



AN INVESTIGATION ON IMPACTS OF INDIVIDUAL THERAPY ON EMPLOYEES' PERFORMANCE AT KENYA AIRPORTS AUTHORITY IN NAIROBI COUNTY, KENYA.

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ABSTRACT

The primary objective of workplace Individual counseling is to offer assistance and guidance to employees, to enable them address personal, emotional, and psychological issues that they may be facing. The article aims to investigate the impacts of individual therapy on employees' performance at Kenya airports authority in Nairobi County, Kenya. This study employs both a cognitive behavioral theoretical approach and a descriptive research design. The researcher conducted the study at Kenya Airports Authority, in Nairobi County, Kenya on a target population of 350 employees from all the departments, in Jomo Kenyatta International Airport. The study used a sample size of 186 individuals. This study collected both secondary and primary data based on the specific objectives and research hypothesis of the study. The observation showed that individual therapy is able to give employee's performance in Kenya Airports Authority, Nairobi County in Kenya a positive and significant addition ($\beta_1=0.341$, p-value 0.001). The p-value (0.001) was less than the significant level 0.05 hence proving that the relationship is significant, which implies that the alternate hypothesis is true. Based on the study findings, the researcher concluded that individual therapy had a moderately positive and significant influence on employees' performance at the Kenya Airports Authority in Nairobi County, Kenya. The study established that individual therapy indicators—depression, anxiety, and post-traumatic stress disorder—affect employees' performance outcomes. The study suggests implementing sensitization programs on mental well-being to raise awareness among employees and empower them to seek help for themselves or colleagues dealing with mental health issues.

Keywords: Individual Therapy, Employees' Performance and Kenya Airports Authority

BACKGROUND TO THE STUDY

The primary objective of workplace individual counseling is to offer assistance and guidance to employees, to enable them address personal, emotional, and psychological issues they may be facing (Mohammad Al, H. A., Osman, A., & Al, 2014). Workplace individual counseling is carried out through a systematic process conducted by professional counselors, to help clients gain self-understanding, make informed decisions, solve problems, and adapt effectively throughout their

lives (Roy, 2011). The goals of workplace individual counseling encompass addressing management styles, implementing strategies to resolve issues, and evaluating the efficacy of those strategies (Lucy Wambui, M., Caroline Cherotich, B., Emily, T., & Dave, 2016)., and also serves as an independent resource available to employees dealing with various personal challenges. Workplace Individual counseling programs provide a range of services, such as problem assessment, providing supportive counseling, facilitating referrals to advanced treatment levels, conducting wellness education and training, and implementing follow-up support for both employees and their families (Effects of Work Life Balance on Employees Performance in Institutions of Higher Learning: A Case Study of Kabarak University | Kabarak Journal of Research & Innovation, n.d.). Research suggests that personal problems can have a detrimental impact on employees' work performance, resulting in absenteeism and difficulties with concentration. However, counseling support has a positive effect on job performance since workplace Individual counseling progresses employee well-being and job performance.

Employee performance is a critical aspect of organizational management, and establishments strive to create a work environment that fosters high performance (Duclos, A., Carty, M. J., Peix, J. L., Colin, C., Lipsitz, S. R., Kraimps, J. L., Menegaux, F., Pattou, F., Sebag, F., Voirin, N., Touzet, S., Bourdy, S., Lifante, J. C., Carty, M., Lipsitz, S., Arnalsteen, L., Caizzo, R., Carnaille, B., Dezfoulian, G., 2012). Therefore, it is vital to note that satisfied employees do not necessarily associate with the most productive ones; rather, engaged employees who are intellectually and emotionally connected to the organization tend to perform better. Studies carried out in countries such as Singapore reveal that there has been a shortage of mental health services due to language and cultural barriers, underlining the importance of workplace individual counseling as a valuable tool for enhancing employee well-being (Chan, 2020). It is crucial for workplace individual counseling to account for cultural diversity and adapt counseling approaches to cater to different populations (M. Imran Malik, 2011). Similarly, workplace individual counseling in Nigeria and South Africa is influenced by the cultural and historical contexts specific to these regions.

