AN EXAMINATION OF EFFECT OF SUBSTANCE USE ON EMPLOYEE PERFORMANCE: IMPLICATION FOR COUNSELING INTERVENTIONS IN SELECTED STATE CORPORATIONS NAIROBI COUNTY, KENYA

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16J03EMCP008

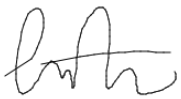
A Thesis Submitted in partial fulfillment of the requirements for the award of the degree of Master of Arts in Counseling Psychology in the Counseling Psychology Department, School of Humanities and Social Sciences of Africa Nazarene University

JULY 2024

DECLARATION

I declare that this document and the research that it describes is my original work and that it has not been presented in any other university for academic work.

Mwangi Teresia Wamaitha



Student signature:_____ Date: 04/07/2024

This research was conducted under our supervision and is submitted with our approval as university supervisors.

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DEDICATION

I dedicate this study to my late friend Josephine Akisa Emukule who was a comrade in the Department of Counseling Psychology, who succumbed to a long illness bravely borne on 9th August 2023. May her soul continue resting in peace.

ACKNOWLEDGEMENT

First, I thank the Almighty God for His Grace, Providence and Inspiration during this research. I thank my family for their patience, sacrifice, understanding and encouragement. Secondly, I thank my supervisors: Dr. Jane Ngure and Dr. Priscilla Mugambi for their guidance and support throughout the process. I appreciate their tireless efforts towards the success of this study.

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ABSTRACT

The menace of substance use is a very widespread problem in society today. Substance use by employees pose a major risk for the employees as well as the employers. The purpose of this study was to examine the effect of substance use on employee performance in state corporations of Nairobi, Kenya. The study's objectives were to assess the substance use by employees, to evaluate the risk factors associated with employee substance use in state corporations in Nairobi, to examine the influence of substance use on employee performance in the state corporations in Nairobi and to establish the interventions adopted in addressing substance use among employees in the state corporations in Nairobi. The theories that guided this study are Cultural-Identity Theory and Social Learning Theory. The study adopted a mixed-method research design. The data was collected using a self-administered questionnaire and an in-depth interview guide. The results from instrument pretest indicated that Cronbach alpha was above 0.7 and thus the statement was considered reliable. Subject matter experts assessed the content validity of the instruments to ensure their accuracy and relevance. The self-administered questionnaire was administered to employees while the in-depth interview was conducted with key informants who were human resource managers. The target population was 1,000 employees from the service state corporations. A sample of 285 respondents was used. Data analysis was aided by the Statistical Package for Social Sciences (SPSS Version 26). Data was analyzed using descriptive statistics. Thematic Analysis was used for in-depth interviews. The findings for objective one indicated that tobacco and alcohol had a risk score of 17 and 19, respectively, while cannabis scored low at 3. Other substances fell within the low-risk range. The findings for objective two indicated mean scores ranged from 3.66 to 3.86, indicating factors like early initiation, family history, availability, financial means, childhood trauma, and job stress were identified as contributors to substance use. The findings for objective three had an average score of 3.77 across all statements indicating general agreement on risk factors' impact. Early exposure, family history, availability, financial means, childhood trauma, and job stress were found to influence substance use. Lastly, the findings for objective four indicated the mean scores for counseling interventions ranged from 2.87 to 3.03, with varied perceptions. Awareness of rehabilitation programs and support groups was moderate, suggesting potential areas for improvement. The study concludes that substance use is prevalent among employees in Nairobi County's state corporations, necessitating targeted interventions to mitigate adverse effects on performance. The study recommends prioritizing comprehensive substance use prevention and intervention programs, including clear workplace policies and education initiatives, alongside offering Employee Assistance Programs (EAPs) for support. Addressing underlying factors contributing to substance use, reducing work-related stress, and fostering a positive work culture are suggested to promote employee well-being.

DEFINITION OF TERMS

Substance Use (SU):	This refers to the consumption or use of psychoactive substances, including alcohol, drugs, or any other mind-altering substances, by employees within the selected State Corporations. This includes both legal and illegal substances.
Employee Performance (EP);	The effectiveness and efficiency of employees' work in the selected State Corporations. It encompasses several key performance indicators (KPIs): attendance, work output, customer service, meeting targets, and performance appraisal.
State Corporations (SC):	These are government-owned entities or organizations operating within Nairobi County, Kenya. These entities are involved in various sectors and provide public services or engage in commercial activities.
Human Resources (HR):	The department or function responsible for managing personnel matters within the selected State Corporations. This includes activities related to recruitment, training, employee relations, and performance management.
Employee Assistance Program (EAP):	These are structured counseling and support programs offered by the selected State Corporations to help employees address substance use issues. It includes counseling, rehabilitation, support groups, and other interventions.
Key Performance Indicators (KPIs);	These are specific and measurable criteria used to evaluate employee performance within the selected State Corporations. These include attendance records, work output quality and quantity, customer service satisfaction, achievement of set targets, and results of performance appraisals.

Counseling Interventions:	This encompasses a range of actions taken by the selected State Corporations to address substance use among employees. These interventions include Employee Assistance Programs (EAPs), one-on-one counseling sessions, rehabilitation programs, and support groups aimed at reducing substance use and improving employee well-being.

LIST OF ACRONYMS AND ABBREVIATIONS

SU: Substance Use

EP: Employee Performance

SC: State Corporations

HR: Human Resources

EAP: Employee Assistance Program

KPIs: Key Performance Indicators

CDC: Centers for Disease Control and Prevention

NACADA: National Authority for the Campaign against Alcohol and Drug Abuse

WHO: World Health Organization

NCADD: National Council on Alcoholism and Drug Dependence

CBT-Cognitive Behavior Therapy

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter introduces substance use and its effects on the performance of employees. The chapter provides the background of the study, the statement of the problem, the objectives, and the research questions. Additionally, the chapter has discussed the scope of the study as well as the significance, limitations, assumptions of the study, and theoretical and conceptual frameworks.

1.2 Background of the Study

Substance use among working adults is increasingly becoming an issue of social and public health concern due to the immense effects it has on the individual user, the family, the workplace, the society, and the nation at large. This is evidenced by poor performance at workplace, increased family conflicts, and utilization of medical and worker's compensation benefits due to illnesses and accidents.

The issue of alcohol and substance use in the workplace has historically been approached with a dismissive attitude and often disregarded, influenced primarily by moral judgments rather than genuine concern for the associated health implications. According to Taylor, Paluszek, Rachor, McKay, and Asmundson (2021), the term "drug" refers to any substance that, upon ingestion, induces changes in the functioning of the body or mind. This includes prescription and over-the-counter drugs. Pharmaceutical compounds are chemical molecules that can potentially exert beneficial or detrimental effects on the human body. While many chemicals fall under the category of illicit drugs, which are prohibited by law, there are also licit drugs that are legally manufactured, sold, used, and possessed without any legal restrictions

(NACADA, 2019). The intricate relationship between substance use and employee performance becomes particularly evident when considering how the use of legal and illegal substances can significantly impact key performance indicators.

Employee performance, as a critical component in organizational effectiveness, is a multifaceted construct that encompasses various dimensions of an employee's work-related behaviors and outcomes (Robbins & Judge, 2019). In the context of this study, employee performance within selected State Corporations in Nairobi County, Kenya, is evaluated based on key performance indicators (KPIs) such as attendance, work output, customer service, meeting targets, and performance appraisal results (Dessler, 2017). Employee performance is greatly affected by an employee's lifestyle including their use of substance of abuse.

Substance use involves the consumption of psychoactive substances such as drugs or alcohol, often leading to altered states of consciousness (World Health Organization, 2021). It encompasses both legal substances, such as alcohol and prescription medications, as well as illicit drugs such as cannabis. Substance use can have various motivations, including recreational, therapeutic, or self-medicating purposes. Its impact on individuals and society is a subject of extensive research (Frone, 2019). While some individuals may engage in controlled and responsible substance use, others may develop substance use disorders characterized by compulsive and harmful patterns of consumption (American Psychiatric Association, 2018). Preventing and addressing substance use and its associated consequences remain critical public health challenges, necessitating comprehensive strategies that encompass prevention, treatment, and harm reduction (World Health Organization, 2021).

The use of substances exhibits a lack of discrimination, exerting its influence across various nations, irrespective of their level of development (Taylor, 2021).

Further, this phenomenon is associated with significant financial burdens for companies and enterprises, as well as the depletion of valuable time resources. Moreover, it poses a potential threat to the well-being and safety of other individuals within the broader societal context (World Drug Report, 2019). Furthermore, this issue is widespread across several civilizations, with higher substance users observed within the labor force compared to the overall population. According to Skóra, Pattij and Müller (2020), the use of substances has been linked with significant impacts on various workplace outcomes, including reduced productivity due to factors such as absenteeism, illness during working hours, tardiness, early departure, accidents, difficulties in fulfilling work-related duties, and detrimental effects on relationships with customers and colleagues.

Employee substance use can be influenced by various risk factors. These risk factors often revolve around personal, social, and environmental factors (Ames & Bennett, 2020). On a personal level, stress and job dissatisfaction can contribute to substance use as employees may seek ways to cope with these pressures (McCann, 2018). Social factors such as peer influence and a culture of acceptance towards substance use within the organization can also play a significant role. Additionally, environmental factors like easy access to alcohol or drugs can further exacerbate the issue (Agumba, 2018). These risk factors make a person who is already struggling with other stressors be vulnerable to substance use in seeking psychological relief. Despite the temporary relief, substance use aggravates the stress leading to difficulty in work performance.

The use of substances can lead to a range of negative outcomes, including reduced productivity, absenteeism, increased accidents and errors, and impaired decision-making (Schantz & Bruk-Lee 2016). Employees who engage in substance use

may experience cognitive impairments, mood fluctuations, and physical health problems that directly affect their ability to perform their job tasks effectively. Further, substance-related issues can strain workplace relationships and create a toxic work environment (Kainika, 2019). These problems can however be remedied through putting effort in diverse interventions.

Counseling interventions targeting substance use among employees typically involve a combination of psychoeducation, motivational interviewing, and cognitive-behavioral approaches. These interventions aim to create a supportive and non-judgmental environment where employees can openly discuss their substance use issues. Through educational sessions, employees gain insights into the effects of substance use on their health and work performance (Skóra, Pattij & Müller, 2020).

Counseling interventions are a critical element in addressing the impact of substance use on employee performance, transcending specific geographical contexts (Greenberg, 2021). When employees engage in substance use, it can lead to a decline in their productivity, reliability, and overall behavior at work. Implementing counseling interventions like cognitive-behavioral therapy (CBT), motivational interviewing, and employee assistance programs (EAPs) can significantly modify these outcomes (Balducci, Fraccaroli, & Schaufeli, 2011). Cognitive-behavioral therapy is a central intervention. It targets the negative thought patterns and behaviors linked to substance use, aiding employees in developing coping strategies to manage triggers. This approach, validated in various studies, including those by Hendershot, Witkiewitz, George, and Marlatt (2019), offers a structured way to tackle substance use issues and enhance employee well-being. Employee Assistance Programs are tailored to offer confidential counseling and support for employees dealing with personal or work-related problems, including substance use (McCann 2018). These programs, as

highlighted in research by Jacobson, Jones, and Bowers (2019), not only assist employees with substance use issues but also improve their overall work performance and satisfaction.

Globally, 14.8milion individuals who use drugs in America, 70% of them are employed. Studies have also shown that employees who have had three or more jobs in the past five years are twice as likely to be substance users compared to employees who have reported having had two or fewer jobs in the same duration (NCADD, 2019). Additionally, the use of alcohol among workers can negatively affect the safety of the public more so in cases of critical duties such as security and medical care, or acts of aggression among employees or with clients. Furthermore, substance use causes enormous psychosocial fatalities such as suffering and pain to the users, their loved ones, and significant people in the users' lives including the employer. The harm caused by the use of alcohol and other drugs in a person's place of work can be seen in terms of injuries and fatalities and in terms of reduced productivity, poor work results, and a reduction in the number of employees in the workplace (WHO, 2018). Alcohol is noted as a major contributor to 4% of work-related accidents (National Occupational Health & Safety Commission, 2018) and it is a key contributor to 3-11% of the injuries experienced in the workplace (Kazan, 2016).

In the regional perspective, a 2018 study in Nigeria, steered by the National Bureau of Statistics (NBS) established the huge scale of Nigeria's drug challenge. The survey indicates that, in 2017, approximately 15 percent of the adult population in Nigeria (around 14.3 million people) reported a mandatorily significant level of use of psychotropic substances. The survey indicated that the highest level of substance use was recorded among people aged between 25 to 39 years. This report becomes

worrisome because it doubles the global 2016 average of 5.6% among adults (Yomi, 2019).

Locally, substance use is escalating rapidly. This ranges from alcohol and cigarettes to the more dangerous drugs, like marijuana, cocaine and heroin, among other drugs. In addition, there are marked changes in demographic profile of users: Women and youth are increasingly initiating use of drugs (Jaguga & Kwobah, 2020). Every part of the country is affected. About 37% of the population between the ages of 15-65 take alcohol or at least one drug with prevalence highest in Nairobi and Mombasa Counties. Statistics from a NACADA Alcohol and Substance use Situation Analysis among Employees in the Public Sector in Kenya showed that in 2018, 57.9% of public sector employees had ever used alcohol at least once in their lifetime with 33.3% of them being classified as current users (NACADA, 2019).

Building on the understanding that substance use significantly affects employee performance in various dimensions, this study aims to delve deeper into the specific context of service state corporations in Nairobi County. It sought to evaluate the prevalence, risk factors, impact on work performance, and the effectiveness of counseling interventions in mitigating the challenges posed by substance use among employees.

1.3 Statement of the Problem

Substance use is widely considered a personal matter rather than a workplace concern, leading many employers to overlook its adverse effects on employee performance. According to NACADA's 2019 report, 33.3% of public sector employees engage in alcohol consumption, along with other substances like cigarettes, miraa, and

bhang. A study by Jaguga and Kwobah (2020) showed that 67% of human resources professionals consider substance use a highly significant workforce challenge.

The magnitude of the problem is substantial, impacting nearly one-third of the workforce in the public sector. This was further worsened by the COVID-19 pandemic when employees were working from home (World Health Organization, 2023). The risk levels associated with substance use vary from high to moderate, depending on the substance in question. High-risk behaviors include binge drinking and drug usage, leading to elevated levels of job turnover and absenteeism, as per findings by Schantz and Bruk-Lee (2016). Moderate risks may involve less harmful but still impactful substances like cigarettes or miraa.

If left unresolved, the issue has far-reaching implications not just for the individual employees but also for the overall productivity and reputation of their respective organizations. The International Labor Organization estimates that alcohol contributes to 20-25% of all workplace accidents. Failure to address substance use could result in increased absenteeism, decreased productivity, and poor quality of services offered by these public institutions. In the long run, this compromises Kenya's Vision 2030 and tarnishes the reputation of these organizations. Literature such as studies by Nyaga (2021) and Bulquif (2021) highlights the negative impact on mental health and career progression but lacks focus on diminished productivity directly linked to substance use.

Counseling interventions aim to mitigate the adverse effects of substance use on employee performance, which is a major concern as indicated by the high prevalence rates and the associated risks (McCann, 2018). Counseling interventions can offer tailored support and treatment options, focusing on behavioral change, coping strategies, and overall mental well-being. By integrating these interventions into the

workplace, organizations will not only address the direct impact of substance use on productivity and job turnover but also contribute to the broader goal of improving employee health and safety. This approach aligns with the need to enhance overall workplace effectiveness and supports Kenya's vision 2030 by fostering a healthier, more productive workforce. Therefore, this study sought to examine the effects of substance use on employee performance and recommend interventions in Kenya's service state corporations in Nairobi County.

1.4 Purpose of the Study

The purpose of this study was to examine the effect of substance use on employee performance and the implication of counseling interventions in selected service state corporations in Nairobi, Kenya.

1.5 Objectives of the Study

The study was guided by the following specific objectives;

i. To evaluate the prevalence of substance use by employees in selected service state corporations, in Nairobi County.
ii. To examine the risk factors associated with employee substance use in selected service state corporations in Nairobi County.
iii. To assess the influence of substance use on the level of work performance among employees in selected service state corporations in Nairobi County.
iv. To assess the effectiveness of the existing counseling interventions in addressing substance use problems among employees in the selected service state corporations in Nairobi County.

1.6 Research Questions

The study sought to answer the following research questions;

i. What is the prevalence of substance use among employees in the selected service state corporations located in Nairobi County?
ii. What are the risk factors associated with employee substance use in selected service state corporations in Nairobi County?
iii. How has substance use affected the level of work performance among employees in the selected service state corporations in Nairobi County?
iv. How effective are the counseling interventions in addressing substance use problems among employees in the selected service state corporations in Nairobi County?

