

Effect of Employee Well-Being Programs on Employee Performance: A Case of the Jitu Limited in Nyeri Town, Nyeri County, Kenya

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Abstract

Kenya's IT industry faces health issues, stress, and extended work hours, necessitating research on well-being programs to improve job satisfaction and reduce turnover. This study aimed to investigate the impact of employee well-being programs on productivity at Jitu Limited. The descriptive survey research design was used in this study. The target population of this study was 150 employees. Thirty out of sixty-four employees were subjected to interviews from different departments. Descriptive statistics including means and standard deviation were used to analyze the findings. The relationship between the dependent and the independent variable was shown using a linear regression model. The findings indicated that improving Recreational Facilities and Employee Assistance Programs has a positive impact on employee performance. The study recommends that because it improves workers' performance on the job and broadens their skill sets to promote performance, management should support and encourage it. Recreational Facilities should be regarded as a productive culture that increases output and performance. The study suggests that The Jitu assists employees with a drug use problem with the necessary help needed, and to equip employees to handle challenges in their work life to avoid spillovers to their family life. According to this study, companies should review and improve their Employee Assistance Programs on a regular basis to boost employee productivity.

Keywords: *Employee Well-Being Programs, recreational facilities, employee assistance programs, Employee Performance*

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1. Introduction

According to DiPietro et al. (2019), increased physical activity carries multiple individual and public health benefits. Corporate well-being programs, funded by employers, aim to maintain employees' health by promoting healthy lifestyles and routines in daily life. According to Yeung and Johnston (2021), the well-being economy increased by 6.6 % annually, from \$4.3 trillion in 2017 to \$4.9 trillion in 2019. While the global GDP dropped by 2.8 % in 2020, the well-being economy shrank by 11.0 % to \$4.4 trillion (IMF, World Economic Outlook Database, October 2021). This shows that employers see the benefit of investing in well-being programs.

The Asia Pacific region is experiencing a surge in disorders due to unhealthy habits, lifestyle changes, irregular sleep, and stress, prompting more vendors to offer corporate well-being programs (ILO, Asia-Pacific Employment & Social Outlook 2018). According to Allied Market Research's North America Workplace (2017) research, the total amount spent on workplace well-being was \$47.5 billion, showing both the level of wealth and the sector's overall development. This figure represents a 4.8 % annual growth rate from 2015 to 2017.

With a CARG of 5.9 % between 2020 and 2030, the Well-being Market was valued at \$15.75 billion in 2020 and is anticipated to be worth \$24.29 billion by 2030. Businesses are paying closer attention to the health and happiness of their staff members. A survey found that 87 % of executives believe workplace happiness can give their firm a competitive advantage. However, only a third of organizations prioritize employee wellbeing as a strategic priority, and less than 20 % have a strategy in place to measure or improve workforce wellbeing (HBR Analytical Services, 2020). It is important for employers to attract the right employees as this is the company's greatest asset.

The Nigerian University Commission conducted a study to assess workplace recreation and employee well-being, (Enenifa & Akintokunbo, 2020). The study aimed to investigate the impact of physical fitness and mental health programs on employee well-being at the Nigerian University Commission. The study revealed that physical fitness and mental health programs significantly impact employee well-being at the Nigerian University Commission. The study indicated that physical fitness and mental health programs significantly enhanced employee wellness and performance, (Gupta, 2019).

Jaguga and Kwobah (2020) conducted an audit of the public sector's substance abuse treatment and prevention systems. The review's goal was to describe Kenya's public-sector treatment and preventive systems for substance use disorders. With the goal of informing decision-making, these were guided by the World Health Organization's health systems framework model, WHO/Europe, (2020). Due to worry and anxiety, the World Health Organization forecasts an increase in depression, suicide, and substance abuse, with potentially severe consequences worsening after the epidemic, Ransing et.al (2020). In the workplace, employee treatment programs should be availed to help employees overcome addiction and cope better with personal and professional stress.

Martinez et al. conducted a comprehensive analysis of social, environmental, and health risk factors in the Mexican Indigenous community, assessing their ability to adapt to the COVID-19 pandemic Asad, et.al, (2019). The goal was to undertake a critical analysis of these factors and propose measures to mitigate the effects on these communities. Screenings, check-ups, and patient counseling are all part of routine health care. The study reveals that social factors like Indigenous people's return to their communities, limited water access, language barriers, and limited internet connection hinder their ability to implement disease prevention measures. (Liem et al., 2020). Environmental risk factors linked to contaminants released by biomass burning were also identified (Palacios-Ramirez, et al., 2018). It is important to avail screening programs for cancer, pressure, diabetes, and cholesterol to employees.

