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Healthcare Practices and Employee Performance in Non-Governmental Organizations (NGOs) in Kenya: Moderating Effect of Top Management Commitment

Protus Lumiti

Ph.D. Candidate Entrepreneurship, Department of Technology, Leadership and Management,
Jomo Kenyatta University of Agriculture and Technology, Kenya

Dr. Susan Wekesa

Lecturer, Department of Technology Entrepreneurship, Technology, Leadership and Management,
Jomo Kenyatta University of Agriculture and Technology, Kenya

Dr. Mary Omondi

Lecturer, Department of Entrepreneurship, Technology, Leadership and Management,
Jomo Kenyatta University of Agriculture and Technology, Kenya

Dr. George Orwa

Lecturer, Department of Statistics and Actuarial Science,
Jomo Kenyatta University of Agriculture and Technology, Kenya

Abstract:

Employee welfare practices, such as health care practices, play a crucial role in employee performance. Therefore, this study aimed to determine the relationship between health care practices and employee performance in non-governmental organizations in Nairobi County, Kenya: moderating effect of top management commitment on the relationship. Both qualitative and quantitative methods were utilized in a cross-sectional survey involving 403 respondents, including top managers, middle-level managers, and lower-level managers selected through purposive, stratified, and simple random sampling procedures from a target population of 14,323 NGO employees in Nairobi County, Kenya. Questionnaires were used as primary data sources, while secondary data were gathered from reviewed journals, books, and articles. The study incorporated relevant theories such as Herzberg's two-factor theory, the Human Relations Theory, and Maslow's hierarchy of needs. A pilot study was conducted to ensure the validity and reliability of the tools used. Data analysis was performed using Version 25 of the Statistical Packages for Social Sciences software, employing frequencies, means, correlations, and multiple linear regression. Inferential and descriptive statistics were utilized as diagnostic tests, and the findings were presented using pie charts, graphs, and tables. The study revealed a positive and significant relationship between healthcare practices and employee performance when moderated by the top management commitment in NGOs in Nairobi County, Kenya, emphasizing the importance of top management support in enhancing employee health practices and performance within the organization. For collective mental programming, the non-governmental organizations (NGOs) in Kenya should develop staff health care policies. In order to decrease personal work stress and improve counselling facilities, frequency, and resources, it is necessary to increase employee access to healthcare practices. Access to counsellor outreach services and expert support can be acquired by forming relationships with colleges or institutions of counselling and psychology.

Keywords: Healthcare practices, welfare practices, employee performance, top management commitment

1. Introduction

Employee welfare practices are a comprehensive concept encompassing satisfaction, the development and safeguarding of human resources, a sense of well-being, and happiness, which play a crucial role in boosting employee motivation. It is essential for every organization to offer both mandatory and voluntary welfare benefits, with some going the extra mile to enhance the quality of life for their employees. The International Labour Organization (ILO) Conventions in 2005 highlighted the importance of employee welfare covering aspects such as retirement, insurance, social welfare services, and ensuring the safety and health care practices of employees in the workplace. By providing such beneficial provisions, employees feel appreciated as valuable assets and integral members of the company. To uphold the competitiveness of the organization, it is vital to nurture and strengthen the relationship between the employer and employees. Therefore, services like employee Health care practices are necessary to inspire employees to perform effectively. Employee Health care practices involve offering services and benefits that exceed the standard medical

insurance. Some scholars may refer to these practices as employee benefits, employee assistance programs, or employee wellness initiatives. Lastly, according to Hamilton (2014), welfare, such as Health care practices, comprises the voluntary measures that an employer establishes within a structured industrial framework, as well as the working, living, and cultural conditions of an employee that surpass legal requirements, industry norms, and market standards.

Strong welfare practices, like health care practices, according to Hamidi *et al.* (2017), tend to reduce employee turnover and enhance new hire recruitment and socialization. Additionally, Ravenswood *et al.* (2017) discovered that due to welfare practices such as health welfare policies, the majority of employees in the examined enterprises intended to stay with their companies for at least the next five years. Additionally, according to Vadivukarasi and Sabarirajan (2015), employee welfare is a concept and a field of social welfare that encompasses a broad range, entails the development and preservation of human resources, a state of well-being and happiness, and also supports employee motivation. Employee motivation is maintained in an organization by providing welfare facilities like health practices. Employee welfare is recommended to include retirement, insurance, social welfare-related services, and the protection of life and good health of employees at work (Lansky & Williams, 2013). The employee feels valued as an asset and a member of the company thanks to such helpful services (Lakshmi & Kennedy, 2017).

Miao *et al.* (2020) suggested that top management in firms enhances work environments and welfare policies like health practices to reduce stress at work. Furthermore, Tiwari (2014) claimed that welfare, safety, and health measures all help to increase employee productivity. The physical, mental, and total efficiency, attentiveness, and morale of an employee may be directly impacted by a variety of welfare programs provided by a business, which, in turn, increases productivity. Similar findings were made by Kemboi *et al.* (2015), which state that workplace health increases job satisfaction. Services for employee well-being, employee training, health practices, the supply of sports, and the use of specific facilities are all included in welfare (Amah, 2021). Mendis (2016) asserted the same that safety precautions, the work atmosphere, medical resources, and cafeteria amenities were key to employee performance. Similar to this, Nanda and Panda (2018) argued that businesses should employ improved health welfare programs to boost productivity and foster a positive work environment.

