

**PERCEIVED EFFECTS OF CORPORATE WELLNESS PROGRAMS ON
EMPLOYEE'S PRODUCTIVITY AT RADISSON BLU HOTEL, NAIROBI
UPPERHILL**

**CHARITY NYAGUTHII MURIUKI
D64/71341/2014**

**RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF
SCIENCE IN HUMAN RESOURCE MANAGEMENT (MSC) OF THE
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

2018

DECLARATION

I declare that this project is my original work and has not been presented for an award of Degree in any other University.

Signature: _____ Date: _____
CHARITY NYAGUTHI MURIUKI
D64/71341/2014

This project has been submitted for examination with my approval as the University Supervisor.

Signature: _____ Date: _____
DR. FLORENCE MUINDI
DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

DEDICATION

I dedicate this Research Project to my family and friends for their prayers and moral support throughout my studies. You have given me great motivation throughout this research project and I will forever be indebted to you.

ACKNOWLEDGEMENT

I give thanks to God for his goodness and for seeing me through my education especially my Master's program. Secondly, I would also like to express my deepest appreciation to everyone who played a crucial role to make it possible for me to complete this research project.

My special thanks and gratitude goes to my Supervisor Dr. Florence Muindi who invested her full time and effort guiding me, and at times positively criticizing my research work. Special thanks to Dr. Mercy Munjuri for her comments and advice which made my work and presentation a success. I am also indebted to the staff of Radisson Blu Hotel who participated in this study as respondents and provided me with useful information for analysis.

TABLE OF CONTENTS	
DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
LIST OF FIGURES	vii
LIST OF TABLES	viii
ABSTRACT.....	ix
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.1. Employee Perception	2
1.1.2. Employee Wellness.....	3
1.1.3. Employee Productivity.....	5
1.1.4. Radisson Blu Hotel Nairobi Upperhill.....	5
1.2 Research Problem.....	7
1.3 Objective of the Study.....	9
1.4 Value of the Study.....	9
CHAPTER TWO: LITERATURE REVIEW	11
2.1 Introduction	11
2.2 Theoretical Foundation	11
2.2.1 Social Cognitive Theory	11
2.2.2 Resource Based View Theory	12
2.3 Corporate Wellness Programs	13
2.3.1 Screening Programs.....	14
2.3.2 Preventive Programs.....	14
2.3.3 Fitness Programs.....	15
2.3.4 Wellness Risk Awareness Programs	15
2.3.5 Health and Safety Programs	16
2.3.6 Wellness Communication Programs	16
2.4 Measurement of Employees’ Productivity.....	17
2.5 Relationship between Corporate Wellness and Workers Productivity	18
CHAPTER THREE: RESEARCH METHODOLOGY	21
3.1 Introduction	21
3.2 Research Design.....	21
3.3 Target Population	21
3.4 Sample Design.....	21

3.5 Data Collection.....	22
3.6 Data Analysis	22
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS	24
4.1 Introduction.....	24
4.2 Response Rate.....	24
4.3 Respondents Biodata.....	25
4.3.1 Respondents Department of Work	25
4.3.2 Category of Work of the Respondents	26
4.3.3 Respondents Year(s) of Work at Radisson Blu Hotel.....	26
4.3.4 Education Level of the Respondents	27
4.3.5 Age of the Respondents.....	28
4.4 Corporate Wellness Programs.....	29
4.4.1 Corporate Wellness Programs.....	29
4.4.2 Screening Programs.....	31
4.4.3 Prevention Programs	32
4.4.4 Fitness Programs	32
4.4.5 Wellness Risk Awareness Programs	33
4.4.6 Health and Safety Programs	34
4.4.7 Wellness Communication Programs	35
4.5 Employee Productivity	36
4.6 Relationship between Corporate Wellness Programs and Employee Productivity ...	37
4.6.1 Simple Linear Regression	37
4.7 Discussion of the Findings.....	39
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	41
5.1 Introduction.....	41
5.5 Limitations of the Study.....	43
5.6 Suggestion for Future Research	44
REFERENCES	45
APPENDIX: QUESTIONNAIRE	48

LIST OF FIGURES

Figure 4.1: Respondents Response Rate	24
Figure 4.2: Category of Work of the Respondents	26
Figure 4.3 Education Level of the Respondents	27
Figure 4.4: Age of the Respondents	28

LIST OF TABLES

Table 4.1: Respondents Department of Work	25
Table 4.2: Respondents Year(s) of Work at Radisson Blu Hotel	27
Table 4.3: Corporate Wellness Programs	30
Table 4.4: Screening Programs	31
Table 4.5: Prevention Programs	32
Table 4.6: Fitness Programs	33
Table 4.7: Wellness Risk Awareness Programs	33
Table 4.8: Health and Safety Programs	34
Table 4.9: Wellness Communication Programs	35
Table 4.10: Employee Productivity	36
Table 4.11: Simple Linear Regression	37
Table 4.12: Coefficients of Determinants	37

ABSTRACT

Corporate wellness programs are interventions designed to promote physical, social and mental health among employees in the workplace to produce attitudinal and behavioral benefits. The programs aim to encourage employees to take control and preventive measures of their health in order to improve performance and also to manage healthcare costs. The benefits derived from effectively implemented wellness programs are; improved employee morale and commitment to the organization, improved employee productivity, decreased turnover, improved safety behavior and decreased absenteeism. The findings of the study also indicate that organizations would benefit from implementing corporate wellness programs through reduced health care costs, decreased employees' compensation claims and enhanced corporate image. The research sought to establish the perceived effects of corporate wellness programs on employee productivity at Radisson Blu Hotel. The study used a descriptive design, and a stratified sample of 170 employees was selected from a total population of 288. The study used structured questionnaires prepared in form of a five point Likert scale which was tested and distributed to the respondents. The data collected was obtained and analyzed using a regression analysis to determine the means and standard deviation of various factors on corporate wellness programs and employee productivity. The analyzed data was presented in a simple linear regression model to determine the findings. The study found that Corporate Wellness Programs such as Screening Programs, Health and Safety Programs, Wellness Risk Awareness Programs and Preventive Programs had a positive impact on employee productivity. Wellness Communication Programs and Fitness Programs did not have an effect on employee productivity. The study also found that there is a strong relationship between corporate wellness programs and employee productivity. The findings of the study indicate that successfully implemented corporate wellness programs can positively impact on employee productivity. The study demonstrates that there is a strong positive significant correlation between corporate wellness programs and employee productivity and therefore recommends their introduction in workplaces to increase profitability. Additionally employers should use the workplace as a platform to introduce and offer wellness programs to improve the overall health of their employees and strengthen their work capability.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Corporate Wellness programs have increasingly become an important contemporary human capital issue in the ever changing trends in the employment sector around the globe today. Over decades, organizations have created and maintained a culture of a healthy workplace which is simply more than enjoying an illness free life that leads to improved employee morale and productivity (Garrin, 2014). Michaels and Greene (2013) argue that corporate wellness programs are considered as interventions that support employees' physical, mental, and financial health assisting organizations in protecting and promoting employees' health. They point out that the work place represents a key channel for health promotion, and that the success of a wellness program depends on how managers determine and meet employees' needs. Alexander (2008) states that organizations are now putting in place comprehensive efforts to design policies that create a healthy workplace in-order to foster employee productivity therefore drawing other mutual benefits such as high engagement, morale, retention as some of the cases of improved health outcomes. Organizational stakeholders as well as managers have continuously developed ways to position their firms for success through identifying wellness programs that leverage them as good employers (Hindle, 2003).

Burton et.al (2006) believes that the emergence of corporate wellness programs as well as health promotion has resulted in reduction of costs related to medical expenses as well as making other gains such as reducing absenteeism, and employee turnover. Researches have shown that good wellness programs can help employees get and stay healthier physically and emotionally (Miller, 2013). He states that corporate wellness programs encourage employee engagement and loyalty as happy and healthy employees are productive employees. Devenpart (1999) sees employee's wellness programs as worthy investments towards employees that can be used to develop a more positive, healthy work environment and motivated workforce. Lindenberg (2014) believes that there

is a lot of attention and focus which has been given to employee's wellness programs creating a stringent demand by the society forcing organizations to implement workplace wellness programs.

The research was supported by Social Cognitive Theory (Bandura, 1960) and Resource Based View Theory (Barney, 1991). Social Cognitive Theory (Bandura, 1960) explains how behavioral competencies, personal factors as well as environmental factors reciprocate the causation of psychosocial functioning of employees in organizations. The theory also addresses the health determinants such as the personal and socio-structural factors and how they contribute to individuals' health and disease by explaining the social and cognitive determinants of a healthy workplace, behaviors and environment. Resource Based View Theory (Barney, 1991) was designed to analyze sustainable competitive advantage by firms based on their resources and capabilities. The theory emphasizes that performance and competitive advantage are the fundamental determinants of a firm's resources.

This study focused on Radisson Blu Hotel Nairobi with an aim of helping management understand the importance of workplace wellness programs and its impact on employees' productivity. The hotel is faced with challenges of employees frequently taking time off due to minor ailments or other social issues affecting them, thus increasing absenteeism and creating a dependence on temporary staff. This is costly to management whose responsibility is to maximize the return on investment on the company's human capital. When trained and experienced personnel take time off due to minor health or social issues, they cause operational disruptions, affect the quality of work and increase financial risk.

1.1.1. Employee Perception

Employee perception is viewed as how the individuals in an organization respond interpret and recognize sensory information. Metzger (2006) describes employee perception as the process in which sensory information is used by individuals for the purpose of interacting with the

environment. Gillenfield (2010) contends that people experience and learn new kinds of categorization which help make fine perceptual distinctions and can modify human perceptual modality. In organizations employees work related behaviors influence their perceptual decisions and this enhances an individual's productivity, motivation, interpersonal relations, commitment and retention (Ulrich 2007). Smith (2002) states that perception is the process of understanding sensory information by attaining awareness from an individual's stimuli, which selects and organizes the coherent picture of the world. He also states that it is a dynamic process of organizing and interpreting sensory data with a focus of conceiving relevant information that is important. The theory supports the idea that employee wellness and productivity is a firm's internal resource which can become a direct source of sustained competitive advantage.

