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MENTAL WELLNESS PRACTICES AND EMPLOYEE PRODUCTIVITY IN THE NATIONAL POLICE SERVICE COMMISSION IN KENYA

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ABSTRACT

This study aimed to explore on the influence of employee wellness practices on employee productivity in the NPSC. The independent variables in the study comprise of employee wellness practices, such as counselling practices, financial wellness practices, work–life balance practices, and mentorship practices. The dependent variable on the other hand is be employee productivity, that is measured through job performance, absenteeism, motivation, and employee engagement. The research is based on four theories: the Person–Environment Fit theory, the Behavioral Finance theory, the Work–Life Balance theory, and the Social Learning theory. A descriptive cross-sectional research design was employed. The target population include all employees of the NPSC, and a census was applied. Primary data was gathered through structured questionnaires. The quantitative data was analyzed using descriptive statistics (mean and standard deviation) and inferential statistics (pearson's correlation analysis, regression analysis, ANOVA, hypothesis and coefficients) using the SPSS and Microsoft Excel. The objectives in the study included: to determine the effects of counselling practices on employee productivity; to establish the effects of financial wellness practices on employee productivity; to determine the effects of work–life balance practices on employee productivity; and to establish the effects of mentorship practices on employee productivity at the NPSC. The findings gave empirical evidence on how these practices effect job performance, absenteeism, motivation, and employee engagement at the NPSC.

Key Words: *Counselling Practices, Financial Wellness, Work-Life Balance, Mentorship*

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INTRODUCTION

Employee productivity is broadly recognized as a foundation of administrative achievement and economic growth. In present knowledge-based economies, organizations are under much pressure to enhance performance while also protecting the mental health of their employees. According to the World Health Organization 2020 (WHO, 2020), mental health challenges which include stress, depression, and burnout, are among the primary root cause of reduced workplace productivity and it costed the global economy an about USD 1 trillion per annum. The COVID-19 pandemic additionally worsened the issue, by exposing millions of workers worldwide to unprecedented psychosocial stressors like remote work difficulties, health concerns, job insecurity, and social isolation (ILO, 2021; Giorgi *et al.,* 2020). These issues deepened mental health strains and further eroded productivity throughout sectors.

In Southeast Asia, researchers looked at 15,302 workers. Just under three in ten could use help meant for employees when they needed it. Yet people who actually used these services felt clearer in mind, worked more steadily, stayed longer in their roles - according to findings by Abdul-Aziz and team in 2025. Money-wise, there's a noticeable edge too: Zieringer's analysis the next year showed support systems like these might add as much as fifteen thousand six hundred US dollars annually in output per worker.

Most studies show job happiness grows when people get coaching, mentorship, or counseling. Not just offering direction in careers, these supports also deepen involvement at work while building strength and motivation across teams (Azzahra *et al*., 2024). Thoughtfully designed mental health efforts? They boost how companies perform. At the same time, they lift employees' daily experience and inner balance.

Slowly but surely, talk about mental health at work is spreading across Africa. Still, progress drags behind elsewhere. Some countries now see worker well-being not as a luxury, yet a key driver of output. Growth tied to long-term aims often depends on how supported people feel on the job. South Africa rolled out progressive workplace mental health initiatives. It includes Employee Assistance Programs. Employee Assistance Programs offers psychological support, crisis intervention, and counseling for work-life balance. Equally, Nigeria is establishing occupational health and safety frameworks that include mental wellness aspects (Akinwale, 2019). However, despite these encouraging developments, the implementation of policies is still inconsistent. This is hindered by limited funding, insufficient mental health infrastructure, and the ongoing social stigma linked with psychological illnesses.

These days, talk about mental well-being dominates conversations around health and jobs across Kenya. One out of every four people deal with challenges like stress, sadness, or misuse of substances - so says the national strategy on mental health stretching from 2015 to 2030, backed up by a government report. Public offices now wrestle more than before with rising emotional pressure at work. Because of this weight, bodies such as the NPSC, TSC, and KRA have stepped forward with support systems aimed at helping staff cope. On top of that, firms like Safaricom, Equity Bank, and KCB are pushing harder - offering more support through counseling and well-being efforts (Safaricom PLC, 2022; Equity Bank, 2023; KCB Group, 2023). Still, even with progress unfolding, challenges like stigma, lack of funding, and limited awareness still hinder the effectiveness of workplace mental wellness programs (KNCHR, 2023).

One thing stands out in studies worldwide - mental health programs often lift workplace output. Counseling helps. So does money guidance. Mentor relationships matter too. Clear job expectations play a role. Balance between office hours and personal time shows results. Evidence backs this up, from groups like ILO, WHO, and recent academic teams (ILO, 2021; WHO, 2022; Kniffin *et al*., 2021; Aboagye *et al*., 2021). Yet when it comes to Kenya's constitutional agencies, real data stays thin. Especially around whether these well-being actions truly work inside them. This inquiry turns toward one place - the NPSC - to see what shifts happen when staff get focused care. Outcomes might shape better systems. Stronger routines could follow. Performance may rise. Oversight might tighten.

