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ABSTRACT

Funeral homes in Kenya like other businesses operate in a competitive environment. Knowing what factors influence the level of service quality in their institutions is important because it can lead to future business success for the funeral homes. One of the dimensions that influence service quality is employee performance. Stress management strategies are several techniques aimed at the red that organizations apply to advance individual employee wellbeing and reduce stress. Through dealing with the cause of the stress preventing or reducing the impact of the individual's stress coping. Occupational stress has been an issue of concern to employees, management, and other stakeholders in organizations. The overall objective of this study was to establish the effects of stress management strategies and performance of employees in funeral homes in selected counties in Kenya. The specific objectives were: To examine the influence of counseling services, to evaluate the influence of flextime programs and to establish the influence of meditation technique on performance of employees in funeral homes in selected counties in Kenya.

Key Words: *Stress Management, Counseling Services, Flextime Programs, Meditation Technique*

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INTRODUCTION

According to Walter (2017) different types of business organizations exist from one generation to another, such include firms in the funeral industry. The funeral industries exist to address and cater to the demands of persons and the society in general, bereaving for the passing of loved ones. Weaver (2016) suggest that the concern of the funeral homes is to be in existence and thrive over time, despite adversity, fierce competitions, and changing preferences of clients who not only go for the basic service but also eye for something beyond the usual service expectations.

Stress can be defined as the reaction individuals have due to excessive pressures or other types of demand placed on them. (United Kingdom Health and Safety commission, London, 1999). Stress is the response people give resulting either from external or internal factors that place excessive psychological, behavioural pressure on the individual. Workplace stress has become a global phenomenon that manifests itself in a variety of ways in every workplace (Robbins & Judge, 2017).

There exist a delicate interplay between stress and work. Work is a social contributor of stress. Significant work is protective of mental health, leading to a feeling of achievement, financial independence, confidence, recovery, and inclusion of individuals who are stressed. No the other hand, a toxic work environment can lead to physical and stress related health issues, excessive use of alcohol and substances abuse. Some individuals are already genetically predisposed and may need to get protection or have their risk increasing, hence the need to consider and prioritize stress management at the workplace (WHO, 2022).

Report from varied countries indicates that stress related issues cause individuals to resign from work. In the Netherlands, approximately 58% of the HR-related issues are related to stress. In the UK, about 30–40% of the employee absenteeism can be attributed to some form of stress related condition (Rajgopal, 2020).

In Kenya, employees especially those in the public sector have been found to have stress related problems which affect their productivity and overall performance. Additionally, the taskforce on mental health found Kenyans have high levels of stress at the workplace, with those living with mental health conditions facing stigma and discrimination at the workplace (Taskforce on Mental Health Report, 2020).

Mental health at the workplace is not only a health issue but also an economic issue. Common mental health conditions are estimated to cost the global economy US\$ 1 trillion each year, with the cost largely being driven by lost productivity (9). In Kenya, mental health conditions cost the economy KES 62.2 billion (US\$571.8 million), an equivalent loss of 0.6% of the GDP in 2020. Total healthcare expenditure represented only 9% of all mental health-related costs, while lost productivity due to absenteeism represented 49%, presenteeism represented 30%, and premature mortality represented 12% of all mental health-related costs. This evidence demonstrates the multidimensional impact of a mentally unhealthy workforce on the economy (Kenya Mental Health Investment Case, 2021).

Statement of the Problem

The average person spends a significant proportion of their time working; in fact, one spends about 90,000 hours at work over a lifetime. Work can have a huge impact on one's quality of life. As enshrined in Article 23 of the United Nations Declaration of Human Rights everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment. Therefore, workplaces present an opportunity to promote mental wellness, prevent mental health conditions and support people affected by mental health conditions (Universal Declaration on human rights, 2020).

The increased number of funeral homes has raised competition level between funeral service providers. Service quality has therefore been

adopted as a strategic tool that offers competitive advantage to a funeral home. Inseparability of service provider from the service means that employees of funeral homes play a strategic in determining the quality of services offered (Wolfet, 2021).

Funeral home services are undesired because death is unwanted and is therefore stigmatized. Employees offering services at funeral homes provide what can be referred as a service without thanks. The employees despite being stigmatized have to be stress to be able to offer quality services (Steve, 2017). They undergo emotional stress due to the nature of their work and the working environment, yet customers expect delivery of quality service from them. (Bernadette *et al*, 2019).

