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WORK-LIFE BALANCE PRACTICES AND EMPLOYEE PERFORMANCE AT TECHNICAL UNIVERSITY OF KENYA

BY

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A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS AND LEADERSHIP STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) AT ST. PAUL'S UNIVERSITY

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DECLARATION

This dissertation is the outcome of my work; it is not the product of teamwork. It has never before been submitted to another institution.

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ABBREVIATIONS AND ACRONYMS

CIHRM	Centre for International Human Resource Management
EAP	Employee Assistance Program
HR	Human Resource
HRM	Human Resource Management
TUK	Technical University of Kenya
WLB	Work-Life Balance
WFC	Work-Family Conflict

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OPERATIONAL DEFINITION OF TERMS

County Government	The administrative entity that is in charge of local services, regulations, and community needs (Makhanya, 2021).
Employee Assistance Programs	counselling support for financial or legal matters, work-life balance, job stress, and personal concerns (Agrawal & Mahajan, 2021).
Employee Performance	Attainment of predetermined goals for the assignments given to workers within a specific workday (Mutheu, 2023).
Employee Wellness Programs	The goal of intervention strategies is to advance workers' wellbeing (Mukururi and Ngari, 2019).
Ethnicity	The shared cultural identity, including language, heritage, customs, and common ancestry among groups (Makhanya 2021).
Flexible Work Arrangement	The capacity of the worker to have some control over both the work schedule and the workplace (Mutheu, 2023).
Gender	The social, cultural, and psychological characteristics and roles associated with being male, female, or non-binary (Lestari & Margaretha, 2021).
Generational Diversity	The inclusion and interaction of individuals from different age groups (Mukururi and Ngari, 2019).
Leave Policies	A time frame during which an employee must be absent from their principal position and yet retain their employee status (Makhanya, 2021).
Work-Life Balance	A level of wellbeing that enables a worker to efficiently handle a variety of tasks both within and outside of work

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hours (Lee & Kim, 2023).

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ABSTRACT

Universities worldwide are recognized as knowledge hubs that aim to inform public policy and address various economic, social, and political issues. However, institutions like the Technical University of Kenya (TUK) face challenges such as frequent worker strikes, slowdowns, and high employee turnover. These issues lead to wasted time and resources and negatively impact employee performance. Over 40% of employees at TUK have voluntarily resigned, largely due to unmet social needs that could have been addressed with improved work-life balance practices. This study examined how work-life balance procedures affect workers' performance at TUK, and specifically examined flexible work schedules; employee assistance programs, leave policies, and employee wellness programs. The Job Embeddedness Theory, Boundary Theory, Work-Family Conflict Theory, and Work-Family Enrichment Theory were adopted for the study. A descriptive study design was employed to gather information from 1,704 workers, both academic and non-academic. A structured questionnaire that was administered to 182 respondents made up the sample size, which was chosen by stratified random sampling, which yielded the academic and non-academic staff as the distinct strata. The questionnaire was pretested using 18 from St. Paul's University. The quantitative data was analyzed using the Statistical Package for Social Sciences (SPSS) for descriptive and inferential purposes, and the qualitative data was analyzed using a theme analysis process and the results and findings were presented using tables, bar graphs, and pie charts. The findings showed that the overall mean for a flexible work environment was (M= 2.8623; SD=1.2980), which indicated that most respondents were not sure about the effects of a flexible work environment on their performance at the organization. The mean employee assistance program was (M= 2.7566; SD=1.33336), which indicated that most respondents were uncertain about the effects of employee assistance programmes on their performance at the organization. The mean for leave arrangement was (M= 2.7606; SD=1.33336), which indicated that most respondents were uncertain about the effects of employee assistance programmes on their performance at the organization. The mean for leave arrangement was (M= 3.6733; SD=1.33336), which indicated that most respondents agreed that employee wellness programs affected their performance at the organization. The variables Flexible Work Arrangements (FWA) on performance ($p = 0.983$) ; Leave Arrangements (LA) ($p = 0.969$), and Employee Assistance Programs (EAP) ($p = 0.089$) had minimal and statistically insignificant effects on employee performance. However, Employee Wellness Programs (EWPs) have a strong positive and statistically significant effect on employee well-being and performance with statistical significance ($p = 0.000$, Beta = 0.611). The results specifically showed that workers had little flexibility and no opinion about the university's support programs, which may have been due to a lack of clarity in the policies or inadequate communication. Despite recognizing the benefits of flexible schedules and support programs, such as enhanced productivity and morale, these were not fully utilized. Maternity and paternity leave were well-established, but other types of leave received mixed responses. While wellness programs were generally positive, stress management and sports participation were inadequate. Employee performance was strong, bolstered by flexible work arrangements, though inconsistencies were observed in managing customer complaints. Addressing these gaps could improve employee well-being, satisfaction, and the overall performance of the university. The study suggested implementing more flexible work arrangements, enhancing communication regarding leave policies, and expanding wellness

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programs. Future research should investigate the obstacles to implementing these changes and evaluate the lasting effects of support programs on the well-being and productivity of employees.

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CHAPTER ONE: INTRODUCTION

1.0 Introduction

The chapter gives a summary of the research study's history, including the issue description, goals, and research questions that guided the investigation. Additionally, it covers the significance and rationale for the study, outlining its scope and any limitations encountered.

1.1 Background of the Study

Human resources is emerging to be among the crucial organizational resources in the wake of the 21st century, which plays a significant role in promoting effectiveness, efficiency, and sustainable performance. Modern organizations are coming up with strategies to strengthen, support, and enhance the effectiveness of human resources to reap the benefits. One of the emerging issues in human resources is work-life balance, which most researchers in HRM uphold as a key driver of human resource effectiveness and employee performance (Oludayo, & Omonijo, 2020). Promoting employee performance has been the central focus for every modern organization that seeks to gain competitiveness. Through employee performance, organizations can meet customer needs through enhanced employee commitment (Begum, Shafaghi & Adeel, 2022).

According to Stanczyk (2019), in Chicago, work-life balance has been regarded by most employees as an essential driver of their satisfaction, more than rewards and recognition. Subroto, Amalia, Sulistyani, and Safitri (2023) reported over 70% of millennial workers preferred work-life balance more than increased salaries, promotions, and financial rewards. In India, Rastogi, Rangnekar, and Rastogi (2015) noted that many HR managers grapple with maintaining a healthy equilibrium between employees' personal and professional lives, due to the growing demand for dedicated employees and increased family responsibilities. Organizations are under mounting pressure to create a range of policies for managing the personal and work-related obligations of their employees, concerning these challenges in consideration of the conflicts they generate between the different roles individuals play (Lestari, 2021).

In Sub-Saharan Africa, Work-life balance has been brought up, especially among the largest companies in the region, there are issues impacting the public and private sectors alike of balancing between the work and social life of the employees. In Nigeria, despite some companies having the

desire to enhance employee satisfaction and performance through work-life balance, the dynamism in the operating environment has forced them to cost-save by scaling down the workforce and over-utilizing a few employees (AlHazemi, 2019). This situation makes achieving work-life balance difficult, consequently impacting employee productivity (Oyewobi, Oke, Adeneye & Jimoh, 2019). In South Africa, some employees experience high levels of stress and work-related health issues occasioned by the imbalance between work and personal life (Bataineh, 2019). Employee productivity is largely influenced by their job satisfaction and mental stability (AlHazemi, 2019).

In Kenya, work-life balance is becoming increasingly challenging, finding a balance between the job and social life. The efficiency with which Kenyan telecom industry workers performed was determined by the harmony between work-related factors and family life responsibilities (Keino and Kithae, 2019). Employee performance is improved when organisational management can find a balance between workers' work schedules and their obligations to their families and social lives (Kasau, 2019). The satisfaction and commitment of employees to their job responsibilities are significantly determined by the concentration and undivided attention of the employees due to the availed time to focus on their personal and social responsibilities (Otera, 2018).

1.1.1 Employee Performance

Employee performance encompasses how employees conduct themselves in the workplace and how effectively they meet their assigned responsibilities (AlHazemi, 2019). According to Meyer and Allen (2018), employee performance is defined as a worker's capability to carry out their duties in line with organizational standards. According to Keino and Kithae (2019), work-life balance and organization performance are correlated and therefore, a decline in a company's performance is often directly linked to employee performance, with human resources playing a crucial role in helping an organization achieve its goals (AlHazemi, 2019). Since organizational performance is directly tied to individual performance, the collective efforts of an organization's members bring its purpose to fruition (Keino & Kithae, 2019).

Employees are an important resource for any business, and as work environments grow more dynamic, public and private sector businesses need to improve work-life balance to guarantee the best possible performance from their workforces. Human resource managers should endeavor to

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optimize employees' contributions towards the organization's goals and objectives, considering their crucial role. This will help to minimize work-life conflicts and maintain high employee performance (Begum, Shafaghi, & Adeel, 2022). Performance is considered as the capacity of an individual to carry out their job duties in their area of expertise methodically and efficiently as delegated by superiors. Accordingly, performance is the capacity of an individual to accomplish preset objectives by means of their labor (Mungania, Waiganjo, & Kihoro, 2019).

Changes in demographics at the workplace have brought about the problem of work-life balance for both employers and workers. Companies expect workers to devote more of their time to work, but their families equally want them to spend quality time at home. In turn, employees who are unable to strike a balance between the two usually end up having conflicts with their families and challenges performing their work (Keino and Kithae, 2019). The degree or frequency with which work and family conflict occurs, or its lack is what is known as work-life balance. To mitigate work-family conflicts that could impair employees' performance, some large private organizations in Kenya have created work-life balance amenities. These include nursery centres, health centres, and prayer rooms (Obiageli, Uzochukwu, & Ngozi, 2019).

1.1.2 Work-life Balance Practices

HR managers should implement leave policies, flexible work schedules, and welfare rules as standard measures for achieving work-life balance. What was once primarily viewed as family-friendly policies has evolved into a broader concept encompassing work-life balance, extending beyond just family matters (Obiageli, Uzochukwu & Ngozi, 2019). At the outset the definition of work life balance was premised on the quest to enhance work-family dynamics; and also resolve conflicts between work and family (Ogechi & Nwaeke, 2019). Work-life balance involves minimal work-family conflict, alignment of personal and professional goals, job satisfaction, and the ability to manage responsibilities effectively in both work and home environments. All organizational policies should, therefore, seek to improve worker performance (Parkes & Langford, 2018).

Work-life balance refers to the degree to which an individual feels that their personal and professional needs are being fulfilled and that they are content with both aspects of their life (Subroto et al., 2023). In the context of colleges, which are major providers of formal employment, merely offering benefits for work-life balance is insufficient. The organization and management

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must actively support and foster a healthy work-life balance. Sections 29 and 28 of the Employment Act of 2007 in Kenya specify the statutory leave entitlements for employees. According to these sections, employees are entitled to twenty-one days of paid annual leave for every twelve months of continuous service. Additionally, female employees are entitled to three months of paid maternity leave, which can be taken in addition to the regular annual leave. The law also mandates that employees must have at least one day off per week to ensure they receive regular periods of rest (Muasya & Nzengya, 2021). The degree to which Kenyan organizations have adopted work-life initiatives varies, and there is still considerable progress to be made in implementing guidelines and procedures that align with global standards (Munyiri, 2023). Work-life guidelines, whether formal or informal, are intended to help employees balance their professional and personal lives. Notably, Kenyan companies are gradually embracing work-life balance strategies and practices (Munyiva & Wainaina, 2018).

Work-life balance practices are strategies and policies designed to help individuals manage their professional and personal responsibilities effectively (Muasya & Nzengya, 2021). These practices aim to reduce stress, enhance well-being, and promote productivity (Munyiva & Wainaina, 2018). This study focused on four distinct dimensions of work-life balance practices, which included flexible working arrangements; employee assistance programs; leave policies, and employee wellness programs. Flexible work arrangements refer to various work structures that allow employees to have greater control over where, when, and how they perform their job duties (Munyiva & Wainaina, 2018; Munyiri, 2023). According to Obiageli, Uzochukwu & Ngozi (2019), these arrangements can include options such as remote work, flexible hours, compressed workweeks, part-time positions, and job-sharing. The primary goal is to enhance work-life balance, increase employee satisfaction, and boost productivity (Parkes & Langford, 2018). Subroto et al., (2023) further notes that by accommodating individual needs and preferences, flexible work arrangements enable organizations to attract and retain talent while fostering a more inclusive work environment.

Employee Assistance Programs (EAPs) include workplace-based initiatives designed to support employees' mental, emotional, and behavioral well-being (Obiageli, Uzochukwu & Ngozi, 2019). Subroto et al., (2023) note that these programs typically offer a range of services, including

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confidential counseling, mental health support, stress management resources, financial and legal assistance, and wellness programs. EAPs aim to help employees address personal and professional challenges that may affect their performance, productivity, and overall quality of life (Ogechi & Nwaeke, 2019). According to Muasya and Nzengya (2021) providing access to mental health professionals and other resources through EAPs promote a healthier work environment, reduce absenteeism, and enhance employee morale.

Leave policies are organizational guidelines that outline the conditions and procedures for employees to take time off from work (Subroto, 2023). These policies define the types of leave available, eligibility criteria, duration, and the process for requesting leave (Parkes & Langford, 2018). Munyiva & Wainaina (2018) note that effective leave policies help ensure that employees feel supported in their personal and professional lives, promote overall well-being, and contribute to a positive workplace culture. They also assist organizations in maintaining compliance with labor laws and regulations regarding employee rights (Muasya & Nzengya, 2021; Ogechi & Nwaeke, 2019).

Employee wellness programs are initiatives designed to promote and improve the physical, mental, and emotional well-being of employees in the workplace (Parkes & Langford, 2018). According to Ogechi & Nwaeke (2019) these programs aim to enhance employees' overall health, increase productivity, and reduce healthcare costs for both employees and employers. By fostering a culture of health and well-being, employee wellness programs can lead to increased job satisfaction, improved morale, reduced absenteeism (Obiageli, Uzochukwu & Ngozi, 2019), and a healthier workforce, ultimately benefiting the organization as a whole (Ogechi & Nwaeke, 2019).

1.1.3 Technical University of Kenya

The Technical University of Kenya (TUK) is located along Haile Selassie Avenue, within the Central Business District of Nairobi. The Technical University of Kenya (TUK) has its roots in the Kenya Polytechnic, which was elevated to a university during President Mwai Kibaki's era. The public university, therefore, received its charter in January 2013 from the late H.E. Mwai Kibaki, the former President of Kenya. The university is overseen by a Chancellor, who works closely with the University Council's management. The Vice-Chancellor handles the daily operations and chairs the Management Board. TUK consists of eighteen schools and three centers, all supported

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by a modern, well-equipped library. The university depends on the contributions of its employees across various departments.

In Kenya, the demand for university education has seen a significant increase over time, reflecting a growing interest in higher education within the country. As public institutions, universities must ensure they provide high-quality education, research, and community service to their students. This focus on quality is crucial, especially with the increasing number of students enrolling in universities (Abok, Onyancha, & Kwanya, 2021). To address the growing demand new universities have been established and the existing ones expanded, thereby increasing the workload on employees. Challenges include the increasing number of students using technology for assessment, diverse student backgrounds, globalization, the adoption of corporate learning styles, and various management issues. According to Njenga (2020), universities must develop students' potential to help them become successful professionals, leaders, scholars, researchers, and innovative human resources. Higher education policies in Kenya, such as those outlined by the Commission for University Education (CUE), indirectly advocate for improved work-life balance by emphasizing the importance of creating conducive environments for teaching, learning, and research. Policies on academic staffing levels, equitable workloads, and student welfare aim to reduce burnout and stress.

