

**INFLUENCE OF WORKPLACE WELLNESS PROGRAMMES ON EMPLOYEE
PRODUCTIVITY. A CASE OF THE FIRE EMIRATES ENGINEERING CO LTD,
UGANDA**

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DECLARATION AND APPROVAL

Declaration

I declare that the work submitted in this research project is my original and it has never been submitted to any other university or similar institution of higher learning for the award of a degree or any other academic award.

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“I OWE YOU”

ABSTRACT

Globally, studies indicate that companies with robust wellness initiatives experience higher employee engagement and job satisfaction henceforth effecting the efficiency of employees and company at large. The relationship between workplace wellness efforts and employee productivity is inadequately comprehended, despite significant focus, especially in Uganda. excessive working hours are prevalent in Uganda, often exceeding 48 hours per week. This environment provides a unique context for examining the impact of workplace well-being on productivity. The main purpose of this study was to investigate the influence of workplace wellness program on employee productivity in private sector particularly at Fire Emirates Engineering Company Limited, Uganda. The study was guided by the following specific objectives: the influence of health work environment, welfare, work life balance and work schedule on employee productivity in fire emirates engineering co ltd, Uganda. Role enhancement theory, spill-over theory, and social exchange theory served as the pillars of the study. Primary data sources were used in conjunction with a descriptive design and cross-sectional survey methodology to gather data. The study employed self-administered questionnaires, proportionate simple random sampling, and purposive sampling to gather primary data. Similarly, data was collected through interview guides and telephone calls with Human Resource Managers, field managers, accounts managers, operations managers, electric engineers, board members and executive directors. There were 130 respondents in the target population. Using the Krejcie and Morgan table, a sample size of 119 respondents was selected from a population of 130 respondents. Purposive and simple random sampling techniques was utilized to guarantee that every participant has an equal chance to participate in the study. SPSS was used to evaluate the gathered data and ascertain how the study variables relate to one another. Pie charts, graphs, and frequency tables will all be used to display the results. This study looked at how workplace wellness programs affect workers' productivity, and the results can help corporate executives and policymakers create and carry out successful health and wellness programs. This is especially important given how work environments are changing and the growing recognition of employee well-being as a critical factor in company performance. In terms of academic research, the study filled a significant vacuum in the literature by focusing on workplace wellness in the private sector of developing nations—specifically, Uganda. The study found well-implemented no-smoking policy and fire safety measures, though fire inspection practices are inconsistent. There was overall satisfaction with work-life balance but reveals issues with working hours, overtime, and task alignment. There was a positive provision of tools and skill development opportunities but significant dissatisfaction with compensation, workload reasonableness, and the utilization of employee skills. In conclusion, the findings of this study indicate that while Fire Emirates Engineering Co Ltd indeed has made a number of commendable steps to health and safety, work environment, and skill development opportunities, much more needs to be done.

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LIST OF ABBREVIATION AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CVI	Content Validity Item
EAP	Employee Assistance Program
EWP	Employee Wellness Program
HIV	Human Immune Virus
HRM	Human Resource Manager
NRBI	National Research Business Institute
RO	Role Overload
SET	Social Exchange Theory
SPSS	Statistical Package for Social Scientists
WLB	Work Life Balance

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In the contemporary globalized job market, where environmental trends are changing quickly, employee productivity is a crucial factor in an organization's performance. According to Daeley (2012). Mathis and John (2013) define productivity as the quantity and quality of work produced while accounting for resource expenses. According to McNamara (2015), productivity outcomes are usually the particular results that managers are hoping to get from their employees. They could be evaluated in terms of money made or in terms of the number, quality, cost, or duration of the effects they have on the community. Samnani and Singh (2014) argued that as productivity is a measure of efficiency, an increase in employee productivity at work is a sign of increased efficiency. According to Atallah, Le, and Sahota (2014), HRM efforts like corporate wellness programs can help workers become more productive in their various responsibilities at work. Long-term, these initiatives could lead to notable organizational breakthroughs and increased worker productivity (Beauregard and Lesley, 2018).

Workplace wellness initiatives have grown in importance as a modern human capital concern all over the world, particularly in universities and other higher education institutions (Armstrong, 2013). Numerous schools and institutions worldwide have acknowledged that fostering a cultural change toward corporate wellness initiatives is essential to achieving staff productivity. Garrin (2014) asserted that these organizations have promoted and maintained a culture of health in the workplace that goes beyond the desire to lead a disease-free life and increases employee productivity. Corporate wellness programs are defined by Nailul, Abg, and Yin (2015) as sponsored services provided by an employer to employees with the goal of educating them about their overall health risks and helping them adopt healthy behaviors to

maintain or enhance their health, which will ultimately increase productivity. Companies typically provide corporate wellness programs that address social, financial, and physical wellness through policy initiatives or interventions in order to support employees in achieving their highest level of productivity at work (Marschke & Mujtaba, 2014). According to Mathis and Jackson (2015), workplace wellness culture efforts can have a big impact on employees' well-being and the quality of their jobs. Businesses should understand that having stress-free, healthy personnel is crucial to their success since they are important company assets. In order to boost employee productivity, companies should provide corporate wellness programs and services (Ankita, 2016).

In the past, studies on campus wellness programs have evaluated students' requirements based on what the campuses presently offer rather than what they lack (Carter, Kelly, Alexander & Holmes, 2014). Wellness initiatives help employees make positive changes in their lives that can lead to better health (American College Health Association, 2017). According to the U.S. Department of Wellness & Human Services (2016), enhanced well-being consequently boosts productivity and lessens the financial strain on society. The development of each person's potential as well as their unique risk of disease and damage should be the main priorities of wellness practitioners. Administrators overseeing these wellness programs should concentrate on public health regulations that do not already give employees the attention they require, in addition to tackling more significant institutional and community challenges (Naydeck *et al.*, 2018).

Within the American context, corporate wellness initiatives within the human resources domain assist employers in managing health costs and enhancing worker productivity (Bohan, 2014). The American College Health Association (2017) stated that both environmental and individual methods should be included in the scope of wellness practices in colleges and universities. Hoo's Well, a comprehensive employee wellness program offered

by the University of Virginia (UVA) in the United States, addresses social, mental, emotional, and financial wellness in addition to physical fitness. Program cumulative monitoring revealed that overall productivity was observed to be significantly impacted by employee well-being (McCourt & Derek, 2015). Independence Blue Cross (2013) stated that despite the disorders being treatable, 75% of healthcare spending goes toward treating chronic and lifestyle diseases, contributing to the crisis facing the American health care system. According to several research, the primary reasons for low employee productivity in firms are stress, weariness, and depression (Atkinson, 2014). Subsequent studies indicate that long-term and lifestyle disorders such as obesity, diabetes, heart disease, and depression represent a significant threat to an employee's well-being and productivity at work (Solanki, 2013). For example, 70% of inactive workers in Chile, especially women, would want to work for pay but are unable to do so due to childcare concerns, which affects their productivity at work (Gaidhani, 2018). Employers worry about attracting and keeping top talent because of the unstable economy and the rapidly rising expense of healthcare. Because of this, certain American businesses—including Apple, Google, and Facebook—increase worker productivity by implementing corporate wellness initiatives that foster a positive workplace culture and a strong organizational culture (Greenhaus & Beutell, 2017).

Within the European setting, a number of scholars have endeavored to investigate the potential impact of wellness initiatives on worker productivity. Shah (2014) claimed that the bulk of higher education institutions in Europe, including campuses and colleges that integrated corporate wellness programs into their healthcare and university campuses, showed positive opportunity costs and were ranked higher in educational listings. His findings indicate a clear relationship between worker productivity, wellbeing satisfaction, and the rate at which people give up smoking. Integrated wellness programs include, but are not limited to, fitness regimens, leisure pursuits, social gatherings, employee support programs,

behavioral health initiatives, illness management or preventative measures, health risk assessments, disability management programs, and initiatives that foster intellectual and spiritual growth. Moreland (2013) asserted that these programs are contingent upon the organizational structure and culture (Marschke & Mujtaba, 2014).

In the context of Asia, Tiwari (2014) focused on workplace wellness initiatives and how they affected employees' productivity at Vindhya Telelinks Limited Rewa in India. The study discovered that the company's corporate wellness programs had a favorable effect on worker happiness and productivity. According to Anderson's (2014) theory, workplace productivity efficiency is enhanced by welfare, safety, and health-related variables. The company's many wellness initiatives will immediately impact employees' attentiveness, morale, physical and mental health, and overall productivity (Fapohunda, 2014). Corporate wellness's main goal is to improve employees' lives and maintain their happiness and productivity. According to estimates, 23% of Malaysian women left their jobs at universities to raise children, which had a negative emotional and physical impact on their productivity at work (Azeem & Akhtar, 2014). Adejare, Olaore, Udofia, and Emola (2020) investigated personnel inefficiencies in Nigerian financial institutions with a focus on Africa. The survey found that staff development and training are crucial to the organization's success and are continuously needed for workers to stay productive and function at their best. Obiageli, Uzochukwu, and Ngozi (2015) asserted that in today's corporate environment, employee productivity plays a critical role in determining the attainment of organizational goals. Any establishment's main concern is employee productivity. The organization's policies are all designed to boost worker productivity.

Employee productivity inside the organization has drastically dropped as a result of the lack of workplace health programs (Onyije, 2015). A comprehensive review of the literature on wellness programs for staff members in Kenyan financial institutions was covered by Weldon and Muathe (2014). According to the report, employee wellness is quite expensive and might not have a big effect on both the organization's and its employees' productivity. Kuria (2012) looked into how corporate wellness programs improved employees' job satisfaction in Kenya's flower industry using Sueka Farm as a case study. According to the study, employee job satisfaction in Kenya's flower industry was significantly impacted by corporate wellness programs. The study also showed a relationship between job satisfaction and appropriate pay, worker participation in decision-making, chances for professional advancement, health and safety, and sensible HR policies and practices. Thus, in order to achieve higher staff productivity levels, corporate companies must make sure that corporate wellness program practices are integrated into the organization's policies (Mungania, Waiganjo & Kihoro, 2016).

1.2 Statement of the Problem

Employee productivity refers to: Business sustains competitiveness through identifying those aspects which enhance productivity. This is increasingly captured in recent research (Bankert, Coberley, Pope & Wells, 2015). There is poor understanding of the association between workplace wellness initiatives and productivity, particularly within Uganda, where hours of work are long-mostly exceeding 48 hours a week (International Labor Organization, 2017). This sets a strange context in which to explore how wellness programs would affect work productivity. Despite the previous studies from Uganda, such as Kariuki (2016) and Wainaina (2011), which indicated that wellness programs can boost work-life balance and morale for workers, only a few large industrial organizations within the country have implemented full

wellness programs, and neither study correlated wellness programs with productivity outcomes that were measurable.

In practice, though, there are various practical challenges that relate to the wellness programs of staff employed at Fire Emirates Engineering Co. Ltd, some of which impinge directly on workers' productivity. While the company has put in place certain wellness measures, such as health and safety, wide gaps exist regarding their scope and effectiveness; inconsistency in policies that enforce work-life balance; shortcomings in putting adequate welfare provisions in place; and limited support regarding how to manage work schedules. Ineffective communication of the wellness policy results in low awareness and participation of workers, which contributes to stress, burnout, and dissatisfaction. Second, the existence of wellness measures, such as access to protective gear and health resources, is not put into a comprehensive program that would cover both physical and mental health comprehensively. While the erudite literature lacks any specific linkage of these wellness programs with the measurement of productivity, the case for systematic and strategic wellness intervention in the corporate world is thus spawned. This research paper looks at these gaps and recommends other wellness programs that can serve to better enhance productivity.

Further to this, a study on wellness programs and job satisfaction in Uganda's fire service by Kuria (2012) was mainly centered around equitable compensation but did not capture other essential dimensions like work-life balance, health promotion, and work scheduling. The presence of such an explicit gap in previous studies suggests that the impact of workplace wellness programs on productivity remains poorly understood in private sector organizations such as Fire Emirates Engineering Co. Ltd. The study, therefore, tries to fill this gap by investigating the influence of the different elements of a wellness program, including work-life balance, healthy work environment, welfare provisions, and work scheduling, on employee productivity levels in Fire Emirates Engineering Co. Ltd. This study provides

empirical evidence that will inform the design and actual implementation of appropriate wellness initiatives with wider implications for Uganda's private sector.

1.3 Purpose of the Study

The purpose of the study was to examine the influence of workplace wellness program on employee productivity. A case of Fire Emirates Engineering Co Ltd, Uganda.

1.4 Objectives of the Study

- i. To investigate the influence of health work environment on employee productivity in the Fire Emirates Engineering Co Ltd, Uganda.
- ii. To examine the influence of welfare programmes on employee productivity in the Fire Emirates Engineering Co Ltd, Uganda.
- iii. To assess the influence of work life balance on employee productivity in the Fire Emirates Engineering Co Ltd, Uganda.
- iv. To examine the influence of work schedule on employee productivity in the Fire Emirates Engineering Co Ltd, Uganda.

1.5 Research Questions

- i. How does health work environment influence employee productivity in the Fire Emirates Engineering Co Ltd, Uganda?
- ii. What is the influence of welfare programmes on employee productivity in the Fire Emirates Engineering Co Ltd, Uganda?
- iii. How does work life balance influence employee productivity in the Fire Emirates Engineering Co Ltd, Uganda?
- iv. What is the influence of influence of work schedule on employee productivity in the Fire Emirates Engineering Co Ltd, Uganda?

1.6 Justification of the Study

This study's rationale stems from its critical analysis of the complex relationship between employee productivity and workplace wellness initiatives at Fire Emirates Engineering Co Ltd. in Uganda. Although the research on the topic is expanding, there are still a lot of unanswered questions about how complete wellness programs that address one's physical, mental, social, and emotional well-being affect one's productivity. Prior studies have mostly concentrated on the advantages of physical wellness initiatives and the role that leadership plays in supporting them. Nevertheless, there is a dearth of empirical data regarding the holistic approach to wellbeing and its complex effects on worker productivity, particularly when considering developing nations and certain sectors as Ugandan engineering.

Furthermore, although the importance of work-life balance, flexible work arrangements, and employee wellbeing in raising productivity is becoming more widely acknowledged, there are few in-depth analyses available regarding the efficiency of particular policies and the difficulties associated with putting them into practice. By offering a thorough investigation of the ways in which different workplace wellness program components affect employee productivity at Fire Emirates Engineering Co Ltd., this study seeks to close these gaps. In doing so, it hopes to provide empirical insights that can guide the creation and use of wellness programs that work for the case study business as well as the larger Ugandan private sector. It is hoped that the study's conclusions will bring significant information to the domains of human resource management and organizational behavior, addressing both theoretical and practical demands in comprehending and improving worker productivity through thoughtfully created wellness initiatives.

