



## Communicating Employee Wellness Programmes at Workplace. A Study of Public Institution of Higher Learning in Kenya

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### Abstract

Employee wellness programmes (EWPs) have evolved from peripheral organisational perks to strategic imperatives central to institutional sustainability and workforce productivity. In Kenya's public institutions of higher learning, wellness programmes are inconsistently implemented, with their effectiveness frequently undermined by poor communication, limited employee awareness, and inadequate institutional commitment. While existing literature has examined the relationship between wellness programmes and employee performance, the specific dimension of how these programmes is communicated to employees remains underexplored, particularly within the higher education. This study investigated the communication of employee wellness programmes at the workplace, with specific focus on a public institution of higher learning in Kenya. The study was grounded on Diffusion of Innovations and Two-Step Flow of Communication Theories. The study adopted a qualitative research approach and a case study design, conducted at the University of Eldoret, Kenya. A sample of 40 participants was selected through purposive, stratified, and random sampling techniques from a sample frame of 100 eligible employees. Data was generated through three complementary qualitative techniques: in-depth interviews with key informants, four focus group discussions with homogeneous groups of employees, and document analysis of institutional



wellness-related documents. Data analysis was conducted using thematic analysis, involving transcription, coding, and organisation of codes into themes reflecting patterns in communication practices, employee perceptions, and challenges. The study revealed that nearly 90 percent of employees valued wellness benefits as important in their choice of employer, yet participation remained low due to systemic communication failures. Communication from management was predominantly top-down and inefficient, with emails and memos as the most common channels. This unidirectional approach denied employees opportunities to raise issues and seek clarification, significantly affecting programme uptake. Inadequate knowledge about programme specifics and benefits was identified as a key obstacle to full participation, with knowledge gaps disproportionately affecting younger workers, less educated workers, and lower-paid workers. Lack of employee commitment and interest was attributed to perceived organisational insincerity and the absence of visible leadership engagement. Effective communication was positively correlated with participation, with face-to-face briefings, peer communication, and digital platforms rated as more effective than emails and memos. The study concludes that effective communication of employee wellness programmes is a strategic imperative requiring dedicated resources, multi-channel approaches, two-way feedback mechanisms, personalised benefit-driven messaging, and visible leadership commitment. Public institutions of higher learning in Kenya must abandon passive promotion mentalities and adopt proactive, evidence-based communication strategies that recognise employees as active participants in their own well-being. The study recommends the adoption of interactive communication processes and digital platforms, implementation of personalised communication strategies, establishment of wellness champions as health ambassadors, focus on audience segmentation to tailor communication to group needs, development of benefit-driven messaging, strengthening of leadership visibility, and institutionalisation of feedback mechanisms for continuous improvement.

**Keywords:** Employee wellness programmes, workplace communication, higher education, public universities, Kenya, wellness communication

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## Introduction

Human capital remains the most valuable resource in any organization because all organizational operations, including product development, service delivery, innovation, and strategic decision-making, depend on employees (Wiyono et al., 2025). The ability of organizations to compete



effectively in an increasingly complex and globalized economy is largely determined by the quality, productivity, and well-being of their workforce. Consequently, organizations continuously seek strategies that can maximize employee potential and improve organizational performance. One of the most effective approaches to achieving this objective is maintaining a healthy workforce through comprehensive employee wellness programmes. Research has consistently demonstrated a strong relationship between employee health, workplace behavior, productivity, and the overall value of human capital within organizations (Aldana, 2023; Wiyono et al., 2025).

The growing social, economic, technological, and political pressures facing modern organizations have made employee wellness a strategic organizational concern. Employees today encounter numerous challenges, including increased workloads, workplace stress, mental health concerns, work-life imbalance, chronic illnesses, and changing work arrangements. These challenges can adversely affect employee morale, engagement, productivity, and organizational commitment. As a result, organizations are increasingly recognizing that investment in employee wellness is not merely a welfare initiative but a strategic human resource management practice that contributes to organizational sustainability and competitiveness. To achieve meaningful outcomes, organizations must commit adequate time, resources, policies, and leadership support toward employee health initiatives while exploring diverse healthcare and wellness approaches that address employees' evolving needs.

Employee wellness programmes refer to employer-sponsored health promotion activities, interventions, and policies designed to support positive employee health and healthy workplace behaviors (Aldana, 2023). These programmes encompass a broad range of initiatives, including medical screenings, health education campaigns, counseling services, fitness programmes, occupational health services, stress management interventions, healthcare memberships, employee assistance programmes, and work-life balance initiatives. The primary objective of these programmes is to improve employee health outcomes while helping employees address individual health-related challenges that may affect their personal well-being and workplace performance (Kumar et al., 2009). Contemporary studies indicate that effective wellness programmes contribute to reduced absenteeism, improved productivity, enhanced job satisfaction, lower healthcare costs, and increased employee retention (Kwasu et al., 2024).

Globally, organizations have become increasingly aware of workplace health challenges and their implications for organizational performance. This awareness has resulted in widespread adoption of wellness programmes across both public and private sector organizations. Institutions of higher



learning have not been exempt from this trend. Universities operate within highly demanding environments characterized by teaching responsibilities, research expectations, publication requirements, administrative obligations, technological changes, and increasing accountability measures. These demands often expose academic and non-academic staff to stress, burnout, emotional exhaustion, and work-life balance challenges. Consequently, many universities have adopted employee wellness initiatives as part of broader efforts to promote employee well-being and improve institutional effectiveness (Yuen et al., 2021).

Despite substantial investments in employee wellness programmes, many organizations continue to experience low employee participation rates and limited programme effectiveness. Existing evidence suggests that merely providing wellness programmes does not automatically guarantee employee engagement or positive outcomes. Employees must first be aware of available wellness services, understand their benefits, trust programme confidentiality, and perceive organizational support before they can actively participate. This underscores the importance of effective communication in employee wellness programme implementation.

Communication serves as the bridge between wellness programme development and employee participation. It facilitates awareness creation, knowledge sharing, employee engagement, and behavioural change. Effective communication enables organizations to explain programme objectives, promote participation, address employee concerns, and sustain long-term engagement. Conversely, poor communication can lead to misunderstanding, low awareness, skepticism, and underutilization of available wellness resources. Scholars increasingly argue that communication is the key to employee comprehension and programme uptake because employees are unlikely to participate in initiatives they do not fully understand or perceive as relevant to their needs (Kawakami et al., 2023; Chowdhary et al., 2023). Consequently, organizations may invest significant financial resources in wellness programmes without realizing the expected benefits if communication strategies are ineffective.