Statement of the Problem

With the strenuous and mentally demanding environment of the National Police Service Commission, concerns about employee mental wellness which include burnout, stress, trauma exposure and emotional fatigue are on the rise. This condition is affecting staff morale, intuition, decision-making, performance, and overall productivity. It affects work efficiency, task completion and timely service delivery. Wellness efforts have rolled out across the NPSC lately. Counseling shows up here, paired with support services for employees, guidance on money matters, coaching relationships, while also nudging toward fairer daily rhythms at work. Yet these moves often land in patches - uneven, occasional, rarely shaped around the real emotional pressures field staff face. Because of this gap, team members still carry stress, anxiety, low morale. What's offered sits apart from what's truly needed - a shift that could steady minds, sharpen focus, lift how things get done day to day.

Recent researches consistently shown a strong link between mental health and employee productivity (Edwards *et al.,* 2023). However, it is still unclear whether current mental wellness programs of NPSC, are well-designed, implemented effectively, or truly capable of influence in primary productivity metrics. These indicators include work efficiency, task completion, timeliness, and engagement. This gap in empirical evaluation has created a significant knowledge void. There is no a systematically assessment or link on how effective counseling, financial wellness initiatives, performance measurement practices, work-life balance strategies, and mentorship programs are on employee productivity at NPSC. Oliveira *et al.* (2022) carried out a comprehensive review of the link between mental health and workplace productivity. However, most studies used cross-sectional designs that did not account for endogeneity or unobserved heterogeneity, which limited the ability to draw causal conclusions and highlights the need for more rigorous longitudinal research in organizational contexts. Bajaj *et al.* (2023) note that it is difficult to assess the efficacy of these programs, particularly in high-stress occupations, due to the subjective nature of well-being and the complexity of mental health issues.

Edwards *et al.* (2023) pointed out some significant gaps in understanding of mental health leadership, governance, and how organizational culture affects help-seeking behaviors. Researchers stressed that organizations may genuinely want to improve, however, there is still a lack of solid evidence on how integrated mental wellness strategies collectively boost productivity in the workplace. *Kiilu et al*. (2024) revealed a heavy burden of mental illness in Kenya. The study highlighted major gaps in mental health services and the widespread myths and misconceptions surrounding mental illness. Ochillo *et al*. (2020) observed that funding for mental health programs in public sector in Kenya is limited and also relatively inadequate. However, these studies have not look at how counseling practices, financial wellness, work-life balance initiatives, and mentorship together influence employee productivity in aspect of work efficiency, task completion, timeliness, and engagement within the NPSC context.

Research Objectives

- To determine the effects of counselling practices on employee's productivity in the NPSC.
- To establish the effects of financial wellness practices on employee productivity in the NPSC.
- To determine the effects of work-life balance practices on employee productivity in the NPSC.
- To establish the effects of mentorship practices on employee productivity in the NPSC.

The research aimed to answer the following questions;

- What are the effects of counselling practices on employee productivity in the NPSC?
- How does financial wellness practices affect employee productivity in the NPSC?
- What are the effects of work-life balance practices on employee productivity in the NPSC?
- How does mentorship practices affect employee productivity in the NPSC?

LITERATURE REVIEW

Theoretical Review

Person-Environment Fit Theory (PE Fit Theory)

The Person Environment Fit Theory as a whole reveal that PE Fit is a multi-faceted notion with serious consequences for the results of the work setting including person job fit and person organization fit (Sekiguchi *et al*., 2021). A study done by Williamson *et al*. in 2021 shows that when a person feels in harmony with their work surroundings, they end up experiencing lower stress levels, a heightened level of job satisfaction, and improved job performance. Counseling services continue to be extremely important in the realm of law enforcement and internal security for the exposure of psychological compatibility. It helps employees manage emotional strain, trauma, and job-related stress. The interventions help in restoring balance, boosting concentration and decision-making, as well as reducing burnout and absenteeism. This results to increased organizational productivity, as stated by Muhammad *et al*. in 2022.

The Person–Environment Fit Theory is a perfect fit for this study. It provides a solid framework for exploring how counselling practices could boost employee productivity at the National Police Service Commission (NPSC). The theory clearly outlines the connection between counselling and employee productivity, the independent variable and dependent variable respectively. This means that employees would work at a higher level if counselling services could help them psychologically align with their organization (Muhammad *et al*., 2022). The work of the Commission is very demanding on an emotional level. The counselling services are instrumental in aligning psychological needs with organizational expectations. Therefore, the theory supports the study's emphasis on counselling interventions as a strategy for improving employee productivity through the enhancement of person-environment fit.

Behavioral Finance Theory

Behavioral Finance Theory was published by Kahneman and Tversky in 1979. The theory tries to explain that financial decisions and associated stress, are more influenced by psychological biases, emotion and financial illiteracy than by rational thought. When employees experience financial troubles, they suffer from anxiety, low morale and lack of concentration. This also reflects in their work performance. The financial wellness programs will include budgeting classes, debt counseling and retirement planning. They are developed to improve financial decisions and reduce mental stress. The study highlights how practices such as financial literacy training, debt management, as well as retirement planning help lower financial stress and improve on how people handle finances. When financial stress is reduced, employees focus better on their tasks, leading to a boost in productivity.

