



INFLUENCE OF EMPLOYEE ASSISTANCE PROGRAMS ON JOB SATISFACTION IN MASENO UNIVERSITY, KENYA

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ABSTRACT

The main objective of this study was to investigate the influence of Employee Assistance Programs on job satisfaction at Maseno University, Kenya. The specific objectives were to assess the influence of Health Care Practices on Job Satisfaction at Maseno University, to determine the influence of Counseling Services on Job Satisfaction at Maseno University, to establish the influence of Benevolence Support on Job Satisfaction at Maseno University and to determine the influence of Wellness Practices on Job Satisfaction at Maseno University. The study adopted a descriptive survey research design. The target population was 1,540 employees. Simple random sampling was adopted for this study. A sample of 154 employees was used where, 154 questionnaires were issued and 114 were returned. The data was analyzed using SPSS and statistics measured were the mean and standard deviations. In addition, a frequency distribution table that gave the frequencies and the percentages of scores was also used. A regression analysis was run in SPSS to establish the level and significance of the relationship between employee assistance programs and Job Satisfaction. The results suggested in general that respondents who were staff at Maseno University acknowledged that EAPs programs were at the institution through the four dimensions discussed. The results revealed that three out of the four EAP considered for the study had a positive relationship on job satisfaction with only one, Benevolence, showing a negative relationship. Of the four Hypotheses, only the last one on wellness practices was not supported through the findings since the relationship was statistically significant. This study made conclusions that the satisfaction of an employee is a determinant on the assistance and support provided to them. This study majorly recommended that university management needs to increase their interactions with the employees through staff meetings and discussions on topics related to issues affecting them in the organization.

Key Words: Health Care Practices, Counseling Services, Benevolence Support, Wellness Practices, Job Satisfaction

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INTRODUCTION

Healthy workplace and empowered employees' mirrors trends between positive psychological state and job satisfaction. (Peter 2014). According to John (2011), employee's wellbeing is becoming a point of focus in different organizations thus increasing the interest of the public in desegregating those focuses on the responsibilities of the employers. Many organizations have therefore adopted various programs including employee assistance programs (EAP) to address the wellbeing issues in the workplace Owino (2012). Arguably people involved in a specific business are considered to be the most important property of that business. Increased productivity and efficiency in any business are indicators of the workers giving their best to the business. However, many challenges may arise from a business that can make it's employees not to give the best of their investments to the business. These challenges may arise in the form of depression, sickness, disability, stress, burnout, absenteeism, and presentism (Attridge 2009).

The Kenyan university sector as a system has undergone a radical transformation and continues to evolve. These changes have accompanied the general political, economic, social and legal transformation of the Kenyan society. Policy changes such as the university bill 2012 and the new constitution of Kenya in 2010 have had a profound impact on university education in Kenya (Ministry of Education 2010). This coupled with the double intake policy has put strains on university resources and especially the human resource like in terms of workload they undergo. This has led to employees working longer hours, having a greater and more complex workload, being moved from one branch to another, therefore experiencing a lot of work pressure and creating a culture of poor work-life balance resulting in their employees becoming highly dissatisfied with their jobs.

The quality of students coming out of the universities is majorly determined by the performance of both

teaching and non-teaching staff in the institutions. These staff will only stay and perform if they are satisfied at the workplace hence a Job Satisfaction of University workers, therefore, needs to be addressed. Workers in the Universities have often found themselves in dissatisfactions thus have manifested them greatly in the recent past through strikes that have been so frequent. Kenyan Universities have now turned to be customer-focused, in order to make more profit, this has been manifested by the universities opening up more branches, increasing their operating hours, introducing more courses and lastly adopting the latest IT Infrastructure in the teaching and learning system. All these have brought about employees' dissatisfaction with their work since they have to work for longer hours and sometimes working in more than one branch which is located far apart. Universities are now experiencing high Labor turnover, absentees and they have incurred huge losses caused by employee negligence.

Maseno University is one of the 22 public universities in Kenya and plays a key role in the expansion of the country's education system by offering various courses to meet the demands of its consumers. In meeting its core objectives, the organization has recognized the critical role played by all the employees irrespective of a cadre. As such the institution has catered for various Employee Assistance programs for the employees hence efficiency and effectiveness of its operation. The EAPs are important in ensuring employee's better performance and thus helps the organization meets its set objectives.

One of the reasons for the study was that modern employees are under significant pressure to perform at a high level with maximum productivity by employers who expect their organizations to do more with fewer resources. This tension between the limited organizational resources given to employees and the increasing productivity demands of employers contributes to a variety of problems

experienced by employees. According to Benson (2014), EAPs prevent the impact of political, social and economic problems on the individual, the organization and the economy. This study sought therefore to investigate the influence of employee assistance programs on job satisfaction at Maseno University, Kenya.