In Kenya, workplace Individual counseling is increasingly recognized as crucial for improving the quality, performance, and productivity of employees, particularly in the public sector (Day & Allen, 2004). The Kenya Airports Authority has acknowledged the significance of employee wellness and has implemented strategies such as the establishment of a voluntary counseling center to address the well-being of its staff (Daily, B. F., Bishop, J. W., & Massoud, 2012). Workplace individual counseling plays a vital role in supporting employees to improve their well-being, and enhancing job performance, hence important for organizations to prioritize counseling services to foster a positive and productive work environment

The literature on workplace individual counseling emphasizes how crucial it is to handle the personal, emotional, and psychological problems that arise for employees; yet, there are a lot of unanswered questions and areas that need further research (Iis, E. Y., Wahyuddin, W., Thoyib, A., Ilham, R. N., & Sinta, 2022) The majority of studies conducted on workplace individual counseling have focused on how helpful it is for workers' health and productivity (Day & Allen,

2004). However, there is extensive research on the efficacy of individual, group, family, and peer counseling in companies like the Kenya Airports Authority. Understanding which counseling methods increase employee performance most is essential for designing counseling services. In multicultural nations like Kenya, occupational counseling literature emphasizes cultural awareness and adaptability. However, little is known about how cultural and environmental variables affect Kenyan counseling results. Given the country's wide cultural variety, it is important to study how counseling tactics might be tailored to diverse communities to provide culturally sensitive and successful services.

Finally, although workplace Individual counseling is becoming more important in Kenya, there is need for more studies on its effects on particular firms like the Kenya Airports Authority. A current review of counseling program s' effectiveness and direct impact on employee performance is needed to give practical insights for firms looking to improve employee well-being and work performance. This research addresses these gaps and builds on the current body of information to provide significant insights into workplace individual counseling and employee performance at the Kenya Airports Authority.

STATEMENT OF THE PROBLEM

Workplace individual counseling is designed to assist employees in addressing personal, emotional, and psychological issues, thereby enhancing their overall well-being and job performance. Conducted by professional counselors, these sessions help employees gain self-understanding, make informed decisions, solve problems, and adapt effectively throughout their lives. The objectives of workplace counseling include addressing management styles, implementing strategies to resolve issues, and evaluating the efficacy of those strategies. It serves as an independent resource for employees dealing with various personal challenges. Counseling programs offer services such as problem assessment, supportive counseling, referrals to advanced treatment, wellness education, and follow-up support for employees and their families. Personal problems can adversely impact work performance, leading to absenteeism and concentration difficulties. Conversely, counseling support has been shown to positively influence job performance by improving employee well-being.

Despite the recognized importance of workplace individual counseling, there remain many unanswered questions and areas requiring further research. While most studies focus on its benefits for health and productivity, there is limited research on the efficacy of different counseling methods within organizations like the Kenya Airports Authority. Understanding which methods most effectively enhance employee performance is crucial for designing effective counseling services. In multicultural nations like Kenya, it is essential to consider how cultural and environmental factors impact counseling outcomes. Tailoring counseling strategies to diverse communities is vital for providing culturally sensitive and effective services. However, little is known about how these factors affect counseling results in Kenya.

Moreover, there is a need for more studies on the impact of workplace individual counseling on specific organizations like the Kenya Airports Authority. A current review of the

effectiveness of counseling programs and their direct impact on employee performance is necessary to provide practical insights for organizations aiming to enhance employee well-being and productivity.

LITERATURE REVIEW

Influence of Individual counselling on employees' Performance

Individual psychotherapy is a treatment used to address emotional and personality disorders through psychological means and it offers therapeutic interventions similar to how a physician would treat physical ailments like fever, (Iis et al., 2022), this form of therapy handles a wide range of difficulties, from milder emotional conflicts to severe psychopathologies, making it beneficial for individuals facing various challenges. Individual therapy takes advantage of the social nature recognizing the importance of interpersonal relationships in various contexts (Iis et al., 2022).

Qualified professionals, like counseling psychologists, psychotherapists, and counselors, typically conduct individual psychotherapy sessions as they possess broad knowledge of different psychological issues. As urged by (Duclos et al., 2012), Psychological disorders, including but not limited to anxiety disorders, depression, post-traumatic stress disorder (PTSD), and panic disorders can be well addressed through individual therapy. Depression in the workplace individual can significantly impact personal well-being and productivity leading to reduced performance (Kotteeswari, n.d.). Anxiety, which is a natural response to a perceived threat, can manifest in cognitive, physiological, and behavioral ways (Munir & Azam, 2017). Nonetheless, individuals with anxiety disorders encounter recurrent false alarms, resulting in significant distress and impairments in daily functioning. According to a study conducted by the Anxiety and Depression Association of America, 56% of employees indicated that their work performance was impacted by anxiety and stress (Munir & Azam, 2017).