Applying of Behavioral Finance Theory to workplace financial wellness shows that how employees manage finances and stress levels have a significant impact on productivity. Research backs this up, according Sabri *et al*. 2020, financial literacy has a positive effect on financial behavior. This on the other hand, then lowers financial stress and boosts productivity through a chain reaction. More studies shows that financial wellness initiatives improve saving, debt management, and budgeting skills of employees. In turn, resulting in greater increased job satisfaction, financial security, and stronger engagement (Lestari *et al.,* 2024). Moreover, Marangoni *et al.* 2020 linked higher levels of financial wellness to lower absenteeism and better overall organizational performance.

Work-Life Balance Theory

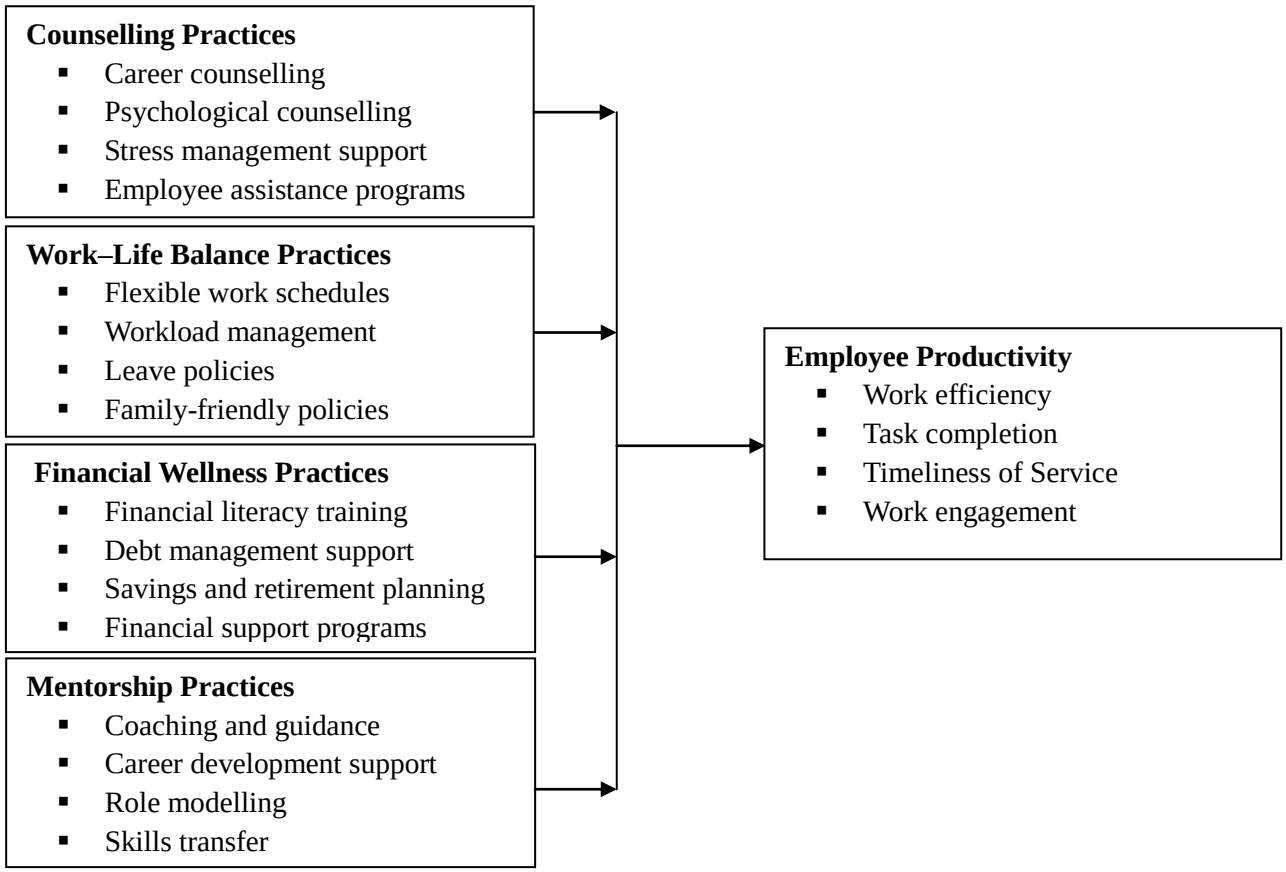
The theory holds significance in high-stress work environments specifically. Ombaka *et al.* (2021) confirm that WLB Theory is relevant in police organizations. The study, showed that work-life balance practices have significant impact on performance in the NPS ($R^2 = 0.767$). Therefore, an imbalance, extended exposure to job-related stress results to burnout and a decline in productivity.

