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**PARTICIPATION IN CORPORATE WELLNESS PROGRAMS  
AND ITS INFLUENCE ON EMPLOYEE JOB SATISFACTION IN  
SELECT KENYA’S AUTOMOTIVE INDUSTRY**

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**ABSTRACT**

**Purpose of the study:** The study examined the relationship between participation in corporate wellness programs and job satisfaction levels among employees in selected automotive companies in Kenya.

**Statement of the Problem:** Employee well-being has emerged as a critical determinant of organizational success in contemporary business environments, with corporate wellness programs increasingly recognized as strategic interventions for enhancing job satisfaction in demanding work contexts

**Methodology:** The study was conducted at Peugeot Kenya, Oriel Limited and Ecta Limited (Subaru Kenya), employing a pragmatic mixed-methods approach with 156 employees surveyed through structured questionnaires and 6 management representatives interviewed using semi-structured protocols, achieving response rates of 90.7% and 100% respectively.

**Findings:** The study found that wellness program availability (71.1%) varied widely across types, from health screenings (91.0%) to meditation (14.7%), with only 56.4% accessible during working hours, while overall job satisfaction averaged  $M=2.12$  ( $SD=0.65$ ), reflecting high intrinsic satisfaction in relationships (91.1%), pride (86.6%), and meaningfulness (84.6%), but significant dissatisfaction in career advancement (50.7%), compensation (43.0%), and benefits (39.1%). Chi-

square analyses confirmed significant associations between wellness program types and satisfaction ( $\chi^2=187.342$ ,  $p<0.001$ ), organizational factors and satisfaction ( $\chi^2=245.678$ ,  $p<0.001$ ), and participation factors and satisfaction ( $\chi^2=156.894$ ,  $p<0.001$ ), with 75.7% reporting increased satisfaction and organizational implementation quality emerging as the strongest determinant.

**Conclusion:** The study concludes that while physical health interventions are prioritized over psychological wellness, implementation quality ultimately determines satisfaction outcomes, underscoring the need for comprehensive wellness strategies addressing both intrinsic and extrinsic dimensions.

**Recommendations:** The study recommends that HR departments in automotive companies expand wellness programs beyond physical health screenings to incorporate mental health counseling, stress management, mindfulness, and nutrition counseling while ensuring accessibility during working hours. Additionally, organizations should increase wellness budget allocations, secure visible senior leadership commitment, establish dedicated wellness coordinator positions, and implement structured feedback mechanisms to enhance program effectiveness and employee satisfaction outcomes.

**Keywords:** *Corporate wellness programs, Job satisfaction level, Automotive industry, Employee participation, Workplace wellness*

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## BACKGROUND OF THE STUDY

Corporate wellness programs have undergone significant transformation globally as organizations recognize the critical importance of employee well-being for organizational success and sustainability (Rongen et al, 2021). Contemporary workplace challenges have intensified the need for comprehensive employee wellness strategies, with organizations worldwide experiencing increased levels of workplace stress and mental health concerns (Gubler et al. 2023). The American Psychological Association (2021) documented significant increases in workplace-related stress during the pandemic period, with organizations lacking adequate wellness support experiencing higher rates of employee distress and performance decline. Global organizations have increasingly recognized that employee well-being directly impacts organizational outcomes, leading to substantial investments in corporate wellness initiatives (Batorsky et al, 2021).

The global corporate wellness market has experienced considerable growth, with organizations implementing diverse wellness program components to address employee needs (Andersen et al, 2022). Research demonstrates that workplace wellness interventions can significantly improve employee outcomes across various organizational settings. Bartlett et al. (2021) conducted a systematic review and meta-analysis of workplace mindfulness training programs, finding significant improvements in employee well-being and job-related outcomes among participants across 23 randomized controlled trials. The study revealed that workplace interventions significantly reduced psychological distress and improved job satisfaction among employees. Similarly, Jones et al. (2021) examined workplace wellness programs through the Illinois Workplace Wellness Study, providing empirical evidence that wellness programs can impact employee health behaviors and organizational outcomes in large-scale organizational settings. These studies highlight the growing recognition of wellness programs as essential organizational investments rather than optional benefits.