1.7 Significance of the Study

The research is important for policy development regarding the administration of state-owned service businesses, as well as for professionals working with staff members and individuals with substance use disorders. This study provides researchers and practitioners with insights into how substance use impacts employee performance, which can inform the development of targeted counseling interventions to improve workplace productivity in Nairobi County's state corporations.

The findings of this study hold importance for policymakers and management of state-owned service firms in tackling a challenging issue related to employees. Substance use problems frequently go unaddressed until a critical juncture arises. The purpose of this study was to enhance the understanding of human resources managers regarding the complexities associated with substance use and its impact on employee productivity within organizational settings.

The results of this study furnishes employers and employees with valuable insights that help inform and direct the creation and execution of an efficient strategy

to address substance-related damage inside the workplace. The data presented in this research will facilitate the adoption of a health and safety framework that encompasses both the prevention and management of substance use disorders.

The study establishes a robust foundation of literature from which future studies and references can be derived. This study aims to contribute to the academic community by examining the impact of substance usage on employee performance. The study's results facilitate the identification of current deficiencies in the field of substance use within the workplace. Additionally, it proposes additional avenues for research and emphasize evidence-based solutions that effectively tackle substance use in this context. The outcomes of this study contributes to the current body of information on substance use prevention and management in public sector institutions, hence providing valuable insights for academicians, academics, and researchers.

1.8 Scope of the Study

The study sought to examine the effects of substance use on employee performance in service state corporations in Nairobi, Kenya. This focus was chosen due to the significant impact of substance use on workplace productivity and the critical role these corporations play in Kenya's public service delivery. The tagert population was four institutions and this gave an approximate total of 1,000 employees. The four institutions included the National Authority for Campaign against Alcohol and Drug Abuse, the National Council for Law Reporting, Kenya Wildlife Service, and Kenyatta National Hospital. The rationale adopted in selecting the target population comprises representative ability, statistical significance, and manageability (Paul, 2021). The four selected service state corporations exhibit diverse traits that could be replicated and used in the decision-making process involving drug management nationally.

1.9 Limitations and Delimitation of the Study

Obtaining information from employees who engage in substance use might provide challenges due to concerns about confidentiality and the risk of self-incrimination. There is a possibility that employees would exhibit reluctance in correctly reporting their consumption patterns. To establish boundaries, self-reports were treated as confidential and anonymous, ensuring a sense of certainty.

Furthermore, participants may not have provided truthful responses, as they may have deliberately minimized their engagement in activities related to substance use. The researcher assured the respondents that the study was solely intended for academic purposes, and their confidentiality would be carefully protected to facilitate their active and informed participation. To foster a climate of honesty, the researcher employed surveys or interviews to ensure that participants were at ease while responding to inquiries of a sensitive nature. The researcher ensured the confidentiality through the implementation of robust protocols for data collection, storage, and analysis. The researchers adhered to ethical principles and legal obligations regarding the safeguarding of participants' data.

On delimitations, the study was confined to selected service state corporations in Nairobi County, Kenya, thus the findings may not be generalizable to other regions or sectors. Additionally, the study concentrated on the effects of substance use specifically within the workplace context, without exploring broader societal or personal implications of substance use. The types of substances examined was limited to those most commonly reported within the selected corporations, possibly excluding less common substances that might also impact employee performance. The research methodology primarily involved surveys and interviews, which might not capture the complete depth of the issue compared to a more diverse methodological approach. By

setting these boundaries, the study aims to provide a focused and detailed exploration of the topic within its specified parameters.

1.11 Assumptions of the Study

i. The study is based on the assumption that the respondents would cooperate during the study and provide accurate data and information.

ii. The study also assumed that employees use substances that affect their performance at work.

1.12 Theoretical Framework

The study was informed by the Cultural-Identity Theory and Social Learning Theory. The Cultural-Identity Theory explains substance misuse as a part of identity transformation influenced by socio-cultural factors, highlighting how marginalization and cultural norms impact employee substance use. Social Learning Theory, on the other hand, focuses on the role of observational learning in the workplace, suggesting that employees may adopt substance use behaviors by mimicking their peers. Together, these theories provide a comprehensive understanding of the factors influencing substance use in the workplace and its impact on employee performance.

1.12.1 Cultural-Identity Theory

This study is informed by the Cultural-Identity Theory of drug abuse proposed by Collier and Thomas in 1988. The proposed theory posits that drug misuse may be understood as a result of a process of identity transformation associated with drug use. This process is influenced by three concepts at the micro-level, two concepts at the meso-level, and three concepts at the macro-level. According to Collier and Thomas (1988), the micro-level notions encompass personal marginalization, ego identity distress, and the loss of power in the process of creating one's identity. The Meso-level

notions encompass social marginalization and the phenomenon of identifying with a drug subcultural group. The three overarching notions at the macro-level encompass economic opportunity, educational opportunity, and popular culture. Anderson (1998) provides a comprehensive analysis that elucidates both the motive behind drug-related identity change and the corresponding opportunity structure facilitating such transformation.

This theory places particular emphasis on the phenomenon of drug use and its impact, in contrast to prevailing views on the reasons for drug use which tend to prioritize substance users over drug abusers or fail to differentiate between the two (Salas-Wright & Schwartz, 2019). According to the cultural identity theory, those who engage in drug misuse are more likely to be those who face considerable levels of personal and social marginalization, leading to an increase in their discomfort related to ego-identity. The correlation between substance use and the workplace is subject to considerable influence from several factors, including national, social, cultural, ethnic, religious, and gender-related considerations (Jeffreys & Zoucha, 2018). Cultural or collective practices can potentially contribute to the facilitation of substance use. Certain cultural norms can be observed within certain professional environments, wherein these norms may provide a benchmark that is expected to be followed by individuals who do not adhere to them. This theory is pertinent to the present study as it elucidates the reasons behind employees' inclination to engage in substance use and the subsequent impact on their job performance.

The Cultural-Identity Theory of Drug Abuse (Colller & Thomas 1988) provides a helpful perspective on how culture and cultural identity relate to drug use. As such, it plays an integral role in informing this study. Particularly, it provides insight into traditions and heritage and subsequent impact on culture. The theory, therefore, is vital

in exploring how drug use impacts employee performance, considering the identified factors. However, it has limitations. It also oversimplifies what causes drug use – reducing it to culture (or "values") in the abstract—with little regard for the more nuanced economic, societal, or psychological origins of use. Two is that some of the findings here might have limited utility since they do not control for intra-group variation among cultures. Moreover, given the age of this theory, questions could be raised about how applicable it is to modern drug use contexts which include factors such as globalization and digital culture. It enriches our knowledge, but we must also integrate deeper perspectives into this approach to achieve an integrative view of substance use.

1.12.2 Social Learning Theory

The Social Learning Theory, introduced by psychologist Albert Bandura in the 1970s, posits that individuals learn through observing the behaviors of others and the outcomes of those behaviors. This theory contends that learning is not merely shaped by internal thoughts or external rewards and punishments but also by watching others and considering the consequences of their actions (Bandura, 1977). Social Learning Theory explains how substance use behaviors may spread within a workplace. Employees may observe their coworkers engaging in substance use and notice any apparent short-term benefits (such as stress relief or social bonding), which could lead them to adopt similar behaviors. In the context of substance use, Social Learning Theory suggests that employees may develop such behaviors by observing their coworkers. If an employee sees a colleague using substances and apparently benefiting from it, whether through stress relief, enhanced social interactions, or other perceived advantages, they might be more inclined to engage in similar behavior. This process is

strengthened when the observed behavior seems to be rewarded or at least not punished, thereby reinforcing its adoption (Olsson, Knapska & Lindström, 2020).

Counseling interventions based on Social Learning Theory focus on altering the environmental and social factors that contribute to substance use. These interventions might include workplace training programs that demonstrate the negative consequences of substance use, promote alternative coping strategies, and foster a culture where healthy behaviors are modelled and rewarded. By creating an environment where positive behaviors are observed and emulated, it's possible to encourage healthier choices among employees.

However, the Social Learning Theory has its strengths and weaknesses. One of its strengths is its broad applicability; it can be used to understand a wide range of behaviors, from substance use to organizational habits. It considers both environmental and cognitive factors, providing a more comprehensive view of human behavior. On the downside, the theory may not account well for individual differences, such as why some employees might be more resistant to adopting substance use behaviors even after observing others engaging in them. It also can be critiqued for not focusing enough on the emotional factors that may influence behavior (Olsson, Knapska & Lindström, 2020).

Social Learning Theory is relevant to the study as it guides the research in understanding how substance use behaviors are adopted and perpetuated within a workplace setting, potentially offering insights into preventative measures. By exploring the social learning mechanisms in the context of substance use among employees, the study identifies critical factors that influence such behavior, allowing more effective interventions to improve employee performance and well-being.

1.13 Conceptual Framework

The model below shows the relationship between the independent variable and the dependent variable. The dependent variable is employee performance while independent variables are types of substances used, risk factors contributing to substance use, the influence of substance use on performance, and measures adopted in addressing substance use. A diagrammatic representation of the conceptual framework is shown in Figure 1.1.

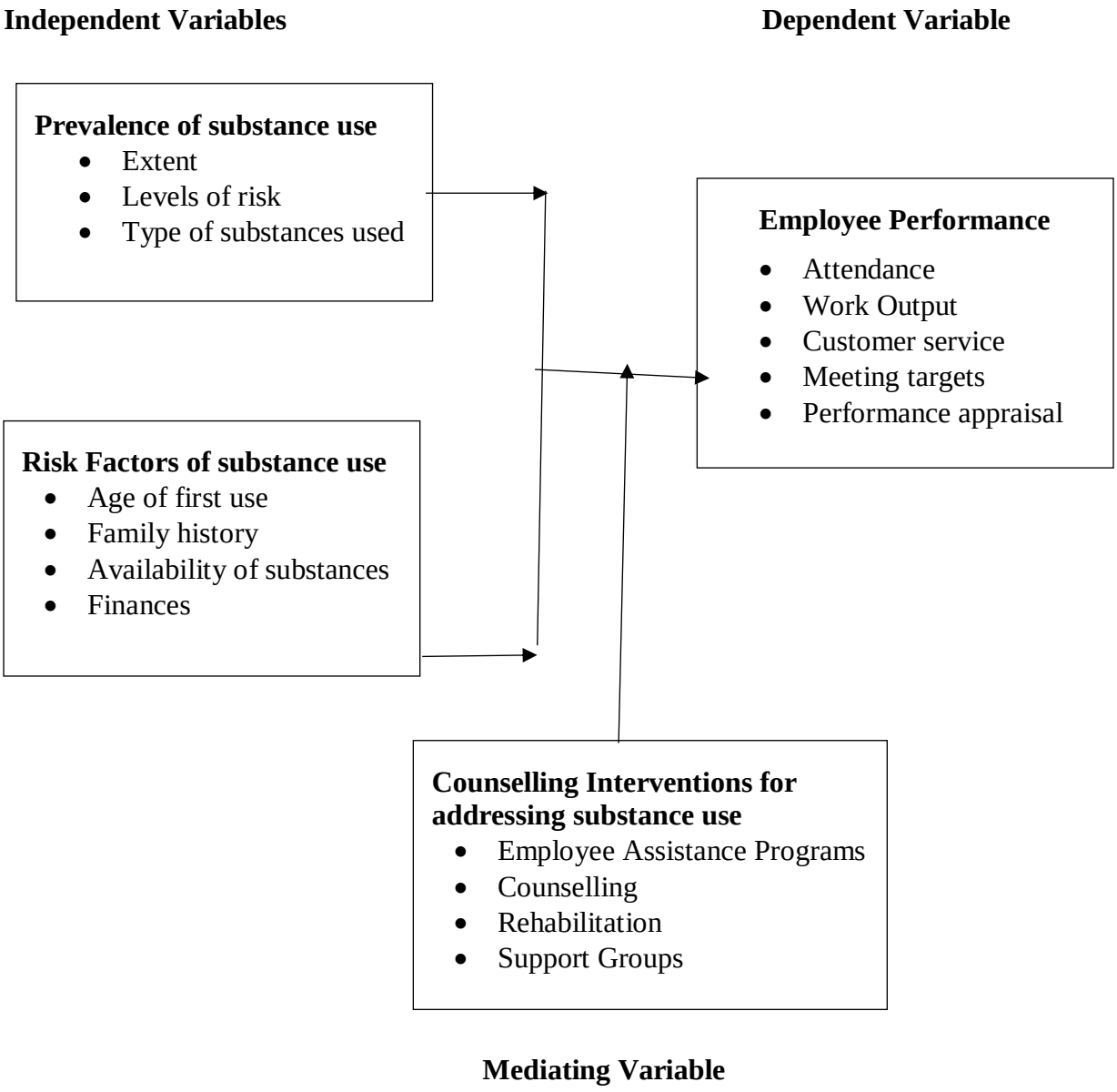


Figure 1.1: Conceptual Framework

The conceptual framework presented in Figure 1.1 illustrates the relationship between the independent variables—types of substances used, risk factors contributing to substance use, the influence of substance use on performance, and measures adopted in addressing substance use—and the dependent variable, employee performance. The types of substances used by employees can vary, and understanding their prevalence is crucial for assessing their impact on the workforce.

Risk factors contributing to substance use, such as personal, social, and environmental factors, play a significant role in an individual's likelihood of engaging in substance use. These risk factors can influence the frequency and severity of substance use, which in turn can have a direct impact on employee performance. The influence of substance use on performance is a key aspect of this framework, as it highlights the potential negative consequences of substance use on productivity, absenteeism, safety, and overall job performance. Finally, the measures adopted in addressing substance use, such as policies, education, and support programs, can moderate the relationship between substance use and employee performance by providing interventions and resources to mitigate the negative effects of substance use in the workplace.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the literature on substance use on employee performance and its effects on workplace productivity. The chapter looks at substance use by employees, risk factors associated with employee substance use, the influence of substance use on the level of productivity among employees, and measures adopted in addressing substance use among employees.

2.2 Review of Literature

2.2.1 Prevalence of Substance Use by Employees

The utilization of substances exhibits a lack of discrimination, exerting its influence across various nations, irrespective of their level of development. This phenomenon is associated with significant financial burdens for companies and enterprises, as well as the depletion of valuable time resources. Moreover, it poses a potential threat to the well-being and safety of other individuals within the broader societal context (World Drug Report, 2014). Furthermore, this issue is widespread across several civilizations, with higher substance users observed within the labor force compared to the overall population.

The utilization of substances has been found to have a significant impact on various workplace outcomes, including reduced productivity due to factors such as absenteeism, illness during working hours, tardiness, early departure, accidents, difficulties in fulfilling work-related duties, and detrimental effects on relationships with customers and colleagues (Skóra, Pattij & Müller, 2020). This gives rise to organizational limitations such as increased staff turnover and the utilization of personal

health benefits as a result of incidents and illnesses stemming from alcohol consumption (Schifano, 2017). The use of substances has been found to have detrimental impacts on an individual's capacity to perform professional tasks effectively. Research has demonstrated a correlation between substance use and many negative outcomes in the workplace, including but not limited to depression, frequent requests for relocation, frequent job changes, and the regular turnover of supervisors and colleagues (ILO, 2019).

According to Frone (2018), employees may frequently experience initial advantages when using drugs, including enhanced social connectivity, relaxation after work, and increased work productivity. Due to a variety of influential reasons, employees may resort to drug usage as a means of managing the emotional challenges associated with weariness, monotony, feelings of social detachment, and seclusion. The initial enjoyment of substance use in the company of friends or colleagues gradually transitions into a solitary activity adopted as a means of coping. As the duration of the situation unfolds, an employee will encounter significant challenges in maintaining confidentiality. According to a study conducted by NACADA (2017) on the Rapid Situation Assessment of the Status of Drug and Substance Abuse in Kenya found that increased expenditure on material possessions and reduced time spent at the workplace might lead to negative impacts on both personal and professional relationships.

The findings of research conducted by the World Health Organization (WHO, 2019) indicate that a growing number of illnesses can be attributed to a lack of self-care. In response to these repercussions, individuals engaging in substance use may resort to increased alcohol consumption, exacerbating their self-destructive tendencies. Once substance usage transitions into a persistent state, it manifests as an addiction that lacks a definitive remedy.

According to the World Health Organization (WHO), around 2 billion individuals, accounting for 33% of the global population, engage in drug use. Additionally, the WHO claims that there are 76.3 million people worldwide who have been diagnosed with alcohol use disorders, making alcohol the most prevalent substance utilized on a global scale (WHO, 2018; WHO, 2019). According to research conducted by the National Council on Alcoholism and Drug Dependence (NCADD) in the United States, employers are obligated to allocate around $81 billion annually towards expenses related to substance use (NCADD, 2019).