This theory establishes a clear connection between work-life balance which is the independent variable and employee productivity which is the dependent variable. It indicates that organizational practices that reduces work-life conflict improve employee output and efficiency. It sets the foundation for studying how Work–Life Balance practices influence productivity at the NPSC. Therefore, WLB Theory is relevant to this study. It sheds light on how employee productivity could impact by Work–Life Balance practices at the NPSC. The environment of work in the Commission is demanding. Therefore, the theory provides a framework for exploring how organizational support systems could alleviate stress and prevent burnout. It forms the foundation of the emphasis of study on work-life balance practices as crucial factors for maintaining employee productivity and well-being over time.

Social Learning Theory

In 1977, Bandura introduced Social Learning Theory that illustrated the process of learning. He stated that individuals acquire new skills, attitudes as well as behaviors by observing the models around them. Mentor is a very significant component in this context. It offers a chance to employees to learn directly from the veterans by the means of demonstration, coaching as well as positive and motivating feedback. Also, mentoring gives a good feeling and makes the staff capable of doing their jobs better. This will be helpful when regulating one's emotions and developing the necessary skills for the job. Research indicates that mentorship programs produce an environment where learning through observation becomes possible. Observing a peer, an inexperienced employee can learn not only the necessary job skills but getting to know the organization's values and immersing in the behavior of professional environment as well. Therefore, it leads to noticeable increase in skills, self-confidence, and better work performance overall.

Social Learning Theory provides a very strong framework for understanding how mentoring can increase employee productivity by employees learning through observation and example behavior. Moskal (2025) notes that from the viewpoint of Bandura, learning is not limited to one's own experiences. Observation of others plays a major part too. Thus, one way of learning that is often employed particularly in the workplace is seeing the experienced staff and managers demonstrating the effective ways of doing new tasks. The process of learning by observing other models is explained through four main stages. They are attention retention reproduction, and motivation. These stages ultimately lead to individuals becoming more capable of thriving



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Empirical Review

Armstrong and Taylor (2020) researched employee productivity, through the lens of strategic human resource management. The study focused on human resource development practices as the primary factor. These practices include think mentoring, training and coaching; and employee motivation and organizational performance. It viewed employee productivity as the principal interest of outcome. The study was based on Human Capital Theory. The theory suggests that taking advantage of in employee development boosts individual skills and productivity. The study found that companies that consistently invest in employee development and foster supportive HR practices tend to enjoy higher and more sustainable productivity levels. This was done reviewing organizational practices and drawing on secondary data from various sectors (Armstrong & Taylor, 2020). However, it the study was generally theoretical. It did not test the explicit impacts of counseling or financial wellness programs. This leaves a gap for more empirical research, particularly in public sector organizations.

Mtana and Kepha (2022) carry out a study to explore the effect of personal counseling on employee productivity in the hotel sector within Nairobi City County, Kenya. They primarily looked at personal counseling methods as the independent variable and employee productivity in general as the dependent variable. So, in their study, employee productivity measured by work efficiency, task completion, and service quality. The study adopts Glasser's Reality Therapy Theory and the WDEP (Wants Doing Evaluation, Planning) model for research. Findings revealed that personal career motivational, and disciplinary counseling had a positive contribution to employee productivity. This was achieved by tackling psychological challenges and helping employees identify and maximize potential. The study had a solid theoretical foundation; however, it was limited to the hospitality sector. This left gaps on how counseling interventions work in public sector institutions and security-related.

Jackson and Fransman (2018) explored the correlation between financial well-being, flexible working arrangements, and the perceptions of productivity and job satisfaction of female staff at a university. The study was a quantitative survey where data collection was done via structured questionnaires from female academic and administrative staff. Findings showed that financial well-being strongly and positively influences both perceived productivity and job satisfaction. It is through this study that the role of financial wellness along the gender lines in the academic setting is highlighted. Besides, it also specifies the gaps of knowledge concerning long-term productivity results, the effect of institutional financial policies, and the applicability of the results from different cultural and organizational viewpoints.

Beena and Akileswar (2025) conducted research where they examined how WLB practices and employee productivity are related to each other in retail sector. The authors cite as their theoretical framework Work-Life Balance Theory and Job Demands-Resources (JD-R) Theory, which claim that support work arrangements are not only effective in reducing stress but also have a positive impact on performance.

Sanyal and Hisam (2019) conducted a study to find out to what extent the mentoring practices influence performance of employees in National Bank of Oman. The study considered independent variable as mentoring and dependent variable as employee performance. The study was based on Career Development Theory and Social Exchange Theory. It gave some ideas about mentoring link to improve work skills, motivate and commitment. It was a quantitative research and data were collected by distributing structured questionnaires among employees, then descriptive and inferential statistical techniques were used for data analysis. The findings confirmed that mentoring substantially affects employee performance. This is through training, motivating and providing career development opportunities. The paper provides very useful findings from the Middle Eastern banking sector. However, since it focuses on just one organization, it edges the ability to generalize the outcomes and points to the need for studies that span multiple institutions and countries.

