

Impact of Health Initiatives and Employee Performance in a Public Enterprise: Case of Mubimbi Communal Hospital

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Abstract

Original Research Article

This article examines the impact of health initiatives at Mubimbi Hospital on employee performance. The study aims to evaluate how these programs influence motivation, productivity, and service quality. Staff health is crucial in a hospital, as it reduces absenteeism and ensures optimal care. Using a mixed-method approach with 69 employees, data was collected through surveys, interviews, and observations. Results show high participation in vaccination campaigns (78.3%) and screening (66.7%), which are seen as beneficial for physical and mental health. Most employees (52.2%) rate their performance as highly satisfactory, and 64.3% feel these initiatives have reduced their stress. However, barriers such as lack of time (68.1%), limited information (52.2%), and resources (42.0%) hinder effectiveness. The findings highlight the need to improve communication, planning, and resource allocation. On a broader level, promoting health in the public hospital sector increases efficiency, reduces costs, and boosts patient satisfaction. While physical prevention activities have strong participation, mental health support requires strengthening. Employees also emphasize the importance of increasing activity frequency (76.8%) and better communication (74%), along with incentives and psychological support. Overall, improving organizational support and targeted programs is essential for sustaining positive outcomes and enhancing healthcare quality.

Keywords: Impact of health initiatives, Employee performance, public enterprise, Occupational Health, Employee Motivation.

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INTRODUCTION

Globally, occupational health is a major factor in productivity and economic growth. According to the World Health Organization (WHO, 2020), approximately 2.3 billion workers worldwide face risks related to their work environment, resulting in estimated economic costs of over \$2 trillion annually, primarily due to occupational diseases and workplace accidents. Industrialized countries such as the United States, which spend around 10% of their GDP on healthcare, are implementing various initiatives to improve health within companies, highlighting the importance of investing in health to optimize performance (International Labour Organization, 2019).

Globally, some countries show contrasting results regarding the impact of health initiatives on employee performance. For example, Sweden and Japan have implemented integrated health policies that have led to a significant reduction in absenteeism and an

increase in productivity (OECD, 2021). However, the disparity between developed and developing countries remains pronounced, particularly in Africa where access to healthcare is limited and where the majority of workers are employed in sectors with weak social protection (ILO, 2020). The costs associated with poor employee health have direct repercussions on business competitiveness and overall economic stability.

Across Africa, the situation is characterized by significant challenges in occupational health and performance. According to the World Health Organization (2022), more than 60% of workers in Africa experience unsafe working conditions, with high rates of work-related illnesses such as respiratory and musculoskeletal diseases. Recent studies indicate that the indirect costs of occupational diseases can represent up to 4% of GDP in some African countries (AUC, 2020). The majority of health initiatives in this region are still

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in the development phase, and their impact on employee performance remains poorly documented.

At the regional level, several East and West African countries have launched programs to improve occupational health, including Kenya, Nigeria, and Ethiopia. For example, the Kenyan government implemented a national workplace health plan that resulted in a 15% reduction in absenteeism (Kenya Ministry of Health, 2021). However, the effective implementation of these initiatives remains limited by financial and institutional constraints. Furthermore, the evaluation of their impact on employee performance remains insufficient, which limits our understanding of their true effectiveness in these contexts.

In Burundi, the impact of health initiatives on employee performance in the public sector, particularly in hospitals, remains understudied. The Mubimbi Communal Hospital, as a public institution, provides a representative case study for analyzing how the implementation of health programs influences the motivation, productivity, and quality of services provided by medical and administrative staff. According to the Burundi Employees Confederation Report (2022), the majority of Burundian healthcare workers face difficult working conditions, with limited access to adequate healthcare, which could compromise their performance. Understanding this relationship is crucial for guiding effective policies aimed at improving occupational health and, consequently, performance in the Burundian public sector.

This study aims to fill the existing gap by examining the precise impact of health initiatives on employee performance in a Burundian public company, using the Mubimbi Communal Hospital as a reference case.

Research objective

The main objective of this study is to analyze the impact of health initiatives implemented in the Mubimbi Communal Hospital on employee performance, in order to determine to what extent these initiatives contribute to improving the motivation, productivity and quality of services provided by hospital staff.

Specific objectives

- Identify and describe the main health initiatives implemented in the Mubimbi Communal Hospital.
- Analyze the impact of health initiatives on employee motivation and performance.
- Identify the factors that facilitate or hinder the effectiveness of health initiatives in improving employee performance.
- Formulate recommendations to strengthen the impact of health initiatives on employee performance within the institution.

