
MENTAL WELLNESS AND PERFORMANCE OF EMPLOYEES IN CONSTITUTIONAL COMMISSIONS IN KENYA: A CASE OF PARLIAMENTARY SERVICE COMMISSION

¹Joyce Lemerelle & ²Weldon Kibet Ng'eno, PhD.

^{1,2} Department of Public Policy and Administration, Kenyatta University, Kenya

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ABSTRACT

Employee mental wellness is a key factor influencing productivity, efficiency, motivation, and organizational performance. In constitutional commissions such as the Parliamentary Service Commission (PSC) in Kenya, employees work under pressure caused by legislative deadlines, administrative demands, public accountability, and political influences. Although mental wellness is important, limited research has examined how it affects employee performance within the PSC. This study therefore assessed the effect of mental wellness on employee performance in constitutional commissions in Kenya, using the PSC as a case study. It focused on workplace stress management strategies, employee mental health support systems, and work-life balance policies. The study adopted a descriptive research design to provide a clear understanding of the relationship between mental wellness and employee performance. The target population consisted of 1,860 PSC employees, from which a sample of 278 respondents was selected using stratified random sampling. Data were collected through questionnaires administered to junior staff and interview guides used with senior management. A pilot study was conducted at the National Gender and Equality Commission, involving 28 respondents, to test the validity and reliability of the research instruments. Quantitative data were analyzed using descriptive and inferential statistics through SPSS, while qualitative data were analyzed thematically. The study found that mental wellness significantly affects employee performance at the PSC. Workplace stress management strategies, mental health support systems, and work-life balance policies positively influenced employee productivity, motivation, and work efficiency. Mental health support systems had the strongest influence. The study recommends that the PSC strengthen stress management training, counselling services, workload management, employee assistance programs, and mental health awareness campaigns to create a supportive workplace where employees can seek psychological support without fear of stigma.

Keywords: Mental Wellness; Employee Performance; Stress Management; Mental Health Support; Work-Life Balance; Parliamentary Service Commission.

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INTRODUCTION

Mental wellness has become a pivotal factor influencing employee performance in institutions across the world. The workplace environment affects employees' mental health and, subsequently, their productivity, decision-making, commitment, and overall well-being. Many organizations, including public sector institutions, operate in high-pressure environments with demanding workloads and complex responsibilities that may result in stress, anxiety, and burnout. The WHO recognizes workplace mental health as a vital determinant of organizational success, noting that poor employee mental health reduces efficiency, increases absenteeism, and contributes to high turnover rates (WHO, 2022). Therefore, governments and institutions globally are increasingly prioritizing mental wellness programs to improve employee performance and organizational productivity.

In the United States, workplace mental health policies are promoted within public institutions through federal support systems and employee wellness programs. The U.S. Office of Personnel Management emphasizes mental wellness programs for government agencies to ensure that stressed employees receive adequate support. Stress-related disorders among government employees are widespread due to inflexible job schedules, heavy duties, and demanding responsibilities (NIOSH, 2021). As a result, initiatives such as Employee Assistance Programs, counselling services, and flexible work arrangements have been introduced to strengthen mental well-being and improve performance in public institutions.

In the United Kingdom, mental wellness among public employees has also received strong policy attention. The UK Civil Service prioritizes mental health through programs such as the "Thriving at Work" strategy, which outlines employer responsibilities in managing workplace mental wellness (Stevenson & Farmer, 2017). Work-related stress, anxiety, and depression continue to cause productivity losses in government institutions. For this reason, mental health training, psychological support, and workplace counselling have been adopted to reduce the effects of mental health challenges on employee performance.

In Africa, mental wellness among public sector employees is gradually gaining attention, although stigma, weak policies, inadequate funding, and limited support systems remain major barriers. The African Union recognizes that effective mental health approaches can improve workforce productivity and support economic development (AU, 2021). In South Africa, the government has established mental wellness programs for public servants, including stress management training and workplace counseling. However, workload pressure, bureaucratic inefficiencies, and job insecurity continue to affect employees' mental health (SADAG, 2021). In Nigeria, public servants also face mental health challenges linked to corruption, inadequate resources, political pressure, and poor working conditions. The Federal Ministry of Health has advocated for workplace mental health policies in government agencies (FMH, 2022), while poor mental health has been linked to weak decision-making, low engagement, and reduced performance among public employees (Okonkwo et al., 2021).

In Kenya, workplace mental health is an urgent issue in public institutions, including constitutional commissions. The Mental Health (Amendment) Act of 2022 supports the establishment of workplace mental wellness programs to improve employee health and productivity (Government of Kenya, 2022). Public servants face high workloads, political pressure, limited resources, and demanding service expectations, which expose them to stress, burnout, and poor job performance. The Ministry of Public Service and Gender reports rising mental health concerns among public servants and calls for counseling, mental health awareness, and stress management programs (Ministry of Public Service and Gender, 2023).

Employee performance is central to organizational success because it determines productivity, service quality, efficiency, and institutional effectiveness. Poor well-being reduces output, increases errors, delays deadlines, and weakens organizational performance (Cvenkel, 2020). Poor well-being practices also increase absenteeism and

reduce labour retention, leading to workflow interruptions, talent loss, and higher replacement costs (Cooks-Campbell, 2022; De Gannes, 2023).

The Parliamentary Service Commission is a key constitutional commission in Kenya. Established under Article 127 of the Constitution, it supports Parliament by appointing, supervising, and promoting the welfare of parliamentary staff (Republic of Kenya, 2010). Its employees work in a demanding environment involving legislation, research, administration, communication, and public service. Such responsibilities expose them to stress, burnout, and anxiety. Although government and institutional initiatives exist, gaps remain in integrating mental wellness into daily workplace practice. Strengthening mental health support at the PSC is therefore necessary for improving employee performance, service delivery, and institutional effectiveness (KNCHR, 2021).

Statement of the Problem

Mental wellness is increasingly recognized as a key determinant of employee performance in both public and private institutions. Employees in constitutional commissions, including the Parliamentary Service Commission (PSC), operate in demanding environments shaped by legislative deadlines, heavy workloads, public accountability, political pressure, and complex administrative responsibilities. These conditions may expose employees to stress, anxiety, burnout, low motivation, reduced concentration, and poor work engagement. The World Health Organization notes that poor mental health in the workplace contributes to low productivity, absenteeism, job dissatisfaction, and reduced organizational effectiveness (WHO, 2022). Despite growing attention to workplace mental health, limited empirical evidence exists on how mental wellness affects employee performance within Kenya's constitutional commissions.

