. Given that the mind cannot get the full meaning of vast volumes of data, descriptive research statistics are essential for reducing the available data to forms that are easy to manage. While using this design, an in-depth and narrative description of numbers organizes the data into patterns that are easy to understand. (Mugenda and Mugenda, 2003)

The descriptive research has a weakness in confidentiality. Subjects may not be frank and truthful because they may say what the researcher wants to hear. In this design, the subjects who are interviewed may be conscious of the fact that they are under observation and therefore behave in a certain style that may influence the outcome in unnatural way. This would distort the validity of the results obtained from the field.

3.3 Target Population

The target population of the study was 3010 employees, drawn from all the Safaricom staff. This included two head offices based in Nairobi and 35 retail shops distributed across the country; 12 in Nairobi, 7 in Central region, 2 in Eastern, 2 in Nyanza, 4 in Coast, 4 in Rift valley and 3 in Eastern region and various field offices.

3.4 Sampling Size and Sampling Procedure

This section details the sample size and sampling procedure adopted for data collection.

3.4.1 Sample size

According to Mugenda and Mugenda (2003), 10% of the accessible population is a sufficient sample in descriptive studies, thus the total sample size was 301.

Table 3.1: Population and Sample

CLUSTER	POPULATION	SAMPLE
Jambo Contact Center	1550	155
Safaricom Call Center	200	20
HQ (I and II)	410	41
Retail Centers	850	85
TOTAL	3010	301

3.4.2 Sampling Procedure

The study used stratified random sampling procedure. In this study, the population was stratified into homogenous groups and then simple sampling was carried out. This process was preferred because no element of the population was left out and reduced on administration and travel costs. Sampling error is reduced if this procedure is used (Mugenda, 2008).

A list of all the staff members was made and clustered into retail shops, in the two main head offices; namely the headquarter 1 and 2, Safaricom Care Center (SCC), retail center and Jambo Call Center (JCC). Pick and drop technique was used in questionnaire administration

3.5 Research Instruments

The research used a questionnaire as a tool of data collection. A questionnaire is a data collection instrument that has a series of questions and other prompts whose purpose is to gather information from respondents. Questionnaires are preferred to other data collection instruments because they are cheap; they do not require efforts on the side of the questioner and always have standardized answers. Its disadvantage is that it gives the user limited chance of expressing anything. Again, given that they are in writing form, they necessitate the user to read before giving answers (Kothari, 2008).

The questionnaire tested the five variables that influence the uptake of the wellness programs at the company. Each variable had different questions that were used to evaluate the way that it interacts with the uptake of the wellness programs. The questionnaire asked both qualitative and quantitative questions. Before the questionnaire was administered, it was tested by giving it to a group of peers who pointed out any discrepancies and ambiguity. The questionnaire also was shown to the supervisor reviewed it's structure and form. Questionnaires responses from the

employees who have been at the company for less than one year were not included in the analysis. The questionnaires had a section where the employees had to indicate the years of experience at the company.

3.6 Data Collection Procedure

The researcher administered the questionnaires to selected respondents from the different work stations of Safaricom Limited across the country. The questionnaires was handed personally to the respondents in Nairobi. The respondents in areas remote from Nairobi got the questionnaires through emails. The researcher collected the questionnaires from the respondents within two weeks of administration.

3.7 Data Analysis

The data from the completed questionnaires was collected, coded and analyzed. Statistical Package tools were used to analyze the data. Descriptive statistics approach was adopted for analyzing and presenting the data in this research. Analysis used measures of central tendency of mean, mode and median. Findings are presented in form of tables showing deviations and correlations and graphs. Non - parametric tests are used for the computation of regression to establish the relationship between the variables (cost, time limitation, employee's health attitude and program structure) and make inferences in relation to uptake of workplace wellness programs.

3.8 Operational definitions of variables

Variables in the study have been translated into measureable elements. Table 3.2 indicates the operational framework of the variables, highlighting on the scale of measurement, indicators and analysis.

Table 3.2: Operational variable

Objective	Variable	Indicators	Scale	Analysis	Statistics
Influence of socio – demographics on the uptake of wellness programmes.	Socio – demographic	Age	Nominal	Mode	Correlation
		Gender	Nominal	Mode	
		Religion	Nominal	Mode	
Influence of time limitation on the uptake of wellness programmes.	Time limitation	Convenience	Ordinal	Median	Correlation
		Appropriate activity days	Nominal	Mode	
		Work-life balance	Ordinal	Median	
Influence of cost of wellness products on the uptake of wellness programmes.	Cost	Personal gear cost	Ordinal	Mean	Correlation
		Monthly subscription	Ordinal	Median	
Extent to which employee attitudes towards health influences uptake of wellness programmes.	Health attitude	Awareness	Ordinal	Median	Correlation
		Perception	Ordinal	Median	
		Attitude	Ordinal	Median	
Influence of programme design on the uptake of wellness programmes.	Program design	Cultural sensitive	Ordinal	Median	Correlation
		Strategic plan	Ordinal	Median	
		Feedback	Ordinal	Median	
Workplace Wellness Programmes uptake.	WWP Uptake	Training Quality	Ordinal	Median	Cross tabulation
		Wellness facilities	Ordinal	Median	
		Health checkups	Ordinal	Median	

3.9 Ethical Issues

While carrying out the study, the researcher was committed to certain ethical standards of research. The protection of the identity and the privacy of the respondents are essential in the collection of data. The researcher has ensured the privacy of the respondents. The data collection tool are anonymous and the respondents were not allowed to indicate their names on the questionnaire. The researcher made it clear to the respondents that their identity were not be revealed anywhere and that they should not indicate their names on the tool.

