

**ORGANIZATIONAL STRATEGIES TO INCREASE PARTICIPATION IN SPORTS
AND PHYSICAL ACTIVITIES AMONG STAFF**

BY

JOSEPHINE NJERI KAMATU

UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

SPRING 2015

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**A Project Report Submitted to the Chandaria School of Business in Partial Fulfillment
of the Requirement for the Degree of Masters in Business Administration (MBA)**

UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

SPRING 2015

STUDENT DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution, or university other than the United States International University in Nairobi for academic credit.

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This project has been presented for examination with my approval as the appointed supervisor.

Signed: _____ **Date:** _____

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Dean, Chandaria School of Business

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ABSTRACT

Organizations can benefit from incorporating sports and physical activities at the workplace. The purpose of this research was to investigate the challenges facing employee's participation in sports and physical activities, and to identify the benefits to organizations participation in these activities. The objective of the research was to answer three questions namely: the challenges facing employees from participating in sports and physical activities, the strategies organizations can implement to increase the participation in sports and physical activities, and the benefits to organizations investing in corporate fitness initiatives. The case study for the research was the Kenya Electricity Generating Company.

The research methodology for this study was the descriptive research design. Data was collected through the use of structured questionnaires sent to staff at one of the company's stations in Olkaria. One hundred and fifteen staff were sampled for this study. This represented ten percent of the total population which was sampled due to the large number of the total population. The data was analyzed using measures of central tendency, measures of dispersion and presented in charts, graphs and tables after analysis using the SPSS software analysis tool.

The findings from the analysis showed that the corporate factors affecting most staff were job responsibilities and lack of time. The staff indicated that the organization can support physical activities by offering corporate memberships at sports facilities, and by providing on site activities at the workplace. Poor fitness and physical injuries were ranked as the most significant biological factors. The physiological factors affecting most staff were lack of motivation and coaching of sports activities. The environmental factors affecting staff were lack of access to sports activities, as well as a minimal variety of sports available. The staff most preferred the following activities to be available on site at the company premises: swimming, a gymnasium, soccer and athletics.

The organization strategies highest ranked by the respondents were: providing on site facilities, having a variety of sports, offering incentives such as competitive prizes, and a strong support from top management. The survey identified several benefits to organizations that support sports and physical activities such as: having a healthier

workforce, promotion of team spirit, increased productivity among staff, a saving in health care costs to the employer and the employee, as well as an increased positive public image.

The following conclusions were drawn from the research. Organizations should create a healthy work life balance by sharing job responsibilities among staff, thus allowing staff time to participate in sports and physical activities. Provision of on site facilities is not only beneficial to the employee but also to the employer. On site facilities off set transport and facilities costs for the staff, increases staff presence at the organization after work hours, and increases productivity of the staff from increased health and wellbeing. Sports initiatives should have support from top management to ensure continuity of the programs. Company initiatives towards employee's wellness were found to increase retention rates and also promote team spirit among staff in the organization.

From the analysis of the data, it is recommended that KenGen implement the following strategies to increase participation in sports and physical activities. The organization should develop on site sports facilities for staff. Most KenGen facilities have ample land to house the facilities. Offering of transport after work hours to those staff not housed by the company would also increase participation of staff. Top management should strongly support these initiatives by dedicating a team to oversee the activities and ensure sustainability through the years. The company should offer a variety of sports identified by staff to increase participation across departments and gender. The following four sports were identified by the respondents and should be given priority during implementation: swimming, gymnasium, soccer and athletics. The company should also offer incentives to employees with reduced health care costs due to adoption of a healthy lifestyle.

DEDICATION

To my mother and father, thank you for exposing us your children to a great variety of sports during our lifetime.

To my siblings Mark, Tanya and Mumbi, thank you for your competitive spirit and your love for sport which is inspiring.

To all sports fans, may you get an opportunity to include sports and physical activities in your daily life.

ACKNOWLEDGMENT

I would like to thank my family for their unwavering love and support during the pursuit of this master's program. I shall forever be grateful. I also thank my friends and class mates whose assistance and encouragement gave me endurance. I would like to thank my employer the Kenya Electricity Generating Company for providing the flexibility to attend classes as well as collect data from staff during my research. I would like to thank the teaching fraternity at USIU who have made me a more enlightened and knowledgeable person. Especially, I thank my thesis advisor Prof. Fred Newa whose guidance and support during the research has developed this report to be a significant contribution to the body of knowledge. I also thank the almighty for his steadfast love and good health during my education.

TABLE OF CONTENTS

STUDENT DECLARATION	ii
COPYRIGHT	iii
ABSTRACT	iv
DEDICATION	vi
ACKNOWLEDGMENT	vii
TABLE OF CONTENTS	viii
LIST OF TABLES	x
CHAPTER ONE	1
1. INTRODUCTION	1
1.1. Background of the Problem	1
1.2. Statement of the Problem.....	3
1.3. Purpose of the Study	5
1.4. Research Questions.....	5
1.5. Significance of the Study	5
1.6. Scope of the Study	6
1.7. Definition of Terms.....	7
1.8. Chapter Summary	9
CHAPTER TWO	10
2. LITERATURE REVIEW	10
2.1. Introduction.....	10
2.2. Challenges facing Staff Employees Participation in Sports and Physical Activities..	10
2.3. Strategies Organizations can implement to increase participation in Sport Activity .	13
2.4. Benefits to Organizations that Invest in Corporate Fitness Initiatives	16
2.5. Chapter Summary	20
CHAPTER THREE	21
3. RESEARCH METHODOLOGY	21
3.1. Introduction.....	21
3.2. Research Design.....	21

3.3. Population and Sampling Design.....	22
3.4. Data Collection Methods	24
3.5. Research Procedures	24
3.6. Data Analysis Methods.....	25
3.7. Chapter Summary	25
CHAPTER FOUR.....	26
4. DATA ANALYSIS AND PRESENTATION	26
4.1. Introduction.....	26
4.2. Findings from Demographic Data	26
4.3. Challenges Affecting Participation in Sports and Physical Activities.....	32
4.4. Strategies to Increase Participation in Sports and Physical Activities.....	38
4.5. Benefits to Organizations.....	40
4.6. Participation	41
4.7. Chapter Summary	41
CHAPTER FIVE	43
5. DISCUSSION, CONCLUSIONS AND RECCOMENDATIONS.....	43
5.1. Introduction.....	43
5.2. Summary of Findings.....	43
5.3. Discussion.....	45
5.4. Conclusions.....	50
5.5. Recommendations.....	52
REFERENCES.....	54
APPENDIX.....	57
1.0. Questionnarie	56

LIST OF TABLES

Table 3-1: Population Distribution	22
Table 3-2. Respondents Sample Size	23
Table 4-1: Response Rate	26
Table 4-2: Number of Years in the Organization	28
Table 4-3: Respondents Family Location.....	31
Table 4-4: Corporate Factors.....	32
Table 4-5: Organizational Support	33
Table 4-6: Biological Factors	34
Table 4-7: Physiological Factors	34
Table 4-8: Social Factors.....	35
Table 4-9: Environmental Factors	35
Table 4-10. Correlation of Corporate and Environmental Factors	36
Table 4-11: On Site Facilities.....	37
Table 4-12: Off Site Facilities	38
Table 4-13: Organizational Strategies	38
Table 4-14. Cross Tabulation of On Site facilities and Gender.....	39
Table 4-15: Benefits to Organizations.....	40
Table 4-16. Cross Tabulation of Age and a Healthier Workforce.....	41

LIST OF FIGURES

Figure 4.1: Respondents Gender	Error! Bookmark not defined.
Figure 4.2: Respondents Age	Error! Bookmark not defined.
Figure 4.3: Respondents Work Department.....	Error! Bookmark not defined.
Figure 4.4: Respondents Residence	30
Figure 4.5: Respondents Marital Status.....	31
Figure 4.6: Respondents Participation.....	41

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Problem

Employees are the backbone of an organization. The health and wellbeing of employees plays a significant role in their performance at the work place. The benefits of engaging in sports and physical activities are: increased physical, mental, and reproductive health, self-esteem, confidence, increased productivity and decreased absenteeism among staff (Maroulis & Lynn, 2014). Participation in physical activities should be facilitated in schools, at the workplace, and in community facilities (Moran, 2014). The government should also play a key role in promoting physical activities among men and women. It should develop national policies and guidelines on sports and physical activities, as well as frameworks for its implementation in schools and organizations (Kaviraj S, Sinha A, Chakraborty N, Roy H, Mujamdar R, Mondal M, 2013).

There are several factors that affect the participation of staff in sports and physical activities. This research discusses: company policies, biological, physiological, social and environmental factors. Organizational policies play a significant role in employee participation. Although most employees are aware of the importance of physical activity to one's health, time constraints and job responsibilities are cited as a challenge to participation (Hudson, 2008). Top management should implement policies that encourage staff to participate in these activities by having incentives such as offering sporting facilities on site, sponsoring of sports tournaments, and allowing flexible work hours. This not only promotes the companies brand but also creates a team spirit among the staff (IMA, 2007).

Biological factors may also influence staff participation in sports. These include: age, reproduction, menstrual cycle, damage to organs, body image, obesity, hereditary traits, and fitness levels among others. Obesity and lifestyle diseases have become a health hazard to today's populations. Physical inactivity has been found to be the fourth leading risk factor for global mortality contributing to over three million deaths globally (Kaviraj, et al., 2013).

Physical inactivity is estimated to be the leading cause for approximately twenty five percent of breast and colon cancer, twenty seven percent of diabetes and thirty percent heart diseases. It has been shown that participation in regular physical activity reduces the risk of coronary heart disease, stroke, diabetes, hypertension, colon cancer, breast cancer and depression (WHO, 2010). Keeping staff actively involved in physical activities provides leadership opportunities among staff and forges stronger employee bonds outside the workplace. The recommended level of physical activity depends on an individual's age. The world health organization conducted a study to determine the recommended levels of physical activity. Physical activities include: games, recreation, sport, transportation, household chores and work. The recommended levels of physical activity for good health are: 60 minutes daily for children aged 5 to 17 years, 150 minutes weekly for adults aged 18 to 64 years and 150 minutes weekly for adults aged 65 years and over (WHO, 2010). Given that adults spend at least eight hours at the work place, organizations can create opportunities for staff to attain the recommended 150 minutes of weekly exercise at the work place.

Physiological factors may also influence staff participation in physical activities. These include: gender, family, peers, presence of coaches, exposure to various sports types, motivation towards participation, competence, and staff attitudes among others. Women have been found to have specific needs that need to be understood and accommodated by coaches during training (Richard, Mwisukha, Robert, & Ndambiri, 2013). Some studies have also shown that women prefer female to male coaches, and to participate in sports separately from men. This factor may influence the participation of women in a particular sport offered in their institution. Fear of injury influences women's participation in sports. Women have been found to avoid high impact and contact sports and thus seldom participate in high energy sports compared to men (Richard, Mwisukha, Robert, & Ndambiri, 2013).