1.7 Significance of the Study

This significance of the study goes on well beyond Fire Emirates Engineering Co. Ltd.'s local surroundings; it provided insightful information with broad implications for practice and policy in the area of workplace productivity and wellness. This study was to look at how workplace wellness programs affect workers' productivity, and the results can help corporate executives and policymakers create and carry out successful health and wellness programs. This was especially important given how work environments were changing and the growing recognition of employee well-being as a critical factor in company performance. In terms of academic research, the study filled a significant vacuum in the literature by focusing on workplace wellness in the private sector of developing nations—specifically, Uganda. The results were to provide a framework for further investigation, allowing researchers to expand on this work and examine the subtleties of how various components of wellness programs affect worker productivity in diverse settings. The findings of the study were also to help corporate leaders and human resource specialists develop ways to improve worker well-being, which were ultimately boost output, lower absenteeism, and increase job satisfaction. This was especially important in emerging economies, where these kinds of initiatives were still in their infancy and where it was critical to comprehend and implement wellness methods that were both efficacious and culturally appropriate. This study meets the academic standards for a master's degree at Mount Kenya University in addition to its practical applications, indicating a dedication to academic rigor and the growth of knowledge in the field of organizational health and productivity. These two objectives highlight the study's contribution to closing the knowledge gap between scholarly research and useful, real-world workplace wellness applications.

1.8 Scope of the Study

The scope of study encompassed its content, geographical, and temporal dimensions. The study's focus was on analyzing the impact of Fire Emirates Engineering Co. Ltd.'s workplace wellness program on worker productivity. The sample size for the study was 119 comprising of human resources, field engineers, accounts managers, operations managers, electric engineers, board members. Workplace wellness program is the independent variable, while worker productivity is the dependent variable. The study was carried out in Kampala, Uganda where the offices of the Fire Emirates Engineering Co Ltd are situated. These two variables and their principal dimensions served as the basis for the collection of both primary and secondary data. The study specifically looked at work environment, welfare, work life balance and work schedule. The study was conducted from April 2024 to December 2024.

1.9 Limitations of the Study

There were certain limitations on this study because it focuses on Fire Emirates Engineering Co Ltd, a private company that competes in Uganda's engineering market. Maintaining data secrecy is a difficult task. Being a private company, fire emirates engineering co ltd had right to be concerned about safeguarding confidential data pertaining to its personnel, business plans, and operational procedures. The extent and depth of data available for analysis might be restricted by the company's requirement to protect this information, which could have been an effect on how thorough the study's conclusions are. This restriction called for striking a careful balance between adhering to the company's confidentiality policies and carrying out in-depth research, which may have been an impact on the level of detail in the data analysis. The company's need to keep up a favorable public perception in order to draw in and keep investors and consumers may have an impact on how information about its workplace health initiatives and how they affect worker productivity is presented and made available.

Businesses frequently place an emphasis on positive results and therefore be reluctant to reveal information that external stakeholders might interpret adversely. The company's propensity for positive representation injected bias into the data provided for the study, as it chose to disclose information that emphasizes the achievements of its wellness efforts while withholding or underreporting information that points to areas for development or failure. This constraint emphasizes how crucial it is to evaluate the data using critical analytical techniques, to look for and take into account any potential biases, and to be aware of how these limitations may affect the study's conclusions.

In order to mitigate these limitations, the research utilized multiple approaches that are designed to improve the validity and dependability of its conclusions, even in the face of restrictions pertaining to data privacy and the organization's wish to preserve a favorable public perception. Initially, a mixed-methods approach is used in the study, integrating qualitative insights from semi-structured interviews with quantitative data from anonymous surveys. By enabling data triangulation and ensuring that findings are supported by numerous sources, this methodological variety helps to mitigate the influence of potential biases. In order to further address the issue of data confidentiality, the study focuses on anonymised replies and aggregate data, which preserved individual and organizational privacy while permitting a thorough examination of the impact of workplace wellness initiatives on worker productivity. The study also clearly defined ethical standards, such as the ability to withdraw and informed consent, so that participants feel comfortable participating in the study and were aware of its goals.

1.10 Delimitations of the Study

The delimitations and focus regions selected by the researcher are outlined in the study's delimitations. This study was purposefully limited to Fire Emirates Engineering Co. Ltd., a Ugandan private sector organization. This boundary was chosen in order to offer a thorough and comprehensive examination of workplace wellness programs within a single company, enabling a more focused investigation of the distinctive procedures, difficulties, and results experienced in this particular context. Furthermore, the study's main focus of inquiry was the welfare of the workforce. This topic included factors that were related to staff productivity at Fire Emirates Engineering Co. Ltd., such as work-life balance, welfare programs, and work schedules. By focusing on these components, the study hoped to provide light on how these particular variables affect workers' productivity and general well-being in this particular organizational environment. It is crucial to remember that, even while this focus provided an in-depth analysis of the topic within a specific business setting, the conclusions could not have been easily applied to other Ugandan firms or industries. The study excluded Uganda's other industries and the larger private sector, which can face distinct obstacles and dynamics related to workplace wellbeing. The goal was to present a thorough case study that adds to the ongoing conversation about worker productivity and wellbeing in private sector companies, providing insights that can be useful in related situations.

1.11 Assumptions of the Study

The following were the assumptions of the study;

- i. The present investigation presupposes that the workplace health initiatives put in place by Fire Emirates Engineering Co Ltd yield measurable effects on worker productivity.
- ii. This study also assumes that Fire Emirates Engineering Co Ltd personnel will voluntarily participate and give truthful, objective answers to questionnaires and interviews.
- iii. In terms of social, political, and economic variables that can affect worker productivity and the success of wellness initiatives, the study makes the assumption that the external environment is generally constant.
- iv. The study makes the assumption that Fire Emirates Engineering Co Ltd.'s workplace wellness initiatives are consistently carried out at all organizational levels and in all departments.

1.12 Operational Definitions of Key Terms

Employee Productivity	the output of work, both in quality and quantity, produced by an employee within a specific period. In this study, productivity is measured through performance indicators like task completion rate, quality of work, absenteeism rates, and employee efficiency evaluations.
Financial Wellness	the extent to which an employee feels secure in their financial situation. This includes their ability to manage financial expenses, save for future needs, and access resources for financial planning and advice.
Physical Wellness	refers to the aspects of health related to the body. In this context, it includes programs and policies that promote physical activity, proper nutrition, adequate rest, and prevention and management of physical health issues.
Social Wellness	is the dimension of wellness that involves building and maintaining healthy, supportive relationships with colleagues, having a sense of belonging within the organization, and engaging in collaborative team activities.
Wellness Program	refers to the organized and company-supported initiatives and activities designed to promote the overall health and well-being of employees. This includes physical, mental, and social health interventions, such

as exercise facilities, health screenings, counseling services, and educational workshops.

Work Health Environment

is defined as the physical and psychological conditions of the workplace that affect health and safety. This includes ergonomic workstations, cleanliness and hygiene practices, safety protocols, and measures to reduce work-related stress.

Work Schedule

refers to the structured timetable for an employee's work hours, including the start and end times of the workday, breaks, part-time or full-time status, and any flexibility or variability in these arrangements.

Work Welfare

pertains to the policies and practices in place to support the overall well-being of employees. This encompasses health benefits, insurance coverage, recreational facilities, counseling services, and any other initiatives aimed at enhancing the quality of work and life for employees.

Work-Life Balance

is defined as the equilibrium between professional responsibilities and personal life, where neither consistently outweighs the other. It involves flexible work arrangements, leave policies, and support for personal commitments outside of work.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on the impact of workplace wellness initiatives on worker productivity. Based on the goals of the research, it examined the literature on earlier investigations conducted by different academics. The first purpose was to review the literature on how employee productivity is affected by a healthy work environment. The second goal reviewed the literature on how employee productivity was affected by welfare. Review of previous research on how work schedule affected worker productivity is presented in the fourth aim.

2.2 Empirical literature review

This empirical review of the literature explores existing research and studies conducted so far that have addressed the relationship between workplace wellness programs and employee productivity. Evidence from global, regional, and local perspectives are critically analyzed in this section to understand the effectiveness of various wellness initiatives with a view to influencing productivity, such as health work environments, employee welfare, work-life balance, and work schedules. This review sought to isolate the trends, gaps, and contradictions in the literature by analyzing previous empirical findings to provide a critical foundation for the study at hand. The information outlined was to serve to contextualize the influence of wellness programs on productivity, especially within the context of Fire Emirates Engineering Co. Ltd and was to help form the basis on which informed recommendations for improving employee welfare and performance were to be drawn.

2.2.1 Overview of Workplace Wellness Program and Employee Productivity

Martinez-Lemos (2015) characterizes an "employee wellness program" (EWP) as "a combination of workplace, educational and environmental wellness programs offered by companies to help employees and their families improve their health." The term "employee wellness program" (EWP) refers to "the company's health-related initiatives that are intended to discourage dangerous behavior and encourage good habits" (Kunte, 2016). The present study was to apply the definitions provided by Kunte (2016) and Martinez-Lemon (2015) to facilitate a deeper understanding of the municipality's all-inclusive employee wellness program and the line managers' responsibility for fostering employee wellbeing, which could ultimately result in improved performance. Schiavo (2020) asserted that the concept of employee welfare is becoming more and more inclusive of pension benefits and student loan debt reduction.



One way to conceptualize employee productivity is the efficiency with which businesses and their workforce generate value from available inputs. Cheese (2015). Employee productivity, sometimes referred to as labor productivity, is defined as the production per individual or system, according to Joshi and Balyan (2011). According to Samnani and Singh (2014), productivity is the relationship between inputs and outputs. It discusses how much output can be produced with a given quantity of resources or inputs. Since efficiency is measured by productivity, a company that increases productivity must likewise increase efficiency. Apart from the numerous advantages that productivity by itself provides to an organization, Chen *et al.* (2015) argued that productivity also results in real income, which permits the company to meet its responsibilities to suppliers, customers, shareholders, and the government (taxes and regulations) while preserving or boosting its competitiveness in the market. Onyije (2015) adopts a similar perspective on productivity as other academics; he thinks that since high

production levels lead to lower unit costs, they were crucial to an organization's success. It entailed growing the business in a way that pleases the workers and the boss.

Studies have demonstrated that despite the massive HRM efforts available to them, such as work-life balance, productivity has not actually increased. Global shifts were causing business to adapt, and Awan and Tahir (2015) claim that this had compelled companies to invest in capacity building to become more creative, economical, and competitive overall when compared to other market participants. These businesses' personnel, intangible assets, advantageous locations, manufacturing facilities, and sound financial standing all provide them with a competitive edge. Arguably, the most strategic resource available to the firm is its workforce. This was due to the fact that the employee decides how effectively the company can use any other resources. Mokaya *et al.* (2013) and implicitly stated that a company would lose its competitive advantage even with better resources if it didn't make the investments required to ensure the well-being of its employees. According to Sahota and Atallah (2014), companies can increase productivity by utilizing their personnel to obtain a competitive advantage.

Adherence to specific policies and processes is necessary for employees to be productive. These HRM programs, such as work-life balance, help workers reconcile their responsibilities to their families and their careers. Beauregard and Lesley (2008) claimed that these kinds of activities could lead to notable company gains as well as higher worker productivity. Shankar and Bhatnagar (2010) suggested that the contemporary work environment was marked by elevated stress levels, continuous deadlines, fluctuating demographics, swift changes, amplified technology utilization, and a remote work environment. Conversely, the increase in average.

2.2.2 Health Work Environment and Employee Productivity

According to Gubler, Larkin, and Pierce (2016), industrial workers' objective productivity increased when they participated in corporate wellness programs that included physical activity. Approximately 90% of businesses implement corporate wellness initiatives with the goal of enhancing worker health by getting them moving and exercising. Previous studies have concentrated on quantifying the cost reductions from lower insurance premiums and absence. First, corporate physical fitness programs boost worker productivity by fostering an active, robust body and a sense of reciprocity or gratitude among individuals who identify a disease that was previously undiagnosed. Second, physical fitness activities boost workers' capabilities by motivating them to take steps that enhance their health, happiness, and eventually productivity. An industrial laundry company's health program was put to the test at several of its locations by Aldana and Jacobson (2014). According to data on a fitness program, program participants may have had higher staff productivity. Additionally, a large number of ill and well people made health improvements, which raised productivity by 11%. According to surveys, many workers increased their nutrition and activity as a result of the program, regardless of their level of pre-existing health (Barr-Anderson, AuYoung, Whitt-Glover, Glenn & Yance, 2013).

On the other hand, employees knew that workplace wellness is a top priority at your company when they receive support from the top. Research indicated that your initiative, with the backing of your senior leadership, had a greater chance of keeping expenses under control and enhancing worker wellbeing. Leadership, according to Bowling (2017), was about leading by example. The program needed to be supported and participated in by management. Although the top management did have to run a marathon, they could adopt a healthy lifestyle by doing an annual health risk assessment, getting a yearly physical, attending company-sponsored corporate wellness events, and engaging in community wellness

initiatives. Management should understand that this was a long-term commitment and should not expect results right now. Management assisted in securing the tools required for the workplace wellness initiative and in emphasizing the value of worksite wellness. Cole and Kelly (2011) contend that stress management.

Similar to this, the goal of wellness management was to advance the health and happiness of employees. Employers should support employees and their dependents in managing their physical and mental wellbeing through Employee Health and Wellness Programs, as workers spend a significant portion of their lives at work and work-related issues are closely linked to their personal and social lives. Pillay and Terblanche (2012). A number of problems that were prevalent in the workplace and affect absenteeism, accidents, and overall productivity include trauma, substance abuse, interpersonal problems, and chronic health difficulties like those caused by HIV/AIDS and the human immunodeficiency virus (Makgato, 2016).

The work place health management program was initially inspired by the Employee Assistance Program (EAP). In the past, the Employee Assistance Programme has primarily promoted individual wellbeing through techniques for wellness promotion, stress management, and change management education, as well as counseling and childcare support. Terblanche and Pillay (2012). According to Sieberhagen *et al.*, employee wellness initiatives are intervention strategies designed to improve workers' well-being (2011). Their properties could both curative and preventative. There were three reasons for a company to start a wellness program: aids with personal growth and health management, increases understanding of wellness-related concerns, and creates a great, encouraging work atmosphere. As the importance of employee health, safety, and wellness on total organizational productivity becomes more widely recognized, companies now place a high priority on wellness management.

An employee's well-being, according to Juniper *et al.* (2011) and Roche and Rolley (2011), is a holistic ideal that includes both external and internal components that lead to happiness, such as a life purpose, healthy relationships, personal development, and societal contribution. According to Kanjere, Thaba, and Makgato (2014), there are three dimensions to the idea of wellbeing: The epidemiology rates of physical illnesses and disorders as well as the symptomology of employees could be used to assess their physical and mental health. In a similar vein, their emotional moods and the epidemiological rates of mental illnesses and diseases can influence their physiological and emotional characteristics. The two dimensions of health and well-being are supplemented by social factors, such as the frequency of drug and alcohol abuse and its consequences.

Physical wellbeing, as defined by the Employee Health and wellbeing Framework (2008), is the ability to maintain a good quality of life that permits individuals to carry out their everyday activities without suffering from undue physical stress or exhaustion. It also entails understanding that our actions have a significant impact on our well-being and developing healthy routines like routine physicals, a balanced diet, and exercise while refraining from risky behaviors like drug and substance misuse. Most workplaces now have wellness programs in place, and the most commonly targeted behaviors are exercise, weight loss, and dietary habits Cavico *et al* (2014).