1.2 Statement of the Problem

Universities, as higher education establishments, play a critical role in generating knowledge to inform public policy and address economic, social, and political challenges (Chan, 2019). However, these very institutions, including TUK, face a variety of issues, such as frequent worker strikes, slowdowns, and high employee turnouts that adversely affect the performance of employees by wasting time and other resources (Mahando & Juma, 2020). On the other hand, regular staff slowdowns and strikes, inadequate leadership, deteriorating infrastructure, and inflexible management structures provide significant obstacles to the delivery of high-quality education in universities. These problems may stem from the administrators' failure to foster an efficient, favourable, and productive balance between work and life in these universities. According to Muasya and Nzengya (2021), over 40% of employees at TUK left their jobs voluntarily mainly driven by unmet social needs, which could have been achieved with work-life

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balance. At the same time, over 60% of organizations did not comply with work-life balance practices, which resulted in declined employee commitment and poor employee performance.

Numerous local and international studies have looked at work-life balance but have presented significant gaps including contextual, methodological, and conceptual gaps.

The contextual gaps identified have been explored within broader contexts, rather than focusing specifically on the higher education sector in Kenya. Darko-Asumadu (2018) was conducted in the banking industry in Ghana; THE UN Economic Commission for Africa in Addis Ababa (Bekele & Mohammed, 2020); service sector in Sri Lanka (Jayawardana & Weerasinghe, 2020); organizations in South Korea (Lee & Kim, 2023); the healthcare sector in Kenya (Koech, 2018); the banking sector in Nairobi (Mukururi & Ngari 2019; Mungania, 2019); the telecom industry in Kenya (Gatimu & Kagiri, 2018). The current study was based on the higher education sector and was conducted at the Technical University of Kenya.

Relevant extant studies have revealed methodological gaps in which they have exclusively based their findings on quantitative data (Abong'o & Wekesa 2022; Bekele & Mohammed, 2020; Darko-Asumadu et al. 2018; Gatimu and Kagiri, 2018; Mukururi and Ngari 2019; Roche et al., 2018). Because, while Richmond, (2017), used a quasi-experimental design; used randomized trials; and Lee and Kim (2023) based their findings on a review of the literature. The current study adopted a mixed method approach in the collection and analysis of data.

Some extant studies reviewed were quite narrow in their contextual focus. They exclusively focused on work-life balance indicators such as Flexible Working Schedules (Bekele & Mohammed, 2020; Koech, 2018; Mungania et al., 2019;). Studies such as Roche et al., (2018); Richmond, (2017) and Abong'o and Wekesa (2022) focused on Employee Assistance Programs (EAPs). Besides, studies such as Lee & Kim (2023); Gatimu and Kagiri (2018) and Mukururi and Ngari (2019) focused on leave policies. Furthermore, studies including Song and Baicker (2019); Mustajab et al. (2020); and Ngozi and Chinelo (2020) focused on Employee Wellness Programs. The current study adopted a comprehensive perspective of work life balance which took into account Flexible Working Schedule; Employee Assistance Programs (EAPs); leave policies and Employee Wellness Programs.

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1.3 Objectives of the Study

1.3.1 General Objective

To examine the effect of work-life balance practices on employee performance at the Technical University of Kenya (TUK).

1.3.2 Specific Objectives

i. To evaluate the effects of flexible work arrangements on employee performance at the TUK in Kenya.
ii. To examine how employee assistance programs influence employee performance at the TUK in Kenya.
iii. To determine the effect of leave policies on employee productivity at the TUK in Kenya.
iv. To find out the relationship between employee wellness programs and employee performance at the TUK in Kenya.

1.4 Research Questions

i. To what extent do flexible work arrangements influence employee performance at the TUK in Kenya?
ii. What is the connection between employee assistance programs and employee performance at the TUK in Kenya?
iii. How do leave policies impact employee performance at the TUK in Kenya?
iv. What is the relationship between employee wellness programs and employee performance at the TUK in Kenya?

1.5 Significance of the Study

The research study is significant as it provides valuable insights that can help the management of TUK develop strategies to enhance employee dedication and productivity. The study provides a thorough understanding of the challenges linked to work-life balance strategies. By adopting the study's recommendations, the management at TUK can effectively address issues related to work-life balance policies, leading to improved employee satisfaction and performance. These findings are useful for formulating HRM policies that effectively promote the well-being of university employees.

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Higher education institutions and policymakers may also find the data valuable in their quest to adopt work-life practices that support productive work among employees. The findings offer a detailed understanding of how work-life balance intersects with employee productivity. They help employees appreciate the importance of work-life balance and foster a workplace environment that supports healthy living and well-being. The results can be applied by other educational institutions and organizations to assist in creating HRM regulations that enhance worker dedication and productivity.

Finally, the study's conclusions is a useful source of information for academics in the future that study employee performance and work-life balance, especially in higher education setting. Future researchers, government-sponsored researchers, and other organizations in Kenya and abroad can utilize this research study as a valuable reference for their work. It provides an overview of the work that has been done and suggests areas that require more research.

1.6 Justification of the Study

In today's competitive and rapidly changing work environment, work-life balance has emerged as a critical concern for employees and organizations alike (Mulanya & Kagiri, 2019). This concern necessitates a thorough examination of the relationship between work-life policies and employee productivity. Such an analysis provides not only a deeper theoretical understanding of these concepts but also facilitates their practical application, with the ultimate goal of improving employee performance (Gatimu & Kagiri, 2017). Investigating the link between work-life balance and productivity is likely to yield valuable insights into strategies that can enhance performance in organizations (Kamau & Muleke, 2020). Specifically, at the Technical University of Kenya (TUK), understanding how work-life balance policies impact staff performance is essential, given the institution's role in shaping a conducive academic and professional environment. Therefore, examining these relationships within the TUK context justifies the need for further research to develop policies that foster improved productivity and overall staff well-being.

1.7 Scope of the Study

The research study investigated the impact of work-life balance (WLB) practices on employee performance. The study concentrated on four specific dimensions of work-life balance (WLB): flexible work arrangements; employee assistance programs, leave policies, and employee wellness programs. The study was conducted at the Technical University of Kenya (TUK), a public

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university situated along Haile Selassie Avenue, opposite Times Towers, in Nairobi's Central Business District (NCBD). The selection of TUK as the research site was premised on its accessibility to the researcher. The study involved 182 academic and non-academic staff at the TUK. A qualitative questionnaire was used to collect the data from the participants. The study was conducted for a duration of five months from 1st April 2024 to 30th September 2024.

1.8 Limitations of the Study

There were concerns that participants, who were employees at TUK, might not provide accurate information about their work-life balance and performance. This could be due to potential biases such as inaccuracies in self-assessment or fear of negative consequences. Therefore, anonymous questionnaires were used to collect data to encourage honest responses from the participants.

The study anticipated that factors such as such as organizational culture, individual differences, and job satisfaction could intervene in how work-life balance impacts on performance of employees. These confounding variables were controlled through statistical methods during data collection and analysis.

The cross-sectional design used assessed key variables to a particular point in time when the data was collected and analysed. This was addressed by considering the data on the relationship between these variables beyond the study's immediate timeframe.

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CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter detailed the theoretical framework by discussing relevant theories related to the study's main variables. It reviewed existing research to highlight gaps in the current literature and aligned this review with the study's objectives. Additionally, the chapter introduced the conceptual framework, showing how the indicators of work-life balance relate to employee performance based on the reviewed research.

2.2 Theoretical Framework

Yahaya and Oyediran (2019) describe a theory as a well-organized collection of ideas that helps to simplify and arrange our understanding of the world. This research study was grounded in four theories: Work-Family Enrichment Theory, which explores how work and family life can positively influence each other; Job Embeddedness Theory, which looks at how various factors make employees feel connected to their jobs; Boundary Theory, which examines how individuals manage the boundaries between work and personal life; and Work-Family Conflict Theory, which addresses the challenges and conflicts that arise when balancing work and family responsibilities.

2.2.1 Job Embeddedness Theory

Job embeddedness refers to individuals' perceptions of their fit within their jobs, organizations, and communities, as well as their connections with other people, teams, and groups. This concept was first introduced by Mitchell, Holtom, Lee, Sablynski, and Erez (2001) who claimed that it includes the things they believe they would have to give up if they were to leave their current positions. Using two samples, the authors created an index of job embeddedness. The results demonstrated found the important outcomes of wanting to leave and "voluntary turnover" were predicted by job embeddedness in addition to job satisfaction, organizational commitment, career options, and job search. Job embeddedness also contributed significantly to the explained variance.

The idea is developed further and subjected to criticism in order to clarify the relationships, choices, and motivations behind individuals' decisions to stay or quit their jobs within companies. Employee turnover may occasionally be better than keeping workers who are unwilling to work for a firm or who don't think their values align with it (Holtom & Darabi, 2018). Employee retention is impacted by several aspects relating to the job, such as

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employer-sponsored community service initiatives, strong relationships with coworkers, and a match between an individual's skill set and the needs of the position. An employee's degree of retention at work is also influenced by other elements that occur outside of the workplace, such as obligations to one's family, as well as personal and community involvement (Ramaite, 2022).

This theory was highly relevant in understanding the relationship between work-life balance practices and employee performance at the Technical University of Kenya. Work-life balance practices, such as flexible working hours and supportive family policies, contribute to employees feeling more connected (links) to their colleagues and the organization. These practices also ensure a better alignment (fit) between an employee's work responsibilities and personal life, leading to higher job satisfaction. When employees perceive that they would have to give up significant benefits by leaving the organization (sacrifice), they are more likely to stay, reducing turnover. This in turn enhances their commitment and productivity. Thus, job embeddedness theory provided a useful lens to understand how work-life balance practices influence employee retention and performance, showing that employees who are well-embedded are more likely to be motivated, engaged, and perform better.

2.2.2 Boundary Theory

The boundary theory distinguishes blocks of time and space; whereby each block has frames surrounding it and can be given to different purposes depending on the context in which one lives. The theory was propounded by was developed by Zerubavel in 1991 who argued that individuals construct and maintain borders as a technique of simplifying and arranging the world, according to the boundary theory (Bhowal et al., 2018). The theory hypothesizes that there are different sorts of barriers around work and non-work realms. Individuals establish three sorts of boundaries between their lives at work and at home. Boundaries can be classified as temporal, physical, or psychological. "Temporal limits" describes the actual time frames when work and personal activities take place (Mendis & Weerakkody, 2017). The actual locations where personal and professional activities are conducted are known as physical boundaries. This place could be the workplace, house, or, for remote workers, the room that serves as their workspace (study room, distinct regions,

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etc.). Finally, psychological limitations could be defined by ideas related to work and home responsibilities (Lestari & Margaretha, 2021).

According to the boundary theory, when someone manages their work and non-work independently, there would be less friction. However, the theory indicates that it is difficult to discern what constitutes job and non-work activities, and hence aspects of one can cross the boundary to the other. Transitions between these positions, on the other hand, are likely to be simpler when they are integrated. Additionally, according to the boundary theory, separating and integrating social, professional, and domestic responsibilities can positively affect output, involvement of staff, and job satisfaction (Blasi & Maggiore, 2019). The effective creation and execution of employee assistance programmes, which lead to the establishment of more distinct time boundaries between employment, personal life, and, in the end, lower possibility of burnout and enhanced work-life balance, was studied using this theory. Work-life integration workshops can be offered to employees through employee support programmes, insights on setting boundaries, and coping mechanisms for managing role transitions. In this way, the program provides employees with invaluable resources for improving their job satisfaction; engagement, and overall well-being.

2.2.3 Work-Family Enrichment Theory

In 1974, Sieber introduced the Work-Family Enrichment Theory. This theory suggests that activities in one area of life can improve experiences in another area, rather than just draining energy. This theory includes concepts such as facilitation, enhancement, and spillover, each highlighting different aspects of how experiences and benefits in one role can improve performance in another. For instance, work-family facilitation happens when resources acquired from one role, such as emotional support, skills, or self-esteem, enhance performance in another role. "Positive spillover" refers to the way emotions, skills, attitudes, and behaviors from one aspect of life can benefit another area (Silaban & Margaretha, 2021). Unlike work-family conflict, which deals with the negative impacts of work and family roles on each other, work-family enrichment emphasizes how positive experiences in one area can improve the quality of life in another.

The hypothesis states that enrichment can flow from family to career and from job to job. There are two main ways to improve work-family relationships: the instrumental approach,

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which focuses on practical support and resources, and the emotional approach, which centers on the emotional and psychological benefits derived from positive experiences in one area enhancing another. The instrumental approach involves transferring resources from one role to improve performance in another, while the emotional approach involves indirect work-family enrichment through positive emotional outcomes (Tamunomiebi & Oyibo, 2020).

The theory suggests that instrumental work-family enrichment takes place whenever resources are directly exchanged between different roles. In contrast, the emotional pathway highlights how emotions and mood from one role can influence performance in another. Sheppard (2018) further suggests that time spent in a role that affirms one's identity can positively affect other roles, as engaging in meaningful activities can contribute to greater overall happiness. This theory offers a valuable framework for understanding the impact of various leave options provided by businesses. Sieber (1974) highlighted that experiences and resources from one domain, such as work or family, can positively influence and enhance each other, thereby improving overall employee well-being and performance. For example, vacation leave can act as a form of work-family enrichment, enabling employees to rejuvenate and return to work more productive and motivated. Similarly, sick leave and family medical leave contribute to emotional enrichment by allowing employees to address health and family needs, which can enhance their emotional well-being and job performance. Maternity and paternity leave provide emotional benefits by allowing new parents the opportunity to connect with their child and adapt to the changes in family dynamics, which enhances their work-life balance. Employees can enhance their performance in both work and family roles by acquiring skills and knowledge through sabbatical leave, which is often taken for personal and professional development. Compassionate leave supports employees during family emergencies or loss, offering emotional enrichment and supporting their well-being during difficult times.

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2.2.4 Work-Family Conflict Theory

This theory suggests that individuals who face high demands and challenging choices across various aspects of their lives may suffer from psychological problems and significant stress (Poulose & Sudarsan, 2017). The theory was formulated by Greenhaus and Beutell in 1985 and they argued that conflict occurs as people juggle increasing personal, family, and work-related obligations and interests (Agrawal & Mahajan, 2021; Kim et al., 2021).

According to Kim et al. (2021) workplace conflict can be either functional, fostering creativity and positive outcomes, or dysfunctional, resulting in negative and unpleasant consequences. Functional conflict, also known as an optimal level of conflict, can be beneficial to the organization by challenging groupthink and encouraging individuals to find improved ways to accomplish their tasks. In contrast, dysfunctional conflict can lead to excessive stress and physical symptoms like headaches (Awan , 2021). Common causes and contributing factors to work-family conflict include high workloads and long work hours (Heskiau & McCarthy, 2020).

Preserving a sound equilibrium between their personal and work lives is crucial because many families today have two working spouses. For instance, family-friendly policies were developed to give employees flexibility between work and family (Momin & Rolla, 2024). Employees can now fulfil their obligations without having to choose one over the other in both areas. Employers that offer flexible work schedules allow parents to care for their families and fulfil their professional commitments within a specific work cycle. An employee might, for instance, alter their work schedule to attend to parents' or children's doctor appointments. Stress brought on by having a lot of duties can make someone perform poorly in any one or more of them since they focus more on the ones that interest them. This conflict of interest is frequently seen in full-time workers at any company that supports a nuclear or extended family.

Though Work-Family Conflict (WFC) can disrupt the balance between work and family responsibilities leading to lower job satisfaction, reduced commitment to the organization, and higher employee turnover, and can cause work to interfere with family time it is still relevant to this study (Solat, 2020). This theory aids in understanding how employee wellness programs can reduce Work-Family Conflict (WFC) and support work-life balance. By implementing family-friendly initiatives, like flexible work hours, employees can effectively manage their work and family responsibilities. These programs can reduce stress, help balance multiple duties, and ultimately result in lower turnover rates, increased organizational commitment, and improved job satisfaction.

