



**PHYSICAL HEALTH AND SOCIAL WELLBEING PROGRAMS AND PERFORMANCE OF WEST KENYA SUGAR
COMPANY IN BUNGOMA COUNTY, KENYA**

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ABSTRACT

The West Kenya Sugar Company, a significant player in the sugar sector in Kenya has been encountering a variety of difficulties that have contributed to its subpar performance. The company is burdened with significant debt, which limits its ability to invest in necessary upgrades and expansions. Ineffective management strategies and lack of clear operational guidelines have resulted in misallocation of resources and reduced productivity. In this regard, this research aimed to examine the effect of employee wellness initiatives on organizational performance at West Kenya Sugar Company located in Bungoma County, Kenya. Specific aims were to look at how physical health and social wellbeing, affect performance at West Kenya Sugar Company in Bungoma County, Kenya. The research was directed by resource-based theory and social support theory. A descriptive research approach was utilized in the study. Target population of 53 employees was used. A method of census was employed. A semi-structured survey was employed in the research to gather primary data. Five respondents from Mumias Sugar Company participated in pilot study. To ensure the questionnaire's validity, the research employed construct validity, criterion validity, and content validity. A Cronbach's alpha correlation analysis was conducted to evaluate the reliability of the questionnaire. Qualitative and quantitative data were gotten. Descriptive statistics focusing on central tendency measures like mean and standard deviation were utilized to analyze quantitative data, while thematic analysis was employed to explore qualitative data. Inferential statistics included correlation analysis and multiple regression analysis. Tables and figures were utilized to display the findings. The research demonstrated that physical health, mental health, social wellbeing, and work-life balance positively and significantly impacted the organizational performance of West Kenya Sugar Company in Bungoma County, Kenya. The study concludes that physical health is a significant determinant of employee performance because healthy employees are generally more energetic, focused, and capable of performing their tasks efficiently. Social well-being encourages open communication among team members, leading to better collaboration and the sharing of ideas. The study recommends that the organization ought to establish thorough physical and social initiatives that encompass fitness classes, health assessments, nutrition seminars. The organization ought to promote a climate where employees are comfortable sharing their ideas and worries. The organization should establish mentorship systems where employees can support each other, share experiences, and build relationships.

Key Words: Physical Health, Social Wellbeing Programs, Performance

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BACKGROUND

Enhancing the performance of the organization is paramount as it results in enhanced productivity, enabling the organization to achieve more tasks in a shorter time frame, leading to heightened output levels, which can directly impact increased revenue and profitability (Carolan, Harris & Cavanagh, 2017). According to Rufeng, Nan and Jianqiang (2023), a proficient organization is more adept at responding to fluctuations in the market or industry. Adaptability is essential in the quickly changing business world of today. Businesses that are in operation effectively can swiftly adapt, implement novel strategies, and capitalize on emerging opportunities, ensuring enduring sustainability and expansion. Page and Vella-Brodrick (2018) point out that improving organizational performance through the implementation of employee well-being programs necessitates a comprehensive approach that acknowledges the fundamental role of employee welfare in enhancing productivity, engagement, and overall achievement in the workplace. According to Zheng, Molineux, Mirshekary and Scarparo (2022), when employees perceive support, appreciation, and respect from their organization, they are more inclined to surpass expectations in their responsibilities, resulting in enhanced efficiency, superior work quality, and improved customer satisfaction. Thus, giving priority to employee well-being can enhance productivity, retention, innovation, customer satisfaction, and mitigate absenteeism and healthcare expenses, ultimately enhancing organizational performance.

In countries like the United States and Australia, where the sugar industry is encountering escalating competition and regulatory hurdles, programs targeting employee wellness are sometimes viewed as a dispensable indulgence rather than a critical requirement. Nevertheless, organizations in these nations that place emphasis on the health and welfare of their staff have reported heightened levels of employee involvement, reduced turnover rates, and enhanced productivity (Manana, 2017;

Allcott, Lockwood & Taubinsky, 2019). As observed by Zhosan (2022), within the sugar sector in Ukraine, where employees frequently endure prolonged working hours in physically demanding circumstances, directing attention towards employee well-being can also serve to bolster the company's reputation, attract top-tier talent, and elevate overall employee contentment. Consequently, through prioritizing employee wellness, companies have the potential to cultivate a favorable and flourishing workplace that is advantageous for both the staff and the company.

