

**IMPACT OF WORK-LIFE BALANCE PROGRAMS ON EMPLOYEE  
PERFORMANCE IN STATE CORPORATIONS IN KENYA**

**BY**

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**MASTER OF BUSINESS ADMINISTRATION  
(HUMAN RESOURCE MANAGEMENT)**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
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BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) IN THE  
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**SEPTEMBER, 2024**

**DECLARATION**

I, Prudence Mwende Mutua, declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

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I do hereby confirm that I have examined the master's dissertation of

**Prudence Mwende Mutua**

And have certified that all revisions and the dissertation panel and examiners recommended have been adequately addressed.

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## ABSTRACT

This study examines the impact of work-life balance (WLB) programs on employee performance in Kenya's State Corporations. As public sector organizations face increasing pressure to improve efficiency and service delivery, understanding the role of WLB initiatives becomes crucial. The study is very helpful to policymakers since it will help them make decisions on the creation and implementation of work-life balance laws. The research done took into account the variables of flexible work arrangements, wellness programs, leave regulations, and Family Support Programs. To find out what other authors and researchers had to say about the impact of work-life balance programs on employee performance in state corporations, a survey of the theoretical literature was done. Theories used were Spill Over Theory, The Effort-Recovery Model, and Work-Family Border Theory. The research aimed to address the gap in empirical evidence within the Kenyan context, where traditional work cultures often conflict with modern WLB concepts. The study employs a mixed-methods approach, combining quantitative surveys with qualitative interviews to gather data from employees and managers across multiple State Corporations. Two hundred and sixty-two (262) corporations, both Majority Owned State Corporations and Government Linked data were used as the target population. The statistical package for the social sciences (SPSS) data analysis tool, version 29.0, was used to evaluate the quantitative data acquired in order to produce descriptive data that was used to define the features of the organizations. The information was shown in tables, graphs, and pie charts. The variables were described using a descriptive design. Additionally, a reliability test and a correlation analysis was performed. Frequencies and percentages were used in the portrayal. The research investigates the relationship between various WLB programs, such as flexible work arrangements and family-friendly policies, and key performance indicators including productivity, job satisfaction, and organizational commitment. Preliminary findings suggest a positive correlation between well-implemented WLB programs and enhanced employee performance. However, the study also reveals challenges unique to the Kenyan public sector, including resource constraints and bureaucratic resistance to change. The research highlights the importance of cultural context in designing effective WLB initiatives, as well as the need for standardized metrics to evaluate their impact. Furthermore, the study explores how recent technological advancements and global events have reshaped the work-life balance landscape, necessitating adaptive strategies from State Corporations. The findings contribute to the growing body of literature on WLB in developing countries and offer practical recommendations for policymakers and human resource managers in Kenya's public sector. This research provides valuable insights into the complex interplay between work-life balance programs and employee performance in Kenya's State Corporations. It underscores the potential of WLB initiatives to enhance organizational effectiveness while highlighting the need for context-specific approaches in their implementation.

**Keywords:** WLB, State Corporations

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## **DEDICATION**

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## **ACRONYMS AND ABBREVIATIONS**

**EP** - Employee Performance

**EE** - Employee Engagement

**E-R** – Effort-Recovery

**EWB** - Employee Well-Being

**FWA** - Flexible Work Arrangements

**HRM** - Human Resource Management

**NWHI** - Negative work-home interaction

**PWHI** - Positive work-home interference

**SC** - State Corporation(s)

**WFC** - Work-Family Conflict

**WLB** – Work-Life Balance

## **OPERATION DEFINITION OF TERMS**

1. **Work-Life Balance (WLB):** The extent to which an individual is equally engaged in and satisfied with their work role and family role (Muindi & K'Obonyo, 2021).
2. **Employee Performance:** The measurable outcomes, behaviors, and traits that employees exhibit as they perform their work (Nganga et al., 2022).
3. **State Corporations:** Government-owned entities established by an Act of Parliament to perform specific functions on behalf of the government (Ochieng, 2023).
4. **Work-Life Balance Programs:** Organizational initiatives designed to help employees better manage their work and personal responsibilities (Kariuki, 2022).
5. **Job Satisfaction:** An employee's emotional state resulting from the appraisal of one's job or job experiences (Muindi & K'Obonyo, 2021).
6. **Flexible Work Arrangements:** Policies that allow employees to vary their working hours, location, or schedule to accommodate personal needs (Ochieng, 2023).
7. **Employee Engagement:** The extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work (Wambui & Omollo, 2022).
8. **Organizational Commitment:** The psychological attachment of an employee to the organization (Nganga et al., 2022).
9. **Employee Well-Being:** The overall quality of an employee's experience and functioning at work (Kimani & Kinyua, 2023).
10. **Work-Family Conflict:** Inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect (Muindi & K'Obonyo, 2021).
11. **Productivity:** The efficiency of production of goods or services expressed by some measure (Nganga et al., 2022).
12. **Organizational Culture:** The shared values, beliefs, and norms that characterize the work environment (Ochieng, 2023).

13. Employee Retention: The ability of an organization to retain its employees over a period of time (Kimani & Kinyua, 2023).

14. Job Stress: The harmful physical and emotional responses that occur when job requirements do not match the capabilities, resources, or needs of the worker (Kariuki, 2022).

15. Quality of Work Life: The favorableness or unfavorableness of a job environment for the people working in an organization (Wambui & Omollo, 2022).

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

Work-life balance is described by Redmond et al. (2006) as accommodating work schedules that let parents and those who aren't parents manage their personal and professional responsibilities. The workplace is changing rapidly, and companies need to ensure that employees have a better work-life balance for increased productivity. Employers must concentrate on work-life balance programs because of globalization and technology improvements, which have made organizations more competitive. Management of human resources should attempt to optimize the contribution of workers in order to guarantee the best performance of employees by reducing conflicts between work and personal life (Afshan et al., 2012).

The home and office environments of many individuals have a significant impact on their views of what constitutes a healthy work-life balance. It's all about giving employees more freedom in terms of when and where they may get their job done and how they go about doing it. Working parents often struggle to find a work-life equilibrium that prevents the unfavorable impacts of work from seeping into their private life (Pattu et al., 2013). As John et al. (2016) note out in their research, work-life balance is a problem for companies since it affects both the performance of individual workers and the organization as a whole. Several studies, they said, have shown negative effects on the way people's professional and personal lives interact. It's because of this that their professional and private lives have grown so intertwined.

There are folks that depend on each employee for their own survival. Dependents include spouses, children, and parents who are too elderly to care for themselves. According to

Ofori and Natsiful, (2015) the work-life phenomena is frequent among working moms. The proportion of working-age women is rising gradually. As wives and moms, these women have duties both at work and at home. A serious issue for the organization is that child care requires a lot of time and effort from these workers. When it comes to work, taking care of a family and a kid might have an impact. This necessitates assistance from the organization for these personnel. In order to better serve their workers, Kenyan enterprises, according to Muinde (2013), are establishing work-life initiatives rather than programs.

Organizations have developed a variety of ways to improve individual, group, and organizational performance in the ever-evolving work environment of today (Muli 2014). Organizations are facing intense rivalry as a result of a variety of external causes, necessitating the recognition of human resources as a critical resource for gaining a competitive edge. To achieve business goals, managers must implement diverse HR strategies that attract and retain top talent while addressing emerging work-life issues (Guest, 2002). Consequently, managers are using tried-and-true work-life balance programs that reduce operating costs while increasing competitiveness. The programs are resource creators and commitment facilitators that boost worker performance and engagement at work (Ferris, 1998).

Work-life balance has been the subject of academic study since women started working multiple jobs. Barnett and Baruch (1985) conducted research on the emotional pain associated with the balance of incentives and complaints voiced by women as paid workers while also fulfilling the demanding wife and mother duties. According to their research, women who had high-quality roles had less role conflicts and roles that were heavier, as well as more advantages than concerns. According to the study's findings, role balance is attained when workers simply acknowledge incentives and keep their worries to themselves. They also learned that positions can have values that are both good and harmful. In 2015, Buckley, Wheeler, and Halbesleben looked into a related study issue from a different angle regarding role interpretation. They

focused their research on the role-enhancing and role-conflict theories because they concluded that women frequently saw their job and family duties from many viewpoints.

According to Cookson (2016), work-life techniques help employees go smoothly from work to their free time. These policies have also been called family-friendly, work-family, or family-responsive policies. Workplace rules and processes known as "work life initiatives" enable employees to successfully complete their assigned tasks while also making time for their families (Muli, Muathe, & Muchiri, 2015). Work-life balance has recently grown in importance in a wide range of businesses, both for employers and workers. According to Obiageli, Uzochukwu, and According to Ngozi (2015), inadequate work-life balance negatively affects individual productivity, health, and consequently, organizational performance.

The concept of work/life balance is becoming more and more popular in corporate and academic circles, and new studies are being done on it all the time. Studies show that companies adopting flexible work-life policies, acknowledging workforce diversity, often see improved employee output and lower turnover (Rantanen, Kinnunen, Mauno & Tillemann, 2011). In order to stay competitive, businesses need to hire and keep the best employees. Only by attending to workers' needs—which includes preserving a work-life balance—can this be achieved. A study by Johanson, Skoog, Backlund, and Almqvist (2006) found that in industrialised countries, a large number of employers are it or very similar to it. A study on work-life balance in American organizations revealed that 92% of them have at least eight work-life balance initiatives in place, with 47% saying they put the initiatives in place to attract and retain employees. Just 25% said there has been no increase in employee commitment or productivity (Gitahi 2014).

Work-life balance may be attained, according to Poulouse & Sudarsan (2017), through flexible work schedules that let workers choose their start and end times while still putting in

the necessary number of hours. Compressed workweeks allow employees to complete weekly tasks in fewer days. While Wynes (2016) suggests working remotely and having flexible work hours, Kar and Misra (2017) propose welfare packages that include child care, financial aid, and supportive management.

Studies have indicated that workplace policies and norms can negatively impact the needs and well-being of individual workers, including their physical and mental health (Gitahi, 2014). Workers with physical or mental illnesses will surely do their jobs inefficiently and with a deterioration in performance. According to Lockwood (2003), three primary elements impact a firm's decision to investigate and implement WLB programs. These include global competitiveness, intelligent personal care, and an ageing workforce. Researchers argue that organizations might gain a competitive edge in the marketplace by implementing WLB programs, which, while initially pricey, give a win-win solution. Sheppard (2016) argues that work-life balance initiatives might not consistently enhance job performance, as the concept's current vague definitions are insufficient to address the empirical issue.

Workplace characteristics definitely have an impact on staff performance. A person's job done score indicates whether or not they finished their work satisfactorily. An employee's performance is a reflection of how well-focused they are on accomplishing the objectives of the company. According to Naithani (2010), it provides instructions on how to perform duties in line with the job description. Employee performance is the skill of completing given work within predetermined timeframes and limitations. Supervisors are always under competitive pressure to improve the workplace in order to inspire employees to achieve higher quality results. It has been noted that a dedicated and effective workforce is a crucial component for the company's survival and the development of a competitive niche (Kiura, 2010). Employers may provide their staff members a break from concerns unrelated to their jobs by implementing

work-life balance (WLB) programs including wellness initiatives, flexible work schedules, paid time off initiatives, employee support initiatives, and dependent care initiatives.

Forward-thinking companies shouldn't consider WLB initiatives an investment, since they stand to gain from higher worker productivity among those who have a better work-life balance. The majority of studies, according to the empirical research examined, have been carried out in wealthy economies, which emphasizes the necessity of an investigation on the viability of replicating WLB programs in poor nations, particularly Kenya. In fact, research on WLB initiatives like wellness and dependent care schemes in Africa, especially Kenya, seems to be lacking.

### **1.1.1 Work Life Balance Programs**

The ability to successfully juggle one's many roles in life is what is meant by the term "work-life balance." Individuals' well-being improves when they are actively involved at a level they are happy with. Work, family, and self-care are the three overlapping spheres of influence (Kinuthia et al., 2011). As the economy and family dynamics continue to shift at a breakneck pace, there is a heightened focus on the need of striking a work-life balance from the government, academics, corporations, and the media.

A wide range of human resource practices are needed to meet organizational goals since many firms struggle to recruit and retain top talent, as well as the rising problem of work-life conflicts (Mclean & Collins, 2011). Because the lives of both male and female employees are becoming increasingly engaged with family and other personal commitments and interests, workplace problems affect them in the same way (Grant-Vallone & Donaldson, 2001; Mujtaba & McCartney, 2010). Modern life's expectations and one's own abilities to deal with them may produce stress for certain individuals as a consequence (World of Work Report, 2011).

As defined by Hobber and Lemmon (2009), a person's efforts to strike a harmony between their personal and professional lives are what the term "work-life balance" alludes to. Work-life integration refers to when it comes to a person's ability to achieve a work-life balance, regardless of age or gender, that enables them to combine their job with other responsibilities, hobbies or objectives (Vidal, Leiva & Navaro, 2012). Stress and jeopardizing an individual's or an organization's growth and well-being may result from ignoring one or more areas.

Employee support programs, wellness programs, and dependent care are all examples of work-life balance programs. Hours of work may be shortened, annualized, part-timed, or flexi-timed, depending on the program. Programs that encourage work-life balance provide workers greater leeway in planning their time and reducing their stress levels at work and at home (Ioan, Codruta & Patricia, 2010). Every employee who want to decrease the effects of work-related stress should have access to these resources. Work-life balance has several benefits for any business, including less absenteeism, increased productivity, and an increase in employee loyalty (Sands & Harper, 2007). There is a strong correlation between the efficacy of an employer's work-life balance initiatives and its ability to attract and retain employees, particularly among younger workers, according to (Ioan, et. al, 2010).

In today's world of constantly changing priorities and conflicting demands, striking a good work-life balance is becoming more challenging. Work-life harmony is becoming more important due to a variety of factors, including increased emphasis on personal lives and family values as well as an aging workforce (Lock, 2003; Reed and McPherson, 2007). Concerns regarding work-life balance legislation and discussions have always been raised from the perspective of the quality of work life when contrasted to wider family issues. It has been difficult to figure out how individuals would implement proper work-life programs and how companies would resolve issues that develop when social or family obligations and work

related stress collide (Lock, 2003). In both developed and developing nations, employees who fail to manage their work-life conflicts have a substantial impact on their employment chances as well as their job quality, health and productivity (ILO, 2011).

A successful social protection policy or program must ensure that employees and their families may strike a good work-life balance. A lack of government or company assistance for work-life balance has led many individuals to depend on their own coping mechanisms, which may lead to lower productivity in both settings (Fagan, Lynotte, Smith & Saldana, 2011).

Work and family responsiveness is expected to be a crucial component in producing strong local and global business results in the increasing number of multinational enterprises, based on Western experiences (Russell, 2009). The importance of work-life balance to multinational firms and a global workforce has been the subject of few studies, say Bardoel and De Cieri (2006). Three of the most common roadblocks reported by workers throughout the globe are a lack of workplace flexibility, the availability and cost of dependent care, and concerns with job expectations and excessive work hours (Bardoel & De Cieri, 2001; Rafnsdóttir, 2011).

Work-life balance (WLB) initiatives are characterized as perks offered by employers or work environments that make it simple to combine work and non-work responsibilities by Bui, Liu, and Footner (2016). The concept of work-life balance facilitates individuals in effectively allocating their time and energy between job-related tasks and additional familial obligations. Achieving work-life balance enables an individual to fulfil their professional obligations while also finding time for their loved ones, friends, social gatherings, spiritual nourishment, community service, self-care, and other personal tasks (Crooker, Smith, & Tabak, 2002). Employers are seen to be providing WLB programs if they have put in place strategic policies and processes that facilitate employees' ability to manage their personal and professional life.

Organizations consciously sponsor work-life balance initiatives to assist employees in balancing their personal and professional responsibilities (McCarthy, Darcy, & Grady, 2010). It is generally acknowledged among researchers that a healthy balance between work and personal responsibilities is necessary for psychological well-being, increased self-esteem, happiness, and a harmonious living (McDonald, Townsend, & Wharton, 2013). Despite ongoing research, there's no agreed-upon definition or measurement criteria for work-life balance. Theories about its nature, development, and influencing factors remain under investigation (Dunne, 2007).

Scholars have identified various aspects of work-life balance (Poulose & Sudarsan, 2017). Flexible scheduling allows employees to determine their own work hours, including when they begin and end their shifts. Employees can benefit from compressed work weeks, staggered hours, telework, family leave, welfare programs, and supportive managers (Wynes, 2016; Kar & Misra, 2017). Family-leave includes parental, adoption, compassionate, and emergency leave. Oludayo (2015) notes that health and wellness services, health programs, gymnasiums, and sports facilities all utilize WLB techniques.