The respondents were not forced to answer the questions on the questionnaire. The questionnaires explained to the respondents that they had the liberty of refusing to answer the questions that they are not comfortable. The autonomy of the respondents was respected at all times. The researcher was careful not to let the personal interests interfere with the interests of the research. In this research, the researcher ensured that the facts were reported as found during the data collection. Distortion of data was guarded against.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter covers data analysis, presentation and interpretation on factors influencing uptake of workplace wellness programs. This section analyzes data on based on the following objectives; influence of socio-demographics, time limitation, cost, employees attitude towards health and wellness programmes design on uptake of workplace wellness programmes.

4.2 Response rate, Presentation and Interpretation

Out the 301 targeted subjects of study, 189 filled and returned their questionnaires. This represented 62.79 % overall response rate. The response rates for each stratum have been illustrated in Table 4.1. This rate was considered satisfactory for analysis. The questionnaire responses were broken down into manageable categories, coded and thereafter quantitatively analyzed to get insights and make inferences. These were subsequently presented in numerical and tabular forms.

Table 4.1: The Response Rate of the Studied Subjects

Working Station	Questionnaires administered	Questionnaires Returned	Response Rate (%)
Jambo Contact Center	155	92	59.4
Safaricom Contact Center	20	16	80.0
Retail Centers	41	32	78.0
Head Quarter (I and II)	85	49	57.6
TOTAL	301	189	62.79

The highest response rate was among the respondents from the SCC at 80%. The second highest response rate was from the respondents in the retail center, at 78 %. The response rate from the JCC (59.4 %) was the lowest and this could be attributed to the fact that most of the employees at this center work on a flexi time basis. It would thus be difficult to get all the sampled respondents at the same time to fill the questionnaires. The retail center had the lowest number of respondents and this could have made it easy to have the highest response rate.

Employee’s attendance and usage of the wellness initiatives provided by the company is highest in wellness training at 62% and lowest with usage of facilities at 2%. Uptake varies among the various working stations, with JCC having the highest uptake (training at 80 %) and the retail center having the lowest uptake, at 0.8 % for facilities’ use. Retail shops regional distribution is a contributing factor towards the low uptake, as shown in Table 4.2.

Table 4.2: Uptake of various wellness initiatives

Working Station	Uptake of wellness initiatives		
	Annual health checkups	Training	Facilities
Jambo Contact Center	60%	80%	2%
Safaricom Contact Center	72%	73%	1.10%
Retail Centers	43%	57%	0.80%
Head Quarter (I and II)	51%	36%	4%
Average	57%	62%	2%

4.3 Demographic Analysis

This section presents data and analysis of socio-demographics indicators i.e. gender, age and family influence on the uptake of workplace wellness programmes.

4.3.1 Gender Composition

It is vital to understand the gender composition of employees in any place where wellness program studies are being carried out. In the questionnaires, the author sought to understand the gender composition of the respondents. Two options were given for the respondents to indicate their gender. Among the respondents from the headquarters, there was a balance in the number of the male versus the female gender. 50 % of the respondents were male while 50 % were female. Thirty three (33) % of the respondents in Retail centers were made up of the male gender while 67 % were females. Among the JCC respondents, 58 % were of the female gender while 42 % were the male gender. In SCC, 46 % of the respondents were males while 54 % were female. Table 4.3 shows the percentage composition of the sampled data from the Safaricom employees.

Table 4.3: Gender Composition of the Respondents

Work Station	Male (%)	Female (%)
Jambo Contact Center	42	58
Safaricom Contact Center	46	54
Retail Centers	33	67
Head Quarter (I and II)	50	50
Average (%)	42.75	57.25

The gender composition results show that among the sampled respondents, the female employees are many than the male employees. Gender composition could determine the types of wellness programs that the employees engage into. For instance, if weight lifting is the only wellness program being offered, it is possible that female employees will not take part in it.

4.3.2 Age Distribution of the Respondents

The researcher sought to establish the age of the respondents. The age categories tested were below 21 years, between 21-24 years, between 25-29 years, between 30-34 years, between 35-40 years and above 40 years. The research postulated that an understanding of the age of the respondents could have a possible indicator towards the factors that affect the uptake of wellness programs in Safaricom. In most cases, it would be expected that young people would be well disposed to attend as many wellness programs as available. Older people could be restricted to the types of wellness programs they can attend due to physical limitations. The findings of the research were analyzed and tabulated in Table 4.4.