Social factors also influence the participation in sports and physical activities. They include: peer group participation, family background, culture and media. The sporting culture in an organization is a contributor to the interest and engagement of sport by staff (Rintaugu, et al., 2012). The media plays a significant role in the coverage of sporting activities. Organizations that support sports by sponsorship or holding staff events promote their company brand.

Environmental factors include access to sport facilities, type of activities available in the community, climatic conditions, and incentives towards participation of sports (Rintaugu, et al., 2012).

The Kenya Electricity Generating Company (KenGen) is an organization whose operations are spread nationwide. The company has offices in Nairobi, Embu, Muranga, Turkana, Mombasa, Sondu Miriu and Naivasha. The areas outside Nairobi are classified as field areas and are located away from town centers due to proximity of generation resources. The distances away from the town centers range from thirty five kilometers in Naivasha, to sixty kilometers in Turkana (KenGen, 2015). Given these expansive distances, most employees working in these areas are housed by the company and as thus have limited access to social amenities compared to their counterparts in town areas. As a result the employee satisfaction and output in the areas is low as most staff seek to be relocated to town areas. One way to increase employee satisfaction and productivity in the field areas is to provide social amenities to the staff. Sports and physical activity facilities can be a great way of providing social activities outside the work place, improving work life balance, decreasing sedentary lifestyles and promoting good health. This study shall investigate organizational strategies to increase participation of staff in sports and physical activities.

1.2. Statement of the Problem

A sedentary lifestyle among organization staff occurs due to lack of participation in sports and physical activities. This leads to poor employee health, increased healthcare costs to the company, absenteeism and low work productivity among others. Companies can minimize these vices by promoting corporate fitness initiatives at the work place. This has benefits to both the employee and the employer. A healthy employee is a wealthy employee. Sports have also been found to improve levels of self-esteem, confidence and reduce stress levels. Health and wellness activities provide a great opportunity to engage employees and reduce stress levels at work (Barringer & Orbuch, 2013).

KenGen can significantly benefit from having an active sporting culture in the organization. First, the company will decrease absenteeism among staff as they shall want to participate in the sports activities offered. Secondly the output and motivation of staff shall increase from the high energy levels and endorphins (feel good) hormones generated from working out. Third the health bill of the company shall be decreased as the staff shall be healthier and hence incur less medical and insurance costs which are a savings to the company (IMA, 2007). Fourth the company shall also decrease the turnover rate of employees as the organization that takes care of its staff is one where staff shall want to be associated with and have job satisfaction. Work related stress has been found to cause a burnout in employees which decreases their output and leads to high turnover rates (Barringer & Orbuch, 2013). Fifth the company shall also be able to utilize its vast land resources adequately by developing fitness facilities.

Although the benefits of corporate fitness initiatives are well understood, there are some parameters that require further research. The challenges facing staff participation in sports and physical activities vary among different type of organizations. The challenges of office versus field based operations, or manufacturing versus banking operations should be classified for different organizations based on the nature of its business (Hudson, 2008). The classification of these challenges would enhance the knowledge in this field. Different organizations carry out different functions and have a diverse set of employees. A one size fits all solution can therefore not be effective. Further research would be important in identifying programs and strategies that work best for different environments. The financial benefits of corporate wellness programs also require further research to determine a cost benefit analysis for implementing a program. Financial incentives can also boost employee participation in physical activities. The level to which they boost the programs is not well understood (Schoenman, 2011). An analysis into the financial benefits to organizations would be useful to organizations top management when implementing the strategies

1.3. Purpose of the Study

The purpose of this study was to investigate the challenges facing employee's participation in sports and physical activities, and to identify the benefits that organizations would reap from implementing strategies to increase participation.

1.4. Research Questions

The primary objective of this study was to answer the following research questions:

1.4.1 What are the challenges facing employees of an organization from participating in sports and physical activities?

1.4.2. Which strategies can organizations implement to increase the participation in sport and physical activities among staff?

1.4.3 What are the benefits to organizations investing and participating in corporate fitness initiatives?

1.5. Significance of the Study

This study is of significance to the Kenyan society, organizations, government agencies as well as researchers.

1.5.1. Kenyan Society

Sports and physical activities have significant benefits to the society. First engaging in sports and physical activities promotes physical health and fitness which alleviates lifestyle diseases and keeps the body strong (Johnstone & Millar, 2012). Sports and physical activities are also a source of income from the support services offered. These include: coaches, instructors uniforms, food and beverages among others.

1.5.2. KenGen and Other Organizations

Other organizations can equally borrow from this model and implement among its staff. Naivasha is home to large organizations dominated by flower farms and hotels. KenGen can be a market leader in corporate fitness by involving other organizations to participate in intercompany sport challenges among their staff. This will not only promote the company spirit but also increase business and community relationships.

1.5.3. National and County Governments

The national and county governments are a large employer in Kenya. Engaging this workforce to in sports and physical activities would be of significant value to the society. First it would increase the health of the employees and decrease the health costs of the government (IMA, 2007). Secondly it would promote a sporting culture that can be mirrored in other organizations. Third it would create strategies that can be implemented in other government organizations and institutions such as schools and colleges. Fourth it would a source of employment to persons offering secondary services that arise from sports activities such as food, transport and sports merchandise.

1.5.4. Researchers

Researchers would also be a beneficiary of this study from understanding the views of employees towards participating in sports and physical activities. This study could also be further researched to compare the level of participation in sports and physical activity between private and government organizations. It could also be used to quantify the benefits to organizations engaging in corporate fitness initiatives (Schoenman, 2011).

1.6. Scope of the Study

KenGen is an electricity generation company with operations spread nationwide in Turkana, Embu, Naivasha, Mombasa and Nairobi. The largest area of Operation is Olkaria located in

Naivasha District. This data for this research was collected in November 2014 from Olkaria staff who constitute the largest KenGen staff population.

The limitations of this study include the following. First the study shall be unable to capture the views of all twelve hundred Olkaria staff. Secondly it is self-funded versus organization funded study and hence the time and resources allocated in collecting and analyzing data are limited. Third it shall focus on one area of KenGen operations and thus the views will be only representative of Olkaria staff. These challenges were mitigated in the following ways: ten percent of the staff were selected as a data sample to represent the total population. Secondly the researcher discussed with the organization the importance of funding a second phase of the study to include the views of all staff in all KenGen stations.

1.7. Definition of Terms

1.7.1. Strategy

Mintzberg defines strategy as having the following four components: a plan which is a means of getting from one place to another, a pattern which is a series of actions carried out over time, position which reflects the position of the company, and a perspective which describes the vision and mission of the company (Mintzberg, 1994).

1.7.2. Health Promotion

Health is a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity (WHO, 1980). Health promotion is the science and art of helping people change their lifestyle to move toward a state of optimal health (O'Donnel, 1989).

1.7.3. Corporate Wellness Program

Is defined as a set of organized activities and systematic interventions offered through corporations and worksites whose primary purposes are to provide health education, identify modifiable health risks and influence health behavior changes (Mulvihill, 2003).

1.7.4. Sport

Physical activities that develop specific skills and involve competition rules and standards (Johnstone & Millar, 2012).

1.7.5. Physical Activity

A physical activity can be described as a bodily movement produced by skeletal muscles that requires energy expenditure (Kaviraj, et al., 2013).

1.7.6. Physical Education

A school subject designed to assist children and youth develop skills, knowledge, and positive attitudes for participating in active and healthy lifestyles (Johnstone & Millar, 2012).

1.7.7. Health Awareness

Is a process of enabling people to increase control over their health and its determinants and therefore improve their wellbeing (Schoenman, 2011).

1.7.8. Workplace Absenteeism

Is nonattendance at work during a scheduled period. Absenteeism could be planned i.e. in the case of maternity and special reasons, or unplanned such as during long term and short term illness (Faculty, 1999).

1.7.9. Flexible Work Hours

These are adjusted working times outside of working hours agreed between an employee and the employer (Curry, 2012). It can also be defined as an arrangement that allows employees to have a more variable schedule to the standard eight hour work day (Kelliher & Anderson, 2008).

1.7.10. Organizational Strategies

Are defined as the prioritization of company goals into realistic plans and programs, that create value in a market (Raynor, 2007). Fairholm, has also described organizational strategies as measures of staying abreast with comparative institutions and monitoring the current economic, political and technological developments (2009).

1.7.11. Top management

Is a team of the highest ranking officials that run an organization (Winston & Patterson, 2003). Their responsibilities include the development of goals, objectives, strategies and projects for the organization.

1.8. Chapter Summary

Corporate Fitness initiatives promote the health and fitness levels among staff. The benefits of corporate fitness are enjoyed by the employer, employee, and the society. The employer benefits from improved health of the employees, increased productivity at the workplace, and decreased absenteeism. The employee benefits from decreased fitness costs, and improved health. The society benefits from decreased burden of healthcare costs and increased employment from fitness instructors and nutritionists.

This research is organized in series of five chapters. Chapter one provides an introduction to the study and an overview of the need of the study. Chapter two is a review of the literature on the topic of organizations and sport. Chapter three describes the methodology used to conduct the research. Chapter four presents an analysis of the data collected. Chapter five is a discussion of the data results and the conclusions and recommendations from the study.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Introduction

This literature review discusses the importance and benefits of having corporate fitness opportunities at the work place. It begins with an introduction and overview of the literature studied. It then describes the challenges facing organization employees in participating in sports and physical activities. It also provides strategies that organizations can implement to increase employee participation in these activities. Lastly it explains the benefits to organizations investing in corporate fitness initiatives.

2.2. Challenges Facing Staff Participation in Sports and Physical Activities

There are several factors that affect the participation of staff in sports and physical activities. This research discusses the following factors: corporate, biological, physiological, social and environmental factors.

2.2.1 Corporate Challenges

Organizational challenges affect the participation of staff in sports and physical activities. While employees are aware of the importance of health and fitness programs, most are unable to actively participate due to time constraints and job responsibilities (Hudson, 2008). A hotel chain in the USA, Omni hotels conducted a study to decrease rising health insurance costs among its staff. The study revealed that time and money were key factors in the lack of participation in physical activities. The employees worked long hour shifts and were fatigued after work, which decreases the likelihood of engaging in high impact activities. Secondly the high costs of membership at sport clubs and the policy restricting staff from using hotel facilities also contribute to low participation. Lack of management led initiatives were also found to be a factor in lack of participation as the company did not invest in employee health

initiatives outside of providing health insurance. These findings led the company to develop strategies to increase physical activity opportunities for staff (IMA, 2007). Lack of consistent initiatives was found to be an organizational challenge. Company sponsored events such as annual walks or runs have often being found to lack continuity and are not effective in encouraging high levels of physical activities (Barringer & Orbuch, 2013).