Previous studies have examined mental wellness and employee performance in different contexts. Kelloway and Day (2019) found that workplace mental health interventions reduce stress and improve productivity in public institutions, but their study was mainly based on Western contexts, making its findings less specific to African constitutional commissions. Ajala (2017) established that poor stress management in Nigerian public institutions contributes to inefficiency and high turnover, but did not focus on employees working in constitutional commissions. Mutuku and Gachunga (2021) found that work-life balance policies improve public sector productivity in Kenya, while Mutunga (2019) examined stress management and employee commitment in the banking sector. However, these studies did not adequately address the unique pressures faced by employees of the PSC.

This study therefore seeks to fill this gap by examining the effect of mental wellness on employee performance in the Parliamentary Service Commission. Specifically, the study focuses on three independent variables: workplace stress management strategies, mental health support systems, and work-life balance policies. These variables are expected to influence the dependent variable, employee performance. By focusing on the PSC, the study will provide evidence that can support practical policy recommendations for improving employee well-being, job performance, and institutional efficiency within Kenya's constitutional commissions.

LITERATURE REVIEW

EMPIRICAL REVIEW

Empirical literature shows that employee performance is strongly influenced by mental wellness, especially in institutions where staff operate under pressure, complex responsibilities, and high accountability demands. Iqbal et al. (2021) established that mental wellness improves employee engagement, workplace creativity, decision-making, morale, and attendance among public sector employees in Asia. The study showed that organizations with active mental health policies experienced better staff motivation and lower absenteeism. However, it did not focus

on constitutional commissions, where employees often experience unique administrative, legal, and political pressures. Similarly, Mensah and Adjei (2020) found that workplace mental health interventions improved commitment, teamwork, and performance among employees in Ghana's public service. Their findings confirmed that organizational wellness programs help reduce stress and burnout, although the study did not specifically examine institutions with strict legislative and oversight mandates such as the Parliamentary Service Commission.

Further evidence from developed economies also supports the relationship between employee mental wellness and work performance. Rodríguez and García (2022) examined government agencies in Europe and reported that high-stress public administration environments often reduce cognitive ability, decision-making quality, and work output. The study recommended comprehensive mental health and wellness programs as a way of improving employee efficiency. However, its findings were based on a developed context with stronger workplace mental health infrastructure, which limits direct application to Kenya's constitutional commission environment. In Kenya, Mutua and Wambua (2023) found a strong relationship between workplace stressors and reduced productivity in government institutions. They further observed that employee assistance programs, counselling services, and work-life balance policies improved job execution. Nevertheless, their study generalized public service employees and did not address the specific conditions experienced by employees at the Parliamentary Service Commission.

Studies on workplace stress management strategies also indicate that effective stress control improves employee performance. Funmilayo et al. (2023) found that stress significantly affects employee performance and that proper stress management improves workers' output. The study emphasized that employee performance is closely linked to how well stress is managed at both individual and organizational levels. However, it was conducted in a general organizational setting and did not focus on public service institutions or constitutional commissions. Patro and Kumar (2019) also established that stress intervention programs, training, and development significantly improved employee work performance in private organizations. Although useful, the study was limited to private establishments, whose operating environment differs from the public and legislative context of the Parliamentary Service Commission. In Kenya, Kihara (2018) found a strong positive relationship between stress management practices and employee performance in the public service, while Mutunga (2019) showed that unmanaged stress reduced commitment and productivity among employees in Family Bank branches in Nairobi. These studies are relevant, but they do not directly explain how stress management strategies affect employee performance in a constitutional commission.

Mental health support systems have also been identified as important predictors of employee productivity. Onsare (2022), in a study on Kenya Ports Authority, found that employee assistance programs reduced anxiety and stress, improved morale, increased punctuality, and lowered absenteeism. The study showed that counselling programs had the highest effect on productivity, followed by alcohol, drug, and substance abuse cessation programs, while financial literacy programs had the least effect. Although the findings demonstrate the value of employee assistance programs in state corporations, they cannot be fully generalized to the Parliamentary Service Commission because of differences in legislative duties and administrative pressure. Chebeth and Wamwayi (2024) similarly found that employee mental health, work-life balance, and employee assistance programs positively influenced organizational performance in Kenya's public service. However, their study did not specifically focus on constitutional commissions. Mbabu (2021), who studied workplace conditions at the Parliamentary Service Commission, identified work-related stress, inadequate wellness programs, and high-pressure work environments as causes of poor performance and absenteeism, but did not focus deeply on structured mental health support systems.

Work-life balance policies have also been widely linked to employee well-being and performance. Hariri et al. (2024) found that work-life balance improves job satisfaction, productivity, and mental health, while poor balance increases stress, burnout, and negative health outcomes. Malova (2021) established that flexible working options, leave programs, welfare services, and recreational programs significantly influenced employee performance at the Kenya Institute of Curriculum Development. Opatrná and Prochazka (2023) also found a generally positive relationship between work-life balance policies and organizational performance, although their review focused mainly on financial outcomes. Ihwughwavwe and Shewakramani (2024) further found that work-life balance improved employee performance in Nigeria through reduced stress, better teamwork, improved concentration, and fewer errors. Overall, existing studies show that stress management strategies, mental health support systems, and work-life balance policies influence employee performance. However, limited research has examined these variables within Kenya's Parliamentary Service Commission, creating the gap that the present study seeks to address.

Theoretical Review

The Conservation of Resources (COR) theory and Goal-Setting Theory provided a suitable foundation for examining mental wellness and employee performance at the Parliamentary Service Commission (PSC). COR theory argues that employees experience stress when important resources, such as time, energy, emotional stability, social support, and workplace control, are threatened, lost, or not replenished after effort has been invested (Hobfoll, 1989). This theory applies directly to PSC employees because they work in a high-pressure environment shaped by legislative deadlines, public scrutiny, political expectations, and heavy administrative responsibilities. When employees lack adequate coping resources, they may experience burnout, anxiety, low morale, absenteeism, and reduced productivity.