Table 4.4: Age Distribution of the Respondents

Working Station	Percentage Distribution of Age					
	Below 21 years	21-24 years	25-29 years	30-34 years	35-40 years	Above 40 years
JCC	2	12.2	24.2	26.4	15.2	20.0
SCC	0	18.8	43.7	25.0	12.5	0
Retail Centre	0	12.0	20.0	53.4	8.3	6.3
HQ (I and II)	0	5.5	2.3	14.1	31.3	46.8
Average	0.5	12.13	22.53	29.73	16.83	18.28

From the results in Table 4.4, it was established that the modal age bracket of the employees was 30-34 years. This indicates that most of the employees at Safaricom Limited are in the youth bracket. This is an indication that most of them could be having the physical strength to engage in physical wellness programs at the company. Few employees are below 21 years of age. The most probable reason for this distribution is that most of the people below that age could still be pursuing

their first degree or diploma programs, which are prerequisites for being employed in a company like Safaricom Limited.

4.3.3 Family Statuses of the Respondents

The researcher intended to establish the family statuses of the respondents. The family statuses of the respondents were essential to the research because it could be used to come up with some comments about the time available for attending the wellness programs at Safaricom Limited. Five family statuses were tested. The statuses tested were Married, Widow, Single, Separated or Living with a partner. For the avoidance of complication of the responses and analysis, statuses like same sex marriages were excluded. The results of the study were tabulated as shown in Table 4.5.

Table 4.5: The Marital Statuses of the Respondents

Working Station	Percentage Distribution of the Marital Statuses				
	Married	Single	Widow	Widower	Living with a partner
JCC	39.9	26.4	0.4	4.5	28.8
SCC	31.4	33.2	0	2.7	32.7
Retail Centre	46.23	29.23	0.6	1.2	22.74
HQ (I and II)	67.2	16.5	1.3	0.5	14.5
Average	46.18	26.33	0.58	2.23	24.69

The analysis of the marital statuses of the respondents shows that a majority of the respondents (46.18 %) are married. It can be inferred from these findings that most of the employees at Safaricom Limited are married and are thus busy with tending their families. Such social

demographics could mean that the work life balance of the employees in Safaricom could be poor. In this respect therefore, the wellness programs could be essential for the employees of the company.

4.4 Time and Uptake of Wellness Programs

The research postulated that time factor could have an effect on the decision of employees to take up wellness programs while at work in Safaricom. The respondents were requested to rate the influence of certain time variables on their decision to take part in the available wellness programs at Safaricom Ltd. Three statements concerning the time aspects of the wellness programs were posed to the respondents and they were asked to state extent to which they agreed with it. The rating was between 1 and 5, with 5 meaning that the factor greatly influences the uptake of the wellness program and 1 meaning that it has the least influence. The statements posed were about availability of time, when the program is held and control over work-life balance. The responses were averaged and recorded. Table 4.6 shows the computed results.

Table 4.6: The influence of time factors on uptake of wellness programs

Working Station	Rating of time factors that affect uptake of wellness programs			Average
	Lack of work-life balance.	Lack time for wellness activities	Inappropriate day for holding the program	
JCC	3.4	3.4	4.6	3.8
SCC	2.1	4.3	3.1	3.2
Retail Centres	4.1	2.8	3.6	3.5
HQ (I and II)	1.2	3.9	4.2	3.1
Average	2.7	3.6	3.9	3.4

The results show that the timing in terms of day of implementation has the biggest impact on the decision of the employees to engage in the wellness programs. In overall, time factors have the highest influence in JCC (3.8) and the lowest influence at HQ (3.1). This indicates that most of the employees at JCC have most of their time engaged in other activities when compared to employees at HQ. The highest influence is the day of running the programs, rated at 3.9. The lowest influence is the lack of control over the work life balance of the employees. This is rated at 2.7 while lack of time is rated at 3.6. This indicates that most of employees could be engaged in their daily work activities and they may not have time to leave their duty stations and engage in the programs. The same can be said of the hours of the programs, as employees felt they lack time for wellness related activities. There is a likelihood that the timing of the program coincides with time when the employees should be engaged in their job activities. These findings agree with the research findings published by Person et al (2010). The published findings showed that timing of wellness programs was a barrier to the uptake of the same because employees did not have the convenience of choosing which time to attend the fitness trainings. This shows that the issue of timing of wellness programs could be having global problems and is not only unique to the Safaricom employees.

4.5 Cost of the Wellness Program

In most instances, participation in wellness programs has a cost on the part of the employee. Although programs like health seminars may not have the cost implications on the participants, others like enrolling in a gym might have the costs attached to them. This study sought to evaluate the effect of the cost of the programs on the decision by the employees to participate in them. The questionnaire listed some cost aspects of participating in the wellness programs and asked the

respondents to rate how they impacted on their decisions to take part in the wellness programs. The results were computed and recorded as shown in Table 4.7.