Kenya's sugar sector faces many obstacles, such as shifting market pricing, labor disputes, and climate change (Shavulimo, 2019). In recent years, Tukunimulongo (2023) observe that the sugar industry in Kenya has faced various challenges, including declining productivity, high turnover rates, and increased absenteeism. Employers are realizing that investing in employee wellness programs can help address these issues by improving employee morale, reducing stress, and increasing job satisfaction. Overall, the Kenyan sugar industry's increasing appreciation of the value of employee wellness initiatives points to a change in workforce management strategies toward a more comprehensive approach.

Andrews, Boyne and Walker (2019) observe that organizational performance is multifaceted, encompassing a range of elements that contribute to the ability of an organization to achieve its objectives and objectives. These elements include robust leadership, proficient management, a well-defined vision and mission, a robust business strategy, innovative products or services, a reputable brand, a skilled and motivated workforce, efficient operations, financial stability, and a dedication to customer satisfaction. According to Suthar, Chakravarthi, and Pradhan (2023), maintaining a competitive edge, adapting to changing market conditions, and continuously improving and adjusting to satisfy changing client demands are all necessary for organizational effectiveness. It also emphasizes the significance of

sustainability, social responsibility, and moral business conduct. Therefore, in the framework of this study, the standard of their goods and services, brand reputation, and target attainment were all be used to evaluate the organizational performance. Byrd and Marshall (2021) observe that the organization's success in delivering high-quality services and products can be attributed to a multifaceted approach, encompassing a committed team of proficient professionals, state-of-the-art technology and equipment, stringent quality control protocols, and a steadfast commitment to ongoing enhancement. Rodriguez and Makhamara *et al*, (2024) contented that adoption of information communication technology, (ICT) is very key when it comes to the success or performance of an organization. That organizations that adopt ICT programs improve the quality of work and services to the stakeholders and cut on unnecessary costs. This approach has not only resulted in an expansion of market share and profitability but has also fostered increased customer loyalty and enhanced brand recognition.

As stated by Poulsen and Ipsen (2017), an employee's physical health greatly influences an firms' overall performance since healthier workers are more productive and have higher concentration. According to Page and Vella-Brodrick (2023), good physical health can lead to fewer sick days reducing absenteeism and increasing efficiency in the workplace. Additionally, healthy employees are generally happier and more engaged which can positively impact team dynamics and overall morale. Therefore, prioritizing employees' physical health is crucial for businesses to guarantee peak performance and profitability. Since employees tend to feel more engaged and motivated at their jobs when they receive support and valued, Gilbreath and Montesino (2018) note that a company's overall performance depends on the social welfare of its workforce. This might lead to increased productivity, cooperation, and overall job happiness among staff members. According to Rufeng, Nan and Jianqiang (2023), companies that

focus on the social welfare of their staff usually experience reduced turnover rates and increased employee loyalty. Therefore, organizations can enhance their performance and attain long-term success by creating a constructive and encouraging workplace

West Kenya Sugar Company, located in Bungoma County, is a major player in the region's sugar industry, producing over 100,000 metric tons annually. Established to harness the agricultural potential of the region; by creating jobs and sustaining the livelihoods of numerous farmers, the enterprise contributes significantly to the local economy. The primary focus of the enterprise is the manufacturing of sugar from sugarcane, which is grown nearby. Local farmers provide its raw supplies, fostering a symbiotic relationship that encourages agricultural development and sustainability. By offering technical support and fair pricing, West Kenya Sugar Company helps enhance the productivity and income of sugarcane growers.

In addition to sugar production, the company is involved in various value-added processes, including the production of by-products such as molasses and bagasse, which are used in animal feed and bioenergy production, respectively. This diversification not only maximizes resource utilization but also contributes to environmental sustainability. West Kenya Sugar Company is committed to adhering to quality standards and implementing modern manufacturing practices. It invests in technology and infrastructure to improve efficiency and ensure that its products meet both local and international market demands. Additionally, the business regularly participates in CSR activities, emphasizing health, education, and community development projects. By investing in the well-being of its employees and local community, West Kenya Sugar Company aims to create a positive impact beyond its business operations.