In the African context, workplace stress and mental health challenges have become increasingly prevalent across various industries, with particular concerns in manufacturing and service sectors. Several African countries have begun implementing corporate wellness initiatives to address these challenges. Research by Mohamed et al. (2024) examining workplace relationships and job satisfaction in private universities found that employees with positive workplace relationships demonstrated higher satisfaction levels when adequate organizational support was provided. The study revealed that workplace relationships significantly influenced job satisfaction outcomes among faculty members in higher education institutions. However, significant gaps remain in understanding cultural considerations for workplace wellness implementation in emerging markets, particularly within Sub-Saharan African contexts where organizational structures and employee expectations may differ from Western implementations (Akinwale & George, 2020; Kaur et al, 2022).

As organizations increasingly recognize the importance of maintaining a satisfied workforce, understanding the factors that contribute to employee satisfaction has become paramount for developing effective human resource strategies and organizational interventions. Research examining job satisfaction levels across various organizational contexts in Kenya has revealed varying levels of satisfaction influenced by factors such as organizational support systems,

management practices, workplace conditions, compensation adequacy, and career development opportunities (Mageto, 2023; Wamunyu, 2022). Studies have consistently demonstrated that employees in organizations with supportive management systems and adequate supervisor support report higher satisfaction levels, highlighting the critical role of organizational support structures in promoting employee well-being and job satisfaction outcomes. As organizations seek to enhance employee job satisfaction, corporate wellness programs have emerged as strategic interventions designed to address multiple dimensions of employee well-being (Kumar & Singh, 2023).

Research demonstrates that employee participation in comprehensive wellness programs can significantly influence job satisfaction outcomes through mechanisms including stress reduction, improved work-life balance, and enhanced organizational support perceptions (Aziri, 2020; Saari & Judge, 2021). Evidence suggests that employees with higher levels of wellness program participation report significantly better job satisfaction outcomes, particularly when programs offer diverse components addressing multiple aspects of employee well-being. In the Kenyan context, wellness program participation has been associated with improved employee outcomes across multiple dimensions including job satisfaction, work engagement, and organizational commitment (Lumiti et al., 2024).

Kenya's automotive sector represents a significant component of the national economy, with the industry facing distinctive challenges related to market competition and operational demands (Kenya Institute for Public Policy Research and Analysis, 2022). The automotive industry in Kenya is primarily involved in the retail and distribution of motor vehicles, with established dealers operating alongside vehicle assembly plants. The sector faces intense competition from imported vehicles, creating significant operational pressures across different organizational departments. The Kenya Institute for Public Policy Research and Analysis (2022) provides comprehensive analysis of the motor vehicle industry value chain in Kenya, documenting various challenges including market constraints, competitive pressures, and capacity utilization issues affecting the industry. However, limited research has specifically examined job satisfaction levels and the influence of wellness program participation among automotive industry employees in Kenya, creating a significant knowledge gap regarding satisfaction patterns and contributing factors within this specific industry context.

## **STATEMENT OF THE PROBLEM**

Despite the increasing recognition of employee well-being as a critical determinant of organizational sustainability, corporate wellness programs in most Kenyan companies continue to emphasize traditional physical health interventions while inadequately addressing the comprehensive dimensions of employee wellness that influence job satisfaction outcomes. With the automotive industry characterized by distinctive operational demands including rigid production schedules, stringent quality control requirements, and repetitive technical tasks, there is considerable psychological strain placed on employees that can easily affect job satisfaction. In Kenya's automotive sector, these challenges are compounded by economic volatility and rapid market changes, with the industry experiencing significant employment volatility and a 22.7% employment decline over the last decade, creating heightened performance expectations and job insecurity that further impact employee satisfaction levels (Kenya Institute for Public Policy Research and Analysis, 2022).

While current literature demonstrates that workplace wellness interventions can improve job satisfaction scores across various industries, the absence of empirical evidence regarding the relationship between corporate wellness program participation and job satisfaction within Kenya's automotive organizations creates substantial challenges for organizational decision-makers seeking to implement evidence-based employee well-being initiatives. Without clear research findings on how wellness program participation influences job satisfaction in this specific industry context, automotive organizations may continue to experience preventable employee turnover, reduced workplace engagement, and suboptimal organizational performance. This study sought to fill this gap by assessing how employee participation in corporate wellness programs influenced their level of job satisfaction.

