DECLARATION

This research project is my original work and has not been presented to any other examination body or university. No part of this research project should be reproduced without authority of the author or/and of Kenyatta University.

Sign…………………………………………………………..  Date………………………………

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D53/OL/MSA/28465/2014

Declaration by the Supervisor

This research project has been submitted with my approval as the university Supervisor.

Sign…………………………………………………………………Date…………………………

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DEDICATION

This research project is dedicated to my husband Denis, my father Daniel and mum Christine. This is their reward for their immeasurable faith in me.
ACKNOWLEDGEMENTS

I thank the Lord, God Almighty for giving me life, wisdom, knowledge and understanding throughout my study. I would like to express my appreciation to my dear loving husband Denis, who has been encouraging and supporting me during the time of study. He has been patient with me even when I spend most of the time out of home researching. I also have special thanks for my supervisor Dr. Lawrence Wainaina who has offered me guidance, support and inspiration throughout the study. I must also acknowledge the entire MBA 2014 class at Mombasa campus. They supported and encouraged me throughout the study. I also extend immeasurable appreciation to all the participants at KPA who spared their invaluable time to offer their thoughts in this study. May the good Lord reward and increase you all.
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OPERATIONAL DEFINITION OF TERMS

**Employee welfare support**
This is the existing organizational policy that details any health promotion intervention and activities in the work place put in place to enhance the health outcomes of the employees. This includes measures such as housing medical and recreational facilities. This kind of an arrangements benefits that an employee and/or their dependents.

**Employee dependents care**
This encompass all the close family members such as the employee children or employee parents or brothers etc. who rely on the employee for their survival whether material inform of financial support or emotional support in case of the spouse and kids.

**Employees leave programs**
Refers to scheduled organizational arrangements where an employee stays away from the primary work place for a set duration, which could be necessitated due to maternity, illness, education advancement, employee vacation etc.

**Employee performance**
Refers to the measurable aspect on how well an employee executes their duties/tasks/responsibilities in comparison to the set minimum operational standards.

**Flexible work arrangements**
This refers to the balanced arrangements that exist in work place that recognize employee’s unique needs and lifestyles hence creating a working environment where employees can balance time and input inside and outside their work stations.

**Work life balance**
Refers to an acceptable balance accomplished between an employee’s job related roles and those concerning family and other nonwork roles. The absence of the balance creates a conflict leading to reduced participation, satisfaction and performance in both family and work domain.
ABBREVIATIONS AND ACRONYMS

ANOVA : Analysis of Variance

CUE : Commission of University Education

DVPT : Development

ENV : Environment

HR  Human Resources

HRM  Human Resource Management

ICT  Information Communication and Technology

ILO  International Labor Organization

KPA  Kenya Ports Authority

MBA  Master of Business Administration

MGT : Management

NHIF  National Health Insurance Fund

SPSS : Statistical Package for Social Sciences

WLB : Work Life Balance
ABSTRACT
Corporate organizations aspire to have a pool of employees who are satisfied in their work life balance. Naturally, people’s sense of work life balance is, to a considerable extent, the product of the climate or environment in which they conduct their lives. It’s about people having a measure of control over when, where and how they work. There hasn’t been an effort made in the past to evaluate the effect of work life balance on employee performance at the Kenya Ports Authority. The main purpose of this study is to evaluate the effect of work life balance on employee performance. The specific objectives of this study was to establish the effects of employees’ welfare support, employee dependents’ care and support, employee leave Programs and flexible work arrangements on employee performance at KPA. The study adopted descriptive research design. The targeted population was the employees of KPA who are about 6474. Simple random sampling method was used to eliminate bias. The sample size was 130 employees. Data was collected using questionnaires with structured closed-ended questions. The study used quantitative approach to analyze the data collected. In order to ensure validity of the questionnaire, a pre-test was done in a pilot survey and test and re-test method was used to ensure reliability of the questionnaire. Regression model was used to analyze the data collected to identify the relationship between independent and dependent variables. The study found that employee welfare support wields significant effect on employee performance registering a positive statistical association with an R-value of 0.563. The study also found that, employee dependents care positively impacted on employee job performance, with a significant statistical association recording an R-value of 0.658. The findings show that employee leave programs wield significant positive effect on the employee performance with a significant statistical association with an R-value of 0.704. The study shows that flexible work arrangements wield significant positive influence on employee performance with an R-value of 0.678. The study makes a conclusion that work life balance factors notably; employee welfare support, employee dependents care and support, and employee leave programs and flexible work arrangements wield a significant positive effect on employee performance. The study recommends adoption of employee focused social programs, including; comprehensive healthcare support programs, ensuring job security, construction of decent social amenities such as recreational and sanitary facilities. The study also recommends for the adoption of comprehensive employees’ dependent care and support programs such as health care. Finally, the study recommends for adoption on employee motivational initiatives such as; work leaves such as vacations, sick leaves, study leaves with full remuneration benefits, and the adoption of moderate flexible work programs such as shifts and regular flexible schedules.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Balancing between work engagements and attending to personal matters, such as family, private business, vacationing has remained a major difficulty amongst many professionals (Agufana, 2015). Increasing responsibilities at workplace and desire to lead a decent and comfortable life has become a complex balancing order amongst many professional today (Njoroge, 2014). Realizing that working is the surest way to eke a living, many professionals are prioritizing work engagements, even doing multiple jobs a day just to survive and raise enough income to sustain their needs and that of their families (Kamau, Muleke, Mukaya & Wagoki, 2013). On the other hand, huge commitment towards personal affairs and less concentration in professional life has emerged as concern for modern professionals who are unable to embrace proper work life balance (Njoroge, 2014).

Achieving optimal productivity at workplace requires proper work culture that consistently pushes for a balance between work engagements and personal obligations. Whereas in most cases successful people get absorbed in their careers, it’s important to also consider allocating sufficient time outside work to focus on family and the community at large (Kithaka, 2015). Employees have other responsibilities away from their jobs which include family and personal life. Establishing a human resource framework that integrates balance in work and life commitment has remained a pecking order for both employees and employers (Njoroge, 2014). A comfortable state of equilibrium should be achieved between an employee's primary roles of their employment position and their private lifestyle (Pattu, Subrahmanyam & Ravichandra, 2013). An employee should
enjoy a satisfying personal life outside the work environment. Work-life-balance can be best understood by first defining each of the three words separately.

Evidence from different economic sectors in Kenya, such as banking, healthcare, community development, manufacturing, construction etc, shows that many professionals are less driven towards accommodating personal balance between their professional life’s and personal engagements (Kamau et al., 2013). In assessing employee productivity factors within institutions of higher learning in Kenya, Mwangi, Boinett, Tumwet and Bowen (2017) submitted that work life balance formed the critical determinant in employee output. Njoroge (2014) identified the legal sector as profession where call for duty and high requirements for work delivery has altered fundamental work life balance amongst advocates. Even though human resources professionals in the country understand the significance of work life balance, evidence exists to indicate that many professionals are over-committing in certain areas, highlights the mismatch between desired practices and reality of Kenyan corporate front.

1.1.1 Work Life balance

People’s sense of work life balance is, to a considerable extent, the product of the environment in which they live and work in. It’s about employees having a measure of control over when, where and how they work. A dilemma for many people is how they should manage the competing demands in their work and personal life without any negative effects of work spill over into their personal lives, (Pattu et al., 2013). According to, John et al. (2016) the issue of combining work and non- work related activities has been a challenge confronting employers since its impacts employee productivity and the organization as a whole. They again proposed that key research findings have suggested negative consequences in the interaction between work and non- work activities of the employees. This has led to a conflict between their work and life.
Every organization works towards improved employee performance from its employees and therefore the work life balance of the workers is of great significance if increased employee performance is to be realized. For a company to realize high production, workers’ satisfaction and motivation of workers, it is important to research on the effects of work life balance on employee performance. The concept of work life balance is gaining prominence since it maintains a balanced life at the work place as well as at home. Such a balance encourages optimum working hours that ultimately enhances overall efficiency and performance of an organization, (Muthukumar et al., 2014).

According to Pattu et al. (2013), People who are constantly tied to their jobs roles suffer from stress and burnout. If an employee lack time to relax and recharge, their ability to do their job decreases and their performance level is affected too. It is therefore important to create a schedule that allows a person to do activities they enjoy which will help them to be better employees, friends, and family members.

Work-Life balance in any organization is brought about by factors which include: employee welfare, employees’ dependents support and care, employee leave programs and flexible work arrangements. All these are geared towards attracting, developing and retaining employees and in turn to improve the organizational performance.

1.1.2 Work life Balance factors
The workplace environment is regarded as the primary center employees advance their social lifestyles as they perform duties assigned to them in the workplace (Schmidt-Catran & Spies, 2016). Thus, the workplace social factors, such as the organization culture form important determinants of employee-to-employee relations and interactions and the overall work relations.
Employee’s welfare should be prioritized in the workplace, as a valuable mechanism of enhancing a strong positive work environment social fabric (Nika, 2016).

Evidently, creating a favorable and attractive work environment, element of employee’s welfare wields substantial influence and effect to the performance of an organization. Weldon and Muathe (2014), views the overarching purpose of employee welfare programs in an organization as the provision of a positive return on investment by reducing absenteeism and the creation of a healthier workforce. The duo therefore links employee welfare to employee performance. Nika (2016) suggests that well catered employees reciprocate by commitment to get the best out of their work obligations.

Employees with families are faced with tough life responsibilities that require strong commitment, for success to be registered in the workplace. Whereas it’s an obvious fact, that family matters cannot be mixed with work responsibility, family matters can as well impact how well someone can perform their work responsibilities. A corporate organization needs to put in place employee support programs that consolidate benefits to both the employees and their dependents, such as the immediate family (Coffey et al., 2014). There’s need for organizations to take steps that will create facilities that will benefit the employee’s dependents, in areas such as healthcare (Travis, Lizano & Mor Barak, 2015). Through helping employees, by giving them support on their beneficiaries, will enable the employees focus their attention on their day-to-day obligations at the workplace, which enhances good performance (Turner, 2017).