According to (Mulvihill, 2003), president of a wellness services company, organizations fail to have successful fitness programs due to lack of a strategic framework to run the program. This becomes a challenge to both employees and management to actively support the programs. He suggests five core practices that from his experience dealing with corporates that would improve corporate fitness programs. The first is support from both the management and employees. He argues that lack of support from both parties will cause the program to dwindle down. The second is strategic planning. An annual plan listing activities, budgets, and timelines will be more likely to be followed than one without a plan. The third is to have a health screening and risk stratification program. The screenings offer information to staff on their health status and determine preventative and curative measures for ailments detected. The fourth core practice is to have risk related health management interventions. In doing this the organization will identify employees at high and low health risks and address the high risk cases first. The fifth core practice is to have monitoring and evaluation metrics which will be used to evaluate, costs, number of participants as well as develop strategies for improvement as suggested by both management and employees (Mulvihill, 2003).

2.2.1 Biological Challenges

Biological factors include: age, gender, reproduction, menstrual cycle, damage to organs, body image, obesity, hereditary traits, disability and fitness levels among others. The age of a person may hinder participation in certain type of activities. The youth engage in high impact sports such as rugby, athletics, soccer, and basketball, while older persons prefer low impact sports such as golf, swimming, bowling, and walking among others. This is to decrease the risk associated with injury and muscle (Wambalaba, 2011). Reproduction and menstrual cycles affect women and make it difficult to participate in high impact sports (Wambalaba, 2011).

2.2.3 Physiological Challenges

Physiological factors include: motivation from family, peers, and coaches, perceived barriers, perceived incompetence, and negative attitudes among others. Friends, family and coaches play a significant role in influencing a person to participate in sporting activities. Sports professionals often give tribute to their parents and coaches for taking time to nurture and encourage their participation in sports (Richard, Mwisukha, Robert, & Ndambiri, 2013). Fitness experts recommend that fitness routine schedules should be begun with a partner or team to decrease the likelihood of quitting a program. Exposure to sports influences the motivation to participation in sports. Children exposed to sports early in their childhood have been found to not only pursue careers in sports, but also to actively engage in various sports activities throughout their lifetime (Johnstone & Millar, 2012) . Engaging in sports activities is not only positive to one's health but also keeps a person away from negative social activities such as use of drugs and alcohol.

2.2.4 Social Challenges

Social factors include: peer group participation, family background, traditions and culture, politics, presence of role models, media, and a sporting audience. The sporting culture in a society is a great influence towards the participation of sports. Countries that excel in world championship sports have been found to continuously dominate in that sport due to its popularity (Rintaugu, et al., 2012). Kenya for instance excels in athletics hence the youth are motivated by fame and fortunes. A sporting audience is also a significant factor in the uptake in sports. Currently in Kenya soccer and rugby have a large fan base compared to volleyball, tennis, or basketball, and hence the fame of athletes in other sports is overshadowed by the two popular sports. A reversal in this trend and provision of adequate media coverage can encourage diversification in sports participation.

2.2.5. Environmental Challenges

Environmental factors include access to sport facilities, type of activities available in the community, climatic conditions, the presence of sports in schools, and incentives towards participation of sports. Availability of sports facilities is important in the promotion of sports activities (Rintaugu, et al., 2012). The infrastructure investment varies from sport to sport. Some sports require low equipment investment to participate for example athletics, soccer, rugby, volleyball, netball, and basketball. Other sports require heavy investments to participate e.g. swimming, golf, squash and others. Communities that lack access to all sports facilities are encouraged to participate in sports activities that can be easily adapted.

2.3. Strategies That Organizations Can Implement to Increase Participation in Sport and Physical Activity

Corporate fitness (CF) is an initiative by an employer to increase the level of sport and physical activity among its employees. Physical activity costs time and money. Employers can help cushion employees from both constraints by providing CF opportunities (Ben-Ner, Hamann, Koepp, Manohar, & Levine, 2014). There are various strategies that organizations can implement corporate fitness initiatives.

The success of CF initiatives will depend on the level of support by top management both in work and actions towards the programs (Silva, 2011). Active participation by the management team creates enthusiasm for other staff to participate in the programs. The management can also ensure continued existence of the programs by laying out organizational policies that specifically address health and wellness of the staff through physical activities (Curry, 2012).

CF can be implemented in two ways: on site at the employer's premises or at offsite locations. On site initiatives are undertaken by employers whose offices are in spacious locations that can be modified to incorporate such facilities. On site initiatives include: gymnasium facilities, soccer pitch, swimming pool, netball, volleyball or basketball nets, and aerobics and exercise

instructors among others (Ellen, 2009). There are several benefits of providing on site sports facilities.

First, staff cut down on travel time and costs to access fitness facilities and are hence more likely to participate. Secondly the employer is able to monitor the use of the facility to determine its viability and continuity. Offsite initiatives are undertaken by employers whose office facilities have limited space and are unable to set up on site facilities. As a result, the companies organize with private and public gymnasiums, sport facilities and national parks to offer discounts to their staff. Organizations may choose to pay all or part of the fees for staff to use the facilities (Cooper, 2011).

Organizations should hold consistent initiatives that can be tracked and monitored. An example of this would be annual challenges such as sports day, and monthly or quarterly events for competitions. These can be evaluated over a period of five years to determine the effectiveness or the need for change to suit the organizational needs (Barringer & Orbuch, 2013). The challenges can also be family or fun days with activities for both adults and children with cash prizes and gift vouchers to be won. This creates incentives for the staff to participate in the events. A team can be tasked to ensure data on: employee participation, health and weight, suggestions and complaints are regularly collected and evaluated to continuously improve the programs. This will provide the employees with an opportunity to share ideas at the workplace (Stone, 2013).

The involvement of other companies such as competitors and customers in fitness challenges is a strategy that employees could implore. This would promote team spirit among employees. KenGen could partner with energy industry players such as Kenya Power, Kenya Transmission Company, Rural Electrification Authority, and Geothermal Development Company to play energy cup games.

Offering a variety of programs for staff to participate can increase the participation of staff in fitness activities. A mix may involve physical fitness, one on one counseling and health education programs (Voit, 2001). Given that there are over forty Olympic sports, a company can ensure that it actively involves its staff in at least five sports in order to create not only a

variety of activities available, but also expose talent among staff. This exposure among teams fosters leadership and good team work skills which will be translated to the work environment. Teams can be organized by section or departments to compete against each other (Barringer & Orbuch, 2013).

Transportation plans and bicycle storage facilities within the organization has been shown to increase the participation of staff in walking and cycling to work. Studies have shown that work organized commute not only cuts down on transportation costs of staff living within the same locations, but also encourages participation due to companionship from workmates, and the increased health and fitness benefit to the staff (Curry, 2012).

Organizations could also provide shower and changing room facilities at the workplace. The presence of premium facilities including steam and sauna rooms would motivate the employees to make use of the facility and hence be a return on investment for the employer (Ben-Ner, Hamann, Koepp, Manohar, & Levine, 2014).

Organizations could also offer healthy eating opportunities at the workplace. This includes offering healthy alternatives in the menu options at the cafeteria such as fruit, vegetables, unprocessed foods, lean meats, white meats and freshly squeezed beverages. The company may also offer the staff culinary skills on healthy cooking by inviting chefs to have cooking demonstrations (Silva, 2011).

Employers may involve health care professionals to periodically give lunch time health talks, fitness and nutrition counseling to staff. This not only increases the knowledge of the staff on the benefits of health and nutrition but can also prevent a myriad of lifestyle diseases (Curry, 2012).

Organizations could also play a significant role in assisting the employees to stick to fitness and weight loss goals by utilizing low cost initiatives as emails, blogs, fitness and weight management software, walking pedometers health and wellness programs (Ellen, 2009). A New York company that provided pedometers to employees found that their staff increased the

number of steps walked in a day by using the stairs versus lifts, parking the car further from the office, and organizing lunch time walks. Given that employees spend most of their active day at the work place, organizations can play a significant role in achieving these goals and making health and fitness a lifestyle sustained over many years (Ellen, 2009).

Offering of flexible work hours and providing time for employees to participate in fitness activities is a strategy that organizations can use to increase fitness activities. This would create options for employees to come in to work earlier or later or use their lunch time to exercise. Introduction of flexible hours to employees has been shown to provide opportunities for employees with children to include fitness programs in their schedules (Curry, 2012). It has also been found to increase the job quality as the choice to employees on where and when to perform their duties offers a better work-life balance (Kelliher & Anderson, 2008).

2.4. Benefits to Organizations that Invest in Corporate Fitness Initiatives

2.4.1 Benefits to the Employer

Corporate Fitness initiatives have several benefits to the employer. As employee wellness is becoming a popular trend, employers are investigating new ways of incorporating it in the workplace (Kalish, 2014). The benefits include: reduced rates of sedentary employees, healthier and stronger workforce, increased productivity, decreased absenteeism, job satisfaction, increased ability to recruit and retain competent employees, employee motivation, saving from decreased health care costs and a good public image. Today's adults spend most of their day hours at work, with most in sedentary lifestyles. The challenges to exercising are time and job responsibilities (Hudson, 2008). A person leading a sedentary lifestyle is at high risk of contracting obesity related diseases such as diabetes, heart disease, blood pressure, hypertension and cancer. CF initiatives may include annual screenings of staff, which assist in early detection and prevention of disease, which is cheaper than curative costs (Scchamber, 2003).

A health survey showed that six out of ten men and seven out of ten women are not active enough to benefit their health. Sedentary jobs and lifestyles are a great contributor to this phenomenon (Director, 1999). Sedentary workers are those who perform most of their tasks while sitting such as typists, telephone operators, and computer programmers among others.

A sedentary lifestyle has negative effects to an employee's health which include: physical illness, obesity, psychological problems, reduced life expectancy, increased health care costs and reduced performance (Ben-Ner, Hamann, Koepp, Manohar, & Levine, 2014).

A twelve month study was conducted in a financial services company to investigate the use of a treadmill by sedentary workers at the workplace. Treadmills were fitted at the work station of employees who volunteered to be part of the study. Walking on the treadmill while working was found to be a cheap and cost effective method on both time and energy since it does not take any extra time from the individual's schedule. The results of the study showed that the participants decreased weight and body circumference due to increased calorie expenditure during their daily activities. The staff also increased their work performance in the following functions: alertness, focus and ability to multi task. The employees were happy to see that their company was willing to invest in their health and well-being (Ben-Ner, Hamann, Koepp, Manohar, & Levine, 2014).

Absenteeism at the workplace continues to be a challenge to organizations. Planned absenteeism includes maternity and personal leave. Unplanned absenteeism results from injuries and illness. These lead to an increased in cost to the employer from health care insurance as well as overtime payment of other workers to compensate for the absent employee (Faculty, 1999). CF has been shown to reduce the rates of rates of employee absenteeism at the work place. A case study conducted among staff in a Dutch bank sought to determine the effect of participation in a work place employee fitness program and absenteeism. The bank implemented an employee fitness program to increase the well-being of the staff. After fifteen months, absence rates among regular participants in the fitness program were found to have decreased significantly (Kerr, 1996). Research has shown that fitter employees are happier, suffer from less stress and take fewer sick days (Director 1999). Lower absenteeism rates increases the productivity and output of staff and hence has financial benefits to the company.