Lots of work-life balance has been achieved. According to Hayman (2020), WLB programs such as compressed hours, flexibility, paid maternity and dependent leave, study leaves, paternity leave, part-time work, and home travel improve company performance. Kabarak University is cited by Mwangi (2017) as an excellent illustration of how work-life balance impacts student achievement in postsecondary education. The study found no statistically significant relationship between worker performance and work-life balance. The Covid-19 epidemic has emphasized the need for work-life balance measures in businesses, such as flexible working arrangements, welfare programs, leave policies, and leisure activities.

Work-life balance and employee performance are positively correlated. Professional performance increases when personal obligations, such as those to one's family and parents,

are comfortably fulfilled (Shagvaliwa & Yazdanifard, 2014). Workers in economies that are changing quickly have daily struggles in striking a balance between work and personal obligations. Empirical evidence suggests that the tension between work and personal obligations affects all workers, irrespective of their family size or socio economic standing. The aforementioned has led to a strong desire to completely comprehend the link between work and life, and several studies are now being carried out to provide a healthy work-life experience for workers.

### **1.1.2 Employee Performance**

An organization's success depends on the performance of its employees since it is a key aspect of achieving its goals and objectives. Performance may be described as "the attainment of the established quantifiable goals" by Michael Armstrong (2007). Looking at how well a worker satisfies his or her job requirements is the best approach to evaluating his or her success. Performing well is the outcome of appropriate conduct and the effective use of knowledge and competence.

Several scholars have looked at the correlation between work-life balance and productivity on the job. An association between work-life balance principles and employee performance was found in a survey of 732 companies in the United States, Germany, the United Kingdom, and France. According to a recent study, good performance and a healthy work-life balance are mutually exclusive (White, Hill, Mills, McGovern, and Smeaton, 2003). Perceptions of employee care and value establish an informal chain of processes that activate employee performance from planned HR practices to actual practice, according to Lee and Bruvold (2003).

Workers in today's dynamic working environment, according to Wright and McMahan (2011), use a range of methods to improve their own performance as well as the performance of the whole business. Because businesses compete with one another to find and keep the most

qualified workers available, the workplace has become more cutthroat in recent years. So as a consequence, in order to acquire a competitive edge, firms must analyze and ensure the satisfaction of their people resources (Boxall, Bartram, and Ang, 2011). Good human resource practices, as Ployhart and Moliterno (2011) have shown, are directly linked to increased output. Work-Life Balance (WLB) is critical to a company's performance culture (Purcell et al., 2009). Employees that participate in WLB programs are more likely to put out their best effort and have a positive working connection with their supervisors (Collins and McClean, 2011).

Performance, in the words of Zimmer and Campbell (1989), is when employees carry out their duties in accordance with the standards set out in the evaluation system. An organization sets goals for its members to fulfil, and these goals eventually become organizational objectives that help the company gain a competitive edge (Frese, 2002). Dissanayaka and Ali (2013) state that completing predetermined goals given to employees within a given time period is performance. Thus, employee performance is critical to organizational success.

According to Ajala (2016), employee performance is measured by their ability to fulfil tasks accurately, completely, and within budget. Research indicates that employee performance is crucial for businesses as it enables individuals to enhance their abilities and contribute to the company's success. According to Allen and Kiburz (2017), this enhances organizational efficiency and customer service across all departments of a corporation. To improve employee performance, organizations should focus on their skill, dedication, and strength through motivating approaches. This must be evaluated based on outcomes.

According to Saltmarsh and Randell-Moon (2014), performance refers to an individual's ability to meet set requirements for their job. To achieve goals and remain competitive, companies must maximize staff performance. To ensure employee satisfaction, both staff and management must prioritize providing great customer service.

The employee defines work-life balance (WLB) as upholding a sensible ratio between work and personal obligations. Employers provide work-life advantages to their staff to help them manage their personal and professional lives (Russell & Bowman 2000). At first, the concept of work-life conflict centered on how Family Support Programs affected job performance. Right now, it discusses how relationships, family happiness, and personal stress are impacted by job (Russell & Bowman, 2000).

The employee sees WLB as a condition that may be achieved by activities taken by both individual employees and the organization. Bendl, Mayerhofer, Schmidt, and Hartmann (2011) concluded that employers may use work-life balance as a sign of desired performance, and workers may use WLB programs to choose whether to continue working at their current location or look for one elsewhere (Mayerhofer, 2011). There are macro and micro justifications for focused companies to implement work-life balance and family-friendly policies, as the initiatives are known (Wang & Walumbwa, 2007). According to a macro perspective, the initiatives help an organization function with a committed staff, which finally leads to better job performance. It has been demonstrated that employee commitment is essential to an organization's success (Shahid and Azhar, 2013). This commitment leads to effective worker performance. Employers' concern, fulfilment, and care for their staff have been found to be the three factors that generate employee commitment.

If other resources are to yield remarkable outcomes like organizational growth and profitability, then investing in the health and safety of employees is a worthy undertaking (Howard-Quartey & Buenar-Puplampu, 2012). Therefore, it is the responsibility of managers to provide a safe work environment where employees face less hazards, sicknesses, and stress. Improved job performance will be the ultimate result for such a staff. When WLB courses are used as a tactic, they lower staff turnover, stress-related issues, employee absenteeism, and generally improve worker commitment and retention (Wang and Walumbwa, 2007). WLB

programs also assist businesses gain a competitive edge by reducing worker compensation and medical costs associated with stress-related illnesses, as well as by enhancing productivity and job performance.

Job performance is based on three variables: an individual's skill, effort, and available time. The assessment technique used to assess work performance may be based on outcomes or consequent productivity (Ferris et al., 1999). Corporations hope that implementing WLB programs will contribute to the establishment of a positive nexus, influencing workers to have a favourable attitude towards their employer, hence improving individual performance (Muli, 2014).

### **1.1.3 State Corporations in Kenya**

According to the State Corporations Advisory Committee, Kenya has 197 state-owned corporations (2013). A wide variety of state-owned businesses exist, including regulatory, financial, educational, manufacturing/ commercial, training and research, and regional development organizations. There is a lot of opportunity for expansion in Kenya's State Corporations, according to Guyo (2012).

According to the results of the study, there is no question that it's undeniable that public institutions play a crucial role in the creation and expansion of national wealth (Kenyan Republic, 2007). People who work for state-owned firms should have their productivity a high priority if they are to serve as economic engines. Furthermore, the vast majority of state-owned enterprises are in the service sector, where success in the current day is predicated on delivering good customer service and a pleasant customer experience (Njiru, 2008).

In today's competitive environment, both commercial and government organizations struggle to provide high-quality services and retain people (Wainaina, 2015). According to Varsha and Bhati (2012), both public and private firms require employees to be totally

committed to the company's goals for optimal performance. Companies recognize that personnel drive efficiency and competitiveness (Lissy & Ventakash, 2014).

To expand and function, enterprises must manage their key assets, including work-life balance and other factors that impact employee performance. Dunne (2007) asserts that because work and family share a porous and fluid border, they are intertwined domains with both positive and negative spillovers. The dynamic workforce comprises single-parent homes that work in addition to caring for their children, as well as an increase in the number of women seeking employment. Middle-aged workers' elder care needs and the rise in two-earner households have made it difficult for employees to balance their commitments to their families and their jobs at the same time, which has led to work-family conflicts (Moon & Roh, 2010). Several state-run businesses have introduced family-friendly rules to assist employees better balance their personal and professional lives, which should improve job performance and reduce work-family disputes.

Negative effects from work to home and vice versa have been demonstrated to result from work-family conflicts (Agarwala, 2007). This has prompted managers to create strategies for balancing the two domains and, thus, settling conflicts. As a result, companies implement policies and initiatives such as counselling for employees, lactation centres for mothers, on-site or off-site childcare, recreational facilities, and even company-sponsored family holidays. According to research by Bruck, Allen, and Spector (2002), stress caused by a variety of duties at work and at home affects an employee's ability to execute their job. According to Jones and McKenna (2002), family-friendly policies have been designed and are associated with positive results including enhanced job performance.

Benefits of a balanced work-family link include higher job satisfaction, decreased work-family conflict, more employee engagement, and higher talent retention (Wang &

Walumbwa, 2007). This WFC poll may not have accurately represented the situation among workers in the service sector because it was conducted in the manufacturing sector. In a research conducted in the service industry, Budd and Mumford (2006) discovered that businesses benefit from work-family policies that gradually reduce absenteeism while increasing productivity. They saw that well-behaved corporate workers allow employers to retain exceptional workers who go above and beyond, which enhances job performance. Social exchange theory has been employed in earlier studies to show a connection between family-friendly services and favourable employee behaviour outcomes and overall business performance (Muli et al. 2015).

Previous organizational scholars have used this idea to investigate the elements that indicate staff behaviours and favourable employee attitudes (Settoon, Bennet, & Liden, 1996; Blau 1964). Studies on this concept indicate that workers feel compelled to excel in their roles to receive benefits from their employers. Businesses anticipate that the family-friendly programs they provide their employees will lay the groundwork for better employment exchanges that will ultimately benefit the company. The Leader Member Exchange (LMX) has provided assistance, with bank managers functioning as role models and having a beneficial influence on the actions and conduct of their subordinates (Walumbwa, Avolio & Zhu, 2008).

Family-friendly services have been utilized as dependent variables in certain studies that have found that they are essential for improving employee performance through increased commitment and work satisfaction. In order to get a better knowledge of work-family friendly policies and programs, the research examined how various work-life balance initiatives affected employee productivity, such as counseling, fitness facilities, childcare, company-sponsored family vacations, flexible schedules, and care for dependents.

## **1.2 Statement of the Problem**

In recent years, the concept of work-life balance has gained significant attention in organizational management, particularly in the context of improving employee performance and overall organizational effectiveness. Kenya's State Corporations, which play a crucial role in the country's economic development, face unique challenges in implementing and evaluating the impact of work-life balance programs on their employees' performance. The problem at hand is the lack of comprehensive understanding and empirical evidence regarding the effectiveness of work-life balance programs in enhancing employee performance within Kenya's State Corporations. While work-life balance initiatives have been widely adopted in many developed countries, their implementation and impact in the Kenyan public sector context remain understudied (Kariuki, 2022).

Several factors contribute to the complexity of this problem. Firstly, the traditional work culture in many Kenyan organizations, including State Corporations, often prioritizes long working hours and physical presence over productivity and efficiency (Muindi & K'Obonyo, 2021). This cultural norm may hinder the effective implementation and acceptance of work-life balance programs.

Secondly, the unique characteristics of State Corporations, such as bureaucratic structures, limited resources, and political influences, may pose challenges to the successful adoption and sustainment of work-life balance initiatives (Ochieng, 2023). These factors can potentially impact the relationship between work-life balance programs and employee performance in ways that differ from private sector organizations.

Thirdly, there is a lack of standardized metrics and evaluation frameworks to assess the impact of work-life balance programs on employee performance in the Kenyan context (Nganga et al., 2022). This absence of reliable measurement tools makes it difficult for State Corporations to justify investments in such programs and to track their effectiveness over time.

Furthermore, the rapidly changing nature of work, accelerated by technological advancements and the recent global pandemic, has introduced new dimensions to the work-life balance equation. Remote work, flexible schedules, and digital communication tools have blurred the boundaries between work and personal life, creating both opportunities and challenges for employees and organizations alike (Wambui & Omollo, 2022).

The problem is further compounded by the limited research focusing specifically on the Kenyan public sector context. While studies from other countries provide valuable insights, the unique socio-economic, cultural, and organizational characteristics of Kenya's State Corporations necessitate targeted research to understand the nuances of work-life balance programs and their impact on employee performance in this specific context (Kimani & Kinyua, 2023).

Addressing this problem is crucial for several reasons. Firstly, improving employee performance in State Corporations can lead to enhanced public service delivery, contributing to Kenya's overall economic development and citizen satisfaction (Ochieng, 2023). Secondly, understanding the relationship between work-life balance programs and employee performance can help organizations allocate resources more effectively and design targeted interventions to support their workforce (Nganga et al., 2022).

Lastly, as Kenya continues to integrate into the global economy and attract international investments, aligning its public sector management practices with global standards becomes increasingly important. Developing evidence-based approaches to work-life balance can position Kenya's State Corporations as progressive employers, enhancing their ability to attract and retain top talent (Kimani & Kinyua, 2023).

In conclusion, the problem of understanding the effect of work-life balance programs on employee performance in Kenya's State Corporations is multifaceted and requires comprehensive research. By addressing this gap in knowledge, policymakers and

organizational leaders can make informed decisions to enhance employee well-being, productivity, and overall organizational effectiveness in the public sector.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

The primary reason for doing this research is to establish the impact of work-life balance programs on employee performance in Kenya's State Corporations.

#### **1.3.2 Specific Objectives**

The specific objectives were as follows:

1. To examine the impact of flexible work arrangements on employee performance in Kenya's State Corporations.
2. To establish the impact of wellness programs on employee performance in Kenya's State Corporations.
3. To determine the impact of leave policies on employee performance in Kenya's State Corporations.
4. To investigate the impact of family support programs on employee performance in Kenya's State Corporations.

### **1.4 Research Questions**

There are four research questions that led the investigation.

- i. What is the impact of flexible work arrangements on employee performance in state corporations in Kenya?
- ii. What is the impact of wellness programs on employee performance in state corporations in Kenya?
- iii. What is the impact of leave policies on employee performance in state corporations in Kenya?

- iv. What is the impact of family support programs on employee performance in state corporations in Kenya?

## **1.5 Significance of the Study**

### **1.5.1 HR Managers**

In Kenya and other nations where work-life balance initiatives have yet to be implemented, the conclusion of this research will be critical. The study's findings will be useful to HR managers because they will learn the value of include work-life balance in their strategic goals. Organizations may use the findings of this research to inform policy and practice related to work-life balance and employee productivity.

### **1.5.2 Government**

Those who work in government policy on employment problems will be especially interested in the results, which they might utilize to help shape the Employment Act.

### **1.5.3 Academics**

Human resource management (HRM) academics and students who are interested in work-life balance and employee performance may find this study of interest.

## **1.6 Justification of the Study**

The study on the impact of work-life balance programs on employee performance in Kenya's State Corporations is justified by several critical factors. Firstly, State Corporations play a vital role in Kenya's economic development, and their efficiency directly impacts public service delivery (Ochieng, 2023). Understanding how work-life balance initiatives affect employee performance can lead to improved organizational effectiveness and, consequently, better public services.

Secondly, there is a notable lack of empirical research on this topic within the Kenyan context, particularly in the public sector (Kariuki, 2022). This study will fill a significant knowledge gap, providing valuable insights for policymakers and organizational leaders.

Thirdly, the changing nature of work, accelerated by technological advancements and recent global events, necessitates a reevaluation of traditional work practices (Wambui & Omollo, 2022). This study will contribute to understanding how these changes impact work-life balance and employee performance in Kenya's unique socio-economic context.

Lastly, as Kenya strives to align with global management practices, this research will provide evidence-based recommendations for implementing effective work-life balance programs, potentially enhancing the competitiveness of State Corporations in attracting and retaining talent (Kimani & Kinyua, 2023).

### **1.7 Scope of the Study**

The effectiveness of Kenyan state enterprises' work-life balance efforts was studied to determine whether they increase employee productivity. From August through December of 2023, researchers undertook their investigation. Employee performance at Kenyan state enterprises was studied in detail to identify the impact of flexible work arrangements, wellness programs, leave policies, and Family Support Programs.

### **1.8 Limitation of the Study**

Participants were hesitant to share information since the data requested was secret. Supervisors need official consent from the central office and were reluctant of sharing information, fearing competition intelligence collection. This impediment was overcome when formal consent was acquired. Given the study's objective, obtaining financial measures such as profit margins was critical, however not all businesses were accessible. To address this issue, the investigator obtained the necessary approvals and sanctions for the study, assuring participants that the investigation was strictly academic and that their contributions would not be exploited. Employees' busy schedules required rescheduling questionnaire retrieval sessions. A further

barrier occurred when some younger employees, who were accustomed to using digital interfaces in their everyday routines, expressed difficulty to complete paper-based questionnaires.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

A literature review, according to Aveyard (2010), is a thorough assessment and evaluation of all relevant literature on a specific topic. This chapter covered the associated literature that serves as the study's foundation. Relevant hypotheses related to the topic were examined. The conceptual framework was discussed in this chapter as well, including the independent and dependent variables.

#### **2.2 Theoretical Framework**

In this part, we examine the underlying assumptions of our study into the influence of work-life balance efforts on organizational success. The research is guided by the following hypotheses: The three theories are spillover theory, work-family border theory, and the effort-recovery model.