Cognitive-behavioral techniques Patting individual therapy can help individuals address anxious beliefs, minimize feared catastrophes and associated distress (Telch, 2012). In workplace Individual context, anxiety can hinder relationships and collaborations, hence negative impact on organizational performance (*Effects of Work Life Balance on Employees Performance in Institutions of Higher Learning: A Case Study of Kabarak University | Kabarak Journal of Research & Innovation*, n.d.). Therefore, efforts should be made to enhance the interpersonal skills of employees through individual therapy, hence promoting healthy relationships and improved performance (Lucy Wambui et al., 2016). Individual Cognitive-Behavioral Therapy (CBT) is often recommended as a preferred treatment choice for PTSD (Monson, 2014). According to (Day & Allen, 2004) CBT focuses on identifying and replacing unhelpful thinking patterns and distortions related to traumatic experiences. Generally, individual psychotherapy is an effective treatment for a wide range of emotional and personality problems since it provides a non-judgmental safe space where clients can express themselves freely, without hesitation or fear (Lucy Wambui et al., 2016).

Working closely with a therapist who actively listens, provides professional advice, and suggests valuable solutions facilitates positive change in individuals by deeper understanding of the issues at hand, and the development of effective coping strategies. This also improves their

overall quality of life. By targeting specific mental health conditions, individual therapy contributes to overall well-being and enhances performance in various settings, including the workplace Individual (Mohammad Al et al., 2014).

THEORETICAL FRAMEWORK

This study employs a cognitive behavioral theoretical approach to investigate the study variables, specifically focusing on the impact of workplace individual counseling on employees' performance at Kenya Airports Authority (Jomo Kenyatta International Airport) in Nairobi County, Kenya. Cognitive behavioral theory (CBT) is based on the fundamental concept that our thoughts give rise to our feelings and behaviors. This theory was developed by (Beck, A. T., Emery, G., & Greenberg, 1985), and it states that an individual's distress and behavior are primarily shaped by their cognitive framework. Thus, therapeutic change can be achieved by employing techniques that focus on identifying reality testing, rectifying distorted conceptualizations, and addressing the dysfunctional beliefs underlying these cognitive processes (Beck, A. T., Emery, G., & Greenberg, (1985). The cognitive behavioral theory rests on three key assumptions; firstly, it suggests that cognitive processes and content are accessible and can be known. Secondly, our thought patterns mediate our responses to environmental stimuli and lastly, cognition can be intentionally targeted, modified, and transformed. By encouraging a shift towards more rational, realistic, and balanced thinking, individuals can experience relief from symptoms and enhance their adaptability. This transformation can be achieved through self-directed efforts and collaboration with trained practitioners (Beck, 1976). Given the broad scope of its application on depression, anxiety, addictions, stress management, anger management, skill training, assertion training, panic attacks, and performance anxiety among others, Cognitive behavioral therapy is highly relevant to this study (Beck et al., 1985).

This study's theoretical approach, Cognitive Behavioural Theory (CBT), is valuable and instructive for understanding how workplace individual counseling affects Kenya Airports Authority employee performance. Cognitive behavioral theory assumes that ideas, emotions, and actions are linked and that cognitive processes determine discomfort and behavior, thus, therapeutic change may be accomplished by recognizing and changing distorted thinking patterns and dysfunctional beliefs. CBT helps you understand how workplace Individual counseling affects employee performance. CBT may be used to study how individual, group, family, and peer counseling affect workers' mental processes, emotional well-being, and workplace individual conduct. CBT identifies and corrects erroneous cognitions and is essential for understanding how counseling therapies might improve coping, occupational stress, and interpersonal skills. CBT's focus on cognitive process accessibility and modifiability matches the study's goal of assessing workplace individual counseling techniques' efficacy. With CBT as a theoretical framework, the research will examine how various counseling methods actively target and change workers' cognitive frameworks, improving job satisfaction, motivation, engagement, and performance.

RESEARCH METHODOLOGY

Research Design

The study adopted a descriptive research design to investigate the impact of workplace Individual counseling on employee performance at Kenya Airports Authority (Jomo Kenyatta International Airport) in Nairobi County, Kenya. Both qualitative and quantitative methods were used to provide precise numerical descriptions, enabling statistical analysis and interpretation of the data for comprehensive understanding of the topic and to gain insights into the attitudes and opinions of participants related to the study objectives. By combining these two approaches, the study aimed to provide a comprehensive understanding of how workplace individual counseling influences employee performance at Kenya Airports Authority in Nairobi County, Kenya.