Traditional corporate organizations recognize the importance of sustaining ambient working environment, through the development of work related programs that are motivational and attractive to employees (Abramovitz, 2017). Leave programs are structured in different models
and forms for different purposes and also for the realization of varied objectives (Baum & Ruhm, 2016). In traditional corporate organizations, leave programs serve multiple objectives, including; giving employee enough time for relaxation. Leaves can be structured in different ways, such as vacationing for holiday or attending further studies (Abramovitz, 2017). Other leave programs include the maternity arrangements which are most common. Leaves are valuable when employees get to build on their capacity and return to their postings when they are more productive. Existing literature, has not clearly discussed the importance of developing comprehensive leave programs that motivate employees to perform their roles better.

Besides the subject of extending leave programs to offer employees ample relaxation time, there’s also the need for developing unique work arrangements that give employees flexibilities. Simple work arrangements such as daily schedules, shifts and performance targets are useful in enabling a structured work life for employees (Travis et al., 2015). With flexible work arrangements, employees are able to also plan their own personal schedules, for instance they could squeeze time out of their work schedules to set-up a business, or maybe attend classes on a part-time basis. Flexible work schedules need to offer employees predictability with their work engagements which gives them ability to plan other extra-mural projects for self-development or private practice (Neal & Hammer, 2017). Evidently, there is still need for more examination into the effect of building flexible work schedules on aspect of job performance.

1.1.3 Employee performance

Employee performance centers on productive output derived as an employee of an organization their obligations within an organization. Productive output in aspects of work rates, deliverables in terms of realization of operational goals are outcomes relative to employee commitment to tasks at hand, competency, training, attitude and generally wellness in their health (Ng’ang’a, 2010).
There is need for every organization to provide statutory and non-statutory welfare measures for its employees. This is because in spite of all the modern technology which is in wide spread use, human resources still remain the most important factor in the production process (Tiwari, 2014).

Performance in terms of employee contribution to the progress of an organization is based upon different metrics that are dependent on the nature of the organization. This means that, no single metric can fully represent the actual measure of employee contribution (Deshwal, 2015). However, indicators such as performance goals and daily operational targets can form a good basis for evaluating employee performance. Realizing that, work goals and targets are diverse, organizations embrace, measures such as performance contracts which tie employee’s to certain performance minimums, which serve as inspiration which strengthens their efforts in executing their daily duties (Njoroge, 2014). As such, understanding important factors that are central to employee work productivity is central to determining what measure’s corporate organizations can employ to enhance employee performance (Muinde, 2013).

Understanding that employee performance represents value that an organization derives from work output their employees bring, offers reasonable ground for scrutinizing elements and factors central to employee productivity. As already aforementioned in the preceding text, balancing work obligations and personal engagements remains a momentous task. According to Kamau et al. (2013), creating enabling environment for employees to exercise work life balance is vital for any organization aspiring to gain optimal output from their employees. However, in scenario’s where employee’s go against organization policies on work-life prioritization, presents the likelihood of derailing employee performance due to conflicts of interest (Mwangi et al., 2017).
1.1.4 The Kenya Ports Authority

KPA Business Plan 2012/13-2014/15 states that Kenya Ports Authority (KPA) is a statutory body established through an act of parliament in 1978. KPA mandate is to maintain, operate, improve and regulate all scheduled sea ports situated along the Kenya’s coastline. The authority is a commercial entity responsible for the Mombasa port and other social infrastructure seaports of Funzi, Kilifi, Lamu, Malindi and Shimoni. It’s also responsible for the lake ports and Inland Container Depots (ICDs) of Nairobi, Kisumu and Eldoret. KPA is one of the largest employers in the country, with close to 7,000 people directly employed across different areas of the organization. As the main Port operator and management body, KPA is responsible for overseeing massive operations that have direct significance to the Kenyan economy and the economies of the neighboring countries. The company’s workforce of about 7,000 personnel and above is tasked to ensure seamless operations across the board. The human resources division (HR), which is responsible for employee affairs, such as recruitment, training, appraisal, promotion and dismissals forms one of the most critical components of the organization. The HR division is responsible for assessing and evaluating performance and contributions of each employee in the organization. Further, the department is obligated to implement policies and strategies that enhance the overall experience of employee’s. This includes, creating work culture that is embraces work life balance principles. Ensuring that employees are able to perform optimally, ensures that KPA is able to deliver services that are critical to the economy of the country and that of other East African Countries.
1.2 Statement of the Problem

Efficiency in running and execution of operations at the port of Mombasa is relative to the contribution of all the organization’s employees. Achieving optimal work performance for staff at the port has remained a big challenge, considering the stakes at hand and the importance of the facility to the country’s economy (Nyema, 2014). Recent data highlights an increase in port operations due to increased volume of cargo and passenger traffic, but the component of employee performance remains static. This presents a unique challenge to the port administrators, in exploring for ways to motivate the employees to give their best in executing their duties. Unclear policies on employee appraisal in the wake of increased responsibilities has presented a difficulty in instituting programs that can facilitate work life balance for the employee’s as a way to motivate them to enhance their performance (Gitonga, Kingi, & Jean, 2016).

Day in, day out, the port stakeholders and management are working round the clock to get a permanent solution that will ease the port of Mombasa from poor employee performance leading to congestion but so far, a solution doesn’t seem forthcoming. According to Nyema (2014), the port of Mombasa is the largest and vital gateway for imports and exports to Kenya and its neighboring countries. Its further observed that the port is already operating at its maximum capacity for both general and containerized cargo and will continue to suffer progressive declines in operational effectiveness unless both capacity and terminal issues are urgently addressed (KPA, 2010). This highlights the bigger problem with employee performance.

Nyema (2014) noted that despite several improvements at the port, cargo dwell time was still slow, taking about 5 days which was below the internationally accepted standard of 3 days at maximum (East African Logistics Performance Survey, 2012). Truck turnaround too continue to record a less of 5,000kms per month against the industry practice of 9,000-12,000kms per month (Nyema
Gitonga et al. (2016) records that KPA has encountered employee performance challenges which have led to its failure to achieve its desired results. Poor performance leads to limited productivity and the organization therefore fails to meet its targets despite its huge resource base. When employees don’t perform to their best, the port has been unable to deliver services (Korir, 2013).

Korir (2013) in his study on the performance of Container Freight Stations (CFSs) in KPA admitted to the congestion issue which indicates a bigger problem in performance. He noted that 13.8% of the total containers remain at the port beyond the standard time of 48 hours. He however did not look at the contribution of employee performance to this whole mess of congestion. Another study on the same organization by Ruto & Datche (2015) in their study on Logistical Factors Influencing Port Performance, observed that Poor traffic flow within the port area has been occasioned by poor employee performance as well as cargo loading and off-loading inefficiencies have posed a great challenge to the Port of Mombasa as well as the entire transport industry. These two researchers are just but few examples of studies which have studied the KPA on different topics but have not addressed the problem of employee performance yet. It is time that the port management asks itself, “Could the problem of employee performance be due to work-life imbalances? Could investing in work life balance bring about the long desired change?” It is against this backdrop that this study was found necessary to establish the effects of work-life balance on employee performance in the Kenya Ports Authority, Mombasa-Kenya.

1.3 General Objective

The research aimed at establishing the effect of employees’ work-life balance practices on Employee Performance in the Kenya Ports Authority, Mombasa.
1.3.1 Specific Objectives

i. To establish the effect of employees’ welfare support on employee performance in the Kenya Ports Authority, Mombasa.

ii. To determine the effect of employees’ dependents, support and care on employee performance in the Kenya Ports Authority, Mombasa.

iii. To find out the effects of employee leave programs on employee performance in the Kenya Ports Authority, Mombasa.

iv. To evaluate the effects of flexible work arrangement on employee performance in the Kenya Ports Authority, Mombasa.

1.3.2 Research Questions

i. What is the effect of employees’ welfare on employee performance in KPA, Mombasa?

ii. To what extent does employees’ dependents support and care affect employee performance in KPA, Mombasa?

iii. What is the effect of employee leave programs on employee performance in KPA, Mombasa?

iv. To what extent does flexible work arrangement affect employee performance in KPA, Mombasa?

1.4 Significance of the Study

The results of this research is of great help to the efficiency and effectiveness of Human Resource Management Department in The Kenya Ports Authority- Mombasa. The study gathered relevant information which formed a basis on the improvement of employees’ work life balance as well as their job satisfaction. The findings will inform the HRM department on the impact of WLB on the employee performance. Implementation of the research results will therefore translate to increased employee performance as well as productivity.
The study results is also be of great significance to all the stakeholders of KPA since the findings will enhance decision making at the Authority. KPA is a government owned parastatal and therefore the government of Kenya will also benefit from the findings of this study.

The findings of this study is of crucial importance to other human resources practitioners since it enables them strategize and effectively improve employee performance in their organizations. This is through implementation of work life balance as a practice of human resources management.

To other students and researchers, this project acts as a reference document as they research further on this topic and other related fields.