Extant literature shows that several studies have been done on the link between stress management strategies and employee performance in different industries and countries worldwide. Hua, Dong, Sheng, and Zhi (2015), research the effectiveness of workplace interventions based on six types of interventions. The study's findings were that stress interventions reduce employees' stress and improve individual employee effectiveness. The study applied a longitudinal design and used secondary data obtained from 12 developed countries. The findings from the survey cannot be generalized to the Kenyan context since it is a developing country, unlike the target population of this study. This study expanded on Hua, Dong, Sheng, and Zhi's (2015) analysis by including more OSI at primary and tertiary levels and the individual and organizational levels. The applied OSIs included leadership development, job redesign, pre-employment medical exam, health promotion exercise, conflict management, career planning, employee assistance programs, disability management, and vocational rehabilitation.

None of the studies reviewed had considered the effect of stress management in funeral homes. Thus, this study sought to fill this gap by answering the study question: What is the effect stress management strategies and performance of

employees in funeral homes in selected counties in Kenya?

Objectives of the Study

The overall objective of this study was to establish the effects of stress management strategies and performance of employees in funeral homes in selected counties in Kenya. The specific objectives were:

- To examine the influence of counseling services on performance of employees in funeral homes in selected counties in Kenya.
- To evaluate the influence of flextime programs on performance of employees in funeral homes in selected counties in Kenya.
- To establish the influence of meditation technique on performance of employees in funeral homes in selected counties in Kenya.

LITERATURE REVIEW

Theoretical Review

Cognitive Dissonance Theory

Leon Festinger developed this theory in 1957. Cognitive dissonance is the mental stress or discomfort that individuals go through when acting opposite to their belief system. Festinger suggests that people are always encouraged to ensure that their activities are brought into line with their beliefs. When consistency is lacking action and belief, they experience stress and cultivate ways of regaining harmony, accomplished in several ways. One way is through the validation of the move based on the result. For example, an individual can justify their commitment in an uncomfortable activity by exaggerating the outcome's desirability. Another way is through effort (Festinger, 1957). Suppose a person has invested a lot in action in a particular venture. In that case, they can justify that venture even though they eventually discover that it is contrary to their shared beliefs.

Cognitive dissonance is a widespread source of stress among professionals in the workplace when employees are coerced to perform activities contrary to their values, beliefs, and ethics. In the

face of conflicting opinions, such as professional experience, distress, dissatisfaction, and tension, many personal health issues hinder individual performance. Some individuals deal with cognitive dissonance in the workplace through several methods. These include positional obedience, where the employees justify their actions because the directives were given by a person in greater authority through normalization, explaining the act. After all, others do it too or emotional trading to weigh the value of future rewards due to obedience (Festinger, 1957).

If left unaddressed, emotional dissonance in the workplace can increase employee absenteeism. Other employees deal with emotional dissonance by becoming withdrawn and disengaged. Some employees could also use inappropriate behavior, silent obstruction, malicious compliance, sabotage, and aggression. The rate of employee turnover could also increase due to chronic cognitive dissonance. Cognitive dissonance originates from organizational deficiencies and culture, poor leadership practices, and behavior (Festinger, 1957). Since changing a corporate culture takes a long time, supporting professionals is vital in accelerating the process.

Cognitive dissonance theory provided a theoretical underpinning for the study of the association between OSI and academic staff performance. This theory proposes that inconsistencies of action and belief cause stress, and employees develop ways of regaining harmony. The theory further suggests that if cognitive dissonance is left unaddressed, it harms employee performance exhibited by increased absenteeism, high employee turnover coupled with inappropriate employee behavior such as sabotage and aggression.

Person-Environment fit Theory

This theory was developed by a group of social scientists, Kahn, French, Caplan, and van Harrison in 1987 but has been developed by other scholars over the years. This theory states that work stress arises from a lack of harmony between a person's ability, skills, resources, and the work

environment's demands. People have the innate need to fit in their environment as they prefer consistency and having control of their environment. People seek certainty and predictability and want to be in a place where they feel they belong (Kristof-Brown & Billsberry, 2013; Wilkinson, Johnstone & Edward, 2017).