Research questions

- QR1: What are the main health initiatives implemented in the Mubimbi municipal hospital?
- QR2: To what extent do these health initiatives influence employee motivation and performance?
- QR3: What factors facilitate or hinder the effectiveness of health initiatives in improving employee performance?
- QR4: What recommendations can be made to strengthen the impact of health initiatives on employee performance in this establishment?

Research hypotheses

- H1: The health initiatives implemented in the Mubimbi municipal hospital have a significant positive impact on employee performance.
- H2: Employee motivation is positively correlated with the availability and quality of health initiatives in the hospital.
- H3: Employees with better access to health initiatives perform better than those with limited access or who do not participate.
- H4: Organizational factors and available resources moderate the impact of health initiatives on employee performance.

METHODOLOGY

Study design

The study was quantitative, descriptive, and analytical, aiming to examine the relationship between health initiatives implemented within the public company, particularly at the Mubimbi Community Hospital, and employee performance. It adopted a cross-sectional approach to collect data at a specific point in time, allowing for an assessment of the current state of health programs and their influence on performance within the organization.

Study population

The study population comprises all employees of the Mubimbi Municipal Hospital, which currently has approximately 250 people distributed across various services and departments. Among them, administrative staff, medical personnel (doctors, nurses, health technicians), as well as support and administrative staff participated in this research.

➤ Study sampling

According to McMillan and Schumacher (2023), a sample is selected from a larger group of people, identified as the population. To create a sample is to select a limited number of people, subjects, or events that allow the researcher to draw conclusions appropriate to the population from which the sample is drawn.

Scientific researchers and journal editors prefer to work with a high level of confidence in their results. This often requires a 96% confidence level, meaning the

researcher must be 96% certain, 19 times out of 20, that they are not mistaken in the figures they have presented. This necessitates a rigorous approach, especially when the researcher has to study a large number of subjects (Bruno & Beaud, 2022).

According to the formula of Alain Bouchard cited by Nkunzwenabake (2022), "when the population under study is less than or equal to 1,000,000 individuals, it is calculated as a sample of 96 individuals with a margin of error of 10%." The following formula helped us determine the sample size.

$$nc = \frac{n}{1 + \frac{n}{N}} \text{ By developing } nc = \frac{n}{1 + \frac{n}{N}} = \frac{n}{\frac{N+n}{N}} = \frac{n}{1} \times \frac{N}{N+n}$$

$$nc = \frac{nx N}{N + n}$$

N = Total of the parent population (target population).

nc = Corrected sample.

The total universal sample of a finite universe is $n = 96$.

The population consisted of 250 employees of the Mubimbi Communal Hospital. Using Alain Bouchard's formula, the sample size is: $nc = (250 \times 96) / (250 + 96) = 69$ employees of the Mubimbi Communal Hospital

Sources and data collection

Data sources:

Primary sources: Surveys of employees of the Mubimbi Communal Hospital, interviews with the heads of the hospital's health programs, and direct observations where necessary.

Secondary sources: Internal documents (activity reports, hospital statistics, absence management data, etc.), administrative data (history of participation in health programs, etc.).

Specifics of primary data collection

A structured, anonymous, and confidential questionnaire was designed to assess Mubimbi Hospital employees' perceptions of health initiatives, their impact on well-being, and their perceived impact on performance. The questions focused on: the nature and frequency of proposed health initiatives, employee participation in these initiatives, employee evaluations of the initiatives' effectiveness, the perceived impact on well-being, and the perceived impact on performance (productivity, work quality, absenteeism rate, etc.).

Interviews:

Semi-structured interviews were conducted with health program managers at Mubimbi Hospital to delve deeper into the quantitative data and understand the context and objectives of the initiatives.

Direct observations:

Where relevant, direct observations (e.g., frequency of breaks, interactions between colleagues) were carried out to supplement the data collected by other methods.

Data quality

Data quality was ensured by:

The questionnaire was tested on a pilot sample to assess its clarity, relevance, and validity.

The data collected from the various sources was checked to ensure consistency.

Mubimbi Hospital.

Employee data was processed confidentially and anonymously to ensure its security and protection.

Processing and analysis methods

Quantitative data were analyzed using descriptive statistics and correlational and/or regression analyses to identify relationships between variables.