1.5 Scope of the Study

The study was restricted to the Kenya Ports Authority, within Mombasa County. The target population was the KPA employees and it was randomly based on the two levels: managers and the unionizable employees. The research focused on the effects of employees’ work life balance on employee performance. The major focus of this study centered on the existing gap in work life balance and its implications to the performance of employees at the port of Mombasa. The study employed descriptive research design employing structured questionnaire as the tool of data collection. Considering that, employee performance was the underlying focus for this study, work productivity and performance theories notably role theory, functional theory of labour, social exchange theory and Maslow’s hierarchy of needs were adopted in this study. Finally, the field survey was carried out for a period of three months, between the months of June 2018 through August 2018.
1.6 Limitations of the Study

The limitations encountered in this study included: Employees expressing reservations while giving information due to strict company policies and fear for victimization by the management while some respondents failed to return the questionnaires in time. The researcher resolved these setbacks by affirming to the respondents that their contributions were only going to be used for academic purposes. In addition, the researcher committed to maintain anonymity for all the views expressed by the respondents, thus eliminating any likelihood, that any opinion could be traced back to a particular respondent. This helped gain the trust of the respondents. The last limitation in this study was the fact that, the scope of the study focused on a single company thus creating a vulnerability to biased conclusions. This was mitigated by encouraging and recommending further research on the same topic for different organizations in different economic sectors to build a more conclusive picture.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction
In this chapter, the study presents the theoretical framework, review of variables, empirical literature, summary of literature review, the research gaps to be filled by the study and the conceptual framework.

2.2 Theoretical Framework
Like every other good research, this research is grounded in a number of theories as suggested by Defee et al. (2010). This study is therefore based on several theories including: role theory, functional theory of labour, social exchange theory and Maslow’s hierarchy of needs.

2.2.1 Role Theory
Proponents in this theory believe that life has multiple roles and that such multiple roles are always conflicting since human beings find it difficult to perform them successfully. This is due to the conflicting demand of such roles (Payne, 2015). These conflicting roles are related to work, family and community and they lead to work-life conflict.

Hyung et al. (2013) gives a solution to the role theory. They propose that an understanding of the conservation resource model/theory. This model suggests that human beings make an effort to gain and retain resources since abundant resources can improve their wellbeing (Thies & Breuning, 2012). They added that there is a wide range of resources that individuals cherish ranging from: material objects, personal characteristics, social conditions and energies. The material objects
include homes and clothes while personal characteristics include self-esteem. Social conditions are family and social support while energies include vigor, money and time.

This theory gives a solution to work life conflict and especially in the area of employee welfare. The availability of such resources contributes positively to the employee performance through work life harmony established. An organization therefore needs to invest into ensuring that their employees develop and maintain such resources since this motivates them. This in turn lead to improved employee performance since conflicting role according to the role theory will be harmonized.

2.2.2 Functional Theory of Labour Welfare

The functional theory on labour welfare was pioneered by Narendra Joshi who championed for the welfare of employees within corporate organizations (Joshi & Maharjan, 2007). This theory has also been popularized as the efficiency theory. According to Waititu, Kihara and Senaji (2017) quoting from Manju and Mishra, (2007) argues that this theory states that a fully mentally and physically satisfied worker is the most efficient. The authors continue to add that, welfare work is used as a means to secure, preserve and develop the efficiency and productivity of labour. Greer (2016) added that when an employer takes good care of his work-force, they tend to be more efficient by improving productivity and that programs such as housing, education, training and provision of balanced diet are important since they improve productivity especially in developing countries. Good labour welfare improves the employee wellbeing and seeks to strike a balance between job related activities and non-job activities. Such work-life balance is crucial for any organization seeking to improve employee performance. The theory also enhances the understanding of the employee’s characteristics and it works well if the employer and employees
have the same goals towards achieving higher production through employee welfare (Waititu et al., 2017).

2.2.3 Social Exchange Theory
This theory is derived from symbolic internationalism but uses economic analogies from cost-benefit analysis. A German sociologist Georg Simmel (1858-1918) emphasized the importance of reciprocity in everyday life and how all human interactions involve some form of exchange (Birtch, Chiang, & Van Esch, 2016). Baker continues to state that in this theory, the anticipation of a reward such as social approval, a better standard of living and freedom from responsibility is considered to be influential for social behavior.

Muli et al. (2014) also states that social exchange theory identifies conditions under which people feel obligated to reciprocate when they benefit from some person’s or organization’s activities. When the risk is higher than the reward received from the relationship, the individual will quit the relationship. They added that the theory is used to understand the quality of the relationship between workers and employers in promoting performance through pro social behavior, organizational citizenship and extra role performance (Birtch et al., 2016).

A positive relationship leads to proper employee care from the employer through employee welfare and considerations of work life balance of the employees. The good relationship between employer and employees also enhance other aspects of work life balance such as flexible work arrangements and employee leave Programs.

2.2.4 Maslow’s Hierarchy of needs
Abraham Maslow who is an American psychologist is the major proponent of this theory (Nyameh, 2013). He adds that Maslow in his scientific work “Theory of Human Motivation”
published in 1943 and 1970 came up with a five level model of human needs. He called it the hierarchy of human needs. Human wellbeing is bounded by the fulfillment of a given set of needs given in an ascending order. The author continues to note that this theory is relevant in every sector of business even today.

The five levels of human needs from level one to five are: physiological needs, safety needs, love and belonging (affiliation/social), esteem needs and self - actualization needs, (Zeynep& Mert, 2014). According to this theory, Maslow argues that the third level of needs called affiliation/social needs take the form of family, friends, relationships, love and community. He adds that employees will always desire to belong to clubs and families and they will have roles in such groups. In an organization, safety needs may be satisfied through job security, benefit programs and safe and healthy working conditions. A balance of the employee’s roles at work place and roles outside the work place lead to work life harmony and an employer should seek such a balance which will in turn enhance the employee’s performance.

Level four in the hierarchy of human needs according to Maslow is self-esteem needs. According to Ogolla (2013) human beings have a need to be respected, accepted and valued by others. He adds that human being will often be involved in a profession or hobby to gain respect, reputation and recognition. A low esteem will build up from an imbalance of needs here regarding work and non-work activities hence causing a conflict. A balance on the other hand will lead to work-life harmony which in return leads to improved employee performance at the work place.

2.3 Empirical Review

Empirical review examines writings by past scholars on the subject of work life balance across different economic sectors from around the globe. These past studies will offer insight on which
aspects of work life balance that have already been explored and potential gaps that exist in literature.

2.3.1 Welfare support and employee performance

Srinivas (2013) carried out a study on the effects of employee welfare facilities: canteen, working environment and safety measures on employee satisfaction at Bocsh Ltd, Bangalore, India. The study found out that the respondents were aware of the legislative and non-legislative welfare facilities provided by the company and that they were satisfied with the company’s welfare facilities. According to Tiwari (2014) employee welfare benefits can be grouped broadly as statutory and non-statutory benefits. Traditionally, the statutory scheme comprises of those benefits which are compulsory to provide by an organization as compliance to the laws governing employee health and safety, these include: canteen facilities, drinking water, proper and sufficient lighting, facilities for sitting, changing rooms, first aid appliances, latrines and urinals, washing places, spittoons, rest rooms (Ofori & Natsiful, 2015).

Akrishnan and Rajarajan (2015) employed an exploratory survey to evaluate the labor welfare measures and programs for the transport sector in India. The study established that, transport companies focused on the employ welfare within the scope of their daily work. Employee welfare beyond work environment was found to be least attended to. Nyakwara et al. (2014) quoting from Armstrong (2006) argues that medical services aim to provide help to employees who get absent from work for a long period of illness related issues. They add that healthcare cost stretches an employee budget and hence provision of employee medical facilities in such cases can influence the employee performance positively. According to Akrishnan & Rajarajan (2015), occupational health services are essentially preventive schemes whose function is to protect workers against
health hazards arising from their nature of work. The duo adds that such services protect workers against bodily injury, poisoning or diseases.

A study by Anitha (2014) examined the determinants of employee engagement and their impact on employee performance. The study utilized quantitative approach and descriptive statistics to measure respondent’s feedback on employee engagement factor. The study found that, creating extra-curricular activities boosted overall employee morale as it relived the tight schedules and work pressures. In addition, the study showed that, conducive work environment, that is clean, and comfortable boosted employee’s level of engagement with their daily obligations. Another study by Akrishnan & Rajarajan (2015) argues that the maintenance of a clean, sanitary and hygiene work environment is now accepted as of utmost importance to an organization as a basic facility. Such facilities according to them include toilets, drinking and washing facilities provided at convenient places within the establishment.

A study by Letinina (2011) examined the motivational factors affecting employee work performance with a primary focus being the public secondary school teachers in Laikipia County. The study found that remuneration, training, skills advancement and generally existence of opportunity for growth was most cited as work motivators for public high school teachers. According to Yashik (2014) the economic and social progress of a country to a greater extend is reliant upon the quality of its human resources. He adds that educational facilities improve the quality of workforce and accelerates the rate of economic development. Akrishnan and Rajarajan (2015) on their part say that proper training equips employees with essential skills and techniques in the industry and broadens their value of life, personally, industrially and socially.
### 2.3.2 Employee dependents care and employee performance

Tammy *et al.* (2013) conducted a study on the work-family conflict and flexible work arrangements: Deconstructing flexibility. They used a meta-analysis design to clarify what is known about the relationship between flexible work arrangements and work family-conflict. The study findings were that the direction of work-family conflict and the specific form of flexibility make a difference in the effects found. The findings are consistent with Giannikis and Mihail (2015), who identify the conflict prone aspect of work commitments and family time, highlighting the dilemma that exists in prioritization. Tamy *et al.* (2013) identifies that family care is the motivation factor that drives employee’s to take tough job assignments to enhance their income. On the other hand, Giannikis and Mihail (2015) argue that, family must be a priority beyond work since the dependents are of more value than the work.

A study by Muli *et al.* (2014) which looked at the HR-Work family support and employees’ performance within the banking sector in Nairobi, Kenya. The independent variables here were recreational facilities, child centers, employee/family counseling, paid leaves and holidays. A cross-sectional survey design was used. The findings here confirmed a significant positive statistical relationship between HR family support services with employee performance. The Miami Dade County (2010) documents enumerates several challenges that face caregivers to include: taking a loved one to doctor’s appointments, coping with the emotional stress while watching a loved one decline and foregoing ones’ own needs to take care of their caregiver’s responsibilities among many other challenges.