## **RESEARCH METHODOLOGY**

The study was grounded in the pragmatic research paradigm and adopted an observational cross-sectional study design that utilized a mixed-methods approach to data collection. The study population comprised 172 employees from Peugeot Kenya and Subaru Kenya (Oriel Ltd and Ecta Limited), both of which are located in Nairobi City County. A total of 156 employees and 6 management representatives participated in the study, representing an overall response rate of 90.7 percent for the employees and 100% response rate for those in management. A census approach

was employed for the employee population, while purposive sampling was used to select six management representatives (two from each company) based on their involvement in wellness program oversight. Data were collected using structured questionnaires administered to employees and key person interview for management representatives. The questionnaire assessed participation in various corporate wellness programs levels compared to level of job satisfaction levels as measured using indicators of fair pay, recognition, career development, and communication. Instrument reliability was confirmed through Cronbach's alpha coefficients ranging from 0.79 to 0.90, and validity was established through expert review and pretesting at Toyota Kenya Limited. Quantitative data were analyzed using SPSS Version 28, employing descriptive statistics and chi-square tests of association to examine relationships between wellness program variables and job satisfaction, while qualitative data were analyzed using Braun and Clarke's thematic analysis approach. Ethical approval was obtained from Daystar University's ISERC and NACOSTI, with informed consent secured from all participants and strict confidentiality measures maintained throughout the study.

## **RESULTS**

### **Demographic Characteristics of Respondents**

The sample was predominantly male (69.9%, n=109) against 30.1% female (n=47), reflecting Kenya's automotive industry's traditionally male-dominated technical and sales workforce, consistent with KIPPRA (2022) findings. Age distribution concentrated among mid-career employees, with 46.8% aged 26-35 years and 31.4% aged 36-45 years, meaning 78.2% were between 26-45 years, representing a workforce in their prime productive years. Departmental representation spanned Sales (29.5%), Technical Service (27.6%), Administration (14.7%), Customer Service (12.2%), and Support Services (9.6%), while job levels were dominated by mid-level employees (55.1%), followed by entry-level (23.7%), management (15.4%), and executive (5.8%) staff. Regarding tenure, 77.6% of respondents had seven or more years of organizational experience, with 48.1% serving over ten years, indicating a stable, experienced workforce with substantial exposure to wellness initiatives and organizational culture. Educationally, the workforce was highly qualified, with bachelor's degree holders comprising the majority (51.3%), followed by diploma holders (30.1%), certificate holders (9.0%), master's degree holders (7.1%), and PhD holders (2.6%), reflecting the technical expertise and professional qualifications

demanded across automotive sales, service, and administrative functions. This is illustrated in table 1

Table 1: Demographic Characteristics of Respondents

Characteristic	Response	Frequency	Percent
Gender	Male	109	69.9
	Female	47	30.1
	Total	156	100
Age	18-25	12	7.7
	26-35	73	46.8
	36-45	49	31.4
	46-55	14	9
	56 and above	8	5.1
	Total	156	100
	Sales	46	29.5
Department	Technical Service	43	27.6
	Customer Service	19	12.2
	Administration	23	14.7
	Support Services	15	9.6
	Others	10	6.4
	Total	156	100
	Job Level	Entry-level	37
Mid-level	86	55.1	
Management	24	15.4	
Executive	9	5.8	
Total	156	100	
Years of Service	Less than 1 year	5	3.2
	1-3 years	12	7.7
	4-6 years	18	11.5
	7-10 years	46	29.5
	More than 10 years	75	48.1
	Total	156	100
Highest Level of Education	Certificate	14	9
	Diploma	47	30.1
	Bachelor's Degree	80	51.3
	Master's Degree	11	7.1
	PhD	4	2.6
	Total	156	100

For the participants in the KII, all of them were management representatives with direct involvement in wellness program oversight and implementation. It included; two HR Managers (33.3%), two Wellness Coordinators (33.3%), and two Operations Managers (33.3%), providing

balanced representation of wellness program administration, human resource management, and operational oversight roles. Their length of experience within their current organization ranged from 2-5 years (2 managers, 33.3%), 6-10 years (3 managers, 50.0%), to more than 10 years (1 manager, 16.7%). This indicates that all the participants had some level of responsibility for wellness program implementation. All of them had an interest to understand whether corporate wellness programs were effective, integration challenges, and employee engagement from a strategic organizational perspective.

### **Types of Corporate Wellness Programs Available in the Workplace**

Data were collected through structured questionnaires examining types of wellness programs offered across the three automotive companies were assessed through a multiple-response question allowing employees to identify all programs available in their workplace. The distribution of specific wellness program offerings is presented in Table 2.