CF decreases health insurance costs for employers. High premiums have led to a decrease in the number of firms offering health insurance and also decreased permanent employment rates to curb employers from this requirement. These costs increase the family burden on paying for health insurance from their pockets (IMA, 2007). Health insurance companies have also suffered loss from companies decreasing employee coverage. Six health care organizations combined efforts to decrease health care costs in America. They focused on eight common diseases: knee replacement, diabetes, heart failure, asthma, weight loss surgery, delivery, spine injury and depression. Five of these were found to be weight related diseases and can be controlled by leading a healthy lifestyle of proper diet and exercise (Resource, 2011).

Research has shown that employers can save \$16 for every \$1 spend on health and wellness initiatives (Hudson, 2008). The Omni hotels conducted an initiative to determine if improving workers health would translate to a decrease in premiums paid. This involved offering healthier cafeteria food and snacks, weight loss challenges with cash prizes, partnering with media to publicize the initiative, and offering lunch time yoga and aerobic sessions at the workplace. There was a great interest from the employees who widely participated in the program and by the end of the year the company realized savings from decreased costs from staff using health facilities (IMA, 2007).

CF initiatives provide positive publicity to organizations. The general public will be inclined to associate with companies that take care of their employees. The Forbes Magazine in association with the American Heart Association, encouraged companies to participate in CF activities in order to feature in the rankings of Top Fit Friendly Companies. This listing ranked companies according to their fitness options and initiatives at work (Hudson, 2008).

2.4.2 Benefits to the Employee

Maintaining a healthy lifestyle of good diet and regular exercise is important to ones well-being. Good health improves longevity and enjoyment of life. The Center for Disease Control and Prevention have found that regular physical activity improves health by decreasing rates of: premature deaths from diabetes, heart disease, cancer, high blood pressure, depression,

anxiety, weight management, weak bones and joints (Scchamber, 2003). CF initiatives may include a fitness assessment of the employees' health at the start of the year. This assessment may be used to determine employee's health and fitness levels, at risk conditions, develop fitness program which should be evaluated frequently. The assessment may include examining: vision, dental, weight, blood pressure, smoking levels, body fat, heart and pulse rates among others (Cooper, 2011).

2.4.3. Benefits to the Society

The government can benefit from CF initiatives. The benefits include: greater life expectancy of the population, decreased societal costs from poor health, creation of employment from fitness instructors and nutritionists, cost and time savings from traffic jams at peak hours as staff may spend peak hours at fitness facilities (Ben-Ner, Hamann, Koepp, Manohar, & Levine, 2014).

There should be cooperation between the government, employers and local health authorities to lower the costs of physical activity programs (Director, 1999). The ministry of health and organizations such as the National Health Insurance Fund can come up with strategies to reduce these costs. One strategy can be to give tax credits to companies that invest in corporate fitness initiatives. The rise of terrorism and insecurity in Kenya has negatively affected the tourism industry. As a result hotels have experienced decrease booking rates from international tourists. The president of Kenya offered a tax credit initiative to companies that give their employees time off to promote local tourism (Mumo, 2014). Such initiatives would encourage companies to engage in CF programs as it will also offer financial value to the company.

A second way would be for the government to offer public infrastructure services that would increase CF initiatives such as providing exclusive biking and walking lanes on motorways. This can encourage workers to safely bike and walk to work and freshen up at the work premise (Ben-Ner, Hamann, Koepp, Manohar, & Levine, 2014). The Government can develop CF policies that shall be implemented by employers. Given that the largest single employer is the government, it can be in the forefront of implementing CF initiatives to civil servant staff

(Scchamber, 2003). This would then be enforced in private organizations to ensure that they are participating in staff well ness.

2.5. Chapter Summary

Corporate fitness initiatives are a win to not only the employer and the employee but also to the society at large. The costs associated with leading a healthy lifestyle are lower than health care costs which should be embraced by all stakeholders. Corporates should be encouraged to invest in CF initiatives as they not only lower the costs of health care, but also improve employee productivity, decrease absenteeism, and increase motivation among staff which lead to overall increase in profits. The employee also benefits by saving costs on fitness facilities, spending less time in traffic during peak hours, and increased wellbeing from exercise and healthy eating. The society also benefits by increasing the longevity of the population and creation of employment for fitness instructors and nutritionists. Embracing a healthy lifestyle focused on good nutrition and regular exercise promotes the well-being and decreases stress and body illness in the long term.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

The purpose of this study is to investigate the challenges facing employee's participation in sports and physical activities, and to identify the benefits organizations reap from implementing strategies to increase participation. A research methodology is a systematic way to solve a problem. It explains the procedures used by researchers to collect and interpret data on a phenomenon (Creswell, 2003). This chapter describes the procedures that were used in the study to collect and analyze respondent's data. It describes the research design, the population and sampling design, data collection methods, research procedures and data analysis methods.

3.2. Research Design

A Research Design can be defined as a blue print for collection, measurement and analysis of data (Friedman, 2003). It is also defined as a methodology for selection of data and tools for processing the information collected (Johnson, Onwuegbuziea , & Turner, 2007).

The research design applied for this study was the descriptive research design. Descriptive studies are concerned with elaborating and describing the characteristics of the respondents of a study (Groenewald, 2004). This research collected data from questionnaires administered to respondents. The descriptive research design was appropriate for this study as it enabled the researcher to determine the demographic information i.e. age, gender and marital status of the respondents, as well as compare the challenges they face while participating in physical activities in relation to their demographic information.

3.3. Population and Sampling Design

3.3.1 Population

A population in research can be defined as the total number of elements in a study (Creswell, 2003). The company KenGen has a population of 2,000 staff spread across various regions in the country namely: Nairobi, Mombasa, Naivasha, Turkwell, Embu and Ngong region. The station with the highest population is the Olkaria station in Naivasha with 1,154 staff. The Olkaria station was chosen for this study due to its large population of staff as shown in the table below.

Table 3-1: Population Distribution

	DEPARTMENT	FEMALE	MALE
1	Business Development and Strategy	75	687
2	Finance & Commercial	14	34
3	Human Resources and Administration	32	72
4	Operations	23	185
5	Regulatory Affairs	9	23
	SUM	153	1001
	TOTAL STAFF	1154	

3.3.2 Sampling Design

Sampling is a method used to select a representative population from the total population (Creswell, 2003). Although collecting data from the total population is desirable, this may not be achieved for a large population size. Sampling therefore enables a researcher to choose some elements which shall represent the total population.

3.3.2.1 Sampling Frame

Sampling frame is a set of elements from which a researcher can select a sample from the total target population (Hodkinson, 2009). The sample frame for this research was the number of

employees across various departments as summarized in the table below. This data was obtained from the human resource database and provides a list of female and male employees in the departments as shown in table 3.1 above.

3.3.2.2 Sampling Technique

A sampling technique is the method of selecting a sample to represent a total population (Creswell, 2003). The stratified random sampling technique was used for this research. A stratified sample is one in which the population is divided into sub groups (Groenewald, 2004). The sub groups in this case are the five departments and the gender. From the subgroups, the questionnaires were distributed randomly to the staff population. This technique was selected in order to achieve equal representation of both male and female staff across the departments.

3.3.2.3 Sample Size

A sample size is described as a set of elements from which data is collected. Large sample sizes are preferred by researchers (Rajasekar, Philominathan, & Chinnathambi, 2013). The sample size for this research was 10 percent of the total population which comes to 115 employees. This was representative of each department and gender from the total population as shown in the table below.

Table 3-2. Respondents Sample Size

Division	100 % Staff		10% Staff	
	Female	Male	Female	Male
Business Development & Strategy	75	687	8	69
Finance & Commercial	14	34	1	3
Human Resources & Administration	32	72	3	7
Operations	23	185	2	19
Regulatory Affairs	9	23	1	2
TOTAL	153	1001	15	100

3.4. Data Collection Methods

This research used a structured questionnaire to collect primary data. A structured questionnaire is as a set of coded questions with well-defined patterns following a sequence of questions (Acharya, 2010). These are preferred as they are easy to administer and have fewer discrepancies during data analysis. A likert scale of one to five was used to measure the extent to which respondents agreed or disagreed with the questions. The scales included: strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5). Some questions had an option of “other” where respondents could describe other responses not included in the structured section. It was divided in three parts. Part I comprised of demographic information about the respondent, their departments of work and their residence. Part II comprised of challenges affecting the respondents’ participation in sports and physical activities which included: corporate factors, biological, physiological, social, and environmental factors. Part III evaluated the strategies and benefits to corporate engaging in sports and physical activities.

3.5. Research Procedures

This research was conducted in the following steps. A background was conducted on the research study to determine the problem statement, objective and significance of the study, as well as the research questions. A pilot questionnaire was sent to ten respondents to determine the clarity of the questions as well as ease of understanding to the respondents. The feedback from the respondents was used to prepare the final draft questionnaire tool to be sent to respondents. A pilot study is a method of pre-testing a research instrument or tool (Teijlingen & Hundley, 2001). Pretesting helps researchers to identify problems with the questionnaire that may lead to incorrect answers from the survey.

A hard copy questionnaire was administered to random persons from each of the departments and collected by the researcher immediately after issue. Some respondents preferred to fill during the day and return in the evening. The number of male and female respondents in each department was as specified in respondents sample size table. This method was used to ensure the researcher received an accurate number of responses from each department and gender as

captured in the data from the human resource department. This method was effective in that it gave a high response rate and respondents were able to clarify on the questions as well as offer verbal feedback and comments.

3.6. Data Analysis Methods

The data was prepared for analysis by number the questionnaires and coding the responses. The questionnaires were also sorted to determine those with complete and incomplete responses. The responses were entered in the SPSS software tool which was used for analysis using: measures of central tendency including mean, mode and medium; measures of dispersion including variance, standard deviation, and coefficient of variation. The data was presented displayed in the form of charts, graphs, and tables for interpretation by the researcher.

3.7. Chapter Summary

This chapter described the research design used, the population and sampling technique and frame, the data collection methods, the research procedures as well as the data analysis methods of the respondent's data. The next chapter presents the results and findings of the study.

CHAPTER FOUR

4. DATA ANALYSIS AND PRESENTATION

4.1. Introduction

The responses to the questionnaire to the respondents were analyzed. This chapter presents the finding of the study and from the three parts of the questionnaire which collected data on the demographic information of the staff, the challenges affecting the participation in sports and physical activities as well as the strategies and benefits to organizations participation in sports activities. It is presented in tables, graphs and pie charts to describe the data.

4.2. Findings from Demographic Data

This section presents the responses from the participants in the organization. The KenGen Olkaria station has a total of one thousand one hundred and fifty four staff (1,154). The target population for the study was ten percent of the staff. The response rate achieved was ninety percent (90%) as represented in the table below.