2.2.3 Welfare Programmes and Employee Productivity

The definition of employee welfare is the well-being of the worker in an organizational context. Employers and employees must implement health and safety procedures to guarantee that employees' well-being is taken into account in the workplace. Walters, 1998 Prior to the industrial revolution, when pay and benefits were the only things employers thought about doing for their staff, they believed that if they were paid well, all of their problems with work performance and well-being would be resolved (Taylor 19–5). They also overlooked other

elements that affect organizational effectiveness, such as job stability and motivation. In general, employee welfare refers to the benefits that an employee is entitled to get from their employer, such as food, medical insurance, transportation, housing for companies that supply it, allowances, and other perks that they have the right to request.

Comparably, across time, the tendency has been shifting, with the majority of organizations now taking employee welfare into account in a more human-related manner. In addition to social welfare and health and safety protocols, organizations consider their workforce. Maslow (1949) Maslow took into account the hierarchy of needs while determining what was necessary for employees to follow in order to ensure their welfare. Additionally, in order to improve performance and ultimately contribute to job satisfaction, employees must be motivated and rewarded (Chandan 1999). Compared to larger businesses, developing nations with small and medium-sized economies have higher rates of welfare-related employee grievances (Nichols 1995). In order to ensure the ideal, safe, and healthy atmosphere, this necessitates the addition of extra welfare aspects and safety measures. In order to guarantee that their employees feel comfortable at work, several businesses have begun to implement policies (Mayo 1989). Over time, trends have shifted, and newly formed corporations have come to understand that human resources play a critical role in the overall operation of the organization. The well-being of an employee or guaranteeing a comfortable working environment within a specific organizational setting can be referred to as employee welfare. According to Gary Johns (1986), employee wellbeing includes any actions that are related to the workplace and have the potential to impact productivity.

In a similar vein, employee welfare generally refers to the benefits that an employee is required to receive from his or her industry. These benefits may include food, housing for companies that provide it, transportation, medical care, insurance, and other things that the employee is entitled to request (Michael Armstrong, 2001). Based on the researcher's

findings, he defines employee welfare as everything that goes above and beyond the call of duty to provide comfort and enhancements to employees, hence fostering a work environment that fosters employee motivation and morale and helps employers retain their workforce longer.

2.2.4 Work Life Balance and Employee Productivity

Verma (2007) defines work-life balance as altering a worker's schedule to better balance personal, family, and professional responsibilities with the end objective of attaining profitability and sustainable development. Work-life balance is the capacity to handle one's responsibilities both personally and professionally. In actuality, though, employees may find it challenging to strike and maintain a balance because work and personal life often overlap. Because they think they may be directly impacted by layoffs and budget cuts, many employees are putting in more hours at work. Certain individuals utilize their cellphones to maintain communication even when they are not present in the workplace. Given the additional duties they have to their families and communities, it seems sense that so many workers feel worn out, overwhelmed, and stressed (Alterman *et al.*, 2010). According to Tremblay (2009), work-life balance refers to the idea of combining or linking professional obligations connected to the workplace with commitments and goals relating to one's personal life or family. The phrase "work-life balance" was primarily employed by psychologists to refer to role conflicts.

Previous study has distinguished between three main forms of conflicts: behavior-based, strain-based, and time-based conflicts. Time-based disputes arise from the issue of managing several jobs and role overload. Effort-based conflicts arise when stress in one role impacts and obstructs participation in another one (for example, a job that interferes with family life or the contrary). Davidson (2014) is a Behavior conflicts occur when someone does not

adjust their behavior in one job to match the expectations of another, and this happens when they do not make the necessary changes to prevent spillover.

Balance between work and life Davidson (2014) stated that feeling in control of one's life and being able to balance being competitive and productive at work with having a happy, healthy family life and enough free time. It also includes how to focus and be aware of what's going on around you and how to balance all of the things that seem to be competing for your time and attention. As a result, employees nowadays have to manage more demands on their time, a greater workload, and greater difficulties when balancing work and personal commitments. According to Sabatini *et al.* (2008), there is pressure to work more efficiently, which leads to a workload of more tasks that need to be finished faster. According to Bauer and Homburg (2007), employees are missing more time from their personal or family lives as a result of the increased number of business trips brought on by corporate globalization.

Juggling the obligations of work and family is one of the many issues faced by modern workers. Francis and Turner (2012). Workers may now stay in touch with their work more easily thanks to more accessible technology, according to Bowswell and Olson-Buchanan (2007). Many tools enable employees to do their work away from the workplace. These tools include email, mobile phones, and laptops. Workers may answer voicemails or emails after work or on the weekends, usually when they are not formally employed. According to research, workers who consider their occupations to be important aspects of who they are more likely to use these communication tools to work when they are in their non-work domain. According to Gerbert (2010), a lot of people put themselves through so-called workplace stress since those that put in a lot of effort are highly regarded by others.

According to past study by Porter and Lawler (2008), work-life balancing policies outline how the organization intends to provide employees with more schedule flexibility so they can balance their commitments and interests outside of work with their work-related

responsibilities. The method for creating and implementing flexible work practices is described in the policy. It emphasizes that the number of hours worked shouldn't be taken into account when evaluating performance. It laid out the guidelines for specific agreements that can be made, such as telecommuting, shortened work weeks, flexible scheduling, term-time work contracts, parental and caregiver leave, career breaks, and various child care options.

According to Muinde (2013), in order to better serve their workforce, Kenyan companies are gradually embracing and putting work-life balance concepts into practice. job-life balance (WLB) policies are implemented by many companies with the goal of addressing the distinctions between the job and life aspects. These are work-place support systems, or policies, that the organization has implemented to promote work-life balance. They vary depending on the business and can be tailored to fit various work settings. Pocock and McMahon (2011). These consist of leave policies, career development opportunities, wellness programs, and flexible work schedules.

Workforce productivity, also referred to as employee productivity, is an assessment of an individual's or a group's efficiency. According to Techtarget (2014), employee productivity is a critical component to consider since it is intimately tied to the overall success of a business. Individual productivity is assessed in terms of an individual's production over a particular amount of time. Every organization's main objective is to be productive. Organizations' long-term competitiveness and profitability depend heavily on employee productivity. According to the National Research Business Institute (2017), low output workers are a red flag for a major issue within the company, so businesses are forced to adopt creative solutions like work-life balance policies to boost employee productivity. Both employee and organizational performance are favorably correlated with the experience of work-life balance. Parkes & Associates (2008). It has been demonstrated that work-life balance produces favorable

results, including decreased intention to leave, improved performance, and increased job satisfaction. Leiva and others (2012).

2.2.5 Work Schedule and Employee Productivity

According to Hyatt and Coslor's (2018) work schedule, an employee must perform longer shifts or days in exchange for a day off. Workers may arrive at work earlier or leave later than usual. Employers typically support employees during regular business hours, reducing the need for overtime. Either the business or the employee may start a reduced work week in an effort to increase productivity, guarantee that customers are serviced for longer hours each day, or both. By 2017, more than half of these companies would provide flexible work schedules to their staff. Additionally, they discovered that by 2020, it was anticipated that over 70% of firms will have adopted flexible work arrangements that are carried out by managers. This indicates that businesses are gradually coming around to the idea of flexible work arrangements. Governments are taking notice of these new work patterns as flexible working arrangements become more commonplace globally (Sharafizad, Paull & Omari, 2011).

According to Greenhaus and Beautell (1985), inter role conflict is the result of pressures from one role that are incompatible with demands from another role Rau (2003). This is why prior research has demonstrated the significance of work schedule arrangements for work-family studies. In their 1985 paper, Greenhaus & Beautell outlined eight propositions in which the constructs are at odds with time, role strain, and particular behavior. Some of these are as follows: conflicts are most intense when non-compliance has dire consequences; directionality is dependent on the source of the conflict; conflicts are linked to career success and stage; it is essential to identify oneself with a role; role salience moderates relationships and has a positive correlation with conflict level.

According to research by Golden (2010), compressed hours—ten hours a day, or forty hours over four days—are the most commonly used kind of flexible time. Hence, based on the plans established inside the company, the employee may be able to take a day off. Employers and employees alike can profit greatly from work schedules, which cut operating expenses, provide employees with more free time to address obligations outside of the workplace, and ease traffic congestion. Due to the significant improvement in employee morale, production has increased on this schedule.

Authors such as Hyatt and Coslor (2018), Sharafizad, Paull & Omari (2011), Greenhaus and Beautell (1985), Rau (2003), and Golden (2010) have been analyzed the literature on work schedule flexibility, which sheds light on how work arrangements are changing and what that means for worker productivity and work-life balance. These studies show that in order to increase productivity and meet personal obligations, employers are moving toward more flexible work schedules, such as shortened hours and the option for workers to start or end work early. Nonetheless, there is still a lack of knowledge regarding the precise effects of various flexible work arrangements on many aspects of worker productivity and wellbeing. Furthermore, there isn't a thorough examination in the literature of the drawbacks or difficulties that could arise from introducing flexible work schedules, such as how it might affect team dynamics, communication, and in certain cases, lead to more work-life conflict. Furthermore, little study has been done on how successful these arrangements are in various cultural contexts and industries, particularly those where traditional work schedules are strongly embedded. This gap indicated the need for additional research that examines the advantages of flexible work arrangements as well as the difficulties and best practices associated with putting them into practice in a way that optimizes benefits for both firms and employees.

2.3 Theoretical Literature Review

According to McNutt (2010), a theory is a collection of related concepts that organize and condense information about the world. The segmentation, role enhancement, spillover, social exchange, and compensation theories will serve as the study's guiding theories.

2.3.1 Role Enhancement Theory

The foundation of the Role Enhancement Theory is the work of influential proponents who challenge the conventional wisdom that assuming many roles inevitably results in conflict and stress by arguing that taking on multiple responsibilities can actually benefit individuals (Sieber, 1974). According to the theory, playing a variety of roles, like that of a worker, parent, or member of the community, can strengthen one's sense of self, create support systems, and present chances for both skill and personal development. This viewpoint contests the ideas of role overload (RO), which was defined as an individual being overburdened by demands from many roles, and role interference (RI), which occurred when the demands of one function interfere with the performance of another. Supporters such as Sieber argue that in some circumstances, the advantages of having numerous jobs can exceed the possibility of conflict, resulting in enhanced performance and well-being (Shagvaliyeva and Yazdanifard, 2014).

Role enhancement theory provided a useful lens to analyze the relationship between workplace wellness programs and employee productivity in the setting of the study. This idea backs up the study goals that look into how different components of work-life balance, welfare, health and work environment, and workplace wellness affect worker productivity (Beauregard and Lesley, 2008). In particular, the theory emphasizes how well-thought-out wellness initiatives can lessen role conflict and overload by encouraging a healthier workplace, enhancing employee welfare, establishing a better work-life balance, and

introducing flexible work hours. Through the implementation of wellness initiatives that complement employees' duties in the workplace, companies such as Fire Emirates Engineering Co Ltd may be able to increase overall productivity. Because it focuses on how good role experiences, which are cultivated via successful wellness programs, can lead to improved employee performance and satisfaction, Role Enhancement Theory is applicable to this study.

2.3.2 Spill-Over Theory

The Spill-Over Theory, mainly expounded by scholars like Zedeck (1992), Repetti (1987), and Edwards and Rothbard (2000), investigates the process by which experiences in one role—work, have an impact on experiences in another, family life. According to the hypothesis, factors like the overlap of responsibilities between work and home and the flexibility of work-family schedules can have a favorable or negative impact on spillover between these domains. Two primary explanations offered by Edwards and Rothbard (2000) shed light on spillover effects: the movement of behaviors and abilities between domains, which may result in conflicts or opportunities, and the relationship between values and job satisfaction in both personal and professional spheres. These fundamental presumptions emphasize the intricate interactions between one's personal and professional lives and the profound effects that one can have on the other (Bell, Rajendran, & Theiler, 2012).

Within the framework of "Influence of Workplace Wellness Program on Employee Productivity: A Case Study of Fire Emirates Engineering Co Ltd, Uganda," the application of spill-over theory plays a crucial role in comprehending the possible effects of workplace wellness programs on the health and happiness of employees, which in turn affects productivity. In particular, the theory backs up the goal of the research, which is to find out how aspects of worker well-being, like overall wellbeing and work-life balance, affect worker productivity. According to Martinson *et al.* (2003), there was evidence to show that flexible

work hours and comprehensive wellness programs could have a beneficial spillover impact, increasing employees' job happiness and productivity in both their personal and professional life. On the other hand, unfavorable spillover brought on by rigid scheduling and a poor work-life balance can harm output and general wellbeing. This theoretical framework emphasized how crucial it is to create workplace wellness initiatives that support workers' physical and mental well-being while also encouraging a healthy balance between their personal and professional lives. Doing so will ultimately increase output and lower turnover.



2.4 Conceptual Framework

According to Ordho (2003), a conceptual framework is a schematic presentation in which a researcher conceptualizes and diagrammatically illustrates the links between the variables under investigation. In this study, the researcher used a conceptual framework that defined independent factors and examined dependent variables.