Nelson and Quick (1997) define perception as a psychological mechanism or cognitive factors which help interpret human behavior in relation to their environment. Rao and Narayan (2006) state that perception is the process whereby individuals interpret sensory simulations by selecting and organizing them into information that is meaningful to their work environment. They argue that perception is the most important human behavior determinant. Midener, Delaneter and Myers (2004) describe the concept of perception as people's personalities and traits which form impressions of the individuals. Perse (2010) argues that perception involves transaction or an interaction between individuals and their environment. In organizations, managers generate perceptions through policies and programs and they are implemented to govern employees' behavior at work.

1.1.2. Employee Wellness

Corporate Wellness Programs as described by Miller (2013) are programs designed, organized and sponsored by the employer to support employees and their families with the aim of reducing risky health behaviors that is geared towards improving quality of work life, to benefit and enhance organizational and personal effectiveness. Corporate wellness programs are designed to improve

problems related to employee's health before they arise (Patton, 2008). The desire of every employer is to improve and increase productivity, reduce absenteeism, and control health care costs by coming up with wellness programs. Employee wellness exists at work when people are treated and feel happy with their work and what they do, (Baiker, Gutler, Song, 2010).

Employee wellness comprises a feeling of well-being and overall healthy balance of the spirit, body and mind (Hoffmann and Arbuster, 2015). Wellness programs can help in treating employees with poor health as they are designed to promote services that focus on a state of well-being thus maintenance of good health (Carnethon, 2009). Today's workplace wellness requires an integrated offsite resource centers which offer a seamlessly continuum health care with preventive services such as immunizations, screenings, and treatment of commonly acute and chronic medical problems that need specialized services or require physio-therapy (Anderson et al, 2009).

Levis, Segal and Kohn (2011) state that wellness of employees is a holistic and multi-dimensional approach that involves community health which encompasses bodily, mental, emotional, environmental, spiritual state of workers well-being to life. By understanding how health, happiness, stress and company culture effect an employee's overall well-being, organizations can take steps to increase productivity (, 2011). An employee wellness program (one that goes beyond traditional wellness programs) is a holistic robust and comprehensive program that addresses major sources of lost productivity and disengagement, absenteeism (Hoert, 2016). Gaebler Resources for Entrepreneurs (2017) reports that companies with healthy employees reap the benefits of implementing a wellness program as compared to the others who do not have workers wellbeing at heart gaining minimal benefits.

1.1.3. Employee Productivity

Employee productivity (also known as workforce productivity) is an assessment tool to determine workers or a group of workers efficiency in the work place. The output of employee productivity is usually evaluated in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses (Morrison, & Robinson, 1997). Productivity shows whether the activity of an organization is efficient and effective. Though the terms like productivity, efficiency and effectiveness are used together and practicing sometimes alternate their meanings, however we must not identify productivity with efficiency and/or effectiveness (2013).

Productivity requires both efficiency and effectiveness, because a certain activity will not be productive if it is only efficient, but not effective, or effective, but not efficient. Productivity in an economic position is defined as the relation between output and input (Hindle, 2003). Input elements in an organization consist of resources used in the product creation process, such as labour, materials, energy. Output consists of given products, service and the amount of both. The amount of output per unit of input (labor, equipment, and capital). A measure of the efficiency of a person, machine, factory, system, etc., in converting inputs into useful outputs is known as productivity. There are many different ways of measuring productivity (Armstrong, 2007).

1.1.4. Radisson Blu Hotel Nairobi Upperhill

Radisson Blu Hotel Nairobi Upper hill sits in Nairobi's Upper Hill Business District. For anyone visiting Kenya for business or a safari, the hotel is a prime spot in the Nairobi city center situated in the fast-growing business district of Upper Hill, close to corporate headquarters, embassies and banks along with museums, restaurants, golf courses and parks. The hotel is 20-minutes' drive from the Nairobi National Park; 4.5.km from Wilson Airport, and 16km from Jomo Kenyatta International

Airport the largest international airport in Kenya. The hotel has 271 rooms and suites with design themes such as Urban, New York Mansion and Naturally Cool. It has high speed complete wireless internet and free Wi-Fi wireless, flat-screen television, a work desk, and a minibar.

The hotel has restaurants which have a warm lighting and charming ambiance that offers international classics and Kenyan dishes all day. It offers a nutritious super breakfast which includes warm and cold drinks, freshly baked goods, cereals, an egg and pancake station. It's a great way to kick start your day. It is popular for its buffet serving style, offering a wide selection of salads, hot dishes and an array of desserts. Guests also have the option of choosing from the a la carte menu and can either sit in the intimate indoor area or on the spacious terrace overlooking the garden. The elegant Chop House a specialty restaurant exudes elegance and charm, featuring dry-aged steaks and an assortment of fresh seafood with an African flair, a taste of seared meat and Mombasa seafood. The Alfresco Pool Bar & Grill offers a great a la carte menu and refreshments (www.radissonblu.co.ke)

The hotel has the largest conference facilities with fourteen versatile and spacious meeting rooms and pre-function area that has a business center with the latest audiovisual technology and secure guests parking place. After a business deal or a day of sightseeing, guests can treat themselves to a drink at the Humidor, the sophisticated lobby bar and cigar lounge that looks out over Nairobi. Radisson Blu offers a variety of services designed to make a guest's stay in Nairobi one to remember. There is a fitness center, an outdoor pool, and one can talk to the friendly staff about arranging for transportation or booking a safari adventure. You can also take advantage of a business center, underground parking and free high-speed, wireless Internet.

For many years the local community has been important and supportive to Radisson Hotel Group broader responsibility and commitment for the environment and sustainable development. In 2001, Radisson Blu Hotel designed a program called Responsible Business (RB) which has a unique action

plan for engaging local and international charitable organizations such as World Childhood Foundation whose activities and mission covers areas such as children rights and better their conditions of living to the exploited and risk prone children around the world. The hotel has a unique Responsible Business Action Plan covering such areas such as community outreach, environmental improvement, employee well-being and health and safety.

Radisson Blu Hotel, Nairobi Upper Hill has been certified as International Green Key eco-label for hotels which is an international award that covers 1800 establishments and hotels currently in 34 countries worldwide. The certification is based on areas as ecological, social and technical environmental laws and criteria to official representative within countries. The aim of Green Key is to raise the awareness about sustainable and sound running of ecologically responsible businesses methods of operation and technology to hotels, staff, and clients and, thereby reducing resource and energy use. (www.radissonblu.co.ke).

1.2 Research Problem

Corporate wellness programs have become of common benefit to employees and organizations in today's healthy workplace. Employee wellness has been a focus of governments and employers internationally for a number of years. Macanamy (2016) indicates that corporate wellness programs are the answer for employers who want healthy, happy and productive employee. It is challenging however getting employees to take action and actually participate in wellness programs (Chapman, 2008). Majority of positive outcomes on corporate wellness programs focus on reducing health risks and counting return on investments while the holistic perspective on employee's health is usually left out. Organizations go deeper under the surface and perceive health and productivity of employees as a communication tool which has more ultimately increased participation in worker's health and lifestyle. These programs have led to a more productive workforce improving their overall organization culture (Allen (2008)).

Corporate wellness programs have been given attention, importance and emphasis in the workplace in recent years as they have received more support in all the industries around the globe (Lindahl, 2011, LeCheminant, and Merrill, 2012). Radisson Blu Hotel like many organizations in Kenya's hospitality industry face similar challenges such as absenteeism due to minor ailments or social issues that can be related to wellness challenges, and these cuts across staff of all range of ages and caliber. Others are lifestyle diseases that have been accelerated by employee habits. (HR, records on health and time management charts, 2016). Radisson Blu Hotel Nairobi has no policy in place for effective corporate wellness programs. There appears to be a disconnect between the value of what takes place on employee wellness and what the hotel offers its employees.

A number of researches have been done in the area of employee wellness and employee productivity. Ndungu (2015) conducted a descriptive research study to determine the factors influencing uptake of employee wellness programs. The study found that employee health status and attitude have the highest effect on the uptake of corporate wellness programs. Matheka (2016) did a descriptive study on the factors influencing investments on corporate wellness programs by corporate organizations. The study found that the major corporate investments are in the areas of employee fitness programs. The study also points out that there has been a shift by organizations and employers attitudes towards employees' health and they have started recognizing the need for a healthy workforce. Kariuki (2006) researched on a study on the survey of the perception of staff wellness programs in large manufacturing firms. The studies found that majority of the firms provide employees with wellness programs such as counseling. The study concluded that corporate wellness programs are key factors that impact on employee productivity as well as firms' profitability.

Timothy Gubler, Lamar Pierce and Ian Larkin (2017) conducted a study on the Impact of Corporate Wellness Programs on Employee Productivity in five laundry plants. They found that although almost 90% of companies use wellness programs, existing research focuses on cost savings from medical insurance and absenteeism. Further they found that employees who improved their health

increased productivity by 10%. They suggested that companies can increase their operational productivity through socially responsible policies that focus on improving employee's health.

Despite these reviews the focus given on corporate wellness programs is not enough. Some employers provide the programs with cost issues to it and have not directly related the effects on productivity. The study therefore examined the relationship that exists between corporate wellness programs and employee's productivity. No known similar study has been carried out before, and therefore the study tried to mitigate the gap left by the previous researchers in this regard. The study therefore attempted to answer the question, what is the relationship that exists between corporate wellness programs and employee productivity at Radisson Blu Hotel Nairobi?

1.3 Objective of the Study

The objective of the study was to determine the effects of corporate wellness programs on employee productivity at Radisson Blu Hotel Nairobi.

1.4 Value of the Study

The study will be of great value and inspire greater understanding of workplace wellness to CEOs, HR managers, line managers and supervisors, who are policy makers to appreciate and adopt wellness programs to induce and increase productivity in the process. The study will aim to help the management understand the importance of workplace wellness programs and its impacts on employees' productivity.

In terms of policy and decision making, this study will be beneficial not only to practitioners like the HR managers but to the other stakeholders such as the government, employers association, unions etcetera to create an awareness that may initiate policy change in the management of employees and performance. The government will use the recommendations of the study in developing legislations that will help improve employees' well-being and also in designing operating policies which will

ensure employees' safety and health is guaranteed in every workplace in the country. The human resource practitioners will find the study useful in reviewing the human resource manuals of their different organizations they head so as to put in place a comprehensive corporate wellness programs policy in the organizations.