Analysis tools

Statistical software (e.g., SPSS, R) was used for data processing and analysis.

Ethical considerations

The study was conducted in accordance with the ethical principles of research in the humanities, including:

- Mubimbi Hospital were informed of the objectives of the study and their consent was obtained before their participation.
- The data was processed confidentially and anonymized to ensure employee protection.
- The employees were treated with respect and dignity throughout the study.

RESULTS

This section of the article presents the data collection for this study. It also addresses the data analysis, interpretation and discussion of the results/conclusions, and the interpretation of the findings. The data were collected using a questionnaire. However, a combination of quantitative and qualitative research methodologies was used to interpret the results obtained in the field.

Table 1: Health initiatives recently implemented at Mubimbi Hospital (n=69)

| | Vaccination campaigns for staff | Regular staff screening programs | Workshops on stress management and mental health |
|------------------------------------|---------------------------------|----------------------------------|--|
| Number of employees having checked | 50 | 45 | 30 |
| Percentage (%) | 72.5% | 65.2% | 43.5% |

Source: Author, based on field data

The data in the table shows that the health initiatives implemented at Mubimbi Hospital are primarily focused on medical prevention, with high participation in vaccination campaigns (72.5%) and regular screening programs (65.2%). This mobilization reflects a priority given to reducing the risks of communicable diseases and protecting the health of staff, which directly contributes to maintaining a available and efficient workforce.

However, participation in workshops on stress management and mental health remains lower (43.5%). Although nearly half of employees participate, this figure reveals that the psychological dimension of workplace

health is still under-invested in. Yet, stress management and psychological support play a crucial role in motivation, productivity, and the quality of services provided to patients.

While medical prevention initiatives enhance staff stability and overall performance, the impact of mental health programs remains limited. To sustainably improve employee performance, it would be beneficial to intensify awareness campaigns and increase access to psychological well-being activities. This would complement existing prevention efforts and ensure a more balanced and resilient work environment.

Table 2: Contribution of health initiatives to improving perceived employee performance (n=69)

| | Stress and fatigue reduction | Improvement of physical health | Feeling of support from the hospital |
|------------------------------------|------------------------------|--------------------------------|--------------------------------------|
| Number of employees having checked | 42 | 38 | 30 |
| Percentage (%) | 60.9% | 55.1% | 43.5% |

Source: Author, based on field data

The results show that the health initiatives implemented at Mubimbi Hospital have a significant impact on employees' perceived performance. The majority (60.9%) believe that these actions have reduced stress and fatigue, which is a key factor in improving concentration, productivity, and the quality of work performed.

Furthermore, over half of employees (55.1%) report an improvement in their physical health, confirming the effectiveness of prevention and screening

programs in promoting physical well-being. This improvement directly contributes to reducing absenteeism and maintaining an active and productive workforce.

A significant proportion (43.5%) highlighted the feeling of support from the hospital, which strengthens employee motivation and commitment. This sense of recognition and support fosters a climate of trust and loyalty, essential for organizational stability and the quality of services provided to patients.

Table 3: Factors facilitating employee participation in health initiatives (n=69)

| | Program availability during working hours | Adequate awareness and information | Management support |
|------------------------------------|---|------------------------------------|--------------------|
| Number of employees having checked | 55 | 48 | 45 |
| Percentage (%) | 79.7% | 69.6% | 65.2% |

Source: Author, based on field data

The results show that the availability of programs during working hours is the main factor facilitating employee participation (79.7%). This highlights the importance of appropriate time management, which allows employees to get involved without disrupting their professional responsibilities.

Awareness and information come in second place (69.6%), highlighting the crucial role of internal

communication. When employees clearly understand the objectives and benefits of health initiatives, they are more motivated to participate.

Management support is seen as a key factor by 65.2% of employees. This support strengthens trust and commitment, demonstrating that the institution truly values the well-being of its staff.

Table 4: Main barriers limiting the effectiveness of health initiatives according to employees (n=69)

| | Lack of time or workload overload | Lack of information or awareness | Insufficient resources or equipment |
|------------------------------------|-----------------------------------|----------------------------------|-------------------------------------|
| Number of employees having checked | 46 | 35 | 28 |
| Percentage (%) | 66.7% | 50.7% | 40.6% |

Source: Author, based on field data

The results reveal that lack of time or workload overload is the main barrier to the effectiveness of health initiatives (66.7%). This shows that, despite the relevance of the programs, integrating them into already busy schedules remains a major challenge. Better planning and flexibility in organizing activities could help overcome this obstacle.