METHODOLOGY

The study used a descriptive cross-sectional research design that mixes quantitative and qualitative methods. Descriptive design is a great option for studies that want to find out relationships between variables without changing the research setting (Saunders *et al*., 2019). Employing a cross-sectional method, is able to collect data at only one specific time. This is especially suitable for organizational studies with time and resource constraints (Saunders *et al*., 2019). The target population for this research had 284 staff members of the NPSC (National Police Service Commission Strategic Plan, 2023-2027).A census technique was used. The research made use of structured questionnaires as the primary instrument for data collection.

For data collection, self-administered structured questionnaires were used. They were was sent out electronically to the participants through official email and reliable online programs. In the study, the online questionnaires were used to collect both quantitative and qualitative insights through Google Forms (Campbell *et al*., 2020). The study utilized both descriptive and inferential analysis to explore demographic characteristics and the key variables of the study.

The evaluation of the significance of the regression model using the F-test. The individual contributions of each independent variable were assessed through t-tests at a 95% confidence level. The coefficient of determination (R^2) helped explain how much of the variance in employee productivity was attributed to the independent variables.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where the variables are defined as:

β_0= constant

β_1, β_2, β_3, and β_4, are Co-efficient of Mental Wellness Practices influencing Employee Productivity at the National Police Service Commission.

Y- Employee Productivity

X- Mental Wellness Practices

X_1 - Counselling Practices

X_2 - Financial Wellness Practices

X_3 - Work–Life Balance Practices

X_4 - Mentorship Practices

e - Error term

FINDINGS

A sample of 284 respondents were involved, out of which 256 duly filled and submitted the questionnaire.

Descriptive Analysis

Counselling Practices

The study sought to define whether access to professional counselling and psychosocial support services affected employee productivity at the NPSC and the results are as tabulated in table 1 below.

Table 1 Counselling Practices Statements on Employee Productivity

Statements (Counselling Practices & Productivity)	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
[I have easy access to professional counselling services at the Commission.]	54.30%	30.47%	15.23%	0.00%	0.00%	4.39	0.046
[Access to professional counselling services at NPSC have improved my ability to meet performance targets.]	39.45%	44.92%	15.63%	0.00%	0.00%	4.24	0.044
[Psychosocial support sessions help me to maintain focus on my duties during high-pressure periods]	34.77%	40.63%	24.61%	0.00%	0.00%	4.10	0.048
[Counselling have improved my emotional intelligence and interactions with colleagues and enhanced service delivery]	33.98%	36.72%	21.48%	7.81%	0.00%	3.97	0.058
[Psychological support services contribute to a sense of psychological safety that allows me to work more innovatively]	32.42%	35.55%	22.66%	9.38%	0.00%	3.91	0.061
Counselling Practices	**38.98%**	**37.66%**	**19.92%**	**3.44%**	**0.00%**	**4.122**	**0.636**

Source: Research Data (2026)

Respondents generally demonstrated a high and consistent endorsement of the importance of the counselling practices at the Commission to the organization (mean=4.122). This was the highest overall mean for all the

wellness practices assessed in the study, signifying how respondents overwhelmingly viewed counselling as the most highly rated intervention as identified by the study. There were no "Strongly Disagree" responses from any of the five statements and only two statements, two "disagree" responses, showing less than zero percent disagreement towards this program.

The greatest mean score on the individual items was 4.39 for "I have easy access to professional counselling services at the Commission". This was also the item with the lowest dispersion (SD = 0.046) indicating widespread consensus that the services are physically and administratively accessible by employees to use. Closely following was the item, "Access to professional counselling services at NPSC have improved my ability to meet performance targets" with a mean of 4.24 Because of this echoing the first item, there seems to be a perceived direct link by employees between having access to the services and improved work performance.

However, the lowest averaged statement 3.91, "Psychological support services create a setup of psychological safety that enables me to perform more innovatively" had the highest standard deviation (0.061). This statement and the emotional intelligence one were the only two to receive any disagreeing responses, (and both referenced the downstream, further out rather than the basic, shorter-term gains of the services innovation interpersonal and services delivery outcomes, unlike availability and direct target performance benefits). Meaning while most employees accepted that the services delivered immediate benefits, fewer employees accepted that they achieved longer-term behavioural and culture-driven improvements.

Financial Wellness Practices

The study sought to establish whether financial wellness initiatives affected employee productivity at the NPSC as presented in table 2 below:

Table 2: Financial Wellness Practices Statements on Employee Productivity

Statements (Financial Wellness & Productivity)	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
[NPSC offers financial literacy or awareness programs.]	25.78%	33.98%	22.66%	11.72%	5.86%	3.62	0.072
[Training on budgeting and financial management reduces my workplace distractions related to personal finances and reduced financial anxiety leading to a decrease in absenteeism.]	27.73%	35.94%	23.05%	7.42%	5.86%	3.72	0.070
[Well-sensitized pension/ medical benefits increase my long-term commitment to NPSC's goals.]	29.69%	28.91%	20.70%	10.94%	9.77%	3.58	0.080
[Access to staff welfare programs reduced financial stress, allowing me to produce higher quality work.]	28.52%	32.03%	16.02%	11.72%	11.72%	3.54	0.083
[Financial wellness initiatives contribute to the morale I need to complete my daily assignments efficiently]	30.47%	25.39%	17.97%	14.45%	11.72%	3.48	0.085
Financial Wellness	**28.44%**	**31.25%**	**20.08%**	**11.25%**	**8.98%**	**3.589**	**1.112**

NPSC employees seem to have rated financial wellness programs quite more highly than counseling practices, albeit less consistently, with an overall mean of 3.589 and a standard deviation of 1.112. This is the large standard deviation among the wellness dimensions discussed in this paper.