The study will also be beneficial to academic researchers. Researchers and Scholars in social studies will find this study valuable for review and analyze the gaps that may not have been captured here for the development of the body of knowledge. The findings and recommendations of the study will help other researchers in increasing the literature and data on future and similar research on corporate wellness programs.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter discusses literature review from scholars and other researchers on corporate wellness programs and workers' productivity. The researcher has presented the theoretical foundation of the study, corporate wellness programs and the perceived effect of corporate wellness programs on employee productivity at Radisson Blu Hotel Nairobi.

2.2 Theoretical Foundation

This research was founded on Social Cognitive Theory (Bandura, 1960) and Resource Based View Theory (Barney, 1991). These two theories underpin the relationship between corporate wellness programs and productivity. The theories point out that firms can achieve competitive advantage only if behavioral, psychological and environmental factors are addressed.

2.2.1 Social Cognitive Theory

Social Cognitive Theory was proposed by Bandura (1960) and describes how individuals' experiences influence their actions towards others, the environment and their health behaviours which are key in any organization. The theory states that for learning to occur there is reciprocal interaction between the individual's behaviours with the dynamic social and environmental context. According to Bandura (1960) the core set of determinants to achieve healthy workforce is by determining health motivators and behaviours that influence the interaction of the individuals' beliefs, and the work environment. Social cognitive theory provides opportunities to instil change of behaviour and expectations through observational learning and reinforcements to achieve self-efficacy. To achieve employee wellness and productivity Bandura (1960) believes that people can see how their self-interest and organizations broader goals can be leveraged to achieve optimal ways of enhancing wellness practices.

Social cognitive theory explains how social and cognitive factors contribute to disease and human health. Social cognitive theory states that personal and environmental factors contribute to the systems which detrimentally affect health than the individuals' habits. On context of how to promote and prevent health, the theory posits that both employees and employers get positive returns from health and wellness management. Social cognitive theory borrows much from Hettler's (1976) Six Wellness Dimensional Model which believes practices of employee wellness can be integrated with other interactive six dimensions so that there can be continual influence and balance to achieve overall wellness in organization. The six dimensions identified by Hettler (1976) are spiritual, intellectual, environmental, occupational, physical and emotional

According to Hettler (1976) organizations that embrace the six dimensional model are better equipped at managing their workers and when any of the dimensions is believed to be compromised, the others will have a greater role to play thus balance out the jeopardized dimension(s). As Social Cognitive Theory by Bandura (1960), the six dimensional model recognize the environment, social behaviour and learning are interconnected and their contribution to healthy living.

2.2.2 Resource Based View Theory

The Theory of Resource Based View was proposed by Barney (1991) and it believes that the human capital is the primary source of sustained competition. Barney (1991) states that for purposes of sustained competitive advantage, organizations' resources should be rare, valuable, imperfectly imitable and non-sustainable. The theory believes that there are human resource practices that contribute and stimulate the kinds of human behavior that can actually constitute an advantage. Barney (1991) contends that human issues such as health and wellness programs remain key in addressing sustainable competitive advantage because firms can be superior if their core competencies can be well defined and build to put off their close competitors.

In the context of employee wellness and productivity Barney (1991) avers that the human resource management practices have a linear relationship with universally accepted best human resource

practices. The theory also contends that employees are organization assets and by providing them with wellness programs they can work effectively. The resource based view by Barney (1991) helps managers understand the ways of preventing psychological as well as physiological health risks in an organization setting (health hazards, safety hazards and other hazards). To conclude Barney (1991) view point on corporate wellness programs, it has been seen as key part of human resource targets and business. The theory believes that organizations and employees can get better outcomes by implementing wellness programs, thus the psychological and physiological health of employees should be managed to ensure there is distinctive effect on organizations' profitability as a result of employee effectiveness.

2.3 Corporate Wellness Programs

Corporate wellness programs have become a new contemporary and significant issue. The workplace has been considered a key avenue for health promotion (Wainright and Calcan, 2006). Besides it has become a key part of workplace policy that assists in employee engagement, motivation, support and strategy as a vital successful program (Abraham et al 2011). According to Anderko (2012) believes that employee wellness promotes healthy behaviors which can help in reducing medical costs related to workers health thus a more productive and healthy workforce. Organizations lose employees through chronic illness, unhealthy lifestyles and choices causing businesses to suffer losses of more than a trillion dollars due to lost productivity alone. This means that promoting healthier behaviors can really pay off justifying the reason why organizations have heavily invested on workplace wellness. Programs such as Screening Programs, Fitness Programs, Wellness Training Programs, Wellness Communication Programs, Risk Programs, Health and Safety Programs, Preventable wellness propose a complete lifestyle and behavior change.

2.3.1 Screening Programs

According to Anderson et al (2009) screening programs which are also known as biometric health screening are a key part of employee wellness and important in clinical health assessment of workers. Biometric health results are used for identifying certain risky and chronic health conditions such as diabetes, and heart disease. Majority of organizations (employers) have partnered with insurance firms or health providers who offer employees and their spouses' variety of screening programs options which allow them to participate in the screening. Smith and Kiernan (2012) posit that screening is done to find out and rule out chronic illnesses such as employee's cholesterol level, cardiovascular diseases, overweight and high blood pressure. Such guidelines provide information to help employers and employees make informed decisions about it, why, when, and how to take corrective measures well in advance and remain an effective and productive employee (Arena et al, 2013).

2.3.2 Preventive Programs

Research findings (Baicker et al, 2010) shows that there is rapid change of the modern workforce's health as a result of many factors other than aging and there is complexity of health issues and need in aging work force. Employers are concerned of the escalating health care costs due to chronic diseases which have become of significant. Conditions such as depression, anxiety, and diabetes have increased and as a result have occasioned to absenteeism, unplanned lateness or sick offs. Prevention programs are wellness interventions or a comprehensive program which is valuable and promotes whole individual wellness and healthy conditions at work (Baicker et al, 2010).

According to Rousseau (1994) organizations have developed prevention programs as part of workplace policy and health procedures so as to promote sustainable change of behavior and reduce health risk among workers. The World Health Organization (WHO, 2015) believes that organizations with preventive programs experienced 30% improvement in quality of work life of employees.

Productivity of people in organizations can improve when managers develop preventive strategies that can help propel healthy choices among workers all the times (Parks and Steelman, 2008).

2.3.3 Fitness Programs

A fitness program is an employer or employee sponsored program that helps in promoting healthy lifestyles among employees and can be used to enhance the employees well-being thus productive workforce (Edleman, 2006). The goal of fitness programs is to motivate and encourage workers to develop healthy lifestyles thus improve the quality of their work life. (Berry et al 2010). Fitness programs include sponsored onsite health education classes onsite or agency sponsored classes, weight management, Health Club (gym, walking and running tracks). (Levi et al 2011).

2.3.4 Wellness Risk Awareness Programs

Wellness risk awareness programs are concerned with promotion of healthy life which seeks to influence and improve healthy lifestyles and services above all determine healthy environments, eliminate circumstances portrayed as risky which are not limited to cultural and socioeconomic factors (Levi et.al, 2014). Paul (2011) argues that employee participation on several health promotion activities is one of the most embraced tenets of individual health empowerment. The health promotion focuses on five prominent and priority areas such as developing workplace healthy policy; building supportive work environments; strengthening worker actions; individual skills development; and health services reorientation (Paul, 2011).

Wellness Risk Awareness programs address health promotion policies and regulations that help increasing high levels of health wellness. Employers should ensure wellness training is used to champion positive health protection measures among the workers in the workplace. Risk awareness measures should stimulate combined and conducive efforts of the social environment for the success of undertaking protection and preventive health measures such as lobbying for avoidance of Alcohol and Substance Abuse, Smoking, Stress and Mental Health improvement to advocacy for Healthy eating, Physical activity and encouraging social activities among work colleagues (Lesley, 2000).

2.3.5 Health and Safety Programs

These are programs established by the employers to ensure there is a safe and healthy workplace free from accidents and comfortable for workers. Organizations ensure that health and safety is taken seriously by each individual since losing workers from workplace hazards and illness can cause significant disruption to workers and their families, damaging workplace morale, productivity, increasing turnover, and reputation as well as increased costs of doing business (Currie and Madrian 1999). Health and safety programs should help in fixing workplace hazards by fostering a proactive approach avoiding injury or illness. Management and workers collaborate rather than reacting to incidents by identifying and solving issues as they occur. The collaboration will help in improving the business through building of trust and enhancing communication (Miller, 2013).

Health and safety programs in the workplace provide workers with a clear outline of responsibility and accountability in regards to health and safety. The employer has a responsibility as per Occupational Health and Safety Act (2007) to develop and implement an occupational safety and health program. An effective health and safety program will protect both the employer and employee against any charges outlined in the law thus helps reduce injuries and costs. The employer has the responsibility of constituting an OSH Committee (or safety representative) which has the task of monitoring the effectiveness of the program. The members of the committee are required to conduct workplace inspections, make and follow up on recommendations that contribute to the development of the program. Occupational Health and Safety Act (2007) also requires the members of health and safety committee to maintain documentation, conduct training, keep records of the trainings and create written work procedures with worker and committee input.

2.3.6 Wellness Communication Programs

Mytton (2012) states that organizations need to communicate information on employee wellness strategies to employees regularly through face-to-face interactions or internal online communication channels. Employers need to know the importance of communication and develop clear channels that

ensure wellness messages reach especially those large and geographically dispersed workforces and encourage their participation. They can champion the formation of teams to participate in community health wellness to act as a corporate social responsibility (CSR) program (Armeli et al. 1998; Yee et al. 2008).

Communication can assist in sharing wellness programs goals within different departments in the organization. Through effective and constant communication employers are required to set out health goals which help them achieve and embrace the need of value of the investment (VOI) as well as the return on the investment (ROI), (Calzolari and Nardotto 2017). Employee participation in communications campaign has far-reaching effects. To help communicate and emphasize the importance of healthy organizations, employers can use employee newsletters, meetings, posters and other internal communications to ensure the required information reach everybody in the company (Cahalin et al, 2015).