In this study, COR theory explains the relevance of workplace stress management strategies, mental health support systems, and work-life balance policies. Stress management training can help employees preserve emotional and psychological resources by improving coping skills. Mental health support systems, such as counselling and employee assistance programs, can restore depleted resources and strengthen resilience (Halbesleben et al., 2014; Hobfoll et al., 2018). Work-life balance policies can also reduce resource loss by allowing employees to manage work and personal responsibilities effectively. Therefore, COR theory supports the argument that mental wellness interventions can improve employee performance by protecting employees from resource depletion.

Goal-Setting Theory complements COR theory by explaining how performance can be improved through clear expectations, feedback, and commitment to work objectives. Locke and Latham argue that specific and challenging goals increase motivation, focus, persistence, and task performance (Locke & Latham, 2019). This theory is applicable to the PSC because parliamentary work requires accuracy, timeliness, accountability, and measurable output. When employees understand their targets and receive regular feedback, they are more likely to organize efforts and deliver quality service. Therefore, Goal-Setting Theory explains how a mentally supported workforce can translate wellness into improved job performance, service delivery, and institutional efficiency.

Figure 1 shows the study's conceptual framework based on the empirical and theoretical framework.

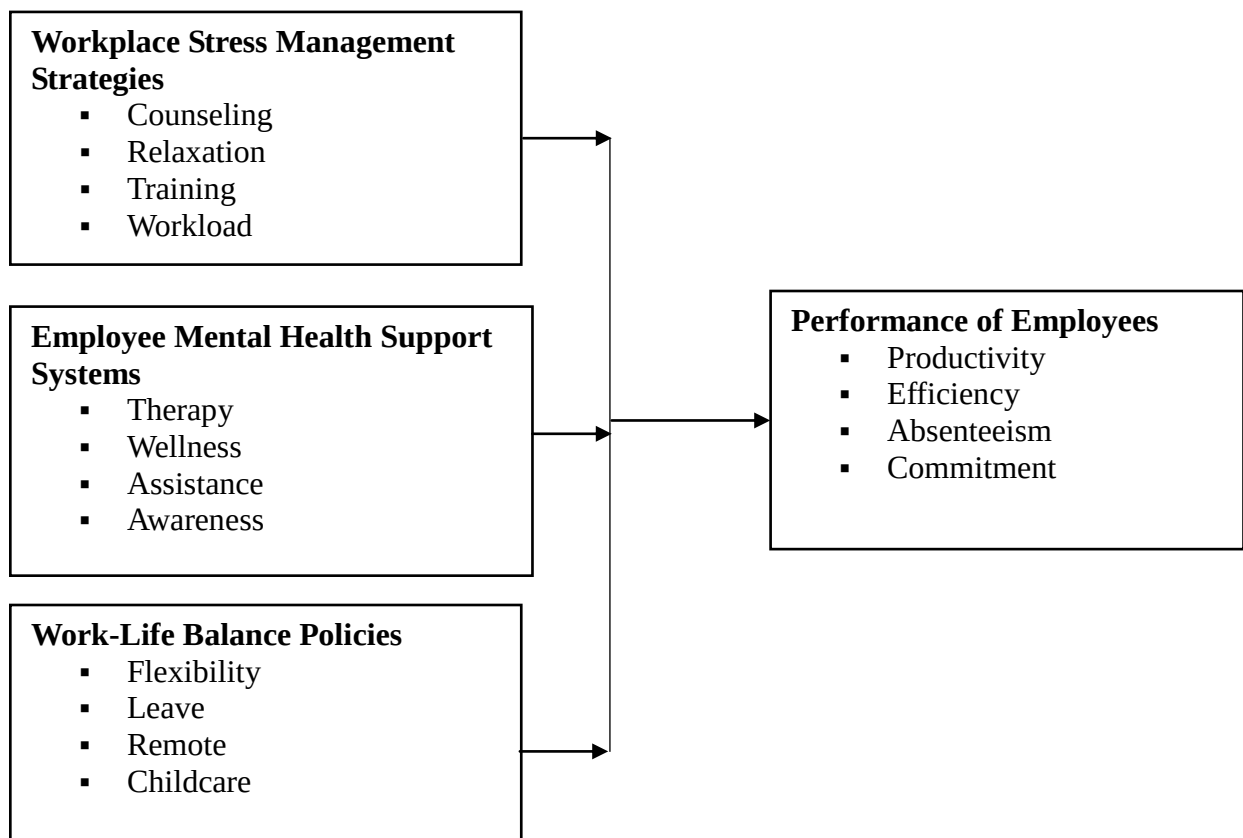


Figure 1: Conceptual Framework

METHODOLOGY

A descriptive research design was used in this study because it allowed the researcher to examine the relationship between the independent variables and employee performance. The independent variables were workplace stress management strategies, employee mental health support systems, and work-life balance policies, while the dependent variable was employee performance (Saunders, Lewis, & Thornhill, 2019). The study targeted employees of the Parliamentary Service Commission across different departments. The target population used for sample determination was 1,007 employees. The sample size was calculated using the Krejcie and Morgan (1970) formula at a 95% confidence level and a 5% margin of error. Based on this calculation, the study sample was 278 employees. The respondents were selected proportionally from different departments to ensure fair representation. Data were collected using semi-structured questionnaires for junior staff and semi-structured interview guides for senior management. This approach helped obtain both measurable and detailed information for the study. Thematic analysis was used for qualitative data obtained through interviews with senior management staff. Descriptive statistics, as well as, inferential analytical techniques were utilized to analyse quantitative data. Data was first cleaned to eliminate errors, inconsistencies and duplication. Statistical tools Statistical Package for Social Science (SPSS) version 20 was then leveraged to monitor the trends in employees work output, innovativeness and goal attainment in relation to the cultural diversity. The regression model below further helped to derive the linear relations between cultural diversity and employee performance metrics.

The model was specified as follows:

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

Where Y = Employee Performance; X_1 = Workplace Stress Management Strategies

X_2 = Employee Mental Health Support Systems and X_3 = WLB Policies

β_0 = Constant while β_1 , β_2 and β_3 are coefficients or repressors and ε = Error Term

FINDINGS AND DISCUSSION

The findings are based on the results from the quantitative data gathered from a sample of 247 respondents out of 278 study sample.

Descriptive Analysis

The section presents findings about how the Parliamentary Service Commission handles workplace stress through management strategies which impact employee performance. The respondents were asked to indicate their level of agreement with several statements relating to stress management practices in the organization using a five-point Likert scale where 5 represented strongly agree and 1 represented strongly disagree.

