

Employee's Mental Wellbeing and Performance of County Government of Trans Nzoia, Kenya

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Abstract: The purpose of the study was to examine the effect of employee's mental wellbeing on performance of county government of Trans Nzoia Kenya. The study was guided by the following theories as Ed Diener's Three Dimensions Model, Carol Diane Ryff's Six Factor Model, Corey Keyes' Growth/Shine Approach, Martin Seligman's Positive Psychology Approach and PERMA Theory. The study adopted a descriptive research design. The target population of the County Government of Trans Nzoia in Kenya employs approximately 3,666 individuals. This figure encompasses personnel across various departments and sectors within the county administration within county government of TransNzoia. Through Yamane formula, the study sample size was 365. Data collection instrument was structured questionnaire. Both primary and secondary data was collected. The researcher self-dropped and pick the duly filled questionnaires. Piloting was done to test the validity and reliability of data collection instrument. Data was organised, coded, edited to bring a meaning. Both descriptive and inferential statistics was done. Multiple regression was done to test the significant levels of one variable over the other. Analysis of variance was also done. The study concluded that employee mental wellbeing employee has significant effect on performance of County government of TransNzoia in Kenya. The study came up with the following recommendations; the organisation should focus on employee's mental well-being since it encompassing emotional resilience, stress management, and positive relationships, is vital and crucial for overall health and workplace productivity. The organisations should practice professionalism in their dealings to enable employees feel valued and supported for high productivity. Employees should develop attitudes towards our work in the light of their good state of mind, principles and manners since happy workers are productive as the organizations need to know how to ensure a happy and a productive workers. The study will be significant to the stakeholders.

Keywords: Employees mental wellbeing, organisational performance.

1. INTRODUCTION

Change has influenced all spheres of organisations, which are currently defined by volatility and turbulence, requiring them to adapt to function in the current business environment (Birshan et al., 2022; Cummings et al., 2019). Organisations have been forced to address changes to embrace the impact thereof included reshaping their strategies, scope and structure, as failure to make the necessary changes may incapacitate them from competing within their industry, leading to their demise (Yoon & Mormont, 2023). As the global work environment continues to change swiftly, the effectiveness of organisations has become increasingly vital, and most organisations place a high value on effectiveness, as it paves the way for profitability, fosters growth and promotes long-term sustainability (Cooks-Campbell, 2022; Iwu et al., 2015). Organisational effectiveness (OE) research has typically focused on various organisational factors that can contribute to their improved performance (Birshan et al., 2022; WalkMe Team, 2023). However, the level of effectiveness achieved by organisations is

largely influenced by and depends on their human capital, as employees play a vital role in their ability to achieve and maintain a competitive advantage (Guest, 2017).

The mutual gains perspective proposes that the application of human resource management (HRM) strategies establishes an environment where employees are seen as valuable resources that can be utilised to boost the performance of the organisation. Consequently, it is believed that HRM strategies positively influence both the human capital of an organisation and its overall performance (Jo et al., 2020). However, despite the fact that this perspective sees the relationship between an organisation and its employees as interdependent and mutually beneficial, employers are often torn between business strategies that promote organisational performance (OP) versus those that are favourable for employee wellbeing (EWB) (Ogbonnaya & Aryee, 2020). Although organisations need to focus on how performance can be improved to ensure their competitiveness and sustainability (Indeed Editorial Team, 2023), the implementation of certain OE practices can be exploitative, which result in employees suffering increased work demands and stress (Ogbonnaya & Aryee, 2020). This has led to an increase in the attention given to interventions that can increase EWB (Franco-Santos et al., 2022; Haddon, 2018; Sieberhagen et al., 2011). Employee well-being and organizational performance are crucial factors that significantly influence success and sustainability (Bosede, O. D. A. (2024), Turban and Yan, 2016; Bayhan et al., 2020). Performance propels innovation, adaptability success and sustainability and key metrics like research output and industry collaborations serve as gauges of the ability to innovate and stay pertinent. A robust performance not only attracts top talent but also elevates the quality of teaching and research, bolstering the organisational reputation and competitiveness in higher education (Singh, 2023). Hence, the dedication of employees is crucial in achieving organisational success and maintaining a competitive edge, likewise prioritizing organizational performance and wellbeing, can foster an environment conducive to creativity, agility, and adaptability, essential for meeting the dynamic demands of society and the market.