Moreover, the environment in which a person works will shape their response. The theory postulates that the lack of fit can take three forms. One form is where environmental demands supersede the abilities of the employee. The second form is where the environment consistently fails to satisfy workers' needs. And the third is a combination of the two (Wilkinson, Johnstone & Edward, 2017).

This theory has three central tenets. First, the fit theory claims that fit is a great predictor of personal outcomes such as job satisfaction compared to either component, i.e., the environment or the individual. Secondly, it states that individual results are optimal when the personal aspects such as skills, abilities, and values on one side and environmental aspects such as values, demands, and supplies are well-matched irrespective of these attributes' levels. The effect of fit is the same for all employees, whether they have high, medium, or low personal qualities. The third tenet is that the misfit in the person's attributes and the environment affect the outcome regardless of the direction of the discrepancies (Kristof-Brown & Billsberry, 2013).

This theory states that the employees' perception of their environment and interactions will affect their outcomes. The person-environmental fit can be broken into several components, such as person-job fit, where the individual attributes, i.e., skills, values, and abilities, match the job demand and supply. There is the person's vocational fit where the vocation interest of the person matches the vocational characteristics. Moreover, a person-team fit is a congruence between the individual personality and those of their peers (Wilkinson, Johnstone & Edward, 2017).

Broaden and Build Theory

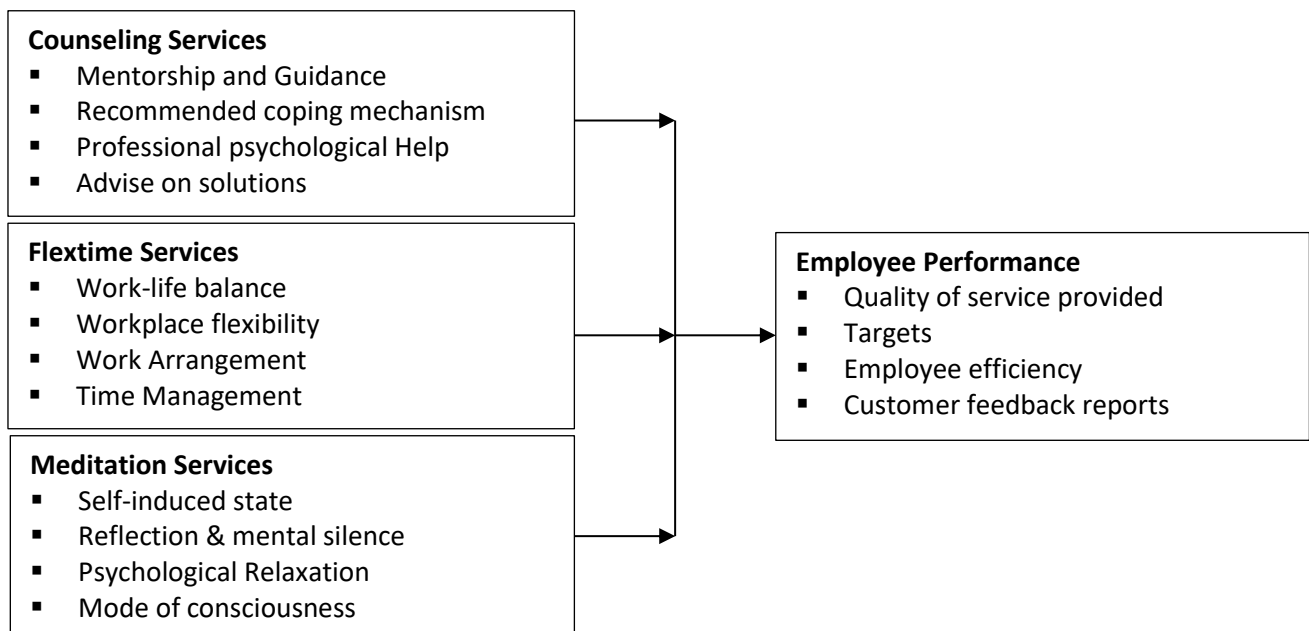
This is a theory developed by Barbara Fredrickson in 1998 and stated that positive emotions start a cycle of more positive emotions. Fredrickson (2001) asserts that positive emotions are a vital component of subjective wellbeing and happiness. Fredrickson describes ten positive emotions of serenity, joy, amusement, gratitude, pride, awe, interest, aspiration, love, and hope, which are personal growth and advancement drivers. Research shows that individuals who experience these emotions with adequate frequency and authenticity expand the scope of individual attention, allowing them to become more flexible, open, and accepting (Tlarico, Berntsen & Rubin 2009).