2.4 Measurement of Employees' Productivity

Beaton et.al (2009) states that workers' productivity can be measured through employee efficiency and effectiveness as well as quality and quantity of work. They also contend that in workers' productivity can be influenced with several factors such as technology and market forces as well as individual worker input. Employee efficiency and productivity is a satisfying outcome that comes from behavior change. Effective measure of productivity concentrates at the outputs in relation to goals (organizational goals or individuals goals). Workers productivity can be achieved by the combination of effectiveness and efficiency measures of organizational productivity. A supportive workplace to its employees sets tone for managers to reinforce work environment where employees are engaged and motivated by the implementation of sound and comprehensive wellness strategy (Milkman et. al, 2011). Wellness programs can be used to reinforce healthy behaviors which bring mutual benefits to various stakeholders who help the organization achieve its objectives. People at

work should exhibit characteristics and behavior patterns that can increase performance thus high productivity (Patel et. al 2016).

Efficiency measures of workers' productivity can be determined through their output compared to their input Beaton et.al (2009). Volpp et.al (2015) indicates that organizations need to focus on metrics such as which can hinder employee productivity thus affect the value of investment (VOI) as a result health of Corporate wellness programs. The employee wellness programs support productivity as the interventions in the workplace are key to business performance because healthy workforce will bring positive work performance which leads to organizational excellence (Lamm et. al, 2006).

The measurement of individual worker's productivity can be viewed in different perspectives. The indicator of success of a business or the well-being of a firm or society can be attributed to so many factors among them is workers' productivity (OECD, 2004). Workplace safety and health measures as well as conditions of employments are some of the indicators that promote productivity among employees thus quality of work life. Healthy workforce and safe work environment increase organization profits and labour productivity as increase of employee productivity is usually the expense of safety and health of workers (World Health Organization, 2016).

2.5 Relationship between Corporate Wellness and Workers Productivity

According to a recent survey organizations have developed interest in implementing a workplace health promotion program though they fear that a comprehensive investment program requires too high support. (Cohalin et al, 2015). There is link that can help identify and understand the relationship between corporate wellness programs and workers' productivity, a person's specific performance output and measures must always reflect specific aspects of their work. Wellness data identifies workforce pressures that disrupt employee and organizational productivity (Grant et.al, 2007). These solutions provide direct insight into revenue generating behaviors that help optimize the achievement of goals and objectives as best practices (Zoller, 2004). Understanding best practices

also helps optimize workplace quality for employees, strengthening their sense of employer investment in their day to day tasks Levi (2011).

A number of studies have been done to find out the relationship between corporate wellness programs and workers' productivity. Fox et al (2000) did a study find out how of employee wellness resources improve productivity and retention. Surveys done by different researchers indicate there is return on investment when wellness programs are well executed as the business will have a greater value that transcends a simple cost-based value. The value of a wellness program can be viewed through workers' productivity, employee satisfaction, operational performance and worker loyalty. Another study by Patton (2008) wanted find out whether employee health and workforce productivity have a link. The study found that employers who invest in wellness programs in an effort to increase or improve workers' productivity, find it not only a cost effective strategy but also make gains such as, a reduction in employee turnover, keeping engaged employees, improved performance and reduction in absenteeism. The study concluded that physical, social and psychological factors in employees contribute to employee productivity as well as their well-being (Vallgård 2012). Workers attitude and quality of work in and outside the workplace can be designed to improve employee productivity hence reduce the regular cost of implementation of a program credibly signaling to employees the firm's broader concern.

Ndungu (2015) did a study on the determinant factors influencing uptake of employee wellness programs at Safaricom Limited. The study found that employees frequently benefits from the corporate wellness programs offered by the organization. The study also found job performance can be positively associated with job satisfaction and perceived organizational support. The results of the study conclude that increased organizational support increase motivation and job employee well-being. Productivity increases when a wellness program strengthens the work capability of employees to improve their health.

Wainaina (2011) conducted a descriptive study on the relationship between corporate wellness programs and job satisfaction. The study noted that to improve on employees' health they need to learn and realize the health condition that exists. Employee wellness programs need to focus attention and action towards health problems and nudge ways that help improve productivity and increase sustained competitive advantage. To increase organizations' commitment on healthy diets and healthy choices the research shows that exercise and sleep are subtle nudges to longevity about lifestyle choices. Matheka (2016) did a study on the factors influencing investments on corporate wellness programs by corporate organizations. The study established that to improve on employees' health and physical capability problems would likely remediating gains on health issues will substantially increase productivity. The study recommended free counseling to employees on positive health lifestyles and habits making positive behavioral changes and mechanisms that will help employees on areas such as nutrition, substance abuse, weight, exercise, and workplace hazards. The study also concluded that to produce concrete improvement on health care, counseling from the program may produce the type of concrete improvement plan known to improve healthy behavior.

The literature on corporate wellness programs and employees' productivity has found a general consensus that there is sufficient evidence that attributes health improvement on workers' productivity. Various researchers have linked directly or indirectly employees health to productivity (Becker 2007; Conti et al. 2010). Currie and Madrian (1999) supports the literature that employees who adopt healthy lifestyle choices improve productivity. For organizations to benefit from higher productivity, managers must ensure that employees are better emotionally and physically (Thayer et al. 1994). Managers should also ensure that wellness programs are implemented to have a substantive impact on business performance thus profitability.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter highlighted the procedures and methodology which the researcher used to conduct the investigation. The chapter discussed the Research Design, Target Population, Sample Design, Data Collection Instruments, and Data Analysis and Presentation.

3.2 Research Design

Descriptive research design was adopted for the study. Descriptive surveys are mainly used to find information about a phenomena and describing the relationship that exist within the variables in given situation (Orodho 2004). Sekaran (2003) state that descriptive study is used to describe and ascertain the attributes of a variable of interest to a researcher. A descriptive survey is therefore suitable because Radisson Blu Hotel has other properties and can be independently investigated for purpose of obtaining and correlating the information on the perceived effect of corporate wellness programs and workers' productivity.

3.3 Target Population

According Sekaran (2003) a population can be described as things of interest, events or entire group of persons that a researcher wishes to study or investigate. The target population for this study will be 288 staff at Radisson Blu Hotel Nairobi as at December 2017 according to the Human Resource Department. This population will comprise both unionized and non-unionized who will include Senior Managers, Junior Managers, Administration Staff and the Line staff. They are classified into front of the house staff and back of the house staff in the following departments; Finance, Health and Spa, Repairs and Maintenance, Human Resource, IT, Food and Beverage, Housekeeping, Kitchen, Purchasing and Supplies and Security.

3.4 Sample Design

The study used Stratified Random Sampling for the selection of the respondents. The sampling design method classifies the population into strata. This aids in ensuring that departments and

sections are well represented. Sekaran (2003) contends that in stratified random sampling, stratification or segregation process can be used for random selection of objects from each stratum since the population is classified into mutually exclusive group that is appropriate, meaningful and relevant to the study. The population of target will be stratum will be classified into Executive Staff, Senior Managers, Junior Managers/Supervisors and Line Staff. The sample size of the study will 65% of the total population at Radisson Blu Hotel.

Table 3.4 Sampling Design

Level of Measure	Population	Sample	Percentage
Senior Managers	12	7	5%
Junior Managers/Supervisors	36	24	15%
Non-Management Staff	240	139	90%
Total	288	170	100%

Source: Radisson Blu Hotel, Human Resource Department (2018)

3.5 Data Collection

The study employed primary data collected by questionnaires. This method was used to obtain data by the researcher because it provided firsthand information on the variables of interest for the study. The research intends to obtain information from the individual employees whose opinion was useful from time to time. The questionnaires were structured in a five- point Likert scale design with varying degrees of measurements from strongly disagrees to strongly agree. The questionnaires were classified into three parts, which is 'I', 'II' and III. The first part (I) was for collecting data related background of the respondents while parts II and III was used to collect data related to area of study on the perceived effect of Corporate wellness programs and workers' productivity. A drop and pick method was used to collect data. Samples will be identified randomly at every level of employment.

3.6 Data Analysis

Scientific Programme for Social Science (SPSS) was used to analyze the data to find the results of descriptive statistics such as standard deviations, mean scores, frequencies and percentages. A

regression analysis was used for estimating the relationships among the variables and for analyzing the model (regression) which ensures that the variables was focused on the relationship Corporate wellness programs and workers' productivity. Regression analysis was used to understand what value the researcher gets from changing the dependent variable when any one of the independent variables is varied and held fixed. In this case we analyzed the perceived effects of corporate wellness programs and workers' productivity at Radisson Blu Hotel Nairobi. Data was presented in form of graphs, charts and tables.

Regression Model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon$$

$\beta_1 \beta_2 \beta_3 \beta_4 \beta_5 \beta_6$ = Coefficients for Determinants

ϵ = error

X_1 = Screening Program

X_2 = Prevention Program

X_3 = Fitness Program

X_4 = Wellness Risk Awareness Program

X_5 = Health and Safety Program

X_6 = Wellness Communication

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

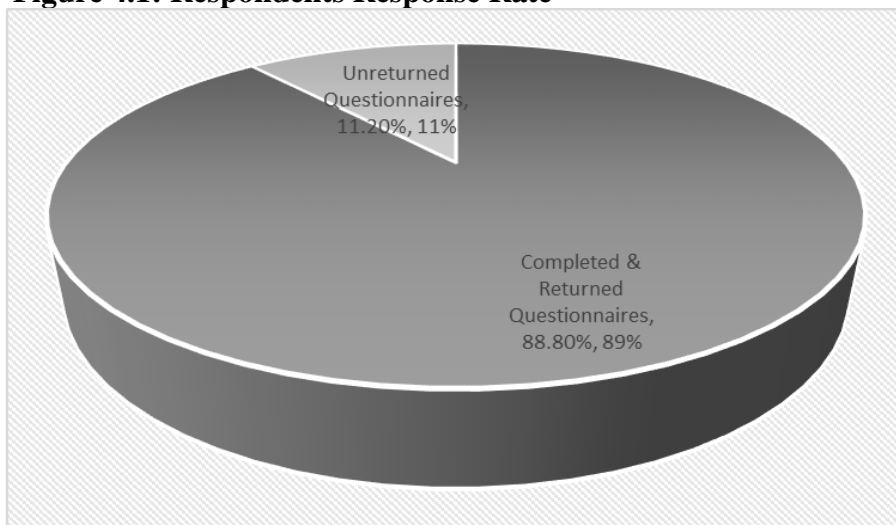
4.1 Introduction

This chapter contains data analysis, results and discussions. This chapter has four sections which are the response rate, bio-data of the respondents' bio-data, results of corporate wellness programs and employees' productivity which has been presented through correlation and regression analysis. The findings of the study have been presented in form of graphs and tables.