The importance of wellness communication has become even more pronounced following the COVID-19 pandemic, which accelerated the adoption of digital communication platforms such as emails, intranets, mobile applications, virtual meetings, social media, and employee portals. Organizations increasingly rely on these channels to communicate wellness information and engage employees across diverse work arrangements. Studies conducted in recent years indicate that organizations utilizing clear, consistent, and employee-centered communication strategies achieve higher levels of wellness programme awareness, participation, and employee



satisfaction than those relying on traditional communication methods alone (Wiyono et al., 2025).

In Kenya, public institutions of higher learning have increasingly invested in employee wellness programmes to address workplace stress, mental health concerns, work-life balance issues, and occupational health challenges affecting both academic and non-academic staff. While previous studies have established positive relationships between wellness programmes and employee performance, motivation, job satisfaction, and retention, limited attention has been directed toward understanding how these programmes are communicated to employees (Kwasu et al., 2024; Njeru et al., 2020). Yet communication remains a critical determinant of employee awareness, participation, and programme success.

It is against this background that this study sought to examine the communication of employee wellness programmes in public institutions of higher learning in Kenya. Understanding these issues can provide valuable insights for strengthening employee engagement, improving programme utilization, and enhancing the effectiveness of workplace wellness initiatives in Kenyan universities.

## Empirical Review

Internal communication systems determine whether employees understand available wellness services, perceive them as relevant, and actively participate. Research on organizational communication highlights that clarity of messages, feedback loops, and multi-channel dissemination significantly improve employee engagement and organizational effectiveness (Baran et al., 2025). A study by Mbhele and De Beer (2022) established that internal communication quality, including message clarity, reliability, and feedback mechanisms, strongly influences employee engagement outcomes. The study emphasized that participative communication cultures and supportive communication climates enhance employees' willingness to engage in organizational programmes. Ishaq (2024) conducted a qualitative study exploring the impact of wellness programmes on employee well-being and productivity in corporate settings across four companies. Through interviews with 10 employees, the study found that while employees generally rated wellness programmes highly, there was significant variation in programme types and perceived effectiveness. Physical wellbeing programmes such as gym memberships and fitness challenges were found to have the most positive effects on physical health, while stress management workshops and mental health support services were recognised as beneficial for improving mental well-being. However, some employees felt that activities were overly basic or lacked diversity, and that insufficient time was allotted for



participation. A critical finding was the necessity of tailoring wellness programmes to specific employee needs, with participants stating that more personalised approaches would increase effectiveness and participation.

Gorgenyi-Hegyessy, Nathan, and Fekete-Farkas (2021) provided large-scale empirical evidence from Hungary on workplace health promotion, employee well-being, and loyalty during the COVID-19 pandemic. The study examined how organisations adapted their wellness strategies during the crisis and found that comprehensive wellness programmes were associated with enhanced employee loyalty and well-being even under pandemic conditions. The findings highlighted the importance of organisational commitment to wellness as a buffer against crisis-induced stress and uncertainty. Empirical evidence further shows that poor communication systems reduce the effectiveness of wellness interventions even when programmes are well-funded. A study on organizational bulk email systems in a large university found that employees often ignore or misunderstand wellness-related messages when communication lacks targeting and clarity, reducing programme uptake (Kong et al., 2020). Similarly, workplace communication research indicates that employees are more likely to engage in wellness initiatives when leadership communicates consistently, uses accessible language, and reinforces messages through multiple channels such as email, intranets, and supervisory briefings (Chen & Wu, 2023).

In West Africa, empirical research on workplace wellness has also expanded. Oyewole, Akomolafe, and Olajide (2022) examined corporate wellness programmes and employee satisfaction in Nigerian organisations, finding that wellness initiatives were positively associated with employee satisfaction, commitment, and productivity. However, the study noted that programme effectiveness was limited by inadequate communication, with many employees unaware of available wellness resources. The authors recommended that Nigerian organisations invest in strategic communication to enhance programme visibility and uptake. Okereke and Adinma (2020) conducted an empirical study on wellness programmes and employee health in African organisations, finding that structured wellness interventions were associated with improved health outcomes, reduced absenteeism, and enhanced organisational performance. The study emphasised the need for culturally adapted wellness programmes that resonate with African values and lifestyles, noting that Western-derived wellness models often failed to achieve desired outcomes when implemented without contextual modification.

Digital communication has also become central in promoting employee wellness programmes, particularly after the COVID-19 pandemic. Studies show that organizations increasingly use mobile platforms, digital dashboards, and online portals to communicate wellness services. These tools



improve accessibility and timely dissemination of health-related information, especially in hybrid and remote work environments. A 2025 meta-review on digital workplace wellness programmes confirms that digital communication enhances both awareness and participation, although effectiveness depends on usability and employee trust in digital systems (Amirabdolahian et al., 2025). However, recent findings also indicate that communication alone is insufficient without supportive organizational culture. Studies suggest that employees may ignore wellness messages if they perceive organizational intentions as symbolic rather than genuinely supportive. Research on workplace wellbeing technologies highlights concerns about misalignment between organizational communication and employee expectations, which can reduce trust and participation (Kawakami et al., 2023). These findings indicate that communication must be credible, participatory, and aligned with actual workplace conditions to improve engagement.

In Kenya evidence shows that internal communication practices significantly shape how employees interpret and respond to organizational initiatives. A case study conducted in a Kenyan public sector organization found that online internal communication tools such as emails, intranets, and digital platforms improve employee interaction and strengthen workplace relationships, which in turn enhance engagement in organizational activities (Waititu & Du Plessis, 2022). Mwangi and Otieno (2020) examined the impact of employee counselling programmes on performance in Kenya's telecommunications sector. The survey of 150 workers from various telecom businesses found that counselling programmes had a positive impact on employee satisfaction levels, decreased conflicts, and improved general productivity. However, the study noted a methodological limitation in that it lacked quantitative data to support the qualitative findings, suggesting that future research should incorporate mixed methods to enhance validity and reliability.