On a global scale, the use of drugs and substances continues to pose a significant challenge to individuals' performance and overall productivity. In the United States, out of the total population of 14.8 million individuals who engage in drug usage, around 70% of them are currently employed. Research has indicated that individuals who have held three or more positions within five years exhibit a higher propensity for engaging in substance use, as compared to those who have reported having two or fewer job transitions during the same time frame (NCADD, 2019). Moreover, the consumption of alcohol by employees can have adverse implications for public safety, particularly in high-stakes roles such as security and healthcare, as well as instances of hostility involving staff members or clients.

Moreover, the use of substances leads to major psychosocial consequences, resulting in the experience of distress and anguish for those who engage in substance use, as well as their close relationships and important individuals within their social circles, including employers. The detrimental effects resulting from the consumption of alcohol and other substances within an individual's occupational setting manifest in the form of physical injuries and fatalities, as well as diminished productivity, subpar job outcomes, and a decline in workforce size (World Health Organization, 2018). Alcohol

has been identified as a significant factor in approximately 4% of work-related accidents, according to the National Occupational Health & Safety Commission (2018). Furthermore, it has been recognized as a prominent contributor to a range of injuries suffered in the workplace, accounting for approximately 3-11% of such incidents (Kazan, 2016).

A comprehensive investigation conducted in Nigeria in 2018, under the guidance of the National Bureau of Statistics (NBS), revealed the extensive magnitude of the drug problem in the country. According to the survey findings, it was observed that in the year 2017, an estimated 14.3 million individuals, accounting for roughly 15 percent of the adult population in Nigeria, reported engaging in a substantial and obligatory degree of psychotropic substance consumption. According to the survey findings, individuals within the age range of 25 to 39 years exhibited the highest prevalence of substance use. This research raises concerns as it indicates a significant increase compared to the global average of 5.6% among adults in 2016 (Yomi, 2019).

The increasing substance use among employees is a matter of significant concern. The proportion of individuals who engage in substance use and are unemployed exceeds 77%, and there is a persistent upward trend in employment losses attributable to substance use. Ritchie and Roser (2023) highlight the substantial impact of alcohol consumption on employee absenteeism, with an estimated 500 million work days lost annually. The authors emphasize that substance abuse, including the consumption of drugs and alcohol, is not limited to any particular social group. Instead, individuals from diverse economic, social, and educational backgrounds are affected by this issue. The pressures that may lead to substance abuse are pervasive, and even professionals in the legal sector, despite their education and social status, are not immune to these challenges. In the context of South Africa, it has been estimated that

approximately 70% of individuals actively participating in labor engage in the consumption of alcohol and the use of drugs. According to Meneses (2018), employers experience a loss of 86 work days per year due to employee absences resulting from alcohol and substance usage.

According to a comprehensive survey done by the National Authority for the Campaign against Alcohol and Drug Abuse (NACADA) in 2020, the data revealed that the lifetime prevalence rate for alcohol consumption stood at 39%. Additionally, the prevalence rate among those aged 15 to 65 years was recorded at 13%. The consumption of alcohol is subject to various influences, such as gender, familial background, and parental influence. Males exhibit a heightened susceptibility to engaging in excessive alcohol use and developing alcohol use disorders. Nevertheless, there has been an upward trend in alcohol consumption, abuse, and addiction among women. The prevalent substances of abuse in Kenya encompass alcohol, tobacco, cannabis (bhang), adhesive solvents, khat (miraa), and psychiatric medications.

According to a 2020 survey conducted by NACADA, it was found that 56% of individuals employed in public service have consumed alcohol at some point in their lives. Additionally, 23% of respondents reported using tobacco products, while 16% admitted to having chewed miraa/Khat/Muguuka. Furthermore, a small percentage of participants, specifically 6.6% and 1.3%, acknowledged having experimented with substances such as bhang, heroin, cocaine, or mandrax at least once in their lifetime. The findings of this survey indicate that alcohol emerged as the predominant substance of choice within the ranks of public officials, exhibiting a prevalence rate of 33%. Additional data indicate that approximately 17% of personnel employed in the public sector engage in alcohol consumption and have been observed to exhibit signs of intoxication in the presence of their colleagues. Greater emphasis should be placed on

implementing workplace initiatives aimed at addressing alcoholism inside public institutions, to cultivate a more responsible and professional civil service (NACADA, 2020).

The present study, done by Mokaya, Mutiso, Musau, Tele, Kombe, Ng'ang'a, and Clair (2016), examines substance use within a specific population of healthcare workers in Kenya. A convenience sample of 206 healthcare employees from 15 health facilities underwent administration of the Alcohol Smoking and Substance Involvement Screening Test (ASSIST). The prevalence rates of lifetime substance use were as follows: alcohol (35.8%), tobacco (23.5%), cannabis (9.3%), sedatives (9.3%), cocaine (8.8%), amphetamine-like stimulants (6.4%), hallucinogens (5.4%), inhalants (3.4%), and opioids (3.9%). Tobacco and alcohol emerged as the predominant substances subject to abuse within the preceding three-month period. The male gender and substance use were identified as significant predictors for both lifetime and three-month prevalence rates. Substance use among healthcare employees in Kenya tends to be greater compared to the overall population, but lower in comparison to the rates observed among workers in many other countries.

According to a study conducted by NACADA (2019), it was found that 57.9% of individuals employed in the public sector have consumed alcohol, 22.8% have engaged in cigarette use, 15.9% have used miraa, 6.6% have used cannabis, and 1.3% have used narcotics such as mandrax, heroin, and cocaine at least once in their lifetime. When comparing the national prevalence rates, it is evident that the public sector exhibits significantly higher lifetime alcohol usage (57.9%) in contrast to the general population (39.2%). Conversely, the public sector demonstrates slightly lower lifetime tobacco usage (22.8%) compared to the rest of the country (24.5%). Furthermore, the public sector displays a slightly higher lifetime miraa usage (15.9%) compared to the

national average (11%), while lifetime bhang usage in the public sector (6.6%) is slightly higher than that of the overall population (6.5%).

The prevalence of substance use in Kenya is notably on the increase. The spectrum of substances encompasses alcohol, tobacco, and khat as well as more hazardous substances such as marijuana, cocaine, and heroin, among other illicit narcotics. Furthermore, there have been notable shifts in the demographic characteristics of users. According to Jaguga and Kwobah (2020), there is a growing trend of drug initiation among women and youth. Approximately 37% of the population within the age range of 15 to 65 engage in the consumption of alcohol or the use of at least one type of drug, with the highest frequency observed in Nairobi and Mombasa Counties. According to the findings of a NACADA Alcohol and Substance Use Situation Analysis conducted among employees in the public sector in Kenya, it was observed that in the year 2018, a majority of public sector employees, specifically 57.9%, reported having consumed alcohol at least once in their lifetime. Furthermore, 33.3% of these individuals were categorized as current users (NACADA, 2019).

Based on the findings from NACADA (2019), it was determined that a majority of individuals employed in the public sector, specifically 57.9%, have consumed alcohol at some point in their lives. Additionally, a significant proportion of employees, specifically 22.8%, have used tobacco products, while 15.9% have engaged in the consumption of miraa. Furthermore, a smaller percentage of individuals, specifically 6.6%, have used bhang, and an even smaller proportion, specifically 1.3%, have experimented with drugs such as mandrax, heroin, and cocaine. When comparing the prevalence of alcohol, tobacco, miraa, and bhang usage in the public sector to the national average, it is evident that the lifetime usage rates differ significantly. Specifically, the public sector exhibits a notably higher lifetime alcohol usage rate

(57.9%) compared to the rest of the country (39.2%). Conversely, the public sector demonstrates a slightly lower lifetime tobacco usage rate (22.8%) in contrast to the national average (24.5%). Moreover, the public sector displays a slightly higher lifetime miraa usage rate (15.9%) compared to the rest of the country (11.3%). In comparison, the lifetime bhang usage rate in the public sector (6.6%) is slightly higher than the national average (6.5%). The first findings reveal that a considerable employee percentage in the public sector had been exposed to drug usage. It is imperative to conduct additional research on the influence of underlying drug use on individuals' performance to enhance the decision-making process.

2.2.2 Risk Factors Associated with Employee Substance Use

Risk factors for employee substance use are various elements that increase the likelihood of an individual engaging in substance use (Greenberm, 2021). These factors can be broadly categorized into individual, environmental, social, and occupational domains. Individual risk factors include personal history, psychological or emotional issues, and genetic predispositions. Environmental and social factors cover influences such as peer pressure, the availability of substances, cultural norms, and family background. Occupational risk factors involve aspects of the work environment, such as job stress, workplace culture, and the nature of the job itself, which might encourage or facilitate substance use. Understanding these risk factors is crucial for identifying employees who may be more vulnerable to substance use and for developing targeted interventions.

Frone (2019) study on individual and environmental risk factors found that demographic variables such as age and gender significantly influenced substance use, with younger males being particularly susceptible. The study also revealed that psychological factors like stress, depression, and anxiety played a crucial role, often

leading employees to use substances as coping mechanisms. They highlighted the impact of environmental factors, including a family history of substance abuse and social networks that normalized substance use. These findings underscored the multifaceted nature of substance abuse risk factors, suggesting the need for interventions to address both personal and environmental elements.

Ames and Bennett (2020) focused on the influence of organizational culture on employee substance use. This research was particularly insightful in industries such as construction and hospitality, where the work culture often implicitly condoned substance use. The study observed that in such environments, substance use became a normative behavior, significantly increasing its prevalence among employees. Additionally, the study highlighted the role of the availability of substances, noting that easy access within or near the workplace markedly raised the likelihood of employee substance use. These findings emphasized the need for organizational policies and industry-specific interventions to mitigate these risks, suggesting that altering the organizational culture and environment could be as critical as addressing individual risk factors in combating substance abuse in the workplace.

Agumba (2018) conducted a study to investigate the impact of medication utilization on the professional productivity of employees in a specific group of star-rated hotels situated along the Kenyan Coast. The research employed a descriptive survey design. The results of the study demonstrate a statistically significant correlation between the frequency of drug usage and the level of absenteeism seen among employees. As a result, the employers incur an annual cost of Ksh. 8,100,000 owing to drug use-related absenteeism, resulting in lost man-hours and labor days. A noteworthy correlation was observed between drug usage and the frequency of accidents among employees. A total of 40.1% of participants indicated that there were incidents of

workplace accidents that can be attributed to the consumption of alcohol and substances. The findings additionally demonstrated that the twenty-five hotels allocated a sum of Ksh. 1,250,000 annually for workman's compensation as a result of accidents in the workplace associated with substance use. There was a lack of statistically significant correlation observed between the frequency of drug usage and the level of job productivity. Based on the results obtained from this investigation, it can be inferred that the utilization of alcohol and substances among hotel staff yields detrimental consequences for both explicit and implicit expenses.

Additionally, Kainika (2019) evaluated to determine the influence of substance misuse on job performance among employees in the insurance sector in Kenya. The study focused on chosen insurance institutions located in Nairobi. The research focused on those employed in occupations where drug and substance use was prevalent. The participants were picked from a pool of six insurance companies located in Nairobi, Kenya. The study findings indicated that drug use had a detrimental effect on the job performance of employees in the chosen insurance companies. Furthermore, a statistically significant association was seen between drug use and each of the three work performance indicators. The research revealed that the utilization of drugs had a significant impact on the occurrence of absenteeism in the workplace, as well as observable alterations in workplace behavior and a decline in productivity levels among employees within the insurance sector in Kenya.

In a study conducted by Kaithuru and Asatsa (2015), the researchers examined the effects of alcoholism on both the social and financial costs, as well as its impact on work relationships among employees of the Kenya Meteorological Service in Nairobi County. The results of the study revealed that around one-third (33%) of the participants reported alcohol consumption, whereas the majority (67%) of the surveyed individuals

abstained from alcohol consumption. Approximately 49% of the participants agreed with the notion that alcohol consumption is associated with diminished productivity and substandard work performance within the labor force. According to the findings of Wekesa and Waudo (2013), the use of alcohol and drugs harms the progress and advancement of any organization in Kenya.

The utilization of drugs also entails economic ramifications for both the individual and the organization. Greenberg (2021) conducted a study that employed a comprehensive framework to assess the additional economic cost imposed by persons diagnosed with major depressive disorder in the United States. This approach included both original data and estimates derived from existing literature, with a particular emphasis on identifying significant shifts in economic burden between the years 2010 and 2018. The research findings indicate that there was a significant rise of 37.9% in the economic burden experienced by adults diagnosed with severe depressive disorder. This burden went from $US236.6 billion to $326.2 billion. Furthermore, there was a significant shift in the cost breakdown of 2018, with direct expenditures accounting for 35% (compared to 47% in 2010), suicide-related costs accounting for 4% (compared to 5% in 2010), and workplace costs accounting for 61% (compared to 48% in 2010). The results of this study indicate that firms may potentially face increased expenses to improve employee well-being, which could have implications for overall organizational effectiveness.

2.2.3 Influence of Substance Use on the Level of Performance among Employees

Substance use among employees can have a profound impact on their level of performance in the workplace (McCann, 2018). It often leads to decreased productivity, increased absenteeism, and impaired decision-making abilities. The use of substances can alter cognitive functions and physical coordination, thereby affecting an employee's

ability to perform tasks efficiently and safely. Additionally, substance use can contribute to a decline in interpersonal relationships at work, leading to a disrupted team dynamic and poor communication. These effects not only hinder the individual's performance but also can have a ripple effect, impacting the overall productivity and morale of the workplace. Consequently, addressing substance use is critical for maintaining a healthy and effective work environment (Frone, 2013).

Balducci, Fraccaroli, and Schaufeli (2011) examined the direct impact of substance use on various aspects of job performance. They found that substance use negatively affected cognitive abilities and emotional stability, leading to reduced productivity and increased errors in the workplace. Furthermore, their research highlighted a correlation between substance use and a decline in interpersonal skills, which adversely affected teamwork and communication. This study was pivotal in establishing a clear link between substance use and decreased job performance, underscoring the importance of addressing substance use to maintain a high level of productivity in the workplace.

The study conducted by McCann (2018) in South Africa examined the impact of substance-use-related absenteeism among employed male persons with alcohol addiction. The findings revealed that around 67% of the participants were employed. On average, each respondent experienced a loss of approximately 86 working days per year as a result of absenteeism from their workplace. Among the individuals included in the sample, a majority of 66% admitted to being tardy for work. Additionally, 61% of the respondents acknowledged being missing from work on Monday mornings. Furthermore, 62% of the participants confessed to using alcohol during work hours on certain occasions, while a smaller proportion of 12% admitted to habitually consuming alcohol at work.

In a subsequent investigation conducted by Kwabe and James (2019), an examination was undertaken to evaluate the impact of drug and alcohol consumption on the performance of several employees within Adamawa State, Nigeria. The data that was gathered was subjected to analysis through the utilization of descriptive statistics as well as Graded Items Response Theory. The results of the study indicated that a significant proportion of these individuals engage in frequent and substantial consumption of drugs, attributing to their perceived efficacy in enhancing energy levels, facilitating recreational activities, and increasing productivity. The substances that are consumed in larger quantities encompass caffeine, marijuana, tramadol, codeine, nicotine, alcohol, and various other compounds that are not conventionally used for medicinal purposes. It has been additionally ascertained that the impact of drug and alcohol utilization yields significant adverse outcomes on individuals' effectiveness, as exemplified by elevated rates of worker absenteeism, fatal occupational injuries/accidents, substance use disorders, depression, and trauma, diminished job productivity and performance, substandard work quality, and impaired interactions with clients/customers. The study emphasized the need for prompt implementation of rehabilitation and counseling initiatives aimed at effectively addressing the potential development of substance use disorders among employees. These programs are intended to facilitate the recovery and transformation of those at risk.

In a study conducted by Rono (2014), the impact of drug and substance usage among employees on their performance and productivity levels in Kenya was examined. The study aimed to achieve several specific objectives: firstly, to identify the various types of drugs and substances utilized by employees; secondly, to investigate the underlying causes of drug and substance use among employees; thirdly, to evaluate the impact of drug and substance abuse on employee performance; and

finally, to establish effective measures for addressing drug and substance use within the organization. The survey revealed that employees inside the firm have challenges related to drug and substance utilization. The available documentary data has indicated the occurrence of instances involving drug and substance utilization by employees inside the confines of the job. The utilization of drugs and substances had a detrimental impact on the performance of employees. The study proposed the implementation of counseling services, sensitization programs, training programs, and rehabilitation programs for individuals with substance use disorders.

