RELATIONSHIP BETWEEN CORPORATE WELLNESS PROGRAMMES, EMPLOYEE EFFICIENCY AND JOB PERFORMANCE AMONG THE MIDDLE LEVEL EXECUTIVES OF STANDARD GROUP LIMITED, NAIROBI KENYA.

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DECLARATION

This report is my original work and has not been presented for a degree in any other University

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This report has been submitted for examination with my approval as University supervisor.

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DEDICATION

I dedicate this work to my beloved wife Mrs. Jeniffer M. Njeru.

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ABSTRACT

The study sought to establish the relationship between corporate wellness programmes, employee efficiency and job performance among the middle level executives of Standard Group Limited. Maslow's hierarchy of needs and Herzberg's dual factor theories formed the theoretical framework of the study. Permission for data collection was sought from the National Commission for Science, Technology and Innovation and the Human Resource Manager of the Standard Group Limited. Stratified sampling technique was used to sample the eleven (11) departments in Standard Group Limited. The sample of the study consisted of all the middle level executives working with the Company. Quantitative research design was used in order to establish the empirical basis for linking corporate wellness programmes with employee efficiency and job performance. The survey method was employed by use of questionnaires administered by a Research Assistant. The Job Performance Scale developed by Goodman&Svyantek (1999) was used to measure job performance. Employees' efficiency was measured using the efficiency ratio issued by the company during the previous appraisal. Data analysis was carried out using the Statistical Package for Social Sciences (SPSS). The analyzed data was presented in tables, frequencies and percentages. Correlation between the variables of the study was calculated using the Pearson Product-Moment Correlation Coefficient. The study found out that Standard Group Limited offered corporate wellness programmes such as physical fitness, smoking cessation, alcohol and substance abuse rehabilitation, stress management and health education programmes. A strong correlation was established between corporate wellness programmes and employee efficiency. There was no significant correlation between corporate wellness programmes and Job performance. The study concluded that corporate wellness programmes increase employees' efficiency.

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CHAPTER ONE

BACKGROUND OF THE STUDY

1.1 Introduction

Globally, non-communicable diseases are on the rise due to poor lifestyles (Matunda, 2014). Medical practitioners unanimously agree that unhealthy foods, drinks and lack of physical exercise lead to increased cases of non-communicable diseases (Makumi, 2015). Lifestyle diseases lead to increased rate of disability and death among the general population (Ligami, 2012). In organizations, non-communicable diseases result to adverse effects such as high medical costs, absenteeism, presenteeism, low job satisfaction, high employee turnover, low efficiency, reduced return on investment, decreased is engagement and proneness to illnesses (Mattke, Liu, Caloyeras, Huang, van Busum, Khodyakov, &Shier, 2013; Mattke, Schnyer&Busum, 2012). Consequently, lifestyle diseases inhibit the competitive ability of organizations due to the high costs incurred while addressing the negative effects of employee poor health (MetLife, 2013; Mattke et al., 2013).

Concerns about employee' health and wellbeing pose a great challenge to employers and governments alike. According to Independence Blue Cross (2013), the US health care sector is in crisis because 75% of healthcare budget is spent on the treatment of chronic and lifestyle diseases despite that the conditions are preventable. Several studies have cited fatigue, stress and depression as the main causes of low job performance in organizations (Atkinson, 2004). Other studies state that chronic and lifestyle diseases such as depression, overweight, diabetes, cardiovascular diseases and obesity are a major threat to the health and wellbeing of employees.

The Commonwealth Fund survey data provides us with an economic estimate in order to contextualize the effects of health problems on employee performance. "In 2003, an estimated 18 million adults ages 19 to 64 were not working and had a disability or chronic disease, or were not working because of health reasons. Sixty-nine million workers reported missing days due to illness, for a total of 407 million days of lost time at work. Fifty-five million workers reported a time when they were unable to concentrate at work because of their own illness or that of a family member, accounting for another 478 million days. Together, labor time lost due to health

reasons represents lost economic output totaling \$260 billion per year. Workers without paid time off to see a physician are more likely to report missing work or being unable to concentrate at their job." (Davis, Collins, Doty, Ho, & Holmgren, 2005, pg 1.).

According to Ligami (2012), 10% of the world's population has raised glucose levels, leading to the development of diabetes. If the diabetes is left untreated, it often leads to cardiovascular diseases, blindness and kidney failure. In Africa, most cases of lifestyle diseases remain undiagnosed, leading to death and disability. Non-communicable diseases such as cardiovascular diseases, diabetes, chronic respiratory diseases and cancer are the leading causes of death among men aged 60 years and below in East Africa. In Kenya, 57% of men and 47% women die annually from non-communicable diseases, with Kenya being ranked number one in East Africa in behavioural risk factors that lead to life-style diseases. For instance, women in Kenya are reported to be more physically inactive, overweight and have high chances of suffering from obesity. However, more men than women tend to suffer from high blood pressure (World Health Statistics Report, 2010). Despite these statistics, Kenyans are not getting screened for lifestyle diseases despite their increasing prevalence (Ireri, 2012). This is in contrast to the developed world where early diagnoses and cheap medication have reduced the mean blood pressure among the population, in turn reducing the mortality rates (Alwan, 2010).

It is due to the adverse effects of non-communicable diseases that organizations are adopting corporate wellness programmes (Davis et al., 2005; Divine, 2006; Kocakulah&Powers, 2015, Hall, 2014; Buck Consultants, 2009; Keay, Macdonald, Durand, Csiernik, &Wild, 2010). The emphasis on corporate wellness programmes in preventing ill-health has brought positive benefits to individuals and organizations. According to the National Institute for Health Care Management (2011), corporate wellness programmes promote physical, emotional, social, spiritual, intellectual, cultural, environmental and occupational "fitness" of the workforce. Healthy employees are happy, motivated, productive, committed, feel valued/ cared for and stay longer with their organizations (Kairu, 2015). Research has established a correlation between employee health and wellbeing and organizational turnover (Lutalo, 2007; Paterson, 2013; Prudential Insurance Company of America, 2012).

Despite the positive outcomes of corporate wellness programmes, many organizations are yet to adopt them due to various reasons (Mattke et al., 2013; Kairu, 2015). First, organizations are grappling with the perceived high costs of implementing the programmes (Spicer, 2015). Second, lack of evidence to link corporate wellness programmes with the anticipated benefits has reduced their uptake (Keay et al., 2010; Buck Consultants, 2009; Gyster, 2013; Cancelliere, Cassidy, Ammedolia &Côté, 2011). Third, other corporations cite lack of financial and human resources necessary for the smooth running of the programmes. Fourth, many companies have not prioritized employees' wellness in their day to day operations (Migliaccio, 2007). Fifth, some organizations have not implemented corporate wellness programmes out of fear that the programmes would contravene employees' privacy and anti-discrimination laws (Stonehouse, 2014; Greengard, 2014). Finally, other companies have implemented some selected corporate wellness programmes with certain categories of employees left out of the programmes (Ngeno&Muathe, 2014).

1.2 Statement of the Problem

There has been insufficient empirical basis for linking corporate wellness programmes with their perceived benefits (Managed Care Outlook, 2014; Mattke et al., 2012; Buck Consultants, 2009; Keay et al., 2010; Cancelliere et al., 2011; Otto, 2015; Greene, 2011). If indeed employee efficiency and job performance are critical aspects in present organizations, then it is equally important to understand the correlation between corporate wellness programmes, employee efficiency and job performance. As such, conducting research to establish the relationship between corporate wellness programmes, employee efficiency and job performance. As such, conducting research to establish the relationship between corporate wellness programmes, employee efficiency and job performance provided the much needed statistics in order link corporate wellness programmes with their anticipated benefits. According to Ngeno&Muathe (2014), several studies have been done in Kenya on corporate wellness programmes. If empirical evidence is important in linking corporate wellness programmes with anticipated organizational outcomes, then it was important that more research be undertaken in order to increase the number of studies done in Kenya on corporate wellness programmes. This research provides statistics to help link corporate wellness programmes with employee efficiency and job performance, in turn increasing the number of studies conducted in Kenya on corporate wellness programmes.

1.3 Purpose of the Study

The purpose of the study was to establish the relationship between corporate wellness programmes, employee efficiency and job performance among the Middle Level Executives of Standard Group Limited in order to create more insights and empirical evidence so as to link the programmes with the anticipated individual and organizational outcomes (NPS Wellness Guide, 2014).

1.4 Objectives of the Study

The objectives of the study were to:

- 1. Establish the corporate wellness programs in Standard Group Limited
- 2. Determine whether the corporate wellness programmes adopted by Standard Group Limited contributed to employees' efficiency.
- 3. Identify whether the corporate wellness programmes adopted by Standard Group Limited affected Job performance

1.5 Research Questions

This study addressed the following research questions:

- 1. Which corporate wellness programs are offered by Standard Group Limited?
- 2. To what extent do the corporate wellness programmes adopted by Standard Group Limited contribute to employees' efficiency?
- 3. How do the corporate wellness programmes adopted by Standard Group Limited affect employees' Job performance?