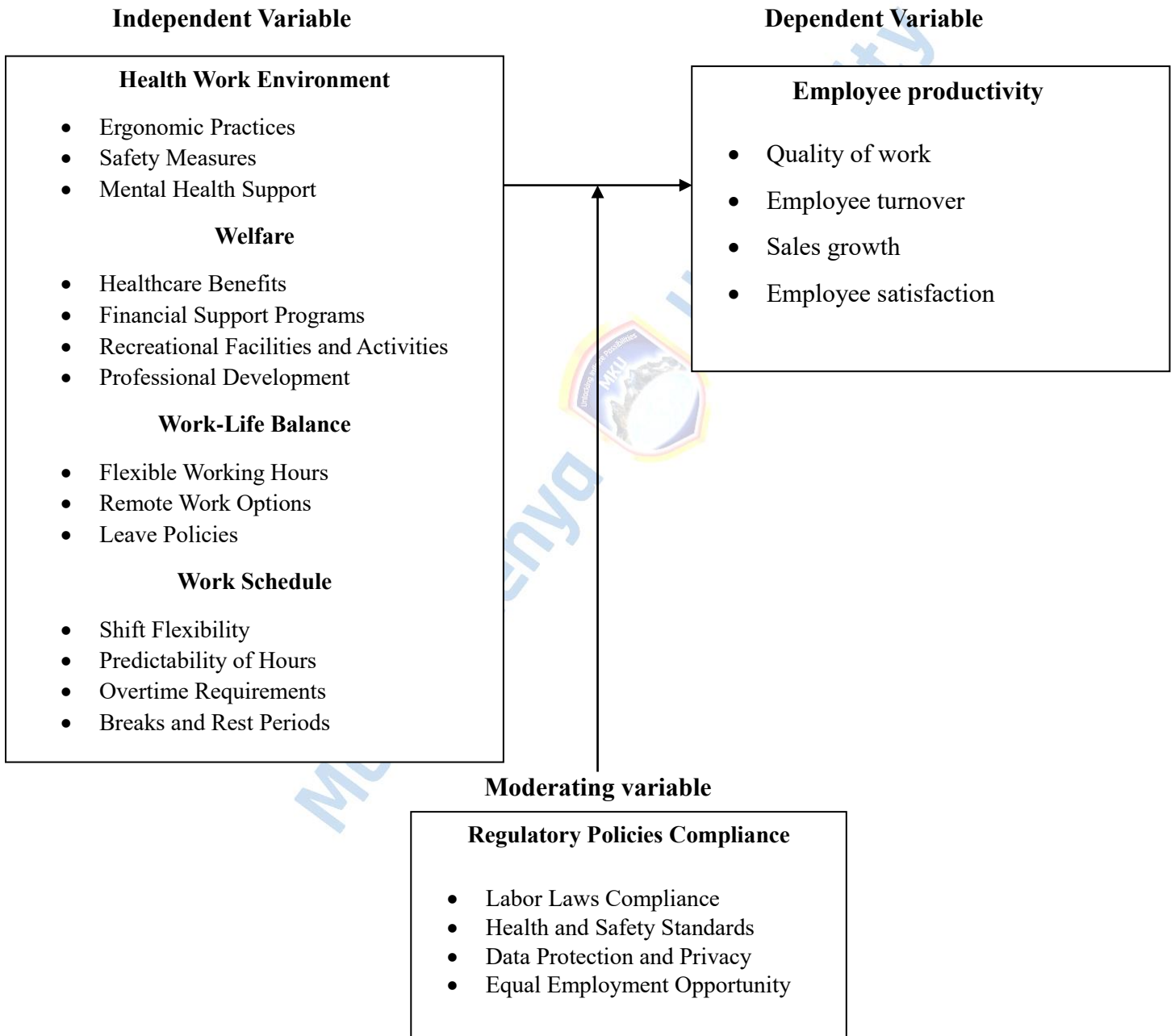


Figure 1: Conceptual Framework
Source, Researcher (2023)

2.5 Research Gap

According to the literature study, there was a lot of emphasis on how workplace wellness programs increase worker productivity, especially when looking at physical activity and management support for wellness efforts. Research by Aldana and Jacobson (2014) and Gubler, Larkin, and Pierce (2016) emphasized physical fitness and the subsequent improvement in health and productivity, as well as the direct effect of corporate wellness initiatives on employee productivity. In a similar vein, Bowling (2017) and Cole and Kelly (2011) highlight the critical role that leadership plays in supporting and engaging in these initiatives, proposing a hierarchical strategy for advancing workplace health. These studies highlight the value of leadership support and physical wellness programs, but they don't fully capture the all-encompassing advantages of a holistic approach to health that takes mental, social, and emotional well-being into account. Furthermore, there is a dearth of research on the precise relationships between productivity outcomes and certain components of wellness programs, such as integration of work-life balance techniques, mental health support, and social wellness activities.

Authors like Walters (1998), Taylor (1905), Maslow (1949), Chandan (1999), Nichols (1995), Mayo (1989), Gary Johns (1986), and Michael Armstrong (2001) have examined the literature on employee welfare, which offers a conceptual and historical basis for the development of welfare measures in organizations. These studies demonstrate the change in perspective towards employee welfare from focusing only on compensation and benefits to taking into account a wider range of requirements including as motivation, job stability, and a secure and healthy work environment. Maslow's hierarchy of needs was frequently used to highlight how crucial it was to meet basic to advanced requirements in order to guarantee employee wellbeing and, subsequently, motivation and job satisfaction. The literature does, however, point to gaps in the available empirical data regarding the direct effects of

contemporary welfare practices on employee productivity and organizational success, particularly in the context of small and medium-sized businesses in developing nations. The effectiveness of particular welfare measures (e.g., ergonomic workspaces, employee engagement programs, and mental health support) in raising employee motivation, satisfaction, and retention was noticeably lacking in extensive analysis. Moreover, in the contemporary organizational setting, the function of employee wellbeing in moderating the association between workplace culture and productivity was still less understood. This gap indicated a need for more research that looks at how welfare programs generally affect workers' well-being as well as how particular welfare programs affect workers' performance and organizational commitment, especially in light of changing workplace norms and expectations.

Verma (2007), Alterman *et al.* (2010), Tremblay (2009), Davidson (2014), Sabatini *et al.* (2008), Bauer and Homburg (2007), Francis and Turner (2012), Bowswell and Olson-Buchanan (2007), Gerbert (2010), Porter and Lawler (2008), Muinde (2013), Pocock and McMahon (2011), and other authors have all discussed the literature on work-life balance. It offers a thorough overview of the difficulties and solutions related to striking a balance between personal and professional life. These studies described the effects of work-life balance on worker productivity, including the conflicts that arise when personal and professional obligations overlap, how technology blurs these lines, and the measures used to mitigate these issues. There was a deficiency in the research, though, when it comes to the empirical evaluation of the efficacy of various work-life balance policies and their direct influence on worker productivity in particular settings, such as developing nations or specialized industries. Moreover, a thorough investigation into the relationship between workers' subjective perceptions of work-life balance rules and measurable productivity results is lacking. This disparity indicates that more research is required to assess the existence of

work-life balance policies as well as their actual implementation and employee perception of their worth, particularly in situations where establishing work-life balance may offer particular difficulties.

2.6 Summary of literature review

Examining four key areas—healthy work environment, welfare, work-life balance, and flexible work schedules—the literature review examines the complex relationship between workplace wellness programs and employee productivity. Studies by Aldana and Jacobson (2014) and Gubler, Larkin, and Pierce (2016) highlight the beneficial effects of physical wellness programs on productivity, implying that active participation in these programs promotes improved health outcomes and greater job output. According to Bowling's (2017) analysis of the leadership role in wellness promotion, management involvement is essential to the initiatives' success. The literature does, however, appear to be lacking in information about the holistic approach to wellbeing, which goes beyond physical health to include how productivity is impacted by mental, social, and emotional well-being. The study also finds that there is a dearth of empirical data regarding the efficiency of particular wellness initiatives and how they directly affect output in various organizational and cultural contexts.

However, there is conflicting information in the literature on work-life balance, flexible work schedules, and employee welfare. A historical view on the development of employee welfare from basic salary and benefits to a more comprehensive understanding that includes job security, motivation, and a healthy work environment is offered by Walters (1998), Maslow (1949), and others. The body of research indicates that approaches to welfare are becoming more human-centric, and that meeting employees' hierarchical demands is crucial. Studies by Verma (2007), Alterman *et al.* (2010), and Golden (2010) emphasize the advantages of flexible working arrangements in reducing work-life conflict and improving productivity in

terms of work-life balance and work schedule flexibility. However, the study highlights knowledge gaps on the subtleties of various flexible work schedules and the difficulties of putting them into practice in many businesses and cultural contexts. Additional empirical study is clearly needed, especially to look at how certain work-life and wellness efforts might be customized to increase corporate productivity and employee well-being.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter includes details on the study's execution as well as an overview of the research methodology. As a result, it includes information about the study's design, study region, population, sample size, sampling procedure, methods for gathering and analyzing data, and ethical considerations.

3.2 Research Methodology

The study adopted a quantitative approach. In this approach numerical data is collected and analyzed to achieve the pattern, relationship, and trend of variables. Quantitative methods provide for systematic measurement and subsequent statistical analysis; thus, conducting hypotheses testing and quantification of the relationship between variables in a structured manner. The quantitative method had special relevance for the research at hand because, with its help, it became possible to measure the level of employee perceptions and behavior, as well as their productivity, in their actual and precise relation to definite elements of the wellness programs. Using structured questionnaires with closed-ended questions, data were collected on how employees rated different features of the wellness programs and how these features related to their productivity. This approach made it possible to deal with relationships of variables; for example, how welfare provisions affect employee morale, or impacts of work scheduling in terms of work-life balance and productivity.

The primary instrument mainly used in the collection of data from Fire Emirates Engineering Co. Ltd. employees was the survey questionnaire. The questionnaire targeted eliciting numerical responses from the experiences and perceptions of the participants regarding the wellness programs at companies and their perceived impact on productivity. The survey consisted of a number of items from the Likert scale that elicited the perceptions of

respondents about work-life balance, health work environment, welfare provisions, work schedules, and productivity levels. Secondary data review was also used to complement the findings by further contextualizing how existing wellness programs relate to employee productivity in analogous organizational settings. The quantitative approach was, therefore apt for the study because the nature of measurement concerning the relationship between components of wellness programs and employees' productivity is objective hence permitting statistical analysis. The use of structured questionnaires allowed the study to collect data in a consistent manner, thus capturing standardized responses that are amenable to easy quantification and comparison. Additionally, the approach ensures that statistical techniques can be used to determine the strength and directions of relationships between variables, hence providing evidence-based insights into the ways in which various components of wellness programs influence productivity within the context of Fire Emirates Engineering Co. Ltd. The approach also supported the generalizability of findings since data collected from a representative sample of employees would provide insights that may be used in the large organizational set-up and even in other companies found within the private sector of Uganda.

3.3 Research Design

This study's research methodology, which was motivated by Giorgi's (2009) framework, carefully combines a cross-sectional survey approach and a descriptive design to investigate the impact of workplace wellness programs on worker productivity at Fire Emirates Engineering Co. Ltd. in Uganda. Giorgi (2009) highlights the significance of a study design that methodically arranges methods for gathering and analyzing data in order to successfully address research questions while upholding scientific rigor and relevance. The study was carefully designed to capture and assess the complex dynamics of workplace well-being and its impact on productivity within a particular corporate environment by implementing this suggested approach. A key component of this study's methodology is the cross-sectional

survey, which is skilled at gathering information from a sample group at one particular moment and offering a thorough "snapshot" of the experiences, attitudes, and perceptions of current employees. This design was especially useful for investigating a range of factors within Fire Emirates Engineering Co. Ltd.'s operational context, including work-life balance, the health work environment, and elements of physical, financial, and social wellness. It made it possible to characterize and comprehend these factors in their unaltered forms, providing insights into the ways in which they all affect worker productivity. By using a descriptive research methodology, the study could thoroughly record and examine current workplace wellness occurrences and situations without becoming too bogged down in causality. This strategy was essential to accomplishing the goal of the study, which was to outline Fire Emirates Engineering Co. Ltd.'s present wellness program landscape and evaluate its relationship to worker productivity. A timely and comprehensive examination of the condition of workplace wellness and its effects on productivity can be conducted by utilizing a cross-sectional survey within this descriptive framework to efficiently gather data across the enterprise. In addition to being in line with the objectives of the study, this methodological decision guarantees that the research findings are well-founded, pertinent, and able to influence organizational productivity and health theory as well as practice.

3.4 Location of the study

The study was conducted at Fire Emirates Engineering Co., Ltd.'s Kampala headquarters, which is the focal point of the business's activities in Uganda. Because the workplace wellness initiatives under consideration are centrally controlled from this site, it was a strategic decision to concentrate on the Kampala office. Within a focused corporate context, this kind of central management offers a rare chance to evaluate the direct effects of these health programs on worker productivity. There are several benefits to concentrating the research on the Kampala office. First, since the central office is likely to have more

uniformity in these areas than more dispersed locations, it allows for a consistent evaluation of the wellness programs' implementation processes, resources allocated, and management support. This consistency makes sure that differences in the resources and methods of program delivery don't skew the study's conclusions about how beneficial the programs are. By making it simpler to reach people who are active in or impacted by the wellness initiatives, focusing on the Kampala office increases the viability of undertaking in-depth data collection, including surveys and interviews. Through the use of this location, more general organizational patterns and results pertaining to worker productivity and well-being are examined. These findings might yield ideas that can be expanded upon or applied to other areas of the business.

3.5 Target Population

The study's carefully selected target demographic includes managers of human resources, field engineers, accounts managers, operations managers, electric engineers, board members, and executive directors, among other jobs within Fire Emirates Engineering Co. Ltd. Omari (2011) defines a population as the collection of units that share one or more significant traits, which justifies this selection. The exposure and engagement of management and staff with the company's workplace wellness programs, as well as the resulting effect on productivity, are the salient features of this study. There were two reasons for choosing such a diverse group as the target audience. Initially, it guaranteed a thorough comprehension of the perceptions of workplace wellness initiatives and their effectiveness across various departments and levels in the company. Due to their varied work settings, responsibilities, and interactions with the company's wellness initiatives, employees from different departments and roles will probably have varying experiences with and impressions of the wellness programs. Similar to this, adding viewpoints from the company's executive directors and board members offers insights into the managerial success criteria for these programs as

well as the strategic goals they intended to achieve. Second, the target population's diversity makes it possible to analyze the wellness programs' effects on worker productivity in more detail. The study could detect trends or differences in the efficacy of the programs across various job functions and responsibilities by covering a wide variety of jobs within the organization. This method recognized the difficulty of quantifying productivity as well as the fact that gains may show up in many ways based on an individual's line of work and engagement with wellness programs.

3.6 Sampling Procedure and Technique

Using a combination of stratified random sampling and purposive sampling, we used a mixed sample strategy in this study to choose participants from Fire Emirates Engineering Co., Ltd. taking into account the various responsibilities that employees play within the organization, this dual approach allowed a thorough and nuanced assessment of the impact of workplace health programs on employee productivity. For most personnel categories (field managers, operations officers, field engineers, maintenance officers, and electrical officers), stratified random sampling will be employed. With this approach, the population as a whole is divided into discrete subgroups or strata according to particular attributes, in this example, work roles. To guarantee that each participant in each stratum has an equal probability of being included in the sample, individuals were chosen at random. By ensuring that the sample is representative of the larger population, this method made it possible to draw more precise and applicable conclusions about the effects of wellness programs on various business divisions.

Purposive sampling was used for more specialized roles like board members and accounts managers. With this non-probability sampling technique, participants are chosen according to predetermined standards and the researcher's assessment of who can offer the most insightful and pertinent information on the research questions. In order to fully comprehend the

strategic implementation and perceived efficacy of the company's wellness programs, it was imperative that board members and accounts managers be chosen with purpose. This selection process recognized their distinct viewpoints and experiences with the programs. Once participants have been identified using these selection techniques, the study distributed questionnaires to the chosen participants. To make sure the respondents are pertinent to the study's focus, their affiliation with Fire Emirates Engineering Co., Ltd. was confirmed before proceeding. Participants were asked to fill out the questionnaire after confirmation, which will yield important information for further study. Through the use of purposive sampling for focused insights and stratified random sampling for broad representation, this mixed sampling strategy maximized the breadth and depth of data collected, enabling a thorough analysis of the effects of workplace wellness programs on employee productivity at Fire Emirates Engineering Co., Ltd.

3.7 Sample Size

119 respondents, or the entire target population of 130 people at Fire Emirates Engineering Co., Ltd., make up the sample size for this study. The Krejcie & Morgan table, a well-known statistical method for figuring out sample sizes in research projects, serves as the foundation for this computation. The table by Krejcie & Morgan suggests a sample size of 119 to guarantee the statistical significance and representativeness of the study's results, based on the 130-person target population of the company. This strategy keeps data collecting and processing procedures efficient while enabling a thorough study.