Muriuki (2021) evaluated the perceived benefits of corporate wellness programmes at Radisson Blu Hotel in Kenya, finding that these initiatives boosted staff morale and loyalty, increased worker productivity and safety, and decreased absenteeism, turnover, and medical costs. The study highlighted the importance of visible leadership support and regular communication in sustaining programme engagement. Mutio and Gakobo (2025) examined the effect of employee wellness programmes on the performance of environmental non-governmental organisations in Nairobi City County, Kenya. Using a descriptive research design with a sample of 140 respondents selected through stratified random sampling, the study found that employee wellness programmes had a significant positive effect on organisational performance. The study determined that there was a high level



of emphasis on employee wellness programmes for enhancing physical, mental, and financial well-being. Initiatives such as mental health support, flexible working hours, and financial literacy programmes were found to contribute to workforce stability by reducing absenteeism and increasing motivation. The study recommended that organisations adopt a holistic approach to employee wellness, integrating mental health awareness programmes, stress management initiatives, and confidential counselling services. However, the study did not examine the communication processes through which employees became aware of and engaged with these programmes.

Wasike and Wabala (2024) investigated employee wellness programmes and workforce productivity of community health non-governmental organisations in Kenya. The cross-sectional survey of 10 community health NGOs found that employee physical fitness was the most important variable in the model ( $\beta = 0.377$ ), followed by employee flexible working ( $\beta = 0.292$ ). The study concluded that physical fitness programmes improved job performance, employee perception of the organisation, and teamwork. The authors recommended that organisations share duties and responsibilities among employees, ensure clear communication, and adopt more physical fitness programmes. The study also noted the importance of sharing physical fitness programmes among employees to enhance awareness, directly highlighting the communication dimension that the current study seeks to examine.

Mgiriama and Ng'eno (2025) investigated workplace wellness programmes and employee motivation in Kilifi County Assembly, Kenya. The study, employing a descriptive research design with a sample of 54 respondents, found that recreational programmes significantly enhanced employee motivation by fostering teamwork, reducing stress, and improving workplace culture ( $r = 0.858$ ,  $p < 0.05$ ). Drug and substance abuse cessation programmes showed a weaker relationship with motivation ( $r = 0.240$ ,  $p < 0.05$ ). The study concluded that workplace wellness programmes were vital for enhancing employee motivation and recommended enhancing recreational activities and expanding financial wellness strategies. While the study provided valuable insights into the motivational effects of wellness programmes, it did not examine the communication channels through which programme information was disseminated to employees.

Muriuki, Makhamara, and Wanyoike (2025) examined mental wellbeing programmes and the performance of academic staff in selected chartered public universities in Kenya. The study found that mental wellbeing programmes had a positive but moderate effect on academic staff performance, with programme effectiveness limited by poor awareness,



stigma associated with mental health seeking, and inadequate institutional support. The study recommended that universities invest in mental health literacy campaigns, establish confidential counselling services, and train departmental heads to recognise and support staff experiencing mental health challenges. The findings underscored the critical role of communication in destigmatising mental health support and encouraging programme utilisation.

Kimwera and Mwanzia (2025) conducted a systematic review of the mental wellbeing of university staff working remotely in Kenya. The review found that remote work during the COVID-19 pandemic exacerbated stress, isolation, and burnout among university staff, with limited institutional support for mental health. The study identified coping strategies employed by staff, including peer support networks, religious coping, and self-care practices, but noted that institutional wellness programmes were largely inadequate in addressing remote work-related mental health challenges. The review called for universities to develop tailored wellness interventions for remote and hybrid work arrangements, with effective communication strategies to ensure staff awareness and access.

Karanja, Juma, and Wekesa (2025) investigated the influence of job demands on intention to leave among staff in public universities in Kenya. While not explicitly focused on wellness programmes, the study found that high job demands, including heavy teaching loads, research expectations, and administrative responsibilities, were significant predictors of turnover intention. The authors recommended that universities implement workload management strategies and wellness support systems to mitigate the negative effects of job demands on staff retention. The study indirectly highlighted the need for wellness programmes that are well-communicated and accessible to staff experiencing high job demands.

Chen and Wu (2023) study shows that leadership communication plays a key role in shaping employee health behaviors, as employees are more likely to participate in wellness programmes when supervisors actively promote and model healthy practices. Two-way communication strategies are particularly effective in improving programme uptake. Studies show that when employees are allowed to give feedback, ask questions, and co-design wellness initiatives, participation rates increase significantly. A comparative study of organizational communication practices found that organizations with structured feedback mechanisms and participatory communication models report higher employee engagement and satisfaction in workplace programmes (Baran et al., 2025).

Despite these strategies, several communication challenges persist. One major challenge is information overload, where employees receive



numerous organizational messages and fail to prioritize wellness-related communication. Another challenge is message fatigue, especially when wellness communications are repetitive or not personalized to employee needs. Research on organizational email communication shows that employees often ignore bulk messages perceived as irrelevant, limiting the effectiveness of wellness communication (Kong et al., 2020).

Trust and credibility also present major communication barriers. Employees may doubt the sincerity of wellness programmes if organizational communication is not matched with actual support structures such as time allowances, access to services, or leadership participation. Studies further highlight that digital communication platforms may exclude some employees due to digital literacy gaps, reducing equitable access to wellness information (Amirabdohian et al., 2025). In addition, institutional constraints such as limited resources, weak communication policies, and lack of integrated wellness communication frameworks hinder effective dissemination of wellness information. Research indicates that without coordinated communication strategies, wellness programmes remain fragmented and underutilized, particularly in large institutions such as universities where employees are distributed across multiple campuses and departments (Kwakami et al., 2023).

## Theoretical Framework

This study was guided by two complementary theories: the Diffusion of Innovations Theory and the Two-Step Flow of Communication Theory. These theories were selected for their direct relevance to understanding how wellness programme information spreads through an organisational social system and how interpersonal influence shapes employee adoption decisions. Together, they provide a robust analytical lens for examining the communication of employee wellness programmes in public institutions of higher learning in Kenya.

### **Diffusion of Innovations Theory**

The Diffusion of Innovations Theory was originally developed by Everett M. Rogers, an American sociologist and communication scholar, in his seminal work published in 1962. Rogers (1962, 2003) synthesised research from over 500 studies on how new ideas, practices, and technologies spread through social systems, drawing on disciplines including sociology, communication, rural sociology, and marketing. The theory defines diffusion as the process by which an innovation is communicated through certain channels over time among the members of a social system (Rogers, 2003). The theory posits that the adoption of innovations follows a predictable



pattern shaped by five key elements: the innovation itself, communication channels, time, the social system, and the perceived attributes of the innovation. Rogers identified five perceived attributes that influence the rate of adoption: relative advantage (the degree to which an innovation is perceived as better than the idea it supersedes), compatibility (consistency with existing values and needs), complexity (perceived difficulty of understanding and use), trialability (the ability to experiment on a limited basis), and observability (the visibility of results to others).