A study by Ofori (2015) focused on childcare demands and employee performance: the moderating influence on team support. The study aimed at investigation the effect of childcare demands on the work performance of mothers. The study was carried out in Ghana. The findings were that;
childcare demands negatively relate to performance of working mothers. It however further revealed that, team support moderates the negative relationship between childcare demands and employee performance such that the relationship is positive and significant.

John (2016) utilized exploratory survey to evaluate child care demands an employee performance. The study found that, conflict in attending to work obligations and handling personal issues such as attending to dependents, had a negative effect on employee performance. According to Kathleen et al. (2013) providing human milk to infants through breastfeeding or hand/mechanical expression can be viewed as a right for both the mother and the infant. This according to these writers is despite the fact that worldwide, many women spend significant time separated from their children during the infant’s first year of life due to education or employment. In their study Kathleen et al. (2013) noted that New Zealand for example has a 160% increase in the number of women with infants under the age of one year of age and are already returning to work while in the United States and Canada, over half of the women population with and infant below one year are in the labour force.

2.3.3 Employee leave programs and employee performance

A study by Baum and Ruhm (2016) utilized a qualitative approach to evaluate the effects of paid family leave in California on labor market outcomes. The study used interviews and written feedback together content on employee leave issues. The findings indicate that, paid leaves motivated employees and strengthened their commitment when they returned to work. Wayan et al. (2016) argues that apart from an organization giving direct compensation to its employees, it also extends indirect compensation. This includes benefits for workers beyond the salary or wages fixed, either in cash or goods as they service their leave days. Indirect compensation may be as a holiday allowance, health insurance, vacation, leave, and others.
Giannikis and Mihail (2011) utilized univariate analyses of variance and logistic regression to evaluate the scope of flexible work arrangements in Greece. The study focused on employee perceptions with 362 participant taking part. The findings indicated that leave programs were integrated aspects of work environment and varied across different sectors. The study also found factors such as, employee previous experience, gender and sector influenced the state of work arrangements. According to Agufana (2015), ensuring stable work arrangements provided confidence and certainty in relation to job security. Both studies by Agufana (2015) and, Giannikis and Mihail (2011) agree that integration of personnel management policies that guaranteed flexibility in work arrangements boosted employee motivation with their job and loyalty to the organization.

A study by Brinton and Mun (2015) used comparative assessment to explore the nature of leave policies used by Japan organizations both governmental and private. The study found that all organization’s employed different approaches whenever formulating leave policies. The aspects of gender and industry claim a big portion in leave policies, with varied levels of benefits guaranteed. According to Giannikis and Mihail (2011), leave policies are strategic measures for human resource management and that guaranteeing rewards such as paid-leave, demonstrated the value an organization affirms to its employee’s. Even though contexts differ, the studies agree that extending tokens to employee’s even when legally in leave, highlighted organization’s appreciation for the employee role in the company.

2.3.4 Flexible work arrangements and employee performance

A study by Masuda, et al. (2012) employed comparative assessment to investigate the influence of flexible work arrangements on relationships with work-to-family conflict, job satisfaction, and turnover intentions. The study found conflict in work life and personal engagements disrupted
employee’s level of concentration, impacting badly on work delivery. According to Deshwal (2015) flexible working arrangements refer to the working patterns which are different from the normal working patterns. These can involve changes to the hours an employee works as well as the times an employee is required to work or their places of work. In addition, Deshwal (2015) argues that several studies have shown that the employees who are given opportunities to work more flexibly have been found to be more dedicated and productive and they are better able to manage their lives outside of work.

A study by Birtch, Chiang and Van Esch (2016) employed a cross-sectional survey to examine the scope of social exchange theory framework for understanding the job characteristics. The study found that existing operational policies and human resource programs on tasks allocation played a role in determining the levels of flexibility in work arrangements. Tammy et al. (2013) records that there are two levels of flexibility namely: flextime and flex place respectively. Flextime is however more beneficial to an organization compared to flex place since with flex place, boundaries both psychological and physical which are important to work tend to get blurred according to Tammy et al. (2013). The most common flexible working options include: working part time, flexi-time working, job sharing, compressed work weeks and shift working among others.

A study by Tariq et al. (2012) entitled: Work Life balance as the best practice model of HRM; a win-win situation tool for the employees and the organization. Theirs was an exploratory study. The findings of this study revealed that work-life balance is both important to the organization as well as to the employees. These scholars found out that an organization benefits from work-life balance through improved productivity, efficiency, competitiveness, high employee morale and hence gaining a competitive edge as an organization. On the other hand, they found out that
employees benefit through increased motivation, enhanced job satisfaction and employee empowerment. The scholars the concluded that work-life balance initiatives are the win-win situational tool for the employees and employer since the needs of both are met.

The study by Deshwal (2015) on the Impact of Flexible Working Arrangements in the MNCs of Delhi found out that in this era of growing economies and competitive market, Flexible work arrangements have emerged as an important HR strategy which attract and retain talented employees in an organization. Mbaabu (2013) too carried out a study on the effects of workplace recreation on the wellbeing and performance of employees. The researcher narrowed down to a case of the Commission for University education. The objectives of this study included: the effect of physical fitness Programmes, mental health and organizational entertainment on the wellness and performance of the employees at CUE. Here descriptive research design was used with a sample size of 66 employees. The findings of this research revealed that physical Programmes improved work quality, job performance and productivity. Mental health Programmes were found to lower stress and anxiety among employees and hence increasing their mental alertness and capability. Entertainment Programmes were found to improve group commitment and team performance as well as overall productivity.

Ogolla (2013) utilized descriptive research design to conduct a study on the Effects of Quality Work Life on the Performance of Public Health Workers in Kenya: a case study of Kenyatta National Hospital in Kenya. He chose a target population of 6000 employees, 10% of the population was chosen using Simple random sampling to arrive at a sample size of 120. The study established that there was need to improve the quality work life of public health workers in the hospital concerning their working environment and conditions. Similar conclusion were drawn by Kamau et al. (2013) who identified that the levels of employee commitment to optimize their
productivity was subject to the nature of work environment, and the overall state of work place arrangements.

2.4 Summary of empirical review and research gaps

The main purpose of this study was to examine the subject of work life balance and its effect on the employee performance. Four components of work life balance notably; employee welfare, employee dependents care, leave programs and flexible work arrangements were against employee performance. An overwhelming number of studies covered in this review, indicates that work life balance subject has been widely scrutinized by an array of scholars in the past.

However, most of these studies, notably Brinton and Mun (2015), Giannikis and Mihail (2011), Sriniva (2013) etc focused on different geographic context, across the globe. The conclusions arrived, shows that corporate organizations in different countries employ different models of policies in relation to work life balance, hence demonstrating the inability to generalize the findings across the globe. This is because different work environment factors in different context result in different approaches to work life Balance.

In addition, a number of the studies captured in this study, have been centered on different kinds of sectors, for example; Akrishman and Rajarajan (2015) focuses on road transport, Letinina (2011) focuses on the education sector, Muli et al. (2014) focuses on the banking sector. The findings and conclusions arrived in these studies demonstrate divergence in the scope of work life balance subject. This indicates that, there exists no specific criteria that can be adopted as conclusive representation of the impact of work life balance in the performance of employees.

These scenarios points to existing knowledge gap, as none of the past studies can be conclusively determine the effect of work life balance on employee performance in particular industry. As such, this study focused solely on the effect of work life balance for employee’s in the sea port
operations. Thus the findings and conclusions are only relevant to the sea port and shipping lines employees.

2.5 The conceptual Framework

Mugenda (2008) describe a conceptual framework as a conceptualized relationship between variables in the study illustrated using a diagram. Patten (2016) on his part defines conceptual framework as a set of broad ideas and principles taken from relevant areas of application and used to structure a subsequent presentation.

This study had independent variables as employee welfare support, employee dependents care and support, employee leave programs and flexible work arrangements. The framework illustrates the effects of these independent variables on employee performance which is the dependent variable.
Figure 2.1 conceptual framework
The figure 2.1 above illustrates the relationship between the independent variables which constitute work life balance and how they influence employee performance. The dependent variables have indicators including organizational effectiveness and improved organizational productivity.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design and methodology of the study. It also consists of the target population, sampling technique and instruments of data collection.

3.2 Research Design

This study used quantitative descriptive research design. A descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of a population (Cooper & Schindler, 2014). According to Babbie (2010) some of the advantages for using descriptive survey design include: its economical when it comes to time, makes it easy for the researcher to obtain current and factual information, it’s a cheaper method studying the organization and drawing up accurate findings. This enabled the researcher to establish in details the effects of work life balance on employee performance.

3.3 Target Population

The target population of this study was the entire employee population of KPA which is a total of 6474 employees with four distinct categories. The total target population was 6474 employees. The population data is as summarized in the table in appendix vi. The unit of observation was the Kenya Ports Authority headquarters located at Mombasa city, and the unit of analysis was the employees working at the port across different capacities.
3.4 Sampling procedure and sample size

The sample size was picked from the overall population of employees in the organization. Data from KPA, indicates that there are 6474 active employees at the organization (KPA, 2017). According to Cooper and Schindler (2014), a sample is always representative of the entire population and it’s therefore reliable. The researcher used the Yamane 1967 formula to calculate the sample size from the target population.

The Yamane Sample size formula is: \( n = \frac{N}{1 + Ne^2} \)

where, \( n \) is the sample size, \( N \) = total population and \( e \) is the confidence interval

Therefore, to calculate the sample size:

\[
 n = \frac{6474}{1 + 6474 \times (0.1^2)}
\]

The confidence interval is 10% (0.1), therefore;

\[
 n = \frac{6474}{1 + 6474 \times (0.1^2)}
\]

\[
 n = \frac{6474}{1 + 6474 \times (0.01)}
\]

\[
 n = \frac{6474}{1 + 64.74} = \frac{6474}{65.74} = 98.479
\]

98.479 rounded off to a nearest person is 99 people.