Statement of the Problem

Recent organizational trends in employment conditions are reducing levels of job satisfaction and affecting the physical and mental health of their employees (Ngari and Mukururi, 2014). A satisfied workforce is essential for the success of organizations and their businesses therefore, job satisfaction is critical to attracting and retaining well-qualified personnel. Job satisfaction and good employee care are more likely to drive employees to remain with their current employers than benefits and salary, according to a recent poll by the Washington-based American Psychological Association. The trend in the past was to include, financial figures in defining a good company. Latest trends like ethics, quality of work-life and job satisfaction are now considered important predictors of sustainability and viability of business organizations.

There is growing evidence that current trends in employment conditions may be eroding levels of job satisfaction and directly damaging the physical and mental health of employees. The radical changes in the world such as globalization, information technology, world business competitiveness, and scarcity of natural resources have changed employee's outlook of how a good company is defined. Kenya as a developing country has had a constant push towards the 24/7-hour Economy. This means that more flexibility is needed to cover round the clock peaks. Organizations, therefore, go through work intensification and this faster pace has been associated with much greater levels of employee stress in organizations as more is expected from them. Holbeche (2002) found that employees were

experiencing anxiety, workload, and loss of control, pressure, long hours and insufficient personal time. Such experiences are likely to cause employee problems and encourage a reassessment of values in workers.

The educational sector is one of the fastest-growing sectors of the global economies; its significant contribution is seen to be on an upward trend, as evidenced even here in Kenya where private universities are opening its branches across various towns in Kenya. This current rapid growth of Universities and technical institutions has contributed to a highly competitive industry which requires exemplary service to be able to attract and maintain a large number of student flow per semester. There is more workload which sometimes causes stress among employees adversely affecting their overall productivity since much is demanded from them in terms of performance. Consequently, this results in adverse psychological issues with respect to the attainment of workplace goals and tasks on the employees' side. Universities are now experiencing high Labor turnover, absentees and they have incurred huge losses caused by employee negligence (Ministry of Education 2010). Therefore, it's upon the management to come up with various mechanisms for ensuring employee needs are catered for, for better performance of universities.

According to the Universities Academic Staff Union (UASU) in reality, most universities do not offer these programs and have been among the lead causes of why employees experience discomfort and grievance at their place of work.

Previous studies done in relation to this topic have not specifically covered the relationship between EAPs and job satisfaction amongst employees in public universities in Kenya therefore, providing a gap hence necessitating this research. This is the need therefore to examine the extent to which Maseno University adopt Employee Assistance Programs to

resolve employee problem and highlight its influence on job satisfaction.

Objectives Objectives

The Main/ General objective of the study is to investigate the influence of Employee Assistance Programs on Job Satisfaction at Maseno University, Kenya. The specific objectives were;

- To assess the Influence of Health Care Practices on Job Satisfaction at Maseno University
- To determine the influence of Counseling Services on Job Satisfaction at Maseno University
- To establish the influence of Benevolence Support on Job Satisfaction at Maseno University

The study hypothesis of the study were;

- **H₀₁** There is no significant effect of Health Care Practices on Job Satisfaction at Maseno University
- **H₀₂** Counseling Services does not significantly influence Job Satisfaction at Maseno University
- **H₀₃** There is no significant effect of Benevolence Support on Job Satisfaction at Maseno University
- **H₀₄** Wellness Practices does not significantly influence Job Satisfaction at Maseno University

LITERATURE REVIEW

Affective Event Theory

According to Thompson & Phua (2001) the affective event theory was developed by Psychologist Howard M. Weiss and Russell Cropanzano to explain how emotions and moods influence job satisfaction. The theory explains the linkages between employees' internal influences like cognitions, emotions, mental states and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment, and job satisfaction (Wegge, van Dick, Fisher, West & Dawson, 2006). The theory further proposes that affective work behaviours are explained by employee mood and emotions, while cognitive-based behaviours are the best predictors of job satisfaction. In addition, the affective events theory emphasized that positive-inducing and negative-inducing

emotional incidents at work are distinguishable and have a significant psychological impact upon workers' job satisfaction. This resulted in lasting internal and external affective reactions exhibited through job performance, job satisfaction and organizational commitment. Rolland & De Fruyt (2003) research findings on personality in support of affective events theory shows that there are a number of factors that influence the theory. These are: consciousness, agreeableness, neuroticism, openness to experience, and extraversion.

Affect Theory

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work e.g. the degree of autonomy in position moderates how satisfied or dissatisfied one becomes when expectations are or aren't met. When a person values a particular facet of a job, his or her satisfaction is more greatly impacted both positively when expectations are met and negatively when expectations are not met, compared to one who doesn't value that facet. The current study tends to explain the assumption that, if an employee, say X, is interested with a workplace where there is provision of healthcare services while another employee, say Y, is of a contrary opinion, then it is definite that X will be satisfied with an institution with provision of healthcare services as opposed to that with no healthcare provision whereas for Y, it will be vice versa. In relation to the study thus, organizations could enhance their employee's satisfaction level by first doing a background check on their employees and also get them involved in suggesting areas or things they would want the organization to offer. This in the end will help the management by providing the facets that are valued most by their employees at the workplace.