1.6 Research Hypotheses

- 1. Ho. Standard Group Limited does not offer corporate wellness programmes
- 2. Ho. There is no significant relationship between corporate wellness programmes and employees' efficiency
- 3. Ho. There is no significant relationship between corporate wellness programmes and job performance

1.7 Justification of the Study

According to Ngeno&Muathe (2014), there is scarcity of studies on corporate wellness programmes in Kenya. A study by Ngeno&Muathe (2014) focuses on a critical review of literature on corporate wellness programmes. Studies done by Lutalo (2007) and Munyi (2012) are case study reports on the corporate wellness programmes in Serena Hotels and Kenya Airways respectively. A study by Matunda (2014) on the impact of lifestyle changes on the prevalence of cancer in Kenya is based on an analysis of secondary data. A survey by Ireri (2012) found out that Kenyans are not screening for lifestyle diseases despite their increasing prevalence. Another study was done by Rono (2011) on the factors influencing the adoption of corporate wellness programmes in the Standard Group Limited. Tongoi (2013) did a survey on employee health and wellness in an attempt to understand the factors associated with the illhealth of contracted employees of Safaricom Limited. Tuwai, Kamau&Kuria (2015) sought to establish the effects of corporate wellbeing practices on employee performance among the commercial banks in Kenya. The study concentrated on performance programmes such as motivation, training and development. Whereas the first three studies are addressing other dimensions of corporate wellness programmes distinct from the current study, the fourth study (Tuwai et al., 2015 is qualitative in nature. Conducting further research on the relationship between corporate wellness programmes, employee efficiency and job performance increased the number of studies done in Kenya on corporate wellness programmes. This enhanced the available knowledge on corporate wellness programmes in Kenya.

Second, previous studies have been unsuccessful in linking corporate wellness programmes with their anticipated benefits. According to Otto (2015), it has been difficult to connect the dots between offering the programmes and achieving results. Consequently, it was important to search for empirical data in order to help link corporate wellness programmes with the anticipated organizational benefits. As such, undertaking this study provided empirical evidence in order to establish a correlation between corporate wellness programmes, employees' efficiency and job performance.

1.8 Significance of the Study

First, the findings of the study provide insights to human resource managers to consider adopting comprehensive corporate wellness programmes in order to enhance individual and organizational

benefits (Kairu, 2015). Second, the research provides solutions to unique organizational and national challenges, for instance, the wage bill debate by the Salaries and Remuneration Commission (Serem, 2015). Third, the study promotes research on corporate wellness programmes in Kenya since only a few studies have been done so far on the subject. This increases knowledge on corporate wellness, in turn contributing to the global debate on the value of corporate wellness programmes (Evans, Gruba& Zobel, 2014). Fourth, the study educates individual Kenyans on the importance of maintaining Wellness in order to reduce the prevalence of non-communicable diseases in Kenya (Muraya, 2016). Fifth, the research informs the Ministry of Labour, governmental and non-governmental organizations in their quest to provide solutions to unique organizational challenges (Churchill et al., 2014). Sixth, the study enhances knowledge on corporate wellness programmes in Kenya, providing a resource for future researchers on the subject. Seven, the research provides solutions to employees' health problems (Ngeno & Muathe, 2014). Seven, the research is beneficial to insurance companies and other institutions involved in the Wellness business. The companies will focus on saving on costs related to medical care coverage by emphasising on the prevention of ill health (Shelby, 2015).

1.9 Scope and delimitations of the Study

The study focused on the corporate wellness programmes adopted by Standard Group Limited. The programmes include the physical fitness programme, smoking cessation programme, alcohol and substance abuse rehabilitation programme, stress management programme and health education programmes. The physical fitness programme includes walking exercises and use of gym facilities. The Smoking cessation programme includes any attempts by the company to discourage cigarette smoking within the company and out of the work place. The alcohol and substance abuserehabilitation programmes include counselling sessions and rehabilitation services for employees abusing alcohol and other substances. The stress management programmes include stress management training programmes, company manuals and policies. The health education programmes entails healthy eating, keeping fit, disease prevention and first aid programmes.

This study did not focus on other corporate wellness programmes offered in Standard Group Limited such as cafeteria system, quality of work-life, health facility, flexibility of working hours and HIV-AIDS programmes. The research was conducted among the middle level executives of Standard Group Limited. As such, top level executives and low cadre staff did not participate in the study. The research did not engage the dependents of the participants due to logistical and protocol reasons.

1.10 Limitations of the Study

The results of the study can be generalized to all the employees of Standard Group Limited and other corporations such as financial institutions, telecommunication companies, institutions of higher learning, airlines and government ministries. It is anticipated that the findings of the study provide solutions to challenges related to employees' efficiency and job performance.

1.11 Operational Definitions

Corporate Wellness Programmes- programmes initiated and sponsored by the employer in order to improve the health and wellbeing of workers and their families. Also known as health promotion programmes (Berry, Mirabito &Baun, 2010; Ngeno&Muathe, 2014; Prudential Insurance Company of America, 2012). This research focused on physical fitness, smoking cessation, alcohol and substance abuse rehabilitation, stress management and health education programmes adopted by Standard Group Limited.

Efficiency- According to Miguel St. Aubyn, Pina, Garcia&Pais (2009 p.5), efficiency is "a comparison between inputs used in a certain activity and produced outputs. When, with a given amount of inputs or resources, a decision making unit (DMU) – be it a company, a government body, or a country – attains that level of output or outputs that is the maximum attainable under the existing technology, that DMU is said to be efficient, i.e., it operates on the *production possibility frontier*. When it produces less than what can possibly be attained, the DMU is considered to be inefficient."

Employee- individual providing services to an employer for wages or remuneration (Robertson, 2008). An employee may also be defined as "An individual who works part-time or full- time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties, also called worker." (Business Dictionary, 2016). Typically, an employee works eight hours in a day, five or six days in a week. However, this may vary based on the employment contract.

Health- physical and mental wellbeing as affected by societal factors (Department of Health, 2010). The physical dimension of health deals with the ability to maintain a physical balance in different circumstances, even in the presence of stress. The mental dimension of health refers to the capacity to cope, recover from strong psychological stress, comprehend, manage and appraise difficult situations in one's life. Social health includes individuals' capacity to fulfil their potential, obligations and manage their life with some degree of autonomy despite of a medical condition; and capacity to participate in social activities including work. Social health implies a dynamic balance between opportunities and limitations irrespective of the social and environmental challenges (British Medical Journal, 2011).

Non- communicable diseases- They are defined as diseases of long duration, generally slow progression and are a major cause of adult mortality and morbidity worldwide (Bloom, Cafiero, Jané-Llopis, Abrahams-Gessel, Bloom, Fathima,& Weinstein (2011 p.8). These diseases include diabetes, chronic respiratory problems, cardiovascular problems and cancer.

Performance- according to Business Directory (2016 p.1), performance refers to the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. Alternatively, performance can be conceptualized by identifying employee behaviours that constitute good performance. These behaviours are related to the performance of the core activities of a job as well as to other activities other than the core. As such, job performance should measure task performance and contextual performance. Some aspects of task performance include procedural and declarative knowledge, ability, experience and technical tasks related to the job. Contextual performance supports the organizational and social environment and is measured by aspects such as morality, job dedication and corporation (Yusoff, Ali& Khan, 2014).

Presenteeism- attending work when ill (Johns, 2009). According to Willingham (2008), presenteeism describes workers who remain on the job but are not as productive as they should due to sickness, stress or any other type of impairment. Some manifestations of presenteeism include additional time on tasks, decreased quality and quantity of work, inability to make sound judgments, lowered capacity for peak performance, impaired social functioning with co-workers and decreased motivation.

Wellness- holistic process where several components of life are integrated to bring forth personal wellness (Griffin, 2015). These components include physical, emotional, social, intellectual, financial, spiritual, environmental and career dimensions (National Park Service Employee Wellness Program Guide, 2014).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter deals with review of literature on corporate wellness programmes, types of corporate wellness programmes, benefits of corporate wellness programmes to individual employees and organizations, relationship between corporate wellness programmes, employee efficiency and job performance, theoretical and conceptual frameworks adopted for the study.

2.2 Corporate Wellness Programmes

These are programmes initiated and sponsored by the employer in order to improve the health and well-being of employees and their families (Berry, Mirabito &Baun 2010; Ngeno&Muathe, 2014; Prudential Insurance Company of America, 2012). Corporate wellness programmes focus on addressing specific behaviours and health risk factors such as poor nutrition, physical inactivity, stress, obesity, smoking, infectious diseases/ HIV AIDS, work-life issues, depression, tobacco use, frequent alcohol consumption, fatigue and chronic diseases (Griffin, 2015; Investopedia, 2015). These unhealthy lifestyles have increased the prevalence of chronic diseases such as HIV/AIDS, diabetes, heart disease, asthma, cancer and chronic pulmonary conditions. Poor lifestyles result to serious and expensive health problems, decreased quality of life, premature death and disability and negatively affect employees' performance due to absenteeism and presenteeism (Buck Consultants, 2009; Mattke, 2013; Aspen Publishers, 2011).