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2.3 Empirical Literature Review

2.3.1 Flexible Working Arrangements and Employee Performance

Darko-Asumadu, Sika-Bright, and Osei-Tutu (2018) investigated the impact of flexible work schedules on productivity within Ghanaian financial companies. The study, which included 209 participants from different departments in Ghana's banking sector, used a cross-sectional design. The findings highlighted the importance of a supportive work environment that offers flexibility based on job needs to enhance employees' work-life balance. While their research focused primarily on flexible work arrangements, the current study also considers other factors such as leave arrangements, employee assistance programs, and wellness programs. Darko-Asumadu (2018) presented contextual gap in the sense it was conducted in the Ghanaian banking industry, while the current study was based on the higher education sector in Kenya. The study also used a quantitative approach to collect and analyze data, while the current study adopted a mixed method approach.

Kipkoech (2018) examined the effect of flexible working arrangements, including flexible hours and shift schedules, on employee performance at Kericho County Referral Hospital in Kenya. The research study involved 111 employees, including senior management, physicians, clinical officers, nurses, and other staff members, with 104 participants chosen using a stratified random sampling technique. Questionnaires were used in the study to gather data, and the results showed that flexible work schedules had a substantial impact on employee performance and retention rates. While Kipkoech's research was focused on a healthcare setting in Kenya, the current study targets employees at the Technical University of Kenya and takes into account extra elements including wellness initiatives, leave regulations, and employee assistance programs. Koech also adopted a quantitative approach while the current study used a mixed methods methodology in collecting and analyzing data. Besides, Koech was focused on flexible working schedule, while the current study too a more comprehensive look at work-life balance components.

Mungania et al. (2019) examined the impact of flexible work schedules on productivity in commercial banks in Nairobi. The study targeted licensed banks operating between 2010 and 2018 and involved 68 senior employees selected through purposive sampling. Using questionnaires, the research found that flexible work schedules improved employee

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motivation, focus, and self-reported job satisfaction. While their study focused on the banking sector, the current research is centered on the higher education sector in Kenya. The study also looked at the relationship between flexible work schedules and productivity, while the current one took a comprehensive view of work life balance intersection with employee performance.

Davidescu (2020) investigated the relationship between work flexibility, job satisfaction, and performance among employees in Romania. The study included 220 participants from Bucharest and 16 counties, employing questionnaires and in-person interviews for data collection. The results indicated that greater work flexibility positively influences job satisfaction. Unlike Davidescu's study, which focused on work flexibility, the current research also investigates how leave arrangements, employee assistance programs, and wellness programs affect employee performance at a Kenyan university. Davidescu (2020) was also conducted amongst Romanian employees whereas the current study was based on Kenyan employees in higher education sector.

Bekele and Mohammed (2020) studied the impact of flexible work schedules on job satisfaction among 250 employees at the UN Economic Commission for Africa in Addis Ababa. Using a structured survey questionnaire, their research revealed that flextime significantly and positively affected job satisfaction. In contrast to Bekele and Mohammed's focus solely on flexible working arrangements, the current research investigates a wider array of work-life balance strategies and their effects on employee productivity. The study also used a quantitative approach that involved employees at the UN Economic Commission for Africa in Addis Ababa; while the current adopted a mixed methods approach and involved employees at the TUK.

Jayawardana and Weerasinghe (2020) evaluated the impact of work-life balance on employee performance, with a particular focus on flexible work schedules, within the service sector in Sri Lanka. Their survey of 180 employees revealed that flexible work arrangements enhanced performance by enabling workers to better manage their availability and balance work with personal life. While their study focused on service workers in Sri Lanka, the current research examines university staff in Kenya. Jayawardana and Weerasinghe (2020) also focused on flexible work schedules, while the current study

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examined additional aspects of work life balance such as employee assistance program and leave policies.

2.3.2 Employee Assistance Programs and Employee Performance

Roche (2018) conducted an international online survey on the features and advancements of Employee Assistance Programs (EAPs), involving 74 participants from 25 countries. The survey revealed that most Employee Assistance Programs (EAP) provided four to five counseling sessions addressing relationships, mental health, and trauma through various delivery methods, with a growing emphasis on technology and wellness. In contrast to Roche's study, which used an online survey, the current research employed standardized questionnaires to gather primary data from employees at the Technical University of Kenya. Besides, the study also focused on EAPs, while the current study included other aspects of work-life balance such as employee wellness programs, leave policies, and flexible work arrangements.

Richmond (2017) conducted a quasi-experimental study to evaluate the impact of Employee Assistance Programs (EAPs) on workplace outcomes. The study used propensity scores to match 156 EAP-utilizing employees with 188 non-EAP employees, based on various baseline factors such as alcohol consumption, anxiety, depression, and productivity. The findings highlighted the positive effects of EAPs on job outcomes, showcasing the study's scientific rigor. However, it did not explore the impact of EAPs on employee retention. In contrast to Richmond's quasi-experimental design and focused on EAPs; the current study adopts a descriptive research approach and explores a wider array of work-life balance factors, including leave policies, employee wellness programs, and flexible work schedules, beyond just EAPs.

Abong'o and Wekesa (2022) investigated the effect of work-life balance policies on employee motivation at Rongo University. The study used a descriptive survey research design and involved 466 employees, including 115 academic staff, 164 managerial and administrative staff, and 187 support staff. Stratified random sampling was used to select 215 respondents. The research revealed that support programs such as rehabilitation, wellness, and counseling had a positive impact on staff motivation, emphasizing the importance of work-life balance policies for achieving personal and professional harmony.

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In contrast to Abong'o and Wekesa's focus on motivation at a public university, the current study examines how work-life balance practices, such as flexible working arrangements, leave policies, and employee wellness programs, influence employee performance at the Technical University of Kenya. Besides, Abong'o and Wekesa (2022) was mainly a quantitative study, while the current study adopted a mixed method approach to understand how work life balance relates to employee performance.

2.3.3 Leave Policies and Employee Performance

Lee and Kim (2023) conducted a study in South Korea to evaluate the impact of leave plans on employees' emotional commitment and in-role performance. The study utilized a literature review and employed structural equation modeling and regression analysis with data from 293 South Korean employees. The findings indicated that leave plans did not directly affect on in-role performance. However, as the research was specific to South Korea, its results may not be directly applicable to the context of Kenya. The findings of the study were also based on a review of secondary data; the current study adopted a mixed method approach in collecting and analysing primary data, where a qualitative questionnaire was used.

Gatimu and Kagiri (2018) explored how leave policies affect employee satisfaction and productivity in Kenya's telecommunications sector. The study included 90 employees from Airtel, Safaricom, and Orange Telkom, utilizing stratified random sampling and questionnaires for data collection. Their findings showed that leave policies, especially annual leave, had a positive impact on both employee performance and satisfaction. Unlike Gatimu and Kagiri's focus solely on leave policies, the current study addresses a broader spectrum of work-life balance elements, such as employee health initiatives, flexible work schedules, and employee assistance programs. Furthermore, while Gatimu and Kagiri's research was concentrated on the telecom industry, the current study is focused on the higher education sector.

Mukururi and Ngari (2019) investigated how leave policies affect work-life balance and employee satisfaction within Nairobi's banking sector. Their descriptive research design, which included 240 respondents, revealed that the current work-life balance policies were inadequate, with each policy having a separate impact on job satisfaction. While Mukururi

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and Ngari's study was specific to the banking industry, the current research shifts focus to the higher education sector and explores a wider array of work-life balance strategies beyond just leave policies.

2.3.4 Employee Wellness Programs and Employee Performance

Song and Baicker (2019) conducted a randomized clinical trial to assess the effects of workplace wellness programs on employees' financial and health outcomes. The study involved 4,037 participants from 20 treatment sites, 4,106 participants from 20 primary control sites, and 24,831 participants from 120 secondary control sites across the United States. Data collected via questionnaires indicated that employees involved in wellness programs exhibited significantly improved health behaviors compared to those who were not. This research conducted in the US used randomized trials to illustrate the link between wellness programs and improvements in health and financial outcomes. In contrast, the current study in Kenya utilizes a descriptive research design to investigate the relationship between employee performance and workplace wellness programs.

Mustajab (2020) investigated the impact of employee wellness programs, including remote work options, on job performance and company competitiveness. Their study surveyed 240 employees from the banking sector in Indonesia and found that wellness programs boosted job commitment and performance, contributing to enhanced company competitiveness. While this Indonesian research focused on social programs implemented by management, the current study, conducted in Kenya within a higher education institution, examines related themes in the context of wellness programs.

Ngozi and Chinelo (2020) examined the effect of work-life balance on productivity and employee retention, finding that employee wellness programs significantly impacted work-life balance, which in turn affected performance. Their study emphasized that wellness programs, which support work-life balance, positively influenced productivity and job satisfaction. In contrast, the current study in Kenya specifically focuses on how wellness programs affect employee performance, whereas Ngozi and Chinelo investigated the broader relationship between work-life balance, productivity, and retention.

Makhanya (2021) conducted a case study in Kwa Zulu-Natal Municipality to assess the impact of employee wellness programs on performance. The study, involving 150 line

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managers and primarily utilizing interviews, found a strong link between wellness initiatives and enhanced employee performance. While Makhanya's research was conducted in South Africa's public service sector, focusing on wellness programs, the current study in Kenya targets university staff and encompasses additional factors such as flexible working arrangements and leave policies.

Marshall (2020) explored how a comprehensive wellness program influenced job satisfaction among employees at a contract foodservice company serving higher education institutions in the northeastern US. The study, which used questionnaires for data collection, identified a significant difference in job satisfaction between employees who participated in the wellness program and those who did not. Unlike Marshall's focus on job satisfaction in US higher education settings, the current study in Kenya investigates the broader impact of wellness programs on employee performance.

Muriuki (2018) examined the impact of corporate wellness programs on productivity at the Radisson Blu Hotel in Nairobi Upperhill. Using a stratified random sample of 170 employees and structured questionnaires, the study found a significant positive relationship between wellness programs and employee productivity. While Muriuki's research focused on the hotel industry in Kenya, the current study explores how wellness initiatives affect employee performance in Kenya's higher education sector.

2.3.5 Employee Performance

Obiageli, Uzochukwu, and Ngozi (2015) investigated how work-life balance affects employee performance in several commercial banks in Lagos State, Nigeria. Using Taro Yamane's formula, they selected a sample of 262 participants from a total population of 759. The study used a descriptive survey method and Pearson product-moment correlation and regression analysis for hypothesis testing. Their results highlighted the significant impact of work-life balance on employee productivity and recommended that bank management introduce various work-life balance incentives to enhance performance. In contrast to this Nigerian study, the current research focuses on the higher education sector in Kenya.

Mwangi (2017) investigated the impact of work-life balance on employee performance at Kabarak University in Nakuru, Kenya. The study used structured questionnaires to gather

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data from 244 participants, ultimately selecting a sample of 70 respondents. It found that a balance between work and family significantly impacted employee performance. It identified that conflicts between home and work could result in absenteeism and turnover, adversely affecting overall organizational performance. While Mwangi's study focused on a private university, the current research will investigate similar factors within a public institution, TUK, in Kenya.

Mutheu (2023) examined how work-life balance policies affect employee performance in commercial banks in Nairobi County. The study emploted a descriptive research design and targeting a population of 240 respondents, revealed that the existing work-life balance policies were inadequate. It also found that individual policies alone could predict employee performance.Mutheu recommended that bank managers enhance work-life balance programs to increase employee commitment, job satisfaction, and productivity. In contrast to Mutheu's research on Kenyan banks, the current study will evaluate these factors within the higher education sector in Kenya.

2.4 Conceptual Framework

A conceptual framework is a proposed model that outlines how independent and dependent variables are related, defining the scope and focus of a study. Creswell and Creswell (2018) explain that its primary purpose is to categorize and define the key concepts for the research and show how they are interconnected. In Figure 2.1 of the conceptual framework, various work-life practices—like leave policies, flexible work schedules, employee wellness initiatives, and employee assistance programs (independent variables) - directly impact employee performance (dependent variable).

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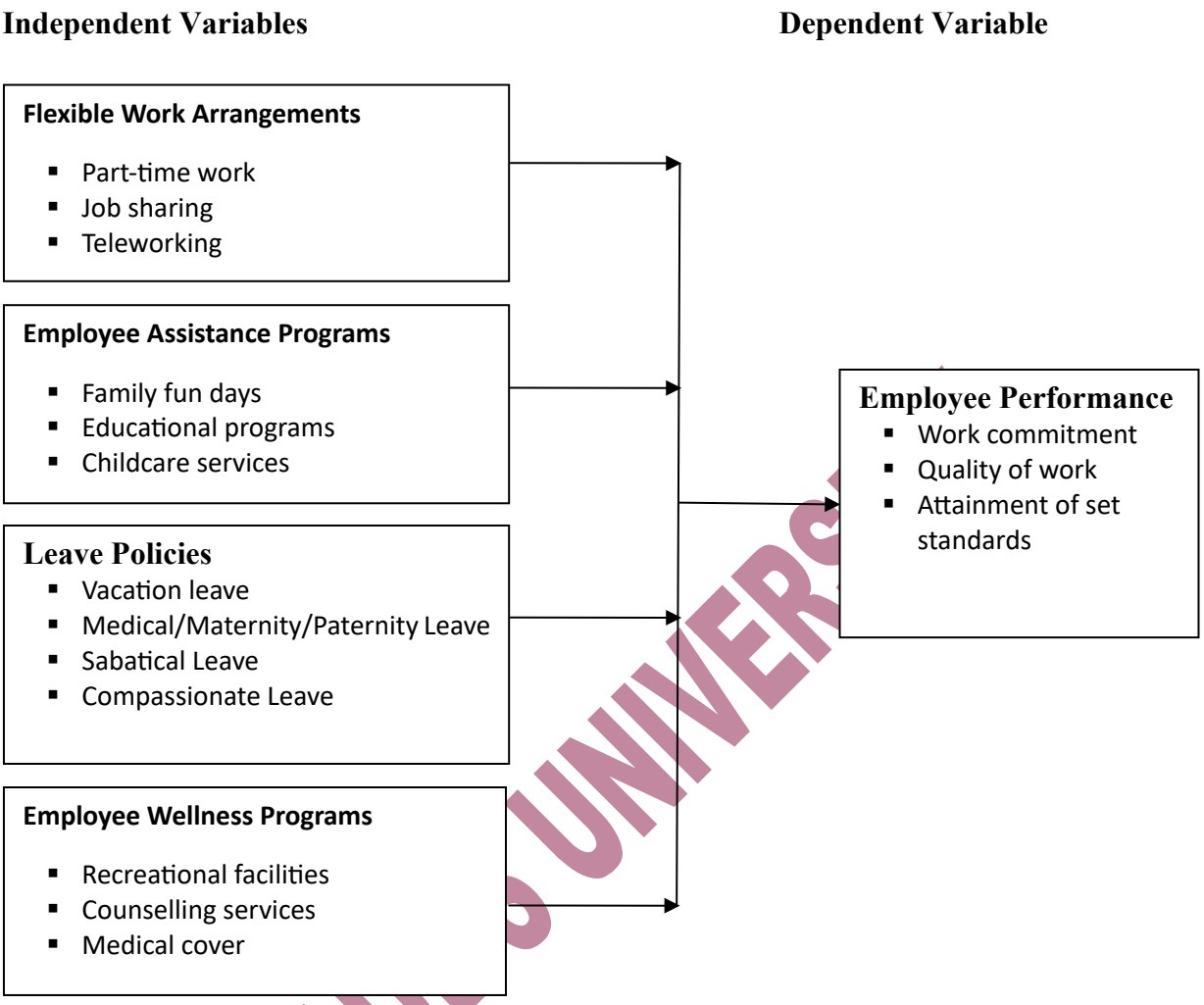


Figure 2. 1: Conceptual Framework

Source: Researcher (2024)

2.4.1 Flexible Work Arrangements

Flexible work plans include alternative scheduling options that deviate from the traditional workday and workweek. These plans allow workers to adjust their schedules to better accommodate personal or family obligations (Malone & Issa, 2018). Employers may also implement various schedules to address client needs. Examples of flexible work arrangements include flextime, reduced or part-time hours, compressed workweeks, and telecommuting.