Fredrickson's work further confirms the positive long-term effects of genuinely experiencing positive emotions to help individuals develop and build resources. These include psychological resources to create optimism, resiliency and a greater sense of identity. Moreover, one develops physical

resources, such as improved coordination, strength, and cardiovascular health. There is also an enhancement of intellectual resources such as advanced problem-solving skills and improved learning ability. Moreover, social resources are enhanced by making new connections and strengthening the existing ones. On the other hand, negative emotions have been reported to narrow the scope of behavior to flight or fight response (Fredrickson, 2001).

This theory was applicable in studying the mediation role of psychological capital in the association between OSI and academic staff performance. The current research proposed that employees' positive emotions improve their performance since they become more open, flexible, and accepting. These positive emotions include but are not limited to optimism, resiliency, hope, and efficacy, which are used as psychological capital indicators. These positive emotions, in turn, build both physical and mental resources (Fredrickson, 2004).

Conceptual Framework



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Counselling Services

Counselling services, relaxation services and meditation services. Counselling services involve building relationships with individuals that empower them to achieve wellness, mental health, career goals and education. It is an interactive interface between the clients and their counsellors. In this study, counselling involved the following parameters, mentorship, guidance and professional psychological help recommended coping techniques and solution finding as advised by (Russell, 2013). Counseling can help in managing stress and get on with life. Counselors have to deal with stress on a personal level. When discussing stress and how it affects people, counselor will talk about the relationship between the causes of the stress, and the effect of stress. The causes of stress are known as stimulus and the effects are the response (Lee, 2010).

Flextime Services

Flextime services is a scheduled program that allows workers to change the workday start and finish times (Mary, 2013; Visha, 2016; Richardson, 2018). There is no scheduled time frame that flextime must cover or include nor are there legal requirements that employer must offer their workers (Henry, 2012 and Lawrence, 2016). However, it's upon each employer to decide whether to accord this type of arrangement, what days, to whom and what hours it's willing to allow employees to work (Russell, 2013). Time control, work programs, work-life balance and workplace schedules constitute flextime programs (Majeed, 2014; Visha, 2016) both insisted. All forms of stress have been found to lead to other problems that affect productivity and are potentially costly to business. Earlier study has shown that workers who use work-life balance and flexibility programs are more committed and less burned out than those who do not use any of the programs. Employees who feel burned out tend to have less commitment and focus on when to leave the organization due to stress related circumstances. Job stress and burnout reduce productivity and flextime is a

solution to managing the same (Friedman & Oprea, 2012).

Meditation Services

Meditation services refer to complementary and alternative mechanisms that include interventions which embrace a variety of approaches that enables the mind's capacity to exert influence on body mechanisms and symptoms. In meditation, one learns to be attentive. Some form of meditation informs the student to be thoughtful, have sensations, and feelings and have a nonjudgmental observation. Meditation services encompass the following parameters in this Study, mental silence, reflection psychological relaxation and self-induced state (Willis, 2016). Mindfulness can help people see new perspective, develop self-compassion and forgiveness. When practicing a form of mindfulness, people can release emotions that may have been causing like exercise. Research has shown that even meditating briefly can reap immediate benefits (Pipe *et al.*, 2010).

Empirical Review

Counseling Services

Onsare & Ng'eno (2022) conducted a study on the effects of employee counselling program on performance of employees in state corporations in Kenya. The study adopted descriptive research design and targeted 450 employees of Kenya Ports Authority. The researcher used stratified and purposive sampling design to select 135 subjects for the study. The study established that counselling programmes for the employees had the highest effect at 65.4%. The study found that employees who utilized the employee counselling programmes positively affected their performance through reduced anxiety and stress, improved working morale, improved punctuality and reduced absenteeism.