The theory also classifies adopters into five categories based on their innovativeness: innovators (2.5%), early adopters (13.5%), early majority (34%), late majority (34%), and laggards (16%). Despite its widespread application, the theory has faced several critiques. Critics argue that it tends to be pro-innovation biased, assuming that all innovations are inherently beneficial and that resistance to adoption is irrational (Wejnert, 2002). The theory has also been criticised for its linear, stage-based model of adoption, which may not adequately capture the complexity and non-linearity of real-world decision-making processes (Dearing & Cox, 2018). Additionally, the theory has been accused of favouring individual-level analysis over structural and systemic factors, potentially overlooking how power relations, resource inequalities, and institutional constraints shape diffusion outcomes (Greenhalgh et al., 2004). Furthermore, the theory's emphasis on early adopters as opinion leaders has been questioned, with some scholars arguing that influence is more dispersed and context-dependent than Rogers originally proposed (Valente & Davis, 1999).

### **Application to the Study**

The Diffusion of Innovations Theory is applied in this study to examine how employee wellness programmes are communicated and subsequently adopted by employees in public institutions of higher learning in Kenya. In this context, employee wellness programmes are conceptualised as innovations that must be communicated effectively through appropriate channels for employees to move through the innovation-decision process from knowledge and persuasion to decision, implementation, and confirmation. The theory guides the investigation of the communication channels used to disseminate wellness programme information, the effectiveness of these channels in creating awareness and favourable attitudes, the barriers that prevent employees from moving from awareness to participation, and the role of institutional leadership and social networks in facilitating or hindering diffusion. The perceived attributes framework is particularly useful for understanding why some employees participate in wellness programmes while others do not, and the adopter categories help



explain the variation in participation rates across different employee segments.

### **Two-Step Flow of Communication Theory**

The Two-Step Flow of Communication Theory was developed by sociologists Paul F. Lazarsfeld, Bernard Berelson, and Hazel Gaudet in their landmark study of voter behaviour during the 1940 United States presidential election, published in 1944. The theory was subsequently refined and elaborated by Elihu Katz and Paul Lazarsfeld in their 1955 book. The theory posits that mass media messages do not flow directly from the media to the general audience in a single step; rather, they flow in two steps: first from the media to opinion leaders, and then from opinion leaders to their followers or peers (Katz & Lazarsfeld, 1955). Opinion leaders are individuals who are exposed to media content, interpret and evaluate it, and then pass on their interpretations to others within their social networks. These leaders are not necessarily high-status individuals but are characterised by their greater exposure to media, higher interest in specific topics, and greater influence over the attitudes and behaviours of their peers. The theory challenged the prevailing hypodermic needle or magic bullet model of mass communication, which assumed that media messages had direct, uniform, and powerful effects on passive audiences. Instead, the Two-Step Flow Theory emphasised the mediating role of interpersonal relationships and social networks in shaping how information is received, interpreted, and acted upon. The theory has been influential in communication research, marketing, public health, and organisational studies, though it has also faced critiques.

Critics argue that the theory oversimplifies the communication process by reducing it to just two steps, when in reality information may flow through multiple steps or networks (Chaffee & Mutz, 1988). The theory has also been criticised for its assumption that opinion leaders are easily identifiable and that their influence is consistently positive, when in practice influence may be diffuse, contested, or negative (Weimann, 1994). Additionally, the rise of digital and social media has complicated the traditional two-step model, as audiences now have direct access to media content and can simultaneously serve as both consumers and producers of information, blurring the boundaries between opinion leaders and followers (Benkler et al., 2018). Despite these critiques, the theory remains valuable for understanding how interpersonal influence mediates the effects of formal communication in organisational settings.

### **Application to the Study**

The Two-Step Flow of Communication Theory is applied in this study to examine how wellness programme information travels from institutional



administrators to employees through the mediating influence of opinion leaders within the university's social system. In the context of public institutions of higher learning in Kenya, opinion leaders may include departmental heads, senior academics, union representatives, long-serving administrative staff, or influential peer networks who interpret and relay wellness programme information to their colleagues. The theory helps explain why some employees receive, understand, and act upon wellness communications while others do not, even when exposed to the same formal messages. It also illuminates the limitations of top-down, management-driven communication strategies that bypass interpersonal networks, and highlights the potential of leveraging peer influence to enhance wellness programme awareness and participation. The theory guides the investigation of who the opinion leaders are in wellness communication, how they interpret and relay wellness information, what characteristics make them influential, and how their influence can be harnessed to improve programme diffusion.

## Methodology

### Research Design

The study adopted a qualitative research approach and a case study design. A qualitative approach was deemed appropriate because it allowed for an in-depth exploration of the subjective experiences, perceptions, and meanings that employees attached to the communication of wellness programmes at the University of Eldoret. This approach facilitated a rich, contextual understanding of how wellness information was conveyed, received, and interpreted within the institutional setting. The case study design was employed to provide a detailed, holistic examination of the communication dynamics surrounding employee wellness programmes within a single public institution of higher learning in Kenya. This design enabled the researcher to investigate the phenomenon in its real-life context, capturing the complexities and nuances inherent in organisational communication processes.

### Study Site

The study was conducted at the University of Eldoret, a public institution of higher learning located in Eldoret, Kenya. The university was purposively selected because it was representative of public universities in Kenya that had implemented employee wellness programmes. The institution provided an appropriate setting for examining how wellness initiatives were communicated to employees across diverse academic and administrative departments.



### **Target Population and Sampling**

The target population comprised employees who were actively involved in employee wellness programmes within the institution. From a sample frame of 100 eligible employees, a sample size of 40 participants was selected. This sample included employees drawn from different departments to capture varied perspectives on communication processes related to wellness programmes. To achieve representation and depth of information, purposive sampling was first used to identify participants with direct involvement or experience in wellness programmes. Stratified sampling was then applied to ensure representation across different staff categories, while random sampling was used within strata to minimize selection bias and enhance the credibility of findings.