1.1. Statement of the Problem

In Kenya's non-governmental organizations (NGOs), there is a significant issue concerning employee performance as individuals actively seek opportunities elsewhere. This situation greatly impacts the effectiveness of NGOs, as highlighted in a report by Tumwet (2015). The National Council of NGOs Report (2015) further emphasized the government's threat to close down several NGOs due to noncompliance, resulting in the deregistration of 25% of these organizations. The report also pointed out a high turnover rate of 26%, which significantly hampers the operations of NGOs. For instance, the Asante Africa Foundation experienced a turnover rate of 12%, while the PATH organization had 15%. On the other hand, the Jhpiego Organization faced a staff turnover rate of 28%, surpassing the average mentioned in the 2015 report. Consequently, managers frequently advertise job openings within these NGOs due to ongoing challenges related to employee performance and turnover. The NGO sector witnessed a decline of 22% in employment opportunities compared to the previous year, with a total of 71,096 individuals engaged as employees. The majority of these employees, amounting to 66,687 individuals (94%), were stationed within Kenya, while a smaller proportion of 4,409 individuals (6%) were stationed outside the country, as reported by the NGO Coordination report in 2022.

The motivation for employees to seek better opportunities elsewhere stems from a lack of motivation in their current roles. It is crucial for management to prioritize employee healthcare welfare practices, as they have a positive impact on productivity, recruitment, retention, and commitment, as stated by Kucherov and Samokish (2016) and Gilani and Cunningham (2017). According to Hamidi *et al.* (2017), robust welfare practices, including healthcare practices, can significantly improve employee performance.

However, many NGOs lack policies that focus on employee welfare, particularly neglecting practices such as healthcare practices and lacking support from top management. The emphasis on employee welfare, such as healthcare practices, is vital for enhancing employee dedication and retention, as highlighted by Sinha and Sinha (2012) and Rees and Smith (2017). According to a survey done by the Organization for Economic Co-operation and Development (OECD), more than 70% of employees worldwide experience work stress, resulting in a 35% decrease in productivity for companies due to the absence of wellness programs (OECD, 2011).

The implementation of healthcare welfare practices has been found to have a significant impact on employee performance (Mutuku & Moronge, 2020). While it is known that top management commitment plays a vital role in influencing employee performance, the specific mechanisms through which this commitment translates into tangible outcomes in the NGO sector remain unclear (Zhu, Liu, & Chen, 2018). However, previous studies have not investigated the relationship between employee Health care practices and employee performance specifically within the NGO context. To address this research gap, this study aims to assess the relationship between healthcare practices and employee performance in NGOs in Nairobi County, Kenya.

1.2. Objectives

- To assess the relationship between employee health care practices and employee performance in Non-Governmental Organizations (NGOs) in Kenya.
- To establish how top management commitment affects the relationship between employee Health care practices and employee performance

2. Literature Review

2.1. Employee Healthcare Practices and Employee Performance

Employee healthcare practices are directly linked to employees' physical and mental health, job satisfaction, and degree of workplace involvement (Currie & Chorniy, 2021; Fulmer & Li, 2022; Sehlin *et al.*, 2018; Wentz *et al.*, 2012; Yeh *et al.*, 2021). As a result, they can affect how well employees perform. Providing healthcare welfare practices, such as medical insurance, disability support, counselling services and wellness programs, demonstrates concern for the welfare of its employees and fosters a healthy work environment (Currie & Chorniy, 2021). Employee loyalty to the company is higher, and work satisfaction is more likely to occur when employees are recognized and appreciated by their employers (Bouzikos *et al.*, 2022). Having access to comprehensive healthcare ensures that employees seek timely medical attention and preventive care, which can lead to improved health outcomes and reduced absenteeism due to illness (Khatri & Assefa, 2022). When employees feel secure about their health and well-being, they tend to be more inclined to be involved in and committed to their work, leading to enhanced productivity (Fulmer & Li, 2022). Medical insurance can alleviate financial stress related to healthcare costs, improving employees' mental well-being and job satisfaction (Yeh *et al.*, 2021). Additionally, it shows a company's dedication to the well-being of the workers, cultivating a healthy work atmosphere and boosting employee retention (Currie & Chorniy, 2021).

Disability support services, such as disability insurance and workplace accommodations friendly to the people with disability, significantly impact employee health and performance. Employees facing disabilities or temporary impairments may experience barriers to work participation, and hence, disability support services can help them maintain their productivity and engagement (Becker & Fiske, 2022). Employers can establish an inclusive workplace that appreciates diversity and fosters a sense of belonging among employees with disabilities (van der Zwan & de Beer, 2021). Supporting disabled personnel increases their commitment to the company, contentment at work and general wellness (Bright *et al.*, 2018; Furlan *et al.*, 2018).

Further, workplace counselling services, including Employee Assistance Programs (EAPs), have a tremendous impact on the performance and well-being of employees. These services provide employees with access to professional counselling and support to address personal and work-related challenges, such as stress, anxiety, and problems with work-life balance (Sehlin *et al.*, 2018; Wentz *et al.*, 2012). Counselling services enhance employee mental health and resilience, leading to reduced absenteeism and presentism (Bouzikos *et al.*, 2022). They, in addition, help foster a pleasant work environment by fostering a caring and supportive culture in the organization (Hobfoll *et al.*, 2018).