##### **2.2.1 Spillover Theory**

Guest's (2002) spillover theory hypothesizes the circumstances that permit a spillover between the family microsystem and the workplace microsystem. There are two distinct spill-over viewpoints. The cross-transference of skills and behaviors between the two domains, such as when stress from the workplace is transferred home or when family concerns negatively affect work obligations, was identified by Edwards and Rothbard (2000) as a positive relationship between life and work satisfaction an employee experiences. Work and family life are not only divided and sometimes combined; depending on the circumstance, they also balance one another out. A person may seek fulfillment from a higher level in another area of life if they are unsatisfied in one. It develops into a scenario where the work and personal spheres are

interdependent. According to Naithani (2010), spillover from one sector to another can have a beneficial or bad impact on how work and life are related.

According to Sheppard (2016), finding a balance between work and life is possible when both are given equal attention, or when one of the two dominates, depending on which option is favored. When one area of life interferes with another, spillover happens. Researchers have shown that WLB has a number of good consequences, including wellbeing and job performance at work and at home, as well as relationships with coworkers, family members, and other people in general.

There is a correlation between what happens in the workplace and at home, according to the notion of spillover (Sidin, Sambasivan & Ismail, 2010). To put it another way, the theory emphasizes how simple it is for workers to bring their sentiments, attitudes, abilities, and behaviors from work home with them when they leave the building at the end of the day (Sidin et al., 2010). It's possible that the spillover effect be beneficial or harmful. If the physical and temporal borders between work and family life are strictly enforced, there will be negative spillover in terms of energy, behaviour, and time. When an employee's personal and professional activities overlap in both location and time, a positive overflow occurs, which is essential for maintaining a well-balanced lifestyle (Guest, 2002).

Spillover theory is where most studies on work-family models have put their emphasis (Grzywacz & Marks, 2000). One of the assumptions behind the spillover hypothesis is that there is a negative spillover between work and family, as evidenced by a variety of work and family problems. The opposite group of concepts indicates good spillover from job to family. Negative spillover is also characterised as the presence of negative events, such as stresses, across several domains or from one person to another (Carlson, Karmar, Wayne, & Grzywacz, 2006). The concepts of resource augmentation and work-family success or balance point to a positive work-family overflow.

As part of the research, companies should implement work-life programmes that allow workers to maintain a good work-life balance, motivating them and increasing their commitment to the organization's strategic goals. The notion led objectives one and four, which included flexible work schedules and Family Support Programs.

Since the theory recommended effective work-life balance policies for firms, it was pertinent to the study. Organizations are expected to adopt positive work-life balance policies that will enable employees to balance between work and life and will make them effectively committed to achieving the goals of the organization, where work-life does not interfere with family and home life. This is because the spillover that occurs is an interdependence of each other. Corporations have a responsibility to guarantee that family difficulties, such as child care and elder care for dependents, do not affect productivity at work by offering support services. The researcher's examination of various work-life balance programs and employee performance on state corporations in Kenya was therefore guided by this idea.

### **2.2.2. Work-Family Border Theory**

According to Clark's (1993) border theory, the boundaries between the home and work realms might be physical, temporal, or psychological. According to researchers (Kanter, 1977; Pleck, 1977), work and family are not separate worlds but rather connected spheres or roles with transferable borders. Some researchers have gone above and beyond just describing this circumstance to suggest solutions that might make it easier for dual-working spouses to manage the two domains (e.g. Bailyn, Drago, & Kochan, 2001). According to compensation theory, which has been referenced by researchers (e.g. Edwards & Rothbard, 2000; Lambert, 1990), a worker's search for fulfillment in one area is a form of compensation for the absence of satisfaction in another domain. According to Clark (2000), the physical, temporal, and

conceptual barriers between the home and the workplace—such as office walls and working hours—have an impact on work-life balance. Further research revealed that people frequently focus on their objectives, which have different requirements, since they move between these two realms on a regular basis.

As Clarke (2000) alludes to the ways in which individuals balance their professional and personal responsibilities. "Work" and "family" are two different entities that impact each other, according to the paradigm. Each individual has a certain role to play inside a sphere of existence that is separated from others by physical, chronological, or psychic boundaries. Among other things, the concept addresses the problem of "border crossing" between work and home. Therefore, the notion indicates that an adequate amount of time is needed for non-work activities such as socializing with friends and family or taking care of one's health and fitness. According to the hypothesis, the degree of flexibility individuals has in their professional and home lives will impact the integration, ease of transition, and friction between these domains. Work and home life may be integrated more easily if the boundaries between the two are flexible. Transitions are simpler when domains are well-integrated, but work-family conflicts are more common. According to Bellavia and Frone (2005), the likelihood of work-family conflict decreases when these zones are separated, although the shift is more difficult.

Theorists contend that while clearly delineating work and Family Support Programs allows for balanced adherence to both, doing so also makes it possible for transitions between the two domains. Workers that follow flexible schedules have less permeability between their professional and personal lives, which lowers their WFC. It has been discovered that this depends on how each person segments and integrates the responsibilities. Hill, Hawkins, and Miller's study from 1996 concluded that a lack of integration between work and family life leads to undesirable outcomes since high levels of flexibility blur the boundary between the two domains.

In contrast to the majority of the work/family conflict literature, which thinks people are solely reactive to their circumstances, Clarke's work/family border theory implies people are actively shaping their domains. The two worlds of work and home are seen as distinct, each with its own set of norms, attitudes, and behaviors. In order to define the bounds of a given domain, borders are necessary. However, there are three sorts of borders: physical, which define where domain-relevant activity, such as paid work sites, may take place; and virtual, which define where domain-relevant behavior, such as online gaming, can take place; temporal and psychological differences, such as defined working hours, which shape thought patterns, actions, or feelings, such as depression, are examples of temporal divides. The work-family border theory is distinct from boundary theory in that it focuses on real, physical, temporal, and psychological divides between the workplace and the home (Desrochers & Sargent, 2003).

**Work and Family** The border hypothesis contends that job and family are more essential than health, personal leave benefits, relationships, and leisure time. Clark backs this up by saying that a person's job and family are the two most important things in their life. This theory lets people put different values on work and family, but it seems to focus mostly on the needs of parents and caregivers. It doesn't take into account how important other domains are, like leisure, sport for health, and socializing, all of which this study looked into. The idea had an effect on the first, second, third, and fourth goals.

The idea was relevant to the study since it emphasized the distinct boundaries between work and family life. The boundaries between the work and family domains were discussed by Clark (2000). These borders have certain demands, and people cross them. Flexible work-family policies therefore improve WLB by enabling employees to spend the time they want with their families. For employees to manage their work-family boundaries successfully, HR strategies like flexible work-family programs should ideally be codified. This greatly helps remote workers and those who bring their work home.

### **2.2.3 The Effort-Recovery Model**

The work is founded on a paradigm known as "effort-recovery," which is as follows: The effort-recovery model, often known as the E-R model, is commonly used to examine and show the interaction between one's personal and professional lives (Meijman and Mulder, 1998).

This model illustrates how a person's professional and personal lives may have an impact on one another, as well as how the many aspects of both can have a cumulative impact on a person's mental and physical health (Geurts and Demerouti 2003; Mostert and Rathbone, 2001). According to the E-R paradigm, the act of exerting oneself (such as completing a job at work) is connected to various load responses that take place inside the person. After that, these load reactions are connected to short-term psychophysiological responses, which may include shifts in hormone release, changes in energy levels, and shifts in mood (Mostert and Oldfield, 2009; Van Tonder, 2005). These load reactions, which are triggered by the needed effort, have the potential to be inverted if it takes some time for the psychobiological systems to return to their usual state (Mostert and Oldfield, 2009; Van Tonder, 2005). According to Geurts and Demerouti (2003), the extent and nature of the function that rehabilitation plays in a person's life are the most important considerations. The model offers a view on the underlying processes that connect workload and non-workload with well-being, which is essential given the importance of recovering from the effort engaged in throughout the day, whether it be at work or in activities unrelated to work (Geurts et al., 2003).

Geurts, Taris, Kompier, Dijkers, and Van Hooff (2005) propose numerous ways in which an individual's work-home relationship is influenced by the load responses that have accumulated in the other domain, such as "work." The basic premise of this concept is that high employment expectations result in the accumulation of negative load effects that spread to non-

work contexts such as the home and family. As a consequence, it becomes more difficult to recuperate at home from the effort used at work. Work-related stress may have a severe influence on mental health if workers do not have appropriate time off, which can lead to negative work-home interactions (NWHI) (Geurts et al., 2003). Depressive symptoms (Frone, Russell and Barnes, 1996), lowered well-being (Grant-Vallone and Donaldson 2001) and alcohol usage or abuse have all been shown to be associated with the NWHI in previous research investigations (Frone et al., 1996). As a result, both employers and employees are looking for ways to improve the balance of their personal and professional life at work (Greenhaus and Beutell, 1985). Positive work-home interference (PWHI) refers to workplace effects that support good home performance, whereas positive home-work interference (PHWI) refers to home influences that support good work performance (Geurts et al., 2010; Oosthuizen and Mostert, 2010).

For the E-R model, a good working environment is one in which employees are given the tools they need to do their jobs well, including opportunities for feedback, autonomy, and growth (Geurts, Taris, Kompier, Van Hooff, Dijkers, and Kinnunen 2005). A favorable spillover from one domain to the other is more likely when resources in that domain are stimulating, minimizing the need for recovery (Bakker and Geurts, 2004). There may be an increase in motivation and devotion as a consequence from this positive energy mobilization (Bakker and Geurts, 2004). External recovery and interior healing are two types of rehabilitation that are experienced by individuals, according to Poelmans (2005). When "work" demands spill over into one's "home" environment, both internal healing and exterior recovery might be hindered. This is because "work" expectations can have a negative impact on one's "home" environment. Additionally, persons who haven't completely recovered from earlier effort expenditures are more likely to have higher negative load responses when presented with new demands (Geurts, Taris, Van Hooff, Kompier, Dijkers, and Kinnunen 2005). Chronically

poor load responses might accumulate over time if there are constant high demands in one or both domains and little time to recover (Geurts et al., 2003).

Geurts et al. (2003) suggest that understanding positive WHI may be aided by considering the role of recovery. When people use control and support alternatives to maintain their effort expenditures below acceptable thresholds, energy resources may be restored rather than drained. People's use of energy is critical to the stability of energy production, and most people want to use energy to accomplish activities they like. Controlling one's own level of effort increases the likelihood of having a favorable experience, which in turn increases the likelihood of a positive load response spreading to other domains (Geurts et al., 2003).

## **2.3 Empirical Review**

Empirical research is the investigation of a phenomenon using empirical data. This study's review of empirical literature was guided by its research objectives.

### **2.3.1 Flexible Work Arrangements (FWA) and Employee Performance**

A shortened work week, telecommuting and part-time employment are all examples of Flexible Work Arrangements (FWAs), according to Estes and Michael (2005). Technological changes, unstable markets, more competition, and changing family demographics, such as more women working full-time and more single-parent households, have all contributed to this trend. As a consequence of caregivers and guardians caring for the elderly, FWAs have become required (Bond, Thompson, Prottas and Galinsky, 2002).

Even though FWAs haven't been widely accepted, Lambert, Marler, and Gueutal (2008) found that more and more businesses are giving their employees a lot of freedom and FWAs to decide when and where they work. Highly skilled people are likely to flock to FWAs. Employees are not forced to use FWAs, even if they are available. Instead, FWAs must be

used, and how they are used a variety of things must be considered, such as age, career goal, and management control.

Stravrou (2005), Brewster, Mayhofer, and Morley (2004), and Glass and Finley (2002) found that although some flexible choices result in positive outcomes, others have negative implications. According to Batt and Valcour (2003), FWAs improve employee performance. Flexible work arrangements (FWAs), according to Peters, Tijdens, and Wetzels (2004), limit employees' mobility since they must juggle their job, personal needs, family duties, and organizational expectations. Scheduling and rescheduling everyday duties, on the other hand, may limit the amount of time that workers can work effectively, resulting in decreased productivity. According to Kelly et al. (2008), the strategies used to design an organization's work flexibility in order to limit the frequency of time conflicts for employees may affect their performance.

Employee performance is not linked to Flexible Working Arrangements, according to empirical findings. There is no apparent correlation between FWAs and organization's success, despite the fact that Menezes and Kelliher (2011) identified a positive relationship between FWAs and individual employee performance. Sixty-nine percent of respondents thought there was a connection between FWAs and the performance of individual workers, while thirty-one percent held the belief that there was not. It has been shown that employees are more productive when they work from home due to the reduction in overhead costs (Menezes and Kelliher, 2011). In addition, they discovered that there is no association between employees' preference for flexible or non-flexible working arrangements. According to Golden (2007), 45 percent of workers have no power over their work schedule, while just 15 percent believe they may freely choose their working flexibility, and 43 percent have the option to decide the flexibility of FWAs within set bounds.

Employees benefit greatly from flexible work arrangements programs. Despite their obvious advantages, some workers, mainly males, think that such tactics result in lower compensation and increased job insecurity. Others, according to Hofacker and Konig (2013), see flexible work arrangements as a way to boost organizational dedication, while women associate flexibility with a better work-life balance. According to the research, women are more suited for flexible working approaches than men are, and women are also more inclined to adopt these tactics because of the parenting ideology ideas that they have, according to Humbert and Lewis (2010). Previous research has shown that women seek and employ flexible working hours more often than men, according to Pocock and Skinner (2011). Males are increasingly using flexible work arrangements to satisfy work-life obligations as a result of altering demographics and gender norms, as well as a rise in the female workforce, according to Hofacker and Konig (2013).

Flexible work options comprise three categories: flexi-time (adjustable schedules), remote work (location freedom), and part-time (variable hours). Although the FWA software may all be used separately, they are most frequently utilized in tandem to enhance one another. It is important to note that workplace flexibility allows for more convenient planning without necessarily lowering working hours. Essentially, job flexibility allows workers to select their work times and places, including remote options. Clark (2000) found that flexibility in the workplace generally improved workers' work-life balance and overall well-being. Flexible work schedules increase workers' work-life balance (WLB), which in turn reduces role conflict and increases job satisfaction as well as contentment with family duties. Ultimately, the study determined that both companies and employees have embraced work-life balance as crucial for enhancing job satisfaction and output.

Workers may choose their shift beginning and end times, provided they fulfill the mandatory hours, according to Lazar, Osoian, and Ratiu (2010). Employees with flexible

scheduling may readily respond to both expected and unexpected events throughout the workday in addition to attending to personal and family duties. Many workers are under pressure to put in more hours at work in order to fulfil their Family Support Programs and maintain their jobs (Wayman, 2010; Edwards & Rothbard, 2000). To assist parenting personnel, flexible work schedules have been made available, enabling them to achieve WLB while juggling work and family commitments. According to recent WLB research, employees respect flexible work schedules since they boost workplace morale and have a favourable impact on WLB. In addition, workers feel that their employers are willing to assist them in juggling their work and family obligations. Additionally, because FWA enables workers to attend to important family matters, it's one of the best programs for raising employee wellbeing and lowering absenteeism.

### **2.3.2 Wellness Programs and Employee Performance**

The health and wellness of the workforce is given priority through wellbeing management. Employees and their dependents should be eligible for support through a Wellness Program that is provided by their employer in order to manage their physical and mental well-being. Employees devote a large amount of their waking days to work, and workplace concerns are inextricably linked to the rest of their personal and social lives (Terblanche and Pillay, 2012). Health diseases such as HIV/AIDS, trauma, drug misuse, and relationship problems are just a few of the problems that plague the workplace and reduce productivity by increasing absenteeism, accidents, and tardiness (The Makgato's, 2016).

This initiative was born out of the Employee Assistance Program (EAP) as part of the Employee Support Program, counseling, childcare assistance, and training options like stress management and Pillay and Terblanche's, (2012) wellness-promotion efforts were traditionally provided. Employee Wellness Programmes, as defined by Sieberhagen et al. (2011), are

initiatives that aim to increase employee well-being. They may have both a curative and a preventive impact. When fully implemented, a company's wellness programme should be able to achieve the following goals: raise awareness of wellness issues; facilitate personal transformation and health management; and provide a healthy, supportive work environment. The growing understanding that employee health, safety, and well-being have a direct impact on the bottom line has made wellbeing management a top priority for today's businesses.

Drug and alcohol misuse, according to McClearn et al. (2010), has a detrimental influence on many workers and their families. Because they generate protracted absence, these abuses have a direct influence on work productivity and service delivery. In the United Kingdom, absenteeism is the single most important cause of company inefficiency.

According to the findings of Ally's (2009) research, the consequences of employee drug use for employers include greater rates of absenteeism, decreased levels of production, and more costs incurred for medical treatment. A heavy workload, bad working conditions, low morale, boredom at work, serious illnesses and accidents, a lack of job satisfaction, inadequate leadership and supervision, personal issues, poor physical fitness, inadequate nutrition, transportation issues, stress, and other factors can all lead to absenteeism (Babatia's, 2008). It is possible for businesses to boost their productivity and reduce absenteeism by keeping track of employee absences and providing assistance for their health and well-being. One strategy for achieving this objective is to put into place health and absence management policies that encourage individuals to take personal responsibility for their own health and well-being and urge the company to adopt a proactive approach to managing health and absences.