Corporate wellness programmes aim at changing unhealthy behaviours and modifying health risk factors. Consequently, the programmes should prioritize on prevention of ill-health rather than the treatment of chronic conditions (Tuwai et al., 2015). Corporate wellness programmes help in maintaining healthy behaviours. The programmes create and raise employees' level of wellness, educate and offer incentives to reinforce healthy lifestyles among employees and their families. Corporate wellness programmes aim at minimizing the incidence and severity of chronic illnesses. The programmes are often merged with chronic disease management programmes to boost employees' healthy lifestyle support (Buck Consultants, 2009). Corporate wellness programmes help in promoting healthy lifestyles, maintaining or improving health, and preventing or delaying the onset of disease through lifestyle management (Schoenman, 2011;

Aspen Publishers, 2011). Corporate wellness programmes should focus on provision of health education, identification of potential health risks factors and promotion of positive health behaviour changes (MetLife, 2013; Hall, 2014; Mattke et al., 2013). A successful corporate wellness programme should essentially address the total well-being of the individual, encompassing emotional, social, spiritual, intellectual, physical, financial, career and supportive environments at work, home and in the community (Schoenman, 2011; Seligman, 2005).

2.3 Types of Corporate Wellness Programmes

Corporate wellness programmes are designed to address specific health-related challenges which vary from one geographical region to another and as determined by specific organizational objectives (Buck Consultants, 2009). According to Divine (2006), comprehensive corporate wellness programmes should include:

2.3.1 Health screenings programmes

Health screenings are medical tests used to identify hidden health problems among the employees. The screenings are performed by conducting blood, urine, x-rays and ultra sounds. Employees are screened for blood cholesterol, blood pressure, obesity, diabetes mellitus, colorectal cancer, hepatitis B, liver cancer, tuberculosis, sexually transmitted diseases, cervical and breast cancer, osteoporosis and prostate cancer. According to Health Promotion Board (2004), when a health condition is detected early, individuals are able to receive early treatment in order to avoid more complications, suffering and death.

2.3.2 Education programmes

Education programmes provide employees with information in order to enable them to embrace a healthier lifestyle. The programmes disseminate information about healthy lifestyles through pamphlets, newsletters, emails or websites. Educational programmes may be offered by organizing workshops focusing on diets, exercise, smoking cessation and prevention of illness. These programmes foster employees' level of awareness on issues that may affect their health and wellbeing.

2.3.3 Physical Fitness programmes

Physical fitness programmes help employees to access exercise equipment, facilities and classes. They include encouraging walking and cycling exercises, on-site exercise facilities such as gyms or reduced-cost access to local wellness centres. These programmes enhance employees' physical fitness, in turn preventing non-communicable diseases and avoidable disabilities.

2.3.4 Employee Assistance Programmes (EAP's)

Employee Assistance Programmes (EAP's) are work-based programmes that aim at addressing emotional, mental and psychological well-being of employees and their families. The programmes prevent, identify and solve work and non-work related issues that may affect employees' well-being and job performance (Dunkin, 2008; Benavides&David, 2010). These issues include stress, drug and substance abuse, depression, fatigue, sleep problems, mental health stigma, absenteeism, presenteeism, lifestyle risks, physical and chronic conditions (National Business Group on Health, 2008).

2.4 Benefits of corporate wellness programmes

According to Kocakulah& Powers (2015), corporate wellness programmes have significant benefits to employees, organizations and the community at large. These benefits include:

2.4.1 Reduction of healthcare costs and insurance claims

Employees' poor health affects the financial performance of a business negatively (Hanson, 2009; Controller's Report, 2012; Paterson, 2013; Prudential Insurance Company of America, 2012). Unhealthy employees are less productive and companies incur high costs in the course of their treatment. The employer ends up absorbing the high medical costs and low job performance which affects the competitive ability of the business (Independence Blue Cross, 2013; Anderson& Niebuhr, 2010; Prudential Insurance Company of America, 2012; Kallinowsky & Simiyu, 2011; Aspen Publishers, 2011). Corporate wellness programmes reduce medical costs and health care use (Burd, 2014; Herbert, 2011; Lovewell, 2009; Perkins, 2009; Hall, 2005; Lejeune, 2013; Kocakulah&Powers, 2015). Organizations with corporate wellness programmes benefit from reduced employees' death claims (Lutalo, 2007).

2.4.2 Reduction of employees' absenteeism and presenteeism

Employees' poor health and personal issues increase the time spent out of work (Aspen Publishers, 2011). Absenteeism and presenteeism lead to reduced job performance and indirect medical costs such as disability claims (Controller's Report, 2012; Independence Blue Cross, 2013; Prudential Insurance Company of America, 2012; MetLife, 2013). Corporate wellness programmes promote a healthy and committed workforce; in turn reducing absenteeism, presenteeism and employee sick offs (Perkins, 2009; Lovewell, 2009; Rogers Publishing Company Limited, 2013; Vogel, 2015; Seligman, 2005; MetLife, 2013).

2.4.3 Increased job performance and employee efficiency

Employees' poor health and other personal problems lead to reduced individual and organizational performance (Blerbower, 2013; Perkins, 2009). Workers with chronic health conditions usually exhibit poor performance (Prudential Insurance Company of America, 2012; Aspen Publishers, 2011; Anderson& Niebuhr, 2010). On the contrary, healthy employees exhibit greater energy levels, better focus, better resiliency and a more positive outlook to life; which leads to enhanced job performance (National Park Service, 2014; Patton, 2015; Controller's Report, 2012; Paterson, 2013). Corporate wellness programmes promote shareholder value due to increased job performance and efficiency at work (Hanson, 2009; Benavides &David, 2010; Perkins, 2009; Kocakulah&Powers, 2015).

2.4.4 Health-related behaviour and health status

Corporate wellness programmes lead to a more knowledgeable and health conscious workforce. This enhances employees' awareness and confidence in wellness issues (Patton, 2015; Stonehouse, 2014). As a result, employees develop significant and meaningful improvements in health risk behaviours (such as alcohol use, fat intake, physical activity, tobacco use and use of seat belts); improvement of biometric outcomes (blood pressure and cholesterol); reduction of health risks and use of health care services. Corporate wellness programmes have a positive impact on health-related behaviour and lead to health risks reduction among programme participants (Rombel, 2007; Mattke, 2013; Rogers Publishing Company Limited, 2013; Schoenman, 2011).

2.4.5 Substantial return on investment (ROI)

The positive measurable return on investment (ROI) of corporate wellness programmes has challenged employers to adopt the programmes in order to encourage employees to make healthy lifestyle changes (Hall, 2005; Valet, 2015; Lejeune, 2013). Corporate wellness programmes can achieve cost savings and produce significant returns on investment such as reduction of workers' compensation claims which may arise from work-related injuries, reduced recruitment costs and costs related to induction of new employees (Perkins, 2009; Benavides&David, 2010 ; Aspen Publishers, 2011; Rogers Publishing Company Limited, 2013; Anderson& Niebuhr, 2010).

2.4.6 Increased safety and reduction of work- related accidents

Job-related injuries can be minimized through the adoption of corporate wellness programmes (Rombel, 2007, Stonehouse, 2014). This is achieved when organizations incorporate safety standards and procedures in their work place (Lutalo, 2007; Keay et al., 2010; Seligman, 2005; Perkins, 2009).

2.4.7 Long -term benefits of corporate wellness programmes

Corporate wellness programmes have the potential to strengthen organizational culture, values, mission and build employees' loyalty, pride, trust and commitment to the company. When implemented properly, the programmes can build deep bonds between employees and the organizations they work for (Berry et al., 2010; Vernon, 2010).

2.4.8 Improvement of job satisfaction

According to Controller's Report (2012), corporate wellness programmes enable workers to interact and develop relationships that build a stronger community and increase job satisfaction. Adopting corporate wellness programmes leads to reduced turnover rates and increased job satisfaction (Independence Blue Cross, 2013; Vernon, 2010; Diamond, 2013). Employees with enhanced morale are more likely to be productive due to increased sense of responsibility to the employer and improved job satisfaction (Stonehouse, 2014). There exists a direct correlation between worker satisfaction and client satisfaction (Lutalo, 2007)

2.4.9 Improvement of employees' engagement

When a company demonstrates commitment to its workforce, employees reciprocate by being more committed to the company. Engaged employees are meticulous, motivated and perform exceptionally. Organizations with engaged employees record lower absenteeism, lower turnover and high job performance (Diamond, 2013; Kalish, 2014). In contrast, disengaged employees have low career well-being. The health risks of disengaged employees increase the number of days they are absent from their job (Independence Blue Cross, 2013).

2.4.10 Enhanced employee attraction and retention

Corporate wellness programmes are a determining factor for potential employees when choosing an employer. Workers from companies with good corporate wellness programmes stay with their organizations for a long time. Organizations with highly effective corporate wellness programmes report significantly lower voluntary attrition as compared to companies with less effective corporate wellness programmes (Berry et al., 2010; Vernon, 2010; Rogers Publishing Company Limited, 2013; Patton, 2015; Valet, 2015; Prudential Insurance Company of America, 2012). According to Lutalo (2007), corporate wellness programmes reduce the rate of mortality in organizations.

2.4.11 Maintenance of worker ability

According to Cancelliere et al. (2011), worker ability refers to employees' physical, psychological and social capacity to work and is determined by employees' health and contents of their work. Corporate wellness programmes help in reducing employees' absenteeism occasioned by sickness or disability. The programmes reduce stress, burnout and enhance employees' well-being (Churchill et al., 2014; Kocakulah&Powers, 2015; Carlson, 2014; Abebe, 2015). Corporate wellness programmes lead to the development of team-building skills (Buck Consultants, 2009; Seligman, 2005).

2.4.12 Promotion of corporate image/ brand

Corporate wellness programmes enhance organizational reputation and establish the company as the Employer-of-Choice (Burd, 2014; Valet, 2015). In emerging economies, a high value is placed on employers who support health (MetLife, 2013; Anderson& Niebuhr, 2010).