Table 4.7: The influence of cost factors on uptake of wellness programs

Working Station	Rating of cost factors that affect uptake of wellness programs		Average
	Cost of Purchasing the Personal Gears	Monthly Subscription Cost	
JCC	1.3	3.4	2.4
SCC	3.2	3.6	3.4
Retail Centre	2.1	3.1	2.6
HQ (I and II)	1.2	2.9	2.1
Average	2.0	3.3	2.6

From the results of the analysis, it can be shown that the monthly subscriptions have the highest effect on the decision of the employees to take the fitness programs in Safaricom Ltd. In overall, the SCC employees (with a score of 3.4) are the most affected by the cost factors related to uptake of wellness programs. HQ is the least affected, at a score of 2.1, with the cost of uptake of wellness programs. This might mean that the SCC employees are paid low salaries when compared to HQ employees. Still, it could mean that the HQ employees are good planners of their money when compared to the SCC employees. In situations where employees have to pay a monthly fee to access the facilities, there is likelihood that the cost discourages them from participating. The cost of purchasing the personal gears has the lowest effect on the decision of the employees to engage in the wellness programs. These findings differ from the study results published by Horwitz et al

(2013) who stated that the costs of engaging in wellness programs are far much outweighed by the costs of the consequences of not engaging in the same. From the studies, it seems the employees do not consider the costs of not engaging in the fitness programs. For instance, they may not think that failure to exercise might cause them to be overweight. This would in turn increase the costs the company would spend on insurance of the same employees.

4.6 Employee Health and Attitudes towards Health Related Issues

In the study, it was assumed that the health status of the employees was linked to the wellness programs adopted by Safaricom Ltd. The study therefore sought to evaluate the health profiles of the sampled population. Respondents were asked to respond to questions that touched on body mass index, insurance plan of Safaricom and health risks likely to be encountered by employees in the course of doing their work.

The respondents were requested to indicate their body mass index. Four options were given. Table 4.8 shows the results obtained from the respondents.

Table 4.8: The distribution of Body Mass Index of Respondents

Working Station	Percentage Distribution of Body Mass Index			
	Underweight	Normal weight	Overweight	Obese
Jambo Contact Center	4.2	68.5	24.5	2.8
Safaricom Contact Center	0.00	56.8	34.7	8.5
Retail Centers	6.8	54.6	35.6	3.0
Head Quarter (I and II)	1.4	52.8	39.6	6.25
Average	3.1	58.18	33.6	5.14

The results from Table 4.8 show that 58.18 % of the employees have normal weight. Thirty nine point six (39.6%) are overweight while 5.14 % are obese. HQ has the highest percentage of overweight employees, at 39.6 % while JCC has the lowest percentage distribution of employees that are overweight, at 24.5 %. This implies that employees at HQ could be having unhealthy lifestyles when compared to JCC employees. This inference is congruent with the percentage distribution of employees that have a normal weight. HQ has the lowest percentage distribution of employees with normal weight (52.8 %) while JCC has 68.5%. The findings of this study can be compared with the national distribution of body mass index in Kenya. In Kenya, according to World Health Organization (2006), the percentage number of people who were underweight was found to be 3.4 %. This rate closely with the 3.4 % found among the respondents. Seventy point five (70.5 %) of the population in Kenya has normal weight, 19.2 % are overweight while 6.9 % are obese. The results from Safaricom Ltd show that the percentage of employees in the overweight and obese categories is higher than that of the country. This could be enough reason for the company to have the wellness programs in place.

The study also sought to evaluate the perception of the employees towards their insurance schemes. The respondents were requested to rate their employer's insurance plans against those offered by other employers. A scale of 1 to 5 was given to them to choose from. 1 represented much worse, 2 represented slightly worse, 3 meant about the same, 4 meant slightly better and 5 meant much better. The rankings were computed and presented in Table 4.9.

Table 4.9: Ranking of the Safaricom Insurance Scheme against other Employers

Working Station	Ranking of the Insurance Scheme
Jambo Contact Center	3.4
Safaricom Contact Center	3.2
Retail Centers	3.9
Head Quarter (I and II)	4.1
Average	3.65

From the results, HQ has ranked the scheme highly, at 4.1, while SCC ranks it lowly, at 3.2. The difference of opinion among the employees from different work stations means that the insurance scheme could be different according to each department and workstation. The average ranking of the insurance scheme is 3.65. This indicates that most respondents think their insurance scheme is not any different from those offered by other employers. It is however difficult to ascertain the reliability of these findings because the respondents may not be well aware of all the benefits that other companies offer their employees. The perception of the employees is nonetheless an important indicator of their satisfaction with the medical insurance cover scheme.

The health risks associated with the departments where the respondents work was also tested. A list of statements concerning the risks associated with departmental duties was presented to the respondents. They were told to rank them in terms of impacts. A scale of 1 to 5 was given to the respondents. 1 had the least importance while 5 had the highest impact. The results of the risks ranking were computed and presented as shown in Table 4.10.