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Flextime allows employees to work within a set range of start and end times, as negotiated with their employer and supervisor, without significantly altering the total number of hours worked (Silaban, 2021). Reduced or part-time hours enable employees to work fewer hours than the standard workday or week, with variations depending on specific agreements or individual circumstances. This arrangement can be especially beneficial for employees with disabilities or health issues (Malone & Issa, 2018).

Telecommuting, telework, or working from home involves employees performing their job duties remotely rather than traveling to the office. Establishing clear guidelines for work hours and interactions with clients and colleagues is crucial to maintaining productivity and effective communication (Silaban, 2021).

2.4.2 Employee Assistance Programs

Employee Assistance Programs (EAPs) are private services provided by employers to support the well-being of their employees, addressing both work and personal life issues (Bae & Goodman, 2019). These programs may also offer support to the immediate family members of employees, depending on the employer's policy. The goal of EAPs is to help individuals handle personal difficulties and work-related problems that could affect their job performance, morale, safety, and mental health (Silaban et al., 2021). They assist employees in identifying and resolving problems, understanding and explaining the issues impacting them, and developing strategies to address and resolve these issues (Maxwell, 2019).

EAPs often provide free counseling services, confidential referral systems, and health and wellness checks. They address both workplace and personal or family issues. Workplace issues might include harassment, performance problems, conflict resolution, anger management, and work-related stress. Personal and family issues could involve stress, substance abuse, grief, low self-esteem, parenting challenges, gambling problems, and domestic violence (Haar, 2019; Wong Chan, & Teh, 2020).

Staff Assistance Programs (SAPs) are a type of workplace mediation initiative designed to help employees resolve personal issues that could affect their work performance. These programs may include counseling, staff education, individual and organizational assessments, and management consultation (Bouzikos ,2022). The objective of employee

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counseling within these programs is to replace static problem-solving approaches with dynamic ones, address the root causes of issues, evaluate current management methods, develop effective solutions, and assess the impact of these solutions (Long & Cooke, 2023).

Counselors can also help employees find and maintain jobs that align with their skills and personality traits, identify signs of anxiety, hopelessness, or social dysfunction, and provide appropriate support to enhance psychological wellness and retention (Bouzikos, 2022). Baskar (2021) emphasized that implementing counseling in the workplace is crucial, as excessive stress can impair performance. Regular counseling can improve employee motivation and productivity by addressing these stressors with a qualified counselor.

2.4.3 Leave Policies

Leave policies are designed to give employees time off from work. These policies usually categorize leave into various types such as sick leave, vacation, and personal or family time (Gatimu & Kagiri, 2017). Employees receive a certain number of hours or days for each type of leave, which must be used for the designated purposes, often depending on their length of service. According to Wong (2020), a standard leave plan offers employees an average of 23 paid days off after 1–2 years of employment, as highlighted in a 2016 World at Work study. Tamunomiebi and Oyibo (2020) noted that in some U.S. companies, employees with 20 or more years of service receive an average of 37 paid vacation days, which include sick leave, vacation, and personal time. Well-designed leave policies that cater to employees' needs can boost motivation, engagement, commitment, and overall performance (Yu, 2019).

In human resource management, effective leave management is crucial for maintaining organizational efficiency while allowing employees to rest or handle personal matters (Lazăr, 2020). Achieving a balance between employee satisfaction and operational efficiency can be challenging. Leave management involves implementing policies and procedures to handle employee requests for time off, including vacations, holidays, sick leave, and parental leave. The goal is to manage time-off requests accurately while ensuring employees' rights to benefits and maintaining organizational functionality (Wang & Walumbwa, 2017). The HR department plays a key role in leave management, which

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requires balancing employee satisfaction with legal and policy compliance and staffing needs.

2.4.4 Employee Wellness Programs

Workers are a critical asset to any organization, essential for achieving its objectives. Employee well-being programs are designed to address stressors that may lead to mental health issues or challenges in maintaining a healthy lifestyle. To ensure a supportive work environment and employee satisfaction, businesses have implemented various strategies. Unlike therapeutic approaches, comprehensive wellness programs adopt a disease management perspective (Marhsall, 2020). Wellness management focuses on enhancing employees' health and well-being. Given that employees spend a significant portion of their time at work and work-related issues can affect their personal and social lives, employers should implement wellness programs that benefit both employees and their dependents (Song & Baicker, 2019).

Historically, employee assistance programs (EAPs) have focused on individual health through counseling, childcare support, and training on stress management, change management, and wellness promotion techniques (Song & Baicker, 2019). According to Richemond and Needham (2020) and Jones (2019), well-being is a holistic concept encompassing personal development, purpose in life, fulfilling relationships, social participation, and the living environment. Kanjere, Thaba, and Makgato (2018) describe well-being as multidimensional. It includes physical symptomology, emotional states, and social determinants like substance abuse and their effects.

The Employee Health and Wellbeing Framework defines physical well-being as maintaining a healthy quality of life that supports daily activities without undue physical stress or fatigue. This involves regular checkups, a balanced diet, exercise, and avoiding harmful behaviors like drug use. Many organizations now implement wellness programs, with a focus on nutrition and weight management (Marshal, 2020). Psychosocial well-being, similar to traditional EAPs, involves risk assessments and interventions targeting stress, violence, overload, and substance abuse, impacting productivity and addressing issues related to health, family, finances, legal matters, and emotional exhaustion (Song & Baicker, 2019).

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Organizations that implement wellness programs are often ahead of their competitors, as healthy employees are better equipped to manage stress and job-related pressures. Wellness programs are introduced to boost employee morale, reduce illness-related absenteeism, and lower organizational costs. However, the effectiveness of these programs is rarely assessed (Richemond & Needham, 2020). Altman (2023) notes that drug and alcohol abuse significantly affects workers and their families, leading to chronic absenteeism, reduced productivity, and service delivery issues. In the U.K., absenteeism is a major cause of decreased productivity in businesses.

2.4.5 Employee Performance

According to Jayawardana and Weerasinghe (2020), employee performance involves how workers carry out their roles, perform the tasks required of them, and fulfill their job responsibilities. Key factors in evaluating performance include the quantity, quality, and effectiveness of the work completed.. The criteria for evaluating performance vary by industry and the specific job roles (Roche,2018). Commonly used performance metrics include consistency, efficiency, and quality of work. The quality of the output is a vital performance indicator. High performance is indicated by employees striving for excellent results, meeting required standards, and achieving performance goals (Silaban, 2021). Additionally, speed and effectiveness are critical performance indicators.

To gauge performance, it is important to compare the extent of work completed within a standard timeframe (week, month, or quarter) against set expectations, deadlines, and improvements made. Efficiency is assessed by measuring production against costs (Jayawardana & Weerasinghe, 2020). Other aspects of effective performance include an employee's dedication, work ethic, and reliability. A top-performing employee works independently, adheres to high standards, fulfills responsibilities reliably, and consistently upholds company values.

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2.5 Summary of Gaps in Literature

Table 2. 1:Summary of Gaps in Literature

Author (s) & Year	Knowledge Focus	Research Gaps
Darko-Asumadu (2018)	The influence of flexible work arrangements on achieving work-life balance and enhancing productivity in Ghana's banking sector.	The study looked at the banking industry in Ghana and was based on a cross-sectional research design.
Davidescu (2020)	The connection between work flexibility; job satisfaction; and job performance among employees in Romania.	The study was focused on work flexibility, which is one element of work-life balance. The study was also based in Romania.
Bekele & Mohammed (2020)	Flexible working arrangements and job satisfaction.	The study was focused on Flexible working arrangements, which is a facet of work-life balance; the study did not cover employee performance. The study was conducted in Ethiopia.
Jayawardana & Weerasinghe (2020)	Flexible work arrangements and job performance	The study examined how job flexibility impacts job performance rather than overall employee performance. Additionally, the research was conducted among service employees in Sri Lanka.
Kipkoech (2018)	Flexible working arrangements and employee performance.	The study focused on flexible working arrangements within the healthcare sector, examining how this specific aspect of work-life balance affects employee performance.

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Roche (2018)	Characteristics and development of Employee Assistance Program (EAP)	The study did not investigate how EAP affects employee performance but rather focused on its characteristics and development. The study was also based on an online survey.
Richmond (2017)	Employee assistance services and workplace outcomes such as job performance.	The study was based on a quasi-experimental design and only examined employee assistance services about job performance.
Abong'o & Wekesa (2022)	Work-life balance practices and employee motivation.	The study focused on employee assistance programs as a key element of work-life balance, exploring their influence on employee motivation as the dependent variable.
Kim (2020)	Leave plans, emotional commitment, and in-role performance of employees.	The study was conducted in South Korea.
Gatimu & Kagiri (2018)	Leave policies on employee performance and satisfaction	The study, which focused on work-life balance practices and their impact on employee motivation, was conducted within the telecommunication sector. It did not address other components of work-life balance, such as flexible working arrangements, employee assistance programs, and employee wellness programs.
Song & Baicker (2019)	Workplace wellness programs and their effects on employee health and economic outcomes.	The study, conducted in the US and based on a clinical random trial, examined the relationship between wellness programs and employees' health and economic outcomes. It did not specifically address work-life balance practices or employee motivation.

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Ngozi & Chinelo (2020)	Work-life balance effect on employee retention and productivity	The study focused on the impact of employee wellness programs on employee productivity and retention
Makhanya (2021)	Employee wellness program and employee performance	The research conducted in KwaZulu-Natal Municipality, South Africa, specifically looked at how employee wellness initiatives affected workers' productivity. Other aspects of work-life balance, such as flexible work schedules, employee help programs, and leave rules, were not examined in this study.
Marshall (2020)	Employee wellness programs and job satisfaction	The study, conducted in the United States, specifically examined the relationship between employee wellness programs and job satisfaction, rather than employee performance.
Muriuki (2018)	Corporate wellness programs and Employee Productivity	The study, which focused more on the connection between corporate wellness initiatives and worker productivity than employee performance, was conducted in the hotel sector.
Obiageli (2015)	Work-life balance and employee performance	The research study was conducted in the Nigerian banking sector.
Mwangi (2017)	Work-life balance and employee performance	The research looked at work-life balance and the performance of employees in a private university in Kenya.
Mutheu (2023)	Work-life balance policies and employee performance	The research study was conducted in the Kenyan banking sector.

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Source: Empirical Literature Review (2024)

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CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

The purpose of the study is to determine the impact of work-life balance practices at the Technical University of Kenya on employee performance. This chapter outlines the research design, target population, sample design, data collection methods and instruments, and data analysis procedures.

3.1 Research Design

This study used a descriptive research design, which is effective for exploring and clarifying the "what," "why," "how," and context of a phenomenon (Creswell & Creswell, 2018). This approach enables a detailed examination of the relationship between variables, offering a comprehensive understanding of the current situation (Besen-Cassino & Cassino, 2017). Specifically, the descriptive research design was applied to explore the relationship between work-life balance and employee performance among staff at the Technical University of Kenya. The study analyzed the impact of work-life balance on employee performance and explored the reasons why organizations adopt work-life balance practices to enhance performance.

3.2 Target Population

Popultion is the entire group of individuals or elements from which researchers aim to generalize their findings (Coghlan & Shani, 2018). In this study, the population comprises both academic and non-academic staff at TUK.. According to the university's website (https://www.tukenya.ac.ke/), the total target population is 1,704 staff members. This population is divided into two categories: academic staff, who have permanent contracts, and non-academic staff, who are employed on either permanent or contractual terms. The distribution of this target population is detailed in Table 3.1.

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Table 3. 1: Target Population

Category	Frequency	Percentage
Academic Staff	820	48
Non-Academic Staff	884	52
Total	**1,704**	**100**

Source: TUK (2024)

3.3 Sample and Sampling Process

According to Clark (2021), sampling design refers to the approach researchers use to select participants for a study. In this research, a stratified random sampling method was used to categorize the sample into specific strata, ensuring that all subgroups within the population were adequately represented.. This technique provides more precise and dependable data collection as it minimizes variability within each subgroup relative to the overall population (Creswell & Creswell, 2018). Furthermore, stratified sampling often requires a smaller sample size, which can reduce time, costs, and effort (Dubey & Kothari, 2022). The sample was divided into two categories: academic and non-academic staff. Within each category, respondents were selected using simple random sampling with randomly generated numbers. Yamane's formula (1967) was used to calculate the appropriate sample size for the employees.

$$n = N/[1 + N(e^2)]$$

Where: n= the sample size, N = is the size of the population, and e = is the error of seven percentage points.

$$n = 1{,}704/[1 + 1{,}704(.07)^2] = 182$$

Applying the Yamane formula with a 7% margin of error and a defined level of significance yielded a sample size of 182 from the target population of 1,704. Consequently, the sample represented 10.68% of the total target population, as calculated by ¿ . This distribution is detailed in Table 3.2.

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Table 3. 2: Sample Size Distribution

Category	Target Population	Sample Size	Percentage
Academic Staff	820	88	48
Non-Academic Staff	884	94	52
Total	**1,704**	**182**	**100**

Source: TUK (2024)

3.4 Data Collection Instruments

The primary data for this research were gathered using questionnaires containing pre-determined questions. This approach allowed respondents to share their perspectives on the research topic. Questionnaires were chosen due to their adaptability and ability to collect information from a large group simultaneously (Creswell & Creswell, 2018). The questionnaire design incorporated both open-ended and closed-ended questions. Open-ended questions that gave respondents the chance to provide detailed answers, while closed-ended questions offered simpler options for more straightforward analysis (Creswell & Creswell, 2018).

The data collection process commenced with the distribution of questionnaires to a sample of 182 participants. Before this step, the researcher secured an official letter from St. Paul's University confirming their status as a student conducting research. This letter was then presented to the Human Resources department at TUK to seek approval for data collection. Subsequently, department heads at TUK distributed the printed questionnaires to qualified staff members. Respondents were allotted time to complete the questionnaires, which were collected manually after a few days. The completed surveys were later analyzed for the study.

3.5 Pilot Study

Research instruments may contain errors, but these can be minimized through pretesting to ensure their reliability. Kothari (2019) emphasizes the importance of conducting a pilot study to make necessary modifications to the research instruments prior to the main investigation. In this study, a pilot test was conducted with 18 academic and non-academic staff members from St. Paul's University, which represented 10% of the total sample size of 182 employees.. This pilot study aimed to assess the suitability and clarity of the questionnaire, focusing on the consistency, clarity, and precise wording of the questions.

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The pilot testing evaluated both the validity and reliability of the research instruments, with the researcher carefully examining these aspects after the questionnaires were returned (Creswell & Creswell, 2018).