Abuhashesh et.al. (2019) conducted a study on the impact of Knowledge, Attitude, and Practice (KAP) on e-learning adoption in Jordanian institutions. The study used a cross-sectional survey to gather data from academic staff in Jordanian universities, with 430 valid questionnaires. The findings showed that knowledge, attitude, and practice significantly influenced e-learning adoption. The study recommends practitioners spread knowledge about e-learning adoption in

Jordan's educational institutions. The study also found that flexible working hours increased employee engagement and commitment, benefiting organizations that promote education and training opportunities.

1.1 Problem Statement

The IT industry is known for its long work hours, late nights, and early mornings. These work schedules can lead to low employee morale, disagreements, and increased stress levels. In Kenya, noncommunicable illnesses accounted for 39 % of fatalities in 2020 compared to 27 % in 2014 (Government of Kenya, 2021; (National Strategic Plan for Prevention and Control of NCDs 2020/21-2025/26). More than half of these illnesses strike adults under the age of forty who are in the workforce. One in every five Kenyans is currently overweight (Nakweya, 2021). Unhealthy diets, cigarette use, and a lack of exercise are all health risk factors. Many health cases exist on the incidence of work-related musculoskeletal injuries and conditions among computer-using employees in Nairobi, Kenya (Awinde, 2020).

Employees are stressed, and well-being initiatives are becoming increasingly important in today's workplace. Price Waterhouse Coopers posited in 2020, 83 % of workers believe that their well-being affects their performance, 33 % believe that their well-being has been a contributing factor in their decision to leave their job, and 39 % of workers have taken time off or had responsibilities reduced due to a well-being issue. Kenya is ranked among the countries with the highest frequency of extended working hours (over 48 hours per week) (ILO, 2020). Work-life balance has been associated with reduced stress and somatic symptoms, improved job satisfaction, lower labor turnover, and better organizational performance (Kinyili, 2019). If the company does not handle its personnel difficulties, it can put its survival in jeopardy (Hobson et al., 2018). According to the findings, well-being initiatives have been implemented globally across many industries. However, little research has been conducted on Software development firms in Kenya (Ndungú, 2015; Mungania et al., 2016). Jitu is the only software development firm in Nyeri. The study is therefore relevant to adding to the knowledge gap in the industry. This is because it will be focusing on the need or improvement of well-being programs and the effect on employee performance at The Jitu Limited.

1.2 Research Objectives

- i. To examine the effect of recreational facilities on employees' performance at The Jitu Limited.
- ii. To assess the effect of employee assistance programs on employees' performance at The Jitu Limited.

2. Literature Review

2.1 Theoretical Review

Vroom created an expectancy theory in 1964. Unlike content theories like those of Maslow and Herzberg, which emphasize individual needs as a means of motivation, expectancy theory is a process theory (Chen & Lou, 2002). It says that a person's motivation to create at any given moment is determined by his or her personal objectives and how much value they place on each performance as a means of achieving those objectives (Filgona et al., 2020). According to this notion, productivity is a means to happiness. High productivity is often seen to achieve goals, while low productivity is seen as a means not to achieve them, as productivity is a means rather than an end to a goal (Julius et al., 2024).

Expectancy theory suggests that motivation arises when individuals with different goals have clear expectations. Vroom emphasized that motivation is centered on how much effort a person chooses to invest in a task based on these expectations. This choice was supported by a two-stage expectation sequence in which an effort yields performance, which yields a desired result or reward (Takase et al., 2019). The expectancy theory suggests that employees at The Jitu can be motivated if they have clear expectations and different individual goals. Motivation is shaped by the belief that a specific amount of effort will result in the desired performance outcome (Badubi, 2017).

Employees at Jitu Limited may believe that participating in well-being programs will reduce stress, improve health, and boost energy, leading to better performance (Expectancy). If these programs are linked to rewards like bonuses or career advancement, employees will be more motivated to perform well (Instrumentality). Additionally, if the outcomes, such as improved health and work-life balance, are valued by employees, they will view the programs as beneficial, further motivating them to engage and perform better (Valence).