Tinuke (2014) asserts that businesses may promote and implement a range of important machinery to enhance employee health and wellbeing, change management, technology management, stress management, and leisure management. Knowing that it is vital to fill in the blanks in our lives and that we only have a certain amount of time, money, and life is an

essential part of practicing self-management. It requires us to take responsibility for our own lives. Self-management, on the other hand, may be challenging at times, particularly when it comes to ensuring that one gets an adequate amount of sleep, stays active, and maintains a healthy diet. Managing one's time means getting the most out of each day and the resources that can be counted on to keep one going. Setting proper objectives and identifying not only what is essential but also what is urgent improves time management.

Well-being encompasses more than just physical health. An employer is responsible for creating a work environment that supports employee health and wellness. According to theory, mental and bodily wellness support one another and aid in employees' achievement of a work-life balance. Prior studies by Rantanen, Kinnunen, Mauno, and Tillemann (2011) indicate that work-life balance, organizational commitment, job satisfaction, and employee well-being are all positively impacted by employee well-being. Muinde (2013) discovered that in an effort to boost worker performance, Kenyan organizations are progressively adopting and utilizing WLB. Programs for wellness include exercise and health promotion, life-threatening sickness advice, disability care, and crisis therapy for staff members. Organizations such as the United Nations headquarters in Nairobi, the US Embassy, and other multinational organizations operating in Kenya are excellent examples; they provide their staff with Friday afternoon off-duty time to address personal and family issues.

Safaricom, a Kenyan telecommunications corporation, has set up an innovative exercise centre to encourage staff wellness. Some banks, notably Kenya's Family Bank, provide benefits such as paid golf memberships, sporting events, and vacations. When workers can include exercise into their work schedules, they believe their company cares about their overall well-being. Workplace stress has an impact on people's personal lives outside of work, making work-life balance difficult. Stress reduces job performance by producing substantial mental and physical problems. As a result, it is reasonable to assume that workplace stress impairs

employees' work-life balance, whereas physical and psychological well-being improves it. Employers have a clear obligation to promote employee health at work (a low-stress workplace) in order to improve performance.

### **2.3.2 Leave Policies and Employee Performance**

An employee has the option of taking both paid and unpaid leave. According to the Employment Act (2012), after working for the same employer for 21 months in a succession, an employee in Kenya is entitled to not less than 21 working days as yearly leave. The statute also permits the employer to split the leave days into distinct pieces that may be taken at various times with the employee's permission. This leave is also recognized by ILO recommendation 132, which mandates three weeks of paid leave for workers each year. The vast majority of organizations provide a variety of sorts of leaves for their employees, including compassionate leave, paternity leave, maternity leave, yearly leave, and study leave.

According to study conducted in Lagos State by Obiageli, Uzochukwu, and Ngozi in 2015, leave policies have a substantial impact on the quality of employee service. According to 19.45% of respondents who strongly agreed and 40.21% who agreed, service delivery improves following leave rewards. There is a strong belief among all workers that the company's leave policy has a direct impact on their achievement.

According to a research released by Kamau, Mukaya, and Wagoki, (2013) work-life balance strategies at Eco Bank Kenya have an influence on employee job performance. Respondents overwhelmingly agreed with the findings, with 72.3 percent saying they felt refreshed following vacation. Because a motivated employee is a productive worker, this suggests that leave policies benefit employee performance.

The leave programme allows employees to care for family members, either legally or informally. Family commitments, like caring for children or dependents, can disrupt an individual's ability to perform. According to Mungania (2017), family is a significant part of

most people's lives. Individuals may owe responsibilities to persons beyond their immediate family, including parents, grandparents, siblings, spouses, and in-laws. It is therefore critical to not disregard the range of Family Support Programs. Mungania (2017) found that caring for various family employees has an impact on both family and well-being. Workers can better meet their basic needs by taking compassionate and emergency leave to care for family members, such as their health or children's education. This will lead to increased staff morale and job satisfaction. Okumbe (2010).

### **2.3.4 Family Support Programs and Employee Performance**

Multiple roles played by employees, according to Bruck, Allen, and Spector (2002), have an impact on their wellbeing at work and at home. This might lead to a work-family conflict that negatively affects both the family and the workplace (Agarwala, 2007). Organizations need to develop a system for balancing the two areas in order to combat this. Organizations do this, according to Cayer (2003), by implementing policies like providing childcare, employee counseling, recreational opportunities, or family leave to workers.

Job-to-family conflict arises when job-related events disrupt family life, such as rigid work schedules, work overload, workplace conflict, and unsupportive management. Interpersonal conflict within the family unit, unsupportive family members, main duty for children, elder care obligations, and family experiences that interfere with professional life are all examples of family-to-work conflict. In that, there has been a demographic shift over time. More women than ever before are looking for formal employment, and there are also more employees who are dual-earners, single parents, or caring for elderly relatives (Lazăr, Osoian, and Rațiu, 2010). It can be challenging to balance work and family obligations for an employee who has parenting responsibilities and other caring roles, such as care for the elderly, to fulfill.

The flexible and porous borders between the two domains might result in either positive or negative spillover (Moon and Roh, 2010).

Tele work, also referred to as telecommuting, is a situation where an individual, at least occasionally, performs their regularly scheduled job duties at a distance. Employees who work remotely have the option of planning their workday around their personal and family obligations. Additionally, it can cut down on travel costs and commute times. Working remotely enables one to do so in a less demanding and disruptive setting.

Children of employees may be looked after at or close to the workplace. The daycare center may be owned by the business or run by a board of directors made up of business executives and parents of center-attending youngsters. In addition to making it simpler for the workers to acquire child care, this also helps the parents' stress levels. Numerous studies have found that factors related to the family, such as the number of kids and daycare needs, lead to an imbalance between work and Family Support Programs. Researchers have also confirmed that men experience stress when raising children while their spouses are out at work. With more kids who unquestionably rely on their parents for care, there will be more demands on the home front, which will escalate stress levels until work-family friction ultimately breaks out. According to Hatten (2012), statistics show that firms suffer significant costs as a result of absenteeism caused by dependent care.

Research on the influence of family duties on job performance has produced inconsistent results. Higgins, Duxbury, and Lee's (2000) research of Canadian private sector employees discovered that conflicts between family and work commitments have a negative impact on the quality of both work and family life. This negatively impacts organizational results, including performance, turnover, and absenteeism. This study found that family duties had a beneficial influence on work performance.

Butler and Skattebo's (2004) study found that female workers' performance evaluations were not affected by home-work conflict due to increased Family Support Programs. Men who have work-family difficulties tend to do badly. Patel, Paruk, Govender, and Ramgoon (2006) researched "Working Mothers: Family-Work Conflict, Job Performance, and Family/Work Variables." Their findings countered Butler and Skattebo's (2004) findings, demonstrating a favourable relationship between work-life conflict induced by family commitments and employee performance. Individuals who experienced more family-work conflict performed better at work, even if the connection was not statistically significant. According to the study, moms who balance home and work responsibilities may have higher job productivity despite the hurdles.

Pleck's (1977) study indicated that family and job may have a positive or negative influence on one another. Several elements affect work-life balance, including as task, attitude, stress, time, emission, and conduct. Scholars differ in their interpretation of the interference of family and work, as well as the consequent conflicts (Wiley, 1987).

## **2.4 Research Gaps**

Empirical study has shown that employing work-life balance as a strategy to motivate employees to achieve company goals via their performance. The majority of the study was conducted outside of Africa, with a small amount also occurring in Kenya and Nigeria. The impact of work-life balance initiatives on the performance of public sector personnel has not been investigated. State owned corporations are the primary focus of academic research. The Kenya teacher's service commission, a government agency, was the site of a research by Mwiti (2007) which found a favorable correlation between welfare services and employee performance. It's impossible to generalize about work-life balance based on this study's results since he didn't cover most of the efforts. Therefore, it becomes sense to conclude that no study

has been done in this area. The researcher became interested in carrying out this inquiry as a result of this.

## **2.5 Critique of the Study**

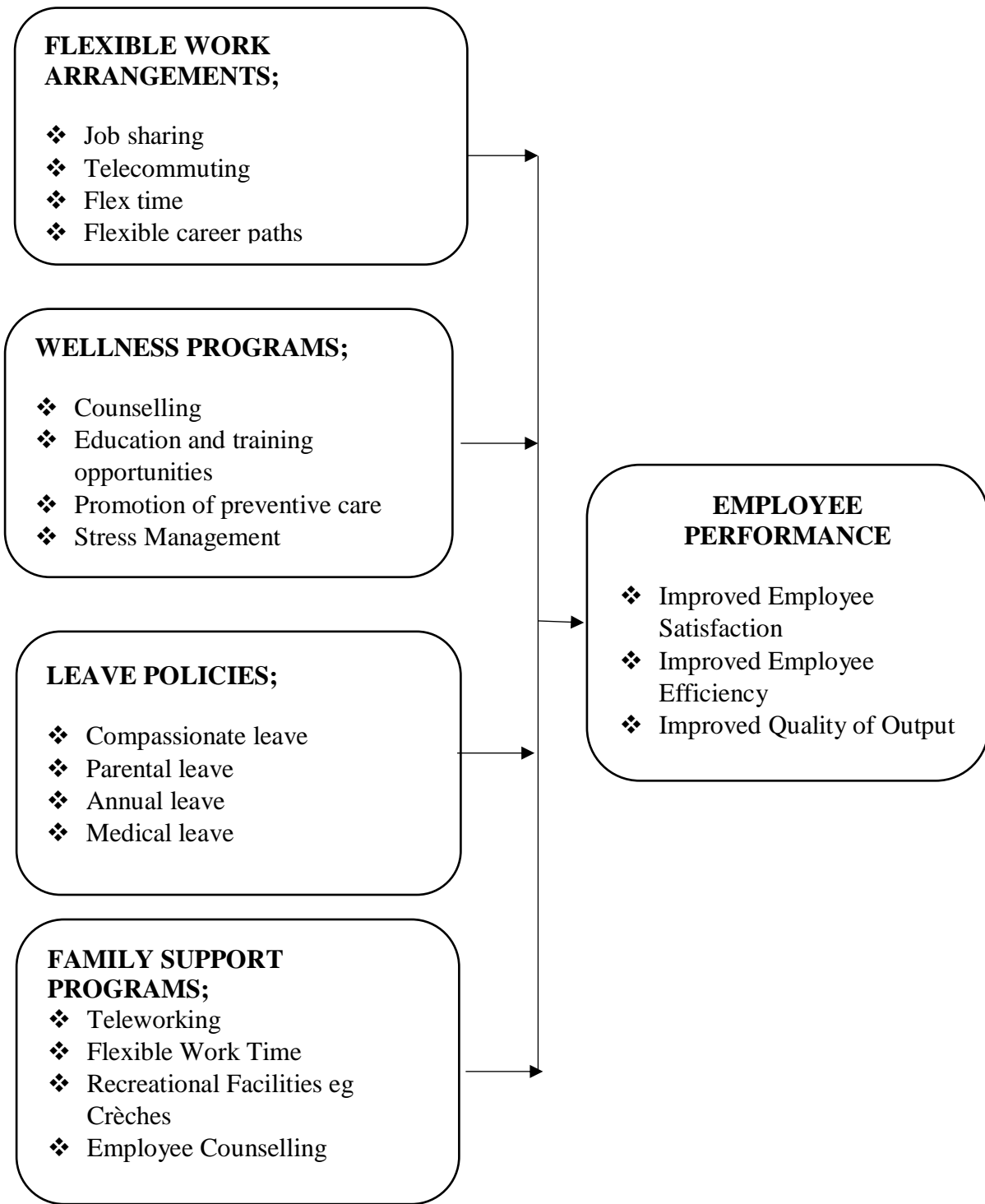
While the research on the impact of work-life balance (WLB) programs on employee performance in Kenya's State Corporations provides valuable insights, several critical points warrant discussion. The mixed-methods approach employed in the study is commendable, as it allows for a comprehensive understanding of both quantitative and qualitative aspects of WLB programs (Nganga et al., 2022). However, the study could benefit from a more rigorous longitudinal design to capture the long-term effects of WLB initiatives on employee performance. Cross-sectional data may not fully account for the temporal dynamics of implementing such programs (Kimani & Kinyua, 2023).

The study's approach to measuring employee performance could be more robust. While it considers factors such as productivity and job satisfaction, it might benefit from incorporating more objective performance metrics specific to State Corporations. This could include service delivery indicators or efficiency measures that are directly relevant to public sector organizations (Kariuki, 2022).

In conclusion, while the study provides valuable insights into the effect of WLB programs on employee performance in Kenya's State Corporations, addressing these critiques could further enhance its rigor, relevance, and applicability in the Kenyan public sector context.

## 2.5 Conceptual Framework

**FIGURE 1**  
**CONCEPTUAL FRAMEWORK**



**Independent Variables** —————> **Dependent Variables**

## 2.6 Operationalization of Variables

As stated in Table 1, work-life balance programs (the independent variable) and employee performance (the dependent variable) are operationalized in this research as follows:

**TABLE 1  
OPERATIONALIZATION OF VARIABLES**

Variables	Type	Indicators	Measurement	Source
Flexible work arrangement	Independent	<ul style="list-style-type: none"> <li>• Job Sharing</li> <li>• Telecommuting</li> <li>• Flexi time</li> <li>• Flexible career paths</li> </ul>	Ordinal 5-point Likert Scale	Lazar, Osoian, and Ratiu (2010)
Wellness Programs	Independent	<ul style="list-style-type: none"> <li>• Job Sharing</li> <li>• Counselling</li> <li>• Education and training opportunities</li> <li>• Promotion for preventive care</li> <li>• Stress Management</li> </ul>	Ordinal 5-point Likert Scale	Muli, Muathe, & Muchiri, (2014)
Leave Policies	Independent	<ul style="list-style-type: none"> <li>• Parental leave</li> <li>• Compassionate leave</li> <li>• Medical leave</li> <li>• Annual leave</li> </ul>	Ordinal 5-point Likert Scale	Kar & Misra (2017)
Family Support Programs	Independent	<ul style="list-style-type: none"> <li>• Teleworking</li> <li>• Flexible Work Time</li> <li>• Recreational Facilities eg Crèches</li> </ul>	Ordinal 5-point Likert Scale	Koekemoer & Mostert, (2010)
Employee performance	Dependent	<ul style="list-style-type: none"> <li>• Improved Employee Satisfaction</li> <li>• Improved Employee Efficiency</li> <li>• Improved Quality of Output</li> </ul>	Ordinal 5-point Likert Scale	Ajala (2016)

*Source: Author (2023)*

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The research methodologies for the study, including the techniques used to collect data on the study's sample population, sample size, equipment, and data collection processes, were all outlined in this chapter. A research method is a collection of processes used by a researcher to answer research questions in a legal, accurate, cost-effective, and objective way. Study design, target population, sample size, sampling tactics, and data collection tools and processes are all thoroughly covered, along with techniques for assessing and confirming the reliability and validity of the instruments.

#### **3.2 Research Design**

There are three techniques to study design: exploratory, descriptive, and causal (Creswell, 2009). For this study project, the researcher used both exploratory and descriptive research approaches to examine the impact of work-life balance programmes on employee performance. According to Malhotra (2015), the major goal of exploratory research is to give insights into and knowledge of the issue before developing a methodology. The exploratory study consisted of a thorough examination of past literature on employee performance issues.

Dulock (1993) states that descriptive research is used to precisely and systematically identify the facts and features of a certain population or area of interest. It aims to accurately and thoroughly describe a population, situation, or phenomenon. The study employed a descriptive methodology with a questionnaire survey to collect data and investigate the impact of work-life balance on employee performance. The survey method's fundamental idea was to gather information from a representative sample and then look for patterns in the relationships between the independent and dependent variables.

### 3.3 Population of Study

A study population, according to Ngechu (2011), is a collection of subjects, objects, homes, companies, services, parts, or occurrences that are under investigation. Therefore, the population needs to be uniform and fulfil specific characteristics that the researcher will be looking at. The group to whom the researcher hopes to generalise the study's findings is known as the target population.

The target population of the study was all of the Kenya's State Corporations as of 2023, which consisted of 247 majority-owned State Corporations and 15 government-linked enterprises in which the government owns minority stakes. Kenya's state corporations operate in the following sectors: Agriculture and Food; Education and Training; Finance and Investment; Transport and Infrastructure; Energy and Petroleum; Health and Social Services; Environment and Natural Resources; Industrialization, Trade, and Enterprise; Information, Communication, and Technology; Tourism and Wildlife; Public Administration and Government.