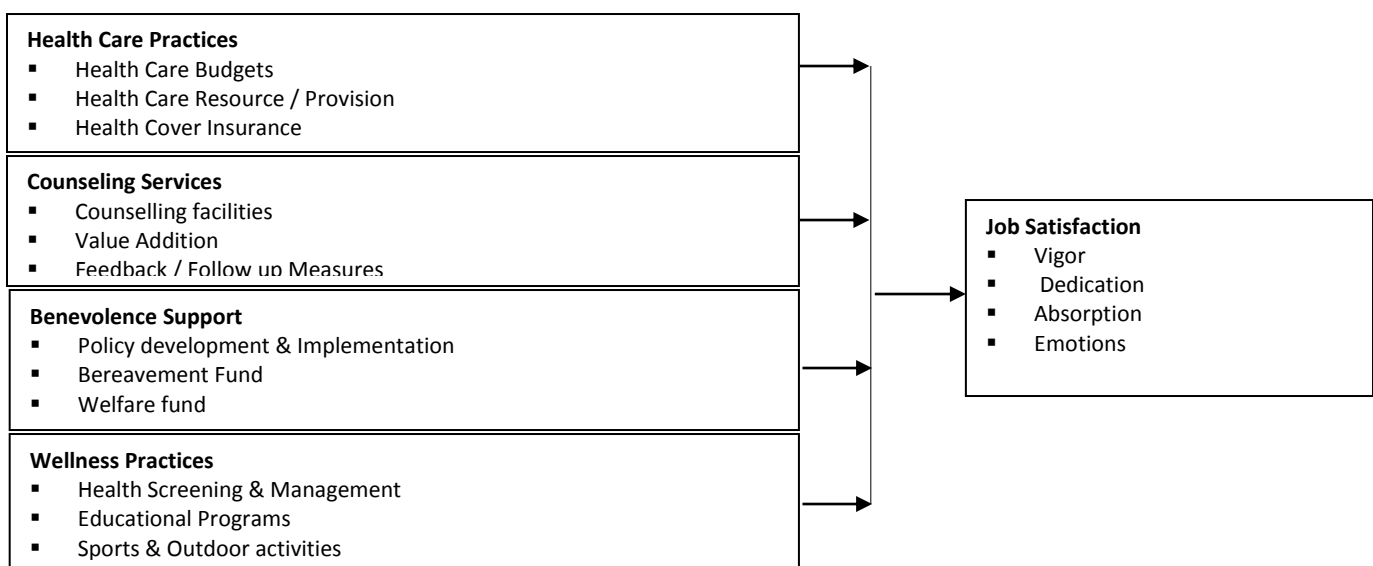
Reality Counseling Theory

This kind of therapy is still new in the sector of counselling. It was founded by William Glasser a psychologist in California in 1965 and focuses on the client’s phenomenal world emphasizing on how he or she views their surrounding using Internal Control Assessment (ICA). It has been pointed out before that people do not view the world from a real-world point of view but from a genetic point of view. Just like all the other therapy, this therapy reveals that people have a freewill to make decisions of their own without being influence by anyone. This can therefore imply that with some set goals and principles, it is possible for people to live their lives well without any need for therapy since they are the ones who make key decisions on their way of reasoning and behavioral change. The goal of this therapy is therefore to provide an atmosphere that helps in building client’s mental strength in determining his/her behavioral change. It can therefore be applied in counselling sector for; families, those in rehabilitation centers, institutional management, development and progress of society. Kottler and

Brown state that reality therapy is an approach to teaching that emphasizes problem solving, personal responsibility and he also said the reality therapy is based on the assumption or assumptions that individuals need to build the identity of either succeed or fail.

Functional Theory of Labour Welfare

This theory is also referred to as the efficiency theory. It states that welfare facilities provided by an organization makes the employees more efficient since stable employees both physically and mentally do their work efficiently. Normally, welfare activities are demanded in an organization in order to preserve and develop efficiency and productivity of labor. Employee welfare is therefore, a means to keep industrial workers content so they may work effectively. If an employer takes good care of his work force by ensuring that they are satisfied and comfortable with their work, then they will tend to be more efficient by improving production. In summary, additional expenditure on welfare activities automatically increases the productive efficiency of the employees, since is a form of motivation to them.