Implementing a corporate wellness programme communicates to the employees that they are cared for by the organization. This fosters good will and employee recruitment and retention (Hanson, 2009; Lovewell, 2009; Rogers Publishing Company Limited, 2013; Meyer, 2009).

2.4.13 Social-community responsibility

Corporate wellness programmes enhance the quality of life within the organization and in the surrounding communities (Tongoi, 2013). For instance, the Kenya Serena Hotel's corporate wellness programme aims at reducing the incidences of injuries, communicable and lifestyle diseases within the company and in the surrounding communities (Lutalo, 2007).

2.5 Corporate wellness programmes, Employee efficiency and Job Performance

Employees' poor health and other personal problems lead to reduced individual and organizational performance (Atkinson, 2004; Blerbower, 2013; Kallinowsky& Simiyu, 2011 and Perkins, 2009). It is reported that workers with chronic health conditions are more prone to reduced job performance (Prudential Insurance Company of America, 2012; Aspen Publishers, 2011; Anderson& Niebuhr, 2010). On the contrary, healthy employees have greater energy levels, better focus, better resiliency and a more positive outlook to life; resulting to increased job performance ("National Park Service", 2014; Tuwai et al., 2015; Kairu, 2015; Paterson, 2013). According to Buck Consultants (2009), improving job performance and reducing "presenteeism" is a common objective for the adoption of corporate wellness programmes worldwide. It is believed that implementing corporate wellness programmes promotes shareholder value as a result of increased job performance and efficiency at work (Hanson, 2009; Munyi, 2012; Perkins, 2009).

2.6 Theoretical Framework

Two (2) key theories of human motivation informed the theoretical framework for this study. These theories include Maslow's hierarchy of needs theory and Herzberg's dual- factor theory.

2.6.1 Maslow's Hierarchy of Needs Theory

Abraham Maslow identified five (5) categories of human needs arranged in a hierarchical order. These needs include physiological, security, social, self-esteem and self-actualization needs. According to Maslow, individuals should first meet the basic needs before they are motivated to satisfy the higher level needs. This is because if the basic needs are not met, employees' behaviour will be geared towards the satisfaction of these basic needs. After the satisfaction of physiological needs, employees would be motivated to satisfy security needs and this would continue until self-actualization needs are met.

Physiological needs are at the foundation of the pyramid and include basic needs necessary for survival such as food, clothing and shelter. The second level of needs is referred to as safety and security needs. These needs are expressed through a desire for safety in one's job, health and family. These needs are usually attained when employees' fears and anxieties are low. In the third level of needs, employees work towards the attainment of love and belonging. Employees strive to establish job relationships by building friendships, love and intimacy in order to experience acceptance from other people. The fourth level of needs comprises of self-worth and self esteem needs. Employees seek to attain self-worth by being accepted and valued by others. At the apex of the pyramid is the need for self- actualization. This refers to a person's desire to become everything he/she would like to become by making use of his/her full potential, capacities and talents (Martin& Joomes, 2007; Ngeno& Muathe, 2014).

2.6.2 Herzberg's Dual- factor Theory

Herzberg came up with two factors that explain motivation at the work place, that is, motivational factors and hygiene factors. Intrinsic factors (motivators) come from within the individual and enhance job satisfaction when present. When motivational factors are met, employees would be motivated and perform higher. Motivational factors include the need for achievement, interest in the task, responsibility, recognition, autonomy, challenge, growth, advancement and other intrinsic aspects. On the other hand, hygiene (maintenance) factors come from outside the individual, enhance the work environment when present and lead to demotivation when absent. As such, absence of hygiene factors would lead to employee dissatisfaction. Examples of hygiene factors include salary, working conditions, status, company policies and administration, supervision-technical and interpersonal relationships-supervision (Ozguner& Ozguner, 2014; Ngeno& Muathe, 2014). According to Herzberg, in order for employees to be motivated, both factors, that is motivational and hygiene factors have to be fulfilled.

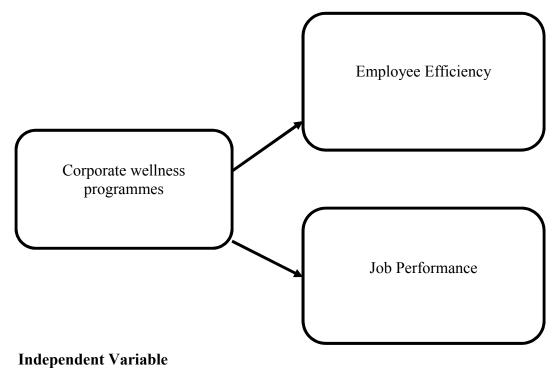
2.6.3 Synthesis of Theoretical Framework

Maslow's hierarchy of needs and Herzberg dual factor theories attempt to explain employees' motivation in the work place. First, the theories hold that fulfilling employees' needs helps in enhancing their motivation. Since corporate wellness programmes are designed with the needs of the employees in mind, the programmes make employees feel valued and cared for by the organization (Connect Workplace White Paper, 2015). Second, the two theories view behaviour in the workplace as goal directed. Therefore, organizations should design corporate wellness programmes so as to meet individual and organizational goals (Lunenburg, 2011). Third, the theories explain that both extrinsic and intrinsic factors influence employee motivation at the work place. As such, corporate wellness programmes should be designed with the concerns of employees in mind. In addition, organizations should provide a conducive environment to facilitate employees' involvement in the programmes (Ozguner&Ozguner, 2014). Fourth, the two theories view employees' motivation as arising from the emotional and cognitive dimensions. This implies that participating in corporate wellness programmes should be fostered by interest. Consequently, employees should be involved when designing the programmes (Butler, 2015). However, the two theories are limited in that they do not cater for individual differences while explaining human motivation.

2.6.4 Conceptual Framework

The research conceptualized that employee efficiency and job performance; being the dependent variables, are influenced by corporate wellness programmes, the study's independent variable as shown in figure 2.1.





Dependent Variables

2.6.5 Conclusion

Corporate wellness programmes aim at promoting the health and wellbeing of employees and their families. This is achieved through prevention of ill-health by identifying potential health risks factors and modifying employees' behaviour in order to avert possible health problems. For employees suffering from chronic conditions, management of the conditions is undertaken in order to arrest the escalation of the disease state. In order to prevent potential health problems and manage existing conditions, employees are imparted with knowledge so as to raise their awareness on how their present behaviour could lead to adverse health problems.

The various types of corporate wellness programmes focus on guaranteeing the holistic wellbeing of employees' career wise, physically, emotionally, socially, intellectually, financially, environmentally and spiritually. Corporate wellness programmes vary considerably from one geographical region to another and as per specific organizational priorities and objectives. This research focused on some selected corporate wellness programmes adopted by Standard Group Limited such as the physical fitness programme, smoking cessation programme, alcohol and substance abuse rehabilitation programme, stress management programme and health education

programme. The study aimed at establishing the relationship between corporate wellness programmes, employee efficiency and job performance. Based on the literature review, there is a correlation between corporate wellness programmes, employee efficiency and job performance.

Corporate wellness programmes have mutual benefits to employees and organizations. The programmes enhance the quality of life and make employees feel valued and cared for by the organization. The programmes foster a sense of responsibility among the participants to take charge of their health. Employees usually develop team working skills as a result of participating in corporate wellness programmes. Corporate wellness programmes lead to healthy employees, enhance worker ability and reduce medical and insurance costs that could have been incurred as a result of ill-health. The programmes lead to improved job satisfaction and employee engagement, leading to increased job performance and employee efficiency. Corporate wellness programmes reduce employees' absenteeism and presenteeism, minimize work-related injuries, improve employee attraction and retention and enhance the corporate image. Corporate wellness programmes enhance an organization's corporate social responsibility towards the communities within its area of operation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains key aspects related to the protocol observed while carrying out this research such as the research design, location of the study, population of the study, sampling procedures, research instruments, data collection procedures, data analysis procedures and the ethical considerations followed during this research.

3.2 Research design

Quantitative research design was employed for this study in order to establish the relationship between the independent and the dependent variables. The survey method was used during the research. The method was chosen because it is inexpensive and allows for collection of data from a large sample size within a relatively short time.

3.3 Location of the Study

The study was conducted at the Standard Group Limited Headquarters located along Mombasa Road, Nairobi.

3.4 Population of the Study

The population of the study comprised of all the middle level executives working with Standard Group Limited.

3.5 Sampling Procedures

Stratified sampling procedure was used to identify the eleven (11) departments in Standard Group Limited. All the middle level executives from all the departments of the company were sampled for the study. The final sample consisted of thirty two (32) middle level executives working in Standard Group Limited.

3.6 Research Instruments

A questionnaire was developed for the purposes of data collection. The Job Performance Scale developed by Goodman&Svyantek (1999) was incorporated into the questionnaire. The

instrument comprised of closed ended questions. A Likert scale was incorporated into the questionnaire to enable the respondents to have a variety of choices to select their responses from. The research participants responded to the statements by choosing one of the five responses at the end of each statement. The responses were Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree. Each of the responses had a corresponding score. The highest score was 5 (Strongly Agree) whereas the least score was 1(Strongly Disagree).