Tuvulla. and Byaruhanga. (2022) carried out a study on effectiveness of workplace counseling on employee performance. The research adopted the descriptive research design. The data was collected through researcher administered questionnaires

and interview schedules. It was established that workplace counseling significantly assisted to improve the performance of employees affected by problems at work and at home. Workplace counseling programmes were appropriate as more than two thirds of the employees were aware of the existence of the programmes at the company.

Mtana and Kepha, (2022) looked at personal counselling on employee productivity in the hotel industry in Nairobi city county in Kenya. Descriptive survey research method was adopted in this study. The target population was 2093 management level employees. The study used stratified random sampling technique in choosing the sample size from the target population. The study revealed that personal counseling had a positive effect on employee productivity in the hotel industry. The study recommends that the organization should purpose to provide personal counseling.

Ng'eno, Bula and Minja, (2020), studied employee counseling and performance of employees in commercial banks in Kenya. *Journal of Kenya Counselling and Psychological Association*, Vol. 1(1), pp. 1-9. The study used descriptive research design targeting 30,903 employees of the 43 banks. Proportionate stratified combined with purposive sampling was used to identify 395 respondents. Employee performance was found to be affected positively by the employee counseling programs (61.8%). Employee counseling programs should be enhanced to improve performance.

Flextime Services

Mwebi and Kadaga (2015) conducted a study on the effects of flextime work arrangement on employee performance in Nairobi CBD commercial banks. This research adapted a descriptive design, specifically the survey kind. The target population was all the 1074 Nairobi CBD commercial banks employees where proportionate stratified sampling method was used to get a sample of 291 respondents from different strata. The findings revealed that flextime work arrangement is positively related to employee performance.

Abid and Barech (2017) investigated the impact of flexible working hours on the employees performance. A survey of the employees of telecommunication/call centers was conducted with a convenient sample size of 200. The purpose was to check the null hypothesis that there is a relationship between flexible working hours and the employee's performance. The study found that Flexibility in the working hours is a source of job satisfaction and the quality of life among employees.

Mugove, Otuya, and Misigo, (2024) carried out a study on the effects of flexible work arrangements on employee performance among non-teaching employees in selected public universities, western Kenya. The study used a cross-section survey research design. The target population was 3538, where stratified random sampling techniques were exploited. The Yamane's formula calculated a sample size of 343 respondents. The questionnaire and interview schedule were utilized as collection instruments. The findings of the study disclosed a strong positive evident relationship between flexible work arrangements and performance.

Kosgei & Maende (2024) studied flexible work programs and employee performance in public hospitals in Kenya. The study employed a descriptive research design, targeting a population of 928 employees at two Level 5 hospitals in Nairobi County Mbagathi Hospital and Mama Lucy Kibaki Hospital. Using Stattrek's algorithm, a sample size of 280 employees was determined, with 170 respondents completing the questionnaires, representing a 61% response rate. The research concluded that flexible working options significantly influenced employee performance in public hospitals. Implementation of flexible work arrangements led to improved job satisfaction, reduced absenteeism, and enhanced service delivery.

Meditation Services

Bortz, Deleck, & Summers, (2019) conducted a study on Nurse Leader Mindfulness meditation program for stress management randomized

controlled trials. A nurse leader's brief stress management intervention was vigorously assessed. Leadership course (control) or a brief mindfulness meditation course was randomly assigned the nurse leader =33 at baseline within one week of course completion.

Krishnamacharyulu *et. al* (2021) carried out a study on individual's performance at workplace. The concluded that the conscious and continuous practice of meditation made the participants to prioritize their tasks which makes the deliverables faster, effectively utilize the time in the meetings to the required topics, effectively utilize the time on the critical tasks. As meditation made the participants to calm down their personalities even during the conflict, it significantly improved the coordination and communication skills effectively which helped the time management for higher levels and building the better teams. As the time and emotion managements are effective, it also created a significant change in their learning abilities without pressure at workplace.

Murugesan. (2024) studied the impact of meditation on employee productivity. A survey was conducted among the employees working in different departments across the organization who practice the heartfulness meditation. The study involved identifying significant parameters and developing a questionnaire on those parameters with an objective to understand the impact of meditation on employee's overall well-being and improving work place productivity. The findings show meditation as a holistic approach has been able to significantly impact improving employee productivity and their overall wellbeing.