3.5.1 Validity of the Research Instruments

As stated by Creswell and Creswell (2018), validity refers to the extent to which the results obtained from data collected using research instruments accurately represent the phenomenon being studied. It involves the meaningfulness, accuracy, and authentic representation of the variables derived from the data (Kothari, 2019). To assess the validity of the questionnaire, the researcher employed content validity, which evaluates how effectively the collected information corresponds to the specific topic or domain being investigated. The researcher sought feedback from colleagues, department lecturers, and supervisors to review the instrument's components. Based on their recommendations, clarifications, and additional insights, the researcher made adjustments to the study tools to enhance their validity.

3.5.2 Reliability of the Research Instruments

Reliability evaluates how consistently research instruments yield similar results across different groups of respondents (Dubey & Kothari, 2022). An instrument is considered reliable if it produces consistent outcomes when administered to various participants (Coghlan & Shani, 2018). To assess the reliability of the instrument, a pilot study was conducted with a sample of academic and non-academic staff from the Technical University of Kenya. The reliability was measured using Cronbach's alpha, a method appropriate for instruments that include multiple responses for each item (Dubey & Kothari, 2022). The reliability coefficient, which ranges from 0 to 1, indicates the instrument's dependability, with values closer to 1 signifying greater reliability. According to Kothari (2019), a reliability level of 0.7 is deemed acceptable. The pilot study involved 16 participants, and the results of the reliability test are shown in Table 3.3 below.

Table 3. 3: Reliability Test Results

Variables	Cronbach's Alpha	Number of Questions
Flexible Work Arrangement	0.8772	7

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Employee Assistance Program	0.8672	7
Leave Policies	0.8641	7
Employee Wellness Program	0.8643	7

3.5 Data Analysis

Quantitative Data Analysis

The quantitative data analysis commenced with data preparation, encompassing collection, cleaning, and organization. Data were gathered using qualitative questionnaires and then cleaned to address missing values, remove duplicates, and correct errors to ensure high-quality data. The cleaned data were entered into the Statistical Package for the Social Sciences (SPSS). Descriptive statistics, such as mean and standard deviation, were computed through exploratory data analysis to describe the central tendency and variability of the dataset. Results were presented using visual aids like graphs and pie charts.

Subsequently, inferential analysis was conducted to investigate the relationship between work-life balance and employee performance through regression analysis and Analysis of Variance (ANOVA). The ANOVA analysis was crucial for generalizing the findings from the sample to the broader population and for informing decision-making and policy formulation.

The following simple regression model was adopted for the study:

The simple regression model for Flexible Work Arrangements was as follows:

$$Y = \beta 0 + \beta 1 + X_1 + \mathcal{E}$$

Were

Y = Employee Performance;

X_1 = Flexible Work Arrangements β_0 = is the constant term or intercept β_1=measure the sensitivity of Y (i.e., the dependent variable) to the unit change in the Flexible Work Arrangements

$\mathcal{E}$ = the error that captures the unexplained variations in the model.

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The simple regression model for Employee Assistance Programs was as follows:

$Y = \beta 0 + \beta 2X2 + \varepsilon$

Where:

Y is the Employee Performance

X_2= Employee Assistance Programs

β_0= the constant term or intercept $\beta_{2=}$ measure the sensitivity of Y (i.e., the dependent variable) to the unit change in the Employee Assistance Programs.

$\mathcal{E}$ = represents the error that captures the unexplained variations in the model.

The simple regression model for Leave Policies was as follows:

$Y = \beta 0 + \beta 3 + X3 + \varepsilon$

Where

Y = Employee Performance

X_3 = Policies

β_0 = the constant term or intercept β_3=measure the sensitivity of Y (i.e., the dependent variable) to the unit change in the Policies.

$\mathcal{E}$ = represents the error that captures the unexplained variations in the model.

The simple regression model for Employee Wellness Programs was as follows:

$Y = \beta 0 + \beta 3 + X_3 + \varepsilon$

Where

Y = Employee Performance

X_3 = Employee Wellness Programs

β_0 = the constant term or intercept β_3=measure the sensitivity of Y (i.e., the dependent variable) to the unit change in the Employee Wellness Programs.

$\mathcal{E}$ = represents the error that captures the unexplained variations in the model.

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Qualitative Data Analysis

For qualitative data, thematic analysis was performed following the methodology outlined by Braun and Clarke (2021). This process began with familiarizing oneself with the dataset from qualitative questionnaires, involving repeated readings to gain a thorough understanding. Initial codes were developed to identify key features of the data, which were then labeled with concise terms. These codes were organized into potential themes representing broader patterns and meanings. The themes were reviewed and refined to ensure they accurately represented the dataset, verifying their relevance to the coded data and the entire dataset. The final themes were defined and named to convey their significance. The final report presented the findings, supported by illustrative quotes from the data.

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3.6 Operationalization of Variables

The two variables in this study namely, work-life balance practices (independent variable) and employee performance (dependent variable) are operationalized as shown in Table 3.1.

Table 3. 4: Operationalization of Variables in the Study

Variable	Variable Type	Indicator	Data Type	Scale	Instrument
Flexible Work Arrangements	Independent	▪ Part-time work ▪ Job sharing ▪ Teleworking	Quantiative	Ordinal	Questionnaire
Employees Assistance Programs	Independent	▪ Family fun days ▪ Educational programs ▪ Childcare services	Quantiative	Ordinal	Questionnaire
Leave Policies	Independent	▪ Vacation leave ▪ Sick leave ▪ Family medical leave ▪ Maternity/Paternity Leave ▪ Sabbatical Leave ▪ Compassionate Leave	Quantiative	Ordinal	Questionnaire
Employee Wellness Programs	Independent	▪ Recreational facilities ▪ Counselling services ▪ Medical cover	Quantiative	Oridnal	Questionnaire
Employee Performance	Dependent	▪ Work commitment ▪ Quality of work ▪ Attainment of set standards			

Source: Researcher (2024)

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3.7 Ethical Considerations

The researcher guaranteed that the data gathered was managed and preserved with the highest level of privacy. The respondents' identities were not disclosed in the research questionnaire. Before starting the data gathering procedure, the researcher described the purpose of the study. Engagement in the research was entirely optional. The respondents were treated with the utmost civility and respect. Furthermore, prior to data collection, the necessary permissions, consents, and approvals were obtained (Creswell & Creswell, 2018). The researcher approached different organizations to obtain permission to gather data for the project. A permit from the National Commission for Science, Technology, and Innovation (NACOSTI) was part of this (see Appendix IV). Additionally, permission to carry out the pilot project was requested from St. Paul's University administration (see Appendix V) and authorization of the same provided by the university (see Appendix VI. To gather the final data, a letter of authorization was obtained from the TUK (see Appendix).

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CHAPTER FOUR: RESULTS, FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the research results and findings derived from the questionnaires administered by the researcher. It includes an overview of the response rate and demographic information, along with descriptive and inferential statistics for the variables measured in the study. Additionally, the chapter details the qualitative findings related to each variable. The results and findings are also contextualized and discussed in relation to the reviewed literature.

4.2 Response Rate

A total of 182 questionnaires were distributed, and 181 were completed and returned for analysis, resulting in a response rate of 99 percent. Babbie (2009) notes that a response rate of 70% or higher is considered excellent in social studies, as it enhances the sample's representativeness and the validity of survey results. The notably high response rate in this study can be attributed to the direct administration of the questionnaires by the researcher.

4.3 Demographic Profile of the Respondents

4.3.1 Gender of the Research Respondents

Respondents were asked to specify their gender. The results showed that 51.7% of the respondents were male, and 48.3% were female (refer to Figure 4.1 below). This nearly equal representation of both genders ensures that the perspectives and experiences of both men and women are adequately considered in the study's findings.

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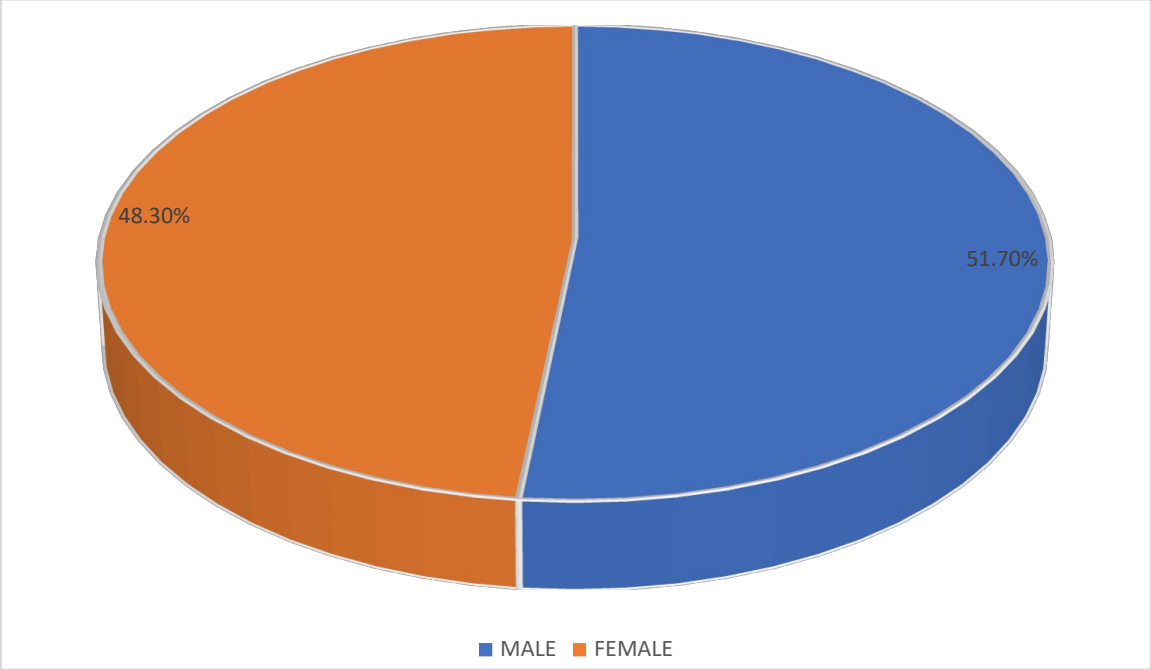


Table 4. 1: Gender of the Research Respondents

4.3.2 Age of the Research Respondents

Respondents were asked to indicate their age groups. The findings revealed that 33.1% of respondents were 41 years or older, 28.7% were between 36 and 40 years, 17.1% were in the 31 to 35 age range, 16% were aged 25 to 30 years, and 5% were 25 years or younger (see Figure 4.2 below). With 33.1% of respondents aged 41 and above and 28.7% between 36 and 40 years, over half of the respondents (61.8%) were 36 years or older, indicating that the majority were older adults. Since the target population for the study exhibits a similar age distribution, the sample can be deemed representative.

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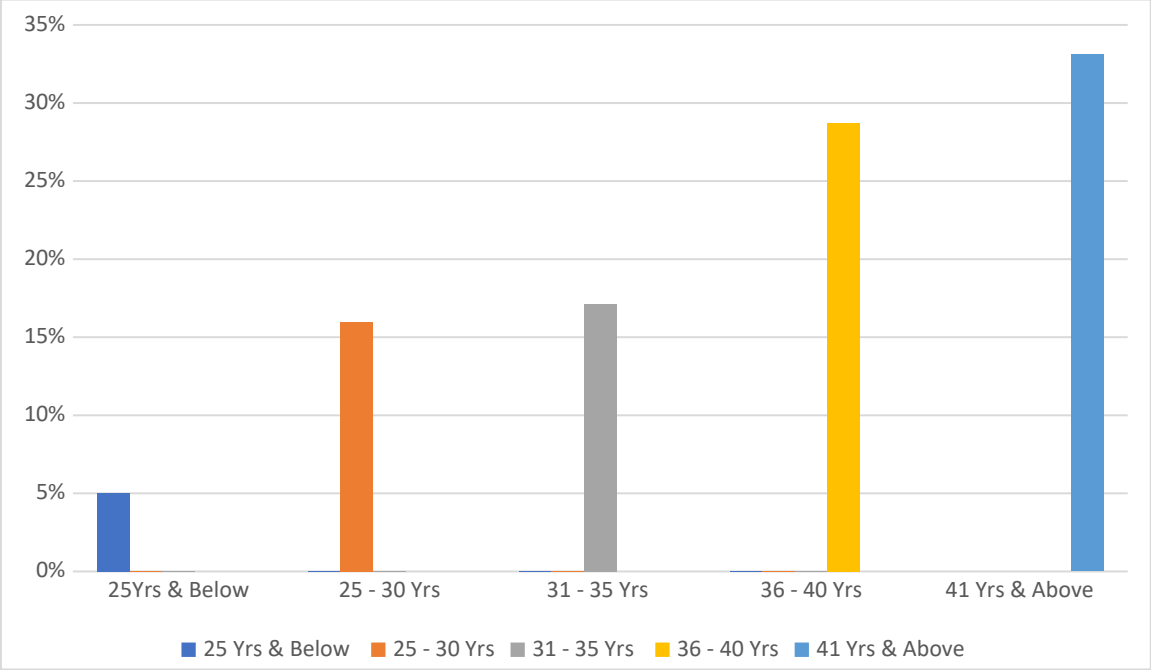


Table 4. 2: Age of the Research Respondents

4.3.3 Work Experience of the Research Respondents

Respondents were asked to indicate their years of experience within the organization. The results showed that 33.1% of respondents had between 5 and 10 years of experience, 32% had between 11 and 15 years, 18.2% had less than 5 years, and 16.6% had 16 years or more (see Figure 4.3). This indicates that a significant portion of respondents (65.1%) had more than 5 years of experience.

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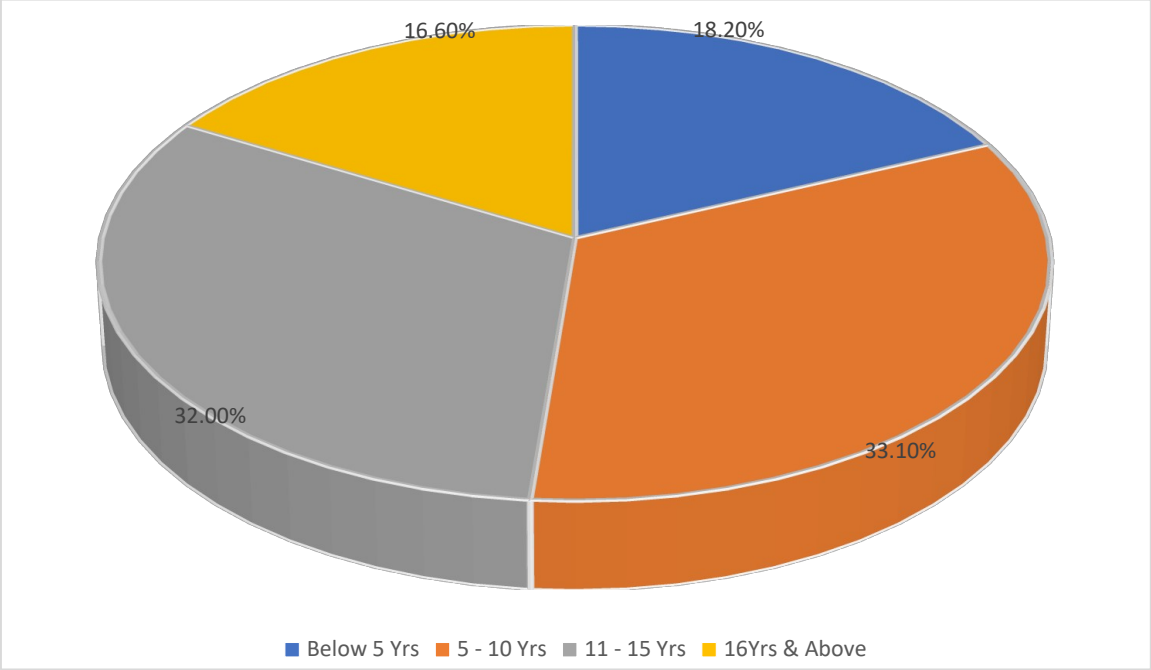


Table 4. 3: Work Experience of the Research Respondents

4.3.4 Education Level of the Research Respondents

Respondents were asked to specify their level of education. The results indicated that 47.5% of respondents had completed university-level education, 39.8% had secondary-level education, 9.9% had primary-level education, and 2.2% had other forms of education. Approximately 0.6% of respondents did not disclose their educational background (see Figure 4.4). These findings suggest that nearly half of the respondents possess university degrees, indicating that the organization employs individuals with a high level of formal education. This implies that many positions within the organization likely require advanced knowledge and skills associated with higher education. Additionally, a notable proportion (39.8%) had secondary-level education, indicating that many positions within the organization might only require high school completion, which could be sufficient for certain roles.