Table 1: Workplace Stress Management Strategies

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std Dev
The organization provides adequate stress management programs	34	41	11	9	5	3.90	0.99
Stress management training improves my work efficiency	31	43	13	8	5	3.87	0.97
Counseling services help employees cope with stress	36	39	12	8	5	3.93	0.98
Management encourages employees to manage work stress	33	42	14	7	4	3.93	0.92
Stress reduction programs increase productivity	38	37	12	9	4	3.96	0.96
Employees are trained on stress coping mechanisms	29	41	15	10	5	3.79	1.01
Workload management reduces stress levels	35	40	12	8	5	3.92	0.97
Stress management initiatives improve morale	37	38	13	8	4	3.96	0.94
The organization regularly evaluates employee stress levels	28	39	17	11	5	3.74	1.03
Overall Mean						3.89	0.97

The results in Table 1 present respondents' views regarding workplace stress management strategies in the Parliamentary Service Commission. The first statement which asked about stress management program availability received 34 percent strong agreement and 41 percent agreement from respondents. A further 11 percent were neutral, whereas 9% disagreed and 5% strongly disagreed. The mean score of 3.90 indicates that most employees believed that the organization had put in place stress management programs.

The statement about stress management training advancing work performance saw 31 percent of respondents who expressed strong agreement while another 43 percent showed their agreement. The study found that 13 percent of participants stayed neutral whereas 8 percent opposed the statement and 5 percent maintained strong disagreement. The mean score of 3.87 suggests that the mpst of employees acknowledged that training on stress management contributes positively to their efficiency at work.

The research established that 36 percent of respondents strongly agreed with the statement while 39 percent expressed their agreement. About 12 percent of respondents were neutral whereas 8 percent disagreed and 5 percent strongly disagreed. The mean score of 3.93 shows that most employees recognized counseling services as an effective mechanism for managing work-related stress.

About 33 percent of respondents expressed strong agreement with the statement that management supports employees who experience work stress while 42 percent showed their agreement. The study found that 14 percent of participants stayed neutral whereas 7 percent opposed the statement and 4 percent maintained strong disagreement. The mean score of 3.93 shows that most employees believed their management team effectively supported stress management through their positive encouragement of stress management activities.

The statement that companies should implement stress reduction programs because they will produce higher employee output received strong support from 38 percent of survey participants who chose to strongly agree and 37 percent who selected agree. The group included 12 percent who chose neutral 9 percent who selected disagree and 4 percent who chose strong disagreement. The average score of 3.96 shows that most staff members thought stress reduction programs would help their work performance. The employees who responded to the question about stress coping training programs showed 29% of them who strongly agreed and 41% who were in agreement with the statement. The group included 15 percent who chose neutral 10 percent who selected disagree and 5 percent who chose strong disagreement.

The average score of 3.79 shows that training programs exist, but some employees think the available training sessions do not cover enough material. The study showed that 35 percent of participants strongly agreed with the statement while 40 percent of participants showed their agreement. The group included 12 percent who chose neutral 8 percent who selected disagree and 5 percent who chose strong disagreement. The average score of 3.92 shows that most survey participants viewed workload management as an effective method to decrease stress. The research showed that 37 percent of participants strongly agreed with the statement while 38% showed their agreement with the statement. The group included 13 percent who chose neutral 8 percent who selected disagree and 4 percent who chose strong disagreement. The average score of 3.96 shows that stress management programs have a positive impact on employee morale.

The organization conducts its employee stress evaluations as a standard practice which received lower public acceptance than expected. Only 28 percent of participants strongly agreed with the statement while 39 percent showed agreement and 17 percent stayed neutral and 11 percent disagreed and 5 percent strongly disagreed. The existing stress management programs receive evaluation at 3.74 because the organization needs to conduct stress assessments for employees more frequently.

The average rating for workplace stress management methods reached 3.89 which had a Std.Dev of 0.97 because the respondent's showed agreement that the Parliamentary Service Commission possessed workplace stress management methods which worked at a medium effectiveness level.

The outcomes show that most employees at the PSC believe that their organization provides multiple methods for managing workplace stress. The majority of respondents showed high levels of agreement with most of the statements which included stress reduction programs and counseling services and workload management. The results indicate that stress management initiatives, which include counseling services and stress reduction programs and training programs, create positive effects on employee wellbeing and productivity. The high percentages of respondents who agreed or strongly agreed with these statements show that employees value these initiatives and believe they help them cope with workplace pressures.

The organization needs to improve its employee stress monitoring process because enough employees showed strong agreement with stress assessment procedures for the organization to need more assessment. The organization needs to conduct regular evaluations of stress levels because this process will enable them to detect new problems which require intervention to assist employees.

The research findings indicate that workplace stress management strategies function as essential elements which boost employee morale and work output while minimizing workplace stress effects. The research findings demonstrate that workplace stress management solutions deliver essential advantages which enhance employee health and work performance. The results match Cooper and Cartwright's 1994 findings which showed that structured stress management programs improve employee productivity and decrease workplace stress in companies that implement them. Their study showed that counseling services and stress reduction programs together with employee training serve as successful methods to assist workers in managing workplace challenges.

The findings support Richardson and Rothstein's 2008 research which showed that workplace stress management programs decrease stress levels while enhancing employee psychological health and job performance. Organizations that allocate resources to stress management programs create work environments which promote employee health and productivity according to their study. Grawitch, Gottschalk and Munz 2006 discovered that organizations which implement stress management programs create work environments which boost employee satisfaction and workplace happiness. The research showed that organizations which make employee welfare their main focus will achieve better productivity and organizational performance.

The research conducted by Ganster and Rosen (2013) demonstrated that organizations can decrease stress-related problems which include employee burnout and absenteeism and decreased work performance through workplace stress management programs. According to their research effective stress management programs result in higher employee commitment and better organizational performance. The current study demonstrates that stress management programs which organizations implement at their workplaces benefit both employee health and work performance at the Parliamentary Service Commission. Organizations can boost their employee morale and work output and corporate success through the development of these programs.