Employee Healthcare welfare has an influence on how well employees perform by promoting physical and mental well-being, reducing absenteeism, and increasing overall job satisfaction. Employee health services, such as medical insurance and access to preventive care, play a vital role in promoting employees' physical health (Enenifa & Akintokunbo, 2020). Regular health check-ups and preventive measures help identify and address health issues early, reducing the risk of serious illnesses and improving overall well-being. Employee Health care welfare also focuses on addressing mental health needs. Counselling services, Employee Assistance Programs (EAPs), and stress management initiatives contribute to reducing stress and enhancing employees' mental well-being (Sehlin *et al.*, 2018). Improved mental health positively influences job performance and productivity. In order to meet the demands of employees in terms of mental health, employee Health care welfare is quite important. As a result, employees are better able to manage stress, anxiety, and personal issues, which improve mental health (Bouzikos *et al.*, 2022). Favorable mental health has been linked to higher levels of job satisfaction and engagement at work, both of which have a favorable impact on employees' performance (Shin *et al.*, 2015; Yasir & Khan, 2020).

NGOs that offer employees access to adequate Health care welfare are more likely to address health concerns promptly, leading to reduced absenteeism (Yeh *et al.*, 2021).

Regular health check-ups and preventive care can help employees manage chronic health conditions, reducing the need for extended sick leave. Medical care and preventive health programs contribute to employees' physical well-being because healthy employees are less likely to experience illness-related absenteeism, leading to reduced work disruptions and improved productivity (Enenifa & Akintokunbo, 2020). A study by Goetzel *et al.* (2014) found that effective workplace health programs can lead to a decrease in absenteeism, translating into cost savings for organizations and increased work output.

Employee Healthcare welfare contributes to higher job satisfaction among employees through improved access to Healthcare welfare and medical (Currie & Chorniy, 2021). If workers believe their bosses value and support them, they are more likely to be content with their work and committed to the business. Work-life balance is important for employee happiness and well-being and can be supported by employee Healthcare welfare (Kooij *et al.*, 2013). Higher work satisfaction is more likely to be reported by employees, which fosters greater dedication to the company and improved job performance when they feel that their work and home life are in balance. Additionally, health and wellness activities, such as stress-reduction programs or fitness courses, improve employee morale and job satisfaction by fostering a good work environment (Hobfoll *et al.*, 2018). Employees who are engaged are more likely to be committed to their work and perform at greater levels. Employee Health care welfare contributes to employee engagement by providing resources and support that enhance employees' physical and mental capacities (Yasir & Khan, 2020). When employees feel their health needs are adequately addressed, they are more likely to be present, focused, and productive at work, leading to improved overall performance.

There is a clear connection between worker productivity and health, according to research. A study by Marshall (2020) showed that employees who participated in a wellness program exhibited higher levels of job performance and

reduced productivity-related costs for the employer. Additionally, healthy employees are more likely to be energized and focused on their tasks, resulting in enhanced work quality and efficiency (Salas-Vallina *et al.*, 2020). Employers prioritizing employee health care welfare create a positive organizational culture that values employees' well-being (Hobfoll *et al.*, 2018). Such a culture encourages a sense of dedication and loyalty among workers, which results in higher employee retention and lower turnover rates (Goetzel *et al.*, 2014). High employee retention is associated with better knowledge retention, skill development, and performance of employees.

2.2. Top Management Commitment and Employee Performance

Studies have emphasized top management's vital role in organizational success and employee outcomes. A Zhu *et al.* (2018) study in various organizational contexts has shown that the function of senior management is crucial in shaping an organization's culture, values, and strategic direction. In the context of non-governmental organizations (NGOs), which operate in complex and dynamic environments, the impact of top management commitment becomes critical. Studies by Deng *et al.* (2021) and Hamann & Foster (2013) found out that non-profit organizations often deal with limited resources, multiple stakeholders, and a strong focus on social impact and mission achievement. Consequently, the commitment and leadership of top management is critical in steering an NGO towards achieving its goals and strategic mission (Prasad & Junni, 2016; Wang *et al.*, 2022).

Research studies conducted by Belias & Koustelios (2014), Engida *et al.* (2022), and Kavanagh & Ashkanasy (2006) on the non-profit sector have found that top management commitment significantly influences employee motivation, happiness at work and dedication to the company. A preliminary study by Steinmann *et al.* (2018) found that, as demonstrated by his Goal Setting Theory, senior management commitment has a direct influence on employee performance. Steinmann *et al.* (2018) stated that highly devoted and driven employees frequently exhibit better levels of performance. A useful theoretical perspective on the effect of top management commitment on staff performance in NGOs is provided by the transformational leadership theory. Khan *et al.* (2020) have argued that effective managers encourage and uplift their subordinates through their commitment to shared goals, fostering positive work attitudes and improved performance.

Top management's commitment to policy development involves creating and implementing organizational policies and guidelines that align with the NGO's mission, vision, and values. Research has shown that well-defined policies can provide clarity and direction to employees, ensuring that their actions are consistent with the organization's goals (Pervaiz *et al.*, 2021). Policies can also help establish a fair and transparent work environment and promote employee trust and satisfaction. Effective policies related to employee development, performance evaluation, and conflict resolution can foster a positive organizational culture that supports employee growth and well-being (Lorinkova & Bartol, 2021; Wu & Cormican, 2021). When top management demonstrates a commitment to policy development and ensures their proper implementation, it can lead to improved employee morale, commitment, and ultimately enhanced performance in NGOs.

Open and effective communication is crucial in NGOs, as they often operate in dynamic and fast-paced environments where decisions can have a significant impact on the organization's mission. Research has shown that communication practices, particularly transparent and timely communication from top management, can positively influence the engagement of employees and work happiness (Zhu *et al.*, 2018). Employees who feel well-informed and involved in decision-making are more likely to be motivated and committed to achieving the NGO's objectives (Shin *et al.*, 2015; Yasir & Khan, 2020).