The statement with the greatest individual mean score was 3.72. It was on "Training on budgeting and financial management reduces my work place distractions related to personal finances and lessens my financial anxiety ultimately leading to less absenteeism. " This point appears to be the most prevalent financial wellness statement among employees equating financial management and budgeting to real reduction in workplace distraction and absenteeism. The next highest financial literacy program related statement had a mean of 3.62.

In contrast, the third item scored the lowest mean of 3.48, "Financial wellness initiatives help me meet the daily demands that I need to have to do my work effectively" and also contained the highest individual item standard deviation (0.085) of all of the items. This particular item, as well as "having access to staff welfare programs reduced the financial pressures I feel and helped me to produce work of a higher standard" (mean=3.54), scored the highest "Disagree" and "Strongly Disagree" percentages of any item on the broader financial wellness construct (estimate=26% and 23% combined on this item) which also speaks to a sizeable minority of employees who do not see a clear connection between financial wellness programs and improved morale and productivity/day-to-day performance respectively rather than the somewhat more optimistic data presented around counselling practices.

Considering that the employees received fairly high scores, but with the largest spread for financial wellness, a conclusion can be drawn that programs like these may require more involvement of the employees, a more thorough buy-in from the management and more tailored programmes to the needs of each employee to be truly successful (Gupta *et al*., 2024). This is in line with the relatively more conservative overall mean of 3.589 obtained from this study, indicating the evidence on financial wellness programmes remains comparably less conclusive than evidence on counselling. Financial wellness programs have so far presented only limited evidence of effectiveness (Hannon *et al*.,2017) and financial stress has been linked to lower job satisfaction and engagement trend supported by the mixed de-motivation reflected in the good old disagreement percentages above.

Work-Life Balance Practices

The study also examined whether work-life balance practices influenced employee productivity at the NPSC as tabulated in table 3 below:

Table 3: Work-Life Balance Practices Statements on Employee Productivity

Statements (Work-Life Balance & Productivity)	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	STD Deviation
[NPSC supports flexible work and leave arrangements where possible.]	29.02%	32.55%	25.88%	8.63%	3.92%	3.74	0.068
[Flexible leave arrangements help me to manage burnout and return to work with higher energy levels for my tasks.]	28.13%	36.33%	23.83%	7.81%	3.91%	3.77	0.067
[Availability of flexible working schedules improve have my ability to deliver results without compromising quality]	28.24%	29.02%	25.49%	12.55%	4.71%	3.63	0.072
[Wellness retreats and team-building activities improve my collaborative efforts and collective output.]	28.24%	28.24%	21.96%	13.33%	8.24%	3.55	0.079
[Better work-life balance contributed to your consistency in meeting my monthly/weekly performance reports.]	26.95%	26.95%	22.27%	12.50%	11.33%	3.46	0.082
Work-Life Balance	**28.11%**	**30.62%**	**23.89%**	**10.96%**	**6.42%**	**3.630**	**1.046**

Source: Research Data (2026)

The respondents held a generally favorable but somewhat varied view of work-life balance practices at NPSC. The item with the strongest endorsement was "Flexible leave arrangements help me to manage burnout and return to work with higher energy levels for my tasks," with a mean of 3.77, closely followed by "NPSC supports flexible work and leave arrangements where possible" at 3.74. Together these two items suggest that flexibility around leave, more than any other single factor, is what employees' credit most directly with restoring their energy and capacity to perform.

At the other end, the item "Better work-life balance contributed to consistency in meeting my monthly/weekly performance reports" recorded the lowest mean at 3.46 and the widest spread among the individual items (SD = 0.082), with combined disagreement reaching close to 24%. This implies that while employees broadly credit flexible arrangements with easing burnout, a notable proportion remain unconvinced that this translates consistently into meeting formal reporting targets, pointing to a gap between perceived wellbeing benefits and demonstrated output consistency.

For the construct as a whole, the overall mean of 3.630 (SD = 1.046) points to moderate agreement, but the relatively large standard deviation shows that employees' experiences of work-life balance at NPSC differ

considerably rather than converging around a shared view. This impression is reinforced by the distribution statistics: a median of 3.800 and a mode of 5.000 point to a cluster of strongly positive responses pulling the centre of the distribution upward, while the negative skewness of 0.360 confirms this leftward pull toward agreement. The kurtosis value of 0.741 further suggests a relatively flat, dispersed distribution rather than a sharp concentration of responses around the mean, consistent with the mixed pattern already evident in the disagreement percentages above.