**TABLE 2**  
**TARGET POPULATION AND SOURCE**

<b>State Corporations</b>	<b>Population</b>
Majority Owned State Corporations	247
Government Linked	15
<b>Total</b>	<b>262</b>

Source: World Bank, 2023

### 3.4 Sampling and Sampling Procedures

The sample frame is the list from which possible respondents, also known as the working population, are selected. A sampling frame, according to Saunders et al (2012), is a full list of persons or items from whom the sample is to be selected, each of which should have particular qualities that are typical of the whole population. The sample frame for this research was a list

of all state corporations in Kenya. A sample size is a set of respondents chosen statistically or at random from the target population to reflect that population (Imran, 2011).

A stratified sampling technique was used in the study. Jensen (2007) argued that, if the population to be sampled is huge, it is ideal to utilize a stratified sampling strategy in which the population is separated into stratum.

Stratification can be used to guarantee that subgroups of participants are evenly allocated to each experimental condition. This can be done based on gender, age, or other demographic characteristics. Stratified random sampling designs split the population into homogenous strata and choose an appropriate number of participants at random from each stratum. With there being two categories of State Corporations, Majority Owned State Corporations and Government Linked Corporations, stratified random sampling was grouped into two to allow both categories to be used to partition the stratum. Following that, samples at random were taken from every stratum.

**Formulae;**

**(Size of the entire sample / population size) x layer size = Sample size of the strata**

**TABLE 3  
SAMPLE SIZE**

Age in years	Number of people in strata	Number of people in sample
<b>Majority Owned State Corporations</b>		
Below 10 years	51	$51 \times (59/247) = 12$
11-30 years	78	$78 \times (59/247) = 19$
More than 30 years	118	$118 \times (59/247) = 28$
<b>Government Linked</b>		
Below 10 years	2	$2 \times (6/15) = 1$
11-30 years	5	$5 \times (6/15) = 2$
More than 30 years	8	$9 \times (6/15) = 3$
<b>Total</b>	<b>262</b>	<b>65</b>

Source: Author, 2023

With the sample size from Majority Owned State Corporations being 59 corporations from the population out of the total of 247 and the Government Linked, sample size being 6 corporations out of the entire 15, the total sample size amounted to 65 corporations. The Corporations chosen were:

**Part A: Majority-Owned State Corporations**

**Agriculture and Food** - Agricultural Development Corporation (ADC), Kenya Seed Company Limited, National Cereals and Produce Board (NCPB), Kenya Meat Commission (KMC), Kenya Agricultural and Livestock Research Organization (KALRO)

**Energy and Petroleum** - Kenya Power and Lighting Company (KPLC), Geothermal Development Company (GDC)

**Transport and Infrastructure** - Kenya Railways Corporation (KRC), Kenya Ports Authority (KPA), Kenya Airports Authority (KAA), Kenya National Highways Authority (KeNHA), Kenya Urban Roads Authority (KURA), Kenya Rural Roads Authority (KeRRA), National Transport and Safety Authority (NTSA), Kenya Pipeline Company (KPC), LAPSSET Corridor Development Authority

**Health and Social Services** - Kenya Medical Supplies Authority (KEMSA), National Hospital Insurance Fund (NHIF), Kenya Medical Research Institute (KEMRI)

**Environment and Natural Resources** - Kenya Wildlife Service (KWS), Kenya Forest Service (KFS), National Environment Management Authority (NEMA), Kenya Fisheries Service (KeFS), Kenya Water Towers Agency (KWTA)

**Industrialization, Trade, and Enterprise** - Kenya Bureau of Standards (KEBS), Kenya Industrial Estates (KIE), Export Processing Zones Authority (EPZA), Numerical Machining Complex (NMC), Kenya National Trading Corporation (KNTC)

**Information, Communication, and Technology** - Kenya Broadcasting Corporation (KBC), Communications Authority of Kenya (CAK), Postal Corporation of Kenya, Konza Technopolis Development Authority

**Tourism and Wildlife** - Kenya Tourism Board (KTB), Kenya Utalii College

**Public Administration and Government** - National Housing Corporation (NHC), National Authority for the Campaign Against Alcohol and Drug Abuse (NACADA)

**Finance and Investment** - Kenya Reinsurance Corporation (Kenya Re), Development Bank of Kenya (DBK), Kenya Investment Authority (KenInvest), Industrial and Commercial Development Corporation (ICDC), Micro and Small Enterprises Authority (MSEA), Youth

Enterprise Development Fund (YEDF), Women Enterprise Fund (WEF), Uwezo Fund, Tourism Finance Corporation (TFC)

**Education and Training** - Kenya Institute of Curriculum Development (KICD), Technical and Vocational Education and Training Authority (TVETA), University Funding Board (UFB), Kenya Universities and Colleges Central Placement Service (KUCCPS), Kenya Education Management Institute (KEMI), Jomo Kenyatta Foundation (JKF), Kenya Literature Bureau (KLB), Kenya Institute of Special Education (KISE), Commission for University Education (CUE)

**Social Services** - National Council for Persons with Disabilities (NCPWD), National Youth Service (NYS)

**Research and Innovation** - National Research Fund (NRF), Kenya National Commission for UNESCO (KNATCOM)

### **Part B: Government-Linked Corporations**

**Finance and Investment** - Kenya Investment Authority (KenInvest)

**Transport and Infrastructure** - Kenya Pipeline Company (KPC)

**Energy and Petroleum** - Kenya Electricity Transmission Company (KETRACO)

**Health and Social Services** - National Council for Persons with Disabilities (NCPWD)

**Environment and Natural Resources** - Kenya Fisheries Service (KeFS)

**Industrialization, Trade, and Enterprise** - Numerical Machining Complex (NMC)

## **3.5 Data Collection Instruments and Procedure**

### **3.5.1 Administration of the Questionnaire**

The main data was largely acquired by the use of data gathering instruments, which are methods used to get information on specified aims. Questionnaires were utilized to acquire data for the research. The survey questionnaires included both open-ended (unstructured) and

closed-ended (structured) items. The researcher personally handled the distribution and collecting of the surveys. The respondents assured that the study's results would be utilized only for research reasons. The researcher gathered data using a drop and pick approach. This strategy entailed distributing questionnaires to responders and collecting them up later. This strategy was used because it offers the responder adequate time to provide their replies.

### **3.5.2 Reliability and Validity of the Research Instruments**

#### **3.5.1 Reliability of Research Instruments**

Reliability is the extent to which a piece of research equipment continues to produce the same outcomes or data after multiple repetitions. Cronbach's Alpha Moment Coefficient, which aids in determining test internal consistency, was computed to test the validity of the questionnaire. The reliability may be affected by a random error. Dependability increases as random error does.

#### **3.5.2 Validity of Research Instruments**

Validity is the extent to which a study accurately depicts the specific objective that the researcher is trying to measure. It is the degree to which data analysis findings correctly represent the subject under study.

### **3.6 Pilot Study**

Pilot testing is a rehearsal of your research study, allowing you to test your research approach with a small number of test participants before you conduct your main study. Although this is an additional step, it may be the time best spent on any research project (Thabane, 2019). In order to gather primary data, a closed-ended survey was first be given to 7 individuals in accordance with the rule of thumb that states 10% of your sample (Julious, 2005), who were still included in the sample size.

### 3.7 Data Analysis and Presentation

The data was examined to determine whether or not the responses are legible, whether or not they fall within an acceptable range, and whether or not they are complete. Data processing includes editing, coding, categorising, tabulating, and graphical display, according to Blumberg, Donald Cooper, and Schindler (2014). The collected data was subjected to a variety of models in order to appropriately focus on the issue.

Both quantitative and qualitative analyses of the collected data were carried out. The researcher coded, organised, categorised, and altered the data after it was gathered. But since qualitative data was generated, themes and categories were used to analyse it. The SPSS version 29.0 statistical program for the social sciences was used for data analysis. The analysis findings were presented in frequency tables and figures. To show the findings, quantitative analysis was combined with descriptive statistics. Descriptive statistics translates raw data into charts, tables with frequency distribution, and percentages to make sense of the data. In addition to that, correlation analysis was carried out. The study's analysis of frequencies and percentages was displayed using graphs, tables, and pie charts. A table was constructed with the help of each variable and indicator. The researcher was able to arrange the data in a logical sequence with the help of these tables, making it much easier for the researcher to comprehend the data and compare the results of other data sets. The researcher found it far less difficult to precisely compare and comprehend the data outputs as a consequence of this.

The link between a large number of independent factors and a single dependent variable was explained using regression analysis (Ken Black, 2019).

The basic regression model is  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$

Where Y is the dependent variable (Employee performance)

$\beta_1, \beta_2, \beta_3, \beta_4 =$  Coefficients

$X_1$  = the independent variable (Flexible work arrangements)

$X_2$  = the independent variable (Wellness programs)

$X_3$  = the independent variable (Leave policies)

$X_4$  = the independent variable (Family Support Programs)

$\epsilon$  = error term

### **3.7 Diagnostic Tests**

Diagnostic tests that were used in the study include multi-collinearity tests, homoscedasticity, normality, linearity.

#### **3.7.1 Multi-collinearity Tests**

Multi-collinearity is a condition when there are extremely strong correlations or relationships between two or more independent variables. It is thus a sort of data disturbance, and if it exists, any statistical judgments about the data may not be accurate. There are several methods used for the detection of multicollinearity among which main methods are: Use of  $R^2$  and t-statistic, Use of pair-wise correlations, Use of Auxiliary regression, Use of Eigen-Value and condition index, and Tolerance and Variance inflation factor.

#### **3.7.2 Homoscedasticity Tests**

Heteroscedasticity refers to a situation in which the intruder's variance and error are not uniform across all independent variables. The Glejser test can be used to examine heteroscedasticity. If the test result is statistically significant ( $r > 0.05$ ), then heteroscedasticity is not present, and vice versa.

#### **3.7.3 Normality Tests**

The dependent and independent variables in the regression model are tested for normality to see if their distributions are normal. The Kolmogorov-Smirnov test was used to determine whether or not a given variable has non-skewed data. The significance level (sig) was greater than 0.05, showcasing that the data was normal.

#### **3.7.4 Linearity Tests**

In order to determine if all linear regression models have a straight line connection between the independent and dependent variables, the linearity test was employed. It was evident that a linear correlation had been established when the linear sig value was less than 0.05.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS**

#### **4.1 Introduction**

This chapter presented a comprehensive review and appraisal of all pertinent research literature about the chosen topic. As Aveyard (2010) notes, a literature review involves carefully evaluating existing studies related to a particular subject. The chapter discussed relevant hypotheses connected to the issue at hand. The study's conceptual framework which included the independent and dependent variables was also discussed. Overall, by reviewing the body of knowledge already available on the subject, this chapter prepared the framework for the research.

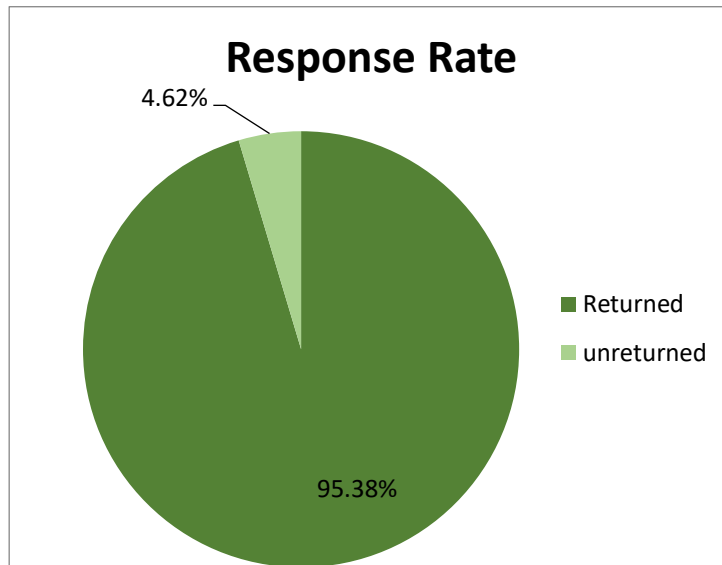
#### **4.2 Response Rate and General Information of Respondents**

In order to display the response rate and respondent data, this section used descriptive analyses such as frequencies and percentages.

##### **4.2.1 Response Rate**

Sixty-five physical and electronic questionnaires were distributed to employees of Kenya's state corporations. Sixty-two responses were obtained, representing a 95.38% response rate. Three unreturned questionnaires accounted for a 4.62% non-response rate.

**FIGURE 2  
RESPONSE RATE ON PIE CHART**



#### **4.2.2 General Information of Respondents**

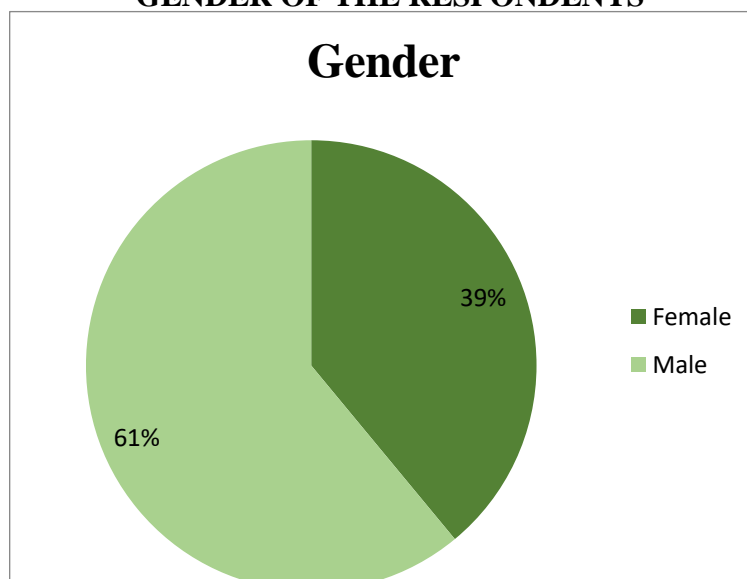
Gender, education, years in the company, and years in the present role were all included in the responder profile information.

##### **4.2.2.1 Gender of the Respondents**

According to a gender study, 39% (n=24) and 61% (n=38) of the respondents were women.

This indicates that there are more men working for Kenya's state-owned enterprises.

**FIGURE 3  
GENDER OF THE RESPONDENTS**

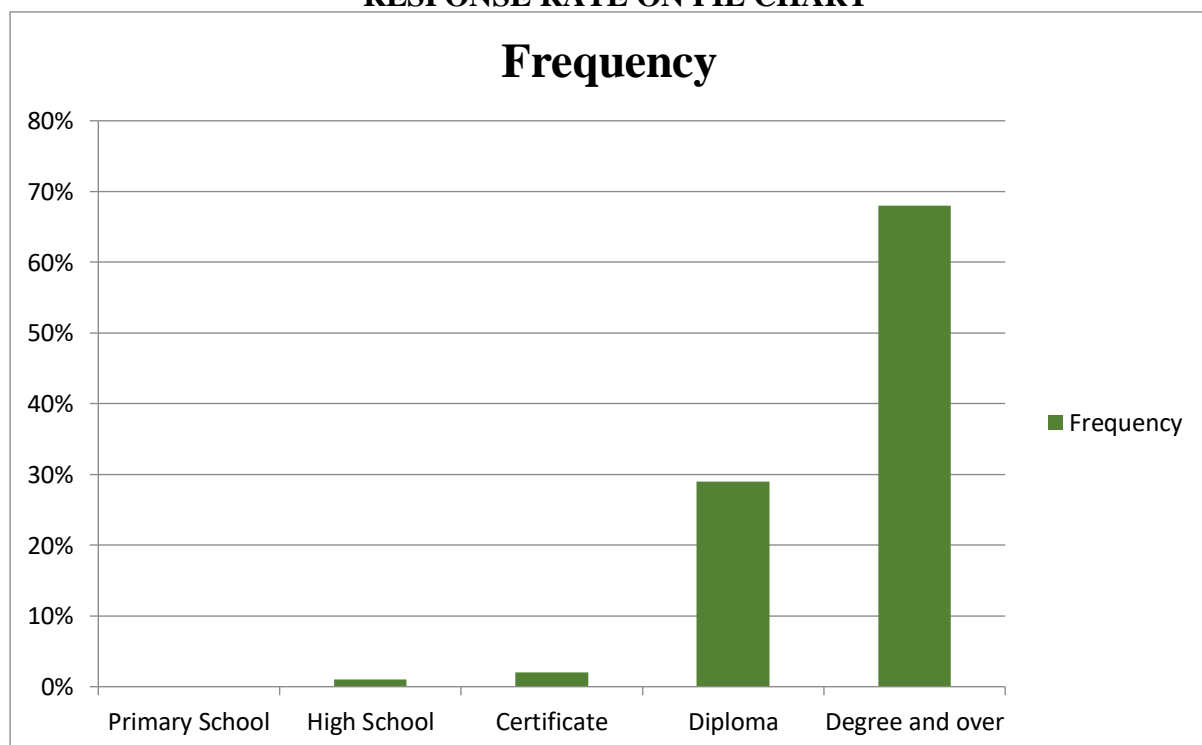


#### 4.2.2.2 Education Attainment of Respondents

The goal of the study was to ascertain the responding employees' greatest degree of education. Results showed 68% (n=42) had a degree or higher, 29% (n=18) had a diploma, 2% (n=1) had a certificate, and 1% (n=1) had high school education. No respondents had only primary school education. The findings reveal diverse educational backgrounds among respondents, with a majority holding degrees. In summary, the study discovered that the majority of employee respondents held an undergraduate degree or above, with a lesser percentage having only a high school education or a diploma as their greatest qualification.