2.2 Empirical Review

2.2.1 Recreational Facilities and Employee Performance

A study by Morse et al. (2021) in the UK explored the link between leisure activities, motivations, and psychological well-being. The study highlighted the global implementation of social distancing policies to curb COVID-19 (Chinazzi et al., 2020). This included temporary restrictions on mass gatherings and public facilities. The study also involved limiting travel and encouraging at-home activities such as gardening and painting (Sen-Crowe et al., 2020). The study explored the impact of COVID-19 on psychological well-being through creative pursuits like arts and music. A study with 3,827 participants from 74 countries examined how COVID-19 impacted psychological well-being through creative activities like arts and music, addressing changes in leisure activities, motivations, and barriers.

During COVID-19, adherence to social distancing, age, gender, and work status all had an impact on leisure participation. Non-creative activities were less likely to increase in likelihood than creative ones. Hobbies, fine arts, music, sports, home crafts, specialized hobbies, and language learning all strongly correlated with well-being (Carriedo et al., 2020; Chtourou et al., 2020; Lades et al., 2020). Factors such as creative expression, physical health, and social relationships contribute to higher well-being, with creative and athletic leisure activities potentially offering protective benefits.

The study by Suwal and Uprety (2023) explored the impact of recreational activities on employee productivity in Nepalese commercial banks. The research, involving 201 employees from the Kathmandu Valley, found a moderate positive relationship between physical fitness, mental health, and entertainment activities and productivity. Specifically, physical fitness and entertainment had a significant positive impact on productivity. The study concluded that promoting recreational activities within organizations could boost employee productivity and overall success, highlighting the importance of incorporating such activities into bank operations.

2.2.2 Employee Assistance Programs and Employee Performance

In a study, Reitsma et al. (2021) examined the attributable illness burden and smoking prevalence in 204 nations and territories between 1990 and 2019. The study, which is a component of the 2019 Global Burden of Disease Study, used information from 3625 nationally representative surveys to estimate these factors by sex and age. To estimate non-linear dose-response risk curves for smokers, both current and past, the researchers used Bayesian meta-regressions and systematic reviews.

They offered more accurate estimates of the health impacts of smoking by using a direct estimating approach to calculate the attributable burden. There were 11.4 billion people who smoked cigarettes regularly, accounting for 7.41 trillion cigarette equivalents worldwide. The frequency of smoking has significantly decreased since 1990, and the number of smokers has significantly increased due to population expansion.

In 2019, there were 7.69 million tobacco-related deaths and 200 million handicap-adjusted life years. Among smokers who currently smoke, 68 % of smoking-related deaths occurred. For men, it was the greatest risk factor for mortality. The report emphasized how critical it is to have accurate, timely estimates to direct national and international tobacco control initiatives. Therefore, smoking directly affects employee performance.

In Victoria, Australia, a study by Czeisler et al. (2020) looked at suicidal thoughts, substance misuse, and mental health during the COVID-19 lockdown. The area under investigation had one of the longest lockdowns globally and the lowest COVID-19 prevalence. The study used multivariable Poisson regressions to estimate the prevalence of adverse mental health symptoms, substance use, and suicidal ideation among Victorian residents aged 18 and older.

3. Methodology

The descriptive survey research design was used in this study. The target population of this study was 150 employees. Data was collected using questionnaires. Thirty out of sixty-four employees were subjected to interviews from different departments. The study used a non-probability sampling method called purposeful sampling. Analysis was done using the Statistical Package for the Social Sciences. Inferential statistics that were used are correlation and regression analysis to measure the relationship between the study variables. Descriptive statistics that were used were tables and figures which display percentages, means, and standard deviations. The study used a questionnaire to collect primary data. Descriptive statistics including means and standard deviation were used to analyze the findings. The relationship between the dependent and the independent variable was shown using a linear regression model.

4. Results and Discussion

4.1 Recreational Facilities

The study assessed the effect of employee well-being programs on employee performance: a case of the Jitu Limited in Nyeri town, Nyeri County, Kenya, and the findings are presented in Table 1.