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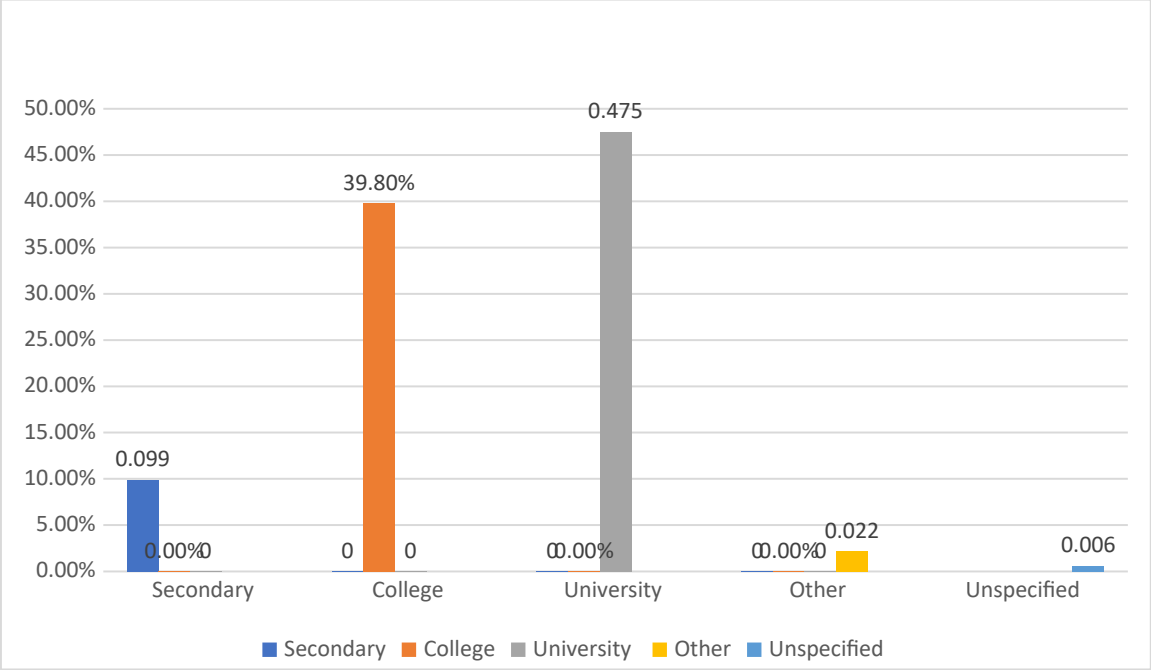


Table 4. 4: Education Level of the Research Respondents

4.4 Results and Findings of Descriptive and Thematic Analysis

4.4.1 Flexible Work Environment

The first objective of the study was to determine the effects of flexible work options on employees' performance at the Technical University of Kenya. A descriptive analysis was conducted to assess how flexible work options impacted employee performance at the organization.

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Table 4. 5: Descriptive Statistics for Flexible Working Environment

	N	Mean	Std. Deviation
There are part-time working arrangements where I work less than eight hours a day.	181	1.8232	1.02833
There are staggered hours of work where start and end times differ.	181	2.4033	2.53592
I often take time off to compensate for extra hours worked.	179	2.1732	1.29743
There are arrangements to share one full-time job by employees.	175	2.4343	1.33260
Home working/teleworking is often allowed in my University.	180	2.4722	1.29214
The Flexible working arrangements are my employer's initiative.	176	2.8523	1.29650
There are well-established job-sharing programs for all employees across all sections.	179	3.1899	1.29290
Valid N (listwise)	167		

The overall mean for flexible work environment was (M= 2.8623; SD=1.2980), which indicated that most respondents were not sure about the effects of flexible work environment on their performance at the organization. Additionally, thematic analysis was used to examine the qualitative data provided by respondents. The descriptive findings showed that a majority of respondents disagreed that there were part-time working arrangements where they worked less than eight hours a day (M=1.8232; SD=1.02833) (see Table 4.1 below). This suggested that employees did not frequently work reduced hours. Most respondents also disagreed that there were staggered work hours with varying start and end times (M=2.4033; SD=2.53592), indicating a lack of flexibility in work schedules.

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Furthermore, most respondents disagreed that they often took time off to compensate for extra hours worked (M=2.1732; SD=1.29743). This contrasts with the findings of Davidescu (2020), who reported that overall work flexibility has a favorable effect on job satisfaction and that greater flexibility in various forms of employment increases employee happiness. The findings, therefore, implied that compensatory time off was not a common practice at the organization. These findings disagreed

Most of the respondents disagreed that there were arrangements to share one full-time job by employees (M=2.4343; SD=1.33260). This implied that employees did not typically share full-time jobs. Most respondents disagreed that home working/teleworking was often allowed in the university (M=2.4722; SD=1.29214). This indicated that remote work was not commonly allowed at the university. Besides, most respondents were neutral about flexible working arrangements being their employer's initiative (M=2.8523; SD=1.29650). This neutrality suggested uncertainty about the employer's efforts in promoting flexible work options. Most respondents disagreed that well-established job-sharing programs were available for all employees across all departments (M=3.1899; SD=1.29290). This indicated a lack of such programs across all sections of the university. This finding concurred with that by Mungania et al. (2019) who also found that having flexible work schedules were more motivated, focused, and self-reported; and also enabled them to have more control over the when, where, and duration of their job-related activities.

The qualitative findings revealed that the respondents were asked to indicate the best aspects of being able to use flexible work schedule programs. They noted that flexible work schedules would enhance the productivity of the employees since it relieved workplace pressure and burnout. Flexibility could help them to find room to engage in other activities, outside the workplace and therefore attain work life balance. This finding was also reported by Darko-Asumadu (2018) who found that a well-aligned working climate that allowed employees to be flexible and work based on the job requirements was essential in promoting employee work-life balance.

The findings also indicated that flexibility could save respondents time and help them mentally prepare for their tasks during breaks. They further noted that flexibility contributed to their higher levels of motivation. A flexible work schedule motivated them to complete their work on time so that they could be free to get in activities during their time out. Moreover, the findings indicated

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that flexible work schedules positively contributed to employee performance. Respondents noted that such arrangements could boost productivity by reducing workplace stress and burnout. This aligns with the research by Kipkoech (2018), which found that flexible work arrangements significantly influence employee performance and retention rates within organizations.

In summary, the quantitative results revealed a general absence of flexible work arrangements at the Technical University of Kenya. However, the qualitative findings underscored the potential advantages and favorable views of flexible work schedules among employees. The gap between the current lack of flexibility in the organization and the potential benefits—such as enhanced productivity, work-life balance, and motivation—suggests that the university has an opportunity to implement more flexible work options to improve employee performance and satisfaction.

4.4.2 Employee Assistance Programmes

The second objective of the study was to investigate the effects of employee assistance programs on employee performance at the Technical University of Kenya. A descriptive analysis was carried out to assess how these programs influenced employee performance within the organization (see Table 4.2 below).

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Table 4. 6: Descriptive Statistics for Employee Assistance Programmes

	N	Mean	Std. Deviation
There are well-established employee programs for stress management activities like walk-outs and relaxation time.	179	2.4022	1.36785
The employer facilitates on-site seminars on work-life issues.	179	2.5866	1.33956
Personal financial advice is offered at the workplace.	176	2.3466	1.31336
The University provides on-site baby daycare services for employees.	178	1.9775	1.30603
The employer assists in case an employee needs legal representation.	180	2.5222	1.34727
Employees undergoing grief and loss of a relative get assistance services facilitated by the employer.	179	3.2179	1.34604
The organization offers advisory services during retirement and employee lay-offs.	180	3.4444	1.36690
Valid N (listwise)	172		

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The overall mean for employee assistance program was (M= 2.7566; SD=1.33336), which indicated that most respondents were uncertain about the effects of employee assistance programmes on their performance at the organization. Additionally, thematic analysis was employed to evaluate the qualitative data provided by respondents.

The descriptive statistics indicated that a significant majority of respondents disagreed that there were well-established employee programs for stress management activities, such as walk-outs and relaxation periods (M=2.4022; SD=1.36785). This suggested a lack of structured stress management initiatives. Most respondents were neutral about the facilitation of on-site seminars on work-life issues by the employer (M=2.5866; SD=1.33956). This neutrality suggested a limited

presence or mixed perceptions about the effectiveness of these seminars. Most respondents disagreed that personal financial advice was offered at the workplace (M= 2.3466; SD=1.31336). This implied that such support services were not commonly offered at the university. Most respondents disagreed that the university provided on-site baby daycare services for employees (M=1.9775; SD=1.30603). This indicated a lack of childcare support facilities at the university.

Most respondents were neutral on whether the employer assisted an employee who needed legal representation (M=2.5222; SD=1.34727). This indicated a lack of certainty or limited awareness regarding the availability of such support. Additionally, most respondents were neutral about whether employees experiencing grief and the loss of a relative received assistance services provided by the employer (M=3.2179; SD=1.34604). This suggested that such services may be available at the university but not well-promoted or utilized. Additionally, most respondents were neutral on the provision of advisory services during retirement and employee lay-offs by the employer (M=3.4444; SD=1.36690). This indicated mixed perceptions or limited engagement with these services at the university. These findings concur with Abong'o and Wekesa (2022) who found that employee support programmes increased university staff members' motivation. For instance, rehabilitation, wellness, and counselling programmes were the factors that improved employee support programmes on motivation, according to study findings.

Notably, the variable with the highest level of agreeableness was the provision of advisory services during retirement and employee lay-offs (M = 3.4444; SD = 1.36690). This indicated that respondents were relatively more agreeable, though still somewhat neutral, about the availability of these services. In contrast, the lowest level of agreeableness was observed in the provision of on-site baby daycare services (M = 1.9775; SD = 1.30603), where most respondents disagreed, implying a notable absence or lack of such childcare support at the university.

The qualitative findings revealed that the respondents indicated that the employee support programme boosted the morale of the employees and increased the chances of meeting organizational goals and improving their reputation. They also noted that the programme indicated the commitment of the employer to ensure the welfare of the employees; this support motivated the employees and contributed to productivity. Furthermore, the respondents associated the stability of their mental health with the provision of employee support programs by the employer.

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Therefore, the quantitative results revealed a general lack of well-established employee support programs at the university, with respondents largely disagreeing about the presence of specific initiatives like stress management, financial advice, and daycare services. The qualitative findings highlighted the positive impact that employee support programs could have on morale, productivity, and mental health stability. These findings agree with those of previous studies including Richmond (2017) who found that employee assistance programmes were beneficial in assisting staff members in resolving personal and professional issues that are impacting their ability to execute their jobs.

In sum, the discrepancy between the current state at the university (i.e. lack of comprehensive programs) and the potential benefits (improved morale, productivity, and mental health) suggested an opportunity for the university to enhance its employee support initiatives to better meet the needs and expectations of its staff.

4.4.3 Leave Arrangements

The third objective of the study was to assess the impact of leave arrangements on employee performance at the Technical University of Kenya. A descriptive analysis was performed to evaluate how these leave arrangements influenced employee performance within the organization (see Table 4.7 below).

Table 4. 7: Descriptive Statistics for Leave Arrangement

	N	Mean	Std. Deviation
There are well-established maternity/paternity leave programs for employees.	181	3.9558	1.30309
Paid vacation days are offered by my University.	181	2.6851	1.77490
Caregiving leave is available at my University.	178	2.5674	1.40959
Compassionate leave is available at my University.	177	3.4972	1.43069

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Paid study leave is available at my University.	174	3.2931	1.51305
The employer caters for family holidays during an annual leave of the employees.	179	2.7263	2.85766
Annual leave programs are implemented by the management as expected by the employees.	180	3.6167	1.40738
Valid N (listwise)	167		

The overall mean for leave arrangement was (M= 2.7606; SD=1.33336), which indicated that most respondents were uncertain about the effects of employee assistance programmes on their performance at the organization. Additionally, thematic analysis was utilized to examine the qualitative data provided by respondents.

The results of the descriptive statistics indicated that a majority of respondents agreed that there were well-established maternity and paternity leave programs available for employees (M=3.9558; SD=1.30309). This suggested that the university had effective policies in place for parental leave. Most respondents were neutral about whether the university offered paid vacation days (M=2.6851; SD=1.77490). This neutrality suggested uncertainty regarding paid vacation policies. Most respondents were neutral about the availability of caregiving leave at the university (M=2.5674; SD=1.40959). This suggested that caregiving leave policies may be unclear or not widely known among employees at the university. These findings concur with Mukururi and Ngari (2019) who also found that the adoption of work-life balance policies was a significant predictor of job satisfaction.

Most respondents were also neutral about the availability of compassionate leave at the university (M=3.4972; SD=1.43069). Additionally, most respondents were neutral about the availability of paid study leave at the university (M=3.2931; SD=1.51305). This implied that employees may not be fully aware of or do not have consistent access to study leave options. Most respondents were neutral about whether their employer catered for family holidays during an annual leave of the employees (M=2.7263; SD=2.85766). This suggested variability or lack of clarity regarding this

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benefit at the university. However, most respondents agreed that annual leave programs were implemented by management as expected by employees (M=3.6167; SD=1.40738). This indicates that the university met employee expectations concerning annual leave.

Notably, the variable with the highest level of agreeableness was the availability of maternity and paternity leave programs (M = 3.9558; SD = 1.30309), indicating that respondents largely agreed these programs were effectively in place at the university. The variable with the lowest level of agreeableness was whether the employer catered for family holidays during employees' annual leave (M = 2.7263; SD = 2.85766), where respondents were neutral, implying uncertainty or lack of clarity about this benefit. Overall, the responses suggest that while the university had effective parental leave policies, there was more uncertainty or neutrality around other leave arrangements, such as paid vacation, caregiving leave, and study leave.

The qualitative findings revealed that the adoption of leave policies increased the productivity of the employees at the university. Leave policies provide the employees with opportunities for comprehensive rest and rejuvenate, and therefore, be effective when they return back to work. The leave policy also helped to address employee absenteeism, address workplace stress and attain work-life balance. These findings agreed with those by previous studies such as Gatimu and Kagiri (2018) who found that annual leave enhanced employee performance and employee satisfaction.

The quantitative results revealed that while there were well-established maternity and paternity leave programs, there was uncertainty or neutrality regarding other types of leave, such as paid vacation days, caregiving leave, compassionate leave, and paid study leave. This suggested a need for clearer communication and possibly more consistent implementation of these policies. The qualitative findings underscored the importance of leave policies in enhancing productivity, reducing absenteeism and stress, and improving work-life balance. The contrast between the strong agreement on maternity/paternity leave and the neutrality on other leave types indicated areas where the university could improve its leave policies and communication to better support its employees.

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4.4.4 Employee Wellness Programs

The fourth objective of the study was to assess the impact of employee wellness programs on employee performance at the Technical University of Kenya. A descriptive analysis was performed to evaluate how these wellness programs influenced employee performance within the organization (see Table 4.4 below).