The section provides research results about how the Parliamentary Service Commission supports employee mental health and how it affects employee performance. The respondents assessed the statements about therapy and counseling services, wellness programs, Employee Assistance Programs (EAPs), and management support by using a five-point Likert scale which ranged from 5 as Strongly Agree to 1 as Strongly Disagree. The organization provides sufficient mental health resources according to 32% of respondents who strongly agreed with the statement and 40 percent who agreed to it. The results showed that 13% of respondents stayed neutral while 10% showed disagreement and 5% showed strong disagreement. Employees recognize counseling services according to the average score of 3.84 but some respondents believe that not all services function properly. The study found that 35% of participants strongly agreed with the statement while 38% showed agreement with it. The results showed that 14% remained neutral while 9% showed disagreement and 4% portray strong disagreement.

Table 2: Mental Health Support Systems

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std Dev
The organization provides adequate therapy and counseling services	32	40	13	10	5	3.84	1.01
Mental wellness programs have improved my productivity	35	38	14	9	4	3.91	0.96
I feel comfortable seeking assistance for mental health issues	31	36	15	12	6	3.74	1.05
There are sufficient wellness programs for employees	29	41	15	10	5	3.79	0.99
My organization raises awareness about mental health challenges	33	39	14	9	5	3.86	0.98
Employee Assistance Programs are accessible and effective	30	40	16	9	5	3.81	0.99
Mental health initiatives have reduced workplace stress	34	38	14	9	5	3.87	0.98
Management is supportive of mental health programs	36	37	13	9	5	3.90	0.97
I have received training on managing work-related stress	28	37	17	12	6	3.69	1.07
Overall Mean						3.82	1.00

A mean score of 3.91 indicates that most employees believe mental wellness initiatives contribute positively to their productivity and work performance. The organization showed through this finding that mental health solutions improve worker performance and increase overall productivity. The study found that 31 percent of participants showed they strongly agreed while 36 percent showed they agreed that they feel comfortable using mental health resources. The results found that 15 percent of participants stayed neutral while 12 percent showed disagreement and 6% showed strong disagreement. The mean score of 3.74 portray mild agreement which indicates that some employees will avoid using mental health services despite their existence.

The employee wellness programs maximize their effectiveness according to 41 percent of employees who agreed and 29% who strongly agreed with this assessment. A smaller proportion of respondents (15 percent) remained neutral, while 10% disagreed and 5% strongly disagreed. The mean score of 3.79 indicates general satisfaction with wellness programs, although some employees may believe that these programs could be expanded or improved to better address mental health challenges. About 33% of respondents strongly agreed that the institution promotes mental health issue awareness while 39% agreed with this statement. The total responses included 14 percent who chose neutral 9% who selected disagree and 5% who picked strongly disagree. The mean score of 3.86 demonstrates that employees perceive awareness initiatives as effective in promoting understanding of mental health concerns. The survey results reveal that 30 percent of participants strongly agreed with EAP accessibility and efficacy, and 40 percent agreed with these statements. The total number of participants included 16 percent who chose neutral 9 percent who selected disagree and 5 percent who picked strongly disagree. The mean score of 3.81 indicates that employees find EAPs beneficial, but some employees face difficulties with program access and obtaining program advantages.

The evaluation of mental health initiatives assessed their effectiveness in decreasing workplace stress levels. The study results demonstrated that 34 percent of participants expressed strong agreement while 38 percent showed

agreement that mental health programs effectively decreased workplace stress. The respondents maintained a neutral position in 14 percent of cases while 9 percent rejected the statement and 5 percent showed strong rejection. The score of 3.87 shows that employees believe mental health programs effectively reduce their stress levels and improve their workplace health.

The evaluation of management support for mental health programs found positive results because 36 percent of participants showed strong agreement while 37 percent showed agreement that management supports mental health programs. The survey results showed that 13 percent of participants took a neutral stance while 9 percent rejected the statement and 5 percent showed strong rejection. The score of 3.90 demonstrates strong agreement that management provides essential support for mental health programs which helps build a positive work environment.

The training program for work-related stress management received slightly lower support from participants than other program elements. The participants showed strong agreement at 28 percent and agreement at 37 percent that they received enough training to manage stress. The statement received 17 percent neutral response while 12 percent participants rejected it and 6 percent showed strong rejection. The score of 3.69 indicates that employees possess some training opportunities but they believe that their training should occur more often to better handle workplace stress.

The average score of 3.82 with a Std.Dev of 1.00 demonstrates that respondents moderately agreed that the organization provides mental health support systems which operate with average effectiveness. The results demonstrate that mental health programs at the organization help employees achieve better health outcomes while they work, but the organization needs to establish better ways for employees to access training resources and program materials. The results demonstrate that employees at the Parliamentary Service Commission view the organization as offering mental health support through its counseling services and wellness initiatives and Employee Assistance Programs (EAPs). The relatively high percentages of SA and A responses indicate that most employees acknowledge the availability of these services and believe they contribute to workplace wellbeing and productivity. The study results show that employees need help because they do not trust the organizational system which provides assistance (SA = 31%, A = 36%) and they need to learn stress management methods (SA = 28%, A = 37%). The results show that organizations need to improve their methods for designing mental health support programs and their approach for informing people about these programs. The research results demonstrate that mental health support systems show moderate effectiveness because they enhance employee productivity and workplace atmosphere, yet organizations need to build better training programs and increase their knowledge outreach activities to reach efficiency goals. Existing research demonstrates that mental health support programs serve as vital resources which help employees increase their work performance. Cooper and Cartwright (1994) showed that organizations which implement organized counseling through support programs experience reduced employee stress levels and increased work output. The research conducted by Richardson and Rothstein (2008) discovered that employee assistance programs created through organizational support systems.

The study found researchers at the present moderate agreement because they found people experience comfort when seeking help. Grawitch Gottschalk and Munz 2006 showed that employees would use mental health services only when both the stigma surrounding mental health and the public knowledge about these services were removed. The finding also reflects Ganster and Rosen's 2013 observation that management support and program accessibility are critical determinants of employee participation in wellness initiatives

This section presents the findings on WLB policies and their influence on employee performance in the Parliamentary Service Commission. The respondents used a five-point Likert scale which ranged from 5 (SA) to 1

(SD) to express their agreement with statements about flexibility and leave policies and remote working and childcare support and supervisory support.