According to Frone (2013), a range of 40% to 65% of employees who engage in drug use demonstrate observable behavioral alterations, such as increased irritability, argumentativeness, diminished self-esteem, and either excessive or insufficient verbal communication. Furthermore, it is worth noting that the organization's reputation and performance might be negatively impacted by detrimental behavioral changes that are associated with substance use. The study conducted by Frone (2013) examined the effects of drug usage on behavioral outcomes in the workplace. The findings indicated a positive correlation between substance use and behaviors such as lack of control, heightened sensitivity, anxiety, and irritability within the work environment. The active involvement of employees in drug use led to significant behavioral changes, including an increased propensity for dishonesty and a tendency towards violent behavior even in response to minor provocations.

Konchellah (2014) conducted supplementary research to examine the effects of alcohol consumption on employee absenteeism and performance within the context of Kenya Ports Authority. The study provided clear evidence of a correlation between alcohol use and staff productivity. It was found that the Kenya Ports Authority has implemented effective methods for measuring employee productivity, which in turn

helps mitigate the negative impact of alcohol usage inside the business. The extent to which alcohol consumption affects employees' capacity to fulfill their responsibilities within designated timeframes, the annual loss of man-hours at Kenya Ports Authority, and the potential additional costs incurred by the organization to compensate for reduced productivity resulting from alcohol use, remain uncertain. The organization's lack of clarity in assessing time losses due to alcohol consumption was identified as the cause of this issue. The research findings additionally demonstrated that the consumption of alcohol has a direct adverse effect on the clientele and net revenues of Kenya Ports Authority.

Moreover, the research conducted by Konchellah (2014) demonstrated a significant correlation between absenteeism caused by alcohol consumption and the ability to achieve predetermined levels of productivity. Furthermore, the study indicated that alcohol usage can contribute to suboptimal employee relationships, leading to impaired coordination among team members. Furthermore, employees who use alcohol exhibit a higher frequency of recording negligent and risky decisions in the workplace. The results of the study indicate that there is a significant correlation between alcohol use and staff productivity.

Frone (2006) conducted a meta-analysis of the literature on alcohol use and job performance, revealing a significant negative relationship between alcohol use and various aspects of job performance, such as absenteeism, tardiness, and workplace accidents. The study highlighted the importance of considering the frequency and timing of alcohol use when examining its impact on work outcomes.

Similarly, a study by Mangione (1999) investigated the relationship between drug use and job performance among a sample of U.S. workers. The results showed that employees who reported using illicit drugs had significantly higher rates of

absenteeism, tardiness, and job turnover compared to non-drug users. The study also found that the severity of drug use was positively associated with the level of job performance problems. The impact of substance use on cognitive functioning and decision-making has also been explored in the literature. A review by Gruber, Silveri, and Yurgelun-Todd (2007) discussed the neurocognitive consequences of marijuana use, highlighting its potential effects on attention, memory, and executive functioning. The authors argued that these cognitive impairments could translate into reduced job performance and increased safety risks in the workplace.

Moreover, research has investigated the role of work-related stress in the relationship between substance use and job performance. A study by Frone (2008) found that work stress was positively associated with alcohol use and negatively associated with job performance among a sample of U.S. workers. The study suggested that employees may turn to substance use as a coping mechanism for work-related stress, which in turn can exacerbate job performance problems.

2.2.4 Counseling Interventions for Addressing Substance Use among Employees

Several interventions have been advanced to address the issue of substance use in workplaces. In addressing the need for workplace substance use prevention, the PREVENT program, originally designed for the United States Navy, was adapted to the railroad workforce (Spicer & Miller, 2016). The study evaluated the impact of the PREVENT program on alcohol use and smoking among young adults ages 18–29 in the railroad industry. The study used a prospective controlled before–after study design. The study findings suggest that participants showed significant declines in drinking levels post-intervention compared to comparison workers, controlling for baseline and demographic factors, and the program is essential in mitigating drug use in the workplace.

Kwabe and James (2019) conducted a study in Yola Metropolis, Adamawa State, Nigeria, examining the effects of drug and alcohol abuse on professional efficiency, highlighting the urgent need for workplace interventions in African settings. Their findings emphasize the detrimental impact of substance use on various professions within the Nigerian context. Mushi et al. (2022) performed a scoping review on the integration of alcohol use disorder interventions in general healthcare settings across sub-Saharan Africa, revealing both opportunities and challenges in implementing such programs in the region. Their work highlights the potential for integrating substance use interventions into existing health care systems, while also acknowledging the unique barriers faced in African countries. Although not specifically focused on Africa, Verhey et al.'s (2020) systematic review of cognitive behavioral therapy (CBT) implementation for mental disorders and substance-use disorders in low- and middle-income countries provides insights applicable to many African nations. Their findings suggest that while non-specialist-delivered CBT shows promise, it faces significant implementation challenges in resource-limited settings common across Africa.

A survey by NACADA (2020) highlights that the Government of Kenya introduced a drug control component in its system for the performance contract of civil servants, who are now required to carry out a drug control activity as one of their duties. This measure is expected to contribute significantly to advocacy, training, and drug use prevention and management through counseling and rehabilitation

Another study by Baridi and Okech (2014) assessed the strategies that have been put in place in public workplaces by the government of Kenya in spearheading the fight against alcohol and drug use. The study employed quantitative data collection methodology, with qualitative methods also used to gather data from key informants

and observations during the study. The findings showed that Kenyan government institutions were at different levels in the fight against alcohol and drug use. The government uses some global strategies in anti-alcohol and drug use efforts, such as the development of programs to fight alcohol and drug use. The study found that there were efforts to sensitize civil servants on alcohol and drug use and that efforts had been put in place to mitigate the effects of alcohol and drug use.

Moreover, a study by Ngeera and Muia (2020) was conducted on the influence of substance use on service delivery by Kenyan police officers. The study established that substance and drug use has increased operational costs in the Kenya Police Service in that drug and substance use hinders the police service from focusing and developing core competencies, it also reduces the effectiveness of the police service in performing its mandate and discourages citizens from seeking police services. In addition, the study found that perceived effects of drug use among police officers were; work-related disorganization, misery in life, and poor health. Effects at the workplace include; reduced efficiency at work, low staff morale, lateness, and even absenteeism. Measures put in place to curb the menace of drug use include; reducing working hours for police officers, increment of salaries, and provision of education and sensitization on the effects of drug use.

Further studies include Christopher, Pamela, and Simiyu (2020), which focused on the assistance, treatment, and rehabilitation of employees affected by alcohol and drug use-related problems in hospitals in Kenya. The study conceptualized that alcohol and drug use influences work performance in terms of direct and indirect costs to the employee affected by the use and organization hence the need for treatment and rehabilitation of such employee. The majority (72%) of the respondents were aware and knew the contents of the alcohol and drug use workplace prevention policy and 60% of

them considered the policy a success. On alternative measures utilized in managing alcohol and drug use, education and training were well received at 42%. The most prominent aspects of alcohol and drug use considered successful were corporate culture and practice (30%), followed by suggestion boxes (25 %,) and medical cover at 25%. Re-absorption of rehabilitated workers and detection of a risky work environment got the least support at 12% and 8% respectively.

Substance use among employees is a significant concern for organizations worldwide, as it can lead to reduced productivity, increased absenteeism, and higher healthcare costs (Frone, 2013). Counseling interventions have been recognized as an effective approach to addressing substance use issues in the workplace. This literature review aims to explore the various counseling interventions used to address substance use among employees and their effectiveness.

One of the most widely used counseling interventions for substance use is the Employee Assistance Program (EAP). EAPs are designed to provide confidential support and resources to employees facing personal or work-related challenges, including substance use (Richmond, 2017). A study by Merrick (2011) found that employees who utilized EAP services for substance use issues reported significant improvements in their work performance and overall well-being. The study highlighted the importance of easy access to EAP services and the need for a supportive organizational culture that encourages help-seeking behavior.

Motivational Interviewing (MI) is another effective counseling intervention for addressing substance use among employees. MI is a client-centered approach that focuses on exploring and resolving ambivalence towards change (Miller & Rollnick, 2013). A randomized controlled trial by Hagger (2011) demonstrated the effectiveness of MI in reducing alcohol consumption among employees in the United Kingdom. The

study found that employees who received MI sessions reported significant reductions in their alcohol intake and improved job satisfaction compared to the control group.

Cognitive-Behavioral Therapy (CBT) has also been found to be an effective counseling intervention for substance use in the workplace. CBT focuses on identifying and modifying maladaptive thoughts and behaviors related to substance use (Beck, 2011). A study by Bohlmeijer (2011) investigated the effectiveness of a CBT-based intervention for reducing alcohol-related problems among employees in the Netherlands. The results showed that employees who received the CBT intervention reported significant reductions in alcohol consumption and alcohol-related problems compared to the control group.

In addition to individual counseling interventions, group-based interventions have also been found to be effective in addressing substance use among employees. A study by Bennett (2004) evaluated the effectiveness of a team-based substance abuse prevention program in a manufacturing company in the United States. The program included group education sessions and peer support activities. The results showed that employees who participated in the program reported significant reductions in substance use and improved communication and trust within their work teams.

The effectiveness of counseling interventions for substance use among employees can be enhanced by incorporating elements of mindfulness and stress management. Mindfulness-based interventions have been found to be effective in reducing stress and promoting emotional well-being (Kabat-Zinn, 2003). A study by Wolever (2012) investigated the effectiveness of a mindfulness-based stress reduction program for employees in a corporate setting. The results showed that employees who participated in the program reported significant reductions in perceived stress and improvements in overall well-being.

The literature also highlights the importance of organizational support in the success of counseling interventions for substance use among employees. A study by Bacharach (2008) found that employees who perceived their organization as supportive were more likely to seek help for substance use issues and report positive outcomes from counseling interventions. The study emphasized the need for organizations to create a culture of support and to provide resources and policies that promote employee well-being.

2.3 Summary and Research Gap

The literature review on the influence of substance use among employees highlights several key areas but also reveals significant research gaps that warrant further investigation. Studies like those by Balducci, Fraccaroli, and Schaufeli (2011) and McCann (2018) have established the direct negative impact of substance use on various aspects of job performance, such as cognitive abilities, emotional stability, interpersonal skills, and increased absenteeism. These studies provide a clear link between substance use and diminished workplace productivity, emphasizing the importance of addressing substance abuse to maintain high levels of productivity. However, these studies primarily focus on the immediate or direct effects of substance use, such as errors in work, absenteeism, and reduced interpersonal skills. While the immediate effects of substance use, like absenteeism and reduced productivity, are well-documented, there's a lack of in-depth research on how sustained substance use affects career progression, long-term mental health, and overall life satisfaction of employees. Addressing these gaps would not only enhance our understanding of the broader implications of substance use in the workplace but also inform the development of more effective, holistic strategies for managing and preventing substance abuse in

professional settings. Therefore, this study sought to examine the effects of substance use on employee performance in Kenya's service state corporations in Nairobi County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The primary objective of this chapter was to outline the methodological approach that facilitated the investigation of the impact of substance use on the performance of employees in service state corporations within Nairobi County. This chapter provides an overview of the methodologies that was utilized to accomplish the objectives of the study. The chapter comprises several sections, including an overview of the research design and its justification, a description of the study site and the units of analysis, an explanation of the target population and the sample size along with the employed sampling techniques, a discussion on data collection and analysis methods, an account of pre-testing, an assessment of the validity and reliability of data collection instruments, and an exploration of the legal and ethical considerations involved.

3.2 Research Design

The study used a mixed method research design with both quantitative and qualitative methods. A mixed method research design allows for a comprehensive investigation of the prevalence, risk factors, and individual experiences related to substance use and its impact on employee performance. This approach enabled the researcher to investigate the underlying reasons and mechanisms behind how substance use impacts various performance metrics, providing essential insights for developing effective counseling interventions. The quantitative method was used to determine the prevalence and the risk factors. In addition, qualitative research was utilized because it allows one to investigate people's experiences in detail by using a specific set of approaches such as interview schedules (Hennink, Hutter, & Bailey, 2020). The

advantage of qualitative research is that it elicits a deeper understanding of administering, designing, interpreting assessment and testing, exploring test-takers' feelings, conduct, perceptions, and understanding (Rahman, 2017).

3.3 Research Site

The research study was carried out at four State Corporations in Nairobi County. These are the National Authority for the Campaign against Alcohol and Drug Abuse, Kenya Wildlife Service, National Council for Law Reporting, and Kenyatta National Hospital. The four corporations are justified due to their relevance to the research focus, access to data and participants, geographic convenience, potential for comparative analysis, resource constraints, and the fact that they entail diverse sectors. Nairobi County was the preferred site for the study due to its cosmopolitan nature, representing people from diverse regions of Kenya hence the study can be generalized. In addition, it is not feasible to cover the whole of Kenya due to geographical proximity and limited time. Another reason is that there is an overwhelming use of substances in urban areas. Therefore, the findings gave a general view of the situation regarding substance use in other service state corporations.

3.4 Target Population

Population refers to all elements, individuals, or subjects having similar observable characteristics of the study (Creswell, 2019). According to NACADA (2020), one in every four civil servants is using drugs or other addictive substances. For this study, the researcher sampled four institutions and this gave an approximate total of 1,000 employees (Inspectorate of State Corporations, 2023). The four institutions included the National Authority for Campaign against Alcohol and Drug Abuse, the

National Council for Law Reporting, Kenya Wildlife Service, and Kenyatta National Hospital. The study respondents are distributed as shown in Table 2.1

Table 2.1: Target Population Distribution

Institution	Number of employees
NACADA	150
National Council for Law Reporting	120
Kenya Wildlife Service	300
Kenyatta National Hospital	470
Total	**1,000**

Source: Inspectorate of State Corporations (2023).

3.5 Study Sample

A sample is a sub-category of the target population that is used to generate the essential data for the study (Creswell, 2019). The study sample was the employees in the service state corporations in Nairobi County.

3.5.1 Study Sample Size

This study adopted Yamane's (1967) simplified formula to calculate the sample size for the respondents which provided the number of responses that should be obtained using the equation;

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = population size

e = the level of precision

1 = Constant

$n = 1000 / [1+ 1000(0.05)^2]$

= 285respondents

n = 285 respondents.

The study used purposive sampling to select 285 respondents. The distribution of the sample is shown in Table 2.2.

Table 2.2: Sample Size Distribution

Institution	Number of employees	Sample Size
NACADA	150	43
National Council for Law Reporting	120	34
Kenya Wildlife Service	300	86
Kenyatta National Hospital	430	123
Total	1,000	285

3.5.2 Sampling Procedure

This study employed purposive sampling to select employees from the service state corporations. The referral technique was used to identify respondents, which helped in accessing participants who might otherwise be difficult to reach, especially given the sensitive nature of substance use topics. This approach facilitated trust and rapport-building with participants, as they were referred by peers or colleagues. This approach aids in accessing hard-to-reach groups and is often cost-effective. Researchers can also target specific criteria, improving study focus. Ethically, referrals ensure informed consent through trusted intermediaries (Alam, 2021). In essence, referral techniques improve sample quality, inclusivity, and trustworthiness, making them a valuable choice for participant recruitment in research studies. The researcher employed a snowballing technique, whereby the initial participants were encouraged to refer others they believed may meet the eligibility criteria for the study, facilitating the expansion of the participant pool. The researcher contacted the referrals and screened them for eligibility. If they met the criteria, they was invited to participate in the study.

3.6 Data Collection

The study employed a socio-demographic information questionnaire, standardized psychological test questionnaire and an interview schedule.

3.6.1 Data Collection Instruments

The respondent's socio-demographic information was collected using a general information questionnaire. The respondents responded on a four-point scale as strongly agree, agree, disagree, and strongly disagree on the substance use prevalence questionnaire, risk factors, and substance use. An interview schedule featuring open-ended questions was utilized to gather qualitative data from HR managers regarding their perceptions of substance use and its impact on employee performance. This approach allowed for the collection of in-depth insights on the complex interplay between substance use and workplace productivity.

A standardized WHO ASSIST (Alcohol, Smoking, Substance Involvement Screening Test) questionnaire was used to collect quantitative data from the employees. The interview guide was aligned with the specific research objectives, which include assessing the extent of substance use, evaluating risk factors, examining the influence of substance use on work performance, and assessing the effectiveness of counseling interventions.

3.6.2 Pre-Testing of Research Instruments

According to Creswell (2019), a researcher needs to assess instruments before using them to ensure their reliability, validity, and practicability. Therefore, testing was done to ascertain the trustworthiness of the instruments by testing the precision of language, time taken to respond, the process of administering, length, and layout of instruments. Participants who took part in the pretest study did not take part in the actual

data collection exercise. Convenience sampling was done to choose 10% of the sample size from the Water Resource Management Authority as it bears the same characteristics as the service state corporations under study. Hence, 28 (10% of 285) participants was involved in pre-testing. The participants was guided into understanding the questionnaires and interview schedules. The pre-test study was crucial in filling any gaps or correcting any errors that might have been contained in the interview schedules and questionnaires.