### **Data Collection Methods**

Data was generated through three complementary qualitative techniques: in-depth interviews, focus group discussions, and document analysis. In-depth interviews were conducted with key informants, including wellness programme coordinators, human resource personnel, and selected employees. These interviews allowed for detailed, one-on-one exploration of individual perspectives on the effectiveness, challenges, and opportunities in communicating wellness programmes. Semi-structured interview guides were used to ensure consistency while allowing flexibility for probing and follow-up questions.

Focus group discussions (FGDs) were held with homogeneous groups of employees from different departments. A total of four focus groups, each comprising six to eight participants, were conducted. The FGDs provided a platform for participants to share collective views, debate differing opinions, and uncover group norms and shared understandings regarding wellness communication. The interactive nature of the discussions generated rich data that might not have emerged through individual interviews alone.

Document analysis involved a systematic review of institutional documents related to employee wellness programmes. These documents included wellness policy briefs, communication memos, annual reports, programme brochures, and minutes of wellness committee meetings. Document analysis supplemented the primary data by providing contextual information, verifying claims made during interviews and FGDs, and offering insights into the formal communication structures and strategies employed by the institution.

All interviews and focus group discussions were audio-recorded with the informed consent of participants, and detailed field notes were taken to capture non-verbal cues and contextual observations.



## Data analysis

Data analysis was conducted using thematic analysis. The process involved transcribing qualitative data, coding responses, and organizing codes into themes that reflected patterns in communication practices, employee perceptions, and challenges experienced in the dissemination of wellness programme information. Thematic analysis allowed for systematic interpretation of qualitative data and supported the identification of recurring issues and relationships within the dataset. Findings were then presented in narrative form supported by direct quotations from participants to enhance authenticity and depth of interpretation.

## Results and Discussion

### Employee Valuation of Wellness Benefits

The study revealed that nearly 90 percent of employees indicated that the range of an organisation's health and wellness benefits is important in their choice of employer, demonstrating a strong valuation of these programmes. Participants consistently expressed that comprehensive wellness offerings were a significant factor in their job satisfaction and organisational commitment. One employee noted: *"When I joined this university, the wellness benefits were among the things that attracted me. It showed that the institution cared about us beyond just the work we do."* Another participant stated: *"I think every employer should have wellness programmes. It is not just about salary anymore; we want to work where we are valued as whole human beings."*

The findings indicated that employees across different staff categories such as academic, administrative, technical, and support staff recognised the intrinsic and extrinsic value of wellness programmes. Academic staff, in particular, highlighted the demanding nature of their roles, including heavy teaching loads, research expectations, and administrative responsibilities, and viewed wellness programmes as essential support mechanisms. Administrative staff emphasised the stress associated with bureaucratic processes and institutional resource constraints, while support staff noted the physical demands of their roles and the importance of health maintenance.

These findings align with The International Foundation of Employee Benefit Plans (2025) reported that organisations with effective wellness communications experience participation rates up to 40% higher than those without strategic messaging, underscoring the centrality of wellness benefits to employee decision-making. Gallup's State of the Global Workplace 2022 report similarly found that employees who strongly agree that their employer



cares about their well-being are 69% less likely to actively search for a new job and three times more likely to be engaged at work (Gallup, 2022).

### **Inefficiency of Top-Down Communication Channels**

The study found that communication from management regarding wellness programmes was not efficient. Emails and memos were identified as the most common channels for informing employees about the existence of health and wellness programmes. However, participants expressed frustration with the over-reliance on these formal, top-down channels. One participant observed: *"We receive so many emails every day. Wellness programme announcements get lost in the flood of administrative communications. I have missed several wellness activities simply because the email was buried under other messages."* Another employee noted: *"Memos are posted on notice boards, but not everyone passes by those boards regularly. Some of us work in satellite campuses or departments far from the main administration block."*

The findings revealed a significant disconnect between the communication channels preferred by management and those accessible or effective for employees. While management relied heavily on institutional emails, staff memos, and notice boards, employees indicated that these channels often failed to reach them in a timely or noticeable manner. Younger employees expressed a preference for digital platforms such as WhatsApp groups and social media, while older employees favoured face-to-face announcements and staff meetings. The one-size-fits-all approach to communication was identified as a major limitation. These findings resonate with global research on workplace wellness communication. Selerix (2025) highlighted that wellness communication must address the awareness gap that persists in many organisations, where employees are unaware of available wellness resources or do not understand how to access them. Mhangwani and Malindini (2025) found that limited awareness among employees was a critical barrier to the effectiveness of wellness programmes in the Gauteng Department of Education, South Africa. The study recommended improved implementation strategies and increased awareness of wellness programmes, directly echoing the findings of the current study. Similarly, Oyewole, Akomolafe, and Olajide (2022) in Nigeria noted that programme effectiveness was limited by inadequate communication, with many employees unaware of available wellness resources.

### **Lack of Two-Way Communication and Employee Voice**

Findings also indicated that communication was predominantly top-down, which did not provide employees with opportunities to raise issues and seek clarification. This unidirectional communication structure significantly



affected programme uptake. Participants expressed a desire for more interactive communication processes where they could ask questions, provide feedback, and influence programme design. One academic staff member stated: *"We are told what programmes are available, but we are never asked what we actually need. If the wellness programme does not address my specific stressors as a lecturer, why would I participate?"* Another participant from the administrative department noted: *"There is no feedback mechanism. I have suggestions on how to improve the wellness communication, but I do not know who to tell or whether anyone will listen."*

The absence of upward communication channels was particularly pronounced for non-academic staff, who felt that their voices were less likely to be heard compared to academic staff. Support staff members reported feeling marginalised in institutional communication processes, with wellness programme information often filtered through departmental heads who might not prioritise dissemination to lower-level employees. The lack of two-way communication in wellness programme dissemination is a well-documented challenge in organisational communication literature. The Diffusion of Innovations Theory emphasises that the social system including its norms, leadership, and communication structures significantly influences the diffusion process (Rogers, 2003). In hierarchical organisations such as public universities, top-down communication is the default mode, but this approach is often ineffective in fostering genuine engagement with innovations. The theory suggests that change agents who facilitate two-way communication between programme implementers and potential adopters can significantly accelerate the diffusion process. Mutio and Gakobo (2025) found that environmental NGOs in Nairobi adopted a holistic approach to employee wellness but did not examine the communication processes through which employees became aware of and engaged with these programmes. The current study extends this finding by demonstrating that the absence of participatory communication is a critical barrier in public universities. Wasike and Wabala (2024) similarly noted the importance of clear communication in community health NGOs in Kenya, recommending that organisations share duties and responsibilities among employees and ensure that communication is bidirectional. Ishaq (2024) found that employees in corporate settings felt that wellness activities were often overly basic or lacked diversity, and that insufficient time was allotted for participation. The study recommended that wellness programmes be tailored to specific employee needs, a goal that is difficult to achieve without two-way communication mechanisms. The current study confirms that in the absence of employee voice, wellness programmes are likely to be misaligned with actual needs, reducing their perceived compatibility and, consequently, their adoption.