Table 3: WLB Policies

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std Dev
My work schedule allows flexibility	36	38	12	9	5	3.91	0.98
I can access remote working options when necessary	29	35	17	12	7	3.67	1.08
The organization provides sufficient leave days	33	40	13	9	5	3.87	0.97
Childcare services are available for employees	22	30	21	17	10	3.37	1.18
It is difficult to balance personal and work assignments	26	34	16	15	9	3.53	1.16
WLB policies enhance job satisfaction	35	38	14	8	5	3.90	0.96
The organization supports parental leave effectively	32	36	15	11	6	3.77	1.02
Flexible work arrangements reduce stress	37	39	11	8	5	3.95	0.94
My supervisor supports WLB needs	34	40	13	8	5	3.90	0.96
Overall Mean						3.76	1.03

The results from Table 3 demonstrate how employees assess the success of WLB initiatives implemented by the Parliamentary Service Commission. The study found that 36 percent of respondents stated that their work schedules provide them with flexibility while 38 percent of respondents said the same about their work schedules. The study found that 12 percent of participants remained neutral while 9 percent chose to disagree and 5 percent expressed strong disagreement. Employees view work schedules as flexible according to the study results which show a 3.91 average score.

The study found that 29% of participants strongly agreed with the remote working options statement while 35% of participants were in agreement with it. The mean score of 3.67 indicates moderate agreement because employees experience remote work options that remain restricted to some employees.

The organization provides enough leave days according to 33% of respondents who SD and 40 percent who agreed with this statement. The study found that 13 percent of participants remained neutral while 9 percent chose to disagree and 5 percent expressed strong disagreement. Employees believe that current leave policies provide enough support for WLB according to the study results which show a 3.87 average score.

The research discovered that 22% of participants strongly agreed with the availability of childcare services while 30 percent of participants agreed with that statement. A considerable proportion of respondents were neutral (21%), disagreed (17%), or strongly disagreed (10%). The mean score of 3.37 shows that childcare support remains restricted which makes it difficult for many employees to handle their family obligations.

The study results show that 26% of participants and 34% of participants who were asked about their ability to manage personal and work tasks showed positive agreement. The mean score of 3.53 indicates that some employees need assistance to maintain their WLB which creates a need for policy enhancements. The company experienced enhanced WLB policies which delivered job satisfaction improvements according to 35 percent of participants who confirmed their strong agreement and 38 percent who showed plain agreement. Employees believe that WLB policies which exist at their workplace create positive effects on their overall satisfaction according to the mean score of 3.90. The research discovered that 37 percent of participants and 39 percent of

participants who participated in flexible work arrangements to reduce workplace stress showed their approval through study results which produced a mean score of 3.95. The research discovered that 34 percent of participants showed their strong agreement about WLB needs and 40 percent showed their agreement that supervisors provide management support for WLB requirements. The mean score of 3.90 shows strong agreement that supervisors provide essential support which helps employees achieve their WLB goals. The organization received slightly lower support for its parental leave policy which achieved a mean score of 3.77 because employees knew about the policy but the organization had not yet established complete implementation. The study results show that respondents see WLB policies as moderately effective because they face specific difficulties with childcare services and remote work access. The study results show that WLB initiatives benefit many employees but specific areas need dedicated improvements to reach their full potential.

The results show that employees of the Parliamentary Service Commission have recognized multiple WLB policies which the organization has established because these policies enable workers to maintain their work duties while spending time with their families. The high percentages of SA and A responses regarding flexibility and stress reduction display how WLB policies benefit employees by enhancing their work satisfaction and job performance. Employees need childcare services and remote work options because they require more support to manage their work and personal responsibilities according to lower agreement levels about these services.

Employees need special help to manage their family and personal responsibilities because they struggle with managing their personal and work assignments according to the mean value of 3.53. The study results show that WLB policies boost employee morale and decrease stress while improving job satisfaction but the implementation of particular policy elements needs enhancement to meet employee requirements. Earlier studies found that WLB practices impact employee performance according to these results. Mutua (2020) reported that flexible work schedules, leave policies, and supervisory support positively affect employee productivity and satisfaction in Kenyan public sector institutions. Kinyua (2017) discovered that organizations which implement WLB initiatives reduce employee stress while increasing job commitment through flexible work arrangements and managerial backing.

The lower scores for childcare services align with Omondi (2018), who noted that insufficient family support services in public organizations can hinder employees from maintaining a healthy WLB. Grawitch *et al.* (2006) showed that both flexible working arrangements and supportive supervisory methods are essential to decrease job stress while enhancing employee health outcomes.

The study investigated how employees perform their duties within the Parliamentary Service Commission. The study used five different statements about employee productivity, task completion, absenteeism, motivation and the effect of mental wellness programs and WLB programs to measure employee performance. The respondents used a five-point Likert scale to show their agreement level with the statements. The results from Table 4 demonstrate that workers believe their job performance benefits from mental wellness programs and stress management techniques and WLB initiatives. The mental wellness programs enhanced productivity through employee assessment which revealed that 36 percent of respondents strongly agreed and 38 percent agreed with the statement while 12 percent remained neutral and 9 percent disagreed and 5 percent strongly disagreed. Employees consider mental wellness programs to be beneficial for their work performance which results in a mean score of 3.91. The statement about completing tasks on time and with efficiency received 40 percent of respondents who strongly agreed and 39 percent who agreed. The survey results showed that 10 percent of respondents stayed neutral about the statement while 7 percent of respondents disagreed and 4 percent of respondents strongly disagreed. Employees demonstrate strong capacity to fulfill performance standards for task execution and work efficiency according to the high mean score of 4.04. The statement about a positive work

environment causing employees to miss less work-time received 34 percent of respondents who strongly agreed and 37 % of respondents who agreed with the statement. The group of neutral participants included 15 % of participants while 9 % showed disagreement and 5 % demonstrated strong disagreement. The mean score of 3.86 shows that employees view the workplace as a supportive environment which helps decrease their absenteeism rates.

Table 4: Employee Performance

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std Dev
My productivity has improved due to mental wellness programs	36	38	12	9	5	3.91	0.98
I complete tasks efficiently and on time	40	39	10	7	4	4.04	0.91
I experience low absenteeism due to positive work environment	34	37	15	9	5	3.86	1.00
WLB policies enhance my job commitment	33	41	13	8	5	3.89	0.96
Stress management strategies improve my performance	35	39	13	8	5	3.91	0.96
I feel motivated to perform my duties effectively	38	40	11	7	4	4.01	0.92
My work output meets expected quality standards	41	37	10	7	5	4.02	0.95
Employee assistance programs positively impact productivity	32	40	14	9	5	3.85	0.99
Management supports initiatives that enhance performance	34	38	14	9	5	3.87	0.98
Overall Mean						3.93	0.96

The study found that 33% of participants and 41% of participants showed strong agreement about WLB policies leading to increased job commitment. The respondents delivered their answers in three different ways which included 13% as neutral 8 percent as they disagreed and 5% as they strongly disagreed. The mean score of 3.89 shows that employees think WLB policies help their work commitment and engagement grow.