3.6.3 Instrument Reliability

Pre testing was employed to improve the reliability and validity of the instruments utilized in conducting the research. Every item underwent evaluation to ascertain its relevance to the study's aims. Furthermore, the reliability of the data was assessed using Cronbach's alpha, a statistical measure commonly employed in research. The software program SPSS version 26.0 was utilized for this purpose. The range of alpha coefficients utilized in the assessment of reliability is typically between 0 and 1. The enhancement of strong reliability is achieved by the attainment of higher values. According to Cooper and Schindler (2008), a dependability coefficient of 0.7 is considered the most suitable. The concept of reliability pertains to the extent to which the items within a test can assess the same construct (Tavakol & Dennick, 2011). The assessment of the study's measuring instrument's reliability was conducted by employing Cronbach's alpha coefficient, which serves as an estimate of internal consistency. A Cronbach alpha coefficient of 0.7 is considered to be an adequate level of dependability for a data collection tool. The findings are shown in Table 3.3.

Table 3.3: Reliability Test

Variables	Items	Cronbach Alpha
Risk Factors	6	0.828
Substance Use on the Level of Performance	6	0.721
Counseling Interventions	6	0.775

The results indicated that the statements under risk factors, substance use on the level of performance, counseling Interventions a Cronbach alpha of above 0.7 and thus the statement were considered reliable**.**

3.6.5 Instrument Validity

The validity of this study's research instrument was evaluated through the pretesting of respondents. Pretesting helped assess the face validity and enabled the researcher to check whether the study instruments are in line with the given study objectives. Subject matter experts assessed the content validity of the instruments to ensure their accuracy and relevance. The questionnaire was availed to the two supervisors assigned to the researcher for review and the implementation of their comments enhanced content validity of the instruments. The results from the pretesting together with the comments from the supervisors was unified in the final instrument revisions to ensure its validity.

3.6.6 Data Collection Procedure

The researcher acquired and distributed letters of introduction and an ethics permission form to the management of the target corporation, thereby notifying them of the study. In addition, a request was made for a letter from the National Commission for Science, Technology, and Innovation (NACOSTI). Once permission was granted, the researcher proceeded to conduct psycho-education regarding the requirements of the subjects. Participants were requested to provide their consent to participate in the

completion of the questionnaires and interview schedule. Upon the conclusion of the activity, the data collection instruments underwent a thorough examination to ensure their completeness. Additionally, they were assigned unique numerical identifiers as a means of establishing their identity throughout the subsequent data input process. Numeric values were assigned to all responses to the questions for data entry.

3.7 Data Analysis

The study analyzed the quantitative data using descriptive statistics. The descriptive statistics included the mean and frequencies. Statistical Package for Social Science (SPSS) version 26.0 was used to analyze quantitative data and then it was presented in summarized in tables and figures. The qualitative data was analyzed using Thematic Analysis (TA) for in-depth interviews. Thematic analysis was employed to classify themes across the dataset that was responded to.

3.8 Legal and Ethical Considerations

In consideration of legal and ethical requirements, the researcher sought permission from relevant bodies before data collection. The researcher sought permission from the Africa Nazarene University (ANU) Research Board and the National Commission for Science, Technology and Innovation (NACOSTI). The researcher explained the purpose (transmittal letter) and benefits of the research study to participants and the reason behind selecting the given target participants. Clarity was made to participants that participation in the research questionnaires and interviews is voluntary; and that they have the right to withdraw from the study at any time. Hence, the participants participated out of their own will. The participants were assured of the confidentiality of the collected information, which was used for the research only.

Pseudonyms was used to hide the real names of participants when quoting their statements.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

The chapter presents data analysis, presentation and interpretation of results. The study sought to examine the effects of substance use on employee performance and the implication of counseling interventions in selected service state corporations in Nairobi, Kenya. This chapter has multiple sections on the findings on the respondents' characteristics and the study objectives. These objectives include examining the risk factors associated with employee substance use, assessing the influence of substance use on the level of work performance among employees, and evaluating the effectiveness of the existing counseling interventions in addressing substance use problems among employees.

4.2 Response Rate

The analysis of the response rate was conducted in order to demonstrate the representativeness of the sample size. A total of 285 questionnaires were distributed for the purpose of this research, with 253 questionnaires successfully completed and returned, as shown in Table 4.1.

Table 4.1: Response Rate

Response	Frequency	Percent
Returned	253	89%
Unreturned	32	11%
Total	285	100%

Wu, Zhao and Fils-Aime (2022) depict that a response rate of 50% is deemed satisfactory for a descriptive research. According to Holtom, Baruch, Aguinis and

Ballinger (2022) it has been argued that return rates over 50% might be considered acceptable, while a return rate of 60% is seen as excellent, and a return rate of 70% is regarded as very good. The research had a commendable response rate of 89%, indicating a high level of participation.

4.3 Characteristics of the Respondents/ Demographic Characteristics

This section consists of information that describes basic characteristics including gender, age, educational level, salary, job position, duration, and workplace training.

4.3.1 Gender

The respondents were asked to indicate their gender and the results are as shown in Figure 4.1.

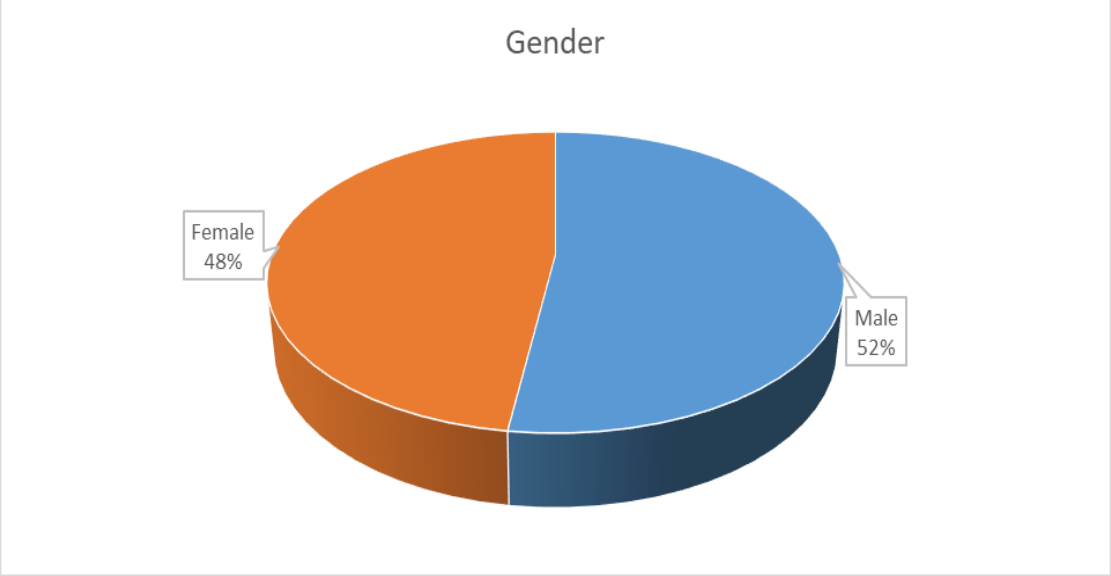


Figure 4.1 Gender of Respondents

The findings show a relatively balanced gender distribution among respondents, with a slight majority being male (52%) and a close minority female (48%). This near-even gender split suggests that the research encompassed a diverse group, potentially

offering balanced insights into the effects of substance use on employee performance across different genders. The near-even gender distribution in this study is a positive aspect, as it allows for a more comprehensive understanding of the impact of substance use on employee performance across both male and female employees. This finding aligns with the increasing participation of women in the global workforce. According to the International Labour Organization (2019), the global labor force participation rate for women was 47.7% in 2019, compared to 74.7% for men, indicating a narrowing gender gap in workforce participation.

4.3.2 Age

The respondents were asked to indicate their age and the results are as shown in Table 4.2.

Table 4.2: Age of the Respondents

Age	Frequency	Percent
18-25 years	6	2.4
26-35 years	68	26.9
36-45 years	92	36.4
46-55 years	75	29.6
Above 55 years	12	4.7
Total	253	100

The age distribution of respondents in the study highlights a significant concentration in the middle-age groups, with the largest segment being the 36-45 years' age group, accounting for 36.4% of the total respondents. This is followed closely by the 46-55 years' age group, which represents 29.6% of the participants. The 26-35

years' age group also forms a substantial portion, with 26.9% of respondents falling into this category. Notably, the youngest (18-25 years') and oldest (above 55 years') age groups are the least represented in the study, making up just 2.4% and 4.7% of the total respondents, respectively. These results suggest that the workforce in the selected state corporations in Nairobi County, Kenya, primarily consists of middle-aged employees. This demographic trend have implications for understanding the effects of substance use on employee performance, as these age groups are often associated with high productivity levels but may also face unique stressors and life challenges that could influence substance use patterns. This observation is supported by empirical data from other scholars. For instance, a study by Besen, Young, and Pransky (2015) found that the median age of the U.S. labor force has been increasing, with a growing proportion of workers in the 45-64 years age group. Similarly, a study by the International Labour Organization (2018) revealed that the global labor force participation rate is highest among individuals aged 25-54 years.

4.3.3 Educational level

The respondents were asked to indicate their level of education and the results are as shown in Table 4.3.

Table 4.3: Educational level of the Respondents

Educational Level	Frequency	Percent
High School or Lower	39	15.4
Bachelor's Degree	133	52.7
Master's Degree	57	22.4
Ph.D	24	9.5
Total	253	100

The majority of the respondents, constituting 52.7%, hold a Bachelor's degree, followed by a considerable 22.4% with a Master's degree. This suggests that the workforce in these state corporations is highly educated, with three-quarters of the respondents having attained at least an undergraduate degree. Those with a High School education or lower represent a smaller fraction, at 15.4%, while the Ph.D. holders, making up 9.5%, indicate a presence of highly specialized knowledge within the workforce. The high level of education among the respondents implies that the workforce is likely to have a good understanding of the implications of substance use on performance and may be more receptive to counseling interventions. The level of education among the respondents in this study is consistent with the growing trend of a more educated workforce globally. This finding is supported by empirical evidence from other scholars. For instance, a report by the Organisation for Economic Co-operation and Development (OECD) (2019) highlighted that the proportion of adults with tertiary education has been increasing across OECD countries, reaching an average of 39% in 2018

4.3.4 Salary

The respondents were asked to indicate their salary range and the results are as shown in Table 4.4.

Table 4.4: Salary range of the Respondents

Salary	Frequency	Percent
Below 30,000	38	15
30,000-50,000	88	34.8
70,000-90,000	77	30.4
120,000-150,000	46	18.2
200,000-350,000	4	1.6
Total	253	100

The salary data from the respondents in the study reveals a diverse range of income levels among employees within the selected state corporations in Nairobi County, Kenya. The majority of the respondents, accounting for 34.8%, earn between 30,000 and 50,000, indicating that this salary range is common within the corporations. The next largest group, comprising 30.4%, falls within the 70,000 to 90,000 salary bracket, suggesting a significant portion of employees are in a higher income category. The data also shows that 18.2% of respondents earn between 120,000 and 150,000, which may reflect individuals in more senior positions or with specialized skills. Notably, a small fraction (1.6%) of the employees receive a salary ranging from 200,000 to 350,000, highlighting a minority in top-tier income brackets. The salary distribution can imply various levels of financial stability among employees, which may influence their job satisfaction, motivation, and potentially their performance. The salary distribution observed in this study aligns with the general trend of income inequality in Kenya, as reported by the World Bank (2018), which highlights the presence of a significant wage gap between lower and higher-income earners.

4.3.5 Job Level

The respondents were asked to indicate their job level and the results are as shown in Table 4.5.

Table 4.5: Job Level of the Respondents

Job Level	Frequency	Percent
Support staff	181	71.5
Supervisor	63	24.9
Management	9	3.6
Total	253	100

The workforce composition is predominantly at the support staff level, comprising 71.5% of the total respondents. This is followed by supervisors, who account for 24.9%, and management level employees, making up a small fraction at 3.6%. These figures imply a significant concentration of the study's sample within the lower tiers of the organizational hierarchy, potentially highlighting the importance of examining how substance use and subsequent counseling interventions might differentially impact employees based on their job level. This observation is supported by the findings of a study by the International Labour Organization (2019), which reported that lower-skilled occupations account for a significant share of employment in many countries.

4.3.6 Duration

The respondents were asked to indicate the duration of employment and the results are as shown in Table 4.6.

Table 4.6: Employment Duration of the Respondents

Duration	Frequency	Percent
Below 5 years	18	7.1
6-15 years	129	51
16-25 years	60	23.7
26 - 35 years	35	13.8
Above 35 years	11	4.3
Total	253	100

The duration of employment among the respondents in selected state corporations in Nairobi County, Kenya, showcases a significant concentration in the

middle range, with the majority (51%) having been employed for 6 to 15 years. This majority suggests a stable workforce with a substantial amount of experience and potentially deep institutional knowledge. The next largest group, comprising 23.7% of the respondents, have been with their firms for 16 to 25 years, further emphasizing the presence of long-term, committed employees. However, it is notable that only a small fraction (4.3%) of the employees have stayed beyond 35 years, indicating a possible upper limit to career longevity within these organizations or a retirement policy effect. The lower end of the spectrum, with 7.1% of the employees having less than 5 years of service. The concentration of respondents with 6 to 15 years of employment duration aligns with findings from other studies, such as the work by Ng and Feldman (2010), which suggests that employees with longer tenure tend to have higher job satisfaction and organizational commitment.

4.3.7 Workplace Training

The respondents were asked if they have received any substance use education or training at the workplace and the results are as shown in Figure 4.2.

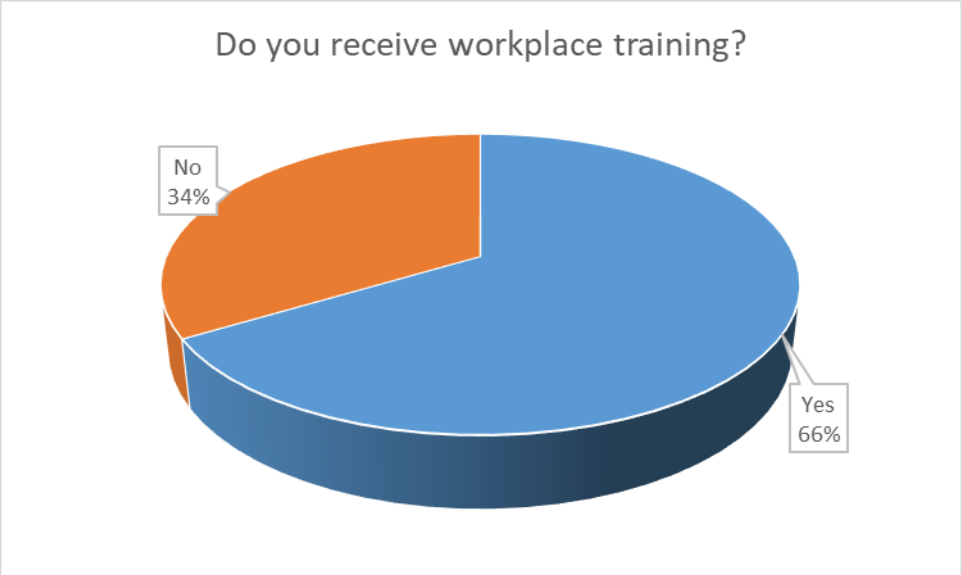


Figure 4.2: Workplace Training

A significant majority, 66.4% of respondents, confirmed they have received education or training related to substance use at their workplace. This suggests a proactive approach by these corporations towards addressing substance use, potentially contributing to a more informed and aware workforce. The presence of such training indicates organizational recognition of substance use as a pertinent issue affecting employee performance and overall workplace well-being. The high percentage of respondents who have received education or training related to substance use in their workplace is consistent with findings from other studies, such as the work by Ames and Bennett (2011), which highlights the growing trend of organizations implementing substance use prevention and education programs.

4.4 Prevalence of Substance Use by Employees

The first objective was to assess the prevalence of substance use by employees in selected service state corporations in Nairobi County. This section presented the extent of substance use by employees as measured using the WHO ASSIST tool. For each substance (labelled ‘a’ to ‘j’) the scores were added up as received for questions 2 through 7 inclusive as in the WHO ASSIST tool (Appendix 2). The score was calculated as Q2 + Q3 + Q4 + Q5 + Q6 + Q7. The results are as shown in Table 4.7.