Statement of the Problem

West Kenya Sugar has consistently aimed to meet or exceed its annual sugar production targets. For

instance, in the last fiscal year, the company reported a production volume of approximately 100,000 metric tons, achieving 95% of its target. Surveys indicate that West Kenya Sugar Company enjoys a brand awareness rate of 75% among consumers in its primary markets, highlighting its strong presence. The company has a customer loyalty rate of 60%, with many consumers preferring its products over competitors due to perceived quality and reliability. West Kenya Sugar Company adheres to stringent quality control measures, with 98% of its products meeting or exceeding national and international quality standards. However, production has fell from 100,000 metric tons in 2018 to approximately 70,000 metric tons in 2022, a 30% drop. Revenue fell from KSh 5 billion to KSh 3 billion during the same period, a 40% decrease, while profit margins shrank from 10% to 3% due to rising operational costs and lower sugar prices. The company's market share also dropped from 25% in 2019 to 15% in 2023, reflecting increased competition and changing consumer preferences. The West Kenya Sugar Company is struggling with operational efficiency due to frequent labor strikes, which disrupt operations and increase employee turnover. Grievances over wages, working conditions, and management practices have created discontent among workers. As a result, the workforce has decreased from 1,000 to 700 employees, leading to production bottlenecks and increased workloads for remaining staff, which can cause burnout. The loss of experienced workers also lowers overall skill levels, requiring new hires to undergo extensive training, further impacting productivity and quality control. Financially, the company faces significant costs from hiring and training new employees, along with potential revenue losses from reduced production capacity. Ongoing labor disputes have harmed the company's reputation, complicating future talent acquisition.

Objective

The study investigated the effect of physical Health and Social Wellbeing programs performance of

West Kenya Sugar Company in Bungoma County, Kenya.

LITERATURE REVIEW

Theoretical Literature Review

The study used two theories as follows:-

Resource Based View Theory

The Resource-based theory by Penrose (1959), analyzes how a firm's unique resources and abilities can result in long-term competitive advantage. Per this theory, the way in which resources are arranged and used by the company is crucial, not just the resources themselves. Penrose (1959) states that a company's resources consist of physical assets, human capital, and organizational processes, all contributing to the creation of value for the firm. By effectively utilizing these resources, a company can set itself apart from rivals and attain lasting success in the marketplace.

The RBV theory motivates organizations to identify and leverage their unique strengths assets and skills. For West Kenya Sugar Company, this could involve assessing its physical assets, such as sugarcane plantations, processing facilities, and distribution networks. Additionally, intangible resources like brand reputation, employee expertise, and relationships with local farmers can be evaluated. By recognizing these unique attributes, West Kenya Sugar Company can better position itself in the competitive sugar industry. The RBV framework aids in strategic decision-making regarding resource allocation. West Kenya Sugar Company can prioritize investments in areas that enhance its core competencies, such as technology upgrades in processing plants or training programs for employees. This strategic focus ensures that resources are utilized efficiently, leading to improved operational performance and profitability.

Social Support Theory

It was in 1976 that Dr. Sidney Cobb created the social support hypothesis. Cobb's research highlighted the value of social networks and

relationships in offering people practical, emotional, and informational support all of which can have a significant influence on their psychological and physical health. His study demonstrated how social support can improve general wellbeing and serve as a stress-reduction mechanism. According to Cobb (1976), social support theory posits that the presence of supportive relationships and networks can significantly influence individuals' mental and emotional health, coping mechanisms, and overall performance. Social support theory posits that the presence of supportive relationships can significantly influence individual and group behavior, well-being, and performance. Therefore, employees at West Kenya Sugar Company who feel supported by their colleagues and management may experience lower levels of stress. Better job satisfaction and mental wellness can result from this, both of which are essential for sustaining high performance. Workers that experience support are probably more productive. Therefore, at West Kenya Sugar Company, this could translate into higher output in sugar production and processing.