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Empirical Review

Wainaina (2011) studied on the relationship between wellness programs and employee job satisfaction at capital group limited. The study was guided by one objective which was to establish the relationship between wellness programs and job satisfaction at the Capital Group Limited. The population of the study comprised all employees of Capital Group Ltd since it was small and the response rate was 78%. The findings of this study acknowledged the existence of wellness programs at CGL and employees had embraced them and found them to be relevant and important. The participation level was high apart from lifestyle disease management and substance abuse programs that had low participation attributable to dominant age group at CGL. The findings also confirmed wellness programs had contributed to employee's total wellbeing and had increased their morale and job satisfaction significantly and eventually productivity. The company had equally experienced substantial benefits from the wellness programs such as reduced absenteeism, reduced medical costs and increased productivity amongst others. Substance abuse program had very low participation. The study having revealed mutual benefits for both employees and the company, the study, therefore, recommended that wellness programs are maintained and enhanced to ensure continued and increased benefits to both parties. Also that education and sensitization be emphasized in order to attain maximum participation for much more enhanced benefits.

Regina Wangui Muruu, Dr. Susan Were, and Dr. Mwajuma Alice Abok (2016) studied Effects of Welfare Programmes on Employee Satisfaction in the Public Sector: A Case of the Public Service Commission. The study adopted a descriptive research design with a population size of 213 employees in the Public Service Commission. The researchers used a sample size of 137 from the population and used stratified random sampling

technique to select the respondents. Based on the research findings, the study concluded that workers compensation programs and safety and health programs affected employee satisfaction in public sector. The study recommends that management staff of Public Service Commission should introduce worker's compensation programs in the organization since it had a positive effect on employee satisfaction. The study further recommends that management staff of Public Service Commission should impress safety and health programs at work place in order to enhance employee satisfaction.

Kuria 2012 studied on the effects of employee welfare programs on job satisfaction of employees within the flower industry in Kenya a case of Sueka Company limited. Other specific objectives cover equitable rewards, career development opportunities, employee's safety and health, effective and efficient HR policies and practices and involvement of employee's decision making with a population size of 500 employees and a sample size of 10% was drawn from the population. The study concluded that the welfare programs had an effect on job satisfaction and therefore recommended that there should be proper training of supervisors, salary increments, and introduction of an insurance policy, better terms of employment and a health policy to improve the employee-welfare programs. There should be documented job descriptions, performance appraisal and communication between managers and subordinates to enable job satisfaction among the employees. Employees should be allowed to participate in the selection of the committee and regular meetings between employees and management. Employees should be offered leaves, punitive measures should be taken against sexual harassment and methods of retention and recruitment to increase the employee- welfare levels be improved.

Nomzamo Mazantsana (2013) undertook a study on evaluation of Employee Assistance Programs and the

impact of workplace wellness on employee productivity: a case of the Eastern Cape provincial. The main objective of the study as to evaluate the Employee Assistance Programs and the impact of Workplace Wellness on employee performance in the Eastern Cape Provincial Legislature.

The researcher used applied research in this study to explore the need for the EAP as well as how best the program can be implemented. A combination of an explanatory-descriptive design was used for this study because little is known about the phenomenon or program. The population was 285 employees. Research results indicated that there are some limitations in the utilization of EAP and that employees are faced with both personal and work-related problems. Thus it became clear that the whole concept of Employee Wellness and Employee Assistance Programs needed to be overhauled and restructured to ensure maximum benefit.

John Clifford Anema, Jr. (2011) took a study on Employee Assistance Program utilization and user satisfaction in an ability one program compared to non-ability one programs. The study examines the effectiveness and utilization of an Employee Assistance Program (EAP) that was designed to serve 218 employees of an Ability One company whose mission was "to improve the quality of life for persons with disabilities." Within the company, 88% of the direct labor work force was estimated to have a severe disability. After two years of operation, the EAP in the study had a utilization rate estimated to be 24.8%. According to 41 responses to a Likert-scale survey, over 90% of supervisors and non-supervisors rated the EAP highly in helpfulness, promptness of service, professionalism, understanding of the situation, and satisfaction with the results. Similar findings in ratings were found when the EAP was compared to a larger, traditional EAP program. In company initiated Likert-scale surveys distributed in 2008 and 2009 to all employees, the majority of all employees sustained favorable attitudes toward the

EAP in both years. Over 75% felt they understood the EAP, were given an opportunity to use it, and were more likely to use it in the future. The concepts of supervisory support, early intervention, and program integration were felt to be important components of the EAP. The study findings indicate that an EAP designed to serve employees with disabilities can work effectively and benefit multiple stakeholders.