This indicates varied but generally high education levels among the surveyed state corporation employees.

**FIGURE 4  
RESPONSE RATE ON PIE CHART**



#### 4.2.2.3 Number of Years working at the Corporation

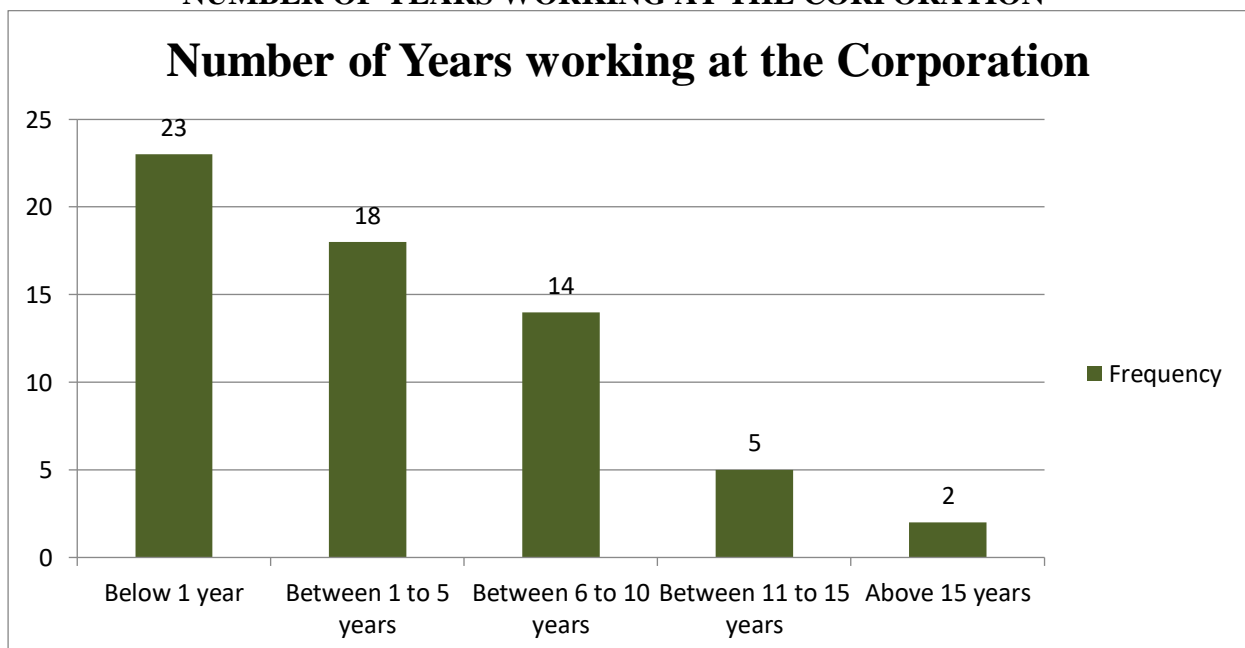
The study examined how long participants had worked for their company. Based on the data analysis, 37% of respondents (n=23) selected below one year, 29% (n=18) selected between

one and five years, 23% (n=14) selected between six and ten years, 8% (n=5) selected between eleven and fifteen years, and the remaining respondents—3% (n=2)—selected above fifteen years.

**TABLE 4**  
**NUMBER OF YEARS WORKING AT THE CORPORATION**

<b>Respondents Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Below 1 year	23	37
Between 1 to 5 years	18	29
Between 6 to 10 years	14	23
Between 11 to 15 years	5	8
Above 15 years	2	3
<b>Total</b>	<b>62</b>	<b>100</b>

**FIGURE 5**  
**NUMBER OF YEARS WORKING AT THE CORPORATION**



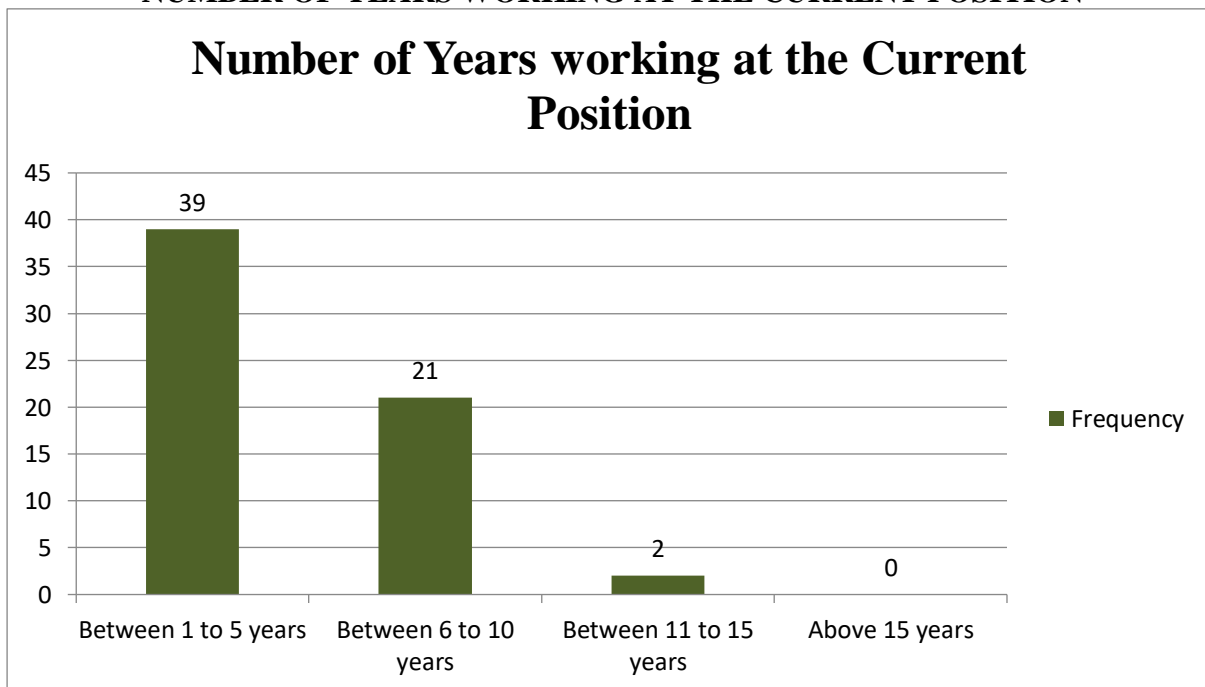
#### 4.2.2.4 Number of Years working at the Current Position

The survey examined how long the participants had been employed at their present position inside the company. The data analysis revealed that 63% of the respondents (n=39) selected between one and five years, and 34% of the respondents (n=21) selected Two respondents, or 3% of the total, selected a range of 11 to 15 years from 6 to 10 years.

**TABLE 5**  
**NUMBER OF YEARS WORKING AT THE CURRENT POSITION**

<b>Respondents Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Between 1 to 5 years	39	63
Between 6 to 10 years	21	34
Between 11 to 15 years	2	3
Above 15 years	0	0
<b>Total</b>	<b>62</b>	<b>100</b>

**FIGURE 6**  
**NUMBER OF YEARS WORKING AT THE CURRENT POSITION**



### 4.3 Descriptive Analysis

#### 4.3.1 Pilot Test Results

The reliability assessments carried out in this study used Cronbach's Alpha method. The analysis found that the Flexible work arrangement had a reliability coefficient of 0.79, whilst the Wellness Programs had a reliability coefficient of 0.78. Leave Policies and Family Support Programs yielded a correlation of 0.75. The Employee performance variable in State corporations in Kenya, yielded a 0.77 coefficient. All variables had strong internal consistency, with alpha values more than 0.7, indicating they were acceptable for fulfilling the study's purpose. Table 6 shows the reliability evaluations conducted in this study using Cronbach's Alpha.

**TABLE 6**  
**RELIABILITY OF RESEARCH INSTRUMENTS**

<b>Variables</b>	<b>Cronbach Alpha</b>	<b>Number of Items</b>	<b>Remarks</b>
Flexible work arrangement	0.79	6	Approve
Wellness Programs	0.78	6	Approve
Leave Policies	0.75	6	Approve
Family Support Programs	0.75	6	Approve
Employee performance	0.77	6	Approve

**Source: Research Data, 2024**

#### 4.3.2 Employee Performance in Kenya's State Corporations

The objective was to evaluate the variables affecting state businesses in Kenya's workforce performance. Respondents checked the following choices to indicate how much they agreed with the statements: Strongly Disagree, Disagree, Agree, (3) Neutral, and (5) Strongly Agree are the possible responses. After the data was analysed, the mean scores fell into the following categories: highly disagree (0.1–1.99), disagree (2.0–2.99), neutral (3.0-3.90), agree (4.0–4.99), and highly agree (5.0). The analysis results are summarised in Table 4.3 below. To put

it briefly, respondents used a 5-point rating system to order statements about performance effects. The degree of agreement was used to compute and categorise the means. The examination of the variables influencing worker performance in Kenya's state-owned enterprises is shown in Table 7.

**TABLE 7  
EMPLOYEE PERFORMANCE**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
The organization has been successful in reducing employee turnover rates.	62	3.8064	.920418
The level of client loyalty at the organization has improved thanks to the efforts of the staff.	62	3.4193	1.00079
The organizational personnel has satisfactorily provided clients with effective service.	62	3.5161	.98749
Individual performances have increased as a result of scheduling flexibility for employees.	62	3.3225	1.0366
The organization's employee wellness programs improve employees' performance.	62	3.9193	.795444
Staff with social and family concerns have found that on-site counseling has helped them to adjust and concentrate on their work tasks for improved performance.	62	3.1290	.98320
<b>Overall score</b>		<b>3.5187</b>	<b>.960709</b>

Respondents agreed that scheduling flexibility has increased individual performance in Kenya's state corporations (mean = 3.3225, SD = 1.0366). A high mean of 3.4193 and SD of 1.00079 revealed staff efforts have improved client loyalty. Findings showed agreement that the organization successfully reduced turnover (mean = 3.8064, SD = 2.038). Results indicate on-site counseling assists staff with social/family concerns to focus on work tasks and improve performance (mean = 3.1290, SD = .98320). The overall employee performance mean showed agreement that Kenya's state corporations are performing quite well (M = 3.5187, Dev = .960709). In summary, respondents agreed that flexible scheduling, turnover reduction, on-site

counselling, and staff efforts have boosted loyalty, focus, and performance in state corporations.

### **4.3.3 Flexible Work Arrangements**

The objective was to evaluate how flexible work schedules affected state company employees' performance in Kenya. Respondents checked the following choices to indicate how much they agreed with the statements: Strongly Disagree, Disagree, Agree, (3) Neutral, and (5) Strongly Agree are the possible responses. After the data was analysed, the mean scores fell into the following categories: highly disagree (0.1–1.99), disagree (2.0–2.99), neutral (3.0-3.90), agree (4.0–4.99), and highly agree (5.0). The analysis results are summarised in Table 4.4 below. In summary, respondents used a 5-point rating system to order statements on the impact of flexible work arrangements on performance. The degree of agreement was used to compute and categorise the means. The examination of how flexible work arrangements affect employee performance is shown in Table 8.

**TABLE 8**  
**FLEXIBLE WORK ARRANGEMENTS**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Employees are allowed to set their own hours as long as they meet deadlines, according to the company.	62	3.8870	.748875
Employees are permitted to work from home during non-business hours.	62	3.8064	.743026
The company permits part-time and seasonal work for its workers.	62	3.1770	.878228
Employee maternity and paternity leave policies are well-established.	62	3.5322	1.00356
For all employees in all areas, there are programs for job sharing that are well established.	62	3.8548	.764944
The development of technology has led to a great deal of flexibility in work schedules.	62	3.8064	.806504
<b>Overall score</b>		<b>3.67737</b>	<b>0.824190</b>

Strong agreement was shown in the results (mean = 3.5322, SD = 1.0035) that employee maternity and paternity leave policies are well-established. A mean of 3.177 and SD of .8687 indicated agrees that the company allows part-time and seasonal work. Analysis revealed agreement (mean = 3.8822, SD = .806504) that technology has enabled flexible work schedules. Respondents agreed (mean = 3.8870, SD = .748875) that technology enables schedule flexibility under their own hours. Overall, the mean signified agreement (Mean = 3.67737, Dev = 0.824190) that services elicit positive employee impressions through flexible working hours. In summary, respondents agreed the company provides schedule flexibility via established parental leave policies, part-time work options, and leveraging technology, positively impacting employees.

#### 4.3.4 Wellness Programs

Evaluating the impact of wellness initiatives on worker productivity in Kenya's state-run enterprises was the aim. Respondents checked the following choices to indicate how much they agreed with the statements: Strongly Disagree, Disagree, Agree, (3) Neutral, and (5) Strongly Agree are the possible responses. Following analysis of the data, the mean scores were categorised as follows: highly disagree (0.1–1.99), disagree (2.0–2.99), neutral (3.0–3.90), agree (4.0–4.99), and highly agree (5.0). The analysis results are summarised in Table 4.5 below. In conclusion, respondents used a 5-point rating system to order statements on the impact of wellness programmes on performance. The degree of agreement determined the calculation and categorization of the means. The examination of how wellness programmes affect worker performance is shown in Table 9.

**TABLE 9  
WELLNESS PROGRAMS**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
The firm has policies that are designed to improve the physical and emotional wellbeing of its employees.	62	3.0967	1.03559
The company has a relaxation area on the premises for the personnel.	62	3.8872	.925146
Senior management have paid for memberships at a gym.	62	3.7903	1.147157
Employees take part in sporting events sponsored by the organization.	62	3.9677	.963846
The company arranges for personnel to attend on-site lectures on healthy living.	62	3.8548	1.157254
On the business website, the organization occasionally publishes information on stress management.	62	3.9838	.778648
<b>Overall Score</b>		<b>3.7634</b>	<b>1.0012</b>

Strong agreement was shown in the results (mean = 3.0967, SD = 1.03559) that the company has policies to improve employee physical and emotional wellbeing. Analysis

revealed agreement (mean = 3.8872, SD = .925146) that the company provides an on-site relaxation area for staff. Respondents agreed the company website periodically publishes stress management information (mean = 3.9838, SD = .778648). Overall, the mean indicated agreement (Mean = 3.7634, Dev = 1.0012) that the company's services elicit positive employee responses through the functionality of wellness programs. In summary, respondents agreed the company has effective wellness policies like relaxation areas and stress management information that positively impact employees.

#### **4.3.5 Leave Policies**

Evaluating how leave regulations affected workers' performance in state-run companies in Kenya was the aim. By choosing one of the following options—(1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, or (5) Strongly Agree—respondents expressed their agreement with the assertions. After analysis of the data, the mean scores were divided into the following categories: 5.0 = highly agree, 4.0-4.99 = agree, 3.0-3.90 = neutral, 0.1-1.99 = strongly disagree, and 2.0-2.99 = disagree. Table 4.6 displays the summary of the analysis. In summary, respondents used a 5-point rating system to order statements on the impact of leave policies on performance. The degree of agreement was used to compute and categorise the means. The findings of this investigation on how leave rules affect worker performance are shown in Table 10.

**TABLE 10**  
**LEAVE POLICIES**

	N	Mean	Std. Deviation
My organization adheres to the employment contract's leave policy.	62	3.8225	.85935
My company allows me time off to assist and care for my dependant.	62	3.8870	.62998
Sick leave enables me to look after my emotional well-being.	62	3.9516	1.9325
I can take time off to study and further my personal growth thanks to study leave.	62	3.6774	.71915
In this Organization, maternity and paternity leaves are paid.	62	3.9354	.82722
Taking an annual break allows me to lessen my stress at work.	62	3.6129	.70953
<b>Overall Score</b>		<b>3.8144</b>	<b>.082308</b>

The feedback showed agreement (mean = 3.8870, SD = .62998) that the company allows time off to care for dependents. There was agreement (mean = 3.8225, SD = .859359) about the range of leave policy activities offered by the company as per the employment contract. Respondents agreed (mean = 3.9516, SD = 1.9325) that the company's sick leave enables emotional well-being care. A mean of 3.6774 and SD of .71915 revealed agrees that study leave allows personal development time off. Overall, the mean signified agreement (Mean = 3.8144, Dev = 0.82308) that the company's leave policies elicit positive employee emotions like happiness, excitement, and satisfaction. In summary, respondents agreed the corporation's leave policies, including caring for dependents and study leave, enable positive emotional outcomes for employees.