For the principle of "healthy life" to become an organizational culture, it is necessary to adopt a culture of well-being at every step of the hierarchy. In this context, there are some strategies that increase the well-being culture of organizations in terms of working environment, technology, management philosophy and office tools: (a) A Comfortable Working Environment; Paying attention to the aesthetics of designs and tools in workspaces makes a big difference in both productivity and happiness levels. Minimizing distractions, providing natural light, using comfortable office furniture and inspiring color schemes make it easier to improve mood and focus the mind (Turfan, 2021). (b) Promotion of Sport and Healthy Living; Creating gym-like spaces at work is one of the most tangible ways to support healthy living. Since there is no one type of exercise suitable for everyone, different methods can be used to encourage employees to live a healthy life. Discounted gym memberships, yoga classes, outdoor activities or fitness applications are among the popular applications that motivate employees to live a healthy life (Turfan, 2021). (c) Regulation of sleep times (circadian rhythm); Since a balanced sleep pattern reduces stress, it also positively affects nutritional habits and the digestive system. In addition, optimal sleep increases the secretion of the growth hormone GHA, which is secreted by the body, and DHEA, which allows us to cope with stress (Şinik, 2018). (d) Manage stress; Diaphragm breathing exercises are the best step to improve the ability to manage stress. Correct breathing ensures that all our body functions work in balance. Breath is the primary detox system in the human body and when used correctly, it creates balance, peace, joy and health in the physical, mental and spiritual body (Şinik, 2018). (e) Meditation and Mindfulness Practices; Creating awareness areas for various mental health practices that help employees get away from the burden of life by taking a short break makes an important contribution to the improvement of mental health by making use of technology (Şinik, 2018). (f) Employee Recognition and Reward; reward plans are used to build employee engagement and help retain talent. As the internal motivation of the employees who feel supported and appreciated increases, their welfare level increases at the same rate (Yazgan, 2021). (g) Digital Workload Management Tools; Various applications designed to alleviate the workload of employees help reduce stress as they improve task and time management. (h) Outreach Programs; It supports building trust among 54 employees, connecting organizations with society and creating opportunities for critical thinking (Fourie, 2020; Van Deventer, 2023).

Locally, employee wellbeing is important both to the organisation and the employees (Bosede, 2024). Although well-being on its own is a thoroughly researched topic, available EWB studies have mainly focused on the relationship between EWB and individual organisational variables. Some of the individual organisational variables that have been studied alongside EWB include performance in the workplace (Haddon, 2018), performance management (Franco-Santos et al., 2022), perceived organisational support (Roemer & Harris, 2018; Wattoo et al., 2018) and HRM (Zhang et al., 2020). However, the literature is devoid of research reporting on the relationship between EWB and the effective functioning of the entire organisation, which was identified as an important research need. Furthermore, no research is available on job satisfaction as a measure of an employee's contentedness with their job, the feeling of enjoyment or fulfillment that a person derives

from their job. Thus, should an employee like or enjoy their job or aspects thereof, they experience job satisfaction, whereas should an employee not like or enjoy their job or aspects thereof, they may experience job dissatisfaction (Ngidi & Ngidi, 2017).

Organizational performance problems stemming from employee well-being issues can have far-reaching implications. Employee well-being is the overall quality of an employee's experience in the workplace, encompassing their physical, mental, emotional, social, and professional health. It is a multidimensional concept that reflects how effectively an organization supports its employees to thrive both personally and professionally. When employees are experiencing low well-being, such as high levels of stress, burnout, or dissatisfaction, their productivity tends to decline. Reduced productivity can manifest as missed deadlines, errors in work, and lower output levels, ultimately impacting organizational performance metrics (Cvenkel, N. 2020). Employee well-being has become a top priority for organizations worldwide, and for a good reason. A well-rounded approach to employee well-being—encompassing physical, mental, emotional, and financial health—can significantly impact overall organizational performance. Contemporary Human Resource (HR) practices are witnessing a paradigm shift with an increased focus on employee well-being and mental health. Poor employee well-being can lead to higher rates of absenteeism and turnover (Cooks-Campbell, A. 2022). Employees who are struggling with their well-being may take more frequent sick days or leave of absences, disrupting workflow and productivity. Additionally, dissatisfaction with work conditions or organizational support may prompt employees to seek employment elsewhere, resulting in talent loss and increased recruitment costs (De Gannes, N. 2023).