Adigun, A. O. and Bello, B. A. (2014) undertook a study on effects of EAPs on commitment in manufacturing companies in Lagos state. This study analyzed the extent to which EAP has influenced commitment. The data was obtained from 380 purposely selected respondents from 10 manufacturing Companies located at Ikeja, the industrial hub of the state. The result revealed the following EAP in the selected manufacturing companies; EAP intervention on health, marital challenges, family issues, alcohol use, financial issues, crisis management, inadequate infrastructure, work-life balance, stress management and absenteeism reduction. The study also indicates that EAP positively influences employee commitment in the manufacturing companies. The study concluded that EAP is a decisive factor on workers commitment. The study recommended that superior in organization must understand the needs of the employees in order to function effectively and that work environment should be adequately modified to help the employees have better working conditions

According to a study conducted by Karim Babayi Nadinloyi, Hasan Sadeghi *and* Nader Hajloo (2012) on Relationship Between Job Satisfaction and Employees Mental Health. In the study the purpose was to examine the relationship between job satisfaction and mental health. The statistics include all employees of two industrial companies in the city of Ardabil. The sample of 90 people was selected randomly for the study. They were asked to complete questionnaire and scale. Finding of the research indicated that there was a positive relationship

between job satisfaction of employees and global index of mental health, social action and depression. It was found that employed women than employed men are more satisfied with their jobs. In addition, workers who have a longer history in their jobs have much job satisfaction. The results of this study, confirmed previous findings on the role of job satisfaction in the provision of mental health workers, especially to improve social relations and reduce depression.

William Githua Migwe, Hazel G. Gachunga and Mike A. Iravo (2017) took a study on Perceived influence of Employee Counseling on the Performance of youth development officers in Kenya. The study employed a descriptive survey research design. The target population was 195 youth development officers in 12 selected counties where a sample size was 150. The study established that employee counseling components have positive relationship with the components of performance. As such, it was concluded that employee counseling plays a significant role in determining the performance of youth development officers. Phiona J. Kipkorir and David Gichuhi (2015) in their study on Influence of Counseling services on non-teaching staff performance in Public Universities of Nakuru County, Kenya. The target population comprised administrative staff. Census was used to get a sample size of 91 respondents. The findings of the study revealed that there was a moderate statistically significant positive relationship between Counseling services and Employee performance. Recommendations were that HR departments in public Universities needs to sensitize employees on the provision of counseling services. These services should also be designed to address employee needs and frequently offered as the need arises. The study also recommends that further research could be carried out in other cadre of profession in both public and private universities to establish the differences.

Eaton, Marx, and Bowie (2007) studied various employee welfare programs in United States institutions and its impacts on health behavior and status of faculty and staff. The data was collected through the application of computer-assisted telephone interviews, self-administered mail questionnaires and computer-assisted personal interviews; 67.2% of the results reflected that health promotions can attract and retain skilled faculty and staff. The study concluded that employee welfare programs have positively impacted on the health and wellbeing of employees increasing on service delivery.

METHODOLOGY

The study adopted descriptive survey research design. Descriptive survey is a method of collecting information by means of interviewing or administration paper questionnaire to a sample of individuals from the target population. The study population comprised of permanent and pensionable 1,540 employees of Maseno University (Human Resource, Maseno University 2019) distributed in clusters. The sample size was 154 employees selected from the two clusters of Maseno University. This study adopted simple random sampling technique. Stratified sampling was used to determine the proportion of each cluster to be included in the sample. Questionnaire method was used to collect data from the employees. A questionnaire was preferred because the study was concerned mainly with views, perceptions and feelings, this cannot be directly observed. The study collected and analyzed both qualitative and quantitative data. Quantitative data was analyzed using descriptive statistics of mean and percentages and inferential statistics of correlation and simple liner regression techniques. Means was used to show the face values of the influence of each element of EAP on job satisfaction. Simple correlation was used to determine if there was sufficient association between the elements of EAP and job satisfaction of employees. The significant

determinant of job satisfaction of employees and the strength of each determinant was determined through simple and multi regression. Multiple regressions was used because it is the procedure that uses two or more independent variables to predict a dependent variable, this therefore attempted to determine whether a group of variables together predicted a given variable (Mugenda & Mugenda, 2003). Job Satisfaction (dependent variable) as a function of EAP (independent variables) was expressed in the regression equation bellow:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where;

$\beta_1, \beta_2, \beta_3$ = predictors' coefficients

β_0 = Constant

Y = Dependent variable (Job Satisfaction)

X_1 = First independent variable (Health cover practices)

X_2 = Second independent variable (Represents Counseling services)

X_3 = Third independent Variable (Represents Benevolence support)

X_4 = Fourth independent variable (Represents Wellness Practices)

ϵ = Represents Standard Error term

RESULT

Health Care Practices

The study sought to establish the level of agreement or disagreement with the dimensions of Health care practices from the respondents. It was evident that out of the total respondents, 26.3% being thirty (30) respondents strongly agreed that the institution allocated budget for health care each financial year (Mean=3.93 and Standard Deviation=.90), 14.9% being (17) respondents strongly agreed that there was provision of health care through the available resources within the institution (Mean=3.81 and Standard Deviation=.81), 11.4% being thirteen (13) respondents strongly agree that the Health Care resources in the institution are of modern

standards (Mean=2.79, std.=1.31). 7.9% (9) respondents strongly agreed with the statement that the institution offers a reasonable amount of medical cover to the employees and their families (Mean=3.29, std. = 1.09), 7.0% eight (8) respondents strongly agreed that here is constant reviews and upgrades of the health systems and resources within the institution (Mean = 2.67, std. =1.23). Finally, 14.9% being seventeen (17) respondents strongly agreed that they were satisfied with the health provision in the institution as it covers a wide range of ailments (Mean =3.23, std. =1.24). The general mean and standard deviation were 2.95 and 1.10 respectively.