METHODOLOGY

This study used the mixed method design which combines qualitative and quantitative approach to collect and analyze data. Furthermore, the study employed the descriptive research design, which contains quantitative data collection followed by qualitative data collection. This method was used in order to obtain a clearer picture from quantitative data to provide better understanding and explanation of the study.

The study sampled a total of 48 participants from six funeral homes namely Kenyatta Memorial Funeral Home, Montezuma Monalisa Funeral Home, Lee Funeral Home Montezuma Monalisa Funeral Home (Thika Road), Kenyatta University Funeral Home and General Kago funeral home in Nairobi, Kiambu and Muranga counties to participate in providing primary data through disseminated questionnaire forms. Out of the forty-eight sampled participants, 47 were able to fully complete the questionnaires to completion and resubmitted back to the researcher over the data collection period. This represents a response rate of 98%, which is a good response rate. A response rate of 80% (34 responses) was expected as an optimal measure which was surpassed (Fincham, 2018).

FINDINGS AND DISCUSSIONS

Descriptive Analysis

Influence of Counselling services on Employee Performance

The study sought to ascertain whether counseling services influence employee performance in funeral homes. The results were presented in Table 1.

Table 1: Influence of Counselling services on Employee Performance

Statement	M	SD
Counselling services enable employees understand their organization and the work environment	1.89	1.201
Counselling helps to bring employees closer to the management through provision of professional psychological help.	2.00	1.159
Counselling services are good in mentorship and guidance of Employees.	2.22	1.034
Counselling helps employees solve problems and to seek for solutions.	1.78	1.231
Counselling provides employees with stress management mechanism by which issues are amicably settled within the laid down procedures	1.89	1.201
Counselling services have improved employee's performance in your institution	2.56	1.428
Your institution has a well-established counselling department.	3.11	1.528
	2.21	1.25

According to table 1 above, the respondents only partly agreed that counseling services have an effect on staff performance in funeral homes, as evidenced by the mean score of 1.78 and standard deviation of 1.231. This displays the diversity of the respondents' viewpoints. On the other side, respondents generally stated that funeral homes have a well-established counseling department, as evidenced by a mean of 3.11 and a standard deviation of 1.528. This indicates that there were various points of view among the responders.

According to the total aggregate mean of 2.21 and a standard deviation of 1.25, the respondents only partially agreed with all of the statements. The respondents held a range of opinions.

Influence of Flexitime Programs on Employee Performance

The study sought to ascertain whether Flexitime Programs influence employee performance in funeral homes. The results were presented in Table 2.

Table 2: Influence of Flexitime Programs on Employee Performance

Statement	M	SD
There is efficient and proper time management among employees in the funeral home	1.45	.959
The funeral home allow employees time to start work at scheduled times	1.89	1.201
To attend to critical personal matters employees are allowed time off	2.34	1.156
Work schedules are provided to allow employees have more time to be productive.	3.11	1.528
Due to work flexibility in the public funeral home employees have flexible career planning which encourages them to stay.	3.22	1.401
Flex time programs have positively influenced the employee performance in your institution	3.77	1.402
	2.56	1.25

According to the findings in Table 2 above, only a tiny percentage of respondents to the six assertions agreed with the statement that there is efficient and proper time management among employees in the funeral home, with a mean score of 1.45 and a standard deviation of 0.959. This suggests that the workers held comparable opinions. However, as shown by a mean of 3.77 and a standard deviation of 1.402, the majority of respondents agreed with the assertion that flex time programs have

positively influenced the employee performance in funeral homes as indicated by the total aggregate mean of 2.56 and a standard deviation of 1.25.

Influence of Meditation Technique on Employee Performance

The study sought to ascertain whether Meditation Technique influence employee performance in funeral homes. The results were presented in Table 3.