Table 4.10: Perceived Health Risks for Employees Working at Safaricom

Working Station	Ranking of likely health risks			
	Drug or alcohol abuse	Engaging in Smoking	Poor Eating Habits	Lack of exercise
JCC	3.4	2.4	4.2	2.8
SCC	2.5	3.2	3.1	4.7
Retail Centre	3.1	4.1	4.5	3.0
HQ (I and II)	4.2	3.5	3.6	4.1
Average	3.3	3.3	3.85	3.65

The analysis of the risks shows that the highest risk faced by employees is that of poor feeding habit, followed by lack of exercise. In the highest health risk of poor eating habit, the retail center employees seemed to be the most affected, at 4.5. SCC was the least affected, at ranking of 3.1. Eating habits could be dictated by the nature of working hours of the employees. This ranking shows that retail center employees could be having challenges in terms of finding time, or money, to purchase and eat healthy food. As such, this shows that employees are more likely to suffer from health problems associated with lack of exercise than any other factor. The study results agree with the findings of research published by Sparks et al (2001). The research findings concluded the employees are more likely to engage in less physical exercises, a consequence which would result in poor states of health. Employees can have poor feeding habits if they have a poor work life balance. Allen & Armstrong's (2006) studies revealed that most employees in the United States of America had poor eating habits because of their pressure to deliver at work. Studies have shown that engagement in physical exercises helps reduce the risk of developing health complications.

World Health Organization (2002) encourages people to engage in exercises in order to live healthy lifestyles. It is should therefore be natural that Safaricom Ltd has to invest in wellness programs to reduce the health risks associated with the occupations at the company.

In the study, it was assumed that the company has various wellness programs enjoyed by the employees. The research questionnaire posed questions to the respondents with an aim of understanding the quality of the wellness programs offered by the company to its employees. The variables that make up the wellness programs were tested. They were classified under annual health checkups, seminars on healthy lifestyles, physical exercise equipment and other social amenities. Employees were asked to rate their satisfaction about the wellness programs. They were told to rate them from very much satisfied to very much dissatisfied. Very much satisfied was given the rating of 5 while very much dissatisfied was given a rating of 1. The ranking for each program was averaged and the results were presented as show as presented in Table 4.11.

Table 4.11: Satisfaction of Employees towards the Available Wellness Programs

Working Station	Satisfaction of Employees towards the wellness programs				Average
	Annual health checkups	Training	Facilities	Social Amenities	
JCC	2.1	1.7	3.2	2.6	2.4
SCC	1.6	1.4	3.6	2.4	2.3
Retail Centre	1.6	1.8	2.9	3.1	2.4
HQ (I and II)	1.2	2.1	2.8	3.6	2.4
Average	1.63	1.75	3.1	2.9	2.4

From the Table, the overall satisfaction of employees towards the wellness program is low. Apart from SCC, which ranked the satisfaction at 2.3, the rest ranked it at 2.4. There seems thus to be a consensus that the wellness program is far from being perfect. The results show that the respondents are not satisfied with the programs dealing with annual checkups and the seminars on healthy lifestyles. The annual health checkups were rated at 1.63 while the seminars were rated at 1.75. This shows that they are moderately dissatisfied. The available social amenities and the exercise equipment have been rated highly, at 2.9 and 3.1 respectively. However, they still rate lowly according to the scale given in the questionnaire. The checkups rate lowly despite evidence from other studies which show that such programs are useful for employees. Studies conducted by Nomura et al (2004) for instance showed that health screenings helped employees in Japan keep good health. The respondents in this study may have ranked the variable lowly due to other reasons apart from its usefulness. There is likelihood that the programs are scarce or even not available in some of the departments. Presence of social amenities and exercise equipment at workplaces are said to be important in incentivizing employees to engage in healthy lifestyles. Evidence was provided by Cragg (2008) while studying the engagement of Canadian employees in fitness activities. The findings of the studies are related to the research findings at Safaricom Ltd.

4.7 The Structure of the Wellness Program

In this study, it was thought that the program structure could have an effect on the decision made by the employees to participate in it. The cultural sensitivity of the programs, accommodation of the participant views for improvement and gender sensitivity of the programs were tested. The respondents were asked to rate the effect of these factors on their decision to participate in the wellness programs offered by Safaricom Ltd. The rating was from 1, meaning

the lowest effect, to 5, the highest effect. The results were computed and average. They were then presented as shown in Table 4.12.

Table 4.12: The influence of program structure on uptake of wellness programs

Working Station	Rating of structural factors that affect uptake of wellness programs			Average
	Cultural sensitivity of the programs	Accommodation of the participant views for improvement	Wellness champions awareness of program strategic plan	
JCC	2.3	3.1	4.1	3.2
SCC	3.1	2.5	2.4	2.7
Retail Centres	4.1	3.6	4.1	3.9
HQ (I and II)	2.5	4.1	3.1	3.2
Average	3.0	3.33	3.4	3.3

From the results, it has been demonstrated that structural factors have a high effect, rated at 3.3, on the uptake of wellness programs. The highest ranking is from the Retail Centre employees, at 3.9, and the lowest ranking is from SCC, at 2.7. The effects of the structural arrangement of the program are felt differently from different work stations. From the analysis, the research established that the structure of the program has a substantial influence on the uptake of the wellness programs. All the factors were rated above 3.0. Gender sensitivity of the programs was rated to have the highest influence on the uptake of the wellness programs. Wellness champions are an essential component towards influencing uptake of wellness initiatives and need to be involved in strategic planning of the wellness initiatives for success. Cultural sensitivity also is key, the instructors may not have the latitude of handling the male and female participants in the

same manner. For example, if stretching and sit ups are required as part of the fitness programs, male participants may not be comfortable being aided by the female instructors. The female participants, likewise, may not be comfortable being helped by the male instructors.