Empirical Literature Review

This segment presents a summary of previous studies regarding the subject conducted by different academics on the effect of physical health, and social well-being on organizational performance respectively. This is presented as follows;

Physical Health and Organizational Performance

Munuo (2019) investigated the connection between workplace physical activity and job efficiency. Nine employees from Tanzania's banking industry were interviewed. The key findings from this study highlighted the need to create a work environment that encourages physical activity. Increased movement within the workplace has enhanced employees' overall health and productivity. However, workers encountered challenges that needed addressing, such as time constraints and demanding workloads that hindered their ability to participate in physical activity. Ultimately,

workplace health initiatives influenced their enhanced well-being and general health, resulting in better cognitive performance and improved health due to physical activity. However, the reliance on qualitative data in the study exposed a methodological gap.

On'gonge (2022) examined physical OHS protocols affecting employee performance at Kenya's NSSF. The study encompassed all 4750 workers at the Nairobi headquarters of the NSSF and employed a descriptive research methodology. This research utilized stratified and purposive sampling, selecting a sample of 369 individuals from the total population. Data collection methods included structured surveys and observation techniques. Research findings indicated that poor hygiene resulted in various illnesses and health issues. Consequently, it is essential to acquire additional safety equipment such as metal detectors to ensure worker safety. Nonetheless, there exists a contextual gap in the research as it concentrated exclusively on the performance of NSSF workers in Kenya.

In a cross-sectional study employing the HERO Model, Gil-Beltrán, Llorens, and Salanova (2020) examined the link between employees' physical activity, resources, engagement, and performance. The findings suggest model invariance, indicating that the relationship between resources and performance in both groups is influenced by engagement. Furthermore, results revealed that non-sedentary individuals tend to be more empathetic and engaged at work, with non-sedentary men displaying higher levels of empathy and vigor compared to their sedentary peers. In summary, when analyzing gender disparities in performance, women excel over men and demonstrate greater empathy. However, the research utilized a cross-sectional model, presenting a methodological gap.

Social Well Being and Organizational Performance

The influence of HR initiatives on social welfare within the workplace was examined by Tabor-Błażewicz (2023). The author employed an

interview questionnaire to perform comprehensive interviews for qualitative analysis. Personnel department representatives constituted the focus group. The measures organizations implement to affect employees' social welfare, as well as the indicators they utilize to evaluate their initiatives and well-being, are detailed. The impact of the COVID-19 pandemic on the idea of wellness within organizations is examined. Future strategies of companies regarding social wellness are outlined. Nevertheless, the research utilized qualitative data.

Deneve, Kaats, and Ward (2023) explored how social well-being in the workplace influenced organizational performance. The investigation utilized unique extensive data from Indeed, a

prominent employment platform, to assess the correlation between workplace well-being and organizational performance. The study aggregates employee wellness indicators from over 1,600 publicly traded companies in the U. S. including self-reported levels of job satisfaction, purpose, happiness, and stress. The results show that the well-being of employees is connected to the profitability of the organization and that the highest-performing entities surpass traditional stock market metrics. These conclusions are drawn from forecasting organizational performance using employee well-being indicators at the corporate level.. Nevertheless, the study depended on secondary data.