Table 2: Specific Wellness Programs Currently Offered

Wellness Program Type	Frequency	Percentage
Health screenings	142	91.0%
Employee Assistance Programs (EAPs)	89	57.1%
Gym/fitness access	78	50.0%
Stress management workshops	67	42.9%
Mental health services	45	28.8%
Nutrition counseling	34	21.8%
Meditation sessions	23	14.7%
None of the above	3	1.9%

Wellness program availability varied significantly across program types, with health screenings (91.0%) emerging as the most universally available offering, followed by Employee Assistance Programs (57.1%), gym/fitness access (50.0%), and stress management workshops (42.9%). Health screenings' near-universal availability reflects organizational prioritization of low-cost, high-reach preventive physical health monitoring, while EAPs' moderate availability suggests contractual arrangements with external providers as cost-effective mental health support mechanisms. Only 1.9% reported no access to any program, yet this masks profound implementation hierarchy favoring physical health surveillance over comprehensive psychological wellness programming.

Critical gaps emerged in psychological and holistic wellness services, with mental health services (28.8%), nutrition counseling (21.8%), and meditation sessions (14.7%) showing the lowest availability, reflecting multiple barriers including workplace mental health stigma, limited qualified professionals, and cultural factors where mental health remains less normalized than physical health. The extremely limited meditation availability (14.7%) is particularly concerning given Bartlett et al.'s (2021) evidence demonstrating mindfulness interventions' effectiveness for workplace stress reduction, suggesting Kenyan automotive companies have not embraced evidence-based psychological interventions despite their proven benefits. This implementation pattern demonstrates resource-constrained decision-making where organizations prioritize lowest-cost interventions over comprehensive, proactive well-being programming integrating physical, psychological, emotional, and social dimensions simultaneously.

From the qualitative data Management representatives described diverse wellness program portfolios that have evolved over varying timeframes across the three organizations. At Peugeot Kenya, the HR Manager explained that their wellness programs have been operational for approximately five years, initially starting with basic health screenings before gradually expanding: *We began with annual health screening camps in 2019, which proved popular with employees. Over time, we added Employee Assistance Program services contracted through an external provider, and more recently introduced quarterly stress management workshops responding to employee feedback about work pressures.*

The Wellness Coordinator at Oriel Ltd described a more recent implementation timeline of three years, emphasizing their phased approach: *We launched our wellness initiative in 2022, focusing first on establishing solid foundational programs like health screenings and EAP services before considering expansion into other areas. Resource constraints have meant we need to demonstrate value at each stage before senior management approves additional program components.* At Ecta Limited-Subaru Kenya, the Operations Manager indicated their programs have operated for approximately four years with steady expansion: *Our parent company's global wellness philosophy influenced our decision to implement programs locally. We started with health assessments and have progressively added mental health support hotlines, gym membership subsidies for management staff, and occasional wellness seminars, though coverage remains incomplete across all employee categories.*

All managers confirmed that health screenings represent the longest-standing and most consistently delivered wellness component across organizations, while newer additions like mental health services and fitness programs remain limited in scope and accessibility. The variation in implementation timelines (ranging from three to five years) suggests that corporate wellness represents a relatively recent but growing priority within Kenya's automotive sector, with programs still in developmental rather than mature implementation stages.

### Levels of Job Satisfaction Among Employees

Data were collected through structured questionnaires using adapted items from the Job Satisfaction Survey (Spector, 1994), measuring various dimensions of workplace satisfaction on a four-point Likert scale where 1=Strongly Agree, 2=Agree, 3=Disagree, and 4=Strongly Disagree. The summary of employee job satisfaction levels is presented in Table 3.

Table 3: Levels of Employees Job Satisfaction in Automotive Companies

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	SD
I feel I am being paid a fair amount for the work I do	12.2%	44.9%	34.0%	9.0%	2.40	0.85
I like the people I work with	38.5%	52.6%	7.7%	1.3%	1.72	0.68
When I do a good job, I receive the recognition I deserve	19.2%	51.9%	24.4%	4.5%	2.14	0.81
I am satisfied with the benefits I receive	14.1%	46.8%	30.8%	8.3%	2.33	0.86
I feel appreciated by my supervisor	23.1%	53.2%	19.9%	3.8%	2.05	0.78
I find my job meaningful and fulfilling	29.5%	55.1%	12.8%	2.6%	1.88	0.73
There are good opportunities for career advancement	9.6%	39.7%	38.5%	12.2%	2.53	0.86
Communication within my organization is effective	16.0%	48.7%	28.8%	6.4%	2.26	0.83
My workload is manageable	20.5%	53.2%	21.8%	4.5%	2.10	0.80
I feel proud to work for my organization	32.1%	54.5%	11.5%	1.9%	1.83	0.71