Table 4.7: Extent of Substance Use

Specific substance involvement scores	Risk Level	Observations
Tobacco products (cigarettes, chewing tobacco, cigars)	0 – 3	264
	4 – 26	17
	27+	4
		285
Alcoholic beverages (beer, wine, spirits, etc.)	0 – 10	248
	11 – 26	28
	27+	9
		285
Cannabis (marijuana, pot, grass, hash, etc.)	0 – 3	285
	4 – 26	0
	27+	0
		285
Cocaine (coke, crack, etc.)	0 – 3	285
	4 – 26	0
	27+	0
		285
Amphetamine-type stimulants (speed, meth, ecstasy, etc.)	0 – 3	285
	4 – 26	0
	27+	0
		285
Inhalants (nitrous, glue, petrol, paint thinner, etc.)	0 – 3	285
	4 – 26	0
	27+	0
		285
Sedatives or sleeping pills (diazepam, alprazolam, flunitrazepam, midazolam, etc.)	0 – 3	285
	4 – 26	0
	27+	0
		285
Hallucinogens (LSD, acid, mushrooms, trips, ketamine, etc.)	0 – 3	285
	4 – 26	0
	27+	0
		285
Opioids (heroin, morphine, methadone, buprenorphine, codeine, etc.)	0 – 3	285
	4 – 26	0
	27+	0
		285
Others	0 – 3	285
	4 – 26	0
	27+	0
		285

The results indicated that the majority (264) were found to be in the low-risk category for tobacco use, indicating minimal or no use. However, a smaller segment of the population (17 individuals) fell into the moderate-risk category, suggesting a more regular or habitual use of tobacco products such as cigarettes, chewing tobacco, and cigars. An even smaller group (4 individuals) was categorized as high-risk, indicating a potentially heavy and harmful level of tobacco consumption. These findings suggest that while the majority of employees do not engage in significant tobacco use, there is still a noteworthy portion that could be at risk of the negative health and productivity impacts associated with tobacco consumption, highlighting a potential area for targeted interventions or support within these organizations.

Under tobacco, 248 were categorized within the low-risk level of alcohol consumption (scores 0-10), indicating a moderate consumption pattern that might not significantly impair work performance or lead to immediate health concerns. However, 28 employees fell into the moderate-risk category (scores 11-26), suggesting a level of consumption that could potentially impact their productivity, health, and safety in the workplace. Furthermore, 9 employees were classified in the high-risk category (scores 27+), pointing towards a severe level of alcohol use that could lead to serious health issues, dependency, and notable declines in work performance.

The results for cannabis use among employees in selected service state corporations in Nairobi County, as measured by the WHO ASSIST tool, indicated a complete absence of moderate or high-risk use within the sample of 285 individuals. All participants fell into the low-risk category (scores 0-3), with no instances of scores in the 4-26 or 27+ ranges, suggesting that cannabis use is either nonexistent or very minimal among this population. This finding implies that, at least in terms of cannabis

use, there might not be a significant concern regarding its impact on employee performance, health, or workplace safety within these organizations.

The results revealed that under cocaine (including forms such as coke and crack), all 285 respondents fell within the 0-3 risk level category. This indicates a minimal level of cocaine use among the employees surveyed, with no individuals scoring in the higher risk brackets (4-26 or 27+). The absence of moderate or high-risk scores among the employees suggests that cocaine use is not a prevalent issue within this specific workforce. This low level of cocaine involvement could imply that, in the context of these state corporations, cocaine does not constitute a significant factor affecting employee performance or workplace dynamics as related to substance use.

The results for amphetamine-type stimulant (ATS) use among employees, revealed that all 285 participants fell within the 0-3 score range, indicating no or negligible use of substances such as speed, meth, and ecstasy among the workforce. This finding suggests that, within this specific employee population, the prevalence of ATS use is minimal, which might imply a lower risk of related productivity issues or health complications traditionally associated with ATS abuse. The lack of higher risk scores in this category reflects an absence of significant ATS-related challenges within these organizations, at least among the surveyed individuals.

The results for inhalant use among employees revealed that all participants fell within the low-risk category (0-3) for substance involvement, with no individuals scoring in the moderate (4-26) or high-risk (27+) categories. This uniform low-risk score across the entire sample implies that, within this specific population, the use of inhalants such as nitrous oxide, glue, petrol, paint thinner, etc., is either non-existent or occurs at a level that does not significantly contribute to substance-related risks or concerns in the workplace. This finding suggests that, in the context of these

corporations, inhalant use may not be a prevalent issue impacting employee performance or health.

The results revealed that the use of sedatives or sleeping pills (such as diazepam, alprazolam, flunitrazepam, midazolam, etc.) was minimal among the surveyed population. With a sample size of 285 employees, all respondents fell into the lowest risk category (0 – 3) according to the WHO ASSIST tool, indicating no significant use of these substances. This finding suggests that, within this particular group, the use of sedatives or sleeping pills does not appear to be a prevalent issue, implying a relatively low risk of associated productivity impacts or health problems related to the misuse of these types of medication within the surveyed corporations.

Among the employees surveyed, none reported using hallucinogens such as LSD, acid, mushrooms, trips, or ketamine. This finding suggests that the prevalence of hallucinogen use within this sample is extremely low or non-existent. Given the sample size of 285 employees and no reported use of hallucinogens, it implies that the use of these substances is not a significant concern among the workforce in these organizations. This could indicate either a lack of availability, interest, or accessibility to hallucinogens among employees in this context.

Among the employees surveyed, none reported using opioids such as heroin, morphine, methadone, buprenorphine, or codeine. Among the surveyed employees from selected service state corporations in Nairobi County, the prevalence of substance use in the "Others" category was notably low, with all individuals falling within the 0-3 score range.

A Human Resource manager was asked to describe the substance use among employees in your organization and whether there were there specific types of substances that are commonly used and mention that;

> *"Substance use among employees in our organization is relatively low, with occasional instances of alcohol consumption during social events. However, we've noticed a concerning increase in the use of prescription medications without valid prescriptions, which is something we're actively addressing."*HR1

A Human Resource manager responded that;

> *"The substance use among employees varies widely, with some individuals exhibiting problematic patterns of alcohol and drug use. While alcohol is the most commonly used substance, we've also observed instances of illicit drug use, particularly among certain departments or shifts."*HR2

4.5 Risk Factors Associated With Employee Substance Use

The second objective of the research was to evaluate the risk factors associated with employee substance use in selected service state corporations in Nairobi County. The objective assessed the risk factors associated with employee substance use. The results are shown in Table 4.8.

Table 4.8: Risk Factors Associated With Employee Substance Use

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Devt
I first used alcohol or drugs at a young age.	8.7%	13.0%	9.1%	37.5%	31.6%	3.70	0.28
Substance use is common in my family history.	9.9%	10.3%	8.7%	35.6%	35.6%	3.77	0.30
Alcohol or drugs are easily available in my social circles or workplace.	13.4%	9.1%	9.9%	33.6%	34.0%	3.66	0.38
I have the financial means to easily access alcohol or drugs.	9.5%	7.1%	7.9%	38.7%	36.8%	3.86	0.25
I experienced traumatic events in my childhood that led me to use substances	9.9%	8.7%	10.3%	39.1%	32.0%	3.75	0.27
I feel high job stress	9.1%	7.9%	11.5%	31.2%	40.3%	3.86	0.28
Average						3.77	0.29

One potential risk factor for employee substance use is early exposure to alcohol or drugs at a young age, with a mean of 3.70. The data shows that a significant portion of respondents (69.1%) agreed or strongly agreed that they first used substances at a young age. This early initiation could potentially lead to continued substance use later in life, including during employment.

Another risk factor is having a family history of substance use, with a mean of 3.77. 71.2% of respondents agreed or strongly agreed that substance use is common in their family history. This suggests a potential genetic predisposition or environmental influences that could contribute to an individual's substance use tendencies, even carrying into their working life as an employee.

The availability of alcohol or drugs in one's social circles or workplace also emerges as a risk factor, with a mean of 3.66. 67.6% reported that substances are easily available in these settings. When alcohol and drugs are readily accessible, either through friends/coworkers or at the workplace itself, the temptation and opportunities for use increase substantially.

Financial means to access substances is another highlighted risk factor, with a mean of 3.86. 75.5% agreed or strongly agreed they have the financial ability to easily obtain alcohol or drugs. Having sufficient disposable income removes a potential barrier to substance use, enabling employees to more freely engage in this behavior.

Traumatic childhood experiences leading to substance use was cited by 71.1% of respondents, with a mean of 3.75. Adverse events in one's upbringing, such as abuse, neglect, or household dysfunction, can create psychological vulnerabilities that manifest in substance abuse as a way to cope with negative emotions and stress.

Finally, high job stress was reported as a factor by 71.5% of employees surveyed, with a mean of 3.86. The pressures and demands of the workplace can take a psychological toll, leading some to turn to alcohol or drugs as a way to unwind, self-medicate, and alleviate feelings of strain and tension associated with their job.

A Human Resource manager was asked to describe the factors that could contribute to substance use among employees in your organization and mentioned that;

"Factors contributing to substance use among employees include work-related stress, long hours, and a culture of socializing that sometimes involves alcohol. Additionally, personal issues such as relationship problems or financial stressors can exacerbate substance use tendencies." HR3

Another Human resource manager responded that;

"We believe that factors contributing to substance use among employees are primarily related to personal choices and individual lifestyles rather than workplace influences. However, social gatherings and peer pressure may play a role in some cases, particularly among younger employees." HR4

4.6 Influence of Substance Use on the Level of Work Performance among Employees

The third objective was to examine the influence of substance use on the level of work performance among employees in selected service state corporations in Nairobi County. The objective assessed substance use on the level of work performance among employees. The results are shown in Table 4.9.

Table 4.9: Substance Use on the Level of Work Performance

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Devt
Substance use has negatively affected my regular attendance at work.	7.5%	12.3%	8.3%	37.5%	34.4%	3.79	0.25
My productivity is compromised when I use substances like alcohol or drugs.	9.5%	7.9%	12.3%	35.6%	34.8%	3.78	0.27
My ability to provide high-quality service declines when I am under the influence of substances.	11.5%	7.5%	11.1%	36.4%	33.6%	3.73	0.31
Meeting my work targets becomes challenging when I use substances.	12.6%	10.3%	7.9%	32.8%	36.4%	3.70	0.38
My performance evaluations have been negatively impacted by my substance use.	7.5%	9.9%	12.6%	34.8%	35.2%	3.80	0.23
Substance use has a detrimental effect on my work performance.	8.3%	9.5%	7.5%	39.9%	34.8%	3.83	0.24
Average						3.77	0.28

The first statement, with a mean of 3.79, suggests that substance use has negatively affected employees' regular attendance at work. 71.9% of respondents agreed or strongly agreed with this statement, indicating that substance use can lead to absenteeism issues, which inevitably impacts productivity and overall work performance. When employees are not present at their workplace due to substance use, it becomes challenging for them to fulfill their duties and responsibilities effectively.

The second statement, with a mean of 3.78, implies that employees' productivity is compromised when they use substances like alcohol or drugs. A significant portion (70.4%) agreed or strongly agreed with this statement, suggesting that substance use can impair cognitive abilities, focus, and decision-making skills, ultimately leading to a decline in productivity. Employees under the influence of substances may struggle to complete tasks efficiently or make sound judgments, hindering their overall work output.

The third statement, with a mean of 3.73, indicates that employees' ability to provide high-quality service declines when they are under the influence of substances. 70% of respondents agreed or strongly agreed with this statement, implying that substance use can negatively impact customer service, client interactions, and the overall quality of work delivered. Employees in service-oriented roles may exhibit poor communication, lack of professionalism, or inadequate attention to detail, compromising the service they provide.

The fourth statement, with a mean of 3.70, suggests that meeting work targets becomes challenging when employees use substances. 69.2% of respondents agreed or strongly agreed with this statement, indicating that substance use can hinder employees' ability to achieve their goals and meet deadlines. Impaired focus, decreased motivation,

and poor decision-making skills can contribute to missed targets and underperformance in meeting work objectives.

The fifth statement, with a mean of 3.80, implies that employees' performance evaluations have been negatively impacted by their substance use. 70% of respondents agreed or strongly agreed with this statement, suggesting that substance use can lead to poor performance reviews and assessments from supervisors or managers. When employees' work quality, productivity, and overall contribution suffer due to substance use, it is likely to reflect in their performance evaluations, potentially affecting their career progression or job security.

The sixth statement, with a mean of 3.83, directly states that substance use has a detrimental effect on employees' work performance. 74.7% of respondents agreed or strongly agreed with this statement, reinforcing the overall negative impact of substance use on various aspects of work performance, including attendance, productivity, service quality, goal achievement, and performance evaluations. This statement encapsulates the detrimental influence of substance use on employees' ability to perform their duties effectively and meet the expectations of their roles.

A Human Resource Manager was asked to describe any observed impact of substance use on employee performance and whether there were noticeable trends in absenteeism, productivity, or workplace accidents and responded that;

> *"Substance use has had a noticeable impact on employee performance, particularly in terms of increased absenteeism and decreased productivity. We've also seen a rise in workplace accidents, which we suspect may be linked to substance use among certain employees."HR2*

Another Human Resource Manager responded that;

"While we haven't observed any significant impact of substance use on overall employee performance, occasional instances of absenteeism and decreased productivity have been noted. However, these occurrences are typically isolated and not indicative of widespread issues."HR4

4.7 Effectiveness of the Existing Counseling Interventions in Addressing Substance Use Problems among Employees

The fourth objective was to assess the effectiveness of the existing counseling interventions in addressing substance use problems among employees in the selected service state corporations in Nairobi County. The objective assessed the existing counseling interventions in addressing substance use problems among employees. The results are shown in Table 4.10.

Table 4.10: Counseling Interventions

Counseling Interventions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Devt
I have found the EAP useful to me	19.4%	19.4%	18.2%	24.9%	18.2%	3.03	0.40
I frequently use the counseling services at work	17.4%	21.3%	26.5%	16.6%	18.2%	2.97	0.35
I find the services helpful	19.0%	21.3%	23.3%	15.4%	20.9%	2.98	0.40
I am aware of the rehabilitation programs	18.2%	22.1%	18.6%	23.7%	17.4%	3.00	0.37
Support groups like Alcoholic and Narcotic Anonymous are effective	24.9%	20.2%	17.4%	17.8%	19.8%	2.87	0.47
I find counseling interventions effective in addressing substance use among employees	21.3%	17.4%	21.7%	20.9%	18.6%	2.98	0.41
Average						2.97	0.40

The first statement, with a mean of 3.03, assessed whether employees have found the Employee Assistance Program (EAP) useful. A significant portion (43.1%) disagreed or strongly disagreed, while 43.1% agreed or strongly agreed. This divided

response implies that the EAP may be helping some employees with substance use issues, but a substantial number do not find it useful, suggesting potential areas for improvement in the program's approach or accessibility.

The second statement, with a mean of 2.97, evaluated how frequently employees use the counseling services at work. A notable 38.7% disagreed or strongly disagreed, while only 34.8% agreed or strongly agreed with using these services frequently. This implies that the existing counseling services may not be well-utilized by a considerable number of employees, potentially due to factors like stigma, lack of awareness, or dissatisfaction with the services provided.

The third statement, with a mean of 2.98, assessed whether employees find the counseling services helpful. 40.3% disagreed or strongly disagreed, while 36.3% agreed or strongly agreed. This divided response suggests that the helpfulness of the counseling services is perceived differently by employees, which could be attributed to varying individual experiences, the quality of the services, or the specific approaches used by counselors.

The fourth statement, with a mean of 3.00, inquired about employees' awareness of rehabilitation programs. 40.3% disagreed or strongly disagreed with being aware, while 41.1% agreed or strongly agreed. This split response implies that while some employees are aware of available rehabilitation programs, a significant portion may lack knowledge or access to such resources, highlighting the need for better communication and promotion of these programs.

The fifth statement, with a mean of 2.87, evaluated the effectiveness of support groups like Alcoholics Anonymous and Narcotics Anonymous. A substantial 45.1% disagreed or strongly disagreed, while 37.6% agreed or strongly agreed. This response

suggests that traditional support groups may not be perceived as highly effective by many employees, potentially due to cultural or personal preferences, or a lack of understanding of their benefits.

The sixth statement, with a mean of 2.98, directly assessed whether employees find counseling interventions effective in addressing substance use among employees. 38.7% disagreed or strongly disagreed, while 39.5% agreed or strongly agreed. This divided response implies that the effectiveness of counseling interventions is perceived differently by employees, which could be influenced by factors such as the specific interventions used, the qualifications of counselors, or the individual circumstances and receptiveness of employees.