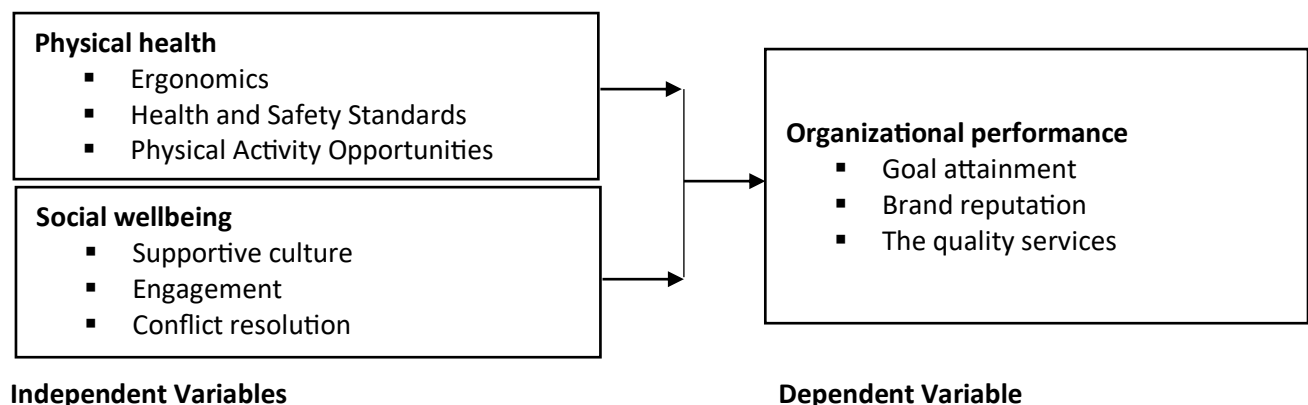


Figure 1: Conceptual Framework
Source Researcher, (2025)

METHODOLOGY

Research Design: The research used a descriptive research design.

Target Population: The complete set from which a researcher aims to draw conclusions is called the target population (Cooper & Schindler, 2011). The study focused on a target population of 53 employees.

Sampling Design and Sample Size: Given that the target population was small and manageable, this study employed a census approach, where all participants were incorporated into the research. (Lohr, 2021).

Data Collection Instrument: A semi-structured survey was employed in the study to gather primary information. This questionnaire was organized into six sections labeled A through F.

Pilot Study, Validity and Reliability: In this specific pilot study, five participants were involved from Mumias Sugar Company. This aligns with the assertion of Mugenda & Mugenda (2003) that a pilot study typically encompasses approximately one-tenth of a population with similar traits. This study utilized content validity to establish whether the test includes all relevant dimensions of the subject area. Additionally, criterion validity was employed to compare the test outcomes against an established standard to determine their correlation. This research aimed to achieve a correlation coefficient of .7 or above. However, a correlation coefficient of 0.763 was attained.

Data Collection Procedure: The researcher obtained a letter from the university and received approval from NACOSTI to conduct the study before starting data collection. The researcher informed the manager of the sugarcane company beforehand.

Data Analysis and Presentation: Data of both qualitative and quantitative nature was collected for the study and analyzed. The inferential methods applied included correlation analysis and multiple

regression analysis, both of which were crucial for examining the interrelationships among variables. The findings were presented using the SPSS software in a table or a figure.

FINDINGS AND DISCUSSIONS

Response Rate

A total of 53 surveys were distributed to Managers, Supervisors, Accountants, and Clerks at the Western Kenya Sugar Company, with the response rate illustrated in Table 1.

Table 1: Response Rate

Category	Frequency	Percentage
Response	49	92.5
Non-response	4	7.5
Total	53	100

Table 1 showed a response rate of 92.5% and a non-response rate of 7.5%. Baruch (2019) regards a response rate exceeding 80% as adequate for analysis, thus making the 98.6% rate observed in this study appropriate. This elevated response level signifies robust acceptance and reliability of the research findings.

An examination of quantitative data was concerning physical health, mental health, social wellbeing and work life balance was conducted using descriptive statistics utilizing Mean (M) and Standard Deviation (SD) as the analytical metrics for measures of central tendency. The findings are detailed based on the particular variables of the research detailed below.

Descriptive Statistics Results

Physical Health

Table 2: Physical Health

Statement	M	SD
Good ergonomic setups reduce physical strain, allowing employees to work more comfortably for longer periods without experiencing excessive fatigue.	3.96	0.445
A well-designed workspace can reduce stress and anxiety, contributing to better overall mental health and job satisfaction.	4.43	1.219
Adhering to health and safety standards reduces the risk of workplace injuries and illnesses	4.53	1.219
Adhering to health and safety regulations reduces the risk of legal issues and associated costs.	4.27	1.130
Offering physical activity options create a more dynamic and engaging workplace culture, leading to higher employee morale.	4.52	0.558
Engaging in physical activities together break down barriers and improve communication among team members.	4.61	0.509
Aggregate score	4.39	0.847