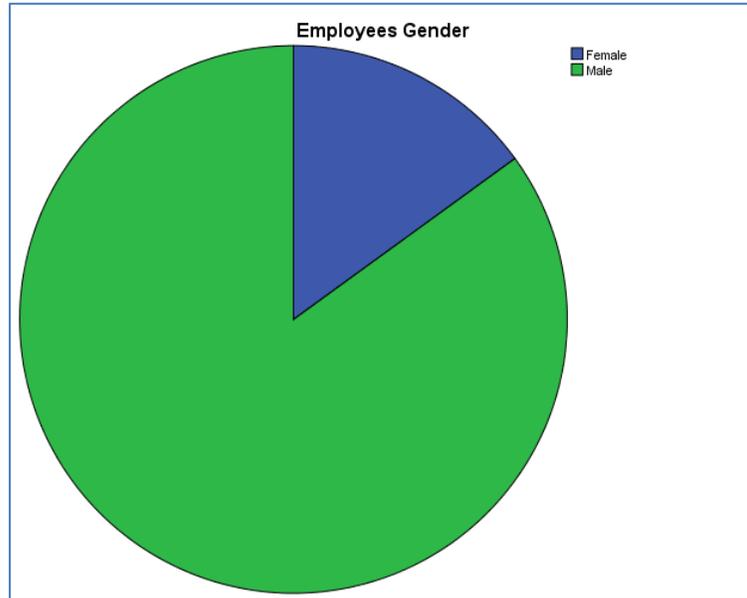
Table 4-1: Response Rate

	DEPARTMENT	FEMALE	MALE	RESPONSE RATE
1	Business Development and Strategy	8	58	90%
2	Finance & Commercial	1	3	
3	Human Resources and Administration	3	7	
4	Operations	2	15	
5	Regulatory Affairs	1	2	
	SUM	15	85	

4.2.1. Gender of the Respondents

Eighty five percent (85%) of the respondents were male while fifteen percent (15%) of the respondents were female. This is represented graphically by figure 4.1 and is representative of the Olkaria population which has a higher male population.

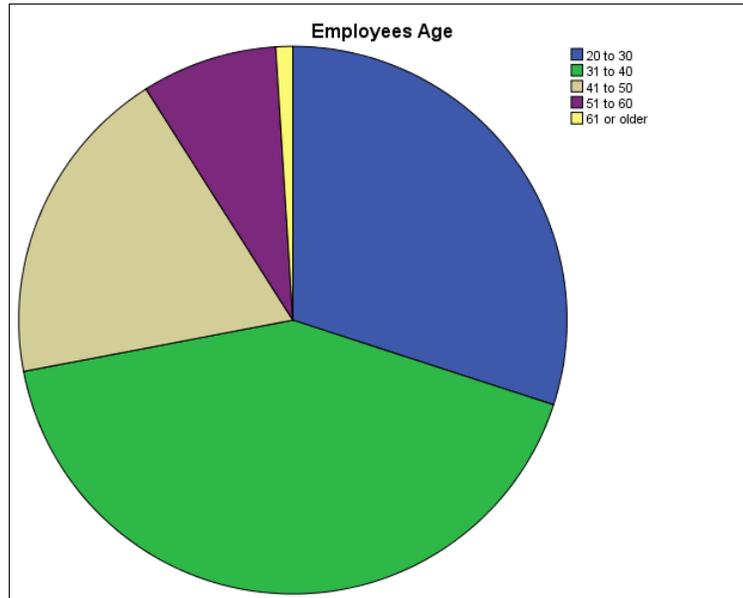
Figure 4-1: Respondents Gender



4.2.2. Age of the Respondents

The respondent's ages were grouped in a ten year range from between 20-30 to 61 and older. Most respondents were aged between 31 and 40. This is represented in table 3 and figure 2 below.

Figure 4-2: Respondents Age



4.2.3. Number of Years at the Organization

The number of years an employee has worked in an organization was grouped in five ranges from zero to more than 21. Most respondents were found to have worked for the organization for less than five years as shown in table 4 below.

Table 4-2: Number of Years in the Organization

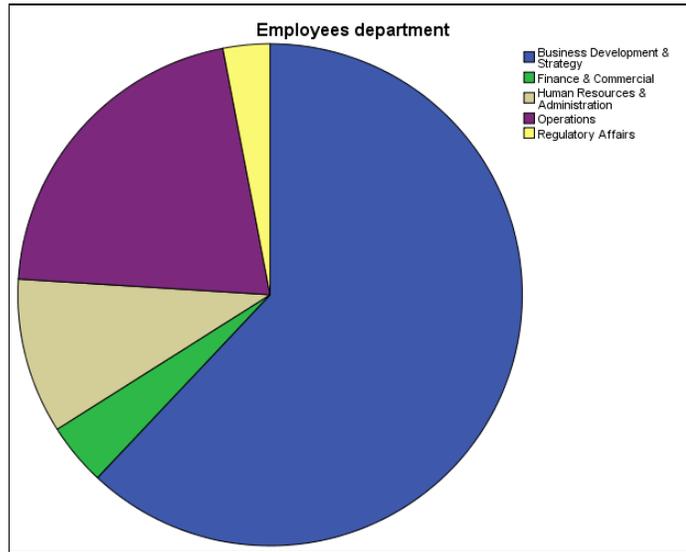
	Percent (%)	Cumulative Percent (%)
0 to 5	51.0	51.0
6 to 10	25.0	76.0
11 to 15	13.0	89.0
16 to 20	5.0	94.0
More than 21	6.0	100.0

4.2.4. Departments in the Organization

The organizations operations are grouped in five departments namely: business development and strategy, finance and commercial, human resource and administration, operations, and

regulatory affairs. Given that the operations of Olkaria focus on electricity generation it follows that most of the staff are in the business development and strategy departments as shown in figure 3 below.

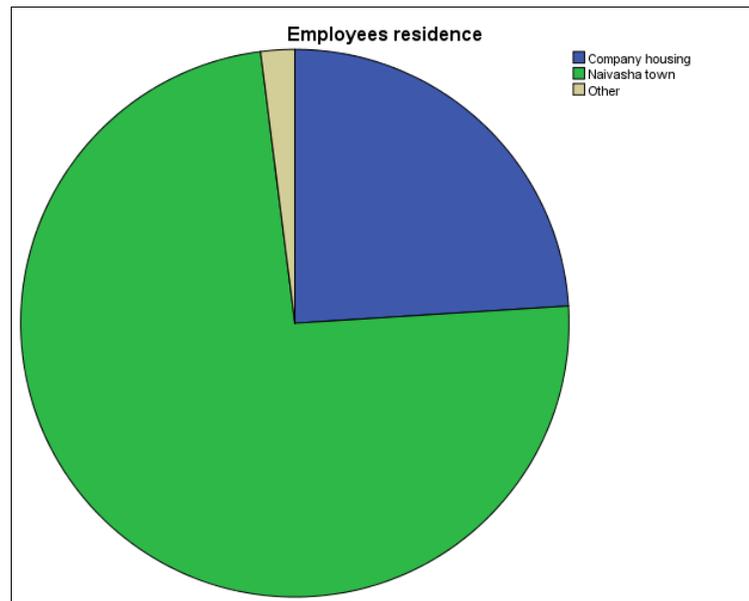
Figure 4-3: Respondents Work Department



4.2.5. Residence at Work Station

The Organization offers company housing to some staff near the power plants. However due to the increase of operations, most staff reside outside the company housing. The company houses 24% of the staff. 74% of the staff indicated that they reside in Naivasha town while 2% live in other towns as shown in figure 4.

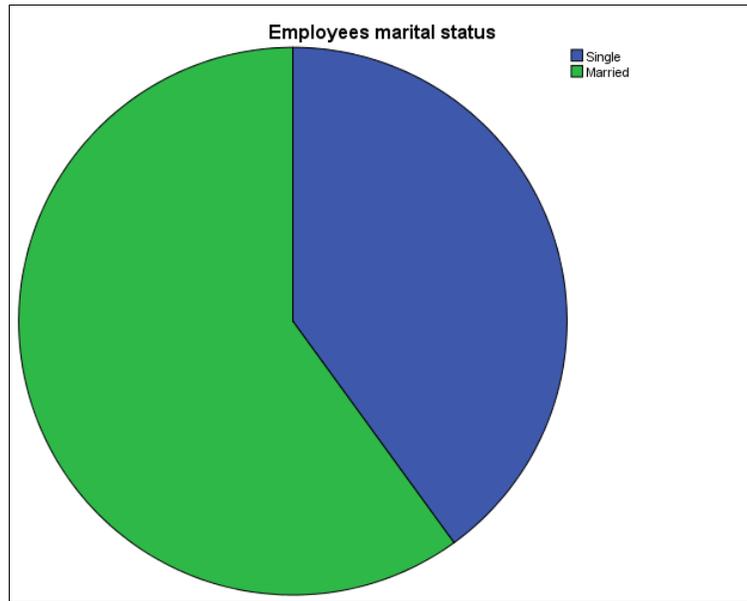
Figure 4-4: Respondents Residence



4.2.6. Marital Status

The study captured the marital status of the staff. It was found that 60% of the respondents are married while 40% are single as shown in figure 5 below.

Figure 4-5: Respondents Marital Status



4.2.7. Location of Family

The respondents were also asked the location of their families to determine the number of people who have relocated their families due to employment. Forty percent (40%) of the respondents families are in Naivasha, forty nine percent in Nairobi (49%), and eleven percent in other towns as shown below.

Table 4-3: Respondents Family Location

		Percent	Cumulative Percent
Valid	Naivasha	40.0	40.0
	Nairobi	49.0	89.0
	Other	11.0	100.0

4.3. Challenges Affecting Participation in Sports and Physical Activities

The purpose of the study was to investigate the challenges facing employee's participation in sports and physical activities, and to identify the benefits organizations reap from implementing strategies to increase participation. The questionnaire addressed the research questions in three sections:

Section 1: What are the challenges facing employees of the KenGen organization from participating in sports and physical activities?

Section 2: Which strategies can KenGen implement to increase the participation in sport and physical activities among staff?

Section 3: What are the benefits to organizations investing and participating in corporate fitness initiatives?

The results from each section are discussed in this chapter.

4.3.1. Corporate Factors

The respondents were asked to identify challenges affecting their participation in sports and physical activities. To determine the corporate factor affecting most employees mean, standard deviation and co-efficient of variation were computed as shown in below.

Table 4-4: Corporate Factors

Corporate Factors	Mean	Std. Deviation	CoEff of Variation	Rank
Time	3.57	1.174	0.329	2
Job Responsibility	3.57	1.166	0.327	1
Location	3.5	1.36	0.389	4
Work Travel	3.35	1.351	0.403	5
Transport	3.54	1.344	0.380	3

The mean and the standard deviation of the variables are not sufficient in ranking the most significant corporate factor affecting participation. The coefficient of variation was hence used which is the standard deviation divided by the mean of the variables. The lower the coefficient the higher the rank of the factor. Job responsibility was the highest ranked corporate factor while work travel was ranked lowest as a corporate factor affecting participation.