These findings resonate with the broader literature on work-life balance, which frames it as extending beyond scheduling flexibility alone to encompass support for personal circumstances and the capacity of employee to establish and protect with maximum consideration between their professional and personal lives boundaries (Kasiviswanathan & Banupriya, 2026). The comparatively favourable rating recorded in this study lends support to the view advanced by Odhiambo *et al.,* (2024), who linked strong work-life balance provisions to greater employee loyalty and sustained organizational commitment over time.

Mentorship Practices

The study further examined whether mentorship and coaching practices influenced employee productivity at the NPSC and results presented in table 4.7 showing the descriptive statistics obtained from this analysis.

Table 4: Mentorship Practices Statements on Employee Productivity

Statements (Mentorship Practices & Productivity)	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	STD Deviation
[NPSC has structured formal mentorship or coaching programs.]	23.44%	26.56%	28.52%	13.28%	8.20%	3.44	0.076
[Onboarding support received reduced the time it took for me to become fully productive in my role.]	24.61%	25.39%	27.73%	16.41%	5.86%	3.46	0.075
[Regular coaching and feedback from my supervisor have helped me correct errors and improve my daily work quality]	25.39%	24.61%	26.56%	16.02%	7.42%	3.45	0.077
[Mentorship has increased my confidence to take on new initiatives at work.]	27.73%	19.53%	25.39%	18.36%	8.98%	3.39	0.082
[Capacity-building sessions have increased my technical competence to handle complex performance targets.]	26.17%	21.88%	19.53%	18.75%	13.67%	3.28	0.087
Mentorship Practices	**30.46%**	**31.09%**	**22.22%**	**10.29%**	**5.94%**	**3.403**	**1.145**

Source: Research Data (2026)

Mentorship practices received the most tempered ratings among the wellness constructs examined in this study, with an overall mean of 3.403 which is the lowest recorded across all five dimensions and a standard deviation of 1.145, signalling considerable inconsistency in how employees experience mentorship at NPSC.

The single most positive rated item was "Onboarding support received reduced the time it took for me to become fully productive in my role," with a mean of 3.46, closely followed by "Regular coaching and feedback from my supervisor have helped me correct errors and improve my daily work quality" at 3.45. This suggests that where mentorship-related activity does occur, employees value it most for its practical, early-stage role in accelerating productivity and correcting performance issues in real time.

By contrast, the item "Capacity-building sessions have increased my technical competence to handle complex performance targets" recorded the lowest mean at 3.28 and the highest standard deviation among the individual items (0.087), with combined disagreement reaching approximately 13.67% the highest disagreement level recorded across any single item in this study. This points to a substantial segment of employees who do not feel that current capacity-building efforts are adequately equipping them to manage more demanding aspects of their roles. Similarly, "Mentorship has increased my confidence to take on new initiatives at work" recorded a comparatively low mean of 3.39, reinforcing the impression that mentorship's influence on employee confidence and technical growth is felt less consistently than its more transactional, day-to-day coaching functions.

Table 5: Correlation Analysis

Variables		Counselling Practices	Financial Wellness Practices	Work–Life Balance Practices	Mentorship Practices	Employee Productivity
1	Pearson Correlation	1				
	Sig. (2-tailed)					
2	Pearson Correlation	.263**	1			
	Sig. (2-tailed)	.000				
3	Pearson Correlation	.097	.656**	1		
	Sig. (2-tailed)	.122	.000			
4	Pearson Correlation	.177**	.553**	.748**	1	
	Sig. (2-tailed)	.005	.000	.000		
5	Pearson Correlation	.356**	.766**	.682**	.619**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

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

The correlation analysis between employee wellness practices (counselling, financial wellness, work–life balance, and mentorship) and employee productivity is presented in this section. The Pearson's correlation coefficients indicate the strength and direction of these relationships, with significance tested at the 0.01 level (2-tailed).

Regression Analysis

The regression model summary provides wholly combined predictive power of Mentorship Practices, Counselling Practices, Financial Wellness Practices, and Work-Life Balance Practices on employee Productivity. The correlation coefficient (R) indicates the strength of the relationship between the predictors and the dependent variable, while R Square and Adjusted R Square indicate the proportion of variance in productivity explained by the model.

Table 6. illustrates the model's summary on the joint impacts of Counselling Practices, Financial Wellness Practices, Work-Life Balance Practices and Mentorship Practices on Employee Productivity.

Table 6: Multiple Regression Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.828[a]	.686	.681	.452

a. Predictors: (Constant), Mean [Mentorship Practices & Productivity], Mean [Counselling Practices & Productivity], Mean [Financial Wellness & Productivity], Mean [Work-Life Balance & Productivity]

Source: Research Data (2026)

The multiple regression analysis also indicated that there is a significant and positive relationship between the dimensions of employee wellness and employee productivity (R = 0.828). Based on multiple regression analysis, the model explained a total of 68.6% (R^2 = 0.686) of the variability in employee productivity, which indicated that Counselling Practices, Financial Wellness Practices, Work-Life Balance Practices and Mentorship Practices together accounted for a relatively large proportion of productivity outcomes in the organization. Because of this the Adjusted R squared of 0.681 confirmed the model's robustness in that there was little shrinkage suggesting that the ability of the model to predict is not really diminished after deciding for a complex model. Also, the Standard Error of Estimate (0.452) shows the dimension of wellness practice is good at prediction of the employee productivity.