Therefore, the sample size was **99 respondents.**
3.5 Data Collection tool and procedure

A questionnaire with open-ended and closed-ended questions was designed to collect primary data. The questionnaire was found to be the most reliable mode of collecting data of a sizeable demographic distribution and proceed to analyze the data afterwards (Coopers & Schindler, 2014). This questionnaire was hand delivered to the respondents and was received from them after they filled them. A period of one to two weeks was allowed so that every one finds time to participate. Questionnaire enabled efficient tabulation of survey data and easily computable for statistical analysis.

3.6 Validity and Reliability of Data Collection Instruments

3.6.1 Validity

The researcher pre-tested the questionnaire during a pilot survey to help in modifying the tools appropriately in case of an identified inappropriateness. This determined validity as well as improve it. This also enabled the researcher to solve any ambiguity in questions and hence lead to preparation of a final questionnaire.

3.6.2 Reliability

According to Barbie (2010) reliability is considered as the extent to which results are consistent over time and an accurate representation of the total population under study. The study used Cronbach’s alpha coefficient to measure the reliability of the research instrument. The study measured the internal consistency of the questionnaire items listed for all the research variables. Internal consistency helps in examining the consistency within the instrument and questions how well a set of items measures a particular model or characteristic within the test (Schindler, 2014). All the questionnaire items for each variable were captured in the reliability test using the 5-point Likert scale as indicative measure, where responses evaluated on the basis of how strongly they “agree” or “disagree” on the listed questionnaire items.
3.7 Data Analysis

In this study, the Statistical Package for Social Science (SPSS) was used to help analyze the data and produce descriptive statistics and identify the different factors affecting employee performance. The data was analyzed both quantitatively and qualitatively. The data was presented using into tables, pie charts and graphs.

3.7.1 Analysis of the Relationship between Employee Performance and Work Life Balance

This research used Linear regression model to analyze data. The study sought to come up with an empirical relationship between employee performance as the dependent variable and work life balance practices as the independent variable, which are believed to be strongly correlated with the dependent variable. These practices in the independent variable include employee welfare, employee dependent support and care, employee leave Programs and flexible work arrangements.

Regression analysis was carried out using statistical package for social scientists (SPSS) version 22, to establish the movement of the dependent against the independent variable. The relationship between these variables was given by the regression model:-

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \]

Where -:

\[ Y = \text{Employee Performance} \]

\[ \beta_0 = \text{Constant} \]

\[ \beta_1 \text{ to } \beta_4 = \text{Variable Coefficient} \]

\[ X_1 = \text{Employee Welfare} \]
\( X_2 = \) Employee dependents Care and Support

\( X_3 = \) Employee Leave Programs

\( X_4 = \) Flexible Work Arrangements

e = Error

The four variables were taken through factor analysis and their probability values for the T- Test used to evaluate if they are within the 10% (0.01) significance levels and thus if their coefficient values should be taken as significant and a reflection of the influence these independent variable have on the employee performance. From the regression analysis, the Absolute R value was used to measure the resulting model has a strong correlation between the dependent and independent variables and if the regression model can be relied upon in determining the level of performance with change of the independent variables. The correlation status was gauged using the standards of \( |r| \) in Table 3.2.

|   | Standards for r | \(|r|\)     |
|---|-----------------|------------|
| 1 | Strong Correlation | \(|r| \geq 0.7\) |
| 2 | Considerably Strong Correlation | \(0.4 \leq |r| < 0.7\) |
| 3 | Weak Correlation | \(0.2 \leq |r| < 0.4\) |
| 4 | Hardly Any Correlation | \(|r| < 0.2\) |

Source: Prof. Nakazawa-WMU.

3.8 Ethical considerations
Ethical issues refer to conduct that guides the researchers behavior while undertaking research (Mugenda & Mugenda, 2009). The researcher treated the information provided by the respondent as confidential and it will only be used for the purpose of this study. Before proceeding with the data collection exercise the researcher sought for approval from the relevant departmental
managers at the KPA, so seek permission to engage employees in the organization. This helped the researcher in identifying respondents, explain to them that the research is purely an academic initiative and that the research would maintain the anonymity of the respondents, and not use its findings for any other purposes that the one mentioned. The questionnaires didn’t require the respondents to list their names, which enabled the study to maintain high levels of confidentiality for all the participants.
4.1 Introduction

Chapter four presents the data gathered from the field survey. The field exercise involved distributing the questionnaires to the respondents who had agreed to take part in the study. The respondents in this study were active employees of Kenya Ports Authority (K.P.A), who are distributed across numerous departments at the organization.

4.2 Response rate

The data in table 4.1 highlights the response rate which estimates the rate of participation in the field exercise, measured in frequencies and percentiles.

Table 4.1 the response rate

<table>
<thead>
<tr>
<th>Feedback</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>91</td>
<td>92 %</td>
</tr>
<tr>
<td>Not-responded</td>
<td>8</td>
<td>8 %</td>
</tr>
<tr>
<td>TOTAL</td>
<td>99</td>
<td>100 %</td>
</tr>
</tbody>
</table>

The computed results presented in table 4.1, indicate that majority of the respondents, 91 (92%) successfully responded to the questionnaires, whereas about 8 (8%) failed to hand back the questionnaires in time. The researcher made personal commitment in calling and convincing the respondents to spare time to participate in the study. Finally, the study was able to record a 92% response rate. Mugenda and Mugenda (2008), listed several recommendations on the aspect of response rate, offering recommendations rating 50% response rate as a good sample for data
analysis, 60% rated at very good and a response rate of 70% and above rated as excellent. The 92% response rate was thus deemed to be sufficient for the presentation of the collected field data.

4.3 Demographic details

Demographic information presents the respondents background data, which include; gender, age, education level, department and the respondents work experience in the current profession.

4.3.1 Gender

The data presented in figure 4.1 highlights the distribution of respondents by gender computed in frequencies and percentages.

![Gender Distribution](image)

Figure 4.1 respondents distribution by gender

The findings in figure 4.1 show that the majority of the respondents, 62 (68.1%) were male, whereas about, 29 (31.9%) were female. The findings indicate that there’s a significant imbalance in gender ratio, however the legally acceptable rate of 30% gender rate is attained in the public organizations.
4.3.2 Age distribution

The data presented in figure 4.2 highlights the respondent’s distribution by the age group, computed in frequencies and percentiles.

**Figure 4.2 respondents distribution by age**

The findings shown in figure 4.2 indicate that majority of the respondents, about 36 (39.6%) was shared between those in the age of 30 – 45 years and the age group, 46 – 60 years. About 11 (12.1%) of the respondents indicated to be under the age of 30 years. The findings also show that, about 8 (8.8%) of the respondents indicated to be above 60 years of age. The study findings indicate that public organizations have diversity in gender distribution. This implies that, maintaining diversity in gender distribution contributes positively in enhancing employee work life balance in public organizations.
4.3.3 Education level

The data in figure 4.3 highlight the distribution of the respondents in terms of academic attainment with the computation based on frequencies and percentages.

![Graph showing respondents distribution by education level]

**Figure 4.3 respondents distribution by education level**

The findings in figure 4.3, show that majority of the respondents, about 45 (49.5%) have attained education to the o-level. The findings also show that, about 31 (34.1%) indicated to have attained a diploma, about 10 (11%) indicated to have attained a bachelor’s Degree and about 3(3.3%) have attained a Master’s degree. The findings show that, a marginal 2 (2.2%) of the respondents indicated to have other academic qualifications. These findings imply that, attainment of basic academic attainment positively impacts on the progressive standard work life balance approach in ensuring positive employee performance.
4.3.4 Experience

The data presented in figure 4.4 highlight the respondents feedback on work experience with computations deduced in frequencies and percentages.

![Figure 4.4 respondents distribution by work experience](image)

**Figure 4.4 respondents distribution by work experience**

The findings in figure 4.4 highlight that the distribution of respondents by work experience recording a normal distributions. The findings indicate that majority of the respondents, about 36 (39.6%) had a working experience of 6 – 10 years. The findings, also show that about 22 (24.2%) had a working experience of 10 – 15 years, about 17 (18.7%) of respondents indicated to have a working experience of below 5 years. About, 16 (17.6%) of the respondents they indicated to have a working experience of over 15 years. The findings imply that, ensuring diversity in the distribution of employees in terms of work life balance positively impacts on employee performance and job productivity.
4.3.5 Job Group

The data presented in figure 4.5 highlight the distribution of respondents by job group, with computations based on frequency distribution.

![Job group distribution](image)

**Figure 4.5 respondents distribution by job group**

The findings computed in figure 4.5 show that, about 47 (51.6%) of the respondents were in the job group HG3, and about 44 (48.4%) of the respondents indicate to be in the job group HG4. The findings imply that there exists a fairly balanced distribution in the job groups within the public organizations such as KPA.