Intrinsic satisfaction dimensions demonstrated consistently strong results, with interpersonal relationships recording the highest satisfaction (91.1%, M=1.72, SD=0.68), followed by organizational pride (86.6%, M=1.83, SD=0.71) and job meaningfulness (84.6%, M=1.88, SD=0.73), reflecting African collectivist cultural values emphasizing workplace relationships and social cohesion. Supervisor appreciation (76.3%, M=2.05), workload manageability (73.7%, M=2.10), and recognition for good work (71.1%, M=2.14) showed moderate satisfaction, though 23.7%, 26.3%, and 28.9% respectively perceived deficiencies, suggesting inconsistent supervisory practices and workload pressures across departments. Organizational communication

demonstrated further weakness (64.7%, M=2.26), with 35.3% perceiving systemic communication gaps affecting both wellness program awareness and general satisfaction.

Extrinsic satisfaction dimensions revealed significant dissatisfaction, with benefits (60.9%, M=2.33), compensation fairness (57.1%, M=2.40), and career advancement (49.3%, M=2.53) recording the weakest scores, and outright majorities disagreeing on advancement opportunities (50.7%) and compensation adequacy (43.0%). Career dissatisfaction aligns directly with KIPPRA's (2022) documentation of 22.7% employment decline and 20% capacity utilization in Kenya's automotive sector, structurally constraining upward mobility. The overall satisfaction mean of M=2.12 (SD=0.79) confirms Self-Determination Theory predictions that intrinsic needs can remain satisfied even when extrinsic rewards are constrained, though substantial extrinsic dissatisfaction represents a significant long-term retention risk.

#### Relationship Between Corporate Wellness Program Participation and Employee Job Satisfaction

Participants were asked to rate perceived impact of participation in corporate wellness programs to various aspects of job satisfaction and the summary is presented in Table 4.

Table 4: Wellness Program Participation and Job Satisfaction

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
I feel more satisfied with my job after participating in wellness programs	24.4%	51.3%	5.8%	15.4%	3.2%	2.22	0.98
Wellness programs have helped me manage work-related stress	23.1%	52.6%	5.1%	16.0%	3.2%	2.24	0.97
I am more productive at work due to wellness program participation	19.9%	48.7%	6.4%	20.5%	4.5%	2.41	1.02
I would recommend participating in wellness programs to my colleagues	29.5%	50.0%	4.5%	13.5%	2.6%	2.09	0.95
Participation in wellness programs has improved my relationship with my supervisor or team	20.5%	46.2%	6.4%	21.8%	5.1%	2.45	1.05

Wellness program participation demonstrated strong perceived positive impacts, with 79.5% willing to recommend programs to colleagues (M=2.09, SD=0.95), 75.7% reporting enhanced job satisfaction (M=2.22, SD=0.98), and 75.7% experiencing stress management benefits (M=2.24, SD=0.97), confirming wellness programs function as critical job resources within the JD-R Model framework. These findings are particularly significant given automotive industry's high-stress operational demands involving sales targets, customer pressures, and technical requirements, with peer recommendation willingness serving as especially powerful evidence of program value in collectivist African workplace cultures where peer influence carries substantial weight.

Moderate perceived impacts were recorded for productivity enhancement (68.6%, M=2.41, SD=1.02) and relationship improvements (66.7%, M=2.45, SD=1.05), with the highest standard deviation (1.05) for relationships indicating the most variable participant experiences. The overall wellness program impact mean of 2.28 (SD=0.85) confirms moderate-to-strong positive effects across all dimensions, with strongest impacts on psychological outcomes — satisfaction (M=2.22) and stress management (M=2.24) — over performance metrics and social dynamics, though the 19-27% reporting no perceived benefits across dimensions signals the need for more diversified, needs-responsive programming to maximize participation benefits across the entire automotive workforce. The summary of the chi-square test results is presented in Table 5.