Table 1: Descriptive Statistics Results for Recreational Facilities

Statement	Mean	Std. Dev.
All recruitments are done as per the organizations' policies	3.933	1.075
The Jitu has gym facilities that help boost my performance.	3.926	1.356
The Jitu encourages employees to engage in physical activities for health purposes.	4.015	.966
Sports facilities are available to employees to help them increase their performance at work.	3.998	.971
My team leader incentivizes me to adopt a healthy diet for optimum performance.	4.181	.919
The Jitu helps employees develop and maintain a healthy lifestyle	3.900	1.034
Employees are more motivated to work at The Jitu Limited due to the available recreational facilities.	3.893	1.235
The Jitu raises awareness among its staff on nutrition programs.	3.992	1.070
I would recommend my workplace to others as a good place to work.	3.831	1.310
Overall, I am in good physical health.	3.831	1.310
The Jitu provides its employees with adequate health insurance.	3.831	1.310
Overall Mean	3.969	

The objective was analyzed with an overall Mean of 3.895.

4.2 Employee Assistance Programs

The study sought to establish the Effect of talent management strategies on Employee job satisfaction in the case of Kenya Tea Packers Limited. Table 2 shows the descriptive findings of the replies to the various assertions of Employee Assistance Programs.

Table 2: Descriptive Statistics Results for Employee Assistance Programs

Statement	Mean	Std. Dev.
The Company's reputation highly influences the candidate's decision to apply for vacant positions	3.963	1.263
I frequently feel fully engaged when I am working.	4.090	1.077
I am aware that the organization has investment schemes for staff.	3.923	.973
The Jitu has affordable credit facilities for its employees.	3.893	1.235
In the past month, mental health problems such as depression, anxiety, or other mental health issues kept me from achieving my goals at work.	3.992	1.070
The Jitu has a procedure for getting employees help to deal with any challenges at work.	3.831	1.310
The Jitu has alcohol cessation programs available to employees.	3.893	1.235
The Jitu assists employees with a drug use problem with the necessary help needed.	3.992	1.070
I have been equipped to handle challenges in my work life to avoid spillovers to my family life.	3.831	1.310
Overall, I am satisfied with the work-life balance practices offered by The Jitu.	3.893	1.235
I receive regular feedback about my job performance.	3.992	1.070
The Jitu makes me feel valued.	3.831	1.310
I receive adequate monetary compensation (for example, competitive pay, merit raises, or bonuses) for my contributions at work.	3.996	1.319
I receive non-monetary rewards (for example, awards, praise from supervisors, or thank-you cards) for my achievements and contributions at work.	3.889	1.345
The Jitu regularly makes changes in response to employee feedback.	3.875	1.287
The Jitu regularly communicates with employees.	4.080	1.055
I regularly participate in programs or utilize policies that allow me to be flexible in where, how much, or when I work	3.963	1.443
Overall Mean	3.939	

The objective was analyzed with an overall Mean of 3.964.

4.3 Employee Job Satisfaction

The study sought to establish the Effect of talent management strategies on Employee job satisfaction in the case of Kenya Tea Packers Ltd. Table 3 shows the descriptive findings of the responses to the various statements of employee Job satisfaction.

Table 3: Descriptive Statistics Results for Employee Performance

Statement	Mean	Std. Dev.
I feel motivated to perform my job to the best of my ability	4.330	1.075
Overall, I am satisfied with the employee recognition practices of The Jitu.	4.194	1.219
The demands of my job interfere with my ability to fulfill family or home responsibilities.	3.910	1.400
My home and family responsibilities interfere with my ability to perform my job well.	3.854	1.341
There has been a reduction in absenteeism because of well-being programs.	3.854	1.399
The speed of operations has been enhanced because of taking part in well-being programs.	3.906	1.275
All in all, I am satisfied with my job.		
Employees are motivated by the workload and daily goals associated with work.	3.854	1.399
The Jitu provides sufficient opportunities for me to be involved in decision-making, problem-solving, and goal-setting at work.	3.906	1.275
The level of dedication of employees to the objectives of the organization has increased.	3.854	1.399
I have a positive relationship with my co-workers.	3.906	1.675
I have a positive relationship with my boss or supervisor.	4.854	1.399
Productivity and output levels have been greatly improved.	3.704	1.475
The Jitu offers employees opportunities to apply new knowledge and skills.	4.864	1.379
The Jitu provides sufficient opportunities for internal career advancement.	3.506	1.375
Overall Mean	4.132	

The objective was analyzed with an overall Mean of 4.132.

This revealed that employees within their company meet their performance targets. The management is concerned about poor performers. The study ascertained that Employee satisfaction is measured against the employee wellness programs. The wellness programs in the company often impact positively.