A Human Resource Manager was asked on the types of counseling interventions, currently in place to address substance use among employees and responded that;

> *"Currently, we offer counseling interventions such as Employee Assistance Programs (EAPs) and access to support groups like Alcoholic and Narcotic Anonymous. These interventions have been moderately effective, with some employees finding them helpful in addressing substance use issues."*HR1

Another Human Resource manager responded that;

> "*Our organization provides limited counseling interventions for addressing substance use among employees, primarily relying on informal support networks and occasional referrals to external resources. While these interventions may be beneficial for some individuals*."HR3

When asked on what recommendations they would give to improve the prevention and management of substance use among employees in service state corporations in Nairobi, the Human Resource managers recommended implementing mandatory training programs on substance use awareness and providing confidential counseling services as part of efforts to improve the prevention and management of substance use among employees. Additionally, fostering a non-judgmental and supportive work environment was emphasized as crucial for encouraging employees to seek help when needed. Moreover, they suggested conducting regular assessments to identify at-risk individuals and offering tailored interventions based on their needs. Furthermore, implementing stricter policies and procedures related to substance use in the workplace was recommended to deter problematic behaviors.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of the results as per the research objectives, summary of the findings and conclusions derived from the findings and discussion. The chapter closes with the recommendations as per the objectives and suggestions of areas of further study. The purpose of this study was to examine the effect of substance use on employee performance and the implication of counseling interventions in selected service state corporations in Nairobi, Kenya. The tools used were a WHO ASSIST (Alcohol, Smoking and Substance Involvement Screening Test) , a socio-demographic information questionnaire and an interview schedule.

5.2 Discussions

This section presents the discussions of the study's findings and analysis of data as presented in Chapter Four of this study and according to the objectives which were; the prevalence of substance uses by employees, risk factors associated with employee substance use, influence of substance use on the level of work performance among employees and lastly effectiveness of the existing counseling interventions in addressing substance use problems among employees.

5.2.1 Prevalence of Substance Use by Employees

The first objective was to assess the prevalence of substance use by employees in selected service state corporations in Nairobi County. The findings from assessing the prevalence of substance use among employees in selected service state corporations in Nairobi County using the WHO ASSIST tool revealed varying levels of involvement across different substances. The majority (264 out of 285) were categorized as low-risk

for tobacco use, while 17 were moderate-risk, and 4 were high-risk. For alcohol use, 248 were low-risk, 28 were moderate-risk, and 9 were high-risk, indicating a notable portion with potentially problematic alcohol consumption patterns. Remarkably, all 285 employees fell into the low-risk category for cannabis, cocaine, amphetamine-type stimulants, inhalants, sedatives/sleeping pills, hallucinogens, and opioids, suggesting minimal to no use of these substances within this population. The "Others" category also showed low prevalence, with all individuals scoring in the 0-3 range. These findings highlight alcohol as the substance with the highest prevalence of moderate and high-risk use among this workforce, while also indicating that certain substances like tobacco pose risks for a smaller segment. The absence of moderate or high-risk scores for several substances suggests they may not be significant concerns within these organizations.

The literature review resonates with the findings of the present study regarding the widespread prevalence of substance use among employees, irrespective of their socioeconomic backgrounds or geographical locations. The World Drug Report (2019) and WHO (2018, 2019) highlight how substance use transcends national boundaries and poses substantial financial burdens on companies while jeopardizing the safety and well-being of individuals within broader society. This corroborates with the alcoholic beverage consumption averaging risk score of 15-20, with a score of substance use among employees in selected state corporations in Nairobi County. Similarly, Frone (2018) and ILO (2019) underscore the detrimental impacts of substance use on professional tasks and workplace relationships, which resonates with the challenges faced by employees in the present study. According to the World Health Organization (WHO), around 2 billion individuals, accounting for 33% of the global population, engage in drug use. Additionally, the WHO claims that there are 76.3 million people

worldwide who have been diagnosed with alcohol use disorders, making alcohol the most prevalent substance utilized on a global scale (WHO, 2018; WHO, 2019).

In the United States, out of the total population of 14.8 million individuals who engage in drug usage. An estimated 14.3 million individuals, accounting for roughly 15 percent of the adult population in Nigeria, reported engaging in a substantial and obligatory degree of psychotropic substance consumption. According to the survey findings, individuals within the age range of 25 to 39 years exhibited the highest prevalence of substance use. This research raises concerns as it indicates a significant increase compared to the global average of 5.6% among adults in 2016 (Yomi, 2019). In South Africa, it has been estimated that approximately 70% of individuals actively participating in labor engage in the consumption of alcohol and the use of drugs. According to NACADA (2020), the data revealed that the lifetime prevalence rate for alcohol consumption stood at 39%. Additionally, the prevalence rate among those aged 15 to 65 years was recorded at 13%. The consumption of alcohol is subject to various influences, such as gender, familial background, and parental influence.

5.2.2 Risk Factors Associated With Employee Substance Use

The second objective of the research was to evaluate the risk factors associated with employee substance use in selected service state corporations in Nairobi County. The study identified several key risk factors contributing to substance use among employees in the selected service state corporations. Early exposure to substances at a young age emerged as a significant risk factor, with a mean of 3.70 and 69.1% of respondents agreeing or strongly agreeing to this statement. Family history of substance use (mean 3.77, 71.2% agreed/strongly agreed) suggests potential genetic or environmental predispositions. Easy availability of alcohol and drugs in social circles or the workplace (mean 3.66, 67.6% agreed/strongly agreed) increases temptation and

access. Financial means to obtain substances (mean 3.86, 75.5% agreed/strongly agreed) removes barriers to use. Traumatic childhood experiences (mean 3.75, 71.1% agreed/strongly agreed) can create vulnerabilities manifesting in substance abuse as a coping mechanism. High job stress (mean 3.86, 71.5% agreed/strongly agreed) may lead some to turn to substances for relief. These findings highlight the complex interplay of personal, social, environmental, and occupational factors that can contribute to substance use tendencies among employees, aligning with perspectives from HR managers citing work stress, social influences, personal issues, and individual choices as potential contributing factors.

The findings align with existing literature on the multifaceted nature of risk factors associated with employee substance use. Greenberg (2021) and Frone (2019) both emphasize the significance of individual, environmental, social, and occupational factors in influencing substance use behaviors among employees. The acknowledgment of personal history, psychological issues, and genetic predispositions as individual risk factors, along with the influence of environmental factors such as family history and social networks, resonates with the findings of the current study regarding the early initiation of substance use and the prevalence of substance use in the family history of participants. Similarly, the influence of workplace culture and the availability of substances on employee substance use, as highlighted by Ames and Bennett (2020), corroborates the current study's findings regarding the easy availability of substances in social circles or the workplace and the impact of job stress on substance use behaviors.

Moreover, the studies conducted by Agumba (2018), Kainika (2019), and Kaithuru and Asatsa (2015) provide additional insights into the detrimental effects of substance use on employee performance and workplace outcomes. The observed

correlations between substance use and absenteeism, workplace accidents, altered workplace behavior, and diminished productivity further support the notion that substance use poses significant challenges for employers and organizations. The study by Greenberg (2021) on the economic burden imposed by major depressive disorder highlights the potential financial implications for organizations in addressing mental health and substance use issues among employees. The significant shift in workplace costs over time underscores the evolving nature of these challenges and the need for proactive measures to support employee well-being and organizational effectiveness.

5.2.3 Influence of Substance Use on the Level of Work Performance among Employees

The third objective was to examine the influence of substance use on the level of work performance among employees in selected service state corporations in Nairobi County. Here is a large paragraph summarizing the findings for the third objective on the influence of substance use on the level of work performance among employees in the selected service state corporations:

The study revealed several detrimental effects of substance use on employee work performance. A substantial proportion agreed that substance use negatively affected regular attendance (71.9%, mean 3.79), indicating absenteeism issues. Additionally, 70.4% (mean 3.78) stated their productivity was compromised due to substance use, suggesting impaired cognitive abilities and decision-making. The ability to provide high-quality service declined for 70% of respondents (mean 3.73) when under the influence of substances, implying potential customer service issues. Meeting work targets became challenging for 69.2% (mean 3.70) due to substance use, highlighting difficulties in achieving goals and deadlines. Performance evaluations were negatively impacted for 70% (mean 3.80), indicating substance use can affect

career progression and job security. Overall, 74.7% (mean 3.83) agreed that substance use has a detrimental effect on work performance, encompassing attendance, productivity, service quality, goal achievement, and performance evaluations. These findings align with perspectives from HR managers, who noted observable impacts on absenteeism, productivity declines, and potential workplace accidents linked to employee substance use, though the extent varied across organizations.

The findings regarding the influence of substance use on employee performance align with existing literature, emphasizing the detrimental effects of substance use on workplace productivity and job performance. McCann (2018) highlight how substance use can lead to decreased productivity, increased absenteeism, and impaired decision-making abilities among employees. This resonates with Balducci, Fraccaroli, and Schaufeli's (2011) findings, which establish a direct link between substance use and cognitive impairment, emotional instability, and reduced interpersonal skills, all of which contribute to decreased job performance. Additionally, the study conducted by Kwabe and James (2019) reinforces these findings by demonstrating the adverse outcomes of substance use, including elevated rates of absenteeism, substance use disorders, and diminished job productivity. These studies collectively underscore the importance of addressing substance abuse in the workplace to maintain a high level of productivity and performance.

Moreover, the literature also supports the idea that various factors contribute to substance use among employees, further exacerbating its impact on performance. McCann (2018) and Rono (2014) both identify early initiation into substance use, familial history, accessibility, financial means, childhood trauma, and job stress as significant factors influencing substance use behaviors among employees. These findings corroborate with Frone's (2013) research, which highlights how employees

who engage in substance use demonstrate observable behavioral alterations, such as increased irritability and diminished self-esteem, which can negatively affect workplace dynamics and performance. Furthermore, Konchellah's (2014) study specifically examines the effects of alcohol consumption on absenteeism and performance within a particular organizational context, providing further evidence of the detrimental impact of substance use on employee productivity and organizational outcomes.

5.2.4 Effectiveness of the Existing Counseling Interventions in Addressing Substance Use Problems among Employees

The fourth objective was to assess the effectiveness of the existing counseling interventions in addressing substance use problems among employees in the selected service state corporations in Nairobi County. Regarding the Employee Assistance Program (EAP), responses were divided, with 43.1% finding it useful (mean 3.03) and an equal proportion disagreeing. Frequent utilization of counseling services was low, with 38.7% disagreeing (mean 2.97) and only 34.8% agreeing to using them regularly. The helpfulness of counseling services also had mixed perceptions, with 40.3% disagreeing (mean 2.98) and 36.3% agreeing they were helpful. Employee awareness of rehabilitation programs was split, with 40.3% unaware and 41.1% aware (mean 3.00). Traditional support groups like AA/NA were not seen as highly effective by many, with 45.1% disagreeing on their effectiveness (mean 2.87) and 37.6% agreeing. Overall, 38.7% disagreed that counseling interventions were effective for addressing substance use (mean 2.98), while 39.5% agreed. These findings suggest a lack of consensus on the effectiveness of existing interventions, with substantial portions expressing dissatisfaction, lack of awareness, or limited utilization, aligning with

perspectives from HR managers who noted moderate effectiveness and reliance on informal support in some organizations.

The findings regarding the effectiveness of existing counseling interventions in addressing substance use problems among employees are supported by existing literature. The PREVENT program, initially designed for the United States Navy and adapted for the railroad workforce, serves as an example of a comprehensive intervention aimed at mitigating substance use in the workplace (Spicer & Miller, 2016). This program emphasizes prevention through counseling and education, similar to the initiatives highlighted in the study by NACADA (2020), which discusses the incorporation of drug control activities into the performance contracts of civil servants in Kenya. These measures underscore the importance of advocacy, training, and prevention strategies, including counseling and rehabilitation, in addressing substance use issues among employees.

Efforts by the Kenyan government to combat alcohol and drug use in public workplaces align with the findings of Baridi and Okech (2014), who evaluated strategies implemented by government institutions in Kenya. Their study revealed various initiatives aimed at sensitizing civil servants and mitigating the effects of substance use, highlighting a concerted effort to address the issue at the organizational level. Furthermore, the study by Ngeera and Muia (2020) sheds light on the detrimental effects of substance use on service delivery within the Kenya Police Service, emphasizing the need for measures to mitigate these impacts. The findings indicate that substance use not only hinders operational effectiveness but also contributes to work-related disorganization and reduced efficiency, aligning with the perceptions of employees in the surveyed state corporations regarding the effectiveness of counseling interventions.

Moreover, the study by Christopher, Pamela, and Simiyu (2020) underscores the importance of comprehensive workplace policies and interventions in addressing alcohol and drug use-related problems among employees. Their findings reveal that education, training, and corporate culture play significant roles in managing substance use issues, corroborating the importance of counseling interventions highlighted in the surveyed state corporations. These studies collectively support the notion that counseling interventions, along with broader prevention and management strategies, are essential components in addressing substance use problems among employees and promoting a healthy work environment.

5.3 Summary of Main Findings

The study investigated the effects of substance use on employee performance in selected state corporations in Nairobi County, Kenya, with a focus on the implications of counseling interventions. In addressing the first objective, the research sought to identify the prevalence of substance use among employees. Findings indicated that substance use is a notable issue within the surveyed state corporations, impacting various aspects of employee performance. This aligns with existing literature highlighting the widespread prevalence of substance use in workplace settings and its detrimental effects on productivity and organizational outcomes.

Objective two aimed to examine the factors contributing to substance use among employees. Results suggested that various factors, such as stress, social influences, and accessibility, contribute to substance use among employees in the surveyed state corporations. This resonates with previous research highlighting the multifaceted nature of substance use determinants, including environmental, social, and individual factors. Understanding these underlying factors is crucial for designing effective interventions to address substance use problems among employees.

The third objective focused on exploring the perceived impacts of substance use on employee performance. Findings revealed that substance use negatively affects employee performance in several ways, including decreased productivity, absenteeism, and poor decision-making. These findings are consistent with existing literature emphasizing the detrimental effects of substance use on workplace performance and organizational outcomes. Recognizing the specific ways in which substance use impacts employee performance is essential for developing targeted interventions to address these issues effectively.

The fourth objective aimed to assess the effectiveness of existing counseling interventions in addressing substance use problems among employees. Results indicated mixed perceptions regarding the effectiveness of counseling interventions, with some employees finding them useful while others may not perceive them as significantly beneficial. This aligns with previous research highlighting the varied effectiveness of counseling interventions in addressing substance use issues in workplace settings. Understanding employees' perspectives on existing interventions is critical for refining and improving counseling programs to better meet the needs of employees struggling with substance use.

5.4 Conclusion

This section presents the conclusions of the study findings which are based on the objectives of the study.

The study concludes that substance use is indeed a prevalent issue among employees within the selected state corporations in Nairobi County, Kenya. This prevalence underscores the importance of addressing substance use problems within the workplace to mitigate their adverse effects on employee performance and

organizational outcomes. Objective one aimed to identify the prevalence of substance use among employees, and the findings emphasize the need for targeted interventions and support systems to address this pervasive issue effectively.

Regarding the factors contributing to substance use among employees, the study concludes that various factors, including stress, social influences, and accessibility, play significant roles in influencing substance use behaviors. Objective two sought to examine these contributing factors, and the findings highlight the complex interplay of individual, social, and environmental factors in shaping substance use patterns among employees. Understanding these underlying factors is crucial for designing tailored interventions that address the root causes of substance use within the workplace.

In terms of the perceived impacts of substance use on employee performance, the study concludes that substance use negatively affects employee performance through decreased productivity, absenteeism, and impaired decision-making. Objective three aimed to explore these perceived impacts, and the findings underscore the detrimental effects of substance use on both individual employees and organizational outcomes. Recognizing these impacts is essential for implementing interventions that effectively address substance use problems and promote a healthier work environment.

Finally, regarding the effectiveness of existing counseling interventions, the study concludes that there are mixed perceptions among employees regarding the effectiveness of counseling interventions in addressing substance use problems. While some employees find counseling interventions useful, others may not perceive them as significantly beneficial. The findings highlight the need for improvement of counseling programs to better meet the diverse needs of employees struggling with substance use.