4.3.2. Organizational Support

Organizations may support employee's physical activities in several ways. This research analyzed the four factors: providing on site facilities, cost sharing off site facilities, paying for off-site facilities, and corporate membership at sports clubs. The responses were analyzed to determine the mean, standard deviation as well as co-efficient of variation as shown in the table below.

Table 4-5: Organizational Support

Organizational Support	Mean	Std. Deviation	CoEff of Variation	Rank
On Site	4.30	1.150	0.268	2
cost share	3.89	1.317	0.339	4
off site	4.08	1.125	0.276	3
corporate membership	4.33	1.074	0.248	1

Corporate membership at sports facilities was most preferred among staff while sharing of sports facilities costs was least preferred as a strategy for the organizations to support participation in sports and physical activities.

4.3.3. Biological factors

Biological factors may affect the participation in sports and physical activities among male and female staff. Biological factors include age, gender, reproduction, disease, injury, body image, disability and poor fitness. The results from the survey are summarized in the table below.

Table 4-6: Biological Factors

Biological Factors	Mean	Std. Deviation	Co-Eff of Variation	Rank
Age	2.52	1.432	0.568	6
Gender	1.83	.995	0.544	4
Reproduction	2.08	1.186	0.570	7
Disease	2.49	1.374	0.552	5
Injury	2.71	1.416	0.523	2
Body Image	2.18	1.167	0.535	3
Disability	2.26	1.323	0.585	8
Poor Fitness	2.72	1.288	0.473	1

From the coefficient of variation, poor fitness was ranked as the most significant biological factor while disability was the least significant factor affecting the participation in sports and physical activities.

4.3.4. Physiological Factors

Physiological factors include a person's family background, peers, motivation, competence and presence of a coach or instructor for sports activities as summarized in the table below.

Table 4-7: Physiological Factors

Physiological Factors	Mean	Std. Deviation	CoEff of Variation	Rank
Family Background	2.23	1.221	0.548	5
Peer group	2.95	1.321	0.448	4
Motivation	3.62	1.170	0.323	1
Competence	3.12	1.122	0.360	2
Presence of coach	3.38	1.384	0.409	3

Motivation was the highest ranked physiological factor affecting participation in sports and physical activity while family background was the least important factor.

4.3.5. Social Factors

Social factors include politics, the presence of role models, media, culture and traditions, and sports fans as shown in the table below.

Table 4-8: Social Factors

Social Factors	Mean	Std. Deviation	CoEff of Variation	Rank
Culture and Traditions	2.16	1.316	0.609	4
Politics	2.10	1.307	0.622	5
Role models	2.44	1.336	0.547	3
Media	2.38	1.187	0.499	1
Sports fans	2.72	1.393	0.512	2

Media coverage was found to be the most significant physiological factor while politics was found to be the least significant social factor affecting participation in sports and physical activity.

4.3.6. Environmental Factors

Environmental factors include climatic conditions, access to sport facilities, community facilities, variety of sports activities, and incentives towards participation. The analysis is summarized below.

Table 4-9: Environmental Factors

Environmental Factors	Mean	Std. Deviation	CoEff of Variation	Rank
Weather	3.18	1.158	0.364	5
Access	3.98	1.092	0.274	1
Community	3.41	1.232	0.361	4
Variety	3.78	1.203	0.318	3
Incentives	3.94	1.127	0.286	2

Access to sports facilities was found to be most significant environment factor while community and sports initiatives were not found to be significant in affecting participation in sports and physical activities.

These environmental factors were further analyzed to determine their relationship with corporate factors affecting employees’ participation by using correlation. The top two ranked challenges by respondents were time and job responsibilities, while the top ranked environmental factors were access to sport facilities, variety of sports and the incentives towards participation. The analysis is shown in the table below.

Table 4-10. Correlation of Corporate and Environmental Factors

		Corporate_Time	Corporate_Job	Environmental_Access	Environmental_Variety	Environmental_Incentives
Corporate_Time	Pearson	1	.262**	0.096	0.168	0.141
	Sig. (2-		0.008	0.344	0.094	0.163
	N	100	100	100	100	100
Corporate_Job	Pearson	.262**	1	0.096	.198*	0.126
	Sig. (2-	0.008		0.34	0.048	0.21
	N	100	100	100	100	100
Environmental_Access	Pearson	0.096	0.096	1	0.158	.278**
	Sig. (2-	0.344	0.34		0.116	0.005
	N	100	100	100	100	100
Environmental_Variety	Pearson	0.168	.198*	0.158	1	.460**
	Sig. (2-	0.094	0.048	0.116		0
	N	100	100	100	100	100
Environmental_Incentives	Pearson	0.141	0.126	.278**	.460**	1
	Sig. (2-	0.163	0.21	0.005	0	
	N	100	100	100	100	100

There is a significant relationship between variables if the Pearson’s R value is close to 1. The data shows that there is a strong relationship between the corporate factors time and job responsibilities and the environmental factor access to sport facilities.

4.3.7. On Site Facilities

On site facilities are provided by an employer at the workplace. The Olkaria station is advantaged to be occupying over 100 acres of land and hence sufficient space to offer a variety of sports facilities listed in the table below.

Table 4-11: On Site Facilities

On Site Facilities	Mean	Std. Deviation	CoEff of Variation	Rank
Gymnasium	4.50	.810	0.180	2
Soccer	4.37	.812	0.186	3
Netball	3.90	1.150	0.295	10
Basketball	4.03	1.123	0.279	9
Tennis	4.25	1.048	0.247	8
Squash	4.30	.948	0.221	6
Badminton	4.28	1.026	0.240	7
Swimming	4.54	.758	0.167	1
Rugby	3.73	1.332	0.357	11
Athletics	4.33	.877	0.202	4
Aerobics	4.39	.931	0.212	5
Other	.24	.986	4.108	12

Most staff preferred that swimming pool facilities be provided by the organization. The second ranked was a soccer field and a gymnasium. The rugby sport was found to be the least significant on site facility that the employees would request the organization to provide.

4.3.8. Off Site Facilities

Off site sports facilities may include the hire of sports fields in schools, private clubs and hotels or public facilities. The list of activities available at these facilities is listed in the table below.

Table 4-12: Off Site Facilities

Off Site Facilities	Mean	Std. Deviation	CoEff of Variation	Mean
Gymnasium	4.12	1.066	0.259	3
Soccer	4.06	1.062	0.262	4
Netball	3.94	1.099	0.279	8
Basketball	4.05	1.009	0.249	1
Tennis	3.98	1.092	0.274	6
Squash	4.01	1.115	0.278	7
Badminton	3.89	1.145	0.294	9
Swimming	3.97	1.176	0.296	11
Rugby	3.83	1.129	0.295	10
Athletics	4.06	1.023	0.252	2
Aerobics	4.14	1.119	0.270	5

The coefficient of variation among the off site facilities had minimal difference. This means that most of the employees preferred the organization to provide most off site facilities as options the employee could choose from.

4.4. Strategies to Increase Participation in Sports and Physical Activities

Organizational strategies include support by top management, periodic challenges, variety of programs, good bathroom facilities, and healthy eating options at the cafeteria among others listed in the table.

Table 4-13: Organizational Strategies

Organizational Strategies	Mean	Std. Deviation	CoEff of Variation	Rank
Management support	4.52	.735	0.163	4
On Site	4.55	.626	0.138	1
Off Site Facilities	4.35	.770	0.177	6
Periodic	4.43	.742	0.168	5
Prizes	4.58	.699	0.153	3
Cash	4.26	.848	0.199	9
Variety	4.42	.669	0.151	2
Bathroom	4.19	.861	0.205	10
Cafeteria	4.21	.820	0.195	8
Emails	4.30	.785	0.183	7

Employees ranked the following as the top four organizational strategies: provision of on site facilities, having a variety of sports, offering prizes during competitions to enhance competitiveness and having continued support from top management.

A cross tabulation of gender and the top on site facilities chosen by the respondents shows that there was a significant number of both male and female employees who chose the top facilities. The table below shows the total percent of gender that agreed and strongly agreed with the priority of sports to be availed by the organization.

Table 4-14. Cross Tabulation of On Site facilities and Gender

	On Site facilities Swimming					Total	Agree and Strongly Agree Total %
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Female	0	0	1	3	11	15	93
Male	1	1	6	22	55	85	91
	On Site facilities Gymnasium					Total	Agree and Strongly Agree Total %
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Female	0	0	2	5	8	15	87
Male	1	1	9	16	58	85	87
	On Site facilities Soccer					Total	Agree and Strongly Agree Total %
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Female	0	0	2	6	7	15	87
Male	1	2	7	29	46	85	88
	On Site facilities Athletics					Total	Agree and Strongly Agree Total %
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
Female	0	0	1	4	10	15	93
Male	1	3	11	26	44	85	82

Swimming facilities was most preferred by 93% female and 91% of men. The gymnasium and soccer had an equal percentage of 87% for both men and women, while athletics was most preferred by women at 93% to men at 82%.

4.5. Benefits to Organizations

There are several benefits to organizations investing and participating in sports and physical activities. These include a healthier workforce, increased productivity, good public image and savings in health care costs among others as listed in the table below.

Table 4-15: Benefits to Organizations

Benefits to Organizations	Mean	Std. Deviation	CoEff of Variation	Rank
Healthier Workforce	4.60	.711	0.154	1
Productivity	4.59	.740	0.161	3
Absenteeism	3.89	.994	0.255	7
Satisfaction	3.94	1.003	0.255	7
Job Retention	3.63	1.134	0.312	9
Team spirit	4.53	.717	0.158	2
Health care savings	4.43	.769	0.174	4
Public image	4.25	.869	0.204	5
Life expectancy	4.39	.946	0.215	6
Other	.48	1.291	2.689	10

Having a healthier workforce was ranked as the most significant factor while employee retention was ranked as the least significant benefit of investing in sports activities

A cross tabulation of the benefits to organizations and the age of the respondents is shown below.