The study found that 35 percent of participants and 39% of participants who agreed with the statement about stress management strategies boosting performance were combined with 13 percent neutral and 8% who disagreed with the statement and 5% who strongly disagreed. The average score of 3.91 demonstrates that most people believe stress management programs help workers do their jobs better.

The study found that 38 percent of employees and 40 percent of employees showed strong agreement about their motivation to complete work tasks. The respondents used three answer options which included 11% who chose neutral 7% who disagreed and 4% who strongly disagreed. The mean score of 4.01 shows that employees feel driven to complete their work tasks at high performance levels.

The statement about work output meeting quality standards received strong support from 41 percent of respondents who strongly agreed and 37 percent who agreed. The respondents used three answer options which included 10 percent who chose neutral 7 percent who disagreed and 5 percent who strongly disagreed. The mean score of 4.02 shows that employees believe their work output meets the quality standards set by the organization.

The study found that 32 percent of participants and 40 percent of participants showed strong agreement about employee assistance programs improving worker performance. The respondents used three answer options which included 14 percent who chose neutral 9% who disagreed and 5 percent who strongly disagreed. The mean score of 3.85 shows that employees believe assistance programs help increase their work productivity.

The research discovered that 34 percent of participants strongly supported management performance enhancement programs while 38 percent expressed their support. The study results showed that 14 percent of participants remained neutral 9% expressed disagreement and 5 percent expressed strong disagreement. The mean score of 3.87 indicates that employees perceive management as supportive of initiatives aimed at improving performance. The overall mean of 3.93 and standard deviation of 0.96 demonstrate that respondents generally agree that employee performance in the Parliamentary Service Commission is positively influenced by mental wellness initiatives and supportive workplace policies. The findings show that all employees in the Parliamentary Service Commission perform their duties at high levels which mental wellness programs and stress management strategies together with WLB policies enhance. The study results show that employees view these initiatives as performance improvements because they achieved high levels of agreement about productivity and task completion and work quality and motivation. The mean scores exceeding 3.80 across all statements demonstrate that employees acknowledge the benefits of mental wellness and supportive workplace policies in enhancing their work outcomes. The strong agreement regarding task efficiency and motivation further indicates that these initiatives play a significant role in fostering a productive and engaged workforce. The study results show that wellness program implementation and performance enhancement initiatives need better accessibility because participants show both neutral and disagreeing responses. Addressing these gaps could further strengthen employee performance and organizational productivity.

The study results match existing research which shows that mental health affects how employees perform their work duties. Richardson and Rothstein (2008) discovered that workplace programs which focus on reducing stress and developing mental health resources produce measurable improvements in employee work output and overall job performance. Their research demonstrated that employees who join wellness programs achieve better mental health results which lead to increased productivity at work.

Grawitch, Gottschalk and Munz (2006) found that organizations which give priority to employee health and WLB programs achieve better job satisfaction results and higher employee productivity levels. Their research showed that workplaces which offer employees supportive environments bring about two benefits which include decreased employee stress levels and improved employee work participation.

The current study findings show high average results for productivity and task completion which support the argument made by Ganster and Rosen (2013) that mental wellness programs help employees deal with workplace stress and improve their work performance. The study results show that organizations which use effective wellness programs achieve better employee dedication and improved organizational performance.

Inferential statistics

Inferential statistics were conducted to examine the relationships among workplace stress management strategies, mental health support systems, WLB policies, and employee performance. The analysis included correlation analysis and regression model summary in line with the study's conceptual framework.

Table 5: Correlation Matrix

Variables	Employee Performance	Workplace Management	Stress	Mental Support Systems	Health	WLB Policies
Employee Performance	1					
Workplace Stress Management	.648**	1				
Mental Health Support Systems	.671**	.594**		1		
WLB Policies	.623**	.561**		.607**		1

The outcomes of Table 5 showed that employee performance has strong positive correlations which reach statistical significance with all independent variables. Mental health support systems established the strongest link to employee performance which had a correlation coefficient of 0.671. Workplace stress management strategies showed a 0.648 correlation to employee performance. WLB policies demonstrated a 0.623 correlation to employee performance. Mental wellness practice improvements lead to better employee performance according to the coefficient data.

The independent variables showed positive relationships which reached statistical significance. Workplace stress management strategies showed a strong correlation with mental health support systems which reached 0.594 and WLB policies which reached 0.561. Mental health support systems showed a strong connection to WLB policies which reached a correlation of 0.607. The independent variables establish interconnections which result in shared contributions to employee wellbeing and performance.

The significance level ($p < 0.01$) confirms that the observed correlations are unlikely to have occurred by chance. According to statistical interpretation guidelines, correlation coefficients above 0.50 represent strong relationships (Cohen, 1988). The findings show that mental wellness factors serve as critical elements which determine employee performance within the Parliamentary Service Commission.

Employees who work in organizations which use stress management techniques together with mental health resources and WLB programs show improved performance according to strong positive correlations that exist between these three elements. The highest correlation between mental health support systems and employee performance ($r = 0.671$) suggests that employees who perceive adequate mental health support tend to exhibit higher productivity and job effectiveness.

The study results match existing research which shows that mental wellness programs lead to greater employee involvement and better results for organizations. The researchers Richardson and Rothstein (2008) found that workplace programs which focused on mental health improvements led to lower employee stress levels and better performance results. The study by Cooper and Cartwright (1994) showed that organizations which use established stress management techniques experience both better employee performance and greater employee satisfaction.

The positive correlations among the independent variables show that the independent variables function together as complementary elements. Organizations that combine mental health resources with stress management programs and WLB programs will achieve higher employee performance standards according to Grawitch and his colleagues (2006). The study emphasizes that organizations should adopt complete wellness approaches because single treatment methods cannot solve all healthcare problems.