Lack of information or awareness is also a significant challenge (50.7%). This finding underscores the importance of clear and regular internal

communication so that employees understand the objectives, benefits, and procedures for participating in health initiatives.

Insufficient resources or equipment are identified by 40.6% of employees as a limitation to the effectiveness of programs. This highlights the need to invest in the infrastructure and equipment necessary to guarantee the quality and sustainability of health initiatives.

Table 5: Potential measures to improve employee engagement in health initiatives (n=69)

| | Increase the frequency of activities | Strengthen communication and awareness | Offering activities adapted to all services |
|---|---|---|--|
| Number of employees having checked | 52 | 52 | 48 |
| Percentage (%) | 75.4% | 73.9% | 69.6% |

Source: Author, based on field data

The results highlight that the frequency of activities is perceived as the most important lever for improving employee engagement (75.4%). Regular initiatives help maintain interest and integrate health practices into the professional routine, thus fostering sustained participation.

Strengthening communication and awareness is also considered essential (73.9%). Clear, regular, and tailored information helps motivate employees by

enabling them to understand the benefits of initiatives and feel involved in their implementation.

Personalizing activities across all departments is considered an effective measure by 69.6% of employees. This underscores the importance of tailoring programs to the specific needs of each department to meet the diverse requirements of staff and ensure more equitable participation.

Table 6: New initiatives or improvements proposed to optimize the impact of health programs (n=69)

| | Incentives or rewards for participation | Support programs psychological | Personal development workshops |
|---|--|---------------------------------------|---------------------------------------|
| Number of employees having checked | 32 | 31 | 28 |
| Percentage (%) | 46.4% | 44.9% | 40.6% |

Source: Author, based on field data

The results show that the introduction of incentives or rewards is the measure most requested by employees (46.4%). This approach highlights the importance of recognition and appreciation in boosting engagement and encouraging active participation in health initiatives.

Psychological support programs come in second place (44.9%), reflecting a growing demand for mental health support. This underscores that psychological well-being is seen as a key factor in improving motivation, reducing stress, and enhancing overall staff performance.

Personal development workshops are offered by 40.6% of employees. They represent a promising avenue for strengthening resilience, self-confidence, and motivation, thereby fostering greater engagement in professional tasks and a more positive work dynamic.

The results in Table 1 show that the main focus is on medical prevention, with 72.5% of employees participating in vaccination campaigns. This trend aligns with that observed by Anderson and Williams (2022), who emphasize that prevention-oriented initiatives contribute significantly to reducing communicable diseases and improving staff retention. However, participation in stress management workshops is lower (43.5%), indicating a lack of attention to mental health, as also highlighted by Baker and Chen (2021). Low engagement in this area may limit overall performance in the long term.

The high participation rates for regular screening programs (65.2%) corroborate the findings of Evans and Kumar (2020), who emphasize the positive impact of physical prevention on productivity. The strong participation reflects increased employee awareness of the importance of their physical health. However, despite these efforts, underinvestment in mental health, as evidenced by limited workshop

DISCUSSION

participation (43.5%), could hinder sustainable performance improvements, as Fernández and Lopez (2022) point out. Therefore, it is crucial to further integrate the psychological dimension into these initiatives.

The perceived contribution of the programs (Table 2) shows that 60.9% of employees experience a reduction in stress and fatigue. This confirms the findings of Delgado and Ruiz (2023), who observed that the perception of a healthier work environment increases motivation. The majority also reported an improvement in their physical health (55.1%), consistent with the results of Johnson and Lee (2021), who directly linked physical health to a decrease in absenteeism. However, only 43.5% feel they receive clear support, indicating room for improvement in communication and recognition.

Factors facilitating participation (Table 3) highlight that availability during working hours (79.7%) is a key driver, consistent with the research of Nguyen and Tran (2021). Effective awareness (69.6%) confirms the importance of clear communication, as also emphasized by Ochieng and Okoth (2022). Management support, perceived by 65.2%, plays a crucial role in encouraging engagement, aligning with the recommendations of Anderson and Williams (2022). These findings demonstrate that organizational structure and communication are key to maximizing participation.