4.2 Response Rate

The research study was conducted at Radisson Blu Hotel Limited. To collect data the researcher administered one hundred and seventy (170) questionnaires which were distributed through drop and pick method to the respondents who work in various departments and sections within the Hotel. However, of the one hundred and seventy (170) questionnaires distributed, 151 questionnaires were filled completely and returned making a response rate of 88.8% while 11.2% were not returned which constitute nineteen (19) questionnaires. According to Mugenda and Mugenda (1999) the response rate of 70% and over is excellent is acceptable and representative.

Figure 4.1: Respondents Response Rate



Source: Research Data (2018)

4.3 Respondents Bio data

The section of the questionnaire represents the information on the respondents' bio data. The respondents bio data information include department of work, category of work, years of experience, education level and age.

4.3.1 Respondents Department of Work

The item in the questionnaire required the respondents to state their department of work Executive Office and Human Resources, Food and Drinks, Finance, Accounting and Information Communication Technology, Housekeeping and Laundry, Sales and Marketing, Engineering, Front Office and Revenue, Kitchen, and Stewarding. The findings are analyzed below.

Table 4.1: Respondents Department of Work

Department	Frequency	Percentage (%)
Executive Office and Human Resources	3	2%
Food and Drinks	46	30%
Finance, Accounting and ICT	18	12%
Housekeeping and Laundry	24	16%
Sales and Marketing	4	3%
Engineering	12	8%
Front Office & Revenue	21	14%
Kitchen	19	12%
Stewarding	4	3%
Total	151	100%

Source: Research Data (2018)

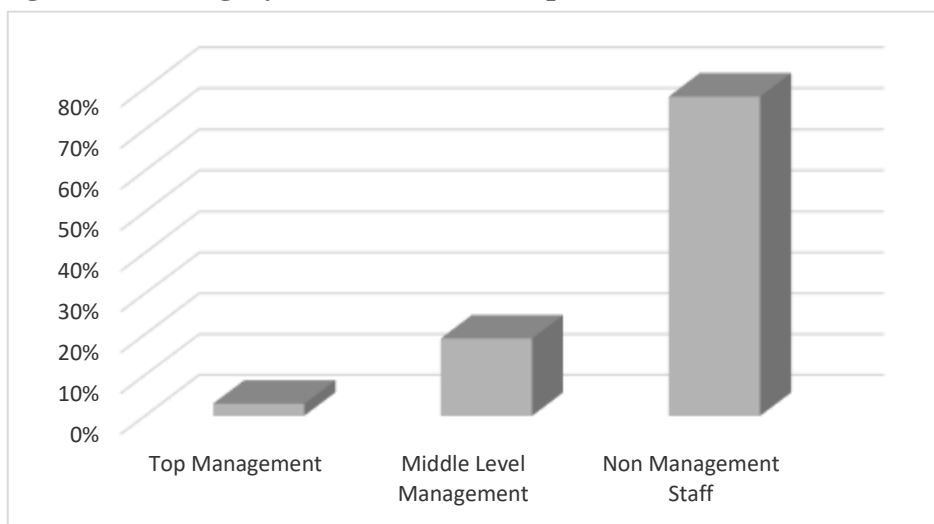
The above findings in table 4.3.1 on respondents department of work shows that 30% of the respondents were from Food and Drinks, 16% of the respondents were from Housekeeping and Laundry, 14% Front Office and Revenue, 12% Finance, Accounting and Information Communication and Technology, 12% Kitchen, 8% Engineering, 3 % Sales and Marketing, 3% Stewarding while 2% Executive and Human Resources. From the data it can be concluded that all

departments were represented with majority of the respondents from Food and Drinks (30%) department. This shows that the findings of the study were representative.

4.3.2 Category of Work of the Respondents

Respondents were required to indicate their category of work at Radisson Blu. The categories of work as indicated in the questionnaire were top management, middle level management and non-management staff. The findings are presented below.

Figure 4.2: Category of Work of the Respondents



Source: Research Data (2018)

The research findings show that non- management staff were 78% while 19% were middle level management and 3% were top management. This therefore show that all categories of employees actively participated in the study. It can be concluded that the study was embraced by majority of staff at Radisson Blu Hotel.

4.3.3 Respondents Year(s) of Work at Radisson Blu Hotel

The item in the questionnaire sought to know the respondents' year(s) of work at Radisson Blu Hotel. The findings are shown below.

Table 4.2: Respondents Year(s) of Work at Radisson Blu Hotel

Year(s) of Work	Frequency	Percentage
0 to 2	16	11%
2 to 3	42	28%
3 and above	93	61%
	151	100%

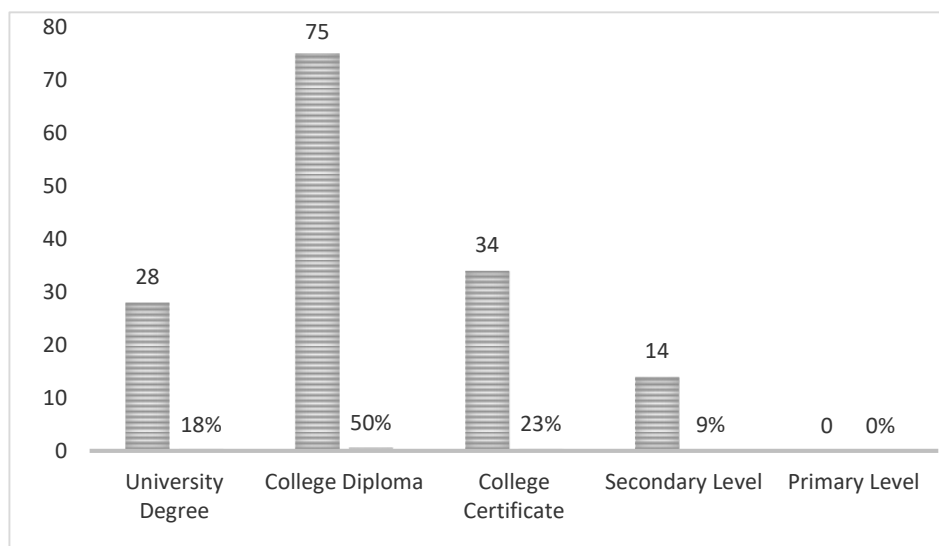
Source: Research Data (2018)

The above table 4.3.3 on the respondents years of work at Radisson Blu Hotel show that majority of the respondents' have worked in the hotel for more than 3 years at 61%, with 28% have worked for 2 to 3 years while 11% have worked for less than 2 years in the hotel. It is important to conclude that the employees are well motivated and their employee retention policy shows that the hotel has a comprehensive human resource management manual aligned to international best practice of workers well-being.

4.3.4 Education Level of the Respondents

The item in the questionnaire required the respondents to state their education level. The data findings are analyzed below.

Figure 4.3: Education Level of the Respondents



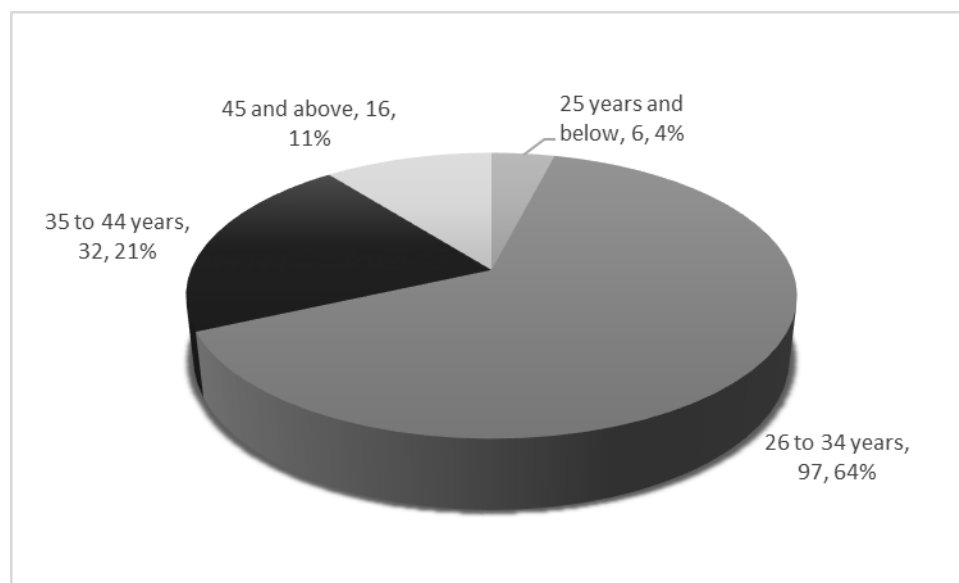
Source: Research Data (2018)

From the research findings above in Figure 4.3.4 shows that majority of staff have College Diploma (75) with 50%, 34 employees have College Certificate representing 23%, 28 staff have University Degree at 18% while 14 employees have secondary level education. To conclude, the above data indicate that Radisson Blu Hotel has knowledgeable, competent and learned employees who have the right knowledge, skills and abilities that is key for sustainable competitive advantage in the hospitality industry.

4.3.5 Age of the Respondents

The study item in the questionnaire sought to find out the age of the respondents at the Radisson Blu Hotel. The findings are summarized below.

Figure 4.4: Age of the Respondents



Source: Research Data (2018)

The findings show that age category of 26 to 34 years were the majority at 64% with 97 respondents, age category 35 to 44 years were second at 21% with 32 respondents, 45 years and above were 16 respondents with 11% , and 25 years and below were 6 respondents with 4%. The study concludes that different employees from different age categories participated in the research study.