The gender sensitivity is not always a factor influencing the uptake of wellness programs. Myers et al (2008) for example, point out that the gender considerations are not a major determining factor in uptake of wellness programs in American workplaces. However, this could be implying that the fitness programs have incorporated such factors into their structures that they do not have to bother the employees. The studies also revealed that cultural sensitivity had an influence, although to a relatively small degree, on the uptake of the wellness programs. Here, it could be probable that some of the programs go well against the cultural and religious convictions of some of the employees. Carnethon et al (2009) agree with this assertion and state that cultural factors have an influence on the uptake of wellness programs by employees at worksite. The results are therefore not confounding because it is normal for some employees to belong to some cultural beliefs that dictate the ways they should approach their lifestyles in terms of health. Such beliefs may be contrary to the programs initiated at their workplaces.

It is important that the views of the participants of the programs be accommodated when coming up with the design and structure. Such inclusiveness is important to the success of the programs. As found out in the study, the inclusiveness of the structure affects the uptake of the wellness program. The factor was rated at 3.33. This indicates, as per the scale given in the questionnaire, that the factor has a moderate effect on the uptake of wellness programs at Safaricom Ltd. Studies carried out by Vansickle et al (2010) show that inclusiveness nature of the programs is essential for the uptake of the wellness programs. This is in agreement with the results of this research.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This research sought to find out the factors that affect the uptake of employee wellness programs at Safaricom Ltd. Presented in this chapter is a summary of the research findings, the conclusions and the recommendations for further areas of study. The information in this chapter is presented in three sections.

5.2 Summary of Study Findings

The study tested five variables that were thought to influence the uptake of wellness programs at Safaricom Ltd. The variables included the socio-demographic factors, cost of the program, the structure of the program, the time of the program and the employees' health and attitudes towards health. The degree of influence was rated between 1 and 5. The factors under each variable were tested through the rating awarded by the respondents.

The employee health status and attitude was found to be related to the uptake of the wellness programs. The results have shown that the body mass index distribution of the employees in Safaricom Ltd is skewed towards overweight and obesity, when compared to the national distribution. The overweight employees at Safaricom Ltd contributed to 39.6 % of the population. This is a high percentage when compared to the national distribution which is 19.2 %. The percentage composition of employees that are obese is 5.1 %. This compares lowly to the national distribution of 6.9 %. However, given the high number of employees who are overweight, this should be a factor in uptake of wellness programs at Safaricom Ltd. The attitude of employee towards health risks is also associated with the uptake of wellness programs. The studies have

shown that lack of proper feeding habits and lack of exercise are regarded as the highest risks faced by the employees, at 3.65 and 3.85 respectively. This indicates that the employees are conscious of the fact that physical exercises are important for them and lack of the same may pose a health risk.

The time limitation factor was also ranked highly as a variable that affects the uptake of the wellness programs at Safaricom Ltd. The respondents thought that the days of the week the programs are held does not favor their participation. The inappropriate day of the week was rated at 3.9. The respondents also thought that they lacked control of their work – life balance and time for wellness related activities. This was ranked 2.7 and 3.6 respectively.

Various cost factors were rated to affect the decision of the employees in taking up the wellness programs at Safaricom Ltd. The cost of purchasing the personal gear and monthly subscription were found to have different implications on the decision of the employees to participate into the programs. Among the two variables, the cost of purchasing personal gears for the wellness programs was ranked the lowest. It was ranked at 2.0, while monthly subscription cost has the highest rating, at 3.3.

The structure of the program was also found to have an effect on the uptake of the wellness programs. Gender sensitivity, inclusiveness and cultural sensitivity were found to have effects on the uptake of the wellness programs. These factors were rated at 3.0, 3.33 and 3.4 respectively. This thus shows that the program structure has an effect on the uptake of the wellness program at Safaricom Ltd.

5.3 Conclusions of the study

This study concludes that cost, time, health status and attitudes of employees and the structure affect the uptake of wellness programs at Safaricom Ltd but in different degrees. The employee health status and attitude (3.65) has the highest influence on the uptake of the wellness programs. Time considerations have the second highest (3.4) effect on the uptake of wellness programs at Safaricom Ltd. This is followed by the structure of the program (3.3). Cost of the programs (2.6) has the lowest effect on the uptake of the wellness programs at Safaricom Ltd.

From the findings, it can be concluded that the health status and the attitudes of employees has an effect on the uptake of wellness programs in Safaricom Ltd. The percentage distribution of employees with a body mass index that is above the normal weight is higher compared to the national distribution. This is one of the reasons that could greatly influence the decision of employees to participate in the wellness programs. Employees think that their insurance scheme is performing well compared to what other employers offer. The cover is encouraging enough for the employees to take part in wellness programs.

Time affects the uptake of wellness programs in different ways. The study concludes that the time of the day allocated for the wellness programs has the highest effect on the uptake of wellness programs. Lack of enough time to attend the wellness program also has considerably a high effect on the uptake of the wellness program. The work life balance control has a minimal effect on the uptake of the program.