Communication plays a critical role in disseminating organizational goals, strategies, and performance expectations throughout the NGO, ensuring that all employees are aligned with the organization's mission (Girma *et al.*, 2021). When top management demonstrates a commitment to effective communication, it can strengthen employee cohesion, teamwork, and organizational performance in NGOs.

Top management commitment to budgetary allocation involves ensuring that resources are strategically distributed to support the NGO's mission and operational objectives. Proper budget allocation to essential areas, such as capacity-building, employee training, and project implementation, can significantly impact employee performance and organizational effectiveness (Kipkemboi, 2013; Mutezinkindi, 2022). Adequate funding for employee development programs can enhance their skills and competencies, leading to improved job performance (Becker & Smidt, 2016). Moreover, transparent and fair budgetary allocation practices can build trust and confidence among employees, encouraging a sense of responsibility and dedication to attaining the organization's aims (Deng *et al.*, 2021; Hamann & Foster, 2013). Inadequate budgetary allocation and resource constraints can negatively impact employee morale and hinder the NGO's ability to carry out its mission effectively (Kabeyi, 2019). Thus, top management's commitment to responsible and strategic budgetary allocation is vital for maximizing employee performance and organizational outcomes in NGOs.

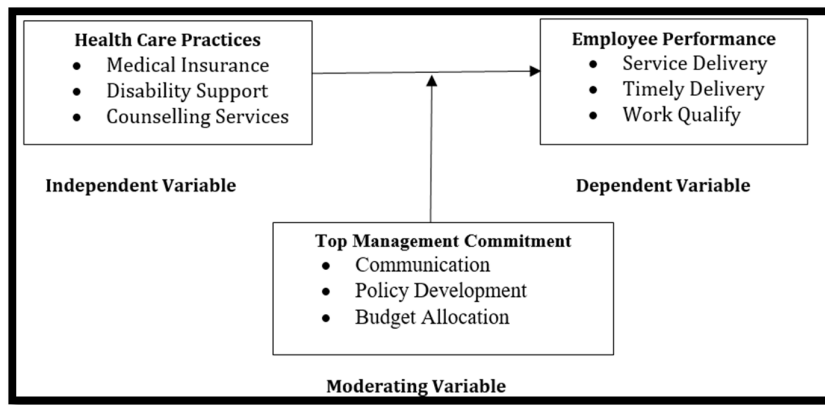


Figure 1: Conceptual Framework

3. Research Methodology

The study used a cross-sectional survey design. This design was appropriate since it produces precise reports of real-life events. To gather, measure, and analyze the data, both qualitative and quantitative methodologies were employed by the researcher. Questionnaires were the main methods used to collect data, which were supplemented. For this study, it was vital to determine the causal link and how each independent variable influenced the dependent variable. Mugenda and Mugenda (2012) content that this method is effective, adaptable, and simple to use, and the researcher can customize it. Other scholars who have acknowledged and used the cross-sectional survey design in their recent studies include (Ajibola *et al.*, 2019; Gathenya, 2012). The targeted population in Nairobi County was 14,323 employees from various job levels, including top management, middle management, and lower management (FKE, 2018). The researcher selected Nairobi County, Kenya, because Nairobi County houses Nairobi City, which is the capital of the Republic of Kenya and the headquarters of most of the NGOs. Since the study's population was diverse, the most effective stratified random sampling approach was utilized to ensure that employees at different organizational levels were represented. Top management, middle management, and lower management were the different strata. The stratified sampling technique, according to Creswell and Clark (2017), is employed when individuals from each population sub-group have an equal chance of being represented in the sample of 403. The study adopted the Fisher (2003) formula in the calculation of the sample size. The formula was appropriate since the study's target population exceeded 10,000.

$$n = \frac{z^2 p(1-p)}{d^2}$$

Where:

n= sample size

z= the standard normal deviation value for the level of confidence. For instance, 95% level of confidence =1.96.

d= margin of error or level of precision at 0.05 for CI at 95%

p= proportion to be estimated, Israel (2009) recommends that if one does not know the value of p, then one should assume p=0.5

Therefore, the sample size is arrived at as follows:

$$n = \frac{(1.96)^2 (0.5)(1-0.5)}{(0.05)^2}$$

$$n = 384$$

However, to cater for attrition, a proportion of 5% of the sample was added to the sample size. Therefore, the study's overall sample consisted of $5/100 * 384 = 19 + 384 = 403$

Target Category	Number of People	Sample Size
Senior Managers	38	1
Mid-level Managers	159	5
Lower Management	14126	397
Total	14323	403

Table 1: Sample Size

With the aid of research assistants who had been instructed on the main aims of the study, the researcher collected primary data using a questionnaire. The researcher-generated interview questions. The questionnaires were both semi-structured and open-ended. The questions were used to gather the data in accordance with the study objectives. There were five-point Likert scales on the survey. Each item was assessed by the respondents using a scale of 1 to 5, with five checkboxes that they could use as needed, all marked as: Disagree (2), neutral (3), agree (4), strongly agree (5), disagree (1), and agree (2).

The Statistical Packages for Social Sciences (SPSS) version 25 was then used to analyze the data. Frequencies, means of standard deviation, and percentages were used to present the results of the descriptive data analysis. In order to ascertain the impact of predictor variables, the researcher used the Spearman rank-order correlation model. Multiple regression analysis was utilized by the researcher to establish the association between the predictor and dependent variables. Thematic analysis and verbatim quotes were used to show the qualitative data.