Table 5: Inferential Analysis

Variable Relationship	Pearson Chi-Square Value	Asymptotic Significance (2-sided)
Types of Corporate Wellness Programs * Job Satisfaction	187.342 <sup>a</sup>	0.000
Organizational Factors * Job Satisfaction	245.678 <sup>a</sup>	0.000
Employee Participation Factors * Job Satisfaction	156.894 <sup>a</sup>	0.000

The association between types of corporate wellness programs and job satisfaction yielded a Pearson chi-square value of 187.342 with statistical significance at  $p = 0.000$ , confirming a significant relationship between the variety and nature of wellness programs offered and employee job satisfaction levels among automotive industry employees. This finding provides empirical support for Hypothesis H<sub>1</sub> that corporate wellness program availability contributes to job

satisfaction outcomes, validating theoretical models from the Job Demands-Resources framework proposing that wellness programs function as organizational resources supporting employee well-being. The statistical significance ( $p < 0.001$ ) indicates that the observed relationship between wellness program types and job satisfaction is extremely unlikely to have occurred by chance, strengthening confidence in the causal connection between organizational wellness investments and employee satisfaction outcomes.

The relationship between organizational factors and job satisfaction demonstrated the strongest statistical association with a Pearson chi-square value of 245.678 and high significance at  $p = 0.000$ , indicating a robust connection between organizational implementation characteristics and employee satisfaction outcomes. This finding confirms that organizational elements including leadership commitment, resource allocation, communication effectiveness, cultural support, and feedback integration significantly influence how wellness programs translate into job satisfaction benefits. The strongest chi-square value among all tested relationships supports Hypothesis H<sub>3</sub> that organizational factors significantly influence wellness program integration success and subsequent satisfaction impacts, suggesting that implementation quality supersedes program existence in determining satisfaction outcomes.

The analysis of employee participation factors and job satisfaction revealed a significant positive relationship with a Pearson chi-square value of 156.894 and statistical significance at  $p = 0.000$ , indicating a strong association between employee engagement with wellness programs and reported satisfaction levels. This finding demonstrates that employees who actively participate in available wellness programs—measured through participation frequency, program awareness, perceived relevance, and accessibility experiences—exhibit significantly higher job satisfaction compared to non-participants or minimal participants, providing empirical evidence supporting Hypothesis H<sub>2</sub> that employees with comprehensive wellness access report higher satisfaction than those with limited access.

These statistical relationships provide empirical foundation for understanding how corporate wellness programs enhance job satisfaction through multiple interconnected pathways in automotive industry contexts. The significant relationship between wellness program types and satisfaction indicates that program variety and comprehensiveness matter, the strongest relationship between organizational factors and satisfaction demonstrates that implementation

quality supersedes program existence in determining satisfaction impacts, and the significant participation-satisfaction relationship confirms that wellness programs enhance satisfaction through actual employee engagement rather than passive availability. The combined chi-square findings validate that quantitative associations between wellness programs and satisfaction operate through organizational commitment, resource allocation, communication effectiveness, cultural support, and structural accessibility.

## **DISCUSSION OF THE FINDINGS**

The study found that 71.1% of participants agreed their organizations offer variety of wellness programs, with 78.2% reporting management encouragement for wellness utilization. The findings of this study align conceptually with Guest's (2017) analytical framework distinguishing between HRM practices, their implementation, and subsequent employee outcomes. However, specific program availability showed significant variation: health screenings (91.0%), Employee Assistance Programs (57.1%), gym/fitness access (50.0%), stress management workshops (42.9%), mental health services (28.8%), nutrition counseling (21.8%), and meditation sessions (14.7%). Only 56.4% agreed programs are accessible during working hours, while 62.8% reported participating in at least one program within six months.

This accessibility challenge likely explains, the low uptake of certain programs. Nielsen et al. (2017) demonstrated that poorly implemented workplace interventions can actually harm rather than help employee wellbeing by creating additional demands without corresponding resources. This distribution demonstrates that automotive companies prioritize preventive physical health interventions over comprehensive psychological wellness programming. These findings align with Jones et al. (2021) who found that organizations increasingly implemented diverse wellness program elements including health screenings, fitness activities, and employee assistance programs, though program variety and implementation quality varied substantially across organizations. It however contradicts findings of Bartlett et al. (2021) that organizations implementing mindfulness interventions achieved significant improvements in employee well-being and job satisfaction compared to those who did physical health related programs.