Diminished employee engagement often occurs. Employees experiencing low well-being are less likely to be engaged with their work and the organization. Engaged employees invest themselves emotionally and intellectually in their roles, contributing to higher levels of performance, innovation, and commitment. Conversely, disengaged employees may exhibit apathy, disinterest, and decreased motivation, leading to underperformance and decreased organizational effectiveness (Bosede 2024). A culture that neglects employee well-being often fosters distrust, resentment, and disengagement among employees. This can create a toxic work environment characterized by low morale, interpersonal conflicts, and resistance to change, hindering collaboration and innovation (Das, et al., 2023). Negative publicity surrounding employee dissatisfaction, high turnover rates, or workplace stress can tarnish reputations, deter prospective customers. Although previous research has found happy workers to be more productive than less happy or unhappy workers (DiMaria et al., 2020), a search of the literature revealed few studies on employee's mental well-being and job performance relationship (Salgado et al., 2019; Turban and Yan, 2016). Addressing this issue requires a multifaceted approach, that prioritizes initiatives that promote employee health, happiness, and engagement, such as wellness programs, flexible work arrangements, mental health support, and leadership training. By investing in their employees' well-being, county can cultivate a positive work environment, enhance performance outcomes, and sustain long-term success. The purpose of the study was to examine the effect of employee's mental wellbeing on performance of county government of Trans Nzoia Kenya.

2. MENTAL WELLBEING

Mental well-being, encompassing emotional resilience, stress management, and positive relationships, is vital for overall health and workplace productivity. Mental well-being is a crucial aspect of overall health and productivity in the workplace (Mudam, 2023). Mental health issues can significantly impact an individual's ability to perform effectively and thrive in their professional roles (Lawrence & Melinda Smith, (2024). In recent years, there has been a growing recognition among organizations of the importance of addressing mental health concerns and promoting positive mental well-being among employees (Søvold et al., 2021; de Oliveira, et al., 2023, Lawrence & Melinda Smith, 2024). This shift in focus reflects an understanding of the profound impact that mental health can have on workplace performance and overall organizational success. Studies have consistently demonstrated that employees with higher levels of mental well-being tend to be more engaged, motivated, and productive in their work (Lu et al., 2022). Individuals experiencing mental health issues, such as stress, anxiety, or depression, are more likely to struggle with concentration, decision-making, and interpersonal relationships in the workplace (Haslam, et al., 2005).

Moreover, the impact of mental well-being extends beyond individual employees to affect team dynamics and organizational culture. Research (Rosado-Solomon, E et al. 2023; Søvold et al., 2021) has shown that workplaces with a supportive and inclusive approach to mental health tend to have higher levels of employee satisfaction, collaboration, and innovation. A lack of attention to mental health issues can lead to increased absenteeism, turnover, and decreased morale among staff members (de Oliveira, et al., 2023). Promoting a positive mental health culture within organizations is crucial for both individual employees and the overall health of the work environment and acknowledging the importance of mental

health and implementing supportive policies and practices, foster an environment where employees feel valued, supported, and empowered to succeed. Hence, prioritizing mental wellbeing in the workplace enhances employee productivity, engagement, and organizational performance.

The organizations' performance and productivity are tied to the performance of its employees (Shin and Konrad, 2017). Much evidence has shown the value of employee job performance (i.e. the measurable actions, behaviors and outcomes that employee engages in or bring about which are linked with and contribute to organizational goals; Viswesvaran and Ones, 2017) for organizational outcomes and success (Al Hammadi and Hussain, 2019; Shin and Konrad, 2017), which, in turn, has led scholars to seek to understand what drives employee performance. Personality traits (Tisu *et al.*, 2020), job conditions and organizational characteristics (Diamantidis and Chatzoglou, 2019) have all been identified as critical antecedents of employee job performance.