4. Statistical Measurement Model

To investigate the impact of the aforementioned on employee performance at NGOs in Nairobi County, Kenya, the study used a straightforward linear regression model.

$$Y = \beta_0 + \beta_1 X_1 + e \tag{1}$$

Where:

Y = Employee performance

β_0 = constant.

β_1 represents the coefficient for employee healthcare welfare practices

X1 represents Employee Health care practices

e = error term.

The overall probability that the link between the dependent variable and all of the independent variables resulted by chance was calculated using the F-test. To evaluate hypotheses 1, 2, 3, and 4, model 1 was employed, as indicated below:

Single Variable:

$$Y = \beta_0 + \beta_1 X_1 + e \quad (i=1); \tag{Model 1}$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 M + e; \tag{Model 2}$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 M + \beta_{mi} X_1 M + e \tag{Model 3}$$

Where:

Y = Employee performance

β_0 = constant.

$\{\beta_i; i=1\}$ = The coefficients for the various independent variables (employee Health care practices)

β_m = coefficient of Moderator

β_{mi} = coefficient of Interaction term

X1 = health care practices

$X_1 M$ = Product term/interaction term of the moderating variable with the dependent variable (i=1)

e = error term.

5. Research Findings and Discussion

5.1. Results

The respondents were asked to rate their level of agreement with the following statements regarding employee Health care practices and how they are related to employee performance in Non-Governmental Organizations (NGOs) in Kenya to ascertain the relationship between those services and employee performance in NGOs in Kenya.

Statement		SD	D	N	A	SA	Mean	Std. D
The organization provides comprehensive health insurance coverage for employees and their nuclear family members	n	5	12	43	211	85	4.01	0.789
	%	1.4	3.4	12.1	59.3	23.9		
The organization provides employees with free medical check-ups	n	6	5	25	205	115	4.17	0.757
	%	1.7	1.4	7.0	57.6	32.3		
There are disability-friendly pathways and a conducive work environment	n	3	13	61	193	86	3.97	0.797
	%	0.8	3.7	17.1	54.2	24.2		
My organization offers counselling therapy services to individuals	n	8	19	65	178	86	3.88	0.910
	%	2.2	5.3	18.3	50.0	24.2		
Healthcare practices provided by the organization have been instrumental in enhancing my performance	n	8	13	91	168	76	3.82	0.887
	%	2.2	3.7	25.6	47.2	21.3		

Table 2: Employee Health Services

According to the study's findings, the majority of respondents (59.3%) agreed, followed by 23.9% who strongly agreed, 12.1% who were indifferent, 3.4% who disagreed, and just 1.4% who severely disagreed. This finding suggested that the majority of NGOs had effective workplace medical insurance for their employees. Additionally, respondents were questioned about whether free medical exams for staff members were offered by their employers. 7.0% of respondents were neutral, whereas 32.3% strongly agreed and 57.6% agreed. 1.4% of people disagreed, with 1.7% strongly disagreeing. The organizations appeared to have considered the well-being of their employees, as evidenced by the average score value of 4.17 and the standard deviation of 0.757. Once more, respondents were asked if their business

provided a pleasant work environment for people with disabilities, including accommodation for their requirements. According to the results, 54.2% of respondents agreed, 24.2% strongly agreed, 17.1% were indifferent, and 3.7% and 0.8% strongly disagreed.

When asked whether non-governmental organizations (NGOs) in Kenya provide counselling therapy services to individuals, the majority of respondents 50.0% agreed, followed by 24.2% who strongly agreed, 18.3% who were unsure, and 5.3% and 2.2% who strongly disagreed. The average scoring rate was found to be 3.88, and the standard deviation was noted to be 0.910. This result also revealed that the majority of respondents thought it was crucial to promote the mental health of employees for Non-Governmental Organizations (NGOs) in Nairobi to have access to counselling services. On whether employee Healthcare practices improved respondents' performance at non-profit organizations, the results showed that 21.3% of respondents strongly agreed, 47.2% agreed, 25.6% were unsure, 3.7% disagreed, and 2.2% severely disagreed. According to the study's findings, respondents agreed that employee Health care practices improved the quality of services supplied by NGOs. The outcomes of the previous study by Andi Kele et al. (2016), who confirmed that employee Healthcare practices enhanced work performance, were found to be compatible with this finding.

The study's findings were also in line with earlier research conducted in Mozambique, Malawi, Uganda, and Tanzania by Otieno *et al.* (2015) in collaboration with the World Bank, which discovered that staff Healthcare practices motivated employees to work hard in schools. Other research studies revealed that employee Healthcare practices enhance employee performance (Andi Kele et al., 2016; Luthans, 2012), which supported these findings. In this regard, strong communication between managers and employees through appropriate Healthcare practices will be essential to enhancing employee performance in an NGO.

5.2. Top Management Commitment

The study also attempted to demonstrate if top management commitment had an effect on staff well-being and performance in non-governmental organizations. The respondents were surveyed to gauge their level of agreement with various statements on the impact of top management commitment on employee performance. The results are shown in table 3.