Location of the Study

The research was conducted at the Kenya Airports Authority, situated in Nairobi County, Kenya, specifically within the Embakasi East Airport North Road, to investigate the influence of workplace Individual counseling on employees' performance.

Target Population

The researcher conducted the study at Kenya Airports Authority, in Nairobi County, Kenya on a target population of 350 employees from all the departments, in Jomo Kenyatta International Airport. As argued by Mugenda and Mugenda (2012), the targeted population refers to the population which the researcher wants to generalize the results of the study. The unit of analysis was all departments at Kenya Airports Authority (Jomo Kenyatta International Airport) in Nairobi County, Kenya while the unit of observation was all the employees selected from senior management, middle management, supervisory staff, and junior staff.

Table 1: Target Population

Subgroup	Total Number of Staff
Senior Management	10
Middle Management	30
Supervisory Staff	70
Junior staff	240
Total	350

Source: Kenya Airports Authority, 2023

Sample Size

Sampling involves logical selection of individuals for a study to ensure that those chosen are representative of the larger group, as stated by Mugenda and Mugenda (2012). The sample size constitutes a smaller subset of the broader population, as highlighted by Cooper and Schindler (2003). According to Ogachi (2011), employing a well-considered sample size is fitting because it offers a prompt, cost-effective, efficient, and accurate means of gathering information about the

entire population. To determine the sample size from the 350-targeted population, a simplified formula to calculate sample size (Yamane, 1967) was used as detailed below:

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

Where: n was the Sample size required, N was the target population (350), and e margin of error (5%).

Given the above formula, the sample was:

$$n = \frac{350}{1 + (350)(0.05)^2}$$

$$n = \frac{350}{1 + (350)0.0025}$$

$$n = \frac{350}{1 + 0.875}$$

$$n = \frac{350}{1.875}$$

$$n = 186$$

Sampling Procedures

The researcher employed stratified random sampling to ensure a representative sample of respondents for the study. This sampling technique involves dividing the population into distinct strata based on the job ranks of the employees to achieve homogeneity within each stratum. To maintain proportionality, the method of proportional allocation was used in selecting items from each stratum. This method ensures that the sample sizes from different strata are proportionate to the size of each stratum (Kothari, 2014). The proportional allocation method was utilized to determine the number of observations from each stratum, which contributed to the total sample size. In this case, N1-N4 represented the proportion of the population included in each stratum or subgroup, while n1-n4 represented the expected number of observations from each stratum or subgroup. The population size was denoted as N = 350, and the total sample size was n = 186. The strata included categories such as: Stratum N1: Senior Management, Stratum N2: Middle Managers, Stratum N3: Supervisory Staff and Stratum N4: Junior Staff.

Table 2: Sample Allocation

KAA (Strata)	Sub-groups	KAA population (N1...N4)	KAA Subgroups(stratum) sample size calculated using proportional allocation formula) $(n1) \dots (n4) = \frac{n}{N} (N1) \dots (N4)$
	Senior Management (N1)	10	5
	Middle Managers (N2)	30	16
	Supervisory Staff (N3)	70	37
	Junior Staff (N4)	240	128
Total		350	186

Source: Kenya Airports Authority, 2023

Construction of Research Instruments

Research Instruments refers to data collection tools used by researchers to collect data from a research sample (Creswell, 2013). This study collected both secondary and primary data based on the specific objective. The researcher obtained secondary data from published relevant literature in libraries such as journals, books, reports from other scholars, and primary data through questionnaires. According to Mugenda (2012), the questionnaire is a document that asks the same question to all individuals in the sample, is easy to analyze, saves time, is easy to administer, and enables the collection of huge amounts of data especially when the population of interest is large. The researcher used both structured and unstructured questionnaires according to the objectives of the study. Structured questionnaires captured data regarding the independent variables and dependent variable on a five-point Likert scale, ranging from 5-Strongly agree, 4-Agree, 3-Neutral, 2- Disagree, and 1- Strongly Disagree. The five-point Likert scale was used due to its practicality in measuring the perception, values, and behaviours of respondents (Mugenda & Mugenda, 2012). Unstructured questionnaires captured the open-ended questions to seek the opinions of the respondents. The researcher also utilized the interview guide with open-ended questions which were directed to senior management to give more insights on the study through their opinions.