The cost of engaging in wellness programs has different effects over the workstations in terms of uptake of the wellness programs. The cost of purchasing gears for participation in the wellness programs has a low effect on the uptake of the same. However, the monthly subscription for participation in the program has a significant effect on the uptake of the wellness programs. The

costs seem to affect employees from retail centers than those working at the headquarters of the company.

Program structure affects the uptake of the wellness programs but on different scales, depending on the variables tested. The participation of the champions about the strategic plan of the programs has the highest effect on the uptake of the program. The accommodation of the views of the participants also affects the uptake of the program. However, its effect is lower than that of wellness champions.

5.4 Recommendations of the study

From the findings, the study recommends the following to Safaricom Limited to improve on the uptake of workplace wellness initiatives in the organization.

1. There's need for continuous health/wellness education in various thematic areas to improve on employees attitude towards health/wellness i.e. dietary and exercise programs. Themes should be catered depending on trending need depending on the department.
2. The wellness program should be structured to involve of all the stakeholders during the design and planning of initiatives to ensure all wellness activities adopt a participatory approach in design and implementation.
3. There is need for subsidy on the monthly subscription fee of charged programs i.e. Crèche, healthy food restaurant and gym subscription.
4. The company should also tailor the program time in such a way that it should be in sync with the off work hours of employees in every station.

The government should also encourage uptake of wellness programmes in organizations across the country as a preventive health/ disease management strategy.

5.5 Suggestions for Future Research Studies

The results of the study give an indicative picture of the factors that influence the uptake of wellness programs at Safaricom Ltd. The findings show that there is a relationship between cost, time, structure, health status and attitude and the uptake of the wellness programs. However, there are areas that can be improved in future studies in this field.

1. This research has not come up with regression models that can explain the degree of relationship between the factors studied and the uptake of wellness programs. Future studies should focus in this area to understand the coefficient of regression on each of the factors.
2. More factors can also affect the uptake of wellness programs at workplaces. These include education level of the employees, their wealth status, their positions at work and the organizational culture. Future studies should focus on these factors and find out how they relate to the uptake of the wellness programs at places of work.

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APPENDICES

Tool 1: NACOSTI Research Authorization letter

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No.

Date:

2nd December, 2014

NACOSTI/P/14/4908/4133

Richard Gicharu Ndungu
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Factors influencing uptake of wellness programmes at Safaricom Limited, Kenya,”* I am pleased to inform you that you have been authorized to undertake research in **All Counties** for a period ending **31st December, 2014.**

You are advised to report to **the Chief Executive Officer, Safaricom Limited, the County Commissioners and the County Directors of Education, all Counties** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


DR. S. K. LANGAT, OGW
FOR: SECRETARY/CEO

Copy to:

The Chief Executive Officer
Safaricom Limited.

The County Commissioners
All Counties.

The County Directors of Education
All Counties.



Tool 2: UoN Research Authorization letter



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

Our Ref:

Telephone: 318262 Ext. 120

3rd November, 2014

REF: UON/CEES//NEMC/18/167

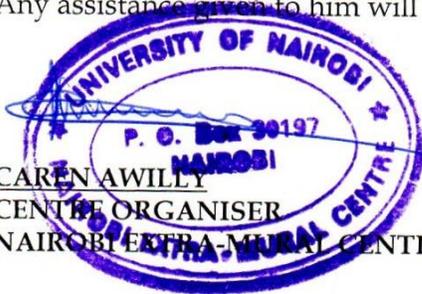
TO WHOM IT MAY CONCERN

RE: - RICHARD GICHARU NDUNG'U -REG NO L50/64651/2010

This is to confirm that the above named is a student at the University of Nairobi College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

He is proceeding for research entitled "Factors influencing uptake of wellness programmes at safaricom limited, Kenya. "

Any assistance given to him will be appreciated.

A circular purple stamp of the University of Nairobi. The outer ring contains the text "UNIVERSITY OF NAIROBI" at the top and "NAIROBI EXTRA-MURAL CENTRE" at the bottom, with two stars on either side. The inner circle contains "P. O. Box 30197" and "NAIROBI".
CAREN AWILLY
CENTRE ORGANISER
NAIROBI EXTRA-MURAL CENTRE

Tool 3: Questionnaire

CODE NUMBER: _____

SCHOOL OF CONTINUING AND DISTANCE EDUCATION
UNIVERSITY OF NAIROBI

DETERMINE FACTORS INFLUENCING UPTAKE OF WELLNESS PROGRAMMES AT
SAFARICOM LIMITED, KENYA

Richard Gicharu Ndung'u
P. O. Box 625 – 00232, Ruiru, Kenya.
E - Mail: chardgn@gmail.com
Tel: 0723218285

Dear participant

The purpose of this study is to find out the factors that affect the uptake of the employee wellness programs at Safaricom Limited. As such, the study will evaluate different factors and seek to understand how they relate to the success of the uptake of the wellness programs at Safaricom Limited.

Your participation on this survey is important and completely voluntary. If you agree to complete the questionnaire, you will answer questions regarding yourself, your ideas, attitudes and behavior regarding different aspects of workplace wellness programmes.