#### **4.3.6 Family Support Programs**

The objective was to evaluate how family obligations affected workers' performance at state-owned companies in Kenya. Respondents checked the following choices to indicate how

much they agreed with the statements: Strongly Disagree, Disagree, Agree, (3) Neutral, and (5) Strongly Agree are the possible responses. After analysis of the data, the mean scores were interpreted as follows: 2.6-4.38=disagree, 4.6-3.38=moderately agree, 3.6-3.28=agree, and 3.40-6=strongly agree. 2-2.38=strongly disagree. The analysis summary is shown in Table 4.7. In short, respondents ranked their agreement with statements about Family Support Programs' effect on performance, using a 5-point scale. The degree of agreement determined the calculation and categorization of the means. The findings of this investigation on the impact of family obligations on worker performance are shown in Table 11.

**TABLE 11**  
**FAMILY SUPPORT PROGRAMS**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
When an employee is actively caring for a dependent, the organization permits changes to the employee's work schedule or the use of time off.	62	3.5322	1.1834
Employees of the organization have access to on-site child care.	62	3.6612	.62577
The organization gives staff members time to handle urgent family concerns.	62	3.6451	.92500
When family members have medical costs, they are taken care of.	62	3.8225	1.32477
The organization has set up a lactation facility for mothers who have nursing infants.	62	3.6451	.88885
For employee child care, the company has a service provider contract.	62	3.6129	1.16442
<b>Overall Score</b>		<b>3.6531</b>	<b>1.01870</b>

The responses indicated agreement (mean = 3.6612, SD = .62577) that on-site childcare increases a state corporation's value. There was agreement (mean = 3.5322, SD = 1.1834) that the more innovative and unique a state corporation is, the more it fulfils employee needs. Respondents agreed (mean = 3.8225, SD = 1.32477) that state corporations' medical coverage leads in innovation. A mean of 3.6129 and SD of 1.16442 revealed agrees on the importance

of lactation facilities for nursing mothers to provide innovative experiences. Overall, the mean signified agreement (Mean = 3.6531, Dev = 1.01870) that innovative and unique services elicit positive employee responses, viewing the company as creative and improving performance. In summary, respondents agreed that innovative state corporation policies like on-site childcare and lactation facilities improve employee perceptions and performance.

#### 4.4 Inferential Analysis

##### 4.4.1 Effect of Flexible Work Arrangements on Employee Performance

##### 4.4.1.1 Correlation between Flexible Work Arrangements and Employee Performance

To ascertain the link between the dependent variable of employee performance and the independent variable of flexible work arrangements, a correlation analysis was conducted. Specifically, the correlation study looked at the relationship between these two important variables. The table below displays the findings of this statistical analysis evaluating the relationship between flexible work schedules and worker performance.

**TABLE 12**  
**CORRELATION FLEXIBLE WORK ARRANGEMENTS AND EMPLOYEE PERFORMANCE**

		<b>Employee Performance</b>	
Spearman's rho	Employee Performance	Correlation Coefficient	1.000
		Sig. (1-tailed)	.
		N	62
	Flexible Work Arrangements	Correlation Coefficient	.904
		Sig. (1-tailed)	.000
		N	62

. Correlation is significant at the 0.01 level (1-tailed).

According to the results of the aforementioned correlation analysis, Flexible Work Arrangements has a very significant and favourable impact on State Corporations on Kenya's Employee Performance ( $r = 0.904$ ,  $sig = 0.000$ ).

#### 4.4.1.2 Regression between Flexible Work Arrangements and Employee Performance

Regression analysis was performed on the study's independent and dependent variables to determine the nature of their relationship. A summary of the findings from the regression analysis is provided below.

**TABLE 13**  
**REGRESSION SUMMARY FLEXIBLE WORK ARRANGEMENTS AND EMPLOYEE PERFORMANCE**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.973 <sup>a</sup>	.732	.792	2.71631

a. Predictors: (Constant), Flexible Work Arrangements

The R square value obtained from the regression analysis was (0.732). Therefore, the results of the regression model suggest that Flexible Work Arrangements accounts for 72.1% of the variance in Employee Performance at Kenya's State Corporations, while the remaining 28.9% is attributable to other variables.

**TABLE 14**  
**ANOVA SUMMARY FLEXIBLE WORK ARRANGEMENTS AND EMPLOYEE PERFORMANCE**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3034.371	1	3034.371	282.727	.000 <sup>b</sup>
	Residual	798.371	110	7.378		
	Total	3034.371	111			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Flexible Work Arrangements

Table 13 displays the results of an ANOVA test, revealing a Fisher statistic value of 282.727 with a significance level of 0.000. As a result, the significance level for this experiment is 0.000, with  $F(1,110) = 282.727$ . Given the stark differences between the two, this suggests a positive and substantial link between flexible work arrangements and employee performance.

**TABLE 15**  
**REGRESSION COEFFICIENT FLEXIBLE WORK ARRANGEMENTS AND**  
**EMPLOYEE PERFORMANCE**

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1 (Constant)	2.633	1.372		1.905	0.081
Flexible Work Arrangements	.914	.052	.973	17.722	.000

a. Dependent Variable: Employee Performance

The study's variable coefficients were reported in Table 4.11; they show that the beta coefficient for the variable was determined as follows: constant (0) = 2.633; beta for Flexible Work Arrangements (1) = 0.914. There was no statistical significance found for Flexible Work Arrangements ( $p = 0.000$ ,  $p\text{-value} < 0.05$ ). The information indicates that flexible work arrangements have a statistically significant and favourable impact on employee performance in Kenya's state corporations.

#### 4.4.2 Effect of Wellness Programs on Employee Performance

##### 4.4.2.1 Correlation between Wellness Programs and Employee Performance

The relationship between the dependent variable and the independent variable, wellness programmes, was determined by a correlation analysis. In Table 16, you'll find the final findings.

**TABLE 16:**  
**CORRELATION WELLNESS PROGRAMS AND EMPLOYEE PERFORMANCE**

		<b>Employee Performance</b>	
Spearman's rho	Employee Performance	Correlation Coefficient	1.000
		Sig. (1-tailed)	.
		N	62
	Wellness Programs	Correlation Coefficient	.798
		Sig. (1-tailed)	.000
		N	62

. Correlation is significant at the 0.01 level (1-tailed).

Wellness programmes have a significantly positive impact on employee performance in Kenya's state corporations, according to an analysis of their association ( $r = 0.798$ ,  $\text{sig} = 0.000$ ).

#### 4.4.2.2 Regression between Wellness Programs and Employee Performance

Regression analysis was performed on the study's independent and dependent variables to determine the nature of their relationship. The regression analysis's summary is shown in Table 17 below.

**TABLE 17**  
**REGRESSION SUMMARY WELLNESS PROGRAMS AND EMPLOYEE PERFORMANCE**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891 <sup>a</sup>	.744	.702	3.15253

a. Predictors: (Constant), Wellness Programs

The regression tests yielded a R square value of (0.744). This indicates that 68.2% of the variation in employee performance in Kenya's State Corporations may be attributed to factors other than wellness programmes, leaving 27.8% of the variance explained by wellness programmes.

**TABLE 18**  
**ANOVA SUMMARY WELLNESS PROGRAMS AND EMPLOYEE PERFORMANCE**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1762.929	1	2002.826	235.649	.000 <sup>b</sup>
	Residual	847.393	110	8.413		
	Total	2610.322	111			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Wellness Programs

Table 17 displays the results of an ANOVA, revealing a Fisher statistic of 235.649 at a significance level of 0.000. This is equivalent to stating that  $F(1,110) = 235.649$  indicates that the p-value for this test is 0.000. Given the stark differences between the two, this suggests a

favourable and statistically significant relationship between the wellness programmes and employee performance.

**TABLE 19**  
**REGRESSION COEFFICIENTS WELLNESS PROGRAMS AND EMPLOYEE PERFORMANCE**

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1 (Constant)	3.128	1.491		2.191	.044
Wellness Programs	.824	.050	.891	17.352	.000

a. Dependent Variable: Employee Performance

The study's beta coefficient was estimated as constant (0) = 3.128 and the beta coefficient for the Wellness Programs was 0.824, both determined using the regression analysis. The results showed that the p-value for wellness programmes was 0.000 (p = 0.000, p-value 0.05). The information indicates that wellness programmes have a statistically significant and favourable impact on employee performance in Kenya's state corporations.

#### 4.4.3 Effect of Leave Policies on Employee Performance

##### 4.4.3.1 Correlation between Leave Policies and Employee Performance

A correlation analysis was used to ascertain the relationship between the dependent variable (employee performance in Kenya's state corporations) and the independent variable (leave policies). Table 20 presents the results.

**TABLE 20**  
**CORRELATION LEAVE POLICIES AND EMPLOYEE PERFORMANCE**

		Employee Performance	
Spearman's rho	Employee Performance	Correlation Coefficient	1.000
		Sig. (1-tailed)	.
		N	62
	Leave Policies	Correlation Coefficient	.762
		Sig. (1-tailed)	.000
		N	62

. Correlation is significant at the 0.01 level (1-tailed).

As indicated by  $r$  (0.762);  $sig$  (0.000), there was a strong and positive correlation between leave policies and employee performance in Kenya's state corporations.

#### 4.4.3.2 Regression between Leave Policies and Employee Performance

Regression analysis was used to determine the nature of the relationship between the independent and dependent variables in the study. Table 21 provides an overview of the regression analysis results.

**TABLE 21**  
**REGRESSION SUMMARY LEAVE POLICIES AND EMPLOYEE PERFORMANCE**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793 <sup>a</sup>	.620	.704	3.3722

a. Predictors: (Constant), Leave Policies

The derived R square value from the regression tests was (0.620). This indicates that Leave Policies accounts for 62% of the variance in Kenya's State Corporations Employee Performance, with the remaining 38% attributable to other variables beyond the scope of the regression model.

**TABLE 22**  
**ANOVA SUMMARY LEAVE POLICIES AND EMPLOYEE PERFORMANCE**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2621.828	1	2621.828	176.373	.000 <sup>b</sup>
	Residual	1393.383	110	10.037		
	Total	4015.211	111			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leave Policies

Table 4.18 displays the results of an ANOVA, revealing a Fisher statistic of 176.373 at a significance level of 0.000. The results show that  $F(1,110) = 176.373$ , with a significance

level of  $p = 0.000$ . This indicates a positive and statistically significant association between Leave Policies and Employee Performance, since there is a large discrepancy between the two.

**TABLE 23**  
**REGRESSION COEFFICIENTS LEAVE POLICIES AND EMPLOYEE PERFORMANCE**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.626	1.346		6.129	.000
	Leave Policies	.701	.048	.793	15.727	.000

a. Dependent Variable: Employee Performance

The estimated constant beta coefficient was 7.626; the beta coefficient for Leave Policies was 0.70; and the beta coefficient for the interaction between the two was 0.701. Leave Policies was found to be statistically significant with a p-value of 0.000 ( $p = 0.000$ , p-value 0.05). The evidence indicates that leave policies at Kenya's state corporations have a favourable and statistically significant impact on employee performance.

#### 4.4.4 Effect of Family Support Programs on Employee Performance

##### 4.4.4.1 Correlation between Family Support Programs and Employee Performance

A correlation analysis was used to establish the relationship between the dependent variable (employee performance in Kenya's state corporations) and the independent variable (Family Support Programs). Table 24 presents the final results.

**TABLE 24**  
**CORRELATION FAMILY SUPPORT PROGRAMS AND EMPLOYEE PERFORMANCE**

		Employee Performance	
Spearman's rho	Employee Performance	Correlation Coefficient	1.000
		Sig. (1-tailed)	.
		N	62
	Family Support Programs	Correlation Coefficient	.812
		Sig. (1-tailed)	.000
		N	62

. Correlation is significant at the 0.01 level (1-tailed).

The examination of the two variables showed that Family Support Programs is very influential on Employee Performance in Kenya’s State Corporations ( $r = 0.812$ ,  $\text{sig} = 0.000$ ).

#### 4.4.4.2 Regression between Family Support Programs and Employee Performance

The independent and dependent variables from the research were analyzed using regression analysis in order to determine the nature of their relationship. Table 25 summarizes the results obtained from the regression analysis. The output from the regression analysis is presented to provide an overview of the key findings regarding the association between the study variables based on this statistical technique.

**TABLE 25**  
**REGRESSION SUMMARY FAMILY SUPPORT PROGRAMS AND EMPLOYEE PERFORMANCE**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788 <sup>a</sup>	.780	.772	3.3722

a. Predictors: (Constant), Family Support Programs

The regression tests yielded a R square score of 0.720. This shows that Family Support Programs explains 78% of the variation in Employee Performance in Kenya's State Corporations, with other factors not included in the regression model accounting for the remaining 31% of the variation.

**TABLE 26**  
**ANOVA SUMMARY FAMILY SUPPORT PROGRAMS AND EMPLOYEE PERFORMANCE**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1733.702	1	1847.757	181.743	.000 <sup>b</sup>
	Residual	1283.371	108	10.037		
	Total	3017.873	108			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Family Support Programs

Table 26 displays the results of an ANOVA, revealing a Fisher statistic of 177.373 at a significance level of 0.000. The results show that  $F(1,110) = 181.743$ , with a significance level

of  $p = 0.000$ . Given the strong link between the two, this suggests a favourable and statistically significant relationship between Family Support Programs and Employee Performance.

**TABLE 27**  
**REGRESSION COEFFICIENTS FAMILY SUPPORT PROGRAMS AND**  
**EMPLOYEE PERFORMANCE**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.793	1.347		7.364	.000
	Family Support Programs	.610	.048	.783	15.793	.000

a. Dependent Variable: Employee Performance

The research variables' calculated beta coefficients were as follows: For Family Support Programs (3), beta is 0.610%; constant (0) = 7.793. The value of the p-value for the hypothesis of Family Support Programs was found to be 0.000 ( $p = 0.000$ , p-value 0.05). According to the data, there is a positive and statistically significant influence of Family Support Programs on Employee Performance in Kenya's State Corporations.

#### 4.5 Overall Regression Values and Employee Performance

Finding the causes of the excellent employee performance seen in Kenya's State Corporations was the main objective of the study. Below, we provide the results of our attempt to quantify the combined impact of the various factors.

**TABLE 28**  
**REGRESSION SUMMARY FACTORS AND EMPLOYEE PERFORMANCE**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.890 <sup>a</sup>	.815	.786		2.3773	1.838

a. Predictors: (Constant), Leave Policies, Flexible Work Arrangements, Wellness Programs, Family Support Programs

b. Dependent Variable: Employee Performance

The regression tests yielded a R square value of (0.815). This shows that variables explain 81.5% of the variation in employee performance in Kenya's state corporations, with

other factors responsible for the remaining 18.5% of the variation. This evidence supported a correlation between the factors studied and the degree to which employee performance was achieved in Kenya's State Corporations.

**TABLE 29**  
**ANOVA SUMMARY VALUES AND EMPLOYEE PERFORMANCE**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2453.427	3	812.727	144.626	.000 <sup>b</sup>
	Residual	622.362	108	6.128		
	Total	3105.789	111			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leave Policies, Flexible Work Arrangements, Wellness Programs

As shown in Table 28, an ANOVA was conducted which yielded a Fisher statistic of 144.626 with a significance level of 0.000. A statistically significant and positive relationship between the variables (flexible work arrangements, wellness programmes, leave policies, and Family Support Programs) and employee performance in Kenya's state corporations is indicated by this high level of significance, which is given as  $F(1,110) = 144.626, p = 0.000$ . Put otherwise, given the extremely low p-value, the ANOVA shows that these variables together have a substantial positive connection with employee performance. Overall, the findings demonstrate that there is a statistically significant relationship between the factors.

**TABLE 30**  
**REGRESSION COEFFICIENTS FACTORS AND EMPLOYEE PERFORMANCE**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.504	1.199		.542	.732
	Flexible Work Arrangements	.481	.089	.462	4.362	.000
	Wellness Programs	.281	.091	.256	3.427	.004
	Leave Policies	.198	.071	.240	4.545	.002
	Family Support Programs	.166	.067	.240	2.954	.002

We may draw the study's final regression model as follows using the findings above:

$$Y = .504 + .481X_1 + .281X_2 + .198X_3 + .166X_4 + 1.167$$

The regression analysis showed a beta coefficient of .504 for the constant and .481 for flexible work arrangements with a p-value of 0.000 (less than 0.05). This means that for every additional unit of flexible work arrangements, employee performance in Kenya's state corporations would increase by 0.551 percentage points. Wellness programs had a beta of .281 and p-value of 0.04, suggesting a 0.281% increase in employee performance for every one-unit increase in this variable. Leave policies (beta=.198) and Family Support Programs (beta=.166) both positively and significantly influenced employee performance, with every one-unit change associated with 0.198 and 0.166 percentage point shifts respectively. Overall, the data reveals these variables have statistically significant positive relationships with employee performance.