### **Inadequate Knowledge as a Barrier to Participation**

Inadequate knowledge about the programmes and their benefits was identified as a key obstacle to full participation. Many participants indicated that while they were aware that wellness programmes existed, they did not fully understand what the programmes entailed, how to access them, or what benefits they could expect. One participant explained: *"I know there is a wellness programme, but I do not know what services are included. Is it just gym access, or are there counselling services too? The information is not clear."* Another employee stated: *"I heard about the wellness programme during orientation three years ago, but since then, I have not received any updates. I assume it is still running, but I do not know what is currently available."*

The findings revealed that knowledge gaps were not uniform across the employee population. Lack of knowledge was higher among younger workers, less educated workers, and lower-paid workers. Younger employees, despite being digitally savvy, reported that wellness information was not disseminated through platforms they regularly used. Less educated workers and lower-paid workers, often in support staff roles, indicated that wellness communications were frequently written in technical or bureaucratic language that was difficult to understand. One support staff member noted: *"The memos use big words that I do not understand. I need someone to explain to me in simple language what the programme is about."* The knowledge gap identified in this study is consistent with findings from both global and regional literature. The Gallup (2022) report found that only 24% of employees strongly agree that their employer cares about their well-being, indicating a significant perception gap that effective communication could help bridge. The International Foundation of Employee Benefit Plans (2025) reported that organisations with effective wellness communications experience participation rates up to 40% higher, directly linking knowledge dissemination to programme uptake. In Kenya, Muriuki, Makhamara, and Wanyoike (2025) found that mental wellbeing programmes in public universities had a positive but moderate effect on academic staff performance, with programme effectiveness limited by poor awareness. The current study extends this finding by identifying the specific demographic groups most affected by knowledge gaps and by linking these gaps to the communication channels employed.

### **Lack of Employee Commitment and Interest**

Lack of employee commitment and interest was also cited as a major obstacle to wellness programme participation. While some employees expressed genuine interest in wellness initiatives, others displayed apathy or



scepticism. Participants attributed this lack of commitment to several factors, including perceived irrelevance of programmes, past negative experiences, and the absence of visible outcomes from participation. One employee stated: *"I attended a wellness workshop two years ago, and nothing changed. The same stressors are still there, and the university has not addressed them. Why should I waste my time again?"* Another participant noted: *"Wellness programmes feel like a box-ticking exercise for the administration. They want to say they have a programme, but they are not really interested in our well-being."*

The findings revealed that employee commitment was closely tied to perceived organisational commitment. Employees who believed that the institution was genuinely invested in their well-being were more likely to participate, while those who perceived wellness programmes as performative or tokenistic were resistant. One participant observed: *"If the Vice-Chancellor himself participates in the wellness activities and talks about their importance, then I will believe it is serious. But when it is just another memo from HR, it does not feel genuine."*

The relationship between perceived organisational commitment and employee participation in wellness programmes is well-established in the literature. The Theory of Planned Behaviour (Ajzen, 1991) posits that behavioural intention is influenced by attitudes toward the behaviour, subjective norms, and perceived behavioural control. In the context of wellness programmes, employees' attitudes are shaped by their perception of organisational sincerity, while subjective norms are influenced by the behaviour of peers and leaders. The Diffusion of Innovations Theory similarly emphasises that the social system's norms and leadership significantly influence the diffusion process (Rogers, 2003). Gorgenyi-Hegyessy, Nathan, and Fekete-Farkas (2021) found that comprehensive wellness programmes were associated with enhanced employee loyalty and well-being during the COVID-19 pandemic, highlighting the importance of visible organisational commitment. Wallace (2023) investigated why employees choose to participate in wellness programmes and found that participation decisions were influenced by a complex interplay of personal health goals, organisational support, programme accessibility, and social influence. Employees who perceived strong organisational support for wellness were significantly more likely to participate. Mzirama and Ng'eno (2025) found that recreational programmes significantly enhanced employee motivation in Kilifi County Assembly, but that the relationship was strongest where employees perceived genuine institutional investment. The current study confirms that in public universities, the perception of tokenism undermines



employee commitment, suggesting that wellness communication must be accompanied by visible institutional actions that demonstrate sincerity.

### **The Fallacy of the "If You Build It, They Will Come" Approach**

The study revealed a pervasive assumption among institutional administrators that offering a wellness programme would automatically result in employee participation—the "if you build it, they will come" scenario. However, the findings demonstrated that this assumption is fundamentally flawed. Participants consistently reported that programme availability did not translate into participation without proactive, strategic communication. One wellness coordinator admitted: *"We thought that once we launched the programme, employees would naturally sign up. We were wrong. The uptake was much lower than expected, and we realised we had not done enough to promote it."* Another participant noted: *"The gym was renovated and equipped, but most people did not know when it was open or how to register. It sat underutilised for months."*

The "if you build it, they will come" fallacy is a well-documented phenomenon in workplace wellness literature. Selerix (2025) explicitly warned against this assumption, noting that wellness communication must be proactive, ongoing, and multi-channel to overcome the awareness gap. The International Foundation of Employee Benefit Plans (2025) reported that organisations with effective wellness communications experience participation rates up to 40% higher, providing empirical evidence against the passive approach.