The result agrees with research reporting positive effects of work–life balance on productivity (Kiran *et al*., 2015). It is also consistent with evidence linking supportive wellness programmes and organizational policies to productivity (Santoso *et al*., 2024).

Analysis of Variance (ANOVA)

Table 7 below shows the results of the Analysis of Variance (ANOVA) test used to check the global significance of a multiple regression model that studies the effect of Counselling Practices, Financial Wellness Practices, Work-Life Balance Practices, and Mentorship Practices on employee productivity.

Table 7: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.750	4	27.938	136.994	.000[b]
	Residual	51.187	251	.204		
	Total	162.938	255			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Mean [Mentorship Practices & Productivity], Mean [Counselling Practices & Productivity], Mean [Financial Wellness & Productivity], Mean [Work-Life Balance & Productivity]

Source: Research Data (2026)

Table 7 findings show that the model is statistically significant ($F(4,251) = 136.994$, $p < 0.001$). This indicates that the effect of all variables; mentorship practices, counselling practices, financial wellness practices and work-life balance practices on employee productivity is highly unlikely to have occurred by chance. The regression sums of squares (ss = 111.750) accounts for the part of employee productivity that is changed by the four wellness practice dimensions, however, the residual sum of squares (SS = 51.187) covers the variation which is attributed to factors beyond the model which it doesn't explain. The Regression Sum of Squares (111.750) accounts for a substantially larger share of the Total Sum of Squares (162.938) than the Residual Sum of Squares (51.187), which is consistent with the high R^2 value (.686) reported in the model summary. This confirm that the model explains a meaningful proportion of the variance in productivity rather than leaving it largely unaccounted for. The model mean square (MS = 27.938) is far above the residual mean square (MS = 0.204), which implies that the independent variables play an important role in predicting employee productivity. The degrees of freedom (df = 4 for regression, corresponding to the four predictor variables, and df = 251 for the residual, based on a sample size of 256) confirm that the sample size was adequate to support the model's complexity

The p value (0.000) is smaller than the usual level of significance 0.05, which means the regression model fits statistically quite a bit better than a model which has no independent variables. Bottom line, the ANOVA results assert that the four employee wellness dimensions together have a statistically significant impact on employee productivity. This revelation not only raises strong empirical evidence that employee wellness initiatives play an important role in determining productivity but also validate the inclusion of wellness practices as major predictors of organizational performance.

CONCLUSION AND RECOMMENDATIONS

The study concluded that counselling, financial well-being, work-life balance, and mentoring practices positively and a lot affect employee productivity at NPSC, for employees' productive time, task completion skills, and the value each single employee brings forth to the company. Financial wellness practices, to some extent, are most influential in raising the productivity level even if these practices are the ones the least preferred by employees; still, it suggests improvements in this field have a great chance for increasing outputs. Work-life balance and counselling services provide good impact on productivity as well, and employees are more positively disposed towards counselling than the other three types of wellness practices although its impact on productivity, as measured, is less substantial. Mentorship is less significant compared to the other types of employee wellness initiatives as evidenced also by really it is least well received from a qualitative perspective and also its contribution to productivity is the smallest. All in all, one comprehensive approach to wellness, that is well resourced, seems to go together with employees' productivity while a single aspect of wellness should not be the only one pursued. The study recommended that;

- The Commission should expand flexible working and leave days policies and address gaps in how work-life balance translates into consistent task delivery, including through directorate-specific interventions.
- NPSC should ensure guidelines on standard of all professionals, equipments and accessories needed for work operations.
- The Commission should embed mentorship and coaching programs in the human resource manual, strengthen onboarding support, and ensure mentorship is consistently implemented across all directorates, as this remains the weakest-performing wellness dimension.
- NPSC should ensure clear set out career progression guidelines to ensure that staff do not stagnate in one job cadre for long and provide for conditions of seamless progression.
- The Commission should institutionalize quarterly wellness training ensuring sensitization, early detection of any issues thereby quick response.

Areas for Further Studies

From the study findings, the following areas are recommended for further studies to be conducted;

- A longitudinal study is recommended to establish the causal, rather than associative, relationship between mental wellness practices and employee productivity over time.
- Further research should incorporate qualitative methods to provide deeper insight into employee experiences of wellness practices, particularly mentorship.
- Comparative studies across other public sector agencies are recommended to establish whether the relative significance of financial wellness, counselling, work-life balance, as well as mentorship observed at NPSC holds in other organizational contexts.
- Future studies should examine additional wellness dimensions identified by respondents, including organizational fairness, OHS, career development, and workplace conditions, as potential predictors of employee productivity.

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