Organizational performance refers to the achievement of strategic goals, operational efficiency, financial sustainability, and overall institutional success. Organizational performance is of paramount importance in organisations as it directly impacts the organisational reputation and competitiveness in the market. Organisations often operate in a competitive environment where they must attract customers. High organizational performance, reflected in metrics like customer satisfaction and financial stability, enhances the organisational standing and attractiveness to stakeholders (Altbach & Knight, 2007).

Organisations typically have specific missions and objectives, whether they focus on service excellence, research innovation, community engagement, or a combination thereof. However, effective organizational performance influences the organisational ability to achieve its mission and strategic goals and ensures that these goals are met efficiently and effectively, contributing to the organisational long-term success and impact (Akpa, et al., 2021). Furthermore, organizational performance impacts stakeholders' confidence and trust in the institution, as stakeholders invest their resources— financial, intellectual, and emotional—in organisations with the expectation of a return on investment. Consistently high-performance builds trust and loyalty among stakeholders (Rane et al., 2023), leading to continued support and engagement with the institution.

Additionally, organizational performance is closely linked to financial sustainability (Neacșu et al., 2023). Organisations rely on various revenue streams, and partnerships, to fund their operations and initiatives. A strong performance in areas such as cost management ensures the organisational financial health and ability to reinvest in its mission and programs. Moreover, organizational performance drives continuous improvement and innovation within organisations (Olariu et al., 2023). Performance is foundational to success and sustainability, hence, by monitoring key performance indicators, identifying areas for growth and enhancement, and implementing strategic initiatives, institutions can adapt to changing needs, seize opportunities, and stay ahead of competitors in the dynamic higher organisations.

The company's environment influences employees' physical and psychosocial conditions, which combine to create employee well-being. In contrast, the company's well-being measures influence employees' physical and psychosocial conditions, which combine to create employee well-being and directly impact productivity (Salah et al., 2023). If the work environment, working conditions, and climate are favourable and conducive to employee development and growth, employees feel valued, motivated, and engaged with the company; if not, stress, dissatisfaction, and loss of motivation increase. Operational efficiency holds essential importance for firm's, impacting various facets of their functioning, to optimize resources and minimize waste. Minimizing costs, optimizing resources, and enhancing productivity are efficient operations that enable institutions to allocate resources effectively and invest strategically, ultimately bolstering financial sustainability (Salah et al., 2023). Streamlined workflows and standardized procedures not only improve service quality but also contribute to a competitive edge, attracting talent and market differentiation. Moreover, operational efficiency fosters adaptability and resilience, allowing institutions to respond swiftly to challenges and disruptions while maintaining continuity of operations (Moșteanu, 2024). In essence, prioritizing operational excellence is imperative for firm's to fulfil their mission, deliver quality services, and thrive in a competitive landscape.

Moreover, Fisher (2019) believes that being happy at work should be related to job satisfaction, engaging in different activities at work, and feeling the vigour, flow, emotions, and motivation that can be experienced at work. At the intersection of work and personal life, work-life balance is a balance between the two. Many aspects of personal life can intersect with work, including family, recreation and health. Haddon (2018) explores the relationship between employee well-being in the workplace and its influence on productivity. It delves into various dimensions of well-being, including physical, nutritional, and mental health, addresses the significant impact of mental health on productivity and highlights symptoms that may

indicate mental illness among employees. The findings underscore mental health as a critical factor in productivity and advocate for employers to take proactive measures to support the mental well-being of their staff, impact not only themselves but also their colleagues, thus influencing the overall productivity of the organization.

Rufeng, et al. (2023) evaluate the correlation between worker happiness and business outcomes within the manufacturing sector. Employing empirical research methods, the study collected primary data through questionnaires from a sample of one hundred manufacturing workers. The findings shed light on the significance of employee well-being in driving workplace productivity and its impact on organizational success. Establishing a causal link between worker happiness, productivity, and workplace attitude, this research underscores the importance of understanding employee needs for enhancing job performance. Mahindru et al., (2023) explores how exercise impacts mental health, noting its positive effects on the hypothalamus-pituitary-adrenal axis and its potential to alleviate depression and anxiety, although with more significant benefits seen in clinical populations. It suggests various hypotheses explaining the link between physical activity and mental wellness, highlighting benefits such as improved sleep, mood, and quality of life. Additionally, it discusses how exercise, including yoga, may help manage cravings and alleviate symptoms of psychiatric disorders. However, it notes a lack of literature in the Indian context, indicating a need for tailored research and interventions.