Counseling Services

The study sought to establish the level of agreement or disagreement with the dimensions of counseling services from the respondents. From the results, 16.7% being nineteen (19) of the respondents strongly agreed that there were counseling facilities and counselors employed in the institution (Mean=3.37, std. =1.20), 13.2% being fifteen (15) respondents strongly agreed that they could rate the counselling facilities as satisfactory (Mean=3.37, std. =1.15), 11.4% being thirteen (13) respondents strongly agreed with the statement that the employees take advantage of the availability of the services and book for counseling (Mean =3.07, std. =1.12). Furthermore, 12.3% being fourteen (14) of them strongly agreed that there is great value addition through the counseling services offered or general talks given (Mean= 3.37, std. =1.09) with 10.5% (12) strongly agreeing that the institution has a committee in place that has developed an internal follow up system of affected employees on job counseling (Mean =3.02, std. =1.18). In addition, 6.3% (7) strongly agreed that the institution has also put in place an external follow up system in which the progress of affected employees can be monitored during off job counseling (Mean =2.77, std. 1.24). This resulted into

a general mean of 3.16 and a standard deviation of 1.16

Benevolence Support

The study sought to establish the level of agreement or disagreement with the dimensions of Benevolence Support from the respondents. The results was evident that 21.1% being twenty four (24) out of those who answered this question strongly agreed that the institution had a written policy on Benevolence that had clearly discussed that type of contribution and support given to employees (Mean =3.63, std. =1.12), it was seen that 18.4% being twenty one (21) strongly agreed that The Criteria for determining what level of support is given to employees given to employees during bereavement is clearly spelt in the policy (Mean =3.70, std. =1.03), 18.4% being twenty one (21) strongly agreed that the amount of financial support, on bereavement given to employees adds value to them (Mean =3.45, std. =1.10), also 15.8% being eighteen (18) strongly agreed that the stages or process followed while claiming for the financial support during bereavement is reasonable and minimal (mean = 3.37, std. =1.12). 17.5% being twenty (20) respondents strongly agreed that the institution had a Welfare Committee that constantly creates awareness of the staff welfare and what it had to offer (Mean =3.43, std. =1.13). Finally, 23.7% being twenty-seven (27) respondents of the respondent strongly felt that the process of a welfare in the institution brings the feeling of togetherness among colleagues (Mean =3.47, std. =1.29). The general mean and standard deviation were 3.51 and 1.13 respectively as shown above.

Wellness Practices

The study sought to establish the level of agreement or disagreement with the dimensions of Wellness Practices from the respondents. The results showed that 21.1% being twenty four (24) of the respondents strongly agreed that that the institution frequently organizes for health screenings especially on long term related illness (Mean =3.25, std. = 1.30), 7.0%

being eight (8) strongly agreed that the institution creates awareness of all wellness Education programs offered or any new development within the institution (Mean =3.08, std. =1.11), 10.5% being twelve (12) strongly agreed that the institution plans and budgets for comprehensive wellness practices (Mean =2.99. std. =1.17) whereas 7.9% being nine (9) respondents strongly agreed that they had made healthier lifestyle choices as a result of the awareness and provision of the education sensitization on better eating within the institution (Mean =2.92, std. =1.17). Furthermore, 8.8% being ten (10) respondents strongly agreed that the institution frequently sponsors employees to enable them participate in sports activities with the aim of promoting physical fitness of employees (Mean =2.71, std. =1.20) with 2.6% being three (3) respondents strongly agreeing that the institution had put up good recreational facilities like gyms to encourage employees to keep fit by participating in sports activities (Mean =2.56, std. =1.10). This gave a general mean and standard deviation as 2.92 and 1.18 respectively.