It was established that the respondents strongly agreed that compliance with health and safety regulations reduces workplace injuries, scoring a mean of 4.53 (SD = 1.219). This suggests that

adherence to safety protocols is crucial for a safer work environment, protecting employees and fostering a culture of safety that boosts productivity and reduces absenteeism. The results also indicated

that promoting physical activity enhances workplace culture and employee morale (M=4.52, SD=0.558). Wellness initiatives energize employees, leading to higher job satisfaction and retention, as individuals favor organizations that prioritize their well-being. Furthermore, engaging in physical activities improves communication and camaraderie among team members, scoring a mean of 4.61 (SD = 0.509). Shared experiences build trust and enhance teamwork. The finding agree with Poulsen and Ipsen (2017), research observation that organizations that prioritize employee well-being through such measures tend to experience lower rates of workplace injuries, higher employee engagement, and improved overall performance.

The respondents agreed that effective ergonomic arrangements in the workplace are crucial for reducing physical discomfort and fatigue. A mean score of 3.96 (SD = 0.445) indicates strong consensus on the positive impact of ergonomic design on physical well-being. The research also highlights that a well-designed work environment benefits mental health by reducing stress and anxiety, particularly in high-pressure settings. A mean score of 4.43 (SD = 1.219) reflects high

agreement on the importance of a supportive atmosphere for improving job satisfaction and mental health. Moreover, the research highlights the importance of following health and safety guidelines, which not only creates a safer workplace but also minimizes legal risks and costs. A mean score of 4.27 (SD = 1.130) underscores participants' recognition of the financial and legal advantages of maintaining health and safety standards. These findings align with Page and Vella-Brodrick (2023), research which demonstrate the multifaceted benefits of ergonomic design, mental well-being, and regulatory compliance in the workplace.

The findings also presents a common agreement from the respondents on all the statements regarding the influence of physical health on the organizational performance of West Kenya Sugar Company located in Bungoma County, Kenya (M=4.39, SD=0.847). This result aligns with the research observation made by Munuo (2019) that there is need for companies to recognize and address the health needs of their employees as a fundamental component of their operational success.

Social Wellbeing

Table 3: Social Wellbeing

Statement	M	SD
Workers in a nurturing environment feel recognized and esteemed, resulting in increased motivation and overall job happiness.	4.11	0.835
Team members can easily exchange ideas and criticism when there is a supportive culture in place, which promotes cooperation.	4.08	0.744
Employee involvement boosts productivity as engaged employees are more motivated and committed to their roles.	4.58	0.782
Employees who are engaged are likely to exceed their fundamental job duties, enhancing overall productivity and performance.	4.10	1.670
A harmonious work environment boosts employee morale and motivation, leading to higher levels of productivity.	4.61	0.579
Conflict resolutions allows employees to concentrate on their work leading to increased productivity	3.94	1.060
Aggregate score	4.24	0.945

It was revealed that the respondents strongly agreed that; there is a high mean score of 4.61 (SD=0.579), indicating that employees view their

work environment as beneficial to their well-being and productivity. When workers feel appreciated, they tend to be more driven, leading to increased

productivity. Engaged employees, who are emotionally invested within their roles ($M=4.58$, $SD=0.782$), reflecting their active involvement in tasks. This engagement fosters a drive to reach objectives and make a positive impact on the organization. The study's findings support Gilbreath and Montesino (2018) research finding that organizations that prioritize a positive culture and invest in engagement strategies are likely to see improved performance outcomes.

The respondents agreed that; employees in a supportive culture sense valued and recognized, resulting in enhanced motivation and workplace satisfaction ($M=4.11$, $SD=0.835$). This environment fosters recognition, belonging, and loyalty, enhancing engagement and creating a positive feedback loop for job satisfaction. Team members are also more willing to share ideas and provide constructive feedback, promoting collaboration ($M=4.08$, $SD=0.744$). Open communication encourages innovation and problem-solving, fostering trust and teamwork. Effective conflict resolution is crucial for productivity ($M=3.94$, $SD=1.060$). Addressing conflicts promptly minimizes distractions, allowing employees to focus on their

tasks and creating a harmonious workplace. Engaged employees often exceed their job responsibilities, contributing to overall efficiency ($M=4.10$, $SD=1.670$). This drive is linked to a strong connection to the organization's goals and values. The finding agree with Rufeng, Nan and Jianqiang (2023), research that has shown that organizations that emphasize employee wellness and cultivate a supportive work atmosphere generally see reduced turnover rates, increased employee satisfaction, and enhanced overall performance.