This study corroborates the findings of Rani, Tyagi, and Arora (2021), which established that workplace Talent management strategies depend on the type of company and gender. It also ascertained that both monetary and non-monetary elements are essential in keeping employees motivated and satisfied.

4.4 Regression Analysis

It shows the strength of statistical measures between Employee well-being programs and employee performance, as presented in Table 4.

Table 4: Regression Analysis

Model	Un-standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.325	.334		3.964	.000
Recreational Facilities	.177	.121	.212	1.460	.049
Employee Assistance Programs.	.110	.180	.122	.611	.043

According to Table 4 there was a significant correlation between employee performance and Recreational Facilities ($p=0.049<0.05$). Employee performance was significantly influenced by the Employee Assistance Programs ($p0.043<0.05$). Bhatia and Balani (2021) claim that several factors, including flexibility, management style, employee valuing, learning initiatives, an open and welcoming work environment, and strong supervisory relationships, all have a beneficial effect on employees' performance at work. It was believed that a pleasant work environment and improved employee job satisfaction would result in positive effects on employee performance.

4.5 Discussion

4.5.1 Recreational Facilities

The study's findings demonstrated a high and positive correlation between Recreational Facilities and Employee performance. This was supported by the study by Suwal and Uprety (2023) which explored the impact of recreational activities on employee productivity in Nepalese commercial banks. The research, involving 201 employees from the Kathmandu Valley, found a moderate positive relationship between physical fitness, mental health, and entertainment activities and productivity. Specifically, physical fitness and entertainment had a significant positive impact on productivity. The study concluded that promoting recreational activities within organizations could boost employee productivity and overall success, highlighting the importance of incorporating such activities into bank operations.

Pelders & Nelson's 2019 study examined the factors contributing to fatigue among South African mine workers. Data from four gold mines and one platinum mine was collected through twenty-one focus groups and 564 questionnaires. The study identified multiple causes of fatigue, including demanding work conditions, high workloads, limited resources, and various personal and socioeconomic factors.

4.5.2 Employee Assistance Programs

The study discovered a strong and favorable relationship between employee performance and Employee Assistance Programs. This was supported by In Victoria, Australia, a study by Czeisler et al. (2020) looked at suicidal thoughts, substance misuse, and mental health during

the COVID-19 lockdown. The area under investigation had one of the longest lockdowns globally and the lowest COVID-19 prevalence. The study used multivariable Poisson regressions to estimate the prevalence ratios of adverse mental health symptoms, substance use, and suicidal ideation among Victorian residents aged 18 and above.

The findings from a study of 1,157 Victorians revealed that one-third experienced symptoms of anxiety or depression, one-fifth had suicidal thoughts, and 10% considered suicide within the past 30 days. Mental health issues were more prevalent among young people, unpaid caregivers, disabled individuals, and those with psychiatric or sleep disorders. Symptoms of depression, anxiety, and burnout remained consistent from April to September 2020. The report highlighted the urgent need for mental health support services, particularly for young employees, despite the low frequency of SARS-CoV-2 during the extended lockdown.

The goal of a study by Usama and Yusoff, (2019) was to look at how entrepreneurs' business success in Bauchi, Nigeria, was impacted by their financial literacy. The study was based on a resource-based theory that states that a firm's resource can be a source of sustained competitive advantage if it is heterogeneous, immovable and satisfies the requirements of value rareness, faulty imitability, and non-substitutability. The study reveals a significant correlation between financial literacy and the performance of entrepreneurs, highlighting the importance of financial literacy in achieving entrepreneurial success.

5. Conclusion

The study found a positive and significant relationship between Recreational Facilities and employee performance. The study discovered that management actively promotes and openly states Recreational Facilities.

The study concludes that there is a favorable and significant relationship between Employee Assistance Programs and Employee performance. The Jitu has a procedure for getting employees help to deal with any challenges at work.

6. Recommendations

The study recommends that because it improves workers' performance on the job and broadens their skill sets to promote performance, management should support and encourage it. Recreational Facilities should be regarded as a productive culture that increases output and performance.

The study suggests that The Jitu assists employees with a drug use problem with the necessary help needed, and to equip employees to handle challenges in their work life to avoid spillovers to their family life. According to this study, companies should review and improve their Employee Assistance Programs regularly to boost employee productivity.

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