Data Collection Methods and Procedures

The data collection process commenced with the researcher acquiring an introductory letter from Mount Kenya University. The introduction letter was used to introduce the researcher to NACOSTI and request official authorization and license for access to the field for data collection purposes. The researcher used the Authorization from NACOSTI to seek further approval from Kenya Airports Authority, in Nairobi County, Kenya for data collection in their institution at Jomo Kenyatta International Airport. On obtaining approval from the Kenya Airports Authority, the researcher administered 186 questionnaires to respondents and requested them to answer honestly and precisely. The questionnaires contained the research questions revolving around the specific objectives of the study and were accompanied by a cover letter to guarantee the respondents confidentiality of the information provided. The researcher distributing the questionnaires gave the respondents sufficient time to fill the questionnaires. The research as well administered an interview guide to senior management through an interview guide with open-ended questions for further insights.

Data Analysis

As per evidence supplied by (Daily et al., 2012), data analysis refers to the process of conversion of raw data into important data for obtaining findings that have to be interpreted within the context of the study. Thorough checks were implemented to verify the collection of data as well as to establish the veracity and completeness of the data hence removing errors and omissions. The researcher applied a mixture of descriptive and inferential statistical analysis methods, which were conducted on SPSS version 26 for the analysis. The emphasis of the descriptive statistical analysis was on frequencies, percentages, means, and standard deviations estimation for all the variables. To improve comprehending, the use of tables, charts, and other visual aids was undertaken to

provide the clearest representation of the collected data. Correlation analysis and regression were used since there were more than two independent variables. The multiple correlation coefficients were used to study the strength, and direction of the relationship that exists between the independent and the dependent variables. On the other hand, multiple regression analysis was used to determine if the independent variables can correctly predict the dependent variable. The independent variable contribution to the dependent variable was investigated using the coefficient of determination (R^2). After the significance level was set at 0.05, the study results were represented in the form of statistical tables. The specified multiple regression model had the following specifications.

Where; Y is the mark of the employee performance while β_0 is a constant, β_1 , β_2 , β_3 , β_4 are coefficients of the independent variables X_1 Individual Therapy, X_2 Group Therapy, X_3 Family Therapy, X_4 Peer counselling, and ϵ is the error term.

Ethical Considerations

The researcher adhered to ethics and ensured that the study findings were reported with ethical considerations in mind. To achieve this, the researcher communicated the purpose of the study to the respondents and obtained their voluntary consent to participate by answering the questionnaire and the interview guide. Besides, the collected data was treated with the utmost confidentiality and presented as received from the respondents without any alterations. To protect the identity of the respondents, the data was reported without the disclosure of personal information. Additionally, all secondary sources were appropriately acknowledged through citations.

RESEARCH FINDINGS

Response Rate

The sample size considered 186 respondents from the Kenya Airports Authority (Jomo Kenyatta International Airport, Nairobi County, Kenya). Our researcher distributed 186 questionnaires among people. Out of them, 166 were returned completed and returned. The response rate we obtained was 89%. An adequate response rate (above 50 percent) when it comes to data analysis and reporting while an exceptional response rate (above 70 percent) is considered a good one (in a study by (Kotteeswari, n.d.). Hence, the 89% response rate of the study being within the acceptable boundaries helped in the data interpretation and analysis. The response rate demonstrated below is the platform on which this article presents the study findings, analysis, interpretations, conclusions, and recommendations.

Individual Therapy on Employees' Performance at KAA, Jomo Kenyatta International Airport

The research was oriented towards obtaining the opinions of the respondents on the one-on-one therapy effect on employees' performance at the Kenyan airport in Nairobi County, Kenya. The percentages, averages, and standard deviations were computed and the results were reported in Table 3 Following the findings, the participants have admitted that cognitive behavioral therapy

has assisted them in the reduction of depression and anxiety symptoms. This is reflected in the mean of 3.96 (std. dev - 0.824). The participants indicated that they had been trained to cope better with workplace Individual as well as personal stress due to individual therapy. This is implied by the mean of 3.93 (std. dev=0.891). In addition, they said that individual therapy affected positively the work environment in promoting healthier employees. This is indicated by the mean of 3.87 and std. deviation of 0.965. Respondents' consensus was that individual therapy was a beneficial tool in their overall development of mental health. This is represented in the form of the mean 3.80 (std. deviation =0.918). Moreover, the participants reported that individual therapy has also affected their performance in the workplace Individual positively. Such is demonstrated by the mean of 3.68 (std. dev = 1.066). The overall average mean of answers was 3.85 (std. dev=0.933) which revealed that most of the respondents agreed with the statements about individual therapy.