3.7 Reliability and validity of the Instrument

3.7.1 Reliability of the Instrument

According to Yusoff, Ali& Khan (2014), the Job Performance Scale developed by Goodman& Svyantek (1999) has been used in the past to assess job performance among teachers. The reliability of the scale has been ascertained using Cronbach's Alpha Coefficient, item total correlations and Inter-Scale correlations. Except for few items, almost all items have values above 0.60, thus proving the reliability of the scale

3.7.2 Validity of the Instrument

The Goodman & Svyantek (1999) Job Performance Scale consists of 25 items, covering three (3) dimensions of job performance: altruism, conscientiousness and task performance. The validity of the scale has been ascertained using Exploratory and Confirmatory Factor Analysis. Convergent validity has been determined using factor loadings equal to 0.50 or greater than were considered significant. Results of Principal Component Analysis showed that factor loading ranged from 0.60 to 0.94. Likewise, the communalities also ranged from 0.65 to 0.87. The Kaiser-Meyer-Olkin measure of sample adequacy was within range of 0.82.Similarly, the total Eigen values for all the 25 items was above 01 (Yusoff, Ali& Khan, 2014). Construct validity was ascertained through Confirmatory Factor Analysis, with Maximum Likelihood Estimation. One factor model had poor fit, i.e. X2/df = 3.17, RMSEA = 0.123, CFI= 0.68 and GFI=0.61. The two factor model showed relatively good fit in comparison to one factor model, i.e. X2/df = 2.41, RMSEA = 0.088, CFI= 0.77 and GFI=0.81. While the analysis showed that the three factor model was much more consistent with data and showed better fit in comparison to both model one and two, i.e. X2/df = 1.83, RMSEA = 0.098, CFI= 0.88 and GFI=0.92.Therefore the three

factor model was accepted as it more parsimonious than the rest of models (Yusoff, Ali& Khan, 2014 p.39-40).

The research instrument was piloted before data collection to ensure face validity (Weiner, 2007; Simon, 2011). This is because the instrument was changed from a supervisor assessment scale into a self assessment scale. In addition, piloting the questionnaire helped in contextualizing the instrument since it was previously used in the Middle East.

3.8 Data collection procedures

Permission was sought from the National Commission for Science, Technology and Innovation (NACOSTI) and the Human Resource Manager of Standard Group Limited before data collection. The research instrument was administered by a Research Assistant, identified from the Human Resource department of the Standard Group Limited. The Research Assistant was provided with the relevant and adequate training necessary for data collection. The training equipped the Research Assistant with the requisite skills in order to guide the respondents during data collection. This helped to reduce inconsistencies and bias that would have arose due to misrepresentation of facts.

3.9 Data analysis procedures

The data collected during the study was analyzed using the Statistical Package for the Social Sciences (SPSS). According to Arkkelin (2014), SPSS is a versatile package that allows many different types of analysis, data transformations and forms of output. The demographic information of the participants was processed and calculated in percentages in order to provide a general overview of the respondents. The analysis focused on the respondents' gender, age, marital status, level of education, the period the respondent had worked in Standard Group Limited, religious affiliation, the average time the respondent takes from home to work and back on any given work day and the respondent's nationality.

An analysis was conducted in order to establish whether Standard Group offered corporate wellness programmes. Specifically, the statistical analysis focused on ascertaining whether the company offered physical fitness, smoking cessation, alcohol and substance abuse, stress management and health education programmes to its employees. This analysis was followed by

calculating the frequency of the respondents' participation in the above mentioned programmes. The data was tabulated and presented in tables, frequencies and percentages.

A further data analysis was conducted to ascertain the participants' efficiency ratio and job performance as informed by the respondents' annual efficiency appraisal and subjective evaluation of their job performance as guided by the research instrument. Data processing and analysis was concluded by analyzing the association between the independent and dependent variables. This was done by comparing the respondents' participation in each of the corporate wellness programmes, their efficiency and job performance. This was followed by a comparison to establish the association between the respondent's participation in the overall corporate wellness programmes, their efficiency and job performance. A bivariate analysis was conducted in order to establish the strength of association between the Independent and dependent variables. The correlation between the independent and dependent variables. The correlation between the independent and dependent variables. The correlation coefficient.

3.10 Ethical Considerations

Before conducting the study, permission was sought from the National Council for Science, Innovation and Technology and the management of Standard Group Limited. During the study, all the research participants were respected and treated equally (Kalleberg, 2005). The principle of voluntary participation was adhered to. Research participants were not coerced to participate in the study. All research participants were informed accordingly before consenting to participate in the study (Clifton, 2012). The privacy and confidentiality of the respondents was enhanced through the collection of anonymous data. The researcher committed that any identifying data shall not be availed to third parties during and after the study (Kalleberg, 2005).

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter provides an analysis of data collected from the middle level executives of Standard Group Limited. The chapter begins with an analysis of the respondents' demographic information followed by presentation of the analyzed data as guided by the three (3) research objectives and hypotheses. The chapter concludes with the testing of correlation between the respondents' gender, marital status and education level with employees' efficiency and job performance.

4.2 Return rate of the Questionnaires

Thirty two (32) questionnaires were distributed among the middle level executives of Standard Group Limited in Nairobi. All the thirty two (32) questionnaires were duly filled by the respondents. This represented 100% return rate of the questionnaires. The return rate is justified by the fact that the Research Assistant who administered the instrument was selected from the Human Resource department of Standard Group Limited.

4.3 Demographic information of the Respondents

The first section of the research questionnaire, that is, section A collected general data about the demographics of the respondents. The section sought respondents' details such as gender, age, marital status, education level, period worked in Standard Group Limited, religious affiliation, daily average commute time to and from work and the nationality of the respondents.

4.3.1 Gender of the respondents

Out of the thirty two (32) respondents who participated in the study, 56.3% were male whereas 43.8% were female as shown on table 4.1. Therefore, majority of the respondents (56.3%) were male.

Table 4.1: Gender of the Respondents

-				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Male	18	56.3	56.3	56.3
	Female	14	43.8	43.8	100.0
	Total	32	100.0	100.0	

4.3.2 Age of the respondents

The study found out that 18.8% of the respondents were aged 18-30 years, 65.6% of the participants were aged 31-40 years whereas 15.6% of the respondents were aged 41-50 years as shown on table 4.2. Therefore, majority of the respondents (65.6%) were aged between 31-40 years.

Table 4.2: Age of the respondents

-				Valid	Cumulative
		Frequency	Percent	Percent	Percent
	18-30yrs	6	18.8	18.8	18.8
	31-40yrs	21	65.6	65.6	84.4
	41-50yrs	5	15.6	15.6	100.0
	Total	32	100.0	100.0	

4.3.3 Marital status of the respondents

Out of the thirty two (32) respondents who participated in the study, 81.3% were married whereas 18.8% were single as shown on table 4.3. Therefore, majority of the participants (81.3%) were married.

Table 4.3: Marital status of the respondents

-				Valid	Cumulative
		Frequency	Percent	Percent	Percent
	Married	26	81.3	81.3	81.3
	Single	6	18.8	18.8	100.0
	Total	32	100.0	100.0	

4.3.4 Level of education of the respondents

The findings of the study indicate that 18.8% of the participants had a Diploma, 37.5% of the respondents had a degree while 43.8% of the respondents had attained a Masters degree as shown on table 4.4. Therefore, majority of the respondents (43.8%) had a Masters degree.

Table 4.4: Level of education of the respondents

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Diploma	6	18.8	18.8	18.8
	Degree	12	37.5	37.5	56.3
	Masters	14	43.8	43.8	100.0
	Total	32	100.0	100.0	

4.3.5 Period the respondents had worked at Standard Group Limited

The research found out that 3.1% of the respondents had worked for less than a month, 6.3% of the respondents had worked for less than 6 months, 31.3% of the respondents had worked for less than 12 months while 59.4% of the respondents had worked for over 1 year as shown on table 4.5. Therefore, majority of the respondents (59.4%) had worked in Standard Group Limited for more than a year.

Table 4.5: Period the respondents had worked at Standard Group Limited

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Less than 1 month	1	3.1	3.1	3.1
	1-6 months	2	6.3	6.3	9.4
	7-12 months	10	31.3	31.3	40.6
	Above 1 years	19	59.4	59.4	100.0
	Total	32	100.0	100.0	

4.3.6 Religious affiliation of the respondents

The study found out that 93.8% of the participants were Christians whereas 6.3% of the respondents were Muslims as shown on table 4.6. Therefore, majority of the respondents (93.8%) were Christians.

Table 4.6: Religious affiliation of the respondents

-				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Christian	30	93.8	93.8	93.8
	Muslim	2	6.3	6.3	100.0
	Total	32	100.0	100.0	

4.3.7 Daily average commute time to and from work

The findings indicate that 12.5 % of the participants took an average commute time of less than 1 hour, 34.4% of the respondents took an average commute time of 1 hour, 31.3% of the respondents took an average commute time of 2 hours whereas 21.9% of the respondents took an average commute time of 3 hours as shown on table 4.7. Therefore, majority of respondents (34.4%) took an average commute time of 1 hour to and from work.