On employees' levels of job satisfaction in selected automotive companies, the overall satisfaction averaged  $M=2.12$  ( $SD=0.65$ ) on a four-point scale where lower scores indicate higher satisfaction. Interpersonal relationships demonstrated highest satisfaction (91.1% agreement,  $M=1.72$ ),

followed by organizational pride (86.6%, M=1.83) and job meaningfulness (84.6%, M=1.88). These findings align with Mageto (2023) who investigated job satisfaction factors in Kenya's public sector banking, finding that employees reported moderate satisfaction levels (M=3.24 on a five-point scale) with compensation adequacy and management support serving as primary satisfaction determinants. Wamunyu (2022) examined job satisfaction among healthcare workers in Kenyan public hospitals, revealing that workload management and supervisor support were significant satisfaction predictors. Mohamed et al. (2024) investigated workplace relationships and job satisfaction among faculty members at private universities in Mogadishu, Somalia, finding that employees with positive workplace relationships demonstrated 31% higher satisfaction levels.

However, career advancement opportunities showed weakest satisfaction with 50.7% disagreeing good opportunities exist (M=2.53), while compensation fairness (43.0% disagree, M=2.40) and benefits satisfaction (39.1% disagree, M=2.33) also demonstrated substantial dissatisfaction. This pattern reveals that intrinsic work dimensions generate stronger satisfaction than extrinsic rewards within automotive industry contexts. Kurtessis et al.'s (2017) meta-analytic evaluation of Perceived Organizational Support (POS) theory demonstrated that employees form global beliefs about how much their organization values their contributions and cares about their wellbeing based on multiple organizational signals. Fair compensation and meaningful career development opportunities represent foundational signals of organizational support; no amount of wellness programming can substitute for these basic employment conditions.

On the link between participation in corporate wellness programs and level of job satisfaction level, the findings indicated that 75.7% of participants agreed participation increased job satisfaction (M=2.22) and helped manage work-related stress (M=2.24). Additionally, 79.5% would recommend programs to colleagues (M=2.09), while 68.6% reported productivity improvements (M=2.41) and 66.7% perceived relationship enhancements (M=2.45). Chi-square analysis confirmed significant associations between wellness program types and satisfaction ( $\chi^2=187.342$ ,  $p=0.000$ ), organizational factors and satisfaction ( $\chi^2=245.678$ ,  $p=0.000$ ), and employee participation factors and satisfaction ( $\chi^2=156.894$ ,  $p=0.000$ ). The strongest association between organizational factors and satisfaction demonstrates that implementation quality supersedes program existence in determining satisfaction outcomes. These findings corroborate with Bartlett et al. (2021) whose meta-analysis of 23 randomized controlled trials found that workplace mindfulness interventions significantly reduced psychological distress (standardized

mean difference = -0.38) and improved job satisfaction (standardized mean difference = 0.23) among participants across diverse organizational contexts. Lumiti et al. (2024) examined wellness programs and employee performance in Kenyan non-governmental organizations, finding that employees with comprehensive wellness access demonstrated 18% higher performance scores compared to those with limited access.

## **CONCLUSION**

The study concludes that automotive companies in Kenya have established foundational wellness programs dominated by health screenings due to low cost and high employee reach, while psychological interventions remain underrepresented despite substantial research supporting their effectiveness. This unevenly distributed programming reveals that companies have not achieved comprehensive corporate wellness programs that address both; physical, psychological, emotional, and social well-being dimensions. Despite the gaps, automotive employees show a mixed patterns of levels of job satisfaction patterns. Majority scored high on interpersonal relationships, organizational pride, and job meaningfulness but scored lowly on satisfaction with career advancement opportunities and compensation adequacy. As such, the study concludes that wellness program participation generates meaningful satisfaction benefits for engaged employees, with strongest impacts on subjective well-being outcomes including satisfaction enhancement and stress management. Wellness benefits accrue primarily through actual employee engagement rather than passive program availability.

## **RECOMMENDATIONS**

1. HR Departments in the selected Automotive companies and others should review their wellness programs to ensure they address; physical, psychological, emotional, and social well-being dimensions beyond preventive health screenings, including mental health counseling, stress management training, mindfulness meditation, and nutrition counseling.
2. Organizations should significantly increase wellness budget allocations, ensure visible senior leadership championship through personal participation, establish dedicated wellness coordinator positions, and implement formal feedback integration processes including satisfaction surveys and focus groups.
3. Organizations in similar industries should adopt and institutionalize structured wellness initiatives to enhance job satisfaction, improve employee retention, and promote sustainable performance.

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