4.4 Corporate Wellness Programs

The general objective of the study was to investigate the perceived effects of corporate wellness programs on employee productivity at Radisson Blu Hotel. In this part the researcher has presented the means and standard deviations of the following aspects; corporate wellness programs, screening programs, prevention programs, fitness programs, wellness risk awareness program, health and safety programs, and wellness communication programs. The study used a five point likert scale model range of ‘Strongly Agree’ (5), ‘Agree’ (4), ‘Uncertain/Moderate’ (3), ‘Disagree’ (2) to ‘Strongly Disagree’ to investigate the perceived effect of the mentioned wellness programs on employee productivity at Radisson Blu Hotel. The scores of strongly disagree and disagree was used to represent a variable which had mean score of 0 to 2.5 on the continuous Likert scale; ($0 \leq L.E < 2.4$). The scores of ‘moderate’ have been used to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: ($2.5 \leq M.E. < 3.4$) and the score of both agree and strongly Agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; ($3.5 \leq G.E. < 5.0$). The means of the factors have been determined to show the respondents general feelings while the other hand the standard deviation has been used to show the responses in relation to the means. The standard deviation has been analyzed to show the factors individually responses and varies to the mean. Standard deviation of >1 implied that there was no consensus, >0.5 and <1 indicate that there was no agreement, >0.5 and <1 show that the responses were distributed moderately. Standard deviation of >1 imply that there was no consensus on the obtained responses.

4.1 Corporate Wellness Programs

The item was to find out how corporate wellness programs are embraced in the hotel. The results are presented below.

Table 4.3: Represents the results.

Table 4.3: Corporate Wellness Programs

	Mean	Std. Deviation
Corporate Wellness Programs make a difference	4.0530	0.72836
Wellness Programs increase employee's productivity.	3.9603	0.83969
Wellness programs reduce employees' illnesses	3.9139	0.85588
Employees value the wellness programs offered by the company	3.8874	0.61691
The hotel provides wellness programs for staff.	3.8675	0.45717
Corporate Wellness Programs are well communicated.	3.8013	0.61123
There is reduction of health care cost through Corporate wellness programs	3.7616	0.81411
Interventions provided in Corporate Wellness Programs meet the needs of Employees.	3.4570	0.98478
Absenteeism rate has decreased due to wellness interventions.	3.2185	0.95145
Overall, I am satisfied with the Wellness Programs	3.2053	1.09129

Source: Research Data (2018)

The findings of study establish that majority of the respondents agreed to great extent that; Corporate wellness programs make a difference with a mean of (4.0530), wellness programs increase workers' productivity (3.9603), wellness programs reduce employees' illnesses (3.9139), employees value the wellness programs offered by the company (3.8874), the hotel provides wellness programs for staff (3.8675), Corporate wellness programs are well communicated (3.8013), and there is reduction of health care cost through Corporate wellness programs (3.7616). Further, the respondents were uncertain with the following aspects; interventions provided in Corporate wellness programs meet the needs of employees (3.4570), absenteeism rate has decreased due to wellness interventions (3.2185) and overall, I am satisfied with the wellness programs (3.2053). The findings are in support of the literature where it indicates that organizations lose employees through chronic illness, unhealthy lifestyles and choices causing businesses to suffer losses due to lost productivity alone. This means that promoting healthier behaviors can really pay off justifying the reason why

organizations have heavily invested on wellness programs. The research findings reveal that corporate wellness programs were prevalent in Radisson Blu Hotel an aspect that gives a go ahead to test the employee productivity in the company.

4.4.2 Screening Programs

The program was seeking respondents views on the factors listed under the program. The results are discussed below.

Table 4.4: Screening Programs

	Mean	Std. Deviation
Employees are confident with the providers of the programs	3.9338	0.52496
The screening programs identify health needs and cover screening of lifestyle diseases.	3.8411	0.54274
There are regular screening programs offered by the hotel	3.8146	0.68706
Employees are allowed time to participate fully in the programs	3.0265	1.29072
The hotel conducts pre-employment health screening.	1.4967	0.68190

Source: Research Data (2018)

Research findings as shown in Table 4.2.2 indicate that majority of the respondents agreed to all the aspects under the variable to a great extent that; employees are confident with the providers of the programs (3.9338), the screening programs identify health needs and cover screening of lifestyle diseases (3.8411) and there are regular screening programs offered by the hotel (3.8146). Also, the respondents agreed to an extent that employees are allowed time to participate fully in the programs (3.0265). However, the respondents disagreed with the fact that the hotel conducts pre-employment health screening (1.4967). The study findings established that there were screening programs that were offered by the employer despite the fact that the hotel did not conduct any pre-employment health screening.

4.4.3 Prevention Programs

The question required the respondents to state prevention programs which have impact on employee productivity, the results are shown below.

Table 4.5: Prevention Programs

	Mean	Std. Deviation
The hotel provides protective equipment to all employees	4.8675	.39455
There is a health prevention plan in the organization	3.9073	.43743
Prevention programs protect workers' health	3.7417	.80385
Prevention programs cover injury prevention and rehabilitation services	3.7351	.79751

Source: Research Data (2018)

The findings from the study revealed that majority of the respondents agreed with all the aspects tested under prevention programs to a great extent. They agreed that; the hotel provides protective equipment to all employees (4.8675), there is a health prevention plan in the organization (3.9073), prevention programs protect workers' health (3.7417), and prevention programs cover injury prevention and rehabilitation services (3.7351). The research findings indicate that the hotel observed most of the prevention programs as it offered its employees with protective equipment and had prevention programs that covered injury prevention and rehabilitation services. The study findings established a basis to further test the employee productivity under prevalence of such aspects.

4.4.4 Fitness Program

The item required the respondents to provide their opinion on fitness program. The results have been analyzed below.

Table 4.6: Fitness Programs

	Mean	Std. Deviation
Healthy choices are some of the outcomes of a fitness program	3.6159	.95820
Fitness programs ensure employees are physically active	3.0662	1.22021
There is participation in fitness activities by employees	2.9073	1.11565
Employees duties allow them to participate in a fitness program	2.4901	.98568
Employees are rewarded if they participate in a fitness program	2.1921	1.14143

Source: Research Data (2018)

Findings from the study show that majority of the respondents agreed to a great extent that healthy choices are some of the outcomes of a fitness program (3.6159). The respondents were uncertain that fitness programs ensure employees are physically active (3.0662), and there is participation in fitness activities by employees (2.9073). However, they disagreed with the fact that employees duties allow them to participate in a fitness program (2.4901) and they are rewarded if they participate in a fitness program (2.1921). The results are a clear indicator that the uptake of fitness programs in the hotel was limited or lacking. With a weak uptake of fitness programs in the hotel, the researcher further seeks to find out the potential effect of such result on the employee productivity.

4.4.5 Wellness Risk Awareness Programs

This item sought to know the respondents opinion on wellness risk awareness programs. The results are analyzed in the table below

Table 4.7: Wellness Risk Awareness Programs

	Mean	Std. Deviation
Risk awareness programs promote good practices	3.8344	.54688
There is continuous risk monitoring and evaluation to reduce hazards	3.7947	.54550
Management budgets for risk awareness programs	3.7616	.67041

Workers are regularly trained to avoid risk	3.7086	.65919
Risk awareness programs are conducted via surveys, seminars, meetings, interviews and focus group discussions	3.6358	.74372

Source: Research Data (2018)

Findings from the study indicate that majority of the respondents agreed to a great extent with the following aspects; risk awareness programs promote good practices (3.8344), there is continuous risk monitoring and evaluation to reduce hazards (3.7947), management budgets for risk awareness programs (3.7616), workers are regularly trained to avoid risk (3.7086), and risk awareness programs are conducted via surveys, seminars, meetings, interviews and focus group discussions (3.6358). All the aspects under wellness risk awareness program were prevalent in Radisson Blu hotel an aspect that imply that the aspects investigated were carried out in the hotel and further investigation can be done on their effect on employee productivity.

4.4.6 Health and Safety Programs

Respondents were required to give their opinion on health and safety programs based on the factors provided in the questionnaires. The data is presented in the table below.

Table 4.8: Health and Safety Programs

	Mean	Std. Deviation
Health and safety programs impact on employee wellness	4.1258	.40505
There are health and safety inspections in Radisson Blu Hotel	4.0596	.28825
There is a health and safety policy in the organization	4.0464	.31279
The organization has a health and safety committee	4.0331	.29251
Health and safety audits are done to ensure implementation of health and safety policies	4.0265	.25683

Source: Research Data (2018)

Study findings on table 4.4.6 reveal that respondents agreed to a great extent that health and safety programs impact on corporate wellness (4.1258), there are health and safety inspections at Radisson Blu (4.0596), there is a health and safety policy in the organization (4.0464), the organization has a health and safety committee (4.0331), and health and safety audits are done to ensure there is comprehensive implementation of health and safety policies and procedures (4.0265). The findings reveal that the hotel is engaged in health and safety programs.

4.4.7 Wellness Communication Programs

The respondents were required to provide information on wellness communication. Their response is analyzed in the table below

Table 4.9: Wellness Communication Programs

	Mean	Std. Deviation
Communication of wellness events is usually done on written materials, email and departmental meetings	3.7285	.88644
Radisson Blu communication policies support wellness programs	3.3444	.98689
Information on Wellness programs offered is received well on time	3.1589	1.23878

Source: Research Data (2018)

Study findings established that majority of the respondents agreed to a great extent that communication of wellness events is usually done on written materials, email and departmental meetings (3.7285). However, they were uncertain on the aspect that Radisson Blu communication policies support wellness programs (3.3444) and information on wellness programs offered is received well on time (3.1589). The findings imply that there was prevalence of wellness communication programs in the hotel an aspect that establishes a background for the researcher to proceed and test the effect on employee productivity.

4.5 Employee Productivity

The study sought to find the respondents views on employee productivity at Radisson Blu Hotel using various factors. The respondents were required to indicate to what extent they agreed with various aspects under employee productivity. The five-point Likert scale was also used. The table 4.5 below presents the results.

Table 4.10: Employee Productivity

	Mean	Std. Deviation
Employee performance is evaluated, and feedback given?	4.0927	.43743
Employees' have clearly defined expectations or goals set for their roles.	4.0199	.40776
Employee efficiency is observed through guest feedback, compliments, and complaints?	3.8477	.56271
Employee productivity is measured or tracked on a regular basis?	3.8411	.65414
Workers are guided / trained on how to be more productive to gain competitive advantage?	3.8146	.72484

Source: Research Data (2018)

Research findings as shown under Table 4.8 reveal that majority of the respondents to a great extent to all the aspects in that; workers performance is evaluated, and feedback given (4.0927), workers' have clearly defined expectations or goals set for their roles (4.0199), employee efficiency is observed through guest feedback, compliments, and complaints (3.8477), workers' productivity is measured or tracked on a regular basis (3.8411), and workers are guided / trained on how to be more productive to gain competitive advantage (3.8146). The respondents agreed with all the aspects under employee productivity. This indicator was to evaluate the current performance of the employees in the hotel.