Job Satisfaction

The study sought to establish the level of Agreement or Disagreement with indicators like Vigor, Dedication, Absorption and Emotions of Job Satisfaction among the respondents at Maseno University. The results showed that 23.7% being twenty seven (27) of the respondents strongly agreed that they exert a lot of energy performing my job to the extent that I feel completely plugged in at work, like I'm always full of power (mean =3.44, std. =1.23), 13.2% being fifteen (15) respondents strongly agreed that their job inspires them thus most days to look forward to going to work (mean =3.37, std. =1.07), 13.2% being fifteen (15) respondents strongly agreed that performing their job was so absorbing that they forget about everything else (mean =3.21, std. =1.20). Also, 14.9% being seventeen (17) respondents strongly agreed that they were often so wrapped up in their work that hours go by like minutes as they

almost always completely focused on their work projects. Furthermore, 20.2% being twenty three (23) respondents strongly agreed that they had passion and excitement about being an employee in Maseno University and would highly recommend the institution for a friend (Mean =3.41, std. =1.18). Finally, 17.5% being twenty (20) of the respondents strongly felt that the mission and policies of the institution made them feel that their job was important thus it would take a lot to leave the institution (Mean =3.23, std. =1.23). The general mean and standard deviation were 3.85 and 1.17 respectively.

SUMMARY

The results suggest in general that there exists a positive relationship between Health Care practices in Maseno University and job satisfaction of the employees. In the current world Health care is among issues given top priorities in various countries by making high investments. Kenyan government not left behind through the current government has Health care among its Big four Agenda struggling to provide affordable Health care for all. (Kenya Vision 2030). Recent critics of the concept have argued that it would make more sense to talk about 'healthcare pathways' rather than 'access as a one-off event' (Hanenssger & Proochista 2017). This study revealed limited access to medical care among the growing population of Mexican return migrants, highlighting the need for targeted policies to facilitate successful reintegration and ensure access to vital resources, such as health care to enable the migrants live a comfortable and satisfied life.

One of the dimensions also being modern healthcare resources that stood out showed that there was a positive relationship between job satisfaction and the modernized healthcare resources within the institution with a further analysis showing that the relationship was statistically significant. Although the respondents agreed that there was provision of

Health care majority disagreed that the resources provided were of modern standards

In all the six questions on Health care, majority of respondents were positive when giving their opinion in the questions. This implies that most of them were satisfied with by the university establishments on this. Under the transformed results in testing the first Hypothesis, H₀₁ There is no significant effect of Health Care Practices on Job Satisfaction at Maseno University. This hypothesis failed to be rejected through the result since there was no significant influence in the relationship.

Results on dimensions of counselling services majority showed a positive relationship on employee's job satisfaction of Maseno University staff. The study showed that respondents acknowledged the presence of counselling facilities and employed counselors in the institution. This collaborates past studies as explained by Willey and Andrew cited in Roy (2011), counseling is a process involving two individuals, one seeking assistance and the other a professionally trained person helped solved problems to orient and direct him towards a goal, which leads to his maximum development, satisfaction and growth.

Nevertheless, not all the dimensions were statistically significant except for dimensions on the relationship between job inspiration and employees' satisfaction with the counselling facilities within the institution. It could also be seen from the results that employees' energy in performing their job had a positive statistically significant relationship with use of available resources for counselling. Lastly one that showed its statically significance was on the relationship between job absorption and the use of available resources for counselling.

Finally, there was some positive and other negative relationships between other aspects of employees' job satisfaction and the use of available resources statistically significant however, their relationship is

not statistically significant. There also exist negative and positive relationship between respective variables of job satisfaction and both the internal and external follow-up committee instituted by the institution; however these relationships were not statistically significant. Under the transformed results in testing the second Hypothesis, H_{02} Counseling Services does not significantly influence Job Satisfaction at Maseno University. This hypothesis failed to be rejected through the result since there was no significant influence in the relationship.

Generally, respondents responded on almost all the six questions of benevolence support asked in this study. This implies that the staffs were aware of the existence of this program in Maseno University. The results on Benevolence support to the employees showed that there was no statistically significant relationship on their job satisfaction. In all the six questions of benevolence, majority of respondents were negative by not agreeing when giving their opinion in the questions asked.

However, a closer examination of the distribution of the responses it is was evident that there exists a positive relationship between job satisfaction i.e. the energy in performing job, job inspiration, missions and policies in job and the benevolence policies put in place by the institution for the employees. The way in which an organization manages human resources is an indicator of the attention it pays its employees. It has been shown that employee perception of their manager's behavioral integrity is positively related to job satisfaction, job engagement, health, and life satisfaction and negatively to stress, turnover likelihood, and work-to-family conflict (Prottas, 2013). A Supportive and Ethical leadership indirectly influences both employee well-being and life satisfaction, through job satisfaction (Yang, 2014). Ultimately it can be concluded that employees would value support given to them at their place of work. Under the transformed results in testing the third Hypothesis, H_{03} There is no significant effect of

Benevolence Support on Job Satisfaction at Maseno University. This hypothesis failed to be rejected through the result since there was no significant influence in the relationship.

There was a significant relationship on Wellness practices on employee's job satisfaction in Maseno University. The results show that there exist a positive and statistically significant relationship between job satisfaction and the health screening organized by the institution for long term illness. The significance could also be seen on the relationship between job satisfaction and the awareness of wellness education created by the institution. There also exist a positive and significant relationship between job satisfaction and the budget for comprehensive wellness practices.