5.5 Recommendations

From the research findings, there are several recommendations that can be made. The study recommends that, in light of the prevalence of substance use among employees within the selected state corporations in Nairobi County, Kenya, the National Authority for Campaign against Alcohol and Drug Abuse, Kenya Wildlife Service, National Council for Law Reporting, and Kenyatta National Hospital should:

i. Prioritize the implementation of comprehensive substance use prevention and intervention programs, including establishing clear policies and protocols regarding substance use in the workplace and providing education and awareness programs to increase employees' understanding of the risks associated with substance use.

ii. Address the underlying factors contributing to substance use among employees by implementing strategies to reduce work-related stress, fostering a positive and supportive work culture, and providing resources for employees to seek help and support when needed.

iii. Offer employee assistance programs (EAPs) that provide counseling, support, and resources for employees struggling with substance use issues to effectively address substance use problems and promote employee well-being.

iv. Continuously evaluate and improve counseling interventions to better meet the needs of employees struggling with substance use by soliciting feedback from employees on the effectiveness of counseling services, identifying areas for improvement, and implementing changes as needed.

5.6 Further Research

Further research studies are recommended on the following areas;

i. Explore barriers and facilitators to the effectiveness of counseling interventions for substance use among employees in Nairobi County's state corporations.
ii. Investigate factors influencing employees' perceptions of and willingness to engage with counseling services.
iii. Study the long-term effects of counseling interventions on employee well-being, productivity, and retention.
iv. Examine the impact of organizational culture, leadership support, and stigma reduction on employees' attitudes towards counseling services.
v. Assess how a supportive and inclusive work environment promotes help-seeking behavior among employees with substance use issues.

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APPENDICES

Appendix I: Consent form

Dear Participant,

Subject: Invitation to Participate in a Research Study

You are invited to participate in a research study conducted by Mwangi Teresia Wamaitha a researcher from Africa Nazarene University on *"Effects of Substance Use on Employee Performance: An Implication of Counseling Interventions in Selected State Corporations in Nairobi County, Kenya,"* as part of my research at Africa Nazarene University. The purpose of this study is to investigate the relationship between substance use and employee performance. The findings of this study was used for academic purposes and may contribute to a better understanding of the issue.

Your participation involves completing a questionnaire about substance use and employee performance, taking approximately 15 minutes. Your responses will remain confidential and anonymous, used only for academic purposes. Participation is voluntary; you may withdraw at any time without consequence. There are no direct personal benefits or significant risks involved. If you have questions or concerns, please contact trimwangi@yahoo.com.

By participating, you contribute to valuable research in this field. If you agree to participate, please acknowledge by signing below.

Sincerely,

Mwangi Teresia Wamaitha

Researcher, Africa Nazarene University

I have read and understood this letter and agree to participate in the study:

[Participant'sSignature]_____[Date]_____

_

Appendix II: Questionnaire

Section 1: Demographic Information

1.1. Age: [ ] 18-25 years [ ] 26-35 years [ ] 36-45 years [ ] 46-55 years [ ] Above 55 years

1.2. Gender: [ ] Male [ ] Female [ ] Other (please specify): _____

1.3. Educational Level: [ ] High School or Less [ ] Bachelor's Degree [ ] Master's Degree [ ] Ph.D. [ ] Other (please specify): _____

1.4. Salary Scale in Ksh. [ ] Below 30,000 [ ] 30,000-50,000 [ ] 70,000-90,000 [ ] 120,000-150,000 [ ] 200,000-350,000

Section 2: Employment Information

2.1. Current Job Position: [ ] Support staff [ ] Supervisor [ ] Management

2.2. Length of Employment at the Corporation: [ ] Below 5 years [ ] 6-15 years [ ] 16-25 years [ ] 26-35 years [ ] Above 35 years

2.3. Have you received any substance use education or training at your workplace?

[ ] Yes [ ] No

Part B: Substance Use

Please rate your agreement with the following statements using the WHO ASSIST (Alcohol, Smoking and Substance Involvement Screening Test) tool to assess substance use.

QUESTION 1 | In your life, which of the following substances have you *ever used* (non-medical use only)?		
a Tobacco products (cigarettes, chewing tobacco, cigars, etc.)	No	Yes
b Alcoholic beverages (beer, wine, spirits, etc.)	No	Yes
c Cannabis (marijuana, pot, grass, hash, etc.)	No	Yes
d Cocaine (coke, crack, etc.)	No	Yes
e Amphetamine-type stimulants (speed, meth, ecstasy, etc.)	No	Yes
f Inhalants (nitrous, glue, petrol, paint thinner, etc.)	No	Yes
g Sedatives or sleeping pills (diazepam, alprazolam, flunitrazepam, midazolam, etc.)	No	Yes
h Hallucinogens (LSD, acid, mushrooms, trips, ketamine, etc.)	No	Yes
i Opioids (heroin, morphine, methadone, buprenorphine, codeine, etc.)	No	Yes
j Other – specify: _____	No	Yes
Probe if all answers are negative: "Not even when you were in school?"	If "No" to all items, stop interview. If "Yes" to any of these items, ask Q2 for each substance ever used	

QUESTION 2 | In the *past three months*, how often have you used the substances you mentioned (first drug, second drug, etc)?	Never	Once or twice	Monthly	Weekly	Daily or almost daily
a Tobacco products (cigarettes, chewing tobacco, cigars, etc.)	0	2	3	4	6
b Alcoholic beverages (beer, wine, spirits, etc.)	0	2	3	4	6
c Cannabis (marijuana, pot, grass, hash, etc.)	0	2	3	4	6
d Cocaine (coke, crack, etc.)	0	2	3	4	6
e Amphetamine-type stimulants (speed, meth, ecstasy, etc.)	0	2	3	4	6
f Inhalants (nitrous, glue, petrol, paint thinner, etc.)	0	2	3	4	6
g Sedatives or sleeping pills (diazepam, alprazolam, flunitrazepam, midazolam, etc.)	0	2	3	4	6
h Hallucinogens (LSD, acid, mushrooms, trips, ketamine, etc.)	0	2	3	4	6
i Opioids (heroin, morphine, methadone, buprenorphine, codeine, etc.)	0	2	3	4	6
j Other – specify: _____	0	2	3	4	6

If "Never" to all items in Q2, skip to Q6.

If any substances in Q2 were used in the previous three months, continue with Questions 3, 4 & 5 for each substance used.

QUESTION 3 | During the *past three months*, how often have you had a strong desire or urge to use (first drug, second drug, etc)?	Never	Once or twice	Monthly	Weekly	Daily or almost daily
a Tobacco products (cigarettes, chewing tobacco, cigars, etc.)	0	3	4	5	6
b Alcoholic beverages (beer, wine, spirits, etc.)	0	3	4	5	6
c Cannabis (marijuana, pot, grass, hash, etc.)	0	3	4	5	6
d Cocaine (coke, crack, etc.)	0	3	4	5	6
e Amphetamine-type stimulants (speed, meth, ecstasy, etc.)	0	3	4	5	6
f Inhalants (nitrous, glue, petrol, paint thinner, etc.)	0	3	4	5	6
g Sedatives or sleeping pills (diazepam, alprazolam, flunitrazepam, midazolam, etc.)	0	3	4	5	6
h Hallucinogens (LSD, acid, mushrooms, trips, ketamine, etc.)	0	3	4	5	6
i Opioids (heroin, morphine, methadone, buprenorphine, codeine, etc.)	0	3	4	5	6
j Other – specify: _____	0	3	4	5	6

QUESTION 4 | During the *past three months*, how often has your use of (first drug, second drug, etc) led to health, social, legal or financial problems?	Never	Once or Twice	Monthly	Weekly	Daily or Almost Daily
a Tobacco products (cigarettes, chewing tobacco, cigars, etc.)	0	4	5	6	7
b Alcoholic beverages (beer, wine, spirits, etc.)	0	4	5	6	7
c Cannabis (marijuana, pot, grass, hash, etc.)	0	4	5	6	7
d Cocaine (coke, crack, etc.)	0	4	5	6	7
e Amphetamine-type stimulants (speed, meth, ecstasy, etc.)	0	4	5	6	7
f Inhalants (nitrous, glue, petrol, paint thinner, etc.)	0	4	5	6	7
g Sedatives or sleeping pills (diazepam, alprazolam, flunitrazepam, midazolam, etc.)	0	4	5	6	7
h Hallucinogens (LSD, acid, mushrooms, trips, ketamine, etc.)	0	4	5	6	7
i Opioids (heroin, morphine, methadone, buprenorphine, codeine, etc.)	0	4	5	6	7
j Other – specify: _____	0	4	5	6	7

QUESTION 5 | During the *past three months*, how often have you failed to do what was normally expected of you because of your use of (first drug, second drug, etc)?	Never	Once or Twice	Monthly	Weekly	Daily or Almost Daily
a Tobacco products					
b Alcoholic beverages (beer, wine, spirits, etc.)	0	5	6	7	8
c Cannabis (marijuana, pot, grass, hash, etc.)	0	5	6	7	8
d Cocaine (coke, crack, etc.)	0	5	6	7	8
e Amphetamine-type stimulants (speed, meth, ecstasy, etc.)	0	5	6	7	8
f Inhalants (nitrous, glue, petrol, paint thinner, etc.)	0	5	6	7	8
g Sedatives or sleeping pills (diazepam, alprazolam, flunitrazepam, midazolam, etc.)	0	5	6	7	8
h Hallucinogens (LSD, acid, mushrooms, trips, ketamine, etc.)	0	5	6	7	8
i Opioids (heroin, morphine, methadone, buprenorphine, codeine, etc.)	0	5	6	7	8
j Other – specify: _____	0	4	5	6	7
Ask questions 6 & 7 for all substances ever used (i.e. those endorsed in Q1).					

QUESTION 6 | Has a friend or relative or anyone else *ever* expressed concern about your use of (first drug, second drug, etc)?	No, never	Yes, in the past 3 months	Yes, but not in the past 3 months
a Tobacco products (cigarettes, chewing tobacco, cigars, etc.)	0	6	3
b Alcoholic beverages (beer, wine, spirits, etc.)	0	6	3
c Cannabis (marijuana, pot, grass, hash, etc.)	0	6	3
d Cocaine (coke, crack, etc.)	0	6	3
e Amphetamine-type stimulants (speed, meth, ecstasy, etc.)	0	6	3
f Inhalants (nitrous, glue, petrol, paint thinner, etc.)	0	6	3
g Sedatives or sleeping pills (diazepam, alprazolam, flunitrazepam, midazolam, etc.)	0	6	3
h Hallucinogens (LSD, acid, mushrooms, trips, ketamine, etc.)	0	6	3
i Opioids (heroin, morphine, methadone, buprenorphine, codeine, etc.)	0	6	3
j Other – specify: _____	0	6	3
Ask questions 6 & 7 for all substances ever used (i.e. those endorsed in Q1).			

QUESTION 7 | Have you *ever* tried to cut down on using (first drug, second drug, etc) but failed?	No, never	Yes, in the past 3 months	Yes, but not in the past 3 months
a Tobacco products (cigarettes, chewing tobacco, cigars, etc.)	0	6	3
b Alcoholic beverages (beer, wine, spirits, etc.)	0	6	3
c Cannabis (marijuana, pot, grass, hash, etc.)	0	6	3
d Cocaine (coke, crack, etc.)	0	6	3
e Amphetamine-type stimulants (speed, meth, ecstasy, etc.)	0	6	3
f Inhalants (nitrous, glue, petrol, paint thinner, etc.)	0	6	3
g Sedatives or sleeping pills (diazepam, alprazolam, flunitrazepam, midazolam, etc.)	0	6	3
h Hallucinogens (LSD, acid, mushrooms, trips, ketamine, etc.)	0	6	3
i Opioids (heroin, morphine, methadone, buprenorphine, codeine, etc.)	0	6	3
j Other – specify: _____	0	6	3
Ask questions 6 & 7 for all substances ever used (i.e. those endorsed in Q1).			

Source: WHO (2019) Assist tool V3.1.

Part C: Risk Factors

Please rate your agreement with the following statements on a scale of 1-5 where 1 (Strongly Disagree) 2 (Disagree) 3 (Neutral) 4 (Agree) to 5 (Strongly Agree):

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I first used alcohol or drugs at a young age.					
Substance use is common in my family history.					
Alcohol or drugs are easily available in my social circles or workplace.					
I have the financial means to easily access alcohol or drugs.					
I experienced traumatic events in my childhood that led me to use substances					
I feel high job stress					

Part D: The Influence of Substance Use on the Level of Performance among Employees

In your opinion, how has substance use affected your performance at work? Please rate on a scale from 1 to 5; where 1 (Strongly Disagree) 2 (Disagree) 3 (Neutral) 4 (Agree) to 5 (Strongly Agree):

	Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
Substance use has negatively affected my regular attendance at work.					
My productivity is compromised when I use substances like alcohol or drugs.					
My ability to provide high-quality service declines when I am under the influence of substances.					
Meeting my work targets becomes challenging when I use substances.					
My performance evaluations have been negatively impacted by my substance use.					
Substance use has a detrimental effect on my work performance.					

5. Counseling Interventions for Addressing Substance Use among Employees.

Please rate your agreement with the following statements on a scale of 1-5 where 1 (Strongly Disagree) 2 (Disagree) 3 (Neutral) 4 (Agree) to 5 (Strongly Agree):

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have found the EAP useful to me					
I frequently use the counseling services at work					
I find the services helpful?					
I am aware of the rehabilitation programs					
I am aware of support groups like Alcoholic and Narcotic Anonymous?					
I find counseling interventions effective in addressing substance use among employees					

Appendix III: Interview Guide for Human Resource Practitioners

Describe the substance use among employees in your organization. Are there specific types of substances that are commonly used?

……
……
……

What factors do you think contribute to substance use among employees in your organization?

……
……
……

Can you discuss any observed impact of substance use on employee performance? Are there noticeable trends in absenteeism, productivity, or workplace accidents?

……
……
……

What types of counseling interventions, (such as Employee Assistance Programs or support groups), are currently in place to address substance use among employees? How effective have these interventions been?

……
……
……

Based on your experience, what recommendations would you offer to improve the prevention and management of substance use among employees in service state corporations in Nairobi?

……
……
……

Appendix IV: List of State Corporations in Nairobi - Services

No	State Corporation- Services
1	Agricultural Development Corporation
2	Bomas of Kenya
3	Higher Education Loans Board
4	Kenya Accountants and Secretaries National Examination Board
5	Kenya National Examination Council
6	Kenya National Library Services
7	Kenya Tourist Board
8	Kenya Wildlife Service
9	Kenyatta National Hospital
10	Local Authorities Provident Fund
11	Nairobi Water Services Board
12	National Aids Control Council
13	National Authority for the Campaign against Alcohol and Drug Abuse
14	National Council for Law Reporting
15	National Sports Stadia Management Board
16	Water Resources Management Authority
17	Water Services Trust Fund

Source; Inspectorate of State Corporation (2024)

Appendix V: Risk Level Score

Specific substance involvement scores	Score	Risk Level	
a Tobacco products		0 – 3 4 – 26 27+	Lower Moderate High
b Alcoholic beverages		0 – 10 11 – 26 27+	Lower Moderate High
c Cannabis		0 – 3 4 – 26 27+	Lower Moderate High
d Cocaine		0 – 3 4 – 26 27+	Lower Moderate High
e Amphetamine-type stimulants		0 – 3 4 – 26 27+	Lower Moderate High
f Inhalants		0 – 3 4 – 26 27+	Lower Moderate High
g Sedatives or sleeping pills		0 – 3 4 – 26 27+	Lower Moderate High
h Hallucinogens		0 – 3 4 – 26 27+	Lower Moderate High
i Opioids		0 – 3 4 – 26 27+	Lower Moderate High
j Other – specify: _____		0 – 3 4 – 26 27+	Lower Moderate High

Source: WHO (2019) ASSIST tool V3.1.

Appendix VI: ANU Introduction Letter

AFRICA NAZARENE
UNIVERSITY

P.O.Box: 53067 – 00200
Nairobi, Kenya.
Tel: 020 252 7170/1 – 5
Email: vc@anu.ac.ke
www.anu.ac.ke

29th January 2024

RE: TO WHOM IT MAY CONCERN

Teresia Mwangi (16J03EMCP008) is a bonafide student at Africa Nazarene University. She has finished her course work and has defended her thesis proposal

entitled: -

"Effects of Substance use on Employee Performance in Selected State Corporations in Nairobi County, Kenya".

Any assistance accorded to her to facilitate data collection and finish her thesis is highly welcomed.

Rodney R. Reed

Prof. Rodney Reed
Deputy Vice Chancellor, Academic & Student Affairs

Appendix VII: NACOSTI Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 148909

Date of Issue: 06/February/2024

RESEARCH LICENSE



This is to Certify that Ms.. Teresia Wamaitha Mwangi of Africa Nazarene University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: EFFECTS OF SUBSTANCE USE ON EMPLOYEE PERFORMANCE: IMPLICATION OF COUNSELING INTERVENTIONS IN SELECTED STATE CORPORATIONS - NAIROBI COUNTY, KENYA for the period ending : 06/February/2025.

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Appendix VIII: Map of Study