Table 3: Influence of Meditation Technique on Employee Performance

Statement	M	SD
Self-awareness and reflection sessions reduce stress to all employees to enable them achieve the department's vision and objectives.	1.78	1.033
Meditation helps to adequately manage stress related personal issues.	2.00	1.250
Mind relaxation has been used to tackle stressful situations in the funeral homes	3.67	1.058
Reflection and mental silence have been used to control burnout among employees in the funeral homes	3.78	1.034
Meditation services improve personal and general employees' performance	2.12	1.373
Your institution conducts mindfulness meditation course to stressed employees.	3.55	1.644
	2.90	1.27

According to the findings in Table 3 above, the respondents only somewhat agreed that meditation services have an impact on staff performance in funeral homes. The statement that self-awareness and reflection sessions reduce stress to all employees to enable them achieve the department's vision and objectives had a mean score of 1.78, with a standard deviation of 1.033. The claim that Reflection and mental silence have been used to control burnout among employees in the funeral homes received a mean score of 3.78 and a standard deviation of 1.034 on the Likert scale. This shows that a majority of respondents concurred that the health department used reflection and mental stillness to manage employee burnout. There were a variety of opinions expressed by respondents, as seen by the total

aggregate mean of 2.90 and the 1.27 standard deviation.

Inferential Statistics

This area of statistics deals with inferences, forecasts, extrapolations, and estimations based on sample data (Mugenda & Mugenda, 2009). The following tables from SPSS (v21), which included summary, regression analysis, and Analysis of Variance (ANOVA), were produced after inferential statistics were employed to examine the current data.

Regression Analysis

The current studies employed multiple linear regression to examine the data. When there are numerous independent variables, multilinear regression might be applied, according to Cooper and Schindler (2011).

Table 4: Model Summary

Model	R	R ²	Adjusted R ²	Standard error of the estimates
	0.992 ^a	0.984	0.984	0.0492

Predictors: (Constant), Relaxation services, Counseling services, Flextime services and Meditation services.

b Dependent Variable: Employee performance.

From table 4 the model summary shows adjusted R² is 0.984. This means that the study variables i.e. Counseling services, Flextime services, and Meditation Services jointly accounted for 98.4% of employee performance while 1.6% was due to other factors not included in the study.

Analysis of Variance (ANOVA)

The following table represents analysis of variance test as generated from the SPSS.

Table 5: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	31.011	4	7.7753	66.25	.000 ^b
Residual	5.137	47	.109		
Total	316.147	43			

a. Dependent Variable: EP-Employee performance

- c. Predictors: (Constant), CS, FS, MS where;
 CS-Counselling services
 FS-Flextime services
 MS-Meditation services

The researcher sought to establish the significance of the model

From table 5 the F (4,245) statistics was 66.25 with value of 0.000<0.05. This means that the model had a statistical significance and could be used for further statistical analysis.

The table below shows the Regression Coefficients of the Independent Variables

Table 6: Regression Coefficients

	Unstandardized Coefficients	Standardized Coefficients	T-Statistics	Sig
(Constant)	0.113	-	-4.083	0.000
Counselling Services	0.523	0.555	20.836	0.000
flex time Services	0.040	0.041	0.899	0.370
Meditation Services	0.065	.066	1.324	0.0187

Source: Research Data (2022).

From the table 6 Counseling services had a regression coefficient of 0.523 with a p-value of 0.000<0.05. This indicates that on employee's performance counselling services had a positive statistical significant influence. The regression coefficient for flextime services was 0.04 with a p-value of 0.0370<0.05. This indicates that flextime services were not significant in regard to employee performance. The regression coefficient of meditation services was 0.065 with a p-value of 0.0187<0.05. The indication is that meditation services had a positive statistical significant influence on employee's performance. This means that one-unit increase of meditation services leads to an increase of 0.065. The equation model below summarizes the results

$$Y = 0.113 + 0.523X_1 + 0.04X_2 + 0.065X_3 + \Sigma$$

CONCLUSIONS AND RECOMMENDATIONS

According to the study's findings, staff performance at the selected six funeral homes was positively statistically significant influenced by the provision of counseling, flextime, and meditation services. This study recommends that in order to determine the level of employee satisfaction, at the selected six funeral homes job satisfaction surveys should be performed periodically. The management should recruit professional counselling experts who can provide valuable counselling services to employees. The management of funeral homes should formulate and enforce policies in regard to provision of counselling services. The management of funeral homes should develop and enhance policies in regard to meditation services as far as meditation and mental silence is concerned. The

current study concentrated on how stress management techniques affected worker performance in selected six funeral homes, which cannot be taken to represent the overall health sector in the County or throughout Kenya. More

research needs to be done in other areas of the public and commercial sectors. This study suggests future research into how stress management techniques affect employee performance in settings like funeral homes across the nation.

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