Table 4.7: Daily average commute time to and from work

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Under 1	4	12.5	12.5	12.5
	Hour				
	1 Hour	11	34.4	34.4	46.9
	2 Hours	10	31.3	31.3	78.1
	3 Hours	7	21.9	21.9	100.0
	Total	32	100.0	100.0	

4.3.8 Nationality of the respondents

The study found out that all the respondents (100 were Kenyans as shown on table 4.8

Table 4.8: Nationality of the respondents

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Kenyan	32	100.0	100.0	100.0

4.4 Research Objectives

4.4.1 Corporate wellness programmes offered in Standard Group Limited

3.1% of the respondents disagreed that Standard Group Limited offered corporate wellness programmes, 18.8% of the respondents were neutral, 43.8% of the participants agreed whereas 34.4% of the respondents strongly agreed that Standard Group Limited offered corporate wellness programmes as shown on table 4.9. Therefore, majority of the participants (78.2%) agreed that Standard Group Limited offered corporate wellness programmes.

Table	4.9:	Corporate	wellness	programmes	offered	in	Standard
Group	Limi	ited					

-				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Disagree	1	3.1	3.1	3.1
	Neutral	6	18.8	18.8	21.9
	Agree	14	43.8	43.8	65.6
	Strongly Agree	11	34.4	34.4	100.0
	Total	32	100.0	100.0	

4.4.1.1 Standard Group Limited offers physical fitness programme

3.1% of the respondents disagreed that Standard Group Limited offered Physical fitness programme, 15.6% of the respondents were neutral, 40.6% of the participants agreed whereas 40.6% of the respondents strongly agreed that Standard Group Limited offered physical fitness programme as shown on table 4.10. Therefore, majority of the participants (81.2%) agreed that Standard Group Limited offered the physical fitness programme.

-				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Disagree	1	3.1	3.1	3.1
	Neutral	5	15.6	15.6	18.8
	Agree	13	40.6	40.6	59.4
	Strongly Agree	13	40.6	40.6	100.0
	Total	32	100.0	100.0	

 Table 4.10: Physical fitness programme

According to the Institute for Health and Productivity Studies (2016), organizations should develop a culture of health among the workforce by accommodating physical activity into employees' work and providing the requisite management support in order to encourage health promotion at the workplace.

4.4.1.2 Standard Group Limited offers smoking cessation programme

3.1% of the respondents disagreed that Standard Group Limited offered Smoking cessation programme, 15.6% of the participants were neutral, 37.5% of the respondents agreed whereas 43.8% of the participants strongly agreed that Standard Group Limited offered the Smoking cessation programme as shown on table 4.11. Therefore, majority of the participants (81.3%) agreed that Standard Group Limited offered the Smoking cessation programme.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	3.1	3.1	3.1
	Neutral	5	15.6	15.6	18.8
	Agree	12	37.5	37.5	56.3
	Strongly Agree	14	43.8	43.8	100.0
	Total	32	100.0	100.0	

 Table 4.11: Smoking cessation programme

4.4.1.3 Standard Group Limited offers alcohol and substance abuse rehabilitation programme

15.6% of the respondents were neutral, 50% of the respondents agreed whereas 34.4% strongly agreed that Standard Group Limited offered alcohol and substance abuse rehabilitation programme as shown on table 4.12. Therefore, majority of the participants (84.4%) agreed that Standard Group Limited offered alcohol and substance abuse rehabilitation programme.

 Table 4.12: Alcohol and Substance abuse rehabilitation programme

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	5	15.6	15.6	15.6
	Agree	16	50.0	50.0	65.6

Strongly	11	34.4	34.4	100.0
Agree				
Total	32	100.0	100.0	

Pidd& Roche (2013) suggest that employees' alcohol and other drug use can adversely affect workplace safety, productivity and employee wellbeing. Consequently, organizations have an obligation to prevent and reduce these negative effects in order to enhance public health policy and practice.

4.4.1.4 Standard Group Limited offers stress management programme

18.8% of the respondents were neutral, 43.8% of the participants agreed whereas 37.5% of the participants strongly agreed that Standard Group Limited offered stress management programme as shown on table 4.13. Therefore, majority of the participants (81.3%) agreed that Standard Group Limited offered the stress management programme.

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Neutral	6	18.8	18.8	18.8
	Agree	14	43.8	43.8	62.5
	Strongly Agree	12	37.5	37.5	100.0
	Total	32	100.0	100.0	

 Table 4.13: Stress management program

According to the Health advocate (2009), organizations should promote healthier and more productive workforce, in turn reducing health care costs by offering the stress management programme.

4.4.1.5 Standard Group Limited offers health education programme

28.1% of the respondents were neutral, 50% of the respondents agreed whereas 21.9% of the participants strongly agreed that Standard Group Limited offered health education programme as shown on table 4.14. Therefore, majority of the participants (71.9%) agreed that Standard Group Limited offered health education programme.

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Neutral	9	28.1	28.1	28.1
	Agree	16	50.0	50.0	78.1
	Strongly Agree	7	21.9	21.9	100.0
	Total	32	100.0	100.0	

 Table 4.14: Health education programme

According to the Health and Safety Authority (2010), the employer must ensure that employees have the necessary instruction, training and supervision in order to acquire the requisite heath education so as to foster healthy living.

4.4.2: Participation in corporate wellness programmes and employees' efficiency

The study found out that there was a strong correlation at .068 (sig. 0.71) between participation in corporate wellness programmes and employees' efficiency as shown on table 4. 15.

 Table 4.15: Participation in corporate wellness programmes and

 employees' efficiency

			From your	
			organization'	
		Total score	s rating, what	
		for	would you	
		participation	say is your	
		in the	employee	
		corporate	efficiency	
		wellness	ratio or	
		activities	percentage?	
Participation in selected	Pearson	1	.068	
corporate wellness	Correlation			
programmes	Sig. (2-tailed)		.710	
	N	32	32	
Employee efficiency	Pearson	.068	1	
ratio/percentage?	Correlation			
	Sig. (2-tailed)	.710		
	Ν	32	32	

This means that the corporate wellness programmes adopted by Standard Group Limited have enhanced employees' efficiency at the work place. According to Kocakulah&Powers (2015), corporate wellness programmes have been associated with productivity gains such as reduced errors, improved efficiency and better decision making.

4.4.3 Participation in corporate wellness programmes and job performance

The research found out that there was no significant relationship at .219 (sig. 0.229) between participation in corporate wellness programmes and job performance as shown on table 4.16.

Table 4.16: Participation in corporate wellness programmes and job performance

		Participation	
		in the	
		corporate	Total job
		wellness	performance
		activities	score
Participation in	Pearson	1	.219
selected corporate	Correlation		
wellness activities	Sig. (2-tailed)		.229
	N	32	32
Total Job performance	Pearson	.219	1
score	Correlation		
	Sig. (2-tailed)	.229	
	N	32	32

Therefore, we can infer that even though the job performance of the respondents' was commendable, it could have been influenced by other factors other than participating in corporate wellness programmes. Research has established that certain individual and organizational factors affect the job performance of the workforce. These factors include job stress, motivation, communication, financial rewards and trainings (Muda, Rafiki& Harahap, 2014; Iqbal, Latif, Ijaz& Mushtaq, 2015).

4.5 Testing of the Hypotheses

The research hypotheses for the study were tested as follows:

4.5.1 Ho: Standard Group Limited does not offer corporate wellness programmes

78.2% of the respondents agreed with the statement that "Standard Group Limited offers corporate wellness programmes". In response to statements regarding individual corporate wellness programmes, that is, physical fitness programme, smoking cessation programme, alcohol and substance abuse rehabilitation programme, stress management programme and health education programme; 80.02% of the respondents agreed that the programmes were offered in standard Group Limited. The above hypothesis was negated since majority of the

respondents agreed that Standard Group Limited offered corporate wellness programmes as shown on table number 4.9, table 4.10, table 4.11, table 4.12, table 4.13 and table 4.14.

4.5.2 Ho: There is no significant relationship between corporate wellness programmes and employees' efficiency

The research found a strong relationship at .068 (sig. 0.71) between corporate wellness programmes and employees' efficiency as shown on table 4.15. This means that the efficiency of the middle level executives in Standard Group Limited had increased as a result of their participation in corporate wellness programmes. Therefore, the above hypothesis was negated based on the findings of the study.

4.5.3 Ho: There is no significant relationship between corporate wellness programmes and job performance

The study found no significant relationship at .219 (sig. 0.229) between corporate wellness programmes and job performance as shown on table 4.16. This means that the job performance of the middle level executives in Standard Group Limited was not affected by their participation in corporate wellness programmes. Therefore, this hypothesis was confirmed as true based on the findings of the research.

4.6 Relationship between gender, marital status, level of education, frequency of participation in corporate wellness programmes, employee efficiency and job performance

4.6.1 Gender and job performance

The study found a negative relationship at -.360 (sig. 0.043) between the gender of the respondents and job performance as shown on table 4.17. Therefore, the gender of the participants had no impact on their job performance. This is supported by Anumaka&Ssemungenyi (2013) who hold that there is a negligible difference in work performance between male and female. However, another study by Green, Jegadeesh&Tang (2009) indicates that men and women perform differently in different dimensions of the job.

4.6.2 Marital status and frequency of participation in the corporate wellness programmes

The study found a moderate relationship at .475(sig. 0.006) between the marital status of the respondents and frequency of their participation in the corporate wellness programmes as shown on table 4.17. This implies that married employees participated in the corporate wellness programmes more frequently as compared to their unmarried counterparts.

4.6.3 Level of education and frequency of participating in corporate wellness programmes

The study found a moderate positive relationship at. 475 (sig.0.006) between the respondents' level of education and frequency of participating in the corporate wellness programmes as shown on table 4.17. Therefore, the more educated the respondents were, the more they participated in the corporate wellness programmes offered by the company.