The findings further show a consensus among respondents on all statements concerning the impact of social wellbeing on the organizational performance of West Kenya Sugar Company in Bungoma County, Kenya ($M=4.24$, $SD=0.945$). This imply that by recognizing and fostering social wellbeing initiatives, the company can potentially enhance its operational performance and develop a more involved and driven workforce. This alignment is with Deneve, Kaats, and Ward (2023) research finding that that investing in social wellbeing is a strategic approach that can yield substantial benefits for organizational success.

Organizational Performance

Table 4: Organizational Performance

Statement	M	SD
The company has been attaining its set goals	2.85	2.050
The company has improved on its brand reputation	3.31	1.689
The company produces a higher quality products	3.04	1.948
The company provides better services	2.96	2.040
Aggregate score	3.04	1.932

It was noted that the participants held a neutral stance on the subsequent assertions; the organization has achieved its goals ($M=2.85$, $SD=2.050$), suggesting variability in stakeholder opinions. Its brand reputation has improved, scoring 3.31 with a standard deviation of 1.689, reflecting efforts to strengthen market presence and consumer trust. Product quality has also increased ($M=3.04$, $SD=1.948$), suggesting moderate satisfaction but differing customer

opinions. Service quality improved as well, scoring 2.96 with a standard deviation of 2.040, indicating some satisfaction but room for enhancement. These findings contrast with Seashore and Yuchtman (2017) research that suggests a positive shift in perception, likely due to investments in training, quality control, and customer engagement.

The results also indicate a general neutral view from the respondents on all the statements regarding the organizational performance of West Kenya Sugar Company located in Bungoma County, Kenya ($M=3.04$, $SD=1.932$) which suggests employee contradiction about the company's performance, possibly due to a lack of engagement with strategic goals, insufficient communication from management, or uncertainty about the

organization's future while the high standard deviation of 1.932 indicates significant variation in responses, with some employees feeling neutral while others hold strong opinions. This outcome contrasts with Zack, McKeen and Singh (2021), research that showed a opposed view among employees regarding organizational performance metrics, where respondents often expressed strong satisfaction or dissatisfaction.

Inferential Statistics Results

Correlation Analysis

Table 5: Correlation Analysis

		Physical health	Social wellbeing	Organizational performance
		1		
Physical health	Pearson correlation			
	Sig. (2-tailed)			
	N	49		
Social wellbeing	Sig. (2-tailed)	0.064		
	N	49	1	
		0.157		
Organizational performance	Pearson correlation			
	Sig. (2-tailed)	0.334		
	N	49	49	
	Sig. (2-tailed)	0.228	0.193	
	N	49	49	
		0.802	0.811	
	Pearson correlation			1
	Sig. (2-tailed)	0.002	0.001	
	N	49	49	49

The outcomes demonstrate that the Pearson r coefficients for physical health, social well-being, concerning the organizational performance of West Kenya Sugar Company in Bungoma County, Kenya are 0.802, 0.811 respectively. The corresponding significance levels are 0.002, 0.003, 0.001, and 0.002. These results denote a robust positive correlation between these aspects of worker wellness and the overall effectiveness of the organization. Specifically, the elevated Pearson r values indicate that enhancements in physical

health, social well-being, are likely to result in parallel increases in the organizational performance of West Kenya Sugar Company. With all values surpassing 0.7, this signifies a strong relationship, emphasizing that investments in these areas could improve productivity, efficiency, and overall success for the organization. Additionally, the significance values, all below the conventional threshold of 0.05, imply that these correlations are statistically significant,

Regression Analysis

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.899	0.808	0.754	1.0024

The summary of the model shows that the R value is 0. 899 signifies a robust positive correlation between the independent variables and organizational performance, indicating that advancements in these elements are probably to boost performance. The R squared value equals 0. 808 indicates that roughly 80. These factors account for 8% of the performance variability, highlighting the model's effectiveness. The modified

R squared value is 0. 754 (75. 4%), considering the number of predictors, demonstrates that a significant amount of the variance remains explained, highlighting the strength of the model. Therefore, this suggests that other unexamined variables play a role in 24.6 percent. Additionally, the standard error is 1. 0024 indicates that the model's forecasts strongly correspond with real values, demonstrating a good fit.