4.4 Analysis on employee welfare support

The first objective in this study was to examine the influence of employee welfare support on employee performance. The data presented in table 4.2 highlights the respondent’s views on the influence of employee welfare support on employee performance computed using measures of central tendencies including means, standard deviation and variance.
Table 4.2 welfare support factors measures of central tendencies

<table>
<thead>
<tr>
<th>Employee welfare support factors</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization provides you with all medical services.</td>
<td>2.59</td>
<td>1.247</td>
<td>1.555</td>
</tr>
<tr>
<td>The company has taken adequate preventive measures to eliminate all possible accidents at the place of work.</td>
<td>1.75</td>
<td>.693</td>
<td>.480</td>
</tr>
<tr>
<td>Sanitary and hygiene facilities are enough and are well maintained.</td>
<td>1.74</td>
<td>.892</td>
<td>.796</td>
</tr>
<tr>
<td>There are canteens and restrooms near you as you work.</td>
<td>1.76</td>
<td>.891</td>
<td>.794</td>
</tr>
<tr>
<td>Your employer provides housing facilities or pays adequate housing allowance.</td>
<td>3.01</td>
<td>1.225</td>
<td>1.500</td>
</tr>
<tr>
<td>The organization has buses which pick and drop you near your place of residence.</td>
<td>1.64</td>
<td>1.049</td>
<td>1.100</td>
</tr>
<tr>
<td>The organization trains you and takes care of your furthering education.</td>
<td>2.56</td>
<td>1.176</td>
<td>1.382</td>
</tr>
<tr>
<td>You are able to access adequate recreational facilities owned and ran by the organization e.g. sports club and gym.</td>
<td>1.95</td>
<td>1.320</td>
<td>1.741</td>
</tr>
</tbody>
</table>

Source: Author (2018)

The findings in table 4.2 show that, there exists moderate access to medical services, recording a mean of 2.59 (standard deviation =1.247). The computed findings indicated that public organizations have committed very little efforts in elimination of all possible accidents at the place of work (mean = 1.75, SD = 0.693). The respondents expressed displeasure with the existing state of hygiene facilities at the public corporate organizations (mean = 1.74, SD = 0.892). The respondents indicated that they have no close proximity to canteens and restrooms at the place of work (mean = 1.76, SD = 0.891). The respondents expressed moderate appreciation for access to recreational facilities owned and ran by the organization e.g. sports club and gym, with a mean of 3.01 (SD = 1.225).

The findings indicate the respondents expressed displeasure in lack of organization planned commuting programs for buses to pick and drop employees to workplace and back to their residencies, with a mean of 1.64 (SD = 1.049). The respondents expressed moderate approval for
the organizations effort in training and taking care of the employee’s interests to further their level of education, with a mean of 2.56 (SD = 1.176). The respondents expressed displeasure in lack of access to housing facilities and lack of sufficient housing allowance (mean = 1.95, SD = 1.320).

The findings demonstrate that employees draw high value on the approach through which an organizations in facilitating access to employee welfare support. Employees appreciate it when organization commits to take care of their welfare through responding enhancing their levels of commitment and productivity. These findings agree with Kumar (2016) who found that employees registered productivity when their welfare is guaranteed. Maintaining valuable levels of employee welfare also contributed to reduced turnover rates and enhanced organizational brand. The findings support Tiwari, (2014) study which adduced the importance of employee welfare in employee levels of work commitment and concluded that employee welfare increases productivity as well as quality and quantity. Finally, the findings agree with Ogolla (2013), who found that poor quality of work life negatively impacted on the performance of employees in Kenyatta National Hospital.

4.4.1 Correlation test between welfare support and employee performance

The correlation test examined the association test between employee welfare support on performance. The data in table 4.3 highlight the correlation test between welfare support and the level of employee performance.
Table 4.3 Bi-variate correlation between welfare support and employee performance

<table>
<thead>
<tr>
<th>Welfare support</th>
<th>Welfare support</th>
<th>Employee performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.563**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>91</td>
<td>91</td>
</tr>
<tr>
<td>Employee performance</td>
<td>Pearson Correlation</td>
<td>.563**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>91</td>
<td>91</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Author (2018)

The correlation test presented in table 4.3, indicate that the R-value deduced in the test, is 0.563, performed at 0.01, significance level. This indicates that there exists a strong positive correlation between employee welfare support and employee performance within an organization. The study deduces p-value of 0.000 thus p value if below significance level (p= 0.000, p < 0.01). This implies that the correlation is significant and can be inferred in a larger scope.

4.4.2 Regression test between welfare support and employee performance

Regression test was carried out to measure the level of independence between welfare support and employee performance.

Table 4.4 ANOVA for employee welfare support and employee performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>5.485</td>
<td>1</td>
<td>5.485</td>
<td>32.009</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>11.824</td>
<td>89</td>
<td>.171</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>17.310</td>
<td>90</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee performance

b. Predictors: (Constant), employee welfare support

Source: Author (2018)
The findings in table 4.4 show the analysis of variance results for the regression test between employee welfare support versus employee performance. The test recorded Fischer statistical test, \( F (1, 89) = 32.009 \), which indicates that there exists significance variance in means for the employee welfare support factors and employee performance. The test recorded a p-value of 0.000 at significant level 0.01 (\( p = 0.000, p < 0.01 \)). This indicates that there exists significant statistical association between employee welfare support and employee performance.

**Table 4.5 Coefficients table for the employee welfare support**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.562</td>
<td>.451</td>
<td>3.462</td>
</tr>
<tr>
<td></td>
<td>organization culture</td>
<td>.600</td>
<td>.106</td>
<td>.563</td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee performance

**Source: Author (2018)**

The coefficients table 4.5 presents the linear regression test outcome for the employee welfare support and employee support. The regression equation for this test is \( Y = \beta_0 + \beta_1 X_1 + e \), where \( Y = \text{employee performance}, \beta_0 = \text{constant}, \beta_1 = \text{beta coefficient for employee welfare support and} \)

\( X_1 = \text{employee welfare support}. \)

The computed regression equation for this test is; \( Y (\text{employee performance}) = 1.562 + 0.6X_2. \)

The findings imply that, for every unit change in employee welfare support, contributes to a 0.6 units change in employee performance, which is significant at 0.01 significance level (\( p = 0.000, p < 0.01 \)). This indicates that the results in this test can be inferred to a large population.
4.5 Analysis on employee dependents care and support

The study sought to examine the impact of employee dependents care and support on employee performance. The data captured in table 4.6, highlight respondents views on the effect of dependents care on employee performance computed using measures of central tendencies, notably, mean, standard deviation and variance.

Table 4.6 employee dependents care factors measures of central tendencies

<table>
<thead>
<tr>
<th>Employee dependents care factors</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your organization allows flexible work start and finish time.</td>
<td>1.67</td>
<td>1.023</td>
<td>1.046</td>
</tr>
<tr>
<td>The organization accommodates breastfeeding at work through a special facility.</td>
<td>1.12</td>
<td>.390</td>
<td>.152</td>
</tr>
<tr>
<td>The organization takes full medical responsibility of your spouse, children and others under your care.</td>
<td>2.59</td>
<td>1.563</td>
<td>2.444</td>
</tr>
<tr>
<td>Breastfeeding mothers have been involved in absenteeism due to taking care of infants</td>
<td>4.31</td>
<td>.920</td>
<td>.846</td>
</tr>
<tr>
<td>Issues concerning your dependents have often taken your concentration off work, while at work.</td>
<td>4.16</td>
<td>.947</td>
<td>.897</td>
</tr>
<tr>
<td>Proper dependents care from your employer improves your performance.</td>
<td>4.60</td>
<td>.652</td>
<td>.425</td>
</tr>
<tr>
<td>If breastfeeding mother are able to breastfeed from a close proximity or facility within the organization, their performance will be improved.</td>
<td>4.51</td>
<td>.673</td>
<td>.453</td>
</tr>
</tbody>
</table>

Source: Author (2018)

The findings presented in table 4.6, highlight respondents views on employee dependents care factors on the employee performance in their duties within the organization. The respondents expressed displeasure in lack of flexible start and finish time in tasks execution within the company, recording a mean of 1.67 (standard deviation =1.023). The respondents expressed disapproval for lack of facilities to accommodate working mums who would wish to breastfeed their kids at the precincts of their work place (mean = 1.12, SD = 0.390). Respondents indicated to have a moderate access to medical services offers by the organization to the respondents
dependents especially the immediate family members including, spouse and children (mean = 2.59, SD = 1.563). Respondents agree that, sometimes the breastfeeding mothers have been involved in absenteeism due to taking care of infants, with a mean of 4.31 (standard deviation = 0.920).

The findings indicate that respondents agree that issues concerning their dependents have often disrupted them while at work, with a mean of 4.16 (standard deviation = 0.947). The findings indicate that respondents strongly agreed that facilitation of proper dependents care by the employer significantly improved on employee performance (mean = 4.60, SD = 0.652). The respondents strongly agreed that if breastfeeding mothers are able to breastfeed from a close proximity or facility within the organization, their performance will be improve (mean = 4.51, SD = 0.673).

Evidence adduced to the computed results above indicated that the facilitation of care and support for the employee’s immediate dependents positively impacted on the employee levels of work commitment. The findings are consistent with Kathleen et al. (2013), who postulated that, availing breastfeeding facilities within the workplace positively impacted on working mums levels of work commitment as they were able to work comfortably without much worries. In addition the findings back Jeruto (2014) who found increased work productivity with the introduction of employee dependents support packages such as access to health care.

4.5.1 Correlation test between dependents care and employee performance

The study performed a correlation test to examine the level of association and dependence between employee dependents care and employee performance. The data in table 4.7 highlight the correlation results between dependents care and employee performance.
Table 4.7 Correlation between dependents care and employee performance

<table>
<thead>
<tr>
<th></th>
<th>Dependents care</th>
<th>Employee performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dependents care</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>91</td>
</tr>
<tr>
<td>Employee</td>
<td>Pearson Correlation</td>
<td>.658**</td>
</tr>
<tr>
<td>performance</td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>91</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Author (2018)

The findings in table 4.5 indicate the R-value deduced for the study is 0.658, at significance level 0.000. This indicates that there exists a strong positive correlation between employee dependents care and employee performance. The findings record a p-value of 0.000, which is less than significance value (p = 0.000, p < 0.01). This indicates that the findings are significant and can be inferred to a large sample.

4.5.2 Regression test between employee dependent care and performance

Regression test was carried out to measure the level of independence between employee dependents care and employee performance.

Table 4.8 Analysis of variance for employee dependence care

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>7.503</td>
<td>1</td>
<td>7.503</td>
<td>52.787</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>9.807</td>
<td>89</td>
<td>.142</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>17.310</td>
<td>90</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee performance
b. Predictors: (Constant), dependents care

Source: Author (2018)
The findings in table 4.8 highlight the computed results for analysis of variance between employee dependents care and employee performance at 0.01, significance level. The computed Fischer statistic, $F(1, 89) = 52.787$ ($p = 0.000, p < 0.01$). This implies that there exists a significant statistical association between employee dependents care and employee performance.