Mahindru et al., (2023) provide an evidence-based overview of the mental health challenges faced by healthcare workers during crises, particularly in the context of the COVID-19 pandemic. It discusses the heightened risk of stress, burnout, depression, and trauma among healthcare professionals. The paper examines how public health emergencies exacerbate these challenges, citing emerging research on the mental health impacts of COVID-19. It suggests strategies such as self-care practices, evidence-based interventions, and organizational support to protect and support healthcare workers' mental well-being. Additionally, it advocates for systemic changes and policy recommendations to empower and safeguard the mental health of healthcare workers in the long term.

Employee wellbeing also appears to be undervalued by the market. The fact that highly rated companies are more likely to report earnings surprises and outperform analyst expectations underscores the untapped potential of investing in employee wellbeing to promote business success. In a highly efficient market, we would expect information contained within employee reviews to be quickly factored into stock prices and investment decision-making. Instead, the evidence suggests that the market does not sufficiently (or at least expeditiously) account for the financial value of employee wellbeing. This may begin to change as more information on firm-level wellbeing becomes available to investors in the future. However, there are also important limitations to this body of work. Studies based on the highest rated companies may be unreliable since they do not study a representative set of firms. These high performing firms are likely to have a number of advantages that contribute both to employee wellbeing as well as financial success, complicating any assessment of the causal relationships between them. Information technology companies, for example, tend to be highly overrepresented in “Best Places to Work” lists. To better understand the dynamics of wellbeing and firm performance, it is worth considering a broader cross-section of organizations.

3. METHOD

This study adopted a descriptive research design. The target population for the study comprised of as of the latest available data, the County Government of Trans Nzoia in Kenya employs approximately 3,666 individuals. This figure encompasses personnel across various departments and sectors within the county administration within county government of TransNzoia. As of the latest available data, the County Government of Trans Nzoia employs approximately 3,666 individuals, comprising 2,038 females and 1,632 males. A sample size is the representation of the target population. The sample size of this study was computed using Yamane's of 1967 formulae. The sample size for employees of the county government was 365. Data collection instrument was questionnaire and other information relevant to the study. A structured questionnaire was administered to the respondents. The research instrument was pretested at West pokot so as not to interfere with the study sample. A pilot group of ten percent (36) respondents was targeted. The findings of the pilot study was used to improve the data collection instruments. Piloting was done to test the validity and reliability of the data collection instrument. The data was reduced, organized, coded, edited, classified using a table and analyzed to bring out the meaning under each of the factors. Once data is collected, it was crosschecked and verified for errors, completeness and consistency. It was then be coded, entered and analyzed descriptively using IBM Statistical Package for Social Sciences (SPSS version 27). Pearson correlation analysis was used to test the relationship between variables in the study hypotheses. ANOVA multiple linear regression analysis was adopted computed to determine the statistical relationship between the independent variable and the dependent.

4. DISCUSSIONS

4.1. Effect of Employee's Mental Wellbeing on Performance of County Government of Trans Nzoia Kenya

The specific objective of the study was to examine the effect of employee's mental wellbeing on performance of county government of Trans Nzoia Kenya. The respondents were requested to indicate their level of agreement on the statements relating to the employee's mental wellbeing on performance of county government of Trans nzoia Kenya. The results were as shown in Table 4.1.