4.6 Relationship between Corporate Wellness Programs and Employee Productivity

The study sought to know the effect of corporate wellness programs on employee productivity at Radisson Blu Hotel. Inferential statistics was done on the variables. Multiple regressions were done to obtain the r coefficient and r-square that determined the effect.

4.6.1 Simple Linear Regression

In order to establish the effect of corporate wellness programs on employee productivity at Radisson Blu Hotel, a simple linear regression analysis was done to determine the findings. The results below present a summary of the results in Table 4.6.1

Table 4.11: Simple Linear Regression

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.977 ^a	.954	.952	.11302	.954	424.973	7	143	.000
a. Predictors: (Constant), Wellness Communication Programs, Health and Safety Programs, Wellness Risk Awareness Program, Fitness Program, Prevention Programs, Screening Programs									
b. Dependent Variable: Workers' Productivity									

Source: Research Data (2018)

4.6.2 Coefficients of Determination

Table 4.12: Coefficient of determinants

Coefficients'								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
		1	(Constant)	-.970	.174		-5.578	.000
Screening Programs	.611		.097	.782	6.283	.000	.419	.804
Prevention Programs	.482		.076	.529	6.345	.000	.332	.632
Fitness Program	-.311		.057	-.620	-5.506	.000	-.423	-.200
Wellness Risk Awareness Program	.017		.068	.020	.246	.806	-.118	.152

Health and Safety Programs	.303	.060	.166	5.039	.000	.184	.422
Wellness Communication Programs	-.201	.052	-.390	-3.840	.000	-.304	-.097

Source: Research Data (2018)

$$\text{Employee Productivity (Y)} = .611X_1 + .482X_2 + .017X_4 + .303X_5 + .174$$

According to the regression equation in table 4.6.2 above establishes, taking all factors constant at zero, the employee productivity will be .970. The data findings analyzed also show that taking all other independent variables at constant, a unit increase in screening program will lead to a .611 increase in employee productivity at Radisson Blu Hotel. A unit increase in prevention program will lead to a .482 increase in employee productivity at Radisson Blu Hotel. Also, a unit increase in fitness program will lead to a .311 increase in employee productivity at Radisson Blu Hotel. A unit increase in wellness risk awareness program will lead to a .017 increase in employee productivity. Again, a unit increase in health and safety program will lead to a .303 increase in employee productivity. Also, an increase in wellness communication will lead to a .201 increase in employee productivity at Radisson Blu Hotel.

Coefficient of determinants explains the extent to which changes in the dependent variable (employee productivity at Radisson Blu Hotel) can be explained by the change in the independent variables or the percentage of variation in the dependent variable that is explained by the seven independent variables (Wellness Communication Programs, Health and Safety Programs, Wellness Risk Awareness Program, Fitness Program, Prevention Programs, Screening Programs). The independent variables that were studied, explain 95.2% of the changes in the employee productivity at Radisson Blu Hotel as represented by R^2 . The study shows that there is a strong positive significant correlation (.977) between corporate wellness programs and employee productivity. The

researcher conducted a regression analysis so as to determine the effect of corporate wellness programs on employee productivity in Radisson Blu Hotel.

4.7 Discussion of the Findings

The findings of the study indicate that successfully implemented corporate wellness programs can positively impact on employee productivity. Behavioural and attitudinal change is key in understanding the link between employee productivity and wellness programs as cited by Abraham et. al (2011). The results also show that a well-designed corporate wellness program can help the organization meet the needs of the employees. As highlighted by Wainright and Calcan (2006) employees who are healthier are more productive.

The analysis of the findings of the research study was undertaken in line with the objective of the study and literature review. The findings point out that Radisson Blu Hotel requires an employee health management strategy that will help in improving productivity and maintain employee health. Smith and Kierran (2012) suggests that to curb the costs that arise from poor health, organizations should make wellness programs an investment as there is a tangible improvement on employee performance leading to gains in profits. The results indicate that screening programs are vital as people are exposed to excessive and continuous health problems and risks which have an impact on employee productivity. Andenko (2012) states that the benefits of corporate wellness programs extend beyond improving productivity and reducing health care costs. The findings link quality of work life at the workplace though job satisfaction. A good wellness program can help increase employee productivity by ensuring they stay emotionally and physically healthy thus high morale, involvement, retention as health outcomes.

Organizations that embrace corporate wellness programs improve workers well-being by helping them to be active on the job, improve their lifestyle choices, and health care demonstrating that the programs are essential for both employers and employees (Mytton, 2012). The study also shows that

corporate wellness program increase employee engagement which leads to higher productivity and work life balance by striving to create a productive and flexible work environment. From the findings employees are required to maintain healthy life choices and lifestyles such as regular exercises and eating healthy to improve their health better. The findings also show that interventions such as screening programs, prevention programs, health and safety programs, and wellness risk awareness programs were found to have a relationship with employee productivity. Miller (2013) state that such programs are required to decrease health risk factors such stress, high blood pressure, obesity and other related symptoms to increase overall wellness and health. Organizations need to address and implement wellness programs so as to improve employee motivation Cahalin et.al (2015).

The study also found that there many factors that cause employee illness in the workplace and this include excessive workloads and demands, poor work relationships and lack of control. The findings show that fitness programs and wellness communication were found to have limited impact on employee productivity largely as a result of low uptake..

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter contains the summary, conclusion and recommendations drawn from the findings of the study. The conclusion has been made from the objectives of the study.

5.2 Summary of the Findings

The study had a response rate of 88.8% of the questionnaires which were distributed, filled and returned back for analysis, while 11.2% were never returned back. Majority of the respondents who participated in the study were from Food and Drinks department. The findings show that most respondents were in the non-management category indicating that the majority of staff are junior employees. The findings also reveal that most of the employees have worked in the hotel for 3 years and above. Majority of the respondents have a college Diploma, showing that they are competent and understood the research on corporate wellness programs and employee productivity. The results of the study indicate that most respondents were aged between 26 to 34 years.

The findings indicate the importance of corporate wellness programs at Radisson Blu Hotel and confirm that the hotel has really invested on the programs in an effort to enhance employee performance. Majority of the respondents to a greater extent were in consensus that screening programs are offered however pre-employment screening of employees was not done. On prevention programs Radisson Blu Hotel provides its employees with preventive equipment to protect employees from work hazards and risks. The study also shows that the organization has a comprehensive protection plan which covers any form of injury and rehabilitation. The findings of the study reveal that wellness risk awareness programs are carried out with the purpose of creating awareness to employees on corporate awareness programs. This helps increase employee participation in improving wellness and behavior change in the work environment. The wellness risk awareness programs promote good health practices, champion monitoring and evaluation of health risks and the work environment.

The findings indicate that health and safety programs have a great impact on wellness. They show that health and safety programs are conducted in form of health inspections which assess the work environment. There is also a health and safety policy, health and safety committee, and audits are done on health and safety procedures and policies. The findings also show that proper communication is needed in-order to increase the uptake of wellness programs. Better channels of communication for enlightening employees on corporate health awareness are needed. The results on correlation in table 4.6.1, show a result of R^2 (0.954) of the correlation coefficients which is proof that there exists a strong relationship between corporate wellness programs and employee productivity. The relationship between the two variables can be established by the programs identified to have a strong relationship with corporate wellness which are screening programs, prevention programs, wellness risk awareness programs, and health and safety programs. The other programs like fitness programs and wellness communication were found to have negative means. These results confirm that where there is an integrated approach on corporate wellness it leads to healthier lifestyles and improved productivity on the workforce. A healthy workforce thus will have high levels of engagement and commitment to an organization.

5.3 Conclusions

The results of the study show that Radisson Blu Hotel has embraced corporate wellness programs and has continuously invested on its employee's wellbeing and health. The hotel aims to reap more benefits from the programs which range from reduced health care costs, less absenteeism, low employee turnover and low health insurance costs. The results established that corporate wellness programs in the hotel have led to medical cost savings to the employer. The employees also appreciate the programs which have helped them, to feel cared for thus increase employee engagement which leads to higher productivity. Based on the research results, it is important to conclude that Radisson Blu Hotel has a corporate wellness program though it needs to be redesigned

to accommodate more programs that meet employee's needs to effectively translate into high employee productivity.

5.4 Recommendation

The findings of the study demonstrate that the introduction of wellness programs can have a significant impact on employee productivity, and increase in profitability. Employers should use the workplace as a platform to introduce and offer wellness programs to improve the overall health of their employees and strengthen their work capability.

The hotel should also ensure that pre-employment medical examinations are done to form a basis for future wellness interventions. Wellness programs should be designed to suit the needs of the employee's in-order to positively impact on the much needed change. The study has shown that it is important for organizations to have a wellness policy that is well communicated in-order to effectively promote and manage the programs offered. The policies should ensure that programs are holistic, meeting not just the physical health but the mental health as well.

Effective communication strategies are vital. From the findings of the study, communication was identified as a key component for passing on wellness information; Managers need to use broader channels of communication such as mass dissemination and face to face for long term wellness programs support. Monitoring and evaluation approach is an intervention that should be part of wellness programs since they help in assessing the impact and the success of the programs.

5.5 Limitations of the Study

The study was limited to one property due to financial and logistical constraints that would have been required for data collection as well as the coordination and extensive planning required for people in different geographical areas. Some respondents did not fill or return the questionnaires for unknown reasons.

5.6 Suggestion for Future Research

The empirical studies done have found that corporate wellness programs can increase employee productivity. Corporate wellness programs have scarce research studies especially in Kenya despite many benefits that accrues to organizations and employees.. For future research studies, more emphasis should be on the relationship between corporate wellness programs and other variables such as employee engagement, employee commitment, organization culture, job satisfaction, health risk reduction, employee turnover and employee retention. It also suggested that other studies should be done to cover broader sectors such as public sector, and non-governmental organizations to find out whether the results obtained can be generalized reflect the true findings of the study.