Table 4-16. Cross Tabulation of Age and a Healthier Workforce

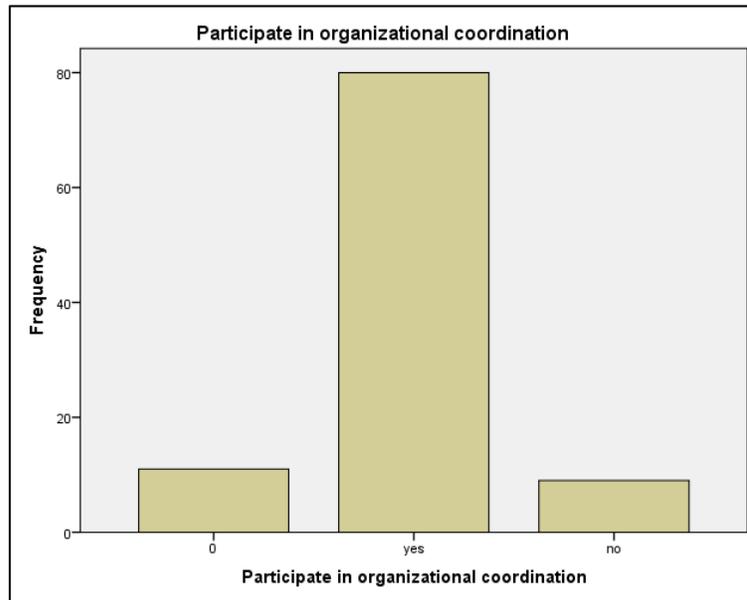
Age	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	TOTAL	Agree and Strongly Agree Total %
20 to 30	0	0	0	9	21	30	100
31 to 40	0	1	1	8	32	42	95
41 to 50	0	0	0	5	14	19	100
51 to 60	1	0	3	2	2	8	50
61 or older	0	0	0	1	0	1	100

The age groups 20 to 30, 31 to 40, and 41 to 50 agreed and strongly agreed that a healthier workforce is a significant benefit to the organization. Fifty percent of the age group 51 to 60 did not agree with the factor.

4.6. Participation

Eighty percent of the employees were willing to be involved in coordinating sports activities within the Organization as depicted in figure 6 below.

Figure 4-6: Respondents Participation



4.6.1. Other comments

Twenty percent of the respondents had other comments to share with the researcher. These comments are listed in the discussion section of chapter five.

4.7. Chapter Summary

The analysis of the questionnaire data presented the view of the respondents on the three parts of the questionnaire of the demographic data of the respondents, the challenges affecting the participation in sports and physical activities and the strategies and benefits to organizations participation in these activities. The following chapter discusses the results from the survey and provides conclusions and recommendations to the organizations management.

CHAPTER FIVE

5. DISCUSSION, CONCLUSIONS AND RECCOMENDATIONS

5.1. Introduction

The response from the questionnaire on the factors affecting the participation in sports and physical activities among staff was well received by the respondents with a 90% response rate. There was an overwhelming call for management to adopt the findings and implement the strategies in the company. This chapter provides a summary of the findings, discusses the results and provides solutions and recommendations that can be implemented in organizations.

5.2. Summary of Findings

The purpose of this research was to investigate the challenges facing employees' participation in sports and physical activities, and to identify the benefits to organizations participation in these activities. The objective of the research was to answer three questions namely: the challenges facing employees from participating in sports and physical activities, the strategies organizations can implement to increase the participation in sports and physical activities, and the benefits to organizations investing in corporate fitness initiatives. Data was collected through the use of a structured questionnaires sent to one hundred and fifteen KenGen staff at the Olkaria work station. The data was analyzed using measures of central tendency and measures of dispersion and presented in charts, graphs and tables after analysis using the SPSS software analysis tool. The research questionnaire was in three parts. Part one questions were on the demographic information of the respondents. Part two questions addressed the challenges affecting staff participation from sports activities, while part three analyzed the strategies and benefits to organizations investing in sports and physical activities.

The demographic information is summarized in the following paragraphs. The Olkaria work station has a higher percentage of male (85%) to female (15%) employees. This is a percentage that the management is keen on improving to have a balance as well as compliance to the new government regulations of at least one third staff from a particular gender. Forty two percent (42%) of the respondents were also found to be aged between 31 and 40 years. Similarly 50% of the respondents have worked for the company for less than five years. This was due to a recent hire of four hundred staff to fast track the production of geothermal power and also to provide learning opportunities for staff retiring within the next five years. It was also observed that the younger population was more willing to participate in filling the questionnaire than the older staff. The company comprises of five departments. Business development has 62% staff of the staff, 4% in finance and commercial, 10% in human resource and administration, 21% in operations, and 3% in regulatory affairs. Business development comprises of engineers, technicians, and research scientists involved in the generation of power. The operations team oversees the power plants, the regulatory affairs coordinates the KenGen and Kenya Power business while human resources and finance departments offer support services.

Olkaria is situated 35 kilometers away from Naivasha town and inside Hells Gate National Park. Before the company's focus on geothermal, Olkaria was a small station with the main works being in the dam areas country wide. At this time Olkaria had less than 300 staff who was all housed by the company. The growth of geothermal energy has increased the staff capacity in the area rendering the company housing insufficient. 74% of the staff is thus forced to live in Naivasha town. 2% of the staff lives in other towns which were listed as Nakuru and Nairobi. Sixty percent (60%) of the staff are married while the remaining 40% are single. The respondents were also asked about the location of their families. 40% of the staff resides with their families in Naivasha while 49% live in Nairobi. 11% of the staff lives in other towns which were listed as Nakuru, Ruiru, Kajiado and Mombasa.

5.3. Discussion

5.3.1. Discussion on Challenges Facing Employees Participation in Sports

Job responsibilities were found to be the most significant corporate factors affecting participation of staff in sports. This was followed by time, transport, and location of offices. Work travel was found to be the least significant factor. The nature of the work in Olkaria involves shift work at the drilling sites and power stations as well as overnight emergencies for the civil and infrastructure teams. These were noted as the main reasons for staff being unable to access sports facilities. The location of offices away from the town center was also a factor for lack of participation due to the commute distances. Work travel was not significant among the staff as their jobs require minimal travel.

Organizations can support employee's participation in sports by offering financial incentives towards meeting the costs of activities (Resource, 2011). The respondents ranked the corporate membership at sports clubs as the most preferred option while cost sharing with the employer as the least option. Discussion with the respondents revealed that employees preferred cost sharing of offsite facilities versus onsite facilities due to long implementation of programs at the company. It was noted that there were gymnasium and swimming facilities previously at the company but have since closed due to mismanagement and lack of maintenance. Sports facilities and or clubs are better maintained as they are private entities and in business. Cost sharing was least preferred due to the logistics that would be involved in reimbursements by the company following public procurement rules and regulations.

The literature identified biological factors that affect staff participation which included: age, gender, reproduction, disease, injury, body image, disability and poor fitness (Wambalaba, 2011). The respondents ranked poor fitness as the biological factor that most affected their participation in sport. Injury was ranked second, while disability and reproduction were ranked last. Biological factors may also be correlated to determine the response between men and women on ranking of the factors. Biological factors were correlated with gender to determine significant relationships. It was noted that most females identified reproduction and body image as factors affecting participation in sport.

Motivation and confidence were the most significant physiological factors affecting participation in sports. The presence of a coach and family background were not significant factors. This shows that an organization should determine factors which may motivate staff to participate in sport such as offering facilities and having planned activities to promote a healthy and sporting culture (Richard, Mwisukha, Robert, & Ndambiri, 2013).

The social factors identified in the literature were culture and traditions, politics, presence of role models, media and sports fans (Rintaugu, et al., 2012). Media presence and sports fans were found as the most significant social factors affecting a sport. Team sports such as soccer and basketball with a large fan base at both local and international teams enjoy a higher support than those seldom shown on television or heard on the radio. For example in Kenya the European soccer leagues have a large support base as well as local football teams than any other sport.

Environmental factors play a significant role in the participation of sports and physical activities. Weather and climatic conditions affect the type of sports available. For instance, tropical countries seldom participate in winter Olympics due to the warm climate. Access and exposure to certain sports also affects participation. Sports such as soccer and athletics require minimal infrastructure compared to swimming and golf therefore access to the facilities plays a major role (Rintaugu, et al., 2012). The respondents also shared these views as lack of access was highest ranked as a factor affecting sports. Incentives towards sports participation was second ranked by the respondents. Incentives may include annual challenges, company recognition prizes among others. Weather and the community participation were not found to be significant factors.

The respondents were provided with a list of on site and off site facilities that they would like to company to provide. The on site facilities would be located within the company while the off site facilities would be in private or public institutions willing to hire or rent their facilities. For on site facilities, the respondents most preferred a swimming pool, a gymnasium, soccer pitch and athletic facilities as the top four facilities in rank order. The sports facilities least ranked were rugby, netball, and basketball. The Taekwondo sport was listed under other sports for consideration.

The literature highlights the importance of available and well maintained sports facilities in the promotion of sports (Rintaugu, et al., 2012). For off site facilities, the respondents most preferred basketball, athletics, gymnasium and soccer as the top four facilities. The least ranked facilities were swimming, rugby and badminton. Gymnasium, soccer and athletics were highly ranked for both off site and on site facilities while rugby was least preferred for both on and off site facilities. Other off site facilities listed by the respondents were scrabble and golf.

The off site facilities would favor the employees who do not reside in company housing. Given the similarities we can conclude that the three sports are the most popular among KenGen staff regardless of the location of their residence. Discussion from the respondents revealed that off site facilities were preferred to on site facilities from experience with their soccer pitch. The soccer facility at the company was in need for repair which had been requested for a long time. Due to the length of time of the repairs, the soccer team requested management to hire out a field at a flower farm neighboring the company. This field is in better condition than the field and is well drained, marked and maintained. The soccer team would prefer using this field to their own even when repaired, hence the preference for off-site facilities.

5.3.2. Discussion on Strategies that Organizations can Implement to Increase Participation

The top ranked strategies from the survey were: provision of on-site facilities, having a variety of sports available, offering prizes during competitive races, and support by top management.

From the literature review, provision of on site facilities was found to be beneficial to both the employer and the employee (Ellen, 2009). On site facilities cut down on travel time and costs of visiting other locations outside the premise. This is a benefit to the employer as employees will spend longer times at the workplace. Similarly the employer is also able to monitor the use of the facilities and provide activities that would be most enjoyed by the staff (Silva, 2011). The cross tabulation of onsite facilities and gender showed that both men and women agreed and strongly agreed with the ranking of the on site sports facilities chosen which were: swimming, gymnasium, soccer and athletics.

The second ranked strategy was having a variety of sports and physical activities available. The literature suggests that a variety of sports not only exposes talent from staff but also increases the number of staff who can participate due to accommodating various interests (Voit, 2001). The employer should consider the views of staff on the type of activities to provide in order to maximize participation and have greater returns from the investment of the facilities.

Prizes during competitions offer an incentive for staff to increase participation and to improve their skills in sports. The literature shows that competitions at frequent intervals such as annually or semiannually have several benefits to the organization. It promotes team spirit among staff that can compete among divisions; it also ensures sustainability of the programs, as well as increasing the health of the staff who engage in the activities (Mulvihill, 2003).

The support of top management is vital to the promotion of sports activities. An organization should include staff health as a strong pillar in the organizations strategy. It was noted that most organizations have staff wellness in their manuals, but are inactive in the implementation of the strategies (Curry, 2012). The respondents noted that the participation in sports activities in Olkaria varied according to the human resource manager posted at the work station. A manager with sports enthusiasm was more supportive to sports. It was also noted that the sports policy in the human resource manual did not clearly define the level of participation of the company in supporting sports initiatives.