From the results, the respondents agreed that mental well-being, encompassing emotional resilience, stress management, and positive relationships, is vital and crucial for overall health and workplace productivity. This is supported by a mean of 2.871 (std. dv = 0.824). In addition, as shown by a mean of 2.734 (std. dv = 0.722), the respondents agreed that mental health issues can significantly impact an individual's ability to perform effectively and thrive in their professional roles. The respondents also agreed that coherent studies have consistently demonstrated that employees with higher levels of mental well-being tend to be more engaged, motivated, and productive in their work and this shift in focus reflects an understanding of the profound impact that mental health can have on workplace performance and overall organizational success. This is shown by a mean of 2.562 (std. dv = 0.725). The respondents also respondent that individuals experiencing mental health issues, such as stress, anxiety, or depression, are more likely to struggle with concentration, decision-making, and interpersonal relationships in the workplace enabling the impact of mental well-being extending beyond individual employees to affect team dynamics and organizational culture. This is shown by a mean of 2.711 (std. dv = 0.606). With a mean of 2.670 (std. dv = 0.821), the respondents agreed that workplaces with a supportive and inclusive approach to mental health tend to have higher levels of employee satisfaction, collaboration, and innovation as a lack of attention to mental health issues can lead to increased absenteeism, turnover, and decreased morale among staff members. In addition, the respondents agreed that promoting a positive mental health culture within organizations is crucial for both individual employees and the overall health of the work environment and acknowledging the importance of mental health and implementing supportive policies and practices, foster an environment where employees feel valued, supported, and empowered to succeed. This is shown by a mean of 2.677 (std. dv = 0.681).

Table 4.1: Employee's Mental Wellbeing on Performance of County Government of Trans Nzoia Kenya

	Mean	Std. Deviation
Mental well-being, encompassing emotional resilience, stress management, and positive relationships, is vital and crucial for overall health and workplace productivity	2.871	0.824
Mental health issues can significantly impact an individual's ability to perform effectively and thrive in their professional roles.	2.734	0.722
Studies have consistently demonstrated that employees with higher levels of mental well-being tend to be more engaged, motivated, and productive in their work and this shift in focus reflects an understanding of the profound impact that mental health can have on workplace performance and overall organizational success	2.562	0.725
Individuals experiencing mental health issues, such as stress, anxiety, or depression, are more likely to struggle with concentration, decision-making, and interpersonal relationships in the workplace enabling the impact of mental well-being extending beyond individual employees to affect team dynamics and organizational culture	2.711	0.606
workplaces with a supportive and inclusive approach to mental health tend to have higher levels of employee satisfaction, collaboration, and innovation as a lack of attention to mental health issues can lead to increased absenteeism, turnover, and decreased morale among staff members	2.670	0.821
Promoting a positive mental health culture within organizations is crucial for both individual employees and the overall health of the work environment and acknowledging the importance of mental health and implementing supportive policies and practices, foster an environment where employees feel valued, supported, and empowered to succeed	2.677	0.681
Aggregate	2.704	0.729

4.2. Effect of Performance of County Government of TransNzoia in Kenya.

The objective was to assess the effect of on performance of County government of TransNzoia in Kenya. The reliability for performance of County government of TransNzoia in Kenya. The respondents were requested to indicate their level of agreement on various statements relating to the effect of on performance of County government of TransNzoia in Kenya. The reliability for performance of County government of TransNzoia in Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in table 4.10.

From the results, the respondents agreed that the organizations' performance and productivity are tied to the performance of its employees as much evidence has shown the value of employee job performance (i.e. the measurable actions, behaviors and outcomes that employee engages in or bring about which are linked with and contribute to organizational goals; and ones, for organizational outcomes and success , which, in turn, has led scholars to seek to understand what drives employee performance. This is supported by a mean of 4.061 (std. dv = 0.847). In addition, as shown by a mean of 3.758 (std. dv = 0.792), the respondents agreed that personality traits, job conditions and organizational characteristics have all been identified as critical antecedents of employee job performance. The respondents further agreed that high organizational performance, reflected in metrics like customer satisfaction satisfaction and financial stability, enhances the organisational standing and attractiveness to stakeholders. This is shown by a mean of 3.603 (std. dv = 0.642). The respondents also agreed that organisations that operate in a competitive environment where they must attract customers typically have specific missions and objectives, whether they focus on service excellence, research innovation, community engagement, or a combination thereof. This is shown by a mean of 3.592 (std. dv = 0.733). With a mean of 3.343 (std. dv = 0.815), the respondents agreed that organizational performance impacts stakeholders' confidence and trust in the institution, as stakeholders invest their resources - financial, intellectual, and emotional—in organisations with the expectation of a return on investment. The respondent also agreed that Consistently high-performance builds trust and loyalty among stakeholders, leading to continued support and engagement with the institution. This is shown by a mean of 3.561 (std. dv = 0.891).