Table 7: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	0.572	0.284		2.014	0.003
	Physical health	0.759	0.351	0.0541	2.162	0.002
	Social wellbeing	0.811	0.208	0.0557	3.899	0.001

The results indicate that the fixed value of 0.572 signifies the organizational performance of West Kenya Sugar Company in Bungoma County, Kenya when physical health, mental health, social well-being, and work-life balance are held constant. Additionally, the regression values suggest that enhancements in physical health, mental health, social well-being, and work-life balance would lead to an improvement in the organizational performance of West Kenya Sugar Company in Bungoma County, Kenya by 0. 759, 0. 794, 0. 811, and 0. 799, respectively. Therefore, the regression equation can be articulated as follows:

Performance = 0.572 + 0.759(physical health) + 0.811(social wellbeing)

Employee physical wellness ($\beta=0.0541$, $t=2.162$, $p=0.002$) has a significant influence on the organizational performance of West Kenya Sugar Company in Bungoma County. This positive association indicates that a one-unit increase in physical wellness improves overall performance,

emphasizing the necessity of employee well-being for productivity. The t-value of 2. 162 surpasses the critical threshold for rejecting the null hypothesis, while the p-value of 0. 002, considerably below 0. 05, provides compelling evidence that physical wellness is a crucial determinant of organizational performance. This finding aligns with Munuo's (2019) research, which explored the link between job performance and workplace physical activity, revealing that physical activity led to enhanced cognitive performance and better health outcomes.

The social well-being of employees at West Kenya Sugar Company, represented by a beta coefficient of 0. 0557, a t-value of 3. 899, and a p-value of 0. 001, exhibits a significant positive connection with the organization's performance. This indicates that enhancing social well-being is associated with improved productivity, employee satisfaction, and operational efficiency. The low p-value suggests that this relationship is unlikely due to chance, while the t-value reinforces the strength of the

association, indicating that increases in social well-being favorably impact performance metrics. This finding corroborates Donaldo and Martdianty's (2023) research, which established a considerable positive connection between employee well-being and organizational effectiveness in different industries.

CONCLUSIONS AND RECOMMENDATIONS

The study evaluated the extent to which physical health influences the organizational performance of West Kenya Sugar Company in Bungoma County, Kenya. Adherence to health and safety standards decreases the risk of injuries and ailments within the workplace. Engaging in physical activities collectively promotes better communication and removes barriers among team members. Offering avenues for physical activity nurtures a more dynamic and engaging workplace culture, which, in turn, enhances employee morale. The study sought to assess how social well-being affects the performance of West Kenya Sugar Company situated in Bungoma County, Kenya. The results indicated a notably positive correlation between social well-being and organizational performance of West Kenya Sugar Company situated in Bungoma County, Kenya.

The research concluded that physical health is a crucial factor in employee productivity, as healthy staff members are typically more vigorous, attentive, and capable of executing their responsibilities effectively. The research concludes that social well-being promotes open dialogue among team members, resulting in enhanced collaboration and the exchange of ideas. Employees who engage in positive social interactions are more likely to function effectively within teams, leading to improved problem-solving and innovation. A socially healthy atmosphere encourages diverse perspectives, which culminate in more creative solutions and inventive concepts.

The research suggested that the institution ought to implement extensive health and wellness initiatives, including exercise classes, health assessments, nutritional seminars, and mental health services. Facilitate access to on-site fitness centers or collaborate with local gyms to provide reduced membership fees. Invest in ergonomic furnishings and apparatus to promote proper posture and reduce the likelihood of musculoskeletal injuries.

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