Table 1:Sample Size

Category	Population	Sample size	Sampling Technique
Human resource manager	01	01	Purposive
Accounts managers	08	08	Census
Operation officers	04	04	Purposive
Field engineers	15	14	Stratified
Field officers	30	28	Stratified
Maintenance officers	55	48	Stratified
Electrical engineers	03	03	Purposive
Board members & executive	14	13	Stratified
Total	130	119	

Krejcie Morgan Table (1970)

3.8 Construction of Data Collection Instruments

To provide thorough coverage of the study's objectives, a diverse approach to data collection was employed for this research, in line with the mixed-methods research design. Two different approaches were used to gather primary data: interviews with respondents selected through purposive sampling and questionnaires for those picked through stratified sampling. Questionnaires were sent to respondents who fall within the stratified sample category. With statements that clearly relate to the research variables, these carefully crafted surveys use a 5-point Likert scale that goes from "strongly disagree" to "strongly agree." This methodology was chosen because of its effectiveness, impartiality, and standardization, which enabled the quick collection of measurable data from various departments and positions within Fire Emirates Engineering Co., Ltd. The 'drop and choose later' approach to questionnaire deployment guarantees a high response rate and prompt data gathering pertinent to assessing the impact of workplace health programs on employee productivity (Amin, 2005).

3.9 Testing for Validity and Reliability

Finding the validity and reliability of the data collection tools and confirming that the information gathered was true and authentic for the respondents will be the first steps in the data quality control process.



3.9.1 Pilot Test

A pilot test was carried out in the Kampala Central Division, specifically inside the Portal Avenue Span House, prior to the extensive data collection at Fire Emirates Engineering Co., Ltd. With the help of this pilot test, the research tools—questionnaires and interview guides—were improved in terms of their clarity, applicability, and capacity to extract thorough data pertinent to the study's goals. A small number of volunteers in the pilot test were chosen to represent the demographic and professional traits of the larger target market at Fire Emirates Engineering Co., Ltd. In order to guarantee that the pilot test covered a representative cross-section of viewpoints and experiences, this involved people from a variety of roles that correlate to those in the main study. The deliberate choice of the Kampala Central Division for this pilot test allowed access to a varied group of respondents in a comparable organizational and cultural setting, which improved the validity of the pilot results. Participant feedbacks were extremely helpful in ensuring that the appropriate changes were made to improve the readability of the questions, guaranteed that the material was relevant to the study's objectives and improve the respondent experience in general.

3.9.2 Validity

Validity, according to Katebire (2007), is the degree to which the researcher's chosen data collection instrument yields data with the traits or qualities they wish to assess. The capacity of an instrument to gather legitimate and accurate data—that is, to measure what it was designed to measure—is what Odiya (2009:198) characterized as an instrument's validity. On the substance of the instruments and the relevance of the question items, my supervisor and other subject-matter experts were consulted. As a result, raters received the instrument(s) to evaluate each item's relevancy. The Content Validity Test was used to assess the questionnaire's validity (CVI). The researcher used the following formula to establish validity of the instruments as seen below:

CVI = Agreed items by all judges as suitable

Total numbers of items being judged

$$=0.7. \quad CVI=32/35 =0.91$$

3.9.3 Reliability

If the same measurement is repeated in comparable circumstances, and the findings are obtained, then the data is said to be reliable (Kumar, 1990). Through pretesting of field pilot samples, the questionnaires' reliability increased and several items were reworded. Furthermore, the Cronbach Coefficient Alpha was applied to the computations in order to assess the items' reliability and verify the internal consistency of the audit activities. The SPSS 27 was used to calculate it.

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.757	4

Source, Researcher (2024)

The study got a Cronbach's alpha coefficient of 0.757 indicating acceptable reliability. A coefficient of 0.757 suggests that the scale items measure the same underlying construct. A Cronbach's alpha coefficient of 0.757 indicates a generally acceptable level of internal consistency for most research purposes, suggesting that the scale is reasonably reliable.

3.10 Data Collection Procedures

To ensure the authenticity and reliability of the data collected, the Fire Emirates Engineering Co. Ltd. data collecting procedure was carried out in a clear, methodical manner by following an organized set of processes. The first step in the procedure was to obtain an official letter of introduction from Mount Kenya University's graduate school. In addition to describing the study's goals, ethical guidelines, and dedication to closely following the objectives during

data collection, this letter helped to formally introduce the researcher to the management team of Fire Emirates Engineering Co. Ltd. The management of the organization was consulted before permission to begin data collecting is obtained. This guaranteed that the research is carried out in accordance with the company's criteria and with full assistance. The Fire Emirates Engineering Co. Ltd. senior management is the focus of the first round of data collecting. Questionnaires intended to gather their opinions about the workplace wellness program's efficacy and influence on worker productivity were given to them. A Likert-scale methodology was used to collect responses, enabling executives to indicate how much they agree or disagree with a range of statements related to the study's variables. After the executive session, other staff members in the company received questionnaires. The goal of this wider distribution was to have a complete picture of the wellness program's impact at all organizational levels. By choosing the answers that most accurately reflect their opinions and experiences, employees filled out the surveys. There were clear instructions on how to complete the questionnaire and the researcher was available for any questions in order to guarantee high participation and high-quality data. To preserve participant privacy, responses were kept totally confidential. To prevent any disruption to the business's activities, the timeline for gathering data was carefully prepared. In order to guarantee a systematic and effective procedure, the researcher kept a careful eye on the distribution and collection of questionnaires. The completed questionnaires were methodically gathered and ready for examination.

3.11 Data Analysis Methods

After data collection is complete, version 27 of the Statistical Package for Social Scientists (SPSS) was used to edit, process, and analyse the data. to cut down on errors and ensure appropriateness and relevancy. With very basic instructions, the static package did extremely complicated data manipulation and analysis. It created reports, conversations, graphs of

distribution and trends, descriptive statistics, and intricate statistical analysis with data from nearly any kind of file. To create statistical summaries of the data into frequencies and tables, the data was evaluated. This allowed linear correlations, analyses of variance, and multiple linear regressions to be computed in order to determine the relationship between the variables, as indicated in the study objectives and design. Quantitative data analysis employed both inferential and descriptive statistics. Descriptive statistics included determining frequency distributions, percentages, interval, variance, and standard deviation measurements of dispersion in addition to measures of central tendency (mean, mode, and median). Utilizing regression analysis with a regression coefficient and correlation analysis with a correlation coefficient, inferential statistics was used to address the study's concerns. The method of analysing qualitative data was based on how the findings relate to the research questions and involved the use of thematic and content analysis. Editing and rearranging qualitative material into coherent, shorter sentences was done by content analysis. Thematic analysis was used to group the data according to the themes and codes discovered (Sekaran, 2003). After the data was collected, similar data was gathered and compared to the quantitative data to identify any commonalities. A report was then created. In order to analyse qualitative data, descriptions or explanations were created using the available data. It was also supported and further demonstrated by quotes or descriptions.

3.12 Ethical Considerations

Following ethical norms in research is crucial for maintaining the study's integrity and credibility as well as for guaranteeing the safety and respect of each and every participant. Above all, ethical norms support the main goals of research: finding the truth, expanding our understanding, and reducing mistakes. To preserve accuracy and integrity in the scientific community, for example, stringent laws against the fabrication, falsification, or misrepresentation of research data are necessary. Ethical principles are essential in creating a

culture of accountability, trust, respect, and fairness among researchers and participants, in addition to supporting these fundamental values. Amin (2005) emphasized that this is especially crucial for research that require a great deal of cooperation between different organizations and fields. Ensuring moral behavior in these kinds of joint endeavors serves to reaffirm the fundamental values required for fruitful and courteous collaboration.

Informed consent, privacy, and confidentiality were all given special consideration in this study. Strict confidentiality procedures were followed, and all participant data was anonymized before being safely stored to safeguard private and sensitive information. At every step of the study, participants' privacy was protected, and safeguards were in place to enable them to share information without worrying about being discovered or facing negative consequences. All participants were asked for their informed consent before they began the study so that they were fully informed about the goals, procedures, and rights of the study before they assent. This consent procedure was explained in detail and recorded. Additionally, in order to maintain academic integrity, the study strictly followed academic honesty guidelines by giving due acknowledgment to previously mentioned publications. Using trustworthy anti-plagiarism software, the paper went through a comprehensive anti-plagiarism check to make sure all sources were correctly cited and there was no plagiarism in the work. The study intended to honor the rights and dignity of all participants while providing significant new insights into the subject by abiding by these ethical criteria.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

4.1 Introduction

The focus of this chapter is to present data analysis and interpretation, as collected on four objectives of the study: the influence of the health work environment; examining employee welfare; assessing work-life balance; and exploring the impact of work schedules on employee productivity at Fire Emirates Engineering Co Ltd, Uganda. The chapter presents a holistic understanding of the employees' perceptions and experiences, by using descriptive statistics to highlight an overview of key findings. It serves to underline points of convergence and divergence among employees on selected aspects, thereby achieving the purpose of providing meaningful insights into the effectiveness of current policies and practices. The chapter, therefore, bridges the gap between the theoretical framework and practical realities within the organization for informed recommendations and policy enhancements in subsequent chapters.

4.2 Demographic Data

4.2.1 Gender

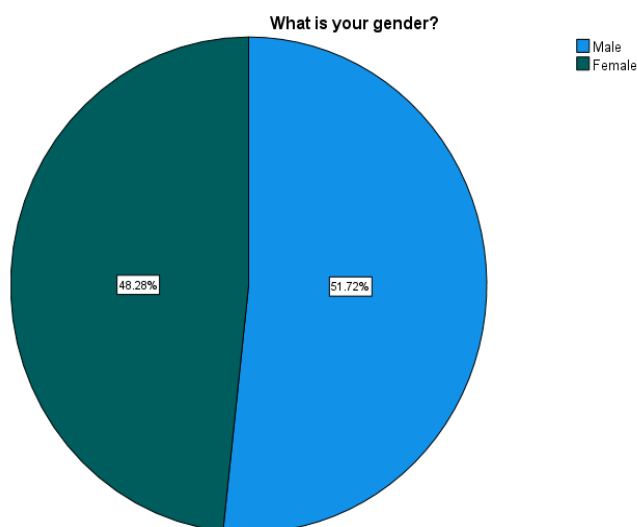


Figure 2: Gender Distribution

Source, Researcher (2024)

The pie chart above indicates that about 52% of the respondents were male while 48% were female, suggesting a nearly balanced representation. This distribution underscores the importance of considering gender-specific factors when analyzing the data and developing workplace wellness initiatives. The slight predominance of males (52%) might reflect the workforce composition of Fire Emirates Engineering Co Ltd, suggesting a slightly higher male representation in this workplace (Perrott, 2019).

4.2.2 Employees' category

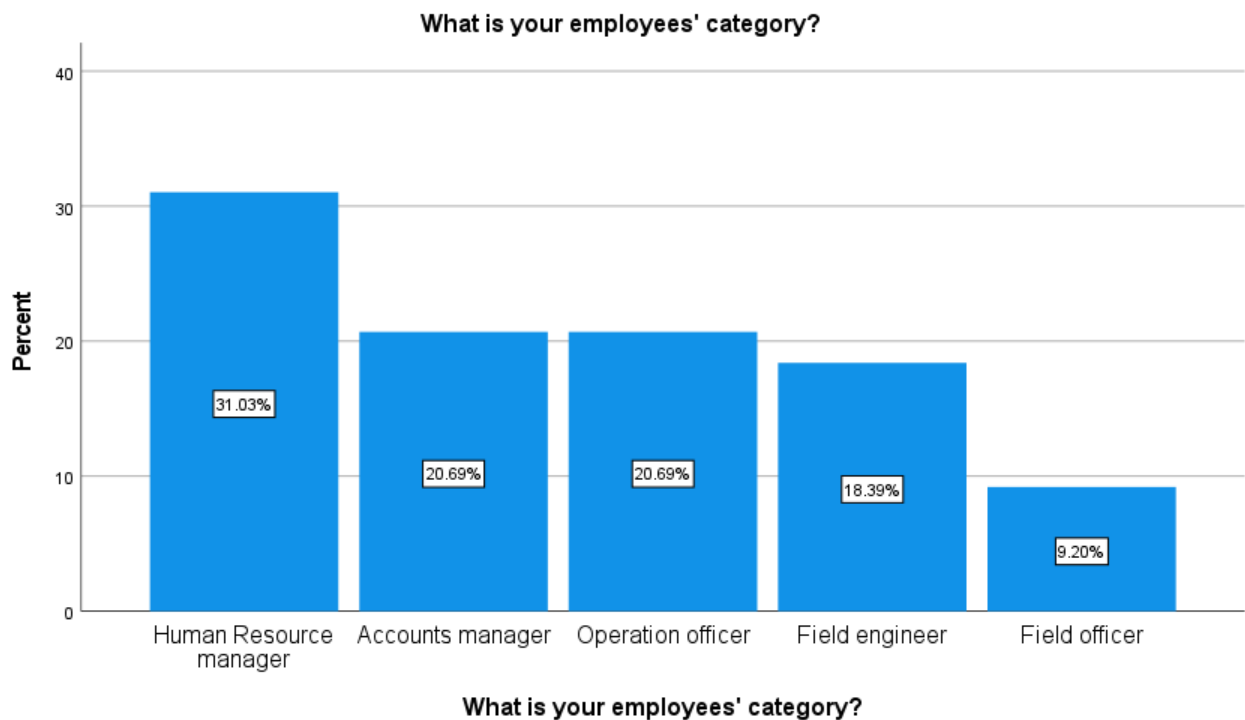


Figure 3: Bar chart representing employees' category

Source, Researcher (2024)

The largest category is Human Resource Managers, representing 31% of the employees. This suggests that HR management is a significant function within Fire Emirates Engineering Co Ltd. Accounts Managers and Operational Officers are equally represented, constituting 21% of the workforce, indicating that financial management and operations are equally prioritized. Field Engineers make up 18% of the workforce, reflecting the technical and engineering

needs of the company. Field Officers are the smallest group at 9%, possibly indicating that their roles are more specialized or that fewer employees are required for these positions. The distribution of employees across different categories in Fire Emirates Engineering Co Ltd showed a diverse workforce with significant representation in human resource management, accounts, and operational roles. Tailoring wellness programs to address the specific needs of each category can enhance overall employee productivity.

4.3 Descriptive statistics

4.3.1 Health Work Environment and Employee Productivity

The first objective sought to answer the question, how does health work environment influence employee productivity in Fire Emirates Engineering Co Ltd, Uganda?