Your answers will be kept confidential and at no time will it be made in reference to you. Completed questionnaires will be collected, analyzed and kept in such a manner as to guarantee your privacy.

Kind Regards,
Gicharu Ndung'u

Instructions

1. Tick the correct option
2. If more than one option is applicable to you tick them all
3. Do not indicate your name or contact detail

A: DEMOGRAPHIC CHARACTERISTICS

1. Gender of the respondent
 Male Female
2. Age of the respondent
 Below 21 21-24
 25-29 30-34
 35-40 Above 40
3. Marital status of the respondent
 Married Widow
 Single Separated
 Living with a partner
4. Division of the respondent
 Customer care Technology
 Consumer business Enterprise business
 Financial services CEO office
 Strategy and Innovation Risk Management
 Corporate affairs Marketing
 Human resources Finance
5. Workstation of the respondent
 Jambo Call Center Retail Center
 Safaricom Care Center Headquarter

B: HEALTH PROFILE

6. Body mass Index (BMI) status of the respondent
 Underweight
 Normal weight
 Overweight
 Obese
7. Is your employer's health insurance plan better, worse, or about the same as of other employers?
 Much better Slightly worse
 Slightly better Much worse
 About the same

8. Which of the following health risks do you see as a concern in your department?

STATEMENTS	Yes, this is a concern for many	Yes, this is a concern for a few	No, this is not a concern
Stress management skills			
Lack of exercise			
Accepting change			
Lack of work-life balance			
Inability to handle workplace personality issues			
Poor nutrition			
Smoking			
Drug or alcohol abuse			
Marriage maintenance			
Parenting skills			
Inability to feel control over work			

C: WORKPLACE WELLNESS PROGRAMMES

9. In the past 12 months, I am satisfied with the following workplace wellness initiatives – in terms of quality and standards?

	Extremely satisfied	Moderately satisfied	Neither satisfied or dissatisfied	Moderately dissatisfied	Extremely dissatisfied	N/A
Annual health checkup						
Health screening						
Immunizations						
Nutrition education						
Counseling services						
Training						
Alcohol and drug abuse training						
Financial management training						
Job stress management training						
Facilities						
Gym and aerobics						
Crèche services						
Game rooms area						
Lounges						
In-house clinics						
Mothers room						
Prayer room						

D: PROGRAM DESIGN (Time, Cost and Structure)

10. Are you a wellness champion?

a) If **NO**, rate the following statement in regards to your experience.

STATEMENTS	Strongly agree	Agree	No idea	Disagree	Strongly disagree
I always lack time for wellness initiatives					
I feel like I have control over my work – life balance					
Wellness activities are held on appropriate days of the week.					
Monthly subscription charges are friendly					
Cost of purchasing personal gear is constraining.					
Wellness team seeks our input and feedback in all projects					
My input and feedback is valued					
Wellness initiatives are culturally sensitive					
I don't know any wellness champion					

b) If **YES**, rate the following statement in regards to your experience.

STATEMENTS	Strongly agree	Agree	No idea	Disagree	Strongly disagree
I always lack time for wellness initiatives					
I feel like I have control over my work – life balance					
Wellness activities are held on appropriate days of the week.					
Monthly subscription charges are friendly					
Cost of purchasing personal gear is constraining.					
We seek staff opinion before initiating any wellness project					
There's a structured staff feedback and input analysis process					
I'm aware and understand this year's wellness program strategic plan					

11. Would you like to have increased access to wellness information, and if yes, please indicate your preferences?

	Yes	No	Unsure
Through Daily bulletins			
Through the Intranet			
Through E-Learning			
Through free magazines and CDs			
Through price based magazine and CDs			
Discussion in staff meeting			

E: HEALTH ATTITUDE

12. A lot of individuals are generally aware that good nutrition and regular physical activity are associated with health benefits.

STATEMENTS	Yes	No	Don't Know
Do you think that good nutrition and regular physical activity can contribute to better productivity at work?			
Are you able to get in as much physical activity as you feel is appropriate for your own better health?			
Do you find that you eat as nutritiously as you feel is appropriate for your own better health?			

13. a) Have you recently given serious thought to making a personal lifestyle change related to better health?

STATEMENT	Last 3 Months	Last one year	Never
Lose weight			
Stop smoking			
Physically active			
Dietary changes			
Reduce stress			

b) If **YES** which one statement best fits for you?

- I didn't go any farther than to think about making a lifestyle change
- I started to make changes one or more times, but they didn't last more than a week
- I made lifestyle changes that stuck for a few months or more, but I'm not following them anymore
- I made lifestyle changes that stuck for a few months or more, and I'm still following them

14. Indicate how you feel about the following statements:

STATEMENTS	Agree Strongly	Agree	No opinion	Disagree	Disagree Strongly
On the whole, I like my job.					
I feel that I am well rewarded for the effort I put in at work.					
I am happy with the balance between my work time and my leisure time.					
At work, my level of authority is about the same as my level of responsibility.					

15. In the last 12 months, on average how often do you request for sick off?

- Never Rarely
 Sometimes Frequently

16. Religious affiliation of the respondent

- Christian Muslim
 Hindu Atheist
 None

THANK YOU FOR PARTICIPATION.