4.6.4 Gender and frequency of participation in corporate wellness programmes

The study found a negative relationship at -.116 (sig .528) between the gender of the respondents and frequency of participating in the corporate wellness programmes. This implies that participation in the corporate wellness programmes among the middle level executives of Standard Group Limited was not influenced by one's gender as shown on table 4.17.

4.6.5 Gender and employees' efficiency

There was a negative association at -0.005 (sig. 979) between the gender of the respondents and their efficiency at work as shown on table 4.17. Therefore, the gender of the middle level executives in Standard Group Limited had no bearing on their efficiency at the workplace.

4.6.6 Marital status and employees' efficiency

The research found a negative relationship at -.332(sig. 0.064) between the marital status of the middle level executives of Standard Group Limited and their efficiency at work as shown on table 4.17. This means that employees' efficiency in Standard Group Limited was not affected by the marital status of the individual employees.

4.6.7 Marital status and job performance

There was no significant relationship at .101 (sig. 0.581) between the respondents' marital status and their job performance as shown on table 4.17. Therefore, the marital status of the middle level executives in Standard Group Limited had no impact on their job performance. This finding is supported by Oyewo& Akanbi (2012) who observed that the spill over of marital stress predicted the job performance of the married civil servants. This is contrasted by Ueda& Ohzono (2013) who hold that married employees performed better than unmarried employees

4.6.8 Level of education and employees' efficiency

The study found no significant relationship at .117 (sig. 0.523) between the respondents level of education and their job efficiency as shown on table 4.17. This means that the employees' efficiency was not influenced by their level of education.

Table 4.17: Relationship between gender, marital status, level of education, frequency of participating in corporate wellness programmes, employee efficiency and job performance

		q1.	q3.	q4.	Frequency	q1. From	Total job
		Gend	Marita	Educatio	of	your	performa
		er	l status	n level	participating	organization'	nce score
					in corporate	s rating, what	
					wellness	would you	
					activities	say is your	
						employee	
						efficiency	
						ratio or	
						percentage?	
q1. Gender	Pearson Correlation	1	.222	.042	116	005	360*
	Sig. (2- tailed)		.222	.819	.528	.979	.043

	N	32	32	32	32	32	32
	Pearson Correlation	.222	1	267	088	332	.101
q3. Marital status	Sig. (2- tailed)	.222		.140	.631	.064	.581
	N	32	32	32	32	32	32
	Pearson Correlation	.042	267	1	.475**	.117	.073
q4. Education level	Sig. (2- tailed)	.819	.140		.006	.523	.690
	N	32	32	32	32	32	32
Frequency of participating	Pearson Correlation	116	088	.475**	1	.068	.219
in corporate wellness activities	Sig. (2- tailed)	.528	.631	.006		.710	.229
	N	32	32	32	32	32	32
q1. From your organization's rating,	Pearson Correlation	005	332	.117	.068	1	.059
what would you say is your employee efficiency		.979	.064	.523	.710		.748
ratio or percentage?	N	32	32	32	32	32	32
Total job performance	Pearson Correlation	360*	.101	.073	.219	.059	1
score	Sig. (2- tailed)	.043	.581	.690	.229	.748	
	N	32	32	32	32	32	32

*. Correlation is significant at the 0.05 level (2-tailed).

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

4.7 Conclusion

The study sought to establish the relationship between corporate wellness programmes, employees' efficiency and job performance among the middle level executives of Standard Group Limited. The first objective of the study was to identify whether Standard Group Limited offered corporate wellness programmes. The research found out that Standard Group Limited offered corporate wellness programmes such as physical fitness programme, smoking cessation programme, alcohol and substance abuse rehabilitation programme, stress management programme and health education programme. The second objective was to establish the relationship between the corporate wellness programmes offered by Standard Group Limited and employees' efficiency. The study found out that there was a strong association between the corporate wellness programmes offered by Standard Group Limited and employees' efficiency. The study found out that there was no significant relationship between the corporate wellness programmes offered in Standard Group Limited and the job performance of the middle level executives.

Further analysis was conducted in order to correlate corporate wellness programmes, gender, marital status, level of education, frequency of participation in the corporate wellness programmes, employees' efficiency and job performance. The analysis revealed that there was a strong relationship between the marital status of the respondents and their frequency of participation in the corporate wellness programmes. Equally, the level of education of the respondents strongly correlated with their frequency of participation in the corporate wellness programmes. Equally, the level of education of the respondents strongly correlated with their frequency of participation in the corporate wellness programmes. However, the study found a negative association between the gender of the respondents and their job performance; the gender of the participants and the frequency of participation in corporate wellness programmes; the gender of the respondents and job efficiency and the marital status of the participants with job efficiency. There was no significant relationship between the marital status of the respondents and job performance; level of education of the participants and job efficiency and the level of education with the job performance of the middle level executives of the Standard Group Limited.

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The aim of this chapter is to provide summary, conclusion, recommendations and suggestions for further research based on the findings of the study.

5.2 Summary of Findings

The purpose of this study was to establish the relationship between corporate wellness programmes, employee efficiency and job performance among the middle level executives of Standard Group Limited. Quantitative research design was adopted for the study in order to generate empirical evidence so as to establish the relationship between the independent and dependent variables. Stratified sampling technique was used to sample the eleven (11) departments in Standard Group limited. All the middle level executives working in the company were sampled for the study. Thirty two (32) respondents participated in the survey by use of a questionnaire administered by a Research Assistant. The Research Assistant was identified from the Human Resource department of Standard Group limited.

The research instrument comprised of closed ended questions. A likert scale was employed in order to provide the participants with a variety of responses to choose from. The Job Performance scale developed by Goodman and Svyantek (1999) was incorporated into the questionnaire in order to measure the respondents' job performance. Employee efficiency was measured by finding out from the respondents their efficiency ratio as informed by the previous year's appraisal in their work place. Among the ethical principles observed during the study include seeking for approval from National Commission for Science, Technology and Innovation and the Standard Group Limited; respect and equal treatment of the participants, ensuring voluntary participation in the study, enhancing informed consent of the respondents and guaranteeing confidentiality during and after the study.

The data obtained from the research was analyzed using the statistical package for the Social Sciences. The analysis was presented in tables, frequencies and percentages. The association between the independent and the dependent variables was analyzed using the Pearson Product-

Moment Correlation. The results of the research were presented according to the objectives and hypotheses of the study. The research found out that Standard Group Limited offered corporate wellness programmes such as physical fitness programme, smoking cessation programme, stress management programme, alcohol and substance abuse rehabilitation programme and health education programme. The study established a strong relationship between the corporate wellness programmes offered by the company and employees' efficiency. However, there was no significant relationship between the corporate wellness programmes offered in Standard Group Limited and job performance.

Further analysis of the data revealed that there was a strong relationship between the marital status of the respondents and their frequency of participation in the corporate wellness programmes. The level of education of the participants strongly correlated with their frequency of participation in the corporate wellness programmes. However, there was a negative association between the gender of the respondents and job performance; the gender of the participants and frequency of participation in the corporate wellness programmes. However, there was a negative association between the gender of the respondents and job performance; the gender of the participants and frequency of participation in the corporate wellness programmes; the gender of the respondents and employees' efficiency and the marital status of the participants with employees' efficiency. There was no significant relationship between the marital status of the participants and job performance; the level of education of the respondents and job efficiency and the level of education of the participants with job performance.

5.3 Conclusion

The study established that Standard Group Limited offered corporate wellness programmes such as physical fitness programme, smoking cessation programme, stress management programme, alcohol and substance abuse rehabilitation programme and health education programme. Previous studies had hinted on the association between corporate wellness programmes, employees' efficiency and job performance. However, no previous research had managed to generate empirical data in order to link corporate wellness programmes, employees' efficiency and job performance (Keay et al., 2010). This study found a strong relationship between corporate wellness programmes and employees' efficiency. However, the research found no significant relationship between corporate wellness programmes and job performance.

The research found out that marital status and the level of education of employees' influence their frequency of participation in corporate wellness programmes. However, the study found a negative correlation between gender and job performance, gender and frequency of participation in corporate wellness programmes, gender and employees' efficiency and marital status with employees' efficiency. The research found no significant association between marital status and job performance, level of education and employees' efficiency and the level of education with job performance. This study has contributed significantly to the understanding that corporate wellness programmes increase employees' efficiency. As such, the research has generated empirical evidence in order to link corporate wellness programmes with employees' efficiency. In addition, the study has increased the number of studies done globally and in Kenya on corporate wellness programmes and how they relate to various organizational outcomes. The study has contributed to the ongoing debate on the importance of employee wellbeing in organizations and the community at large.

5.4 Recommendation of the study

1. The study found a strong correlation between employees' level of education and their frequency of participation in the corporate wellness programmes. Since the frequency of participation in the corporate wellness programmes is strongly correlated with employees' efficiency, it is recommended that organizations should consider providing health education programmes in the work place in order to equip the workforce with the requisite knowledge on the importance of participating in corporate wellness programmes. Organizations should consider offering more training on the value of wellness and how it impacts on employees' health, wellbeing and productivity. Institutions should consider encouraging more training among their employees in order to improve their level of understanding on wellness.