Table 3: Health Work Environment and Employee Productivity

	N	Mean	Std. Deviation
Is smoking prohibited around the work environment except for designated areas?	87	5.00	.000
Does the company offer fire protective gears to its employees?	87	4.69	.465
Are there organized employee trainings on how to use all fire instruments installed around the workplace?	87	4.37	.485
Is fire inspection occasionally carried out around all departments?	87	3.38	1.222
Is the company having fire operating system procedures in case of a fire out break?	87	4.28	.450
Valid N (listwise)	87		

Source, Researcher (2024)

The mean score of 5.00 suggested that all respondents gave the highest possible rating for the statement regarding smoking prohibition around the work environment therefore indicating united agreement among the respondents that smoking is indeed prohibited around the work environment, except for designated areas. The standard deviation of 0.000 indicated that there is no variation in the responses. All respondents uniformly agreed with the statement. The

unanimous agreement that smoking is prohibited around the work environment, except for designated areas, indicates that this policy is effectively communicated and enforced within Fire Emirates Engineering Co Ltd. This contributes to a healthier work environment, which is likely to positively influence employee productivity and overall well-being.

The mean score of 4.69 suggested that most respondents agree that the company offers fire protective gear to its employees indicating a high level of agreement among respondents. The standard deviation of 0.465 indicated that there is some variation in the responses but it is relatively low meaning that while most respondents agree that fire protective gear is provided, there may be a few who are either neutral or slightly less positive. The mean score and standard deviation indicates that employees generally agree that Fire Emirates Engineering Co Ltd provides fire protective gear, reflecting a strong safety culture within the company.

The mean score of 4.37 suggested that most respondents agree that there are organized employee trainings on how to use fire instruments. The standard deviation of 0.485 indicated some variation in the responses but still relatively low indicating that while most respondents agree that such training is provided, there may be a few who are neutral or slightly less positive. The mean score and standard deviation indicate that employees generally agree that Fire Emirates Engineering Co Ltd organizes training on the use of fire instruments, reflecting a strong commitment to fire safety training.

The mean score of 3.38 suggested that respondents have a mixed perception about whether fire inspections are occasionally carried out in all departments. The standard deviation of 1.222 is relatively high, indicating a significant variation in the responses indicating that while some respondents may strongly agree that fire inspections are carried out, others may be neutral or even disagree. The mean score and standard deviation indicate mixed

perceptions among employees about the frequency of fire inspections across all departments in Fire Emirates Engineering Co Ltd suggesting inconsistency in the practice or communication of fire inspections, which could potentially compromise workplace safety.

The mean score of 4.28 suggested that most respondents agree or strongly agree that the company has fire operating system procedures in place for dealing with a fire outbreak. The standard deviation of 0.450 is relatively low, indicating that there is little variation in the responses. This means that most respondents have a similar perception regarding the presence of fire operating system procedures. The mean score and standard deviation indicate that employees generally agree that Fire Emirates Engineering Co Ltd has fire operating system procedures in place for dealing with fire outbreaks. This suggests a high level of preparedness and effective communication of these procedures within the company.

4.3.2 Welfare Programmes and Employee Productivity

The second objective sought to answer the question, what is the influence of welfare on employee productivity in Fire Emirates Engineering Co Ltd, Uganda?

Table 4: Welfare Programmes and Employee Productivity

	N	Mean	Std. Deviation
Is social well-being promoted around the workplace to increase employee creativity?	87	3.56	1.370
Does the company provide basic safety and security for all employees?	87	4.48	.503
Does the company offer life benefits program to its employees?	87	3.66	1.098
Does the company address to its employees' fire risks to be protected against?	87	3.64	1.494
Are work procedures and operating systems well defined to employees?	87	4.18	.390
Valid N (listwise)	87		

Source, Researcher (2024)

The mean score of 3.56 suggested that respondents have a moderately positive perception regarding the promotion of social well-being in the workplace. The standard deviation of 1.370 is relatively high, indicating significant variation in the responses. This means that while some respondents strongly agree that social well-being is promoted, others may be neutral or disagree. The mean score and standard deviation indicate mixed perceptions among employees regarding the promotion of social well-being to increase creativity at Fire Emirates Engineering Co Ltd.

The mean score of 4.48 suggested that most respondents agree that the company provides basic safety and security for all employees. The standard deviation of 0.503 is relatively low, indicating that there is little variation in the responses. This means that most respondents have a similar perception regarding the provision of basic safety and security. The mean score and standard deviation indicates that employees generally agree that Fire Emirates Engineering Co Ltd provides basic safety and security for all employees. This reflects a strong commitment to employee welfare and contributes positively to their sense of security and productivity.

The mean score of 3.66 suggested that respondents have a moderately positive perception regarding the availability of life benefits programs offered by the company. The standard deviation of 1.098 is relatively high, indicating significant variation in the responses. This means that while some respondents strongly agree that life benefits programs are offered, others may be neutral or disagree, reflecting differing perceptions and experiences. The mean score and standard deviation indicate mixed perceptions among employees regarding the availability and quality of life benefits programs at Fire Emirates Engineering Co Ltd.

The mean score of 3.64 suggested a moderately positive perception regarding the company's efforts to address fire risks for its employees. The standard deviation of 1.494 is relatively high, indicating significant variation in the responses. This means that while some

respondents strongly agree that fire risks are addressed, others may be neutral or even disagree, reflecting differing perceptions and experiences. The mean score and standard deviation indicate mixed perceptions among employees regarding the company’s efforts to address fire risks at Fire Emirates Engineering Co Ltd.

The mean score of 4.18 suggested that most respondents agree that work procedures and operating systems are well-defined to employees. The standard deviation of 0.390 is relatively low, indicating little variation in the responses. This means that most respondents have a similar perception regarding the clarity of work procedures and operating systems. The mean score and standard deviation indicate that employees generally agree that work procedures and operating systems are well-defined at Fire Emirates Engineering Co Ltd, reflecting a strong commitment to clarity and organization within the company, which can enhance employee efficiency and productivity.

4.3.3 Work Life Balance and Employee Productivity

The third objective sought to answer the question, how does work life balance influence employee productivity in Fire Emirates Engineering Co Ltd, Uganda?

Table 5: Work Life Balance and Employee Productivity

	N	Mean	Std. Deviation
Are you satisfied with your working hours and schedule?	87	3.34	1.634
Do you work overtime?	87	2.75	1.542
Are you satisfied with your work time and personal life balance?	87	3.97	1.104
Do you take time off work?	87	3.47	1.302
Are you satisfied with your daily activities or responsibilities assigned?	87	3.66	1.429
Valid N (listwise)	87		

Source, Researcher (2024)

The mean score of 3.34 suggested a moderately positive perception regarding satisfaction with working hours and schedule. The standard deviation of 1.634 is relatively high, indicating significant variation in the responses. The mean score and standard deviation

indicate mixed perceptions among employees regarding their satisfaction with working hours and schedule at Fire Emirates Engineering Co Ltd. While some employees are satisfied, others may feel that their working hours and schedule are not ideal.

The mean score of 2.75 suggested a moderately negative perception regarding the frequency of working overtime. The standard deviation of 1.542 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding the frequency of working overtime at Fire Emirates Engineering Co Ltd. While some employees may work overtime occasionally, it does not appear to be a consistent or widespread practice.

The mean score of 3.97 suggested that most respondents are relatively satisfied with their work time and personal life balance. The standard deviation of 1.104 indicated moderate variation in the responses. The mean score and standard deviation indicate that employees at Fire Emirates Engineering Co Ltd are generally satisfied with their work-life balance, though there is some variability in satisfaction levels.

The mean score of 3.47 suggested a moderately positive perception regarding the frequency of taking time off work. The standard deviation of 1.302 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding the frequency of taking time off work at Fire Emirates Engineering Co Ltd. While some employees feel they can and do take time off, others may feel constrained or less inclined to do so.

The mean score of 3.66 suggested a moderately positive perception regarding satisfaction with daily activities or responsibilities assigned. The standard deviation of 1.429 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate that employees at Fire Emirates Engineering Co Ltd have mixed perceptions about their satisfaction with daily activities and responsibilities. While many employees are

satisfied, there is a significant portion that may feel their tasks are not fully aligned with their interests or expectations.

4.3.4 Work Schedule and Employee Productivity

The fourth objective sought to answer the question, what is the influence of influence of work schedule on employee productivity in Fire Emirates Engineering Co Ltd, Uganda?

Table 6: Work Schedule and Employee Productivity

	N	Mean	Std. Deviation
Does your role allow you to use your skills and abilities to maximum?	87	3.16	1.485
Are you treated with respect at workplace?	87	3.75	1.480
Do your job conditions allow you to be productive?	87	2.85	1.589
Does the organization provide the opportunity to develop a new skill?	87	4.06	1.145
Does the company provide the required tools to get the job done?	87	4.28	1.207
Are you proud to work with your company?	87	3.56	1.370
Are you satisfied with the compensation offered to your current role?	87	2.54	1.274
Are you satisfied with the training offered for advancement on job?	87	3.38	1.222
Are you satisfied with the systematic processes you go through to get the job done?	87	3.37	1.024
Does employee wellness help to increase the volume of sales of a company's service?	87	2.85	1.589
Are the operating systems that determine sales growth effective and efficient to determine employee performance?	87	3.47	1.302
Are there procedures or process set by management to be followed by employees to boost the sales volume?	87	4.37	.485
Do you find your work load reasonable?	87	3.38	1.222
Are you satisfied with the working hours and schedules?	87	3.47	.926
Are you satisfied with the tools provided to get your job done?	87	4.06	1.145
Valid N (listwise)	87		

Source, Researcher (2024)

The mean score of 3.16 suggested a moderately neutral to slightly positive perception regarding the extent to which employees feel their roles allow them to use their skills and abilities to the maximum. The standard deviation of 1.485 is relatively high, indicating

significant variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding the extent to which their roles allow them to fully utilize their skills and abilities at Fire Emirates Engineering Co Ltd. While some employees feel their skills are well-utilized, many others are neutral or feel underutilized.

The mean score of 3.75 suggested a generally positive perception regarding treatment with respect at the workplace. The standard deviation of 1.480 is relatively high, indicating considerable variation in the responses. The mean score and standard deviation indicate that while many employees at Fire Emirates Engineering Co Ltd feel they are treated with respect, there is significant variability in this perception.

The mean score of 2.85 suggested a slightly negative to neutral perception regarding whether job conditions allow employees to be productive. The standard deviation of 1.589 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed and generally neutral to slightly negative perceptions among employees regarding whether their job conditions allow them to be productive at Fire Emirates Engineering Co Ltd.

The mean score of 4.06 suggested a generally positive perception regarding the organization's provision of opportunities to develop new skills. The standard deviation of 1.145 indicated moderate variation in the responses. This means that while many respondents feel positive about the opportunities to develop new skills, there is some variability, with a portion of employees potentially feeling less positive about the opportunities available to them. The mean score and standard deviation indicate that employees at Fire Emirates Engineering Co Ltd generally feel that the organization provides opportunities to develop new skills. This reflects positively on the organization's commitment to employee growth and professional development.

The mean score of 4.28 suggested a generally strong positive perception regarding the provision of required tools to get the job done. The standard deviation of 1.207 is relatively high, indicating moderate variation in the responses. This means that while a majority of respondents feel positively about the provision of required tools, there is some variability, with a portion of employees potentially feeling less positive about the tools provided. The mean score and standard deviation indicate that employees at Fire Emirates Engineering Co Ltd generally feel that the company provides the required tools to get the job done. This reflects positively on the organization's commitment to equipping employees with the necessary resources.

The mean score of 3.56 suggested a moderately positive perception regarding employees' pride in working for their company. The standard deviation of 1.370 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding their pride in working for Fire Emirates Engineering Co Ltd. While there is a generally positive sentiment, it is not uniformly strong across the workforce.

The mean score of 2.54 suggested a generally negative to neutral perception regarding satisfaction with compensation. The standard deviation of 1.274 is relatively high, indicating significant variation in the responses. This means that while some respondents may feel neutral or satisfied with their compensation, others may feel strongly dissatisfied. The mean score and standard deviation indicate that employees at Fire Emirates Engineering Co Ltd generally feel dissatisfied with the compensation offered for their current roles.

The mean score of 3.38 suggested a moderately neutral to slightly positive perception regarding satisfaction with the training offered for job advancement. The standard deviation of 1.222 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding their

satisfaction with the training offered for job advancement at Fire Emirates Engineering Co Ltd. While some employees are satisfied, many others feel neutral or dissatisfied.

The mean score of 3.37 suggested a moderately neutral to slightly positive perception regarding satisfaction with the systematic processes used to get the job done. The standard deviation of 1.024 indicated moderate variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding their satisfaction with the systematic processes at Fire Emirates Engineering Co Ltd. While some employees are satisfied, others feel that there is room for improvement.

The mean score of 2.85 suggested that a slightly negative to neutral perception regarding the belief that employee wellness helps to increase the volume of sales of the company's services. The standard deviation of 1.589 is relatively high, indicating significant variation in the responses.

This means that while some respondents may strongly agree that employee wellness impacts sales positively, others may feel neutral or even strongly disagree, reflecting differing opinions and experiences. The mean score and standard deviation indicate mixed and generally neutral to slightly negative perceptions among employees regarding the impact of employee wellness on sales volume at Fire Emirates Engineering Co Ltd.

The mean score of 3.47 suggested that a moderately neutral to slightly positive perception regarding the effectiveness and efficiency of the operating systems that determine sales growth and their impact on employee performance. The standard deviation of 1.302 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding the effectiveness and efficiency of the operating systems in determining sales growth and employee performance at Fire Emirates Engineering Co Ltd. While some employees view the systems positively, others are neutral or have concerns.

The mean score of 4.37 suggested a generally strong positive perception regarding the existence and clarity of procedures or processes set by management to boost sales volume. The standard deviation of 0.485 is relatively low, indicating that most respondents have a similar perception, reinforcing the reliability of the mean score. The mean score and standard deviation indicate that employees at Fire Emirates Engineering Co Ltd generally agree that there are clear and effective procedures or processes set by management to boost sales volume.

The mean score of 3.38 suggested a moderately neutral to slightly positive perception regarding the reasonableness of the workload. The standard deviation of 1.222 is relatively high, indicating significant variation in the responses. The mean score and standard deviation indicate mixed perceptions among employees regarding the reasonableness of their workload at Fire Emirates Engineering Co Ltd. While some employees find their workload reasonable, others feel it is not balanced.

The mean score of 3.47 suggested a moderately neutral to slightly positive perception regarding satisfaction with working hours and schedules. The standard deviation of 0.926 is moderate, indicating some variation in the responses but not extremely high. The mean and standard deviation indicate mixed perceptions among employees regarding their satisfaction with working hours and schedules at Fire Emirates Engineering Co Ltd. While some employees are satisfied, others feel that improvements could be made.

The mean score of 4.06 suggested a generally positive perception regarding satisfaction with the tools provided to get the job done. The standard deviation of 1.145 indicated a moderate variation in the responses. This means that while many respondents feel positively about the tools provided, there is some variability, with a portion of employees feeling less satisfied. The mean score and standard deviation indicate that employees at Fire Emirates Engineering Co Ltd generally feel that the company provides the required tools to get the job done.