Nevertheless, some dimensions as much as they had a positive relationship, they were not statistically significant. This included the relationship between passion to work and excitement was positive but not significant Concerning lifestyle choices, the results shows that there exists a positive relationship between job satisfaction and healthier lifestyle choices made by the employees, however, the relationships are not significant which is same to the relationship between job satisfaction and employees' sponsorship. Lastly, the results show that there exists a positive relationship between job satisfaction and recreational facilities put in place by the institution. This is in line with past studies indicating that Wellness programs in an organization initially emphasized the physical well-being of workers with mostly stand-alone programs stressing behavioral change and medical-type interventions e.g. encouraging physical activity and weight loss and discouraging smoking and alcohol abuse (Otenyo and Smith, 2017) Under the transformed results in testing the fourth Hypothesis, H_{04} Wellness Practices does not significantly influence Job Satisfaction at Maseno University. This hypothesis was rejected through the result since there was a significant influence in the relationship.

CONCLUSIONS

In all the four factors explored in the study has revealed that three had a positive relationship on job satisfaction except for Benevolence support that majorly showed negative relationship.

On the three showing positive relationship there were mixed reactions on the level of significance at equal dimensions reflecting half level of significance. This study therefore made conclusions that the satisfaction of an employee at work is determinant on the assistance and support provided to them in a work place.

On Health care practices majority of the respondents disagreed when asked if the institution constantly reviews and upgrades on the health care systems, this brings the conclusion that the institution provides the services but should probably invest more in the systems to develop them to current standards.

With regards to counseling services organizations have realized the importance of having a stress-free yet motivated, satisfied and capable workforce. Therefore, many companies have integrated the counseling services in their organizations and making it a part of their culture. It is worth noting that majority of the respondents were neutral when asked if employees take advantage of the availability of counseling services to book for appointments, this could only mean that it is an area not explored in the institution.

Being that it showed that there was no statistically significant relationship on Benevolence support to the employees on their job satisfaction. The researcher concludes that most of them were dissatisfied with failure by the management to provide them with the efficient support. An interesting result was that majority of the respondents were neutral on whether the welfare brought a sense of togetherness among the employees.

When respondents majorly disagreed when they were asked if the institution sponsors employees to enable them participate in sports, the assumption is that Wellness practices have become a lot more sophisticated, offering diverse, wide ranging and often technologically-based services, particularly in the private sector (Otenyo and Smith, 2017). The aims and objectives are to promote health and life skills, prevent illness and injuries and manage diseases (Kruger, 2018). As Schneider cited in Otenyo and Smith, 2017 posits, its purpose is to ensure a productive workforce and to save money for the company or organization and, in the case of public sector, the state and the taxpayer. It is the researcher conclusion that an institution should explore wide range of wellness practices to ensure the organization is well covered.

Finally, the study has shown through the relationship levels that Job satisfaction is a critical aspect that employees in an organization would want to achieve. According to the Cambridge Dictionary (2016) individuals have a greater interest on achieving high job satisfaction compared to earning a larger income. This puts an increased pressure on job satisfaction due to employees actively striving for positions in which they feel they are making a difference.

RECOMMENDATIONS

Job satisfaction at work is vital since in the long run both performance of the employee and the organization is based on it. Only a satisfied employee can consistently deliver to the expectations. Based upon the findings and conclusions of this study, the researcher recommends the following on factors influencing Job Satisfaction at Maseno University.

This study recommended that university managements need to increase their interactions with employees in staff meetings and increasing guided discussions of topics related to issues in the organization. Employee suggestion schemes and attitude surveys should be implemented where

employees can be interviewed or use of suggestion box to determine their perceptions of various organizational issues especially those that increase dissatisfaction levels in their areas of work. Effort should be made to increase employee participation especially in the public universities. Employees should be allowed to make contribution in policy development since they play a major role in policy implementation and this among others can increase Job satisfaction.

Governments need to support and assist universities, companies and other organizations whether public or private to implement and introduce policies for Employee Assistance Programs. This can be done through investments in the universities like in the healthcare sector. The Kenyan government should also benchmark with other government's practice that are rated highly with regards to provision of EAPs so as to encourage Kenyan universities, companies

and other organizations to introduce EAP programs. The government can also encourage employers to introduce EAPs strategies by providing incentives to the companies that implement such programs as Health care practices, counseling services, benevolence support and wellness practices, child care assistance, staff recreational facilities, gender/age related services and compassionate leave arrangements.

Lastly, Kenya's universities' management and administrators should also evaluate their level of assistance both monetary and non-monetary offered to their employees. They should constantly interact through established mechanisms with employees to try find out the challenges their employees are faced with and areas where they need the assistance. Organizations should also ensure that EAPs programs and policies are scrutinized to ensure all the motivation practices are effective.

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