2. According to the study, even though Standard Group Limited offered corporate wellness programmes, quite a number of employees were not aware or participated in the programmes. Standard Group Limited and other organizations offering corporate wellness programmes should consider conducting regular sensitizations in order to improve the awareness among the workforce on the programmes being offered in the organization. This will help in enhancing the value of corporate wellness programmes to the employees and the organization at large. Organizations should create a culture for health in the workplace by supporting employees' wellness through written and unwritten law. Institutions should incorporate wellness in employees' daily work schedules. All employees in organizations should support an

organizational culture that enhances the health and wellbeing of all employees in the work place (Institute for Health and Productivity studies, 2016).

3. Organizations offering corporate wellness programmes should provide strong, visible and active support. The middle level management should proactively play an active role of changing employees' health behaviour through role modelling. Organizations offering corporate wellness programmes should consider using incentives to increase employees' participation. The companies should consider using incentives such as free gym memberships, prizes and other recognition such as extra time off for each wellness target met (Kocakulah&Powers, 2015). Institutions should consider developing partnerships and social support networks with the surrounding communities. This is important since partnerships enhance social support for healthy lifestyles. Establishing partnerships reinforces health messages by engaging the whole family in community health activities. Partnerships help in establishing social networks to support healthy behaviours. Some examples of social networks that can be embraced by organizations include walking clubs, cycling groups and group exercises.

4. Organizations should consider offering holistic corporate wellness programmes in order to maximize the benefits. This can be achieved by use of integrated wellness programmes that address physical, emotional, intellectual, economic, social and spiritual aspects of the employees. This helps in enhancing the benefits of the programmes to individual employees and the organization at large. Participation in corporate wellness programmes should be fostered by making use of what appeals to the employees based on their preferences, interests and health needs. This can be achieved by designing the corporate wellness programmes with the interests of the employees in mind. Organizations should consider monitoring employees' progress towards the attainment of the agreed wellness objectives. It is through regular monitoring that organizations will be in a position to identify the weaknesses in the programmes and improve them in order to create healthy employees and organizations.

5.5 Suggestions for further Research

1. There is scarcity of studies on corporate wellness programmes in Kenya. This is despite the apparent benefits corporate wellness programmes have on individual employees and organizations. Consequently, it is suggested that future research should be conducted on the relationship between corporate wellness programmes and other organizational outcomes such as

reduction of health care costs, employee commitment and engagement, health improvement, health risk reduction, reduction of business costs, reduction of work-related accidents, organizational culture, turnover and job satisfaction, attraction and retention, employee wellbeing, corporate image and social-community responsibility.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

This questionnaire seeks information on the relationship between corporate wellness programmes, employee efficiency and job performance among the middle level executives of Standard Group Limited in Nairobi, Kenya. All the information obtained from you will be treated with confidentiality and will be used for academic purposes and not for any other purpose whatsoever. Please take a few minutes to complete this questionnaire.

SECTION A: DEMOGRAPHIC INFORMATION

Please tick/ fill as appropriate

1. Gender

M	ale)
T A T	uic	-

Female

2. Please indicate your age bracket

18- 30 Years	
31-40 Years	
41-50 Years	
51 Years and above	

3. Marital status

Married	
Single	

4. Education level

·	Diploma
	Degree
	Masters
	PhD

....Other

If other, please specify:

5. How long have you worked in Standard Group Limited

- Less than 1 month
- 1-6 months
- _____7-12 months
- ____Above 1 year

6. Religious affiliation

- Christian
- ____......Muslim
- Hindu
- L____.....Atheist
-Other

If other, please specify.....

7. Daily average commute time to and from work

Under 1 Hour	
1 Hour	
2 Hours	
3 Hours	
4 Hours	
Over 4 Hours	

8. Nationality

Kenvan
·······································

.....Non- Kenyan

SECTION B: CORPORATE WELLNESS PROGRAMMES

Kindly tick the extent to which you agree with the following statements regarding the corporate wellness programs in your organization

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Standard Group Limited offers Corporate			_		
Wellness Programmes.					
2. Standard Group Limited offers Physical					
fitness for its employees					
3. Standard Group Limited offers Smoking					
Cessation to its employees					
4. Standard Group Limited offers Alcohol and					
Substance Abuse to its employees					
5. Standard Group Limited offers Stress					
Management programs to its employees					
6. Standard Group Limited offers Health					
Education programmes to its employees					

Kindly state the frequency of your participation in the various corporate wellness activities in your firm

Item	Daily	Weekly	Fortnightly	Monthly	Over a month	Never
1. Physical fitness programme						
2. Smoking Cessation programme						
3. Alcohol and Substance Abuse						
rehabilitation programme						
4. Stress Management program						
5. Health Education programme						

SECTION C: <u>EMPLOYEE EFFICIENCY</u>

2. From your organization's rating, what would you say is your employee efficiency ratio or percentage?

Outstanding	Exceeds expectations	Meets expectation	Below
Expectations	Far Below Expectations	6	

Kindly tick the extent to which you agree with the following statements regarding your efficiency and job performance

Item	Strongly	Disagree	Neutral	Agree	Strongly
	Disagree				Agree
2. I help other employees with their work					
when they are absent.					
3.I often volunteer to do things not					
formally required by the job					
4. I take the initiative to orient new					
employees to the department even though					
it's not part of my job description.					
5. I help others when their workload					
increases (I assist others until they get over					
the hurdles).					
6. I sometimes assist my boss/ supervisor					
with his/her duties.					
7. I often provide innovative suggestions					
to improve the overall quality of the					
department.					
8. I willingly attend functions not required					
by the organization, but which help in its					
overall image.					
9. I observe punctuality by arriving at					
work on time and after lunch break.					
10. I usually proceed on undeserved work					
breaks.					
11. I exhibit attendance at work beyond the					
norm, for example, taking fewer days off					
than most individuals or fewer than					
allowed.					
12. I usually coast toward the end of the					
day.					

13. I often give advance notice if unable to			
go to work.			
14. I spend a great deal of time in personal			
telephone conversations.			
15. I do not take unnecessary time off			
work.			
16. I do not take extra breaks.			
17. I do not spend a great deal of time in			
idle conversation.			
18. I achieve the objectives of the job			
19. I meet the criteria for performance			
20. I demonstrate expertise in all job-			
related tasks.			
21. I usually fulfil all the requirements of			
the job.			
22. I can manage more responsibility than			
typically assigned.			
23. I consider myself suitable for a higher			
level role.			
24. I am competent in all areas of the job			
and handle tasks with proficiency.			
25. I perform well in the overall job by			
carrying out tasks as expected.			
26. I usually plan and organize to achieve			
objectives of the job and meet deadlines.			

APPENDIX II: LETTER OF INTRODUCTION FROM THE UNIVERSITY



UNIVERSITY OF NAIROBI FACULTY OF ARTS DEPARTMENT OF PSYCHOLOGY

Telegrams: Varsity Nairobi Telephone: 318262 ext.28439 Telex:22095 P.O. BOX 30197 NAIROBI KENYA

July 14, 2016

National Commission for Science, Technology and Innovation P. O. Box 30623, 00100 Nairobi KENYA

RE: MULWA STEPHEN MUSAU - REG. NO. C50/70703/2013

This is to confirm that **Mr. Mulwa Stephen Musau Reg. No. C50/70703/2013** is a Postgraduate student in the Department of Psychology, University of Nairobi undertaking a Masters degree in Organisational Psychology.

His project is entitled "The relationship between corporate wellness programmes, employee efficiency and job performance among the middle level executives of Kenya Airways".

Any assistance accorded to him to facilitate data collection for his study will be highly appreciated.

Yours faithfully

Dr. Luke Odiemo

Chairman Department of Psychology

APPENDIX III. APPROVAL FOR DATA COLLECTION



THE STANDARD GROUP LIMITED

The Standard Group Centre, Mombasa Road P. O. Box 30080, Nairobi, GPO - 00100 Tel: 3222111, 2227122, 2242650, 2242642 Fax: 2214467, 224332, 2222218 Mobile: 0722 204 112 /113, 0733 600 586 /87 Email: info@standardmedia.co.ke

2nd August, 2016

Stephen Mulwa,

Master of Psychology Student,

Department of Psychology,

University of Nairobi,

P.O. Box 30197-00100,

REG. No. C50/70703/2013

NAIROBI.

Dear Sir,

RE: REQUEST TO COLLECT DATA AT STANDARD GROUP LIMITED.

We are in receipt of your letter dated 25th July 2016 requesting to collect data at our offices.

Your request has been approved and we will have the questionnaires distributed to our staff members.

We would however like to get a report of your findings so that we could take the necessary measures to improve our organization.

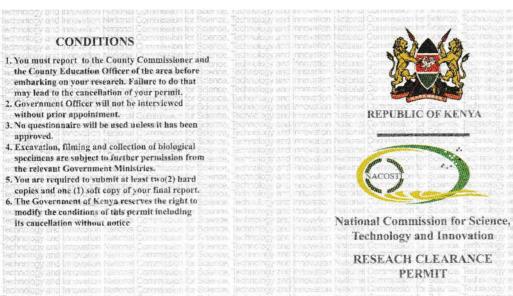
Yours Faithfully, Ql.

2816 Marsha Muchiri

HUMAN RESOURCE MANAGER

APPENDIX IV: <u>RESEARCH PERMIT</u>





Serial No.A 10895 CONDITIONS: see back page

Name and Commission for Scenner, Termonics