Table 3: Individual Therapy on Employees' Performance at Kenya Airports Authority, Jomo Kenyatta International Airport

Statements	1	2	3	4	5	Mean	S. D
Individual therapy has been effective in improving my overall mental well-being.	1.7	8.3	18.9	50.6	20.6	3.80	0.918
Individual therapy has helped me reduce symptoms of depression and anxiety.	2.2	3.9	11.1	61.7	21.1	3.96	0.824
Individual therapy has positively impacted my overall performance at work.	6.7	6.1	19.4	48.3	19.4	3.68	1.066
Individual therapy has improved my ability to manage workplace Individual and personal stress more effectively.	2.8	3.3	16.7	52.8	24.4	3.93	0.891
Individual therapy has contributed to a healthier work environment by improving the well-being of employees.	3.4	4.4	20.6	45.6	26.1	3.87	0.965
Average						3.85	0.933

KEY: 1= Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A) and 5= Strongly Agree (SA)

The findings of your research on individual therapy's impact on employees' performance at the Kenyan airport are well-aligned with existing literature on cognitive-behavioral therapy (CBT). Participants reported significant reductions in depression and anxiety symptoms (mean 3.96, std. dev 0.824), improved coping with workplace Individual and personal stress (mean 3.93, std. dev 0.891), improved work environment (mean 3.87, std. dev 0.965), and improved overall performance (mean 3.68, std. dev 1.066). The overall average mean of answers was 3.85 (std. dev=0.933) which revealed that most of the respondents agreed with the statements about individual therapy.

0.891), and a healthier work environment (mean 3.87, std. dev 0.965). These results correlate with the American Psychological Association's assertion that individual psychotherapy effectively addresses a wide range of psychological issues, including anxiety and depression. (M. Imran Malik, 2011) supports this, noting the broad applicability of therapy for various psychological challenges. Moreover, the positive impact on workplace Individual performance (mean 3.68, std. dev 1.066) aligns with findings from the Anxiety and Depression Association of America, which indicate that stress and anxiety significantly affect work performance. Overall, the research reinforces the value of CBT in enhancing mental health and workplace Individual outcomes, demonstrating consistency with established psychological theories and empirical studies.

Regression Coefficients

According to model it becomes clear that, a Beta coefficient is always constant $\beta_0 = 15.457$, which means that performance of employee is 15.457unit if other factors are same. The observation showed that individual therapy is able to give employee's performance in Kenya Airports Authority, Nairobi County in Kenya a positive and significant addition ($\beta_1=0.341$, p-value 0.001). The p-value (0.001) was less than the significant level 0.05 hence proving that the relationship is significant, which implies that the alternate hypothesis is true. In other words, ($\beta_1 = 0.341$) indicates that when all other variables stay constant one unit increase in individual staff training result in workers' performance increase by a factor of 0.3401.

Table 4: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	15.457	1.258		12.990	0.001
Individual Therapy	0.341	0.059	0.397	5.764	0.001

CONCLUSION

Based on the study findings, the researcher made conclusions in line with the study objectives. The study concluded that individual therapy had moderately positive and significant influence on employees' performance in Kenya Airports Authority in Nairobi County, Kenya. The study findings established that the individual therapy indicators (depression, anxiety and post-trauma stress disorder) affect the outcome of employees' performance at Kenya Airports Authority in Nairobi County, Kenya. This implies that consistent implementation of individual therapy leads to significant improvement on employees' performance in Kenya Airports Authority in Nairobi country Kenya.

RECOMMENDATIONS OF THE STUDY.

Based on the study findings, various recommendations were made in line with the study objective. The study found out that there are some staff who face psychological issues without knowing who to share with and others fear to open up on issues distressing them due to lack of professional counsellors. The study therefore recommended that the management of Kenya Airports Authority should enhance individual therapy programs for employees to realize their potential in managing themselves better. The study also found out that some employees are faced with depression and post traumatic disorders and they are not aware, not even their Colleagues. The study therefore recommended for enhanced sensitization programs on mental wellbeing to the Authority's staff in order to empower employee's awareness on mental issues bothering them or their colleagues so that they can escalate for further assistance.

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