4.4 Discussion of Findings

4.4.1 Health Work Environment and Employee Productivity

Contrary to the literature, which emphasized the significant benefits of corporate wellness programs in enhancing worker productivity, the findings from Fire Emirates Engineering Co Ltd present a more nuanced picture. The unanimous agreement (mean of 5.00 and standard deviation of 0.000) that smoking is prohibited around the work environment, except for designated areas, indicates effective communication and enforcement of this policy. This is aligned with Gubler, Larkin, and Pierce (2016), who noted that physical activity and healthy practices in wellness programs boost productivity. However, the zero variance in responses suggests a rigid policy implementation without room for differing opinions or needs, which might not fully capture the dynamic and individualized impacts of wellness programs.

The literature, such as Aldana and Jacobson (2014), suggested that wellness programs, including fitness initiatives, lead to significant health improvements and productivity gains. In contrast, while Fire Emirates Engineering Co Ltd demonstrates a strong safety culture through the provision of fire protective gear (mean score of 4.69, standard deviation of 0.465) and training on the use of fire instruments (mean score of 4.37, standard deviation of 0.485), these measures primarily focus on immediate safety rather than long-term health and wellness. This safety-centric approach, although critical, may not fully leverage the broader benefits of comprehensive wellness programs that include physical fitness and health screenings.

Moreover, the mixed perceptions regarding the frequency of fire inspections (mean score of 3.38, standard deviation of 1.222) highlight potential gaps in communication and practice consistency. This inconsistency could undermine the overall safety culture and employee confidence in the company's commitment to their well-being. This finding contrasts with the

assertions of Barr-Anderson et al. (2013), who found that comprehensive health programs consistently led to better health outcomes and productivity improvements.

The mean score of 4.28 and standard deviation of 0.450 for fire operating system procedures reflect high preparedness and effective communication, aligning with Cole and Kelly's (2011) emphasis on stress management and well-structured wellness initiatives. However, the focus on procedural adherence rather than holistic health management may limit the potential productivity benefits identified by Gubler, Larkin, and Pierce (2016), who advocate for programs that foster an active and robust workforce.

4.4.2 Welfare and Employee Productivity

The literature posited that modern organizations are increasingly prioritizing employee welfare, including social well-being, to boost creativity and job satisfaction (Maslow, 1949; Chandan, 1999). However, the findings showed mixed perceptions among employees regarding the promotion of social well-being to increase creativity (mean score of 3.56, standard deviation of 1.370). This suggested that while some employees perceive efforts towards social well-being positively, there is a notable portion that remains unconvinced of its effectiveness or finds the efforts lacking. This contradiction highlights the need for Fire Emirates Engineering Co Ltd to reassess and possibly enhance its social well-being initiatives to ensure they are impactful and universally perceived as beneficial.

The literature emphasized the importance of basic safety and security as foundational elements of employee welfare (Walters, 1998; Nichols, 1995). The findings aligned with this view, as evidenced by a mean score of 4.48 and a low standard deviation of 0.503, indicating strong agreement among employees that Fire Emirates Engineering Co Ltd provides basic safety and security. This reflected a robust commitment to employee welfare in this regard, contributing positively to employees' sense of security and overall productivity. This

agreement underscores the company's success in meeting essential safety and security needs, aligning with historical perspectives on welfare emphasizing physical well-being and security.

Literature by Michael Armstrong (2001) and others suggests that comprehensive life benefits are crucial for employee welfare, encompassing elements like medical care, insurance, and other entitlements. However, the findings show mixed perceptions regarding the availability and quality of life benefits programs at Fire Emirates Engineering Co Ltd (mean score of 3.66, standard deviation of 1.098). This discrepancy indicates that while some employees may be satisfied with the life benefits offered, others find them inadequate or lacking in quality. This highlights a gap between theoretical ideals of comprehensive employee welfare and the practical implementation within the company, suggesting a need for a more inclusive and well-communicated benefits program.

The literature asserted that a comprehensive approach to welfare includes addressing workplace hazards and ensuring a safe working environment (Mayo, 1989; Gary Johns, 1986). The mixed perceptions regarding the company's efforts to address fire risks (mean score of 3.64, standard deviation of 1.494) suggest inconsistency in either the implementation or communication of these efforts. This finding indicates a significant area for improvement, as perceived inadequacies in addressing fire risks could undermine overall employee confidence in the company's commitment to their safety and well-being.

The literature highlighted the importance of well-defined procedures and organizational clarity as elements of effective employee welfare (Armstrong, 2001; Sieberhagen et al., 2011). The agreement among employees that work procedures and operating systems are well defined at Fire Emirates Engineering Co Ltd (mean score of 4.18, standard deviation of 0.390) suggests that the company excels in this aspect. This clarity likely enhances employee

efficiency and productivity, reflecting a strong organizational commitment to structured and supportive work environments.

4.4.3 Work Life Balance and Employee Productivity

Verma (2007) and Tremblay (2009) emphasized the importance of balancing personal, family, and professional responsibilities through well-structured working hours and schedules. However, the findings indicated mixed perceptions among employees regarding their satisfaction with working hours and schedules (mean score of 3.34, standard deviation of 1.634). While some employees are satisfied, others feel that their working hours and schedule are not ideal. This contradiction suggested that the current work schedules at Fire Emirates Engineering Co Ltd may not fully support the diverse needs of all employees, highlighting the need for more flexible and tailored scheduling options.

Literature by Alterman et al. (2010) and Davidson (2014) suggested that excessive work hours and overlap between work and personal life can lead to stress and reduced work-life balance. The findings at Fire Emirates Engineering Co Ltd show mixed perceptions regarding the frequency of working overtime (mean score of 2.75, standard deviation of 1.542). While some employees occasionally work overtime, it does not appear to be a widespread practice. This variability could indicate that overtime is more prevalent in certain roles or departments, suggesting a need for a more equitable distribution of work and better management of workloads to prevent excessive overtime.

The literature consistently highlighted the benefits of work-life balance on employee well-being and productivity (Davidson, 2014; Bauer & Homburg, 2007). The findings show that employees at Fire Emirates Engineering Co Ltd are generally satisfied with their work-life balance (mean score of 3.97, standard deviation of 1.104), though there is some variability in satisfaction levels. This suggests that while many employees feel they can manage their work

and personal responsibilities effectively, others may struggle to achieve a satisfactory balance, indicating a need for ongoing support and resources to enhance work-life balance for all employees.

According to Porter and Lawler (2008) and Muinde (2013), flexible work practices and supportive WLB policies are crucial for maintaining work-life balance. However, the mixed perceptions regarding the frequency of taking time off work at Fire Emirates Engineering Co Ltd (mean score of 3.47, standard deviation of 1.302) suggest that while some employees feel they can and do take time off, others may feel constrained or less inclined to do so. This highlights a potential gap in the company's leave policies or their implementation, suggesting a need for clearer communication and encouragement for employees to take their entitled time off.

The literature suggested that a balanced workload and well-defined responsibilities are key to employee satisfaction and productivity (Sabatini et al., 2008; Francis & Turner, 2012). The findings show mixed perceptions about employees' satisfaction with their daily activities and responsibilities at Fire Emirates Engineering Co Ltd (mean score of 3.66, standard deviation of 1.429). While many employees are satisfied, a significant portion may feel their tasks are not fully aligned with their interests or expectations. This indicated a need for better alignment of job roles with employee skills and preferences, as well as opportunities for career development and task variety.

4.4.4 Work Schedule and Employee Productivity

The literature, including studies by Hyatt and Coslor (2018) and Golden (2010), suggested that flexible work schedules can enhance employee productivity by allowing for better work-life balance and efficient use of skills and abilities. However, the findings indicated mixed perceptions regarding the extent to which employees feel their roles allow them to fully

utilize their skills and abilities (mean score of 3.16, standard deviation of 1.485). While some employees feel adequately utilized, many others feel underutilized. This discrepancy suggests that the implementation of flexible schedules at Fire Emirates Engineering Co Ltd might not be effectively tailored to maximize individual skill utilization, potentially due to a lack of alignment between job roles and employee competencies.

Research by Sharafizad, Paull & Omari (2011) emphasized that flexible work arrangements can foster a respectful and supportive work environment. The findings show that while many employees at Fire Emirates Engineering Co Ltd feel they are treated with respect (mean score of 3.75, standard deviation of 1.480), there was significant variability in this perception. This indicates that the benefits of flexible schedules in promoting a respectful workplace may not be uniformly experienced across the organization, possibly due to inconsistent implementation or varying managerial practices.

Golden (2010) and other researchers have found that flexible work schedules can improve job conditions, thereby enhancing productivity. However, the findings indicated mixed and generally neutral to slightly negative perceptions regarding whether job conditions allow employees to be productive (mean score of 2.85, standard deviation of 1.589). This suggested that despite the potential benefits of flexible schedules, other factors such as inadequate resources or unclear job expectations may be undermining productivity at Fire Emirates Engineering Co Ltd.

The literature often highlighted the role of flexible schedules in providing opportunities for skill development (Hyatt and Coslor, 2018). The findings aligned with this view to some extent, as employees generally feel that the organization provides opportunities to develop new skills (mean score of 4.06, standard deviation of 1.145). This reflects positively on the

organization's commitment to professional growth, although the moderate variability suggests that not all employees experience these opportunities equally.

Studies by Hyatt and Coslor (2018) and Sharafizad, Paull & Omari (2011) suggested that flexible schedules should be accompanied by adequate tools and resources. The findings showed that employees generally feel the company provides the required tools to get the job done (mean score of 4.28, standard deviation of 1.207), indicated strong organizational support in this area. However, the moderate variability suggests room for improvement in ensuring all employees consistently receive the necessary resources.

Literature on work-life balance and flexible schedules often points to increased employee morale and pride (Greenhaus and Beautell, 1985). The findings showed mixed perceptions regarding employees' pride in working for Fire Emirates Engineering Co Ltd (mean score of 3.56, standard deviation of 1.370). While there is a generally positive sentiment, it is not uniformly strong, suggesting that flexible schedules alone may not be sufficient to foster a strong sense of pride and loyalty among employees.

The literature, including studies by Hyatt and Coslor (2018), suggested that flexible work schedules can enhance overall job satisfaction, including satisfaction with compensation. However, the findings indicated general dissatisfaction with compensation (mean score of 2.54, standard deviation of 1.274), suggesting that flexible schedules have not mitigated concerns about pay at Fire Emirates Engineering Co Ltd. This indicated a need for a more holistic approach to employee satisfaction that includes competitive compensation alongside flexible work arrangements.

Research suggests that flexible schedules can facilitate access to training and development opportunities (Hyatt and Coslor, 2018). The findings showed mixed perceptions regarding satisfaction with training for job advancement (mean score of 3.38, standard deviation of

1.222). While some employees are satisfied, many others feel neutral or dissatisfied, indicating a potential gap in the effectiveness or accessibility of training programs.

Effective work schedules should also support well-defined and efficient processes (Greenhaus and Beautell, 1985). The findings indicated mixed perceptions regarding the satisfaction with systematic processes at Fire Emirates Engineering Co Ltd (mean score of 3.37, standard deviation of 1.024). While some employees are satisfied, others see room for improvement, suggesting that the processes may not be as streamlined or supportive as needed.

Contrary to the positive impacts of flexible work schedules on wellness and productivity highlighted in the literature (Golden, 2010), the findings indicated mixed and generally neutral to slightly negative perceptions regarding the impact of employee wellness on sales volume (mean score of 2.85, standard deviation of 1.589). This suggested that the wellness initiatives, potentially supported by flexible schedules, have not clearly translated into perceived sales improvements.

Flexible schedules are expected to enhance the effectiveness of operating systems (Hyatt and Coslor, 2018). However, the findings showed mixed perceptions regarding the effectiveness and efficiency of the operating systems in determining sales growth and employee performance (mean score of 3.47, standard deviation of 1.302). This indicated that while some employees view the systems positively, others have concerns, suggesting inconsistencies in the systems' performance or their alignment with flexible work arrangements.

The literature suggested that clear procedures are crucial for leveraging flexible schedules to boost sales (Greenhaus and Beautell, 1985). The findings aligned with this view, as employees generally agree that there are clear and effective procedures set by management to

boost sales volume (mean score of 4.37, standard deviation of 0.485). This indicated that despite other mixed perceptions, the organization excels in providing clear guidance for sales activities.

The effectiveness of flexible schedules also hinges on reasonable workloads (Golden, 2010). The findings indicated mixed perceptions regarding the reasonableness of workloads at Fire Emirates Engineering Co Ltd (mean score of 3.38, standard deviation of 1.222). While some employees find their workloads reasonable, others feel they are not balanced, suggesting a need for better workload management.

Flexible work schedules are intended to enhance satisfaction with working hours (Hyatt and Coslor, 2018). The findings showed mixed perceptions among employees regarding their satisfaction with working hours and schedules (mean score of 3.47, standard deviation of 0.926). While some employees are satisfied, others see room for improvement, indicating that current scheduling practices may not fully meet employees' needs.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion and recommendations for this study. It presents a precise summary of findings for each objective as well as the conclusions based on findings. The study then draws recommendations for practice policy making and future research.

5.2 Summary of Findings

5.2.1 Health Work Environment and Employee Productivity

The unanimous agreement (mean of 5.00 and standard deviation of 0.000) that smoking is prohibited around the work environment, except for designated areas, indicates that this policy is effectively communicated and enforced within Fire Emirates Engineering Co Ltd. This strict enforcement contributes to a healthier work environment, which is likely to positively influence employee productivity and overall well-being. The mean score of 4.69 and a standard deviation of 0.465 indicate that employees generally agree that Fire Emirates Engineering Co Ltd provides fire protective gear reflecting a strong safety culture within the company, ensuring employees feel protected and supported in their work environment.

The mean score of 4.37 and a standard deviation of 0.485 indicated that employees generally agree that Fire Emirates Engineering Co Ltd organizes training on the use of fire instruments, showing a strong commitment to fire safety training, enhancing employees' preparedness and confidence in handling fire emergencies. The mean score of 3.38 and a high standard deviation of 1.222 indicated mixed perceptions among employees about the frequency of fire inspections across all departments, suggesting inconsistency in the practice or communication of fire inspections, which could potentially compromise workplace safety and indicate a need

for more regular and well-communicated fire inspection protocols. The mean score of 4.28 and a standard deviation of 0.450 indicated that employees generally agree that Fire Emirates Engineering Co Ltd has fire operating system procedures in place for dealing with fire outbreaks suggesting a high level of preparedness and effective communication of these procedures within the company, contributing to a safe and well-organized work environment.

5.2.2 Welfare and Employee Productivity

The mean score of 3.56 and standard deviation of 1.370 indicated mixed perceptions among employees regarding the promotion of social well-being to increase creativity. While some employees recognize and appreciate efforts to promote social well-being, others feel these efforts are inadequate or not impactful, suggesting a need for improved or additional initiatives to foster creativity through social well-being. The mean score of 4.48 and a low standard deviation of 0.503 indicated that employees generally agree that Fire Emirates Engineering Co Ltd provides basic safety and security for all employees reflecting a strong commitment to employee welfare, contributing positively to their sense of security and productivity, and indicating that the company has successfully implemented effective safety and security measures.