#### **4.6 Chapter Summary**

The main conclusions drawn from the analysis of the study's revised data were presented in this chapter. The four mentioned study objectives were addressed by the application of many quantitative approaches. The majority of the chapter was devoted to inferential and descriptive analysis. The entire study model showed that flexible work schedules, health initiatives, leave regulations, and family obligations were positively correlated with employee performance. These variables explained eighteen percent of the difference in worker performance in Kenya's state enterprises; other factors accounted for the other eighteen percent. Flexible work arrangements had the biggest beneficial, substantial impact on employee performance, according to the examination of certain characteristics.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The main conclusions and procedures for data analysis were outlined in this chapter. It also recaps the obtained results and provides relevant policy recommendations. Remaining knowledge gaps are used to suggest future research avenues.

#### **5.2 Summary**

##### **5.2.1 Flexible Work Arrangements on Employee Performance**

The flexible work arrangement study's findings demonstrated how widely different flexible work arrangement programmes were used in corporations. The results showed that most employees were allowed to work from home on non-business days. Work sharing was significantly enhanced, and employees had access to well-established maternity and paternity leave programmes. However, further study is required on the topic of technological advancement as a strategy for boosting employee flexibility in the workplace.

Organizations also needed to enhance techniques to assist workers work within their own schedules while still allowing them to pursue more education. The companies said that implementing flexible work arrangements enhanced staff morale and devotion, reduced absenteeism, and improved timeliness. A strong, positive, and statistically significant association was found between flexible work arrangements and employee performance in the results of the Pearson correlation analysis. Regression study results indicated that flexible work schedules were a good indicator of workers' productivity in companies.

Flexible work arrangements and employee performance were shown to be positively correlated by the study. This goes against the findings of Bloom and Van Reenen (2006), who found no connection between FWAs and organizations performance. Nonetheless, a long-term

research by Menezes and Kelliher (2011) found a positive correlation between FWAs and individual worker performance. This study indicates that better employee performance is a result of more flexible work arrangements.

### **5.2.2 Wellness Programs on Employee Performance**

The state firms have well-established employee wellness programmes, according to the findings of the programmes. The companies have clear policies aimed at enhancing the mental and physical health of their workers. The companies have arranged athletic activities for their employees and given talks about healthy living on-site. The company's website featured monthly updates about stress management as well.

However, the findings revealed that the firm could improve its on-site recreation facilities for employees and explore gym affiliation facilitation. Improved productivity and decreased absenteeism from sickness were noted as the most rewarding aspects of starting employee wellness programs. A strong, favourable correlation between work performance and employee wellness programmes was shown by statistical research. Subsequent investigation proved that employee productivity was accurately predicted by wellness initiatives.

### **5.2.3 Leave Policies on Employee Performance**

It has been shown that sick leave plays a critical role in supporting workers in preserving their mental health. In the ministry, the study leave was considered a failure, with most saying that it fosters personal development. It has been demonstrated that annual leave helps to lower stress at work. When they returned from their leaves, respondents said they felt compelled to offer more services. Survey respondents Kamau, Mukaya, and Wagoki (2013) claim that workers' performance improves following a leave of absence.

The leave policy, according to the respondents, also helped them prioritise their personal life. Correlation analysis, however, showed that leave rules and employee performance were negatively correlated. Employers cannot increase worker performance by merely enforcing leave policies. Prior studies by Obiageli, Uzochukwu, and Ngozi (2015) and Kamau, Mukaya, and Wagoki (2013) demonstrated a strong correlation between leave policies and employee service provision.

#### **5.2.4 Family Support Programs on Employee Performance**

Research indicated a beneficial link between employee performance and family duties. Butler and Skattebo's (2004) study indicated that having additional Family Support Programs negatively impacts men's performance due to family-work conflict. The study discovered no discernible influence on the performance evaluations of female employees. Patel, Govender, Paruk, and Ramgoon (2006) found that work-life conflict positively correlated with employee performance because of Family Support Programs.

### **5.3 Conclusions**

Inferences were drawn using inferential statistics. The study found that employee performance in businesses was highly affected by work-life balance. It also found flexible work arrangements were fairly well implemented. Statistical analysis revealed flexible work arrangements positively correlated with employee performance. Regression research revealed that in state businesses, flexible work arrangements had a positive impact on employee performance.

The staff wellness programme outcomes showed that they were executed effectively. Statistical analysis showed employee wellness initiatives positively correlated with employee performance. Regression analysis findings supported that the component significantly predicted employee performance. Regarding employee assistance programs, the survey found

they were well established. Furthermore, statistical research confirmed that these programmes had a good correlation with worker performance.

Furthermore, the findings of the regression analysis showed that employee leave policies had a significant effect on workers' productivity. Findings on family duties showed differences in providing recreational amenities like daycares at companies. Statistical analysis revealed recreational facilities positively correlated with employee performance. Moreover, regression analysis determined that recreational amenities and telecommuting critically swayed employee performance.

#### **5.4 Recommendations**

Suggestions for enhancing the current work-life balance paradigm inside organizations are given. The guidance is given since the findings indicated that it had a significant impact on the level of employee performance. The paper suggests pursuing technological advancements to further enhance the foundation for flexible work arrangements in companies. Doing so would boost employee flexibility and reduce operational costs for businesses.

The research also recommended that corporations devise measures to assist employees in upgrading their education. This would not only encourage the personnel, but it would also increase their productivity as they learned new work practices. Employee morale, dedication, and timeliness are believed to be boosted by such initiatives. Regarding employee wellness initiatives, the report advises that corporations improve the model of health and safety programs that have been implemented. The report suggests that an on-site recreation facility for employees be developed, as well as gym affiliation facilitation.

Notably, the research recommends the development of on-site newborn day care facilities for staff members as well as the implementation of working frameworks that let staff members to attend to urgent family matters. State corporations could also consider providing a

lactation facility for women with nursing babies. Such techniques would improve staff commitment, morale, and attention.

### **5.5 Recommendations for Future Research**

Due to limited resources, the study exclusively focused on state corporations in Kenya. Examining a broader population is recommended since it enhances comparability and considers diverse working conditions. It is suggested that more study be done on the effect of work-life balance on employee performance at Kenya's state corporations. As a result, the study recommends that future evaluations distinguish between different types of corporations. It specifically suggests looking at how work-life balance affects workers' productivity in Kenyan privately held businesses.

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## **Appendix I: Letter of Introduction**

Prudence Mutua

P.O Box 5408–00100

Nairobi–Kenya

Dear Sir/ Madam,

### **RE: REQUEST FOR PARTICIPATION IN THE RESEARCH STUDY**

I am a degree candidate at KCA University, where I am now conducting research on “Effect of Work-life Balance Programs on Employee Performance using the case study of State Corporations in Kenya.”

The purpose of this letter is to ask you to complete the questionnaire that is attached. Your provided information will be held in strict confidence and used only for academic research.

I appreciate your assistance.

Yours faithfully,



Mutua Prudence Mwende

## Appendix II: Questionnaire

We appreciate your participation in our investigation on how work-life balance programs affects employee performance. The goal of this study is to gain a deeper understanding of the elements that influence employee performance and to spot areas where employee services may be improved.

Answering honestly and to the best of your abilities is requested for each question. We'll keep your replies private and anonymous.

### Section A. Respondent's Details (Profile)

1. State your gender Male  Female

2. State your highest level of education

Primary

High School

Certificate

Diploma

Degree and Over

Other (please specify) .....

3. Name of the Corporation you work at: .....

4. Number of years working at the given (3) corporation

Below 1 year

Between 1 to 5 years

Between 6 to 10 years

Between 11 to 15 years

Above 15 years

5. Number of years working on the current position at the given (2) corporation

Between 1 to 5 years                      ()

Between 6 to 10 years                    ()

Between 11 to 15 years                   ()

Above 15 years                            ()

**Section B: Effect of Work-life Balance Programs**

The research establishes the effect of work-life balance programs on employee performance.

Please indicate the extent to which you agree with the statements by ticking (√) once.

**(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree**

**Part I: Flexible Work Arrangement**

	<b>Flexible Work Arrangements</b>	1	2	3	4	5
1	Employees are allowed to set their own hours as long as they meet deadlines, according to the company.					
2	Employees are permitted to work from home during non-business hours.					
3	The company permits part-time and seasonal work for its workers.					
4	Employee maternity and paternity leave policies are well-established.					
5	For all employees in all areas, there are programs for job sharing that are well established.					
6	The development of technology has led to a great deal of flexibility in work schedules.					

**7. What aspects of being able to take use of programs that allow for flexible work schedules are, in your opinion, the most satisfying?**

.....  
 .....

**Part II: Wellness Programs**

	<b>Wellness Programs</b>	1	2	3	4	5
1	The firm has policies that are designed to improve the physical and emotional wellbeing of its employees.					
2	The company has a relaxation area on the premises for the personnel.					
3	Senior management have paid for memberships at a gym.					
4	Employees take part in sporting events sponsored by the organization.					
5	The company arranges for personnel to attend on-site lectures on healthy living.					
6	On the business website, the organization occasionally publishes information on stress management.					

**7. What aspects of being able to use the employee wellness initiatives do you find most satisfying?**

.....

.....

.....

.....

**Part III: Leave Policies**

	<b>Leave Policies</b>	1	2	3	4	5
1	My organization adheres to the employment contract's leave policy.					
2	My company allows me time off to assist and care for my dependant.					
3	Sick leave enables me to look after my emotional well-being.					
4	Study leave enables me to take time off to study and advance my personal development.					
5	In this Organization, maternity and paternity leaves are paid.					
6	Taking an annual break allows me to lessen my stress at work.					

**Part IV: Family Support Programs**

	<b>Family Support Programs</b>	1	2	3	4	5
1	When an employee is actively caring for a dependent, the organization permits changes to the employee's work schedule or the use of time off.					
2	Employees of the organization have access to on-site child care.					
3	The organization gives staff members time to handle urgent family concerns.					
4	When family members have medical costs, they are taken care of.					
5	The organization has set up a lactation facility for mothers who have nursing infants.					
6	For employee child care, the company has a service provider contract.					

**Section C: Employee Performance**

*(To be filled by Management only.)*

**1. Does the organization regularly evaluate employee performance?**

Yes     

No       

**2. Does the organization use an assessment tool to evaluate staff performance? If yes, State it**

.....

...

Please indicate the extent to which you agree with the statements by ticking (√) once.

**(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree**

	<b>Employee Performance</b>	1	2	3	4	5
1	The organization has been successful in reducing employee turnover rates.					
2	The level of client loyalty at the organization has improved thanks to the efforts of the staff.					
3	The organizational personnel has satisfactorily provided clients with effective service.					
4	Individual performances have increased as a result of scheduling flexibility for employees.					
5	The organization's employee wellness programs improve employees' performance.					
6	Staff with social and family concerns have found that on-site counseling has helped them to adjust and concentrate on their work tasks for improved performance.					

**The End**

**THANK YOU FOR YOUR TIME PARTICIPATING IN THIS RESEARCH**

**STUDY**

## **Appendix III: State Corporations in Kenya**

### **Section I: Majority-Owned State Corporations**

#### **Agriculture and Food**

- Agricultural Development Corporation (ADC)
- Kenya Seed Company Limited
- National Cereals and Produce Board (NCPB)
- Kenya Meat Commission (KMC)
- Kenya Agricultural and Livestock Research Organization (KALRO)

#### **Energy and Petroleum**

- Kenya Power and Lighting Company (KPLC)
- Geothermal Development Company (GDC)

#### **Transport and Infrastructure**

- Kenya Railways Corporation (KRC)
- Kenya Ports Authority (KPA)
- Kenya Airports Authority (KAA)
- Kenya National Highways Authority (KeNHA)
- Kenya Urban Roads Authority (KURA)
- Kenya Rural Roads Authority (KeRRA)
- National Transport and Safety Authority (NTSA)
- Kenya Pipeline Company (KPC)
- LAPSSET Corridor Development Authority

#### **Health and Social Services**

- Kenya Medical Supplies Authority (KEMSA)
- National Hospital Insurance Fund (NHIF)

- Kenya Medical Research Institute (KEMRI)

### **Environment and Natural Resources**

- Kenya Wildlife Service (KWS)
- Kenya Forest Service (KFS)
- National Environment Management Authority (NEMA)
- Kenya Fisheries Service (KeFS)
- Kenya Water Towers Agency (KwTA)

### **Industrialization, Trade, and Enterprise**

- Kenya Bureau of Standards (KEBS)
- Kenya Industrial Estates (KIE)
- Export Processing Zones Authority (EPZA)
- Numerical Machining Complex (NMC)
- Kenya National Trading Corporation (KNTC)

### **Information, Communication, and Technology**

- Kenya Broadcasting Corporation (KBC)
- Communications Authority of Kenya (CAK)
- Postal Corporation of Kenya
- Konza Technopolis Development Authority

### **Tourism and Wildlife**

- Kenya Tourism Board (KTB)
- Kenya Utalii College

### **Public Administration and Government**

- National Housing Corporation (NHC)
- National Authority for the Campaign Against Alcohol and Drug Abuse (NACADA)

### **Finance and Investment**

- Kenya Reinsurance Corporation (Kenya Re)
- Development Bank of Kenya (DBK)
- Kenya Investment Authority (KenInvest)
- Industrial and Commercial Development Corporation (ICDC)
- Micro and Small Enterprises Authority (MSEA)
- Youth Enterprise Development Fund (YEDF)
- Women Enterprise Fund (WEF)
- Uwezo Fund
- Tourism Finance Corporation (TFC)

### **Education and Training**

- Kenya Institute of Curriculum Development (KICD)
- Technical and Vocational Education and Training Authority (TVETA)
- University Funding Board (UFB)
- Kenya Universities and Colleges Central Placement Service (KUCCPS)
- Kenya Education Management Institute (KEMI)
- Jomo Kenyatta Foundation (JKF)
- Kenya Literature Bureau (KLB)
- Kenya Institute of Special Education (KISE)
- Commission for University Education (CUE)

### **Social Services**

- National Council for Persons with Disabilities (NCPWD)
- National Youth Service (NYS)

### **Research and Innovation**

- National Research Fund (NRF)
- Kenya National Commission for UNESCO (KNATCOM)

## **Section II: Government-Linked Corporations**

### **Finance and Investment**

- Kenya Investment Authority (KenInvest)

### **Transport and Infrastructure**

- Kenya Pipeline Company (KPC)

### **Energy and Petroleum**

- Kenya Electricity Transmission Company (KETRACO)

### **Health and Social Services**

- National Council for Persons with Disabilities (NCPWD)

### **Environment and Natural Resources**

- Kenya Fisheries Service (KeFS)

### **Industrialization, Trade, and Enterprise**

- Numerical Machining Complex (NMC)

#### **Appendix IV: Timeline of Activities**

1. Develop research plan and questionnaire: 3 weeks
2. Pilot test and refine questionnaire: 2 weeks
3. Find research participants and distribute questionnaire: 4 weeks
4. Collect and organize data: 4 weeks
5. Analyse data and write preliminary results: 3 weeks
6. Write final research paper and conclusion: 5 weeks
7. Submit research and present findings: 3 week

Total: 24 weeks

**Appendix V: Work Plan**

<b>Activities</b>	<b>April, 2023</b>	<b>July, 2023</b>	<b>September, 2023</b>	<b>November, 2023</b>	<b>February, 2024</b>	<b>May, 2024</b>
Preliminary study						
Literature Review						
Research Methodology						
Analysis of the Research						
Summary, Conclusions & Recommendations						

## Appendix VI: Research Budget

<b>Item</b>	<b>Justification</b>	<b>Unit Cost (KES)</b>	<b>Quantity</b>	<b>Total Cost (KES)</b>
Equipment and Supplies	Project writing materials e.g., notebooks, pens, calculator	-	5	3,000
Internet	Internet access	2,500	1	2,500
Pilot Study	Testing and refining research methods and instruments	5,000	1	5,000
Printing	Questionnaire printing	20	64	1,280
Informed Consent Form	Printing of informed consent form for participants	10	64	640
Transport and Food	Expenses for transport and food during data collection and binding of the report	5,000	1	5,000
Miscellaneous	Calculated at 10% of the total cost	-	-	1742
<b>Total</b>				<b>19,162</b>