5.3.3. Discussion on Benefits to Organizations Involvement in Sports and Physical Activities

Participation of staff in sports and physical activities is of benefit to the employee, the employer and the society at large. The respondents ranked the following benefits as the most significant: a healthier workforce, promotion of team spirit, increased productivity, savings in health care costs and having a good public image.

Promotion of health is a benefit to the employee, employer and the society. From the literature an unhealthy workforce not only decreases the productivity of staff but also increases health costs to the company, the employee and the society at large (Kalish, 2014). The society is affected in the following ways: increased burden to the health sector which decreases the quality of health and increased strain on the family finances. A healthy workforce increases productivity and bottom line profits, and saving in health care insurance which should be passed to the employees in form of higher salaries and wages. A cross tabulation of age and a healthier workforce showed that eighty percent of the age groups agreed and strongly agreed that a healthy workforce is a significant benefit to the organization. This shows that the health and productivity of employees is highly regarded across age groups.

Organizations that promote team spirit among their employees have a higher public image than those that do not. From the literature, studies have shown that positive publicity is best promoted by the employees of an organization (Hudson, 2008). Sports activities can foster team spirit by planning competitions among departments which increase interaction among staff. Other benefits listed by the respondents were the nurturing of sports in men and women.

Eighty percent of the respondents were willing to participate in company initiatives to promote sports and physical activities. This was also demonstrated by respondents leaving their names and contact information to be contacted. This was a very positive response from respondents showing that their responses were genuine and they are enthusiastic about sports and physical activities. In addition to the verbal comments and questions, some respondents also documented their comments in the questionnaire. The following were as quoted by the respondents: “Thanks for the initiative and awaiting feedback, This should be implemented as soon as possible, survey is inclusive and has included most sports, good survey and would like to read the findings, a healthier workforce increases performance, reduces absenteeism and sick offs which increase productivity of the staff, the outcome of the survey should be adopted, hope that the information will be used accordingly, the staff need involvement in games activities, and that the survey is pertinent”.

5.4. Conclusions

The purpose of this study was to investigate the challenges facing employee's participation in sports and physical activities, and to identify the benefits organizations reap from implementing strategies to increase participation. There was a high response rate from the questionnaire which shows that the respondents were enthusiastic about the research topic and are eager for the company to implement the findings. The following conclusions can be drawn from the study.

5.4.1. Conclusions on the Challenges Facing Employees Participation in Sports

Organizations should ensure they create a healthy work life balance for their employees to allow time for participation in sports activities. Job responsibilities should be equitably shared to free up time for the overburdened staff. This will also have a positive effect in decreasing overtime costs. A healthy workforce has been shown to not only benefit the employee but also the employer as it will increase the physical and mental health of the staff during the execution of their duties.

The company should equitably consider providing sports activities that would be accessible to staff living in housing as well as those living further away in Naivasha town. Transport and location of offices can be mitigated by the company providing transport to Naivasha town after work hours to enable staff to engage in physical activities.

The high costs of facilities can be offset by an organization paying for the facilities, reimbursing payment or cost sharing with the staff. This encourages the staff to access a wide range of sports facilities at affordable costs.

Active participation in sports and physical activities will decrease the biological factors such as poor fitness levels among employees. This not only promotes the staff health but also increases their motivation within the organization.

Organizations should offer a wide variety of sports and physical activities to increase the participation among male and female staff. Planning of frequent competitions among the staff and offering prizes as incentives will increase the motivation of the staff to train, as well as

promote team spirit among departments. It also ensures sustainability of the programs within the company.

The organizations should provide sports and physical activities that are suggested by the staff. This will ensure that the decisions are people driven versus being company driven which increases the participation of staff in activities they prefer.

5.4.2. Conclusions on Strategies that Organizations can Implement to Increase Participation

The support of top management in sports initiatives is vital in the success of any activity within an organization. Top management can support sports initiatives by providing a budget to facilitate the activities, hiring staff dedicated to sports activities to ensure the programs are professionally run, as well as participation of the senior management in the company.

Provision of on site facilities not only increases the level of participation among staff, but also decreases employee absenteeism as the staff would be motivated to stay at work in order to participate in sports activities after work.

Healthy eating options at the cafeteria promote the health of staff by ensuring that they nourish their bodies with healthy foods, especially in Olkaria as the options of food during lunch are limited. The company should also promote regular health and wellness by holding informative talks from specialists on preventable diseases and promotion of healthy living.

5.4.3. Conclusion on Benefits to Organizations Involvement in Sports and Physical Activities

The company may benefit from having a healthy work force early in the company by introducing sports and physical activities to their younger staff. This not only has benefits from having a healthier workforce and increased productivity, but will also increase the retention rate of staff and increase their job satisfaction from out of work engagements by the company.

Organizations should be vocal about their sports activities by involving the media to create a fan base for their sports as well as advertise their company as having great management practices and staff welfare. This not only promotes their brand by creating a good public image but also creates a sense of pride among employees affiliated with the company

5.5. Recommendations

The following recommendations can be made from the findings of the research.

5.5.1. Recommendations for Improvement

5.5.1.1. Recommendations on Challenges Facing Employees Participation in Sports

The organization should offer transport to the town center for employees willing to participate in sports activities after work hours, due to the far location of the Olkaria offices from the town center. The organization should develop on site facilities that staff can access within the work station after hours.

5.5.1.2. Recommendations on Strategies that Organizations can Implement to Increase Participation

The top management of the organization should develop a team to implement and manage the sports activities within the company. The organization should provide a variety of sports activities that will accommodate sports for both male and female, young and old persons in the company.

The company should hold frequent competitions among staff and offer prizes as incentives for participation. The organization should begin by implementing the following four sports and physical activities that were highest ranked by employees: swimming, gymnasium, soccer and athletics.

5.5.1.3. Recommendations on Benefits to Organizations Involvement in Sports and Physical Activities

The company should offer cash incentives to employees who decrease their health care costs from living a healthy lifestyle and actively engaging in sports and physical activities.

5.5.2. Recommendations for Further Studies

To better understand the sporting needs and culture among its staff, the researcher recommends a study into the history of sports and physical activities among its staff and strategies for future development.

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APPENDIX

1. QUESTIONNAIRE

FACTORS AFFECTING THE PARTICIPATION IN SPORTS AND PHYSICAL ACTIVITIES AMONG KENGEN STAFF

Questionnaire

Dear Sir/ Madam,

Maintaining a healthy lifestyle involves eating a balanced diet and engaging in physical activity.

Today's work and life demands create a challenge in creating time to exercise. Organizations can play a role in creating opportunities for employees to actively participate in sport and physical activities.

This questionnaire is part of an MBA study at USIU to identify the challenges involving employee's participation in sports, strategies that organizations can implement to increase activity, and the benefits of participation in sports and physical activities.

Your participation will contribute significantly to developing a strategy for corporates to provide sports and physical activity initiatives.

The information from this survey will be confidential. We will send you a summary of the survey results if you provide your contact details.

Thank you very much for your participation.

Sincerely,

Njeri Kamatu

P.O. Box 14634

Nairobi

Tel: 0715-790-684

FACTORS AFFECTING THE PARTICIPATION IN SPORTS AND PHYSICAL ACTIVITIES AMONG STAFF

Part 1: Demographic Details

1. What is your Gender? (tick where appropriate)

- Male
 Female

2. What is your Age Bracket? (tick where appropriate)

- 20 – 30 years
 31 – 40 years
 41 – 50 years
 51 – 60 years
 61 and over

3. How many years have you worked for the organization? (tick where appropriate)

- 0-5 years
 6-10 years
 11-15 years
 16-20 years
 20-25 years
 26 and over

4. In which department do you serve the organization? (tick where appropriate)

- Business Development & Strategy
 Finance & Commercial
 Human Resource & Administration
 Operations
 Regulatory Affairs

5. Where do you reside while at your work station? (tick where appropriate)

- KenGen Housing
 Naivasha Town
 Other

6. What is your marital status? (tick where appropriate)

- Single
 Married

7. Where is your family located? (tick where appropriate)

- Naivasha
 Nairobi
 Other location (please specify)

PART 2: Challenges affecting participation

8. To what extent do the following Corporate factors affect your participation in sports and physical activities? (tick where appropriate)

Factor	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Time					
Job Responsibilities					
Location of offices					
Work travel					
Transport					
Others					

9. In which way would you prefer your organization to support your participation in sport and physical activity? (tick where appropriate)

Factor	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Providing on site facilities					
Cost sharing off site facilities					
Paying for off site facilities					
Corporate membership at sports clubs					
Others (please specify)					

10. To what extent do the following Biological factors affect your participation in sports and physical activities? (tick where appropriate)

Factor	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Age					
Gender					
Reproduction					
Disease					
Injury					
Body Image					
Disability					
Poor fitness					
Others					

11. To what extent do the following Physiological factors affect your participation in sports and physical activities? (tick where appropriate)

Factor	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Family background					
Peer group participation					
Motivation					
Competence					
Presence of coach/ instructor					
Others (please specify)					

12. To what extent do the following Social factors affect your participation in sports and physical activities? (tick where appropriate)

Factor	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Culture and traditions					
Politics					
Presence of role models					
Media					
Sports fans					
Others (please specify)					

13. To what extent do the following Environmental factors affect your participation in sports and physical activities? (tick where appropriate)

Factor	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Weather and climatic conditions					
Access to sport facilities					
Community/ school sports initiatives					
Variety of sports activities available					
Incentives towards participation in sports					
Others (please specify)					

14. Which On Site sports facilities would you prefer the company to provide? (tick where appropriate)

Factor	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Gymnasium					
Soccer					
Netball					
Basketball					
Tennis					
Squash					
Badminton					
Swimming pool					
Rugby					
Athletics track					
Aerobics					
Others					

15. Which Off Site sports facility would you prefer the company to provide? (tick where appropriate)

Factor	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Gymnasium					
Soccer					
Netball					
Basketball					
Tennis					
Squash					
Badminton					
Swimming pool					
Rugby					
Athletics track					
Aerobics					
Others					

PART 3: Strategies to Increase Participation

16. Which of the following strategies can your organization implement to increase the participation in sport and physical activities among staff? (tick where appropriate)

Factor	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Support by top management					
Provide on-site facilities					
Provide off site facilities					
Periodic challenges/races					
Prizes for winners					
Cash incentives					
Variety of programs					
Good bathroom facilities					
Healthy eating options at the cafeteria					
Informative emails on health					
Others (please specify)					

17. What are the benefits to organizations investing and participating in corporate fitness initiatives? (tick where appropriate)

	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Healthier workforce					
Increased productivity					
Decreased absenteeism					
Job satisfaction					
Employee retention					
Builds team spirit					
Savings on health care costs					
Good public image					
Greater life expectancy					
Others (please specify)					

18. Would you be willing to participate in a team to coordinate sports activities in your organization?

- 1) ___ Yes (name, email, telephone)
 2) ___ No

19. Do you have any additional comments, questions, or insights regarding either the survey or the project?