Table 4.2: Performance of County Government of TransNzoia in Kenya.

	Mean	Std. Deviation
The organizations' performance and productivity are tied to the performance of its employees as much evidence has shown the value of employee job performance (i.e. the measurable actions, behaviors and outcomes that employee engages in or bring about which are linked with and contribute to organizational goals; and ones, for organizational outcomes and success , which, in turn, has led scholars to seek to understand what drives employee performance	4.061	0.947
Personality traits, job conditions and organizational characteristics have all been identified as critical antecedents of employee job performance	3.758	0.712
High organizational performance, reflected in metrics like customer satisfaction satisfaction and financial stability, enhances the organisational standing and attractiveness to stakeholders	3.603	0.642
Organisations that operate in a competitive environment where they must attract customers typically have specific missions and objectives, whether they focus on service excellence, research innovation, community engagement, or a combination thereof	3.592	0.733
organizational performance impacts stakeholders' confidence and trust in the institution, as stakeholders invest their resources— financial, intellectual, and emotional—in organisations with the expectation of a return on investment.	3.343	0.815
Consistently high-performance builds trust and loyalty among stakeholders, leading to continued support and engagement with the institution	3.561	0.891
Aggregate	3.653	0.79

4.3 Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (performance of County government of TransNzoia in Kenya) and the independent variable (employee's mental wellbeing).

4.3.1 Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (employee's mental wellbeing) and the dependent variable (performance of County government of TransNzoia in Kenya) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 4.3: Correlation Coefficients

		Performance of County government	Employee mental wellbeing
Performance of County government	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	300	
Employee mental wellbeing	Pearson Correlation	.656**	1
	Sig. (2-tailed)	.001	
	N	300	300

From the results, the results revealed that there is a very strong relationship between employee mental wellbeing and performance of County government of TransNzoia in Kenya ($r = .656$, p value $= 0.001$). The relationship was significant since the p value 0.001 was less than 0.05 (significant level).

4.3.2 Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (employee's mental wellbeing) and the dependent variable (performance of County government of TransNzoia in Kenya).

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811	.656	.623	2.389

a. Predictors: (Constant), employee's mental wellbeing.

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r -squared for the relationship between the independent variables and the dependent variable was 0.656. This implied that 65.6% of the variation in the dependent variable (performance of County government of TransNzoia in Kenya) could be explained by independent variables (employee's mental wellbeing).

Table 4.5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	43.396	1	54.221	36.426	.001 ^b
1 Residual	20.237	299	.052		
Total	63.633	300			

a. Dependent Variable: Performance of County government of TransNzoia in Kenya

b. Predictors: (Constant), employee's mental wellbeing,

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 36.426 while the F critical was 2.012. The p value was 0.000. Since the F -calculated was greater than the F -critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of employee mental wellbeing, on performance of County government of TransNzoia in Kenya.

Table 4.6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	.698	.108		5.371
	Employee mental wellbeing	.580	.234	1.898	2.712

a Dependent Variable: Performance of County government of TransNzoia in Kenya

Table 4.6 showed that if employee mental wellbeing, is all held constant, performance of County government of TransNzoia in Kenya would be at 0.698.

Performance of County government of TransNzoia in Kenya = 0.698 +0.580(employee mental wellbeing).

The regression model was as follows:

$$Y = 0.698 + 0.580X_2 + \varepsilon$$

According to the results, the results also revealed that employee mental wellbeing has significant effect on performance of County government of TransNzoia in Kenya. $\beta_1=0.580$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05.

5. CONCLUSION AND RECOMMENDATION

Based on the findings, the study concluded that employee mental wellbeing has significant effect on performance of County government of TransNzoia in Kenya. $\beta_1=0.580$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The study came up with the following recommendations; the organisation should focus on employee's mental well-being since it encompassing emotional resilience, stress management, and positive relationships, is vital and crucial for overall health and workplace productivity. Employees should develop attitudes towards our work in the light of their good state of mind, principles and manners since happy workers are productive as the organizations need to know how to ensure a happy and a productive workers.

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