The mean score of 3.66 and a high standard deviation of 1.098 indicated mixed perceptions among employees regarding the availability and quality of life benefits programs, suggesting that while some employees are satisfied with the life benefits provided, a significant portion feel these programs are lacking in quality or availability, indicating an area where the company could enhance its offerings to better meet employee needs.

The mean score of 3.64 and a high standard deviation of 1.494 indicated mixed perceptions among employees regarding the company's efforts to address fire risks. This variability suggests inconsistencies in the implementation or communication of fire risk management,

highlighting a need for more consistent and transparent efforts to address fire safety across the company. The mean score of 4.18 and a low standard deviation of 0.390 indicated that employees generally agree that work procedures and operating systems are well-defined, reflecting a strong commitment to clarity and organization within the company, which can enhance employee efficiency and productivity by providing clear guidelines and structured processes.

5.2.3 Work Life Balance and Employee Productivity

The mean score of 3.34 and a high standard deviation of 1.634 indicated mixed perceptions among employees regarding their satisfaction with working hours and schedule. While some employees are satisfied with their working hours, others feel that their schedules are not ideal, suggesting a need for more flexible or tailored scheduling options to better meet diverse employee needs. The mean score of 2.75 and a high standard deviation of 1.542 indicated mixed perceptions among employees regarding the frequency of working overtime. While some employees occasionally work overtime, it is not a consistent or widespread practice, highlighting potential inconsistencies in workload distribution or expectations across different roles or departments.

The mean score of 3.97 and a standard deviation of 1.104 indicated that employees are generally satisfied with their work-life balance. Despite the overall satisfaction, the variability in responses suggests that some employees may struggle to balance their work and personal responsibilities, indicating a need for ongoing support and resources to enhance work-life balance for all employees. The mean score of 3.47 and a high standard deviation of 1.302 indicate mixed perceptions among employees regarding the frequency of taking time off work. While some employees feel they can and do take time off, others feel constrained or less inclined to do so, suggesting a need for clearer communication and encouragement

regarding leave policies to ensure all employees feel comfortable taking their entitled time off.

The mean score of 3.66 and a high standard deviation of 1.429 indicated mixed perceptions about employees' satisfaction with their daily activities and responsibilities. While many employees are satisfied with their tasks, a significant portion may feel that their responsibilities are not fully aligned with their interests or expectations, highlighting a need for better alignment of job roles with employee skills and preferences, as well as opportunities for career development and task variety.

5.2.4 Work Schedule and Employee Productivity

The mean score of 3.16 and a high standard deviation of 1.485 indicated mixed perceptions among employees regarding the extent to which their roles allow them to fully utilize their skills and abilities. While some employees feel their skills are well-utilized, many others are neutral or feel underutilized, suggesting a need for better alignment of job roles with employee skills and interests. The mean score of 3.75 and a high standard deviation of 1.480 indicate that while many employees feel they are treated with respect, there is significant variability in this perception suggesting that the experience of respect and support may vary across different departments or roles within the company. The mean score of 2.85 and a high standard deviation of 1.589 indicated mixed and generally neutral to slightly negative perceptions among employees regarding whether their job conditions allow them to be productive implying that while some employees find their job conditions conducive to productivity, others feel that improvements are needed to enhance their work environment. The mean score of 4.06 and a moderate standard deviation of 1.145 indicated that employees generally feel that the organization provides opportunities to develop new skills, reflecting positively on the organization's commitment to employee growth and professional development. The mean score of 4.28 and a moderate standard deviation of 1.207 indicated

that employees generally feel that the company provides the required tools to get the job done, demonstrating the company's strong commitment to equipping employees with the necessary resources.

The mean score of 3.56 and a high standard deviation of 1.370 indicated mixed perceptions among employees regarding their pride in working for the company. While there is generally positive sentiment, it is not uniformly strong across the workforce, suggesting variability in employee engagement and loyalty. The mean score of 2.54 and a high standard deviation of 1.274 indicated that employees generally feel dissatisfied with the compensation offered for their current roles, suggesting a significant area for improvement in aligning compensation with employee expectations and market standards. The mean score of 3.38 and a high standard deviation of 1.222 indicated mixed perceptions regarding satisfaction with the training offered for job advancement. While some employees are satisfied, many others feel neutral or dissatisfied, highlighting a need for enhanced training programs. The mean score of 3.37 and a moderate standard deviation of 1.024 indicate mixed perceptions regarding satisfaction with the systematic processes. While some employees are satisfied, others feel that there is room for improvement in the clarity and efficiency of these processes.

The mean score of 2.85 and a high standard deviation of 1.589 indicate mixed and generally neutral to slightly negative perceptions regarding the impact of employee wellness on sales volume, suggesting that the perceived benefits of wellness programs on sales performance may not be fully realized or communicated. The mean score of 3.47 and a high standard deviation of 1.302 indicate mixed perceptions regarding the effectiveness and efficiency of operating systems in determining sales growth and employee performance. While some employees view the systems positively, others are neutral or have concerns, suggesting a need for system improvements and better integration. The mean score of 4.37 and a low standard deviation of 0.485 indicated that employees generally agree that there are clear and effective

procedures set by management to boost sales volume, reflecting positively on the company's efforts to establish and communicate effective sales processes.

The mean score of 3.38 and a high standard deviation of 1.222 indicated mixed perceptions regarding the reasonableness of workloads. While some employees find their workload reasonable, others feel it is not balanced, suggesting a need for better workload distribution and management. The mean score of 3.47 and a moderate standard deviation of 0.926 indicated mixed perceptions regarding satisfaction with working hours and schedules. While some employees are satisfied, others feel that improvements could be made, highlighting the need for more flexible or tailored scheduling options. The mean score of 4.06 and a moderate standard deviation of 1.145 indicate that employees generally feel the company provides the required tools to get the job done, reflecting positively on the organization's commitment to equipping employees with the necessary resources to perform their roles effectively.

5.3 Conclusion of the Study

The study concludes that while Fire Emirates Engineering Co Ltd has established and effectively communicated several key health and safety policies, and has a strong commitment to providing basic safety, security, and tools for job performance, there are significant areas for improvement. Objective one reveals a well-implemented no-smoking policy and fire safety measures, though fire inspection practices are inconsistent. Objective two highlights mixed perceptions regarding social well-being initiatives and life benefits, despite strong basic safety measures. Objective three indicates overall satisfaction with work-life balance but reveals issues with working hours, overtime, and task alignment. Objective four underscores a positive provision of tools and skill development opportunities but identifies significant dissatisfaction with compensation, workload reasonableness, and the

utilization of employee skills. Addressing these areas can enhance employee well-being, satisfaction, and productivity across the organization.



5.4 Recommendations

5.4.1 Recommendations for Practice

- i. Implement a more consistent and transparent schedule for fire inspections across all departments. Communicate the results and actions taken from these inspections to all employees to ensure that they feel secure and well-informed about the safety measures in place. This was to enhance the overall safety culture and employee confidence in workplace safety protocols.
- ii. Develop and implement more comprehensive social well-being initiatives and life benefits programs. This could include wellness activities, mental health support, and flexible work arrangements. Regularly seek employee feedback to tailor these programs to their needs and ensure they were perceived as valuable and effective in enhancing both personal well-being and professional creativity.
- iii. Introduce more flexible work scheduling options to accommodate diverse employee needs and preferences. This could include flexible start and end times, telecommuting options, and compressed workweeks. Regularly review and adjust these options based on employee feedback to ensure they effectively support a healthy work-life balance and improve overall job satisfaction.
- iv. Conduct a thorough review of job roles to ensure they are aligned with employee skills and abilities. Implement a comprehensive compensation review to ensure salaries and benefits are competitive and reflective of the responsibilities and contributions of employees. Additionally, provide clearer pathways for career advancement and regular training opportunities to enhance employee satisfaction and productivity.

5.4.2 Recommendations for Policy Making

- i. Establish a policy that mandates regular, comprehensive safety audits, including fire inspections, across all departments. This policy should ensure that safety protocols are consistently followed and that any issues are promptly addressed. Transparency in communicating audit results and subsequent actions taken should also be a key component of this policy.
- ii. Develop and implement a policy that requires a comprehensive approach to employee welfare, including social well-being initiatives, life benefits programs, and mental health support. This policy should mandate regular assessments and updates to welfare programs based on employee feedback and changing needs, ensuring they remain relevant and effective.
- iii. Formulate a policy that institutionalizes flexible work arrangements, including options for flexible hours, remote work, and compressed workweeks. This policy should be designed to accommodate diverse employee needs and promote a healthy work-life balance. It should also include guidelines for managers to support and implement flexible work options equitably across the organization.
- iv. Create a policy that ensures regular review and alignment of job roles with employee skills and abilities. This policy should also include a structured process for regular compensation reviews to ensure that salaries and benefits are competitive and reflective of employee contributions. Additionally, the policy should mandate the provision of clear career advancement pathways and ongoing training opportunities to support employee development and satisfaction.

5.4.3 Recommendations for Further Studies

- i. Further studies should explore the direct impact of comprehensive safety programs, including regular fire inspections and safety audits, on employee productivity and overall workplace morale. Research could examine various industries and compare the effectiveness of different safety protocols in enhancing productivity and well-being.
- ii. Additional research is needed to evaluate the effectiveness of holistic employee welfare programs that integrate physical, mental, and social well-being components. Studies should focus on identifying which elements of these programs most significantly contribute to employee satisfaction, retention, and productivity, particularly in different cultural and organizational contexts.
- iii. Conduct longitudinal studies to assess the long-term effects of flexible work schedules on employee well-being and job satisfaction. This research should track changes over time and consider factors such as employee engagement, stress levels, productivity, and overall job satisfaction across various demographics and job roles.
- iv. Further studies should investigate the correlation between role alignment, compensation structures, and employee performance. Research should focus on how well-aligned job roles with employee skills and competitive compensation packages influence motivation, job satisfaction, and productivity.

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APPENDICES

Appendix I: Questionnaire

I am Lilian Kusemererwa pursuing a Masters of Art of Monitoring & Evaluation at Mount Kenya University as part of the requirement for the award of a master's degree, I am undertaking a study “**Workplace wellness program and employee productivity in private sector in Uganda a case study of fire emirates engineering ltd.**” I kindly request your spare a few minutes of your time and respond to these questions and the responses received will be treated with confidentiality and purely used for academic purposes.

Instructions

SECTION A: Bio Data

Kindly indicate your appropriate response by ticking in the boxes provided.

1. Gender of participants

i) Female

ii) Male

2. Employees' categories

i) Human resource manager

ii) Accounts managers

iii) Operation officers

iv) Field engineers

v) Field officers

SECTION B: Health work environment

In your opinion, evaluate the statements below about health work environment and employee productivity. Tick the most appropriate response besides each question, using the scale below.

Strongly agree	Agree	Disagree	Strongly Disagree	Neutral
5	4	3	2	1

No	Statements	5	4	3	2	1
1	Is smoking prohibited around the work environment expect for designated areas?					
2	Does the company offer fire protective gears to its employees?					
3	Are there organized employee trainings on how to use all fire instruments installed around the workplace?					
4	Is fire inspection occasionally carried out around all departments?					
5	Is the company having fire operating system procedures in case of a fire out break?					

Any additional information on health work environment

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SECTION C: Welfare and employee productivity

Strongly agree	Agree	Disagree	Strongly Disagree	Neutral
5	4	3	2	1

No	Statements	5	4	3	2	1
1	Is social well-being promoted around the workplace to increase employee productivity?					
2	Does the company provide basic safety and security for all					

	employees?					
3	Does the company offer life benefits program to its employees?					
4	Does the company address to its employees' fire risks to be protected against?					
5	Are work procedures and operating systems well defined to employees?					

Any additional information on welfare and employee productivity

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SECTION D: Work life balance, work schedules and employee productivity

Strongly agree	Agree	Disagree	Strongly Disagree	Neutral
5	4	3	2	1

No	Statement	5	4	3	2	1
1	Are you satisfied with your working hours and schedule?					
2	Do you work over time?					
3	Are you satisfied with your work time and personal life balance?					
4	Do you take time off work					
5	Are satisfied with your daily activities or responsibilities assigned?					

Any additional information on work life balance, work schedule and employee productivity

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SECTION E: Employee Productivity

Strongly disagree	Agree	Disagree	Strongly Disagree	Neutral
5	4	3	2	1

No	Statements on quality of work	5	4	3	2	1
1	Does your role allow you to use your skills and abilities to Maximum?					
2	Are you treated with respect at workplace?					
3	Do your job conditions allow you to be productive?					
4	Does the organization provide the opportunity to develop new skills?					
5	Does the company provide the required tools to get the job done?					
	Statements on employee turnover					
1	Are you proud to with your company?					
2	Are you satisfied with the compensation offered your current role?					
3	Are you satisfied with the training offered for advancement on job?					
4	Are you satisfied with the systematic processes you go through to get the job done?					
	Statements on sales growth					
1	Does employee wellness help to increase the volume of sales of a company's service?					
2	Are the operating systems that determine sales growth effective and efficient to determine employee performance?					
3	Are there procedures or process set by management to be followed by employees to boost the sales volume?					
	Statements on employee satisfaction					
1	Do you find your work load reasonable?					
2	Are you satisfied with the working hours and schedules?					
3	Are satisfied with the tools provide to get your job done?					

Any additional information on the above statements that address employee productivity

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Thank you very much for your Participation.

Appendix II: Letter of Introduction



DIRECTORATE OF GRADUATE STUDIES

MAME/2022/54201

2nd May, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: LILIAN KUSEMEREWA - REGISTRATION NO. MAME/2022/54201

The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Monitoring and Evaluation** in the Department of **Social and Development Studies** in the School of Social Sciences.

The title of the research is **"Influence of Workplace Wellness Program on Employee Productivity. A Case Study of Fire Emirates Engineering Co Ltd, Uganda."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **May 2024, and July 2024.**

Any assistance accorded to the student will be highly appreciated.


Thank you.


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies

Mount Kenya University
P.O. Box 342 - 01000, THIKA
Office of the Director,
Graduate Studies

Enc.

Appendix III: ERC



Mount Kenya University

REF: MKU/ISERC/3679 Date: 30 April 2024
TO: LILIAN KUSEMERERWA

REG: MAME/2022/54201

Dear Sir/Madam,

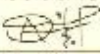
RE: INFLUENCE OF WORKPLACE WELLNESS PROGRAM ON EMPLOYEE PRODUCTIVITY, A CASE STUDY OF FIRE EMIRATES ENGINEERING CO LTD, UGANDA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2723**. The approval period is **30/04/2024 - 29/04/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to comply with any additional requirements from the relevant authorities in the country where this study will be conducted

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342-01000 Thika

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking infinite Possibilities

Appendix IV: Turnitin

Lilian Kusemererwa

INFLUENCE OF WORKPLACE WELLNESS PROGRAMMES ON EMPLOYEE PRODUCTIVITY. A CASE OF THE FIRE EMIRATES E...

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Appendix V: Map of Study Area