The research results show a direct relationship between workplace wellness programs and employee performance according to existing studies. Ganster and Rosen (2013) conducted research which demonstrated that mental health programs combined with supportive work environments lead to increased employee productivity and better organizational outcomes. The study demonstrates a strong correlation between mental wellness programs and employee work performance which the researchers used to validate their finding that mental wellness programs are essential to employee performance. Richardson and Rothstein (2008) discovered that workplace programs which focus on lowering stress levels and enhancing mental health create substantial increases in employee productivity. The current study shows a performance correlation of mental health support systems which studies mental wellness initiatives as beneficial for work performance improvement. The WLB policies at organizations show a performance relationship with employees which Grawitch et al. (2006) found that flexible work arrangements and supportive policies lead to higher job satisfaction and productivity. Employees who receive WLB support demonstrate better engagement levels which result in improved performance outcomes.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.742	0.551	0.546	0.438

The model produced an R value of 0.742 which showed a strong relationship between mental wellness factors and employee performance. The R² value of 0.551 explains that 55.1% of employee performance variations in the Parliamentary Service Commission occur because of workplace stress management strategies and mental health support systems and WLB policies.

Table 6: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	64.528	3	21.509	112.431	0.000
Residual	52.410	274	0.191		
Total	116.938	277			

The ANOVA results showed that the regression model achieves statistical significance through an F value of 112.431 and a p value below 0.05 threshold. The independent variables which include workplace stress management strategies and mental health support systems and WLB policies together create a substantial effect on employee performance. The significance level ($p = 0.000$) is below the conventional threshold of 0.05 which demonstrates that the model accurately represents the data while the predictors successfully account for changes in employee performance.

The regression sum of squares which measures 64.528 shows that 52.410 of residual sum of squares results prove that the independent variables account for their impact on employee performance. The mean square value of 21.509 shows how the model explains data better than the mean square residual value of 0.191.

The ANOVA study show statistical significance because research shows that workplace wellness factors affect how employees perform at their jobs. The research by Richardson and Rothstein (2008) shows that workplace programs which enhance mental health and decrease stress will lead to better employee output and improved results for organizations. The study found that wellness programs lead to better performance because their results showed a significant F-statistic.

Cooper and Cartwright conducted research in 1994 that showed organizations which implement structured wellness programs achieve better employee productivity and reduced workplace stress. The ANOVA results in this study confirm that mental wellness strategies collectively influence employee performance which demonstrates the need for integrated workplace wellness programs.

The research of this study support the findings of Grawitch, Gottschalk, and Munz (2006) who showed that employees work more effectively in environments with supportive workplace conditions and WLB policies. The statistical significance of the regression model in this study suggests that such initiatives are relevant determinants of employee performance within the Parliamentary Service Commission.

Table 7: Regression Coefficients

Model	Unstandardized Coefficients (B)	Std Error	Standardized Beta	t	Sig.
Constant	0.842	0.188		4.48	0.000
Workplace Stress Management Strategies	0.276	0.061	0.289	4.52	0.000
Mental Health Support Systems	0.341	0.058	0.352	5.88	0.000
WLB Policies	0.214	0.055	0.229	3.89	0.000

The regression coefficients from Table 7 demonstrate that every independent variable leads to positive effects on employee performance according to research findings which researchers verified through statistical analysis. The constant value of 0.842 indicates the level of employee performance when all independent variables are zero which functions as the baseline for the regression model. Workplace stress management strategies recorded a coefficient B of 0.276 which demonstrates that every one-unit enhancement in stress management strategies will result in a 0.276 increase in employee performance when other factors remain unchanged. The standardized beta coefficient of 0.289 shows that stress management strategies produce a moderate positive impact on performance results. Mental health support systems demonstrated their strongest impact on employee performance which researchers evaluated through a coefficient of 0.341 and a standardized beta value of 0.352. The findings show that workplace performance increases most when organizations better their mental health support systems. The statistical analysis demonstrated that mental health support systems function as essential factors which determine employee productivity since the results reached statistical significance at p 0.000 level.

WLB policies demonstrated positive impact on performance which showed significant results through their coefficient value of 0.214 and standardized beta value of 0.229. The research results show that employees who receive supportive WLB systems will achieve better work results.

The t-values for all predictors exceed the critical threshold and their significance levels $p < 0.05$ confirm that each independent variable contributes meaningfully to explaining variations in employee performance.

Based on the regression coefficients, the predictive equation of the model is:

$$Y = 0.842 + 0.276X_1 + 0.341X_2 + 0.214X_3$$

The results of the regression analysis demonstrate that various workplace wellness elements have a substantial impact on how employees perform their job duties. The mental health support systems demonstrated their highest impact through a coefficient of 0.341 which proves that companies which focus on their workers mental health will achieve better productivity and engagement (Richardson & Rothstein, 2008).

The workplace stress management methods showed a beneficial effect on work performance through a coefficient of 0.276. According to Cooper and Cartwright (1994) structured stress management programs function as effective tools to promote employee health while increasing their work efficiency and output.

The implementation of WLB policies led to performance improvement through a coefficient of 0.214 which supports the findings of Grawitch *et al.* (2006) that flexible work options combined with employee-friendly organizational policies result in higher job satisfaction and better organizational performance.

The study's conceptual framework receives validation through the statistical significance of all predictors which shows that mental wellness programs function as crucial factors that determine how employees perform their job duties. Organizations that allocate resources toward stress management programs mental health assistance services and WLB initiatives will see both enhanced productivity and better employee satisfaction levels.

CONCLUSIONS AND RECOMMENDATIONS

The study concludes that mental wellness functions as a vital factor which affects employee performance in the Parliamentary Service Commission. The study found that three workplace stress management strategies, three mental health support systems, and three WLB policies produced positive effects on three measures which included employee productivity and motivation and work efficiency. Mental health support systems showed the strongest impact on employee performance among the different variables that researchers studied. The results show that organizations which dedicate resources to mental wellness programs for their employees will achieve better work results and greater employee contentment and enhanced organizational success.

From the study findings, the Parliamentary Service Commission should strengthen its workplace stress management programs. This can be done through regular training on stress management, improved counseling services, and better workload management practices. These measures would help employees manage work-related pressure more effectively and improve their performance. The Commission should also improve its mental health support systems. This requires expanding employee assistance programs and increasing mental health awareness among staff. A supportive work environment should be created so that employees can seek psychological support without fear of stigma or judgment. In addition, the Commission should improve its work-life balance policies. It should introduce more flexible working options, strengthen parental leave policies, and develop practical measures that help employees balance their professional duties with personal and family responsibilities. These actions would support employee well-being, reduce stress, and enhance productivity.

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