Statement		SD	D	N	A	SA	Mean	Std. Dev
Top management is committed to ensuring a conducive work environment for all the employees to boost performance	n	0	13	20	127	196	4.42	0.76
	%	0	3.7	5.6	35.7	55.1		
Top management's participation in decision-making inspires me to perform well.	n	6	7	22	119	202	4.42	0.83
	%	1.7	2	6.2	33.4	56.7		
Top management in my organization is mindful of my personal needs and acts to support them.	n	9	5	26	168	148	4.24	0.847
	%	2.5	1.4	7.3	47.2	41.6		
Top management in my organization does small things that make it feel great as a team.	n	7	14	19	167	149	4.23	0.87
	%	2	3.9	5.3	46.9	41.9		
I can attend training and develop equal opportunities as other employees.	n	8	9	19	173	147	4.24	0.845
	%	2.2	2.5	5.3	48.6	41.3		
Top management communication in my organization has influenced my performance	n	7	7	24	162	156	4.27	0.83
	%	2	2	6.7	45.5	43.8		
Top management commitment in my organization is founded on the corporate vision and mission.	n	6	20	35	146	149	4.16	0.933
	%	1.7	5.6	9.8	41	41.9		
Top management recognizes my accomplishments in the organization and rewards them	n	3	12	43	167	131	4.15	0.823
	%	0.8	3.4	12.1	46.9	36.8		

Table 3: Top Management Commitment

According to the results, a sizable plurality of respondents (35.7%) and 55.1% strongly concurred that the top management in their organizations is dedicated to establishing a supportive work environment for all employees to improve their performance. Only 3.7% of those surveyed disputed this statement. Similar to this, the majority of respondents agreed that top management is committed to including workers in decision-making by considering their suggestions and prepositions. According to the percentage of people who agreed with this remark, 33.4% agreed, while 56.7% strongly agreed. Similar to this, 47.2% of respondents agreed, with 41.6% strongly agreeing, that senior management is committed to employees' personal needs and supports them. In a nutshell, most research participants agreed with all claims made on how top management commitment affects their companies. This suggests that the

organizations have considered the best approaches to foster a positive work atmosphere and inspire the staff to get the most out of them.

5.3. Employee Performance in NGOs in Kenya

The respondents were asked to rate how much they agreed or disagreed with the performance of employees in Kenyan NGOs (see Table 4).

		SD	D	N	A	SA	Mean	Std. Dev
Able to plan and be able to undertake work in an organized manner while identifying priorities	n	4	12	43	215	82	4.01	0.767
	%	1.1	3.4	12.1	60.4	23.0		
Able to communicate effectively with customers, superiors' peers and others	n	6	29	58	194	69	3.82	0.896
	%	1.7	8.1	16.3	54.5	19.4		
Able to suggest viable new ideas to enhance performance	n	5	12	10	217	112	4.18	0.758
	%	1.4	3.4	2.8	61.0	31.5		
The employees have self-drive to undertake agreed tasks	n	3	6	24	188	135	4.25	0.726
	%	0.8	1.7	6.7	52.8	37.9		
Able to manage people, inspire others, delegate duties, direct, coordinate and develop mentor others	n	6	21	59	166	104	3.96	0.920
	%	1.7	5.9	16.6	46.6	29.2		
The employee is able to meet the Performance Targets	n	13	41	59	172	71	3.69	1.031
	%	3.7	11.5	16.6	48.3	19.9		
Adhere to moral principles, moral uprightness, honesty, decency, trustworthiness	n	13	28	106	128	81	3.66	1.029
	%	3.7	7.9	29.8	36.0	22.8		
The employees are accountable	n	29	31	64	158	74	3.61	1.149
	%	8.1	8.7	18.0	44.4	20.8		
Careful in carrying out tasks or duties with proper attention (diligence)	n	3	12	27	194	120	4.17	0.773
	%	0.8	3.4	7.6	54.5	33.7		
There is a willingness to act as a member of a group rather than as an individual	n	1	28	67	158	102	3.93	0.901
	%	0.3	7.9	18.8	44.4	28.7		

Table 4: Employee Performance in NGOs in Nairobi County, Kenya

In terms of whether or not personnel in NGOs can plan and carry out work in an organized manner while recognizing priorities, 60.4% agreed, 23.0% strongly agreed, 12.1% were undecided, 3.4% disagreed, and 1.1% severely disagreed. The findings indicated that staff in Kenyan non-governmental organizations (NGOs) were able to plan and carry out job operations in an organized manner while keeping priorities in mind, resulting in good performance. Concerning whether or not personnel in Kenyan Non-Governmental Organizations (NGOs) can communicate effectively, there were 19.4% who very agreed, 54.5% who agreed, 16.3% who were indifferent, 8.1% who disagreed, and 1.7% who strongly disagreed. This research indicated that the majority of employees in Non-Governmental Organizations (NGOs) can effectively communicate with clients, superiors, colleagues, and others, hence enhancing overall employee performance. The findings were corroborated by previous research by Salas-Vallina *et al.* (2021), who discovered that high-performance work is obtained through welfare practices like health care.

According to a study by Gathanya (2012), a company's success is measured by how well it accomplishes its goals in accordance with its strategic plans in order to gain a competitive advantage. Similar to this, Ma *et al.* (2020) believed that personnel played an integral part in an organization's use of intangible resources. According to Coetzee and Baker (2015), improved employee welfare services led to a decrease in labor turnover in the retail sector. The majority of respondents (61.0%) agreed, 31.5% strongly agreed, 2.8% were undecided, 3.4% disagreed, and 1.4% strongly disagreed that staff in Non-Governmental Organizations (NGOs) in Kenya are able to submit workable new ideas to their organizations. This showed that the vast majority of respondents concurred that Kenyan personnel of Non-Governmental Organizations (NGOs) are creative, enabling them to generate fresh ideas that enhance the operations of the organizations. This result was in line with research by Chen *et al.* (2017), who noted that managing employment relationships through the resolution of grievances addresses worker fairness, eventually lowers stress, and enhances performance.