REFERENCES

- Abraham, J.M., Feldman, R., Nyman, J.A., Barleen, N. (2011). *What Factors Influence Participation in an Exercise-Focused, Employer-Based Wellness Program?* *Inquiry*. 2011 Fall; 48(3): 221-41.
- Aldana, S., Adams, T. (2017) "*Worksite Wellness Implementation Guide*" (PDF).
- Anderko L. et.all (2012). *Healthier Workforce For A Healthier Economy*. Washington (DC): Georgetown University; 2012.
- Anderson et al. (2009). *The Effectiveness of Worksite Nutrition and Physical Activity Interventions for Controlling Employee Overweight and Obesity*. *American Journal of Preventive Medicine*. 2009; 37(4): 340–357.
- Anderson, et al, (2009). *Task Force On Community Preventive Services. The Effectiveness Of Worksite Nutrition And Physical Activity Interventions For Controlling Employee Overweight And Obesity: A Systematic Review*. *American Journal of Preventive Medicine*, 37(4), 340–357.
- Baicker K, Cutler D, Song Z (2010). *Workplace Wellness Can Generate Savings*. *Health Affairs (Millwood)* 2010; 29 (2):304–11.
- Beaton, D. et all (2009): *Measuring Worker Productivity: Frameworks and Measures* 2009;36: 2100–9
- Berry LL, Mirabito AM, Baun WB (2010). *What's The Hard Return On Corporate Wellness Programs?* *Harvard Business Review* 2010; 88 (12):104–12, 142.
- Berry, L., Ann, M., William B. (2017). "*What's The Hard Return On Corporate Wellness Programs?*" *Harvard Business Review*. Financial Management, 31 July 2014. Web. 15 Mar. 2017.
- Burton W, et. all (2006). *The Association Between Health Risk Change And Presenteeism Change*. *J Occup Environ Med* 2006;48(3):252–63.
- Carnethon, M. et all. "*Worksite Wellness Programs for Cardiovascular Disease Prevention*". *Circulation*.
- Fox, L., Rejeski, W, Gauvin, L. (2000). "*Effects of Leadership Style and Group Dynamics on Enjoyment of Physical Activity*". *American Journal of Health Promotion*. **14** (5): 277–283. ISSN 0890-1171.
- Hoert, J., Herd, A., Hambrick, M., (2016). "*The Role of Leadership Support for Health Promotion in Employee Wellness Program Participation, Perceived Job Stress, and Health Behaviors*". *American Journal of Health Promotion*:
- Hoffman, L., Kennedy-Armbruster, C. (2015). "*Case Study Using Best Practice Design Principles For Worksite Wellness Programs*". *ACSM'S Health & Fitness Journal*: 19.

- J., M.D. (2013). *Promoting Health And Wellness In The Workplace: A Unique Opportunity To Establish Primary And Extended Secondary Cardiovascular Risk Reduction Programs*. Mayo Clinic Proceedings, 88(6),605-17.
- Kane, R., et all (2004). *A Structured Review Of The Effect Of Economic Incentives On Consumers' Preventive Behavior. Healthier Americans For A Healthier Economy*. Trust for America's Health; <http://w.tfah.org/assets/files/TFAH2011>
- Loeppke, R., (2009). Health And Productivity As A business Strategy: A Multiemployer Study. *Med* 2009;51(4):411–28.
- Lorsch, J. Morse, J (1966), “*Beyond Theory Y*”, Harvard Business Review, May–June 1970 McGregor, D (1969)., “Leadership and Motivation: Essays”, MIT Press
- McGraw-Hill, (2006). McLean Parks, J., & Kidder, D. A. 1994. “*Till Death Us Do Part.*” :*Changing Work Relationships In The 1990s. Trends in Organizational Behavior*
- Miller, S. (2013). “*Wellness Program 'Best Practices' Foster Success*”. *Society for Human Resource Management*. Retrieved March 4, 2017.
- Morrison, E.W., & Robinson, S. L. (1997). *When Employees Feel Betrayed: A Model Of How Psychological Contract Violation Develops*. *Academy of Management Review*, 22: 226–256.
- Naydeck BL, Pearson JA, Ozminkowski RJ, Day BT, Goetzel RZ (2008). *The Impact Of The Highmark Corporate Wellness Programs On 4-Year Healthcare Costs*. *J Occup Environ Med* 2008;50 (2):146–56.
- Patton, C. (2008). *Wellness Program Checkup*. <http://www.universitybusiness.com/article/wellness-program>
- Preston, C., Alexander, M. (2010). *Medicare Coverage Of Preventive Care Services*. 2010;304(22):2484.
- Robinson, S., & Rousseau, M. (1994). *Violating The Psychological Contract: Not The Exception But The Norm*. *Journal of Organizational Behavior*, 15: 245–259.
- Rousseau, D. M. 1989. *Psychological And Implied Contracts In Organizations*. *Employee Responsibilities and Rights Journal*, 2: 121–139.
- Robinson, L., Kraatz, S., Rousseau, D. (1994). *Changing Obligations And The Psychological Contract: A Longitudinal study*. *Academy of Management Journal*, 37: 137–152.
- Robinson, S. L. 1996. *Trust And Breach Of The Psychological Contract*. *Administrative Science Quarterly*, 41:574–599.
- Robinson, S. L., & Morrison, E.W. 1995a. Psychological contracts and OCB: *The Effect Of Unfulfilled Obligations On Civic Virtue Behavior*. *Journal of Organizational Behavior*, 16:289–298.
- Sherry O. (2015). “*Development and Implementation of Worksite Health and Wellness Programs: A Focus on Non-Communicable Disease*”. *Progress in Cardiovascular Diseases. Preventive Cardiology Update: Controversy, Concensus, and Future Promise*. 58 (1):94–101.

Terry, E.; et. all (2011). "*The Effectiveness of a Telephone-Based Tobacco Cessation Program Offered as Part of a Worksite Health Promotion Program*". *Population Health Management*. **14** (3): 117–125. ISSN 1942-7891.

Hindle, T.,(2003). *Guide to Management Ideas and Gurus*", The Economist (Profile Books; 322 pages; £20).

Volpp, K., et all (2008). *Financial Incentive-Based Approaches For Weight Loss: A Randomized Trial*. *JAMA* (22):2631-7.

APPENDIX: QUESTIONNAIRE

Instructions:

Please provide the appropriate information in the organization by placing “X” or “√”.

SECTION A: BIODATA OF THE REpondENTS

1. Indicate your department of work at Radisson Blu Hotel Nairobi?

1.1	Executive Office & Human Resource	
1.2	Food & Drinks	
1.3	Finance, Accounting & ICT	
1.4	Housekeeping & Laundry	
1.5	Sales & Marketing	
1.6	Engineering	
1.7	Front Office & Revenue	
1.8	Kitchen	
1.9	Security	

2. State your category of work at Radisson Blu Hotel Nairobi?

2.1	Top Management	
2.2	Middle Level Management	
2.3	Non-Management Staff	

3. How many years have you been employed at Radisson Blu Hotel Nairobi?

3.1	0 – 2	
3.2	3-5	
3.3	5 and above	

4. State your highest level of education

4.1	University Degree	
4.2	College Diploma	
4.3	College Certificate	
4.4	Secondary level	
4.5	Primary Level	

5. State the age bracket you fall?

5.1	25 years and below	
5.2	26 – 34	
5.3	35 – 44	
5.4	45 and above	

SECTION B: CORPORATE WELLNESS PROGRAMS

INSTRUCTIONS V: Please indicate the extent to which you perceive that the following statements apply by indicating with an “X “OR “√ “in the appropriate box

B1	Corporate wellness programs	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
1	The hotel provides wellness programs for staff.					
2	Corporate wellness programs are well communicated.					
3	Interventions provided in Corporate wellness programs meet the needs of Employees.					
4	Corporate wellness programs make a difference					
5	Overall, I am satisfied with the Wellness Programs					
6	Wellness programs reduce employees’ illnesses					
7	Wellness Programs increase employee productivity.					
8	Absenteeism rate has decreased due to wellness interventions.					
9	There is reduction of health care cost through Corporate wellness programs					
10	Employees value the wellness programs offered by the company					
B 2	Screening Programs	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
1	There are regular screening programs offered.					
2	Employees are allowed time to participate fully in the programs					
3	Employees are confident with the providers of the programs					
4	The screening programs identify health needs and cover screening of lifestyle diseases.					
5.	The hotel conducts pre-employment health screening.					

B3	Prevention Programs	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
1	The hotel provides protective equipment to all employees					
2	There is a health prevention plan in the organization					
3	Prevention programs cover injury prevention and rehabilitation services					
4	Prevention programs improves workers health					
B4	Fitness Program	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
1	There is participation of fitness activities by employees					
2	Fitness programs ensure employees are physically active					
3	Employees duties allow them to participate in a fitness program					
4	Healthy choices are some of the outcomes of a fitness program					
5	Employees are rewarded to participate in a fitness program					
B5	Wellness Risk Awareness Program	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
1	Workers are regularly trained to avoid risk					
2	There is continuous risk monitoring and evaluation to reduce hazards					
3	Risk awareness programs promotes good mental health					
4	Risk awareness programs are conducted via surveys, seminars, meetings, interviews and focus group discussions					
5	Management budgets for risk awareness programs					
B6	Health and Safety Programs	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
1	There is a health and safety policy in the organization					
2	There are health and safety					

	inspections in Radisson Blu					
3	Health and safety audits are done to ensure there is comprehensive implementation of health and safety policies and procedures					
4	Health and safety programs impact on employee wellness					
5	The organization has a health and safety committee					
B7	Wellness Communication Programs	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
1	Radisson Blu communication policies supports wellness programs					
2	Communication of wellness events is usually done on written materials, email and departmental meetings					
3	Wellness programs information is received well on time					

EMPLOYEE PRODUCTIVITY

INSTRUCTIONS: Please tick the appropriate box on the extent to which you perceive the following statements by indicating with an “X”OR “√”

	Workers' Productivity	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
1	Employee' have clearly defined expectations or goals set for their roles.					
2	Employee performance is evaluated and feedback given?					
3	Employee efficiency is observed through guest feedback, compliments, and complaints?					
4	Employee productivity is measured or tracked on a regular basis?					
5	Employees are guided on how to be more productive to gain competitive advantage?					