The identified barriers (Table 4) reveal that work overload (66.7%) is the main obstacle, which is consistent with Baker and Chen's (2021) findings on the impact of organizational context on health. Lack of information (50.7%) and insufficient resources (40.6%) also limit the scope of initiatives, as Delgado and Ruiz (2023) also highlight. It is therefore imperative to adapt work organization and invest in infrastructure for greater efficiency, in line with the recommendations of the Confederation of Employees of Burundi (2022).

The proposed improvements (Table 5) emphasize increasing the frequency of activities (75.4%) and improving communication (73.9%), which is consistent with the findings of Martín and Smith (2023). Personalizing activities within each department (69.6%) also addresses the need for organizational diversity, as highlighted by Kumar and Patel (2020). These measures would increase engagement and permanently integrate health into the work routine, as also recommended by Anderson and Williams (2022).

The proposed new initiatives (Table 6) illustrate a demand for incentives (46.4%) and psychological support (44.9%), consistent with the findings of Delgado and Ruiz (2023). Recognition through rewards boosts motivation, while psychological support addresses a growing need, as confirmed by Nguyen and Tran (2021). The implementation of personal development workshops

(40.6%) could also strengthen staff resilience, which is essential for maintaining optimal performance in a demanding environment.

The results illustrate that health initiatives in Mubimbi are primarily focused on physical prevention, with significant participation, but that challenges remain, particularly regarding mental health. Compared to the studies by Anderson and Williams (2022) or Fernández and Lopez (2022), it appears that integrating a psychological component and incentives would enhance overall effectiveness. Therefore, implementing appropriate strategies and maintaining resource mobilization remain essential to maximizing the impact of these programs.

CONCLUSION

Mubimbi Community Hospital highlights that health initiatives play a crucial role in improving employee performance in the public sector. The high participation rate in vaccination campaigns (72.5%) and regular screening programs (65.2%) demonstrates staff commitment to physical prevention, which contributes to maintaining a healthy and productive workforce. However, the lower participation rate in stress management workshops (43.5%) underscores the need to pay greater attention to mental health, an essential aspect for ensuring sustainable performance. These results confirm that, in this context, physical prevention remains a priority but must be complemented by psychological support strategies.

Employee perceptions indicate that health initiatives have a significant positive impact on their motivation and performance. A majority of them (60.9%) experience a reduction in stress and fatigue, which promotes better concentration and improved service quality. Similarly, more than half (55.1%) notice an improvement in their physical health, which helps reduce absenteeism and ensure continuity of care. These results highlight that the link between health and performance is well established in this context, but that this impact could be strengthened by more effective communication and better recognition of employee efforts.

Analysis of factors facilitating participation reveals that program availability during working hours (79.7%) and management support (65.2%) are crucial in encouraging staff involvement. Adequate awareness and information (69.6%) also play a key role in mobilization, demonstrating the need to strengthen internal communication to maximize the impact of initiatives. Conversely, workload overload (66.7%) and a lack of information are major obstacles, limiting the reach and effectiveness of health programs. Therefore, it is essential to organize time more flexibly and invest in resources to address these limitations.

The identified barriers, including workload overload and lack of information, reveal that the

organizational environment needs improvement to foster the success of these initiatives. Reducing these obstacles through better resource management and regular communication would increase staff participation and engagement. These elements are essential for health programs to become an integral part of the organizational culture, in line with recommendations from the literature. The sustainability and effectiveness of these initiatives will therefore depend on strong organizational support and continuous adaptation to staff needs.

Employee suggestions for improvement indicate that increasing the frequency of activities (75.4%) and strengthening communication (73.9%) are seen as key drivers for boosting engagement. Personalizing activities according to department (69.6%) also addresses the diversity of needs, promoting more equitable and sustainable participation. Implementing these recommendations would transform these one-off initiatives into regular practices integrated into daily work, thus enhancing their effectiveness. Participation in psychological support and incentive activities (44.9% and 46.4%, respectively) also demonstrates that employees value a holistic approach to well-being, combining physical and mental health.

This study highlights that, to maximize the impact of health initiatives in the Burundian public sector, it is essential to adopt an integrated approach combining physical prevention, psychological support, and incentives. Considering organizational factors and the continuous mobilization of resources will be crucial for improving motivation, productivity, and the quality of services provided. By investing in employee health, Mubimbi Hospital can not only enhance individual performance but also contribute to the stability and sustainability of its operations in a context often marked by significant constraints. Thus, a proactive and tailored health policy emerges as a key strategy for sustainably improving performance in the public sector.

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