Additionally, respondents were questioned about whether Kenyan NGOs' personnel are capable of achieving the Performance Targets. 16.6% of respondents were unsure, 19.9% strongly agreed, and 48.3% agreed. Additionally, 3.7% strongly disagreed, and 11.5% disagreed. This suggested that staff in NGOs are capable of achieving predetermined

performance goals. The following replies were received to determine whether or not personnel in Non-Governmental Organizations (NGOs) uphold moral ideals, moral uprightness, honesty, decency, and trustworthiness: In favor, 36.0% opposed, 29.8% were uncertain, 22.8% were strongly in favor, 7.9% were against it and 3.7% extremely opposed it. The findings showed that staff of non-governmental organizations (NGOs) have high moral standards and values. The respondents were also asked to state whether employees in non-governmental organizations (NGOs) in Kenya were accountable.

The results showed that employees at NGOs were accountable for everything they did at work, with a mean score of 3.61 out of 5 and a standard deviation of 1.149. In addition, respondents were questioned about whether NGOs' staff members use caution when doing tasks or obligations with due attention. 54.5% of respondents agreed, 7.6% disagreed, 33.7% strongly agreed, 3.4% disagreed, and 0.8% strongly disagreed, while 7.6% were unsure. Based on the results, the respondents concluded that workers were conscientious and attentive when doing activities and duties for the organizations that they worked for, which were members of a business network. The responses to the question of whether NGOs' employees in Nairobi County, Kenya, preferred to act in groups rather than alone were as follows: 44.4% agreed, 18.8% were unsure, 28.7% strongly agreed, 7.9% disagreed, and 0.3% severely disagreed. According to the results, respondents agreed that staff members at NGOs in Nairobi County, Kenya, were capable team players and willing to act as members of a group rather than as individuals.

5.4. Inferential Analysis

Correlation analysis is used to show how variables are related to one another (Mugenda & Mugenda, 2012). The Pearson product-moment correlation coefficient (r 's) was used to determine the relationship between the independent variables.

		Employee Performance	Health Services	Top Management Commitment
Employee performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	356		
Health Practices	Pearson Correlation	.811**	1	
	Sig. (2-tailed)	.000		
	N	356	356	
Top Management commitment	Pearson Correlation	.747**	.788**	1
	Sig. (2-tailed)	.000	.000	
	N	356	356	356

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

Table 5: Correlation Analysis

The results revealed a significant and favourable relationship between the response variable (employee performance) and the moderator variable (top management commitment). As a result, raising any one of the independent variables will also raise the dependent variable.

In cases when there is a linear relationship between the independent and dependent variables, regression analysis was used to assess the ability of the independent variable to forecast an outcome in the dependent variable. The study's initial premise examined the relationship between employee healthcare practices and employee performance at NGOs in Kenya.

- H0: Employee health care has no significant influence on employee performance in NGOs in Kenya.

The findings showed a significant correlation between corporate reputation and business performance, with an R-square value of 0.658 established and revised to 0.657. Since it is used to compare regression models with the same dependent variable but a varied number of independent variables, the adjusted R squared is a better metric in this situation. Accordingly, only 34.3% of employee performance can be explained by variables not considered in this model, whereas 65.7% of employee performance can be explained by the independent variable (employee wellness).

The overall significance of the regression model was examined using Analysis of Variance (ANOVA). The independent variables' lack of explanatory power is the null hypothesis for this test ($\beta_1=0$). With a p-value of 0.001, our predictor may explain a sizable portion of the variance in employee performance because the R squared is much more than zero. By rejecting the null hypothesis and adopting the alternative one with a significant p-value, we get to the conclusion that there was a substantial association between employee health and employee performance, and the predictor had explanatory power ($\beta_1 \neq 0$). Thus, as shown by ($F(1, 355) = 157.329, p < 0.001$), the results of table 6 show that the regression model is statistically significant.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.811 ^a	0.658	0.657	0.48062		
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	157.329	1	157.329	681.096	.000 ^b
	Residual	81.772	354	0.231		
	Total	239.101	355			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.329	0.090		14.815	0.000
	Wellness services	0.678	0.026	0.811	26.098	0.000
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Health services						

Table 6: Regression Results for Employee Health Services

$$Y = 1.329 + 0.678X_3$$

Where: X_3 - Employee Health Services

Y - Employee Performance

The outcomes of linear regression demonstrated that worker health has an impact on worker performance. When all other variables are maintained equal, an increase of one unit in Health care practices would result in a performance boost of 0.678 points. The study's findings are consistent with those of Andi Kele *et al.* (2016), who discovered that employee health enhances job performance. The findings also support a study by Ravenswood *et al.* (2017) that found that employee commitment is increased by welfare policies and that staff engagement and performance are both impacted by this.

The moderating effect of Top Management commitment on the relationship between employee healthcare practices and employee performance

The study hypothesized that:

H0: Top Management commitment has no moderating effect on the relationship between employee Health care practices and employee performance in NGOs in Kenya.

To test the hypothesis, the following models were fitted:

Model 1: $Y = \beta_0 + \beta_1X_1 + e$

Model 2: $Y = \beta_0 + \beta_1X_1 + \beta_2M + e$

Model 3: $Y = \beta_0 + \beta_1X_1 + \beta_2M + \beta_3MX_1 + e$

An R-square value of 0.658 was determined and changed to 0.657 for model 1 based on the findings. The second predictor, the moderating variable, increased the R-Squared to 0.689, which was then corrected to 0.687. Additionally, the introduction of the interaction—the result of the predictor and the moderator—improved the value of R-Squared.