### Table 4.9 Coefficients for dependents care versus employee performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$B$</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.780</td>
<td>.459</td>
<td>1.700</td>
</tr>
<tr>
<td></td>
<td>Dependents care</td>
<td>.796</td>
<td>.110</td>
<td>.658</td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee performance

Source: Author (2018)

The coefficients table 4.9 highlights the linear regression test outcome for the employee dependents care and employee support. The regression equation for this test is $Y = \beta_0 + \beta_2 X_2 + e$, where $Y =$ employee performance, $\beta_0 =$ constant, $\beta_2 =$ beta coefficient for employee dependents care and $X_2 =$ dependents care.

The computed regression equation for this test is; $Y$ (employee performance) = 0.780 + 0.796$X_2$. The findings imply that, for every unit change in employee dependents care, contributes to a 0.796 units change in employee performance, which is significant at 0.01 significance level ($p = 0.000, p < 0.01$). This implies that the results in this test can be inferred to a bigger data set.

### 4.6 Descriptive statistics on employee leave programs

The study examined the effect of employee leave programs on employee performance. The data in table 4.10 highlights the descriptive results outcome for the respondent’s opinions on the influence of employee leave programs on employee performance.
The findings in table 4.10 highlight the respondent’s views on the influence of employee leave programs on employee performance. The respondents strongly agreed that, presently they are able to access 3-week paid leave, with a mean of 4.65 (Standard Deviation = 0.603). The respondents strongly affirmed to support the current arrangements for maternity/paternity leaves, with a mean of 4.62 (SD = 0.610). The findings indicate that, respondents moderately affirm the pay benefits accrued for paternity leaves (mean = 3.29, SD = 1.292). Further the respondents moderately disputed the present levels of access to study leaves, with a mean of 2.78 (SD = 1.120).

The findings show that, there exists sufficient agreement in accruing remuneration benefits for sick leaves, with a mean of 4.31(SD = 0.907). The respondents strongly agreed that extending access to leaves and vacations contributed to improved employee performance, with a mean of 4.66 (SD = 0.621). The findings indicate that, the respondents are presently comfortable with the existence of paid annual leaves (mean = 4.42, standard deviation = 0.684). The findings of the study,
indicates that respondents agree that extending work leaves significantly contributes to improved performance (mean = 4.42, SD = 0.684).

The findings deduced show immense positive benefits accrued in terms of enhanced levels of employee productivity, thanks to provision of different types of work leaves. The findings further indicates that modern day employee is aware of their rights on access to all remuneration packages for different kinds of leaves as scribed by the ILO employment guidance (ILO, 2010) and the provisions of the Kenya employment Act of 2012 (GOK, 2012).

4.6.1 Correlation test between employee leave programs versus employee performance

The study performed the correlation test between the employee leave programs and the levels of employee performance to examine the level of independence or dependence between the two variables. The data presented in table 4.11 highlights the correlation results for the employee leave programs and employee performance.

| Table 4.11 Bi-variate correlation between leave programs and employee performance |
|---------------------------------|------------------|------------------|
| Leave programs                  | Employee          |                   |
|                                 | performance       |                   |
| Leave programs                  | Pearson Correlation | .704**            |
|                                 | Sig. (2-tailed)    | .000             |
|                                 | N                 | 91               |
|                                 |                   | 91               |
| Employee performance            | Pearson Correlation | .704**            |
|                                 | Sig. (2-tailed)    | .000             |
|                                 | N                 | 91               |
|                                 |                   | 91               |

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Author (2018)

The findings in table 4.11, show that the R-value deduced in the test is 0.704 (p = 0.000). This indicates that there exists strong positive correlation between employee leave programs (+0.704) and the employee performance and is significant at 0.01 significance level.
4.6.2 Regression test between employee leave programs and employee performance

The regression test was performed to evaluate the exiting level of independence between employee leave programs and performance.

Table 4.12 ANOVA for employee leave programs and employee performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>8.589</td>
<td>1</td>
<td>8.589</td>
<td>67.962</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>8.721</td>
<td>89</td>
<td>.126</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>17.310</td>
<td>90</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee performance
b. Predictors: (Constant), leave programs

Source: Author (2018)

The findings in table 4.12 present the test outcome for the analysis of variance (ANOVA) between employee leave programs and employee performance at significance level 0.01. The test deduces a Fischer statistical value of $F (1, 89) = 67.962$, which indicates that there exists significant level of variation in means for the independent and the dependent variable. The test deduces a p-value of 0.000 ($p = 0.000, p < 0.01$). This implies that there exists a significant statistical association between employee leave programs and employee performance.

Table 4.13 coefficients for employee leave programs on employee performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.087</td>
<td>.368</td>
<td>.704</td>
<td>2.956</td>
</tr>
<tr>
<td>Leave programs</td>
<td>.728</td>
<td>.088</td>
<td>.704</td>
<td>8.244</td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee performance

Source: Author (2018)
The findings in table 4.13 presents the coefficients test results for the impact of employee leave programs on employee performance. The regression equation for this test is \( Y = \beta_0 + \beta_3 X_3 + e \), where \( Y \) = employee performance, \( \beta_0 \) = constant, \( \beta_3 \) = beta coefficient for employee leave programs and \( X_3 \) = employee leave programs.

The computed regression equation for this test is; \( Y \) (employee performance) = 1.087 + 0.728X₃.

The findings imply that, for every unit change in employee leave programs, contributes to a 0.728 units change in employee performance, which is significant at 0.01 significance level (\( p = 0.000, p < 0.01 \)). The computed results are statistically significant which means that they can be inferred to a larger population.

4.7 Descriptive statistics on flexible work arrangements

The final objective of this study was to examine the influence of flexible work arrangement on employee performance. The data in table 4.14 highlights the respondent’s views on the effect of flexible work arrangements on employee performance computed in means, standard deviation and variance.

Table 4.14 flexible work arrangements factors measures of central tendencies

<table>
<thead>
<tr>
<th>Flexible work arrangement factors</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job sharing improves employee performance.</td>
<td>4.66</td>
<td>.636</td>
<td>.405</td>
</tr>
<tr>
<td>You enjoy compressed work weeks.</td>
<td>1.76</td>
<td>.940</td>
<td>.883</td>
</tr>
<tr>
<td>Shift working improves your performance.</td>
<td>4.32</td>
<td>.697</td>
<td>.486</td>
</tr>
<tr>
<td>You are allowed to work at home at times as well as have a flexible reporting time.</td>
<td>1.49</td>
<td>.656</td>
<td>.431</td>
</tr>
<tr>
<td>You have been absent from work due to family related issues</td>
<td>4.38</td>
<td>.610</td>
<td>.373</td>
</tr>
</tbody>
</table>
The findings in table 4.14, presents the respondent’s feedback on the influence of flexible work programs factors on employee performance. The findings indicate that, respondents strongly agree that, integration of job sharing initiatives contributes to improved levels of employee performance, recording a mean of 4.66 (SD = 0.636). The findings indicate that the respondents expressed dismay with compressed work weeks, with a mean of 1.76 (standard deviation = 0.940). The respondents indicated to be in agreement that integrating shifts in normal working schedules results in improved work performance, with a mean of 4.32 (SD = 0.697). The respondents expressed lack of flexible work programs that facilitated the employees schedules to work from home, with a mean of 1.49 (SD = 0.656).

The findings indicated that, respondents have at times been forced to miss work due to pressure on family related issues, recording a mean of 4.38 (SD = 0.610). Respondents were in agreement that at times they have been forced to cheat on lateness and absenteeism, with a mean of 3.78 (SD = 1.104). Respondents rejected the need for flex work arrangement which could them to work away from the office (mean = 1.50, SD = 0.890). The findings show that respondents strongly agree that flexible work arrangements influence employee performance positively, with a mean of 4.57 (SD = 0.685).

The findings show that integration of flexible work programs have resulted in positivity amongst respondents on work commitment. Computed results show that respondents welcome some aspects
of flexible work arrangements such as shifts, which positively impacts on their work delivery. These findings are consistent with Tammy et al. (2013) who expressed the importance of flexibility in work schedules on the levels of employee work productivity. The findings agree with Acas (2013) on the diverse approaches to flexibility work schedules such as shifts and job sharing in facilitating positive employee job commitment resulting in enhanced levels job performed.

4.7.1 Correlation test between flexible work programs and employee performance

The correlation test was performed to examine the influence of flexible work programs on employee performance. The correlation test sought to assess the level of association between the independent variable flexible work arrangements and the dependent variable which is employee performance. The data in table 4.15 highlight the correlation test results.