Table 4. 8: Descriptive Statistics for Employee Wellness Programs

	N	Mean	Std. Deviation
Employee Wellness programs are available at my University.	179	3.5922	1.21144
I am conscious of my health by having a properly balanced diet.	178	3.5056	1.23621
I am conscious of my health.	176	3.9432	1.10436
I take a rest occasionally.	179	3.6927	1.07081
I get enough sleep as required.	177	3.5763	1.13623
I manage to keep stress levels under control while at work.	180	3.3833	1.24297
Employees participate in University sponsored sports activities.	180	2.9556	1.34048
Valid N (listwise)	171		

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The overall mean for leave arrangement was (M= 3.6733; SD=1.33336), which indicated that most respondents agreed that employee wellness programs affected their performance at the organization. Additionally, thematic analysis was utilized to analyze the qualitative data provided by respondents. The findings agree with Mustajab (2020) also found that wellness programs play a vital role in improving employees' concentration on their job responsibilities, thereby enhancing the competitiveness of the firm.

The results from the descriptive statistics indicated that a majority of respondents agreed that employee wellness programs were available at the university (M=3.5922; SD=1.21144),

suggesting that the university provided some level of support for employee well-being. Most of the respondents agreed that they were conscious of their health by having a properly balanced diet (M=3.5056; SD=1.23621). Most respondents agreed that they were conscious of their health (M=3.9432; SD=1.10436). These findings indicated that the employees had a positive self-assessment of their health practices. Similar results were reported by Ngozi and Chinelo (2020) who established that programs designed to help employees achieve a work-life balance positively impact their productivity and satisfaction levels.

Besides, most of the respondents agreed that they took rest occasionally (M=3.6927; SD=1.07081). Most of the respondents agreed that they got enough sleep as required (M=3.5763; SD=1.13623). The findings suggested that taking occasional rest breaks and getting sufficient sleep were crucial for maintaining health and productivity among the respondents. However, a majority of respondents were neutral about the management of their stress levels to keep them under control while at work (M=3.3833; SD=1.24297). Most of the respondents were neutral about their participation in university sponsored sports activities (M=2.9556; SD=1.34048). These findings suggested that while some wellness aspects were acknowledged, there were gaps in addressing stress effectively and encouraging sports participation. These findings concur Muriuki (2018) who found that the implementation of corporate wellness programmes in workplaces to boost profitability because it showed a high positive significant association between employee productivity and these programmes.

Notably, the variable with the highest level of agreeableness was employees' consciousness of their health (M = 3.9432; SD = 1.10436), indicating that respondents strongly agreed they were mindful of their health. In contrast, the lowest level of agreeableness was in participation in university-sponsored sports activities (M = 2.9556; SD = 1.34048), where respondents were neutral, suggesting uncertainty or limited involvement in these activities. These findings highlighted that while respondents recognized certain wellness aspects such as health consciousness, rest, and sleep, there were gaps in stress management and participation in sports, indicating areas for potential improvement in the university's wellness programs.

The qualitative findings revealed that employee wellness programs contributed towards high employee morale, reduced absenteeism and improved recruitment of quality staff and the

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retainment of employees. The respondents also indicated that the programs reduced health risks, increased productivity of both the employees and the organization at large. These responses implied that wellness initiatives are positively influencing overall employee performance and organizational outcomes. These findings align with previous research, such as that by Song and Baicker (2019), which demonstrated a connection between wellness programs and employee health and financial outcomes.

In sum, the generally positive responses about health consciousness, rest, and sleep suggested that employees valued and benefited from the wellness programs available. However, the neutral responses on stress management and sports participation point to potential areas for improvement. Therefore, ensuring that wellness programs comprehensively addressed stress management and encouraged active participation in sports could enhance their effectiveness.

4.4.5 Employee Performance

Employee performance was the dependent variable in this study, which was measured against independent variable indicators including flexible work environment, employee assistance programs, leave arrangements, and employee wellness programs. Both descriptive analysis (see Table 4.9 below) and thematic analysis were conducted to assess the state of employee performance at the organization.

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Table 4. 9: Descriptive Statistics for Employee Performance

	N	Mean	Std. Deviation
I complete my tasks on time.	179	4.0503	1.14790
Our customers are happy with our services.	180	3.9000	2.59156
The student population has increased dramatically.	177	3.5198	1.07180
There are minimal customer complaints at my University.	179	3.3687	1.13094
I am consistently successful in meeting my targets.	178	3.7809	.98134
The quality of my output often meets expectations.	179	3.8994	1.04985
There is evidence of high ratings by students of services provided.	179	3.6648	1.08070
Valid N (listwise)	174		

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The descriptive statistics revealed that most respondents agreed that they completed their tasks on time (M=4.0503; SD=1.14790). This indicated a high level of timeliness and reliability in task performance among employees. Most respondents also agreed that their customers were satisfied with the services provided (M=3.9000; SD=2.59156), suggesting that the quality of service was generally satisfactory from the employees' perspective. Additionally, most respondents agreed that their workload had increased significantly (M=3.5198; SD=1.07180). This indicated positive growth and success in attracting or retaining clients or students at the university. Most respondents were neutral about minimal customer complaints at their university (M= 3.3687; SD= 1.13094). This suggested that while complaints may not be frequent, there was variability in how employees perceived or handled customer feedback. These findings agreed with Obiageli, Uzochukwu, and Ngozi (2015) who highlighted the significant impact of work-life balance on employee productivity and recommended that management introduce various work-life balance incentives to enhance performance.

Most of the respondents agreed that they were consistently successful in meeting their targets (M= 3.7809; SD= 0. .98134). This showed a general consensus of meeting performance goals effectively. Furthermore, most respondents agreed that the quality of their output met the expectations (M= 3.8994; SD= 1.04985). This indicated that employees felt their work generally meets or exceeds the required standards. Most respondents agreed that there was evidence of high ratings from students regarding the services provided (M=3.6648; SD=1.08070). This reflected positive feedback and high satisfaction levels from students regarding services. These findings concurred with Mwangi (2017) found that a balance between work and family significantly impacts employee performance and identified that conflicts between home and work could result in absenteeism and turnover, adversely affecting overall organizational performance.

The high mean scores for task completion, customer satisfaction, meeting targets, and output quality suggest that employees perceive their performance positively and believe they are meeting or exceeding expectations. The neutral score on customer complaints indicates that while complaints are not frequent, there is room for improvement in handling or addressing them effectively. The evidence of increased population growth and high student ratings supports the idea that employees' performance is contributing to the organization's success and reputation.

Notedly, the variable with the highest level of agreeableness was completing tasks on time (M = 4.0503; SD = 1.14790), indicating that respondents strongly agreed they were timely and reliable in their task performance. In contrast, the lowest level of agreeableness was minimal customer complaints (M = 3.3687; SD = 1.13094), where respondents were neutral, suggesting some uncertainty or variability in how complaints were perceived or handled. These findings demonstrated that employees generally felt confident in meeting their performance goals and maintaining quality standards, though there were mixed perceptions about handling customer feedback.

The qualitative findings revealed that the university appraised the employees continuously. The respondents noted that flexible work arrangements enhanced employee performance as it eliminates the possibilities for conflict at the workplace. These flexible work arrangements encompass overtime, capacity-building programs such as training, flexible hours, compressed workweeks, job sharing, and split shifts.

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These findings suggest that ongoing appraisal and flexible work arrangements—such as overtime, training, flexible hours, compressed workweeks, job sharing, and split shifts—enhance employee performance. Flexibility contributes to reducing workplace conflict, indicating that supportive work environments foster overall effectiveness and satisfaction. This aligns with the findings of Mustajab (2020), who discovered that employee wellness programs improve employees' commitment to their jobs and enhance their ongoing performance. Ngozi and Chinelo, (2020) also found that programs designed to help employees achieve a work-life balance positively impact their productivity and satisfaction levels.

4.9 Inferential Analysis

Inferential analysis was conducted to explore the relationships and effects between work-life balance indicators and employee performance at the Technical University of Kenya. The model summary (see Table 4.6) demonstrated the strength and explanatory power of the regression model.

Table 4. 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.561[a]	.314	.294	.73458

a. Predictors: (Constant), EWP, FWA, LA, EAP

The correlation coefficient, R (0.561), indicated a moderate positive correlation between the predictors—Flexible Work Arrangements (FWA), Employee Assistance Program (EAP), Leave Arrangements (LA), and Employee Wellness Program (EWP)—and the dependent variable, Employee Performance (EP). The R Square value (0.314) suggested that approximately 31.4% of the variance in employee performance could be accounted for by the independent variables in the model. The Adjusted R Square (0.294), which accounts for the number of predictors and provides a more accurate estimate, indicated that around 29.4% of the variance in employee performance was explained by the predictors. Overall, the model explained a moderate portion of the variance in employee performance.

The Analysis of Variance (ANOVA) was conducted to assess the relationship between the independent variables—Flexible Work Arrangements (FWA), Employee Assistance Program (EAP), Leave Arrangements (LA), and Employee Wellness Program (EWP)—and the dependent variable, Employee Performance (EP) (see 4.11).

Table 4. 11: Analysis of Variance (ANOVA) for Work Life Balance Practices and Employee Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.883	4	8.221	15.235	.000[a]
	Residual	71.767	133	.540		
	Total	104.651	137			

a. Predictors: (Constant), EWP, FWA, LA, EAP

b. Dependent Variable: EP

The results showed a significant relationship among the variables, with an F-value of 15.235 and a p-value of 0.000. This indicates that the model used in the study was statistically significant, suggesting that work-life balance practices are indeed associated with employee performance.

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Table 4. 12: Regression Coefficients for Work Life Balance Practices and Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.719	.351		4.904	.000
	FWA	.002	.080	.002	.021	.983
	EAP	-.153	.089	-.143	-1.713	.089
	LA	.003	.075	.003	.038	.969
	EWP	.684	.096	.611	7.163	.000

a. Dependent Variable: EP

The regression analysis indicated that Flexible Work Arrangements (FWA) had a standardized coefficient (B) of 0.002, suggesting a minimal positive effect on Employee Performance (see Table 4.8). However, FWA was not statistically significant (p = 0.983), indicating that there was no meaningful relationship between FWA and employee performance. This outcome reflects the specific context of the study, where flexible arrangements were not widely implemented or viewed as advantageous for improving employee performance.

For Leave Arrangements (LA), the coefficient (B) was 0.003, indicating a slight positive effect (see Table 4.8). However, the relationship between LA and employee performance was not statistically significant (p = 0.969), suggesting that LA did not have a meaningful impact on performance. This outcome implies that employees did not consider leave arrangements to be a significant factor influencing their performance. Additionally, the leave arrangement policies may not have been appreciated or fully utilized to the degree necessary to positively affect employee performance.

The coefficient (B) for the Employee Assistance Program (EAP) was 0.153, indicating a slight negative effect, with a p-value of 0.089 suggesting marginal significance. This weak relationship implies that EAP has a limited impact on employee performance (see Table 4.8). According to Makhanya (2021), the effectiveness of EAP services can be influenced by their visibility and

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accessibility. Thus, the results likely reflect poor availability, accessibility, or awareness of EAP services in the organization, leading to ineffective use by respondents.

In contrast, Employee Wellness Programs (EWP) had a coefficient (B) of 0.684, indicating a strong positive effect. The standardized coefficient (Beta = 0.611) indicated a large effect size, and the p-value (0.000) revealed a highly significant relationship between Employee Wellness Programs (EWP) and employee performance. This suggests that EWP is a strong predictor of employee performance, indicating that the programs are well-designed and effectively implemented within the organization. High levels of employee participation and engagement in wellness programs were likely contributing to their significant positive impact.

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CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter a summary of the research study is provided and the conclusions drawn from the collected and analyzed data. The conclusions for each measured variable are outlined, along with recommendations for each. The chapter also discusses recommendations for future studies.

5.2 Summary of the Study

5.2.1 Flexible Work Environment

The findings related to the flexible work environment revealed a significant disparity between the existing flexible work arrangements at the Technical University of Kenya and the potential advantages these arrangements could provide. Most employees at the university experienced limited flexibility in their work schedules, and disagreed on the presence of part-time work, staggered hours, compensatory time off, job sharing, and teleworking options. They Additionally, there was a neutral perception regarding the employer's initiatives towards flexible work arrangements, thereby suggesting ambiguity or a lack of clear communication and implementation of such policies. Conversely, the qualitative analysis highlighted that employees recognize substantial benefits from flexible work schedules, including enhanced productivity, better work-life balance, mental preparation for tasks, and increased motivation. These perceived advantages suggest that employees value flexibility and believe it could positively impact their performance and overall job satisfaction.

5.2.2 Employee Assistance Programme

The study's findings highlight a significant disparity between the current availability of employee support programs at the Technical University of Kenya and the potential advantages these programs could provide. The descriptive analysis indicates that most respondents disagree with the presence of well-established programs for stress management, personal financial advice, and on-site daycare services. Additionally, many respondents are neutral about the facilitation of on-site seminars on work-life issues, assistance with legal representation, grief and loss support, and advisory services for retirement and lay-offs. This suggests either a lack of awareness or limited provision of these support services. Conversely, the qualitative analysis underscores the potential advantages of robust employee support programs. Respondents believe that such programs could

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boost morale, enhance productivity, and improve the university's reputation. They view these initiatives as a demonstration of the employer's commitment to their well-being, which in turn motivates them and contributes to their mental health stability.

5.2.3 Leave Arrangements

The findings of the study revealed a mixed landscape regarding leave arrangements at the Technical University of Kenya. While maternity and paternity leave programs are well-established and meet employee expectations, other leave types such as paid vacation days, caregiving leave, compassionate leave, and paid study leave exhibit neutrality in responses. This neutrality indicated a lack of clarity, inconsistent application, or limited awareness of these policies among employees. Furthermore, the neutrality about family holidays during annual leave pointed to variability or insufficient communication about this benefit. The qualitative findings provided a more nuanced understanding of the benefits of effective leave policies. Respondents noted that leave policies enhance productivity by allowing employees to rest and rejuvenate, which makes them more effective upon returning to work. Additionally, leave policies helped address absenteeism and workplace stress, contributing to a healthier work environment. The findings suggest that the ability to take leave supported improved work-life balance, which is essential for overall job satisfaction and performance.

5.2.4 Employee Wellness Programs

The findings showed that that employees recognize the availability of wellness programs and report positive health practices, including maintaining a balanced diet, taking occasional rest, and getting adequate sleep. These factors contributed to overall good health and productivity at the university. However, the neutral responses regarding stress management and participation in sports activities suggested that these areas were not effectively addressed by the current wellness programs. The employees report mixed feelings about managing stress levels and involvement in university-sponsored sports, which implied that these aspects of wellness were either insufficiently supported or not widely adopted. Besides, the qualitative findings further reinforced that wellness programs enhanced employee morale, reduced absenteeism, and positively influenced recruitment and retention. The programs also helped in lowering health risks and boosting productivity. While employee wellness programs were beneficial, there was room for improvement in specific areas

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such as stress management and sports engagement. Addressing these gaps could lead to even greater enhancements in employee performance, health, and overall organizational effectiveness.

The findings suggest that employee performance at the Technical University of Kenya is generally strong, with employees demonstrating high levels of task completion, target achievement, and service quality. Positive perceptions of customer satisfaction, increased population (likely student enrollment), and high student ratings further underscore effective performance and the university's success in delivering value. The qualitative data indicated that flexible work arrangements—including overtime, training programs, flexible hours, compressed workweeks, job sharing, and split shifts—have a positive effect on employee performance. These arrangements helped reduce workplace conflict and enhance productivity, suggesting that a supportive and adaptable work environment is beneficial for achieving high performance. However, the neutral responses regarding minimal customer complaints highlighted an area for improvement. There were inconsistencies in handling customer complaints, which could affect overall service quality and employee satisfaction. Addressing this issue through better management practices and clearer complaint resolution processes could improve performance and customer relations.