### **The Primacy of Benefit-Driven Communication**

The study found that communication that clearly delineates the benefits of participation to employees is the first step to long-term engagement in wellness programmes. Participants indicated that they were more likely to engage with wellness initiatives when they understood the specific, personal benefits they could expect. One employee stated: *"Tell me exactly what I will gain. Will my blood pressure improve? Will I feel less stressed? Will I have more energy? Generic messages about 'wellness' do not motivate me."* Another participant noted: *"When the communication explains how the programme will help me with my specific job stressors like marking deadlines or research pressure I pay attention."*

The findings revealed that benefit-driven communication was most effective when it was personalised, concrete, and aligned with employees' lived experiences. Generic messages about health and wellness were perceived as abstract and unconvincing, while specific, relatable examples resonated more strongly. Participants also indicated that testimonials from



colleagues who had benefited from wellness programmes were particularly persuasive. One employee shared: *"When my colleague told me how the counselling service helped her through a difficult time, that was more convincing than any memo from management."*

Ishaq (2024) found that employees in corporate settings rated wellness programmes highly when they perceived tangible benefits, but noted significant variation in programme types and perceived effectiveness. The study recommended that wellness programmes be tailored to specific employee needs, a recommendation that aligns with the current study's finding that personalised, benefit-driven communication is essential. Virtanen et al. (2025) review found that multicomponent interventions had small but measurable effects on weight loss, glucose levels, and fruit intake, suggesting that even modest benefits can be meaningful if effectively communicated. Muriuki (2021) found that corporate wellness programmes at Radisson Blu Hotel boosted staff morale and loyalty when employees perceived clear benefits. Mutio and Gakobo (2025) similarly found that employee wellness programmes in environmental NGOs had a significant positive effect on performance when employees understood and valued the benefits. The current study extends these findings by demonstrating that in public universities, the failure to communicate benefits clearly is a primary barrier to engagement, and that benefit-driven communication must be central to any wellness communication strategy.

### **Communication Effectiveness and Programme Participation**

The study examined the relationship between communication effectiveness and employee participation in wellness programmes. The findings revealed a strong positive correlation: employees who reported receiving clear, timely, and accessible information about wellness programmes were significantly more likely to participate than those who did not. However, communication effectiveness was found to be moderated by several factors, including the communication channel used, the timing of communication, the language and tone of messages, and the perceived credibility of the source.

Participants identified face-to-face communication during staff meetings and departmental briefings as the most effective channels for initial awareness, followed by peer-to-peer communication and digital platforms such as WhatsApp groups. Emails and memos were rated as less effective due to information overload and lack of personalisation. One participant summarised: *"The best way to get me to participate is for my head of department to mention it in our weekly meeting and for a colleague to tell me they benefited from it. The email is just noise."*



The timing of communication was also identified as critical. Wellness programme announcements made at the beginning of the academic semester, when workloads were lighter, generated higher initial interest than those made during examination periods or end-of-semester rushes. One employee noted: *"When they announce a wellness activity during the exam period, I do not even read the email. I am too busy. They need to time these things better."*

The relationship between communication effectiveness and programme participation is well-documented in the literature. Selerix (2025) recommended that communication strategies incorporate storytelling, peer testimonials, and visual media to make wellness messages more relatable and persuasive, recommendations that align with the current study's finding that peer communication and benefit-driven messaging are most effective.

## Conclusion and Recommendations

### Conclusion

The findings reveal that while employees highly value wellness benefits, participation in wellness programmes remains low due to systemic communication failures. The study demonstrates that the prevailing communication strategy is characterised by top-down, unidirectional, and channel-mismatched messaging, is inadequate to move employees beyond the knowledge stage of the innovation-decision process to actual adoption and sustained engagement. Inadequate knowledge about programme specifics and benefits, particularly among younger, less educated, and lower-paid workers, coupled with perceived organisational insincerity and the absence of employee voice in programme design, collectively undermine the diffusion of wellness. The study concludes that effective communication of employee wellness programmes is not an ancillary administrative function but a strategic imperative that requires dedicated resources, multi-channel approaches, two-way feedback mechanisms, personalised benefit-driven messaging, and visible leadership commitment. Only through such transformative communication practices can wellness programmes realise their full potential as instruments of workforce sustainability, academic excellence, and institutional competitiveness in Kenya's higher education sector.

### Recommendations for Policy

#### *National Wellness Communication Framework for Public Universities*

The Commission for University Education (CUE) and the Ministry of Education should develop a national framework mandating minimum standards for the



communication of employee wellness programmes in all public institutions of higher learning in Kenya. This framework should specify the required communication channels, frequency of wellness messaging, employee feedback mechanisms, and reporting standards for programme participation. Drawing on the findings of this study, the framework should explicitly prohibit sole reliance on emails and memos as primary communication channels and instead require institutions to adopt multi-channel strategies that include digital platforms, face-to-face briefings, and peer networks. The framework should also mandate annual wellness communication audits to assess reach, comprehension, and participation across diverse employee segments, with findings reported to the CUE as part of institutional accreditation requirements.

#### *Integration of Wellness Communication into Strategic Human Resource Policy*

Public universities should integrate wellness communication into their strategic human resource management policies, recognising it as a core function rather than an administrative afterthought. This integration should be reflected in institutional strategic plans, human resource manuals, and performance contracts for senior administrators. The policy should designate wellness communication as a key performance indicator for departmental heads and deans, ensuring that the dissemination of wellness information is incentivised and monitored at all levels of the institutional hierarchy. The policy should also establish clear accountability mechanisms for communication failures, with remedial actions required when participation rates fall below established benchmarks.

#### *Allocation of Dedicated Budgets for Wellness Communication*

The Ministry of Education, through the National Treasury, should ring-fence specific budget lines for wellness programme communication within the capitation grants provided to public universities. The findings of this study revealed that wellness programme coordinators at the University of Eldoret lacked dedicated time, training, and budgets for strategic communication, resulting in ad hoc and ineffective messaging. A dedicated communication budget would enable institutions to invest in communication technology, training for wellness ambassadors, production of accessible wellness materials, and engagement of professional communication consultants where necessary. The budget allocation should be proportional to institutional size and employee numbers, with transparency requirements to prevent diversion to other expenditure categories.



## **Recommendations for Practice**

### *Adopt Interactive Communication Processes and Digital Platforms*

In line with the study's finding that communication was predominantly top-down and unidirectional, public universities should adopt interactive communication processes that enable two-way dialogue between wellness programme administrators and employees. Interactive communication processes such as social media platforms—including TikTok, Facebook, Twitter/X—and face-to-face group discussions or forums enhance sensitisation by creating spaces for employees to ask questions, share experiences, and provide feedback in real time. These platforms should be moderated by trained wellness communication officers who can respond promptly to queries, clarify misconceptions, and foster a sense of community around wellness initiatives. Face-to-face forums, such as quarterly wellness town halls and departmental briefings, should be institutionalised as regular features of the academic calendar, providing opportunities for direct engagement between employees and wellness coordinators. The adoption of these interactive platforms should be accompanied by digital literacy training for employees who may be unfamiliar with social media, ensuring that technological barriers do not create new inequities in information access.