An R-squared value of 0.695 from this model (3) was modified to 0.692. This suggests that model 3 was more effective than the other two models at explaining variation in employee performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	0.658	0.657	0.48062
2	.830 ^a	0.689	0.687	0.45902
3	.833 ^a	0.695	0.692	0.45544
a. Predictors: (Constant), Health services				
b. Predictors: (Constant), Top Management commitment, Health services				
c. Predictors: (Constant), Int_3, Top Management commitment, Health services				

Table 7: Model Summary for Employee Healthcare Practices (Models 1-3)

The overall significance of the regression model was examined using Analysis of Variance (ANOVA). The independent variables in this test do not have sufficient explanatory power, which is the null hypothesis ($\beta_1 = \beta_2 = 0$). With a p-value of 0.001, our predictor may explain a sizable portion of the variance in employee performance because the R squared is much more than zero. By rejecting the null hypothesis and adopting the alternative one with a substantial p-value, we concluded that the predictor has explanatory power ($\beta_1 \neq \beta_2 \neq 0$). The regression model is significant as a result ($F_{(2, 355)} = 390.908, p < 0.001$).

The predictor variables in model 3 also do not have explanatory power, which is the null hypothesis for this test ($\beta_1=\beta_2=\beta_3=0$). With a p-value of 0.001, our predictors may effectively account for a sizable portion of the variance in employee performance because the R squared is much more than zero. By rejecting the null hypothesis and adopting the alternative one with a significant p-value, we get to the conclusion that the predictors have explanatory power ($\beta_1\neq\beta_2\neq\beta_3\neq 0$). A regression model is significant as a result ($F_{(3,355)} = 266.901, p < 0.001$).

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	157.329	1	157.329	681.096	.000 ^b
	Residual	81.772	354	0.231		
	Total	239.101	355			
2	Regression	164.725	2	82.363	390.908	.000 ^b
	Residual	74.376	353	0.211		
	Total	239.101	355			
3	Regression	166.087	3	55.362	266.901	.000 ^b
	Residual	73.014	352	0.207		
	Total	239.101	355			
a. Dependent Variable: Employee performance						
b1. Predictors: (Constant), Health care practices						
b2. Predictors: (Constant), Top Management commitment, Health care practices						
b3. Predictors: (Constant), Int_3, Top Management commitment, Health practices						

Table 8: ANOVA Table for Employee Healthcare Practices (Models 1-3)

The outcomes of linear regression demonstrated the influence of the predictor variables (employee healthcare practices and top management commitment) on employee performance. Accordingly, a unit increase in employee healthcare practices would, while maintaining the commitment of top management constant, boost employee performance by 0.490 points, and vice versa. Similar to this, while maintaining the same level of employee healthcare practices, a rise in the commitment of top management will boost employee performance by 0.267 points, and vice versa.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.329	0.090		14.815	0.000	1.152	1.505
	Healthcare practices	0.678	0.026	0.811	26.098	0.000	0.627	0.729
1	(Constant)	1.093	0.094		11.581	0.000	0.908	1.279
	Healthcare practices	0.490	0.040	0.586	12.161	0.000	0.411	0.569
	Top Management commitment	0.267	0.045	0.286	5.925	0.000	0.178	0.356
1	(Constant)	1.015	0.099		10.295	0.000	0.821	1.209
	Healthcare practices	0.516	0.041	0.617	12.512	0.000	0.435	0.597
	Top Management commitment	0.252	0.045	0.269	5.586	0.000	0.163	0.341
	Int_3	0.054	0.021	0.078	2.562	0.011	0.013	0.095

Table 9: Regression Coefficients for Employee Healthcare Practices (Models 1-3)

$$A. \text{ Dependent Variable: Employee Performance } Y = 1.329 + 0.678X_1$$

$$Y = 1.093 + 0.490X_1 + 0.267M$$

$$Y = 1.015 + 0.516X_1 + 0.252M + 0.054 X_1M$$

The main goal of this analysis was to determine whether top management commitment has a moderating effect on the relationship between employee healthcare practices and performance. A p-value of less than 0.05 during testing at the 95% confidence level would result in the null hypothesis being rejected. However, if the p-value is more than 0.05, the null hypothesis is not disproved. The interaction effect has a p-value of 0.011, which is less than 0.05, according to the results as shown in table 8. We, thus, reject the null hypothesis and conclude that top management commitment does, in fact, have a moderating effect on the relationship between employee health practices and performance.

6. Conclusion

According to the study, NGOs in Kenya have good employee healthcare practices in the workplace. In general, the study found that NGOs had qualified and competent personnel as counsellors who offered individual and group therapies at the workplace.

Further, the study found that non-governmental organizations (NGOs) offered career-based debriefing sessions for their staff. The organizations allowed feedback systems that enabled the employees to get their feedback responded to by the managers. The key informants also confirmed the findings. Overall, the results showed a considerable and robust connection between employee health practices and productivity. As a result, the study concluded that workplace employee health practices are vital in enhancing the psychological status of employees, which is critical in boosting the performance of both the person and the organization.

7. Recommendations

For collective mental programming, the non-governmental organizations (NGOs) in Kenya should develop a staff health care policy. To decrease personal work stress and improve counselling facilities, frequency, and resources, it is necessary to increase employee access to healthcare practices. Access to counsellor outreach services and expert support can be acquired by forming relationships with colleges or institutions of counselling and psychology.

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