5.3 Conclusion

The Technical University of Kenya has missed the opportunity to improve employee performance and well-being by introducing and promoting flexible work options. Implementing flexible work arrangements could address employee needs and preferences, potentially leading to higher productivity, reduced burnout, and greater job satisfaction, ultimately benefiting both the employees and the organization. The study also concluded that there was a considerable opportunity for the Technical University of Kenya to improve employee satisfaction and performance by introducing and promoting comprehensive support programs. By enhancing resources in areas such as stress management, financial guidance, daycare services, and other forms of support, the university can create a more supportive and productive workplace, which will benefit both the employees and the institution as a whole. Notably, the minimal and statistically insignificant effect of Flexible Work Arrangements (FWA) on performance ($p = 0.983$) points to an untapped opportunity. The same applied to Leave Arrangements (LA) ($p = 0.969$), which suggested that current policies are either underutilized or insufficiently communicated. While maternity and

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paternity leave programs at the Technical University of Kenya were well-established and meet employee expectations; there was a need for clearer communication and more consistent implementation of other leave policies. Improving these policies and ensuring that employees are aware of and able to access them could boost productivity, lower workplace stress, and encourage a better work-life balance. By doing so, the university can enhance employee satisfaction, reduce stress, and increase productivity. Furthermore, Employee Assistance Programs (EAP) showed a weak and marginally negative impact on performance ($p = 0.089$), which could be attributed to poor awareness or accessibility of EAP services.

Contrarily, Employee Wellness Programs (EWPs) at the Technical University of Kenya generally have a strong positive effect on employee well-being and performance with statistical significance ($p = 0.000$, Beta = 0.611). The importance of well-designed and effectively implemented wellness initiatives, which can contribute to higher productivity, improved morale, and better well-being among employees. However, the institution needs to focus more on improving stress management resources and increasing engagement in wellness activities to fully leverage these programs for better employee performance and well-being.

5.4 Recommendations

5.4.1 Flexible Work Environment

The Technical University of Kenya should consider implementing flexible work arrangements, including part-time schedules, staggered hours, teleworking, and job-sharing. The university should enhance communication about these options and actively promote their benefits to improve employee productivity, motivation, and work-life balance. They should also establish clear policies and support systems to facilitate the successful implementation of flexible work practices.

5.4.2 Employee Assistance Programme

The Technical University of Kenya should introduce comprehensive employee support programs, including stress management activities, financial advice, on-site daycare, and work-life seminars. The university should promote these initiatives effectively to boost awareness and utilization. They should also enhance support for legal, grief, and retirement issues to improve employee well-being, motivation, and productivity.

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5.4.3 Leave Arrangements

The Technical University of Kenya should improve communication and implementation of caregiving, compassionate, and study leave policies. The university should enhance awareness of paid vacation days and family holiday benefits. Furthermore, the university should promote consistency and clarity in leave policies to support work-life balance, reduce stress, and boost productivity. Besides, regular review and update leave programs to meet employee needs.

5.4.4 Employee Wellness Programs

The Technical University of Kenya should enhance stress management resources and promote participation in university-sponsored sports activities. They should also expand wellness programs to offer more targeted support in these areas. Furthermore, the university should regularly evaluate and update wellness initiatives to ensure they address employee needs comprehensively, thereby boosting overall well-being and productivity.

5.5 Recommendations for Further Studies

Since the study's model explained only about 29.4% of the variance in employee performance, future studies should consider exploring additional variables that might impact employee performance. These could include leadership style, organizational culture, employee motivation, job satisfaction, and work-life balance.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Eucabeth Adoyo Kwasu
St. Paul's University,
P.O. Box Private Bag - 00217,
Limuru - Kenya

Technical University of Kenya,
P.O. Box 52428 - 00200,
Haile Selassie Avenue,
Nairobi, Kenya

Dear Sir/Madam,

RE: DATA FOR ACADEMIC RESEARCH

I am a St. Paul's University master's student, and one of the requirements for receiving a master's degree in business administration is completing a research project. "Work-life Balance Practices and Employee Performance: A Case of the Technical University of Kenya" is the title of my research project. An accompanying questionnaire has been created. It will be employed to collect pertinent data in order to meet the study's research goals. The information supplied will be handled with absolute secrecy and the study will follow ethical guidelines to maintain confidentiality, and the report's findings won't make any mention of any particular responders.

Yours Sincerely,

Eucabeth Adoyo Kwasu
MBA Candidate
St. Paul's University

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Appendix II: Research Questionnaire

Dear Respondent,

I am Eucabeth Adoyo Kwasu a student of St. Paul's University. I am carrying out a study on ***"Work-life balance practices and employee performance: A case of the Technical University of Kenya"***. For this reason, I'm asking that you give me five minutes of your time to help me in filling this questionnaire. Kindly respond to the following inquiries in the designated sections. The information provided is only meant for use in the study..

SECTION A: DEMOGRAPHICS

1. Gender:

   Male [ ] Female [ ]

2. Age Bracket in Years:

   Below 25 [ ] 25-30 [ ] 31-35 [ ] 36-40 [ ] 40 & Above [ ]

3. Years of Experienced Work:

   Below 5 [ ] 5-10 [ ] 11-15 [ ] 16 & Above [ ]

4. Highest Education Level:

   Primary [ ] Secondary [ ] College [ ]

   University [ ] Other [ ]

SECTION B: FLEXIBLE WORK ARRANGEMENTS

Please check your level of agreement or disagreement with the following statements about TUK's flexible work arrangements. On a five-point rating system (Likert scale), indicate your response by: Strongly disagree (1), disagree (2), and be neutral (3). 4-Agree; 5-Strongly Agree..

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S/N	Statement	1	2	3	4	5
1.	There are part-time working arrangements where I work less than eight hours a day.					
2.	There are staggered hours of work where start and end times differ.					
3.	I often take time off to compensate for extra hours worked.					
4.	There are arrangements to share one full-time job by employees.					
5.	Home working/teleworking is often allowed in my University.					
6.	The Flexible working arrangements are my employer's initiative.					
7.	There are well-established job-sharing programs for all employees across all sections.					

5. What are the best aspects of being able to use the flexible work schedule programmes, in your opinion?

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SECTION C: EMPLOYEE ASSISTANCE PROGRAMS

Please check your level of agreement or disagreement with the following statements on TUK's employee assistance programmes. On a five-point rating system (Likert scale), indicate your response by: Strongly disagree (1), disagree (2), and be neutral (3). 4-Agree; 5-Strongly Agree.

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S/N	Statement	1	2	3	4	5
8.	There are well-established employee programs for stress management activities like walk-outs and relaxation time.					
9.	The employer facilitates on-site seminars on work-life issues.					
10.	Personal financial advice is offered at the workplace.					
11.	The University provides on-site baby daycare services for employees.					
12.	The employer assists in case an employee needs legal representation.					
13.	Employees undergoing grief and loss of a relative get assistance services facilitated by the employer.					
14.	The organization offers advisory services during retirement and employee lay-offs.					

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6. How would you characterise the significance of employee support programmes to the company based on your experience?

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SECTION D: LEAVE ARRANGEMENTS

Please select which of the following assertions about TUK's leave policies you agree with or disagree with. On a five-point rating system (Likert scale), indicate your response by: Strongly disagree (1), disagree (2), and be neutral (3). 5 = Strongly Agree, and 4 = Agree.

S/N	Statement	1	2	3	4	5
15.	There are well-established maternity/paternity leave programs for employees.					
16.	Paid vacation days are offered by my University.					
17.	Caregiving leave is available at my University.					
18.	Compassionate leave is available at my University.					
19.	Paid study leave is available at my University.					
20.	The employer caters for family holidays during an annual leave of the employees.					
21.	Annual leave programs are implemented by the management as expected by the employees.					

7. What benefits does your firm accrue from the application of leave policies?

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SECTION E: EMPLOYEE WELLNESS PROGRAMS

Please check your level of agreement or disagreement with the following statements on TUK's employee wellness programmes. On a five-point rating system (Likert scale), indicate your response by: Strongly disagree (1), disagree (2), and be neutral (3). 4-Agree; 5-Strongly Agree..

S/N	Statement	1	2	3	4	5
22.	Employee Wellness programs are available at my University.					
23.	I am conscious of my health by having a properly balanced diet.					
24.	I am conscious of my health.					
25.	I take a rest occasionally.					
26.	I get enough sleep as required.					
27.	I manage to keep stress levels under control while at work.					
28.	Employees participate in University sponsored sports activities.					

8. What are the best aspects of being able to use the employee wellness programmes, in your opinion?

.....

.....

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.....

SECTION F: EMPLOYEE PERFORMANCE

9. Does your University appraise employee performance continuously?

Yes [ ] No [ ]

10. Which tool of appraisal does the University use to gauge employee performance?

.....

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11. Kindly indicate the extent to which you agree or disagree with the following statements regarding employee performance at TUK. Rate your response on a scale of five units whereby: 1= Strongly Disagree, 2= Disagree, 3= Neutral 4= Agree, and 5=Strongly Agree.

S/N	Statement	1	2	3	4	5
29.	I complete my tasks on time.					
30.	Our customers are happy with our services.					
31.	The student population has increased dramatically.					
32.	There are minimal customer complaints at my University.					
33.	I am consistently successful in meeting my targets.					
34.	The quality of my output often meets expectations.					
35.	There is evidence of high ratings by students of services provided.					

47. In your view which WLB programs would enhance employee performance greatly?

……

……

……

Thank you

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APPENDIX IV: National Commission for Science, Technology, and Innovation (NACOSTI) Permission

ST. PAUL'S UNIVERSITY

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **271673**

Date of Issue: **29/May/2024**

RESEARCH LICENSE



This is to Certify that Ms.. EUCABETH Adoyo ADOYO of St. Paul's 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: WORK-LIFE BALANCE PRACTICES AND EMPLOYEE PERFORMANCE AT TECHNICAL UNIVERSITY OF KENYA. for the period ending : 29/May/2025.

License No: **NACOSTI/P/24/36032**

271673

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

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Appendix V: Request for Conducting a Pilot at St. Paul's University Recommendation

Eucabeth Adoyo Kwasu
Master of Business Administration Programme
St. Paul's University
NAIROBI

June 6th 2024

RE: TO THE STAFF OF ST. PAUL'S UNIVERSITY

I hope this message finds you well.

My name is Eucabeth Adoyo Kwasu, a student in the Master of Business Administration programme at St. Paul's University. I am currently conducting a pilot research study titled "Work-life Balance Practices and Employee Performance at Technical University of Kenya."

This research aims to explore the impact of work-life balance practices on employee performance. As part of this study, I am required to collect data through questionnaires, and I am kindly seeking your assistance in filling out these questionnaires. Your participation is crucial to the success of this research, and your insights will significantly contribute to the understanding of work-life balance practices and their effects on performance.

Please find enclosed the letter of authorization granting me permission to conduct this pilot research at your university. This letter ensures that my research is officially approved and that your participation is both confidential and voluntary.

For any further questions or clarifications, please do not hesitate to get in touch with me. Your cooperation and support are highly appreciated and will be invaluable to the completion of my study.

Thank you in advance for your time and assistance.

Warm regards,

Eucabeth Adoyo Kwasu
MBA CANDIDATE
St. Paul's University
mbadist394322@spu.ac.ke

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Appendix VI : Authorization for Conducting a Pilot at St. Paul's University

Recommendation

ST. PAUL'S UNIVERSITY

Private Bag 00217 Limuru,
Kenya
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728-669000
(0) 736-424440

REF: SPU/159/2024 **Date: 14th May 2024**

TO: Eucabeth Kwasu
St. Paul's University

Dear Eucabeth,

==========

REF: WORK-LIFE BALANCE PRACTICES AND EMPLOYEE PERFORMANCE AT TECHNICAL UNIVERSITY OF KENYA

==========

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 168, for the period between 14th May 2024 – 14th May 2025 (1 year).**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to *SPU- Institutional Scientific Ethics Review Committee* within 72 hours

v. Clearance for export of biological specimens must be obtained from relevant institutions.
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
vii. Submission of an executive summary report within 90 days upon completion of the study to SPU- Institutional Scientific Ethics Review Committee.
viii. **Please note that it is within the ISERC's mandate to monitor your research and to do random visits to the site. All research is subject to post approval monitoring.**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,

Dr. Daniel Nzengya, PhD
Chairperson
SPU- Institutional Scientific & Ethics Review Committee

ST. PAUL'S UNIVERSITY
(ISERC)
APPROVAL WITH
CONTIGENCIES
RESEARCH
DIRECTORATE
INSTITUTIONAL SCIENTIFIC ETHICS REVIEW COMMITTEE

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Appendix VI: Authorization Letter for Technical University of Kenya

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THE TECHNICAL UNIVERSITY OF KENYA
Haile Selassie Avenue, P. O. Box 52428, Nairobi, 00200, Tel: +254(020) 2219929, 3263000, 3343672
E-mail: research@tukenya.ac.ke, Website: www.tukenya.ac.ke
Office of the Director
RESEARCH AND KNOWLEDGE EXCHANGE

REF: TUK/ReKE/RA/2024/005 ***30th May, 2024***

Ms. Eucabeth Adoyo Kwasu
MBA Candidate
St. Paul's University
Email: adoyokwasu@gmail.com

Dear Eucabeth Adoyo Kwasu

RE: REQUEST TO CONDUCT RESEARCH AT THE TECHNICAL UNIVERSITY OF KENYA

The request you made requesting for approval to conduct Research at the Technical University of Kenya (TU-K) has been given due consideration by the appropriate offices in the University.

Your request has been approved with the following recommendations:

a) The research topic approved is ***"Work-life Balance Practices and Employees Performance at Technical University of Kenya".***

   Any changes to the title or nature of the research will require a new request for approval.

b) The applicant (Eucabeth Adoyo Kwasu) must strictly adhere to the compliance requirements as listed by the National Commission for Science, Technology and Innovation (NACOSTI); during and after the study.

c) It is important that the applicant commits to acknowledge TU-K in any research publications as well as findings of the study for the benefit of the TU-K community.

d) Your research project Technical University of Kenya supervisor will be **Prof. Collins Miruka.**

If you agree to these terms and conditions, please sign a copy of this letter as indicated below and return it to the undersigned within 2 (two) weeks of the date of this letter.

On behalf of the Technical University of Kenya, I wish you the very best in your research project.

Yours Sincerely,

30-05-24

PROF. A. O. ALUOCH
DIRECTOR, RESEARCH AND KNOWLEDGE EXCHANGE

Copy: Deputy Vice Chancellor – Research and Technology Development
AOA/imi

APPLICANT'S SIGNATURE DATE & SIGN

Eucabeth Adoyo Kwasu

TU-K SUPERVISOR'S SIGNATURE DATE & SIGN

Prof. Collins Miruka

6/6/2024

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Appendix VII: Research Budget

Item	Amount (Kshs.)
Transport	9,000
Airtime	4,000
Data bundle purchase	5000
NACOSTI Permit	1,050
Stationery	5,150
SPSS	20,500
Printing and Binding	14,900
Hard disc	9,500
Miscellaneous	10,050
Total	**79,150**

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Appendix IV: Time Schedule

Activity	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Mar 2024	Apr 2024
Approval of the topic						
Formulating the objectives						
Developing chapter one, two and three						
Preliminaries & references						
Defense						
Correction						
Data collection						
Data analysis						
Defense						
Correction						
Submission						

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