### *Implement Personalised Communication Strategies*

The study found that personalised communication is more effective than generic messaging and should be used more often. Public universities should move beyond one-size-fits-all wellness announcements to develop personalised communication strategies that recognise the diverse needs, preferences, and circumstances of individual employees. Personalisation can be achieved through segmented email lists that target specific employee categories (academic, administrative, technical, support staff) with relevant wellness content, SMS reminders for employees who have expressed interest in specific programmes, and one-on-one consultations for employees with chronic health conditions or high-stress roles. Human resource information systems should be leveraged to track employee wellness preferences and participation history, enabling the delivery of tailored messages at optimal times. For example, academic staff facing heavy marking periods could receive targeted stress management resources, while support staff engaged in physically demanding roles could receive ergonomic health tips.

### *Establish and Empower Wellness Champions as Health Ambassadors*

The study recommends the use of wellness champions who are identified as health ambassadors by their enthusiastic participation in wellness initiatives.



These champions, drawn from diverse departments and staff categories, serve as credible peer influencers who can overcome barriers to engagement through social proof, personal testimony, and informal networking. Wellness champions should be formally recruited, trained, and incentivised, with clear roles that include promoting wellness activities within their departments, sharing personal success stories, answering peer questions, and providing feedback to wellness coordinators on employee concerns and suggestions. The selection of champions should prioritise representation across gender, age, job category, and campus location to ensure that all employee segments have accessible role models. The Diffusion of Innovations Theory identifies opinion leaders as critical accelerants of adoption, and wellness champions fulfil this role by bridging the gap between formal institutional communication and informal peer networks. Institutions should recognise and reward wellness champions through public acknowledgement, professional development opportunities, and modest financial incentives, sustaining their motivation and visibility.

#### *Develop Benefit-Driven and Outcome-Focused Messaging*

The study found that communication that clearly delineates the benefits of participation is the first step to long-term engagement in wellness programmes. Public universities should reorient their wellness messaging from programme availability to programme benefits, using concrete, relatable, and personalised examples that resonate with employees' lived experiences. Messages should answer the employee's implicit question: "What's in it for me?" rather than merely stating that a programme exists. For example, instead of announcing "Counselling services are available," the message should state, "Our confidential counselling service has helped 50 colleagues manage work-related stress and improve their sleep quality this year—book your free session today." Testimonials, case studies, and data on programme outcomes should be prominently featured in all wellness communications, providing social proof and tangible evidence of value. Visual media, including short videos and infographics, should be used to make benefits more vivid and memorable, particularly for employees with lower literacy levels or limited time for reading lengthy documents.

#### *Institutionalise Feedback Mechanisms and Continuous Improvement*

The study's finding that employees lack opportunities to raise issues and seek clarification highlights the need for institutionalised feedback mechanisms in wellness communication. Public universities should establish multiple channels for employee feedback on wellness programmes and their communication, including anonymous online surveys, suggestion boxes,



wellness committee representation, and regular focus group discussions. Feedback should be systematically collected, analysed, and acted upon, with institutions reporting back to employees on how their input has influenced programme design and communication strategies. This feedback loop not only improves programme relevance and effectiveness but also enhances employee trust and engagement by demonstrating that their voices are heard and valued. The continuous improvement process should be documented and reviewed annually, with benchmarks for communication effectiveness and employee satisfaction established and tracked over time.

## **Recommendations for Future Research**

### *Quantitative Validation of Communication-Participation Relationships*

Future research should employ quantitative methods, including surveys and structural equation modelling, to validate the relationships between communication effectiveness, perceived programme attributes, and employee participation identified in this qualitative study. Large-scale surveys across multiple public universities in Kenya would enable the generalisation of findings and the identification of institutional, demographic, and contextual factors that moderate the communication-participation relationship. Longitudinal designs would allow researchers to track changes in communication effectiveness and participation over time, assessing the impact of specific interventions and external shocks such as policy changes or public health crises.

### *Comparative Studies Across Public and Private Universities*

The current study focused on a single public institution, limiting the comparability of findings with private universities in Kenya. Future research should conduct comparative studies examining wellness communication in public and private institutions, identifying differences in resource allocation, communication strategies, and participation outcomes. Such comparisons would illuminate the extent to which institutional governance, funding models, and organisational culture influence wellness communication effectiveness, informing targeted policy and practice recommendations for each sector.

### *Experimental Studies on Communication Channel Effectiveness*

While this study identified channel mismatches as a significant barrier, it did not experimentally test the relative effectiveness of different communication channels. Future research should employ randomised controlled trials or quasi-experimental designs to compare participation rates across employees



exposed to different communication channels (e.g., email only, WhatsApp only, face-to-face only, multi-channel). These studies would provide robust evidence on optimal channel combinations for different employee segments, enabling institutions to allocate communication resources more efficiently and effectively.

#### *Investigation of Cultural and Linguistic Factors in Wellness Communication*

The current study did not explicitly examine the role of cultural values, linguistic preferences, and indigenous health beliefs in shaping employees' responses to wellness communication. Future research should investigate how Kenyan cultural contexts including collectivist values, respect for authority, and traditional health practices influence the reception and interpretation of wellness messages. Studies should also examine the effectiveness of wellness materials in local languages compared to English, and the role of cultural mediators such as community health workers or traditional healers in facilitating wellness communication.

#### *Technology-Enabled Wellness Communication in Resource-Constrained Settings*

Given the resource constraints facing public universities in Kenya, future research should explore the potential of low-cost, technology-enabled communication solutions such as mobile health (mHealth) applications, automated SMS systems, and social media chatbots to enhance wellness communication reach and engagement. Studies should assess the feasibility, acceptability, and effectiveness of these technologies among diverse employee segments, with particular attention to digital literacy barriers and data privacy concerns. Action research approaches, involving collaborative design with employees and iterative refinement based on user feedback, would be particularly valuable in this domain.

#### *Impact of Wellness Communication on Employee Health Outcomes*

While this study focused on communication processes and participation, future research should examine the ultimate impact of wellness communication on employee health outcomes, including biometric indicators, mental health scores, absenteeism rates, and job performance metrics. Mediation and moderation analyses would illuminate the pathways through which communication influences health outcomes, identifying the most potent communication levers for achieving tangible wellness improvements.



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