**Table 4. 15 correlation between flexible work arrangements and employee performance**

<table>
<thead>
<tr>
<th>Flexible work arrangements</th>
<th>Pearson Correlation</th>
<th>Employee performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible work arrangements</td>
<td>1</td>
<td>.678**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>91</td>
<td>91</td>
</tr>
<tr>
<td>Employee performance</td>
<td>.678**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>91</td>
<td>91</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).**

Source: Author (2018)

The results presented in table 4.15 indicate that the two-tail correlation test between flexible work arrangements and employee performance deduce an R-value of 0.678, and a p-value of 0.000. This indicates that, there exists a strong positive correlation, between flexible work arrangements and employee performance and the test is statistically significant at significance level 0.01 (p= 0.000, p< 0.01).
4.7.2 Regression test between flexible work arrangements and employee performance

The regression test was carried out to examine the level of independence between flexible work arrangements and employee performance.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>7.950</td>
<td>1</td>
<td>7.950</td>
<td>58.609</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>9.360</td>
<td>89</td>
<td>.136</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>17.310</td>
<td>90</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee performance
b. Predictors: (Constant), flexible work arrangements

Source: Author (2018)

The findings in table 4.16 highlight the computed analysis of variance results for the regression test between flexible work arrangements and employee performance at significance level 0.01. The findings indicate that, the test records a Fischer statistic value of, F (1, 89) = 58.609, which implies that there exist significant variance in means for the dependent and the independent variables. The test deduces a p-value of 0.000 (p = 0.000, p< 0.01), which imply that, there exist significant statistical association between flexible work arrangements and employee performance.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Constant)</td>
<td>1.115</td>
<td>.392</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Flexible work arrangements</td>
<td>.708</td>
<td>.092</td>
<td>.678</td>
</tr>
</tbody>
</table>

Source: Author (2018)
The findings in table 4.17 highlight the coefficients table deduced from the regression test between flexible work arrangement and employee performance. The regression equation for this test is \( Y = \beta_0 + \beta_4 X_4 + e \), where \( Y = \) employee performance, \( \beta_0 = \) constant, \( \beta_4 = \) beta coefficient for flexible work programs and \( X_3 = \) flexible work programs.

The computed regression equation for this test is;

\[
Y \text{ (employee performance)} = 1.115 + 0.708X_4.
\]

The findings imply that, for every unit change in flexible work programs, contributes to a 0.708 units change in employee performance, which is significant at 0.01 significance level (\( p = 0.000, p < 0.01 \)). The computed results are statistically significant which means that they can be inferred to a larger population.

### 4.8 Multivariate linear regression analysis

The study carried out a multivariate regression analysis so help in evaluating the existing levels of independence between the independent variables namely; employee welfare support, employee dependent care support, employee leave programs and the flexible work arrangements, whereas the dependent variable is the employee performance.

<p>| Table 4.18 the model summary table for Multivariate regression analysis |
|-----------------------------|-----------------|-----------------|-----------------|------------------------|</p>
<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.776</td>
<td>.602</td>
<td>.578</td>
<td>.3228942</td>
</tr>
</tbody>
</table>

| a. Predictors: (Constant), welfare support, dependents care, leave programs, flexible work arrangements |

Source: Author (2018)

The results presented in table 4.18, presents the model summary for the regression test, for independence analysis. The test deduces the R-square value, \( R = 0.777 \). This indicates that, there
exists a strong positive correlation between the work life balance factors, notably; welfare support, dependents care, leave programs and flexible work arrangements and the employee performance. The R-square value deduced is 0.602. This implies that, work life balance factors, namely; welfare support, dependents care, leave programs and flexible work arrangements account for about 60.2% in variability for the employee performance. This also indicates that, 39.8% of variability in employee performance can be attributed to factors external to the independent variables.

Table 4.19 Analysis of Variance for work life balance factors

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>10.429</td>
<td>4</td>
<td>2.607</td>
<td>25.006</td>
<td>.000b</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>86</td>
<td>.104</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>17.310</td>
<td>90</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee performance
b. Predictors: (Constant), welfare support, dependents care, leave programs, flexible work arrangements

Source: Author (2018)

The results in table 4.19 present the analysis of variance (ANOVA) between the independent variable and the dependent variable. The test deduces that, the Fischer statistical value, F (4, 66) = 25.006. This implies that there exist substantive variance in means of both the independent and the dependent variables. The test deduces a p-value of 0.000, which is below the significance value of 0.01 (p=0.000, p < 0.01). This implies that, there exists a significant statistical association between the independent variables, notably; welfare support, dependents care, leave programs and flexible work arrangements and employee performance.
Table 4.20 Coefficients for the work life balance factors

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.006</td>
<td>.425</td>
<td>.014</td>
</tr>
<tr>
<td></td>
<td>Welfare support</td>
<td>.208</td>
<td>.116</td>
<td>.196</td>
</tr>
<tr>
<td></td>
<td>Dependents care</td>
<td>.195</td>
<td>.155</td>
<td>.162</td>
</tr>
<tr>
<td></td>
<td>Leave programs</td>
<td>.379</td>
<td>.139</td>
<td>.367</td>
</tr>
<tr>
<td></td>
<td>Flexible work programs</td>
<td>.196</td>
<td>.136</td>
<td>.188</td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee performance

Source: Author (2018)

The findings in table 4.20, presents the coefficients table for the regression test, examining the level of independence between the independent and the dependent variables. The findings indicate that, all the p-values, including; p = 0.007, p = 0.001, p = 0.008 and p = 0.000 for independent variables, namely; welfare support, dependents care, leave programs and flexible work arrangements respectively. This implies that the test results are all significant at, 0.01 significance level.

The regression test adopted for this study is; \( Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \)

where, \( Y = \) employee performance, \( \beta_0 = \) constant, \( X_1 = \) welfare support, \( X_2 = \) dependents care and support, \( X_3 = \) leave programs and \( X_4 = \) work arrangements, whereas \( \beta_{1,2,3,4} \) represents the beta values for independent variables, welfare support, dependents care, leave programs and flexible work arrangements.

Therefore the regression equation, deduced is;

\( Y = 0.006 + 0.208X_1 + 0.195X_2 + 0.379X_3 + 0.196X_4 \)
This outcome implies that, for every unit change recorded for employee welfare support, a 0.208 unit change is recorded for the employee performance, for a unit change adduced to employee’s dependents care and support, contributes to 0.195 unit change in the employee performance. The results further show that, for a unit change in employee leave programs, contributes to a 0.379 units change in employee performance. Finally, the results show that, for a unit change in flexible work arrangements, results to a 0.196 units change in employee performance.
CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This section of the study, presents the final chapter in this research project. The main purpose of this study was to examine the effect of work life balance on the employee performance. Thus this chapter presents final submissions on the influence of work life balance on employee performance. Chapter five is divided into three primary areas which include; the summary of the findings, conclusions and the recommendations of the study. The chapter will also offer suggestions on which areas, future researchers could explore, in effort to advance more knowledge into the influence of work life balance on employee performance.

5.2 Summary of the Findings
The main purpose of this study was to evaluate the effect of work life balance on employee performance. Work life balance entails elements that define the relationship between employee welfare and its impact to the level of employee commitment to undertaking their work duties. The study identified four, work life balance factors, namely; employee welfare support, employee dependents care and support, employee leave programs and flexible work arrangements and how they impacted on employee performance.

5.2.1 Effect of employee welfare support on employee performance
The study examined the influence employee welfare support wielded on employee commitment to execution of their primary responsibilities. The study established that employee welfare support wielded a significant effect on employee performance. Employee welfare support recorded an R-value of 0.563 and a P-value of 0.000, verifying the strong positive association which is statistically
significant. In addition, every minute change recorded for employee welfare support resulted in direct relative change in employee performance with a measurable quantity change of about 0.208 units, for every unit in employee welfare support.

The study established that presently the organization have put very limited arrangements in the access to organizational medical services, which is also a similar situation for the existence of ample accident prevention programs within the organization. Further, the study found that the existing sanitary facilities are poorly maintained. The findings show that employees wishing to seek education advancement have little support from the institution. Finally the study found that, presently, the organization has very limited in-house recreational facilities for employees to use freely.

5.2.2 Effect of employee dependent care and support on employee performance

The study assessed the effect employee dependents care and support wielded on the levels of employee performance. The study established that, there exists a strong positive correlation between employee dependents care and support, recording an R-value of 0.658. The evidence indicates that, employee dependents care formed a central factor highly considerate on employee’s motivation to undertake their daily duties within the organization. The findings show that direct proportional change in employee dependents care, resulted in a change on employee performance, measured in about 0.195 units which is statistically significant at, 0.01 significant level.

The study establishes that employees have access to flexible work times which motivates employees to internalize structured operational work schedules. Evidence deduced, show that workers, especially working mums, lack special facilities where they can breastfeed their babies. This has been a central contributing factor which has forced working mums to stay at home at times to take care of their infants. In addition, employees are at times disrupted from their duties
within organization by issues concerning their dependents. Evidence gathered in this study, show that employees are yearning for organizations commitment towards assisting and extending support to their dependents.

5.2.3 **Effect of employee leave programs on employee performance**

The study evaluated the influence of employee leave programs on employee performance. The study established that, employee leave programs wield positive impact on employee performance, recording an R-value of 0.704. The study found that, employee leave programs exude direct proportional statistically significant association with employee performance, with a unit change in employee leave programs, resulting in factored of 0.379 units on employee performance. Presently employees have access to a number of benefits which are subject leave arrangements, which include; paid weekly leaves, paid sick leaves and allowances for all the leaves. In addition, the findings show that, organizations have put together policies that will ensure both men and women enjoy paid paternity leaves. All kinds of official leaves and vacations extended by the organization have an impact on employee levels of work commitment. Finally, the study found that, presently there exist limited arrangements for study leaves for employees to expand their academic attainments.

5.2.4 **Effect of flexible work programs on employee performance**

The study examined the effect flexible work programs wielded on the level of employee performance. The evidence deduced in the study, show that a significant positive correlation exists between flexible work programs and employee performance, which registered an R-value of about 0.678. The study found that, flexible work programs wielded positive effect on the employee performance, recording by measurable unit change of about 0.196 units in employee performance for every unit change in flexible work programs.
The study found that flexible work programs, including job sharing, work load reduction and work shifts wield direct influence on the levels of employee work commitment. Flexible work programs have recorded positive work performance. The findings show that family issues wield significant impact on employee attending to work duties. Employees have at times been forced to excuse themselves with lies whenever they arrive late or fail to show up to work while attending to personal issues. Finally the study found that, the organization doesn’t tolerate the habit of employees working from home.

5.3 Conclusions
The study concludes that employee welfare support wield a positive impact on employee performance. Giving employees special access to a comprehensive medical cover builds employee motivation in performing their duties within the organization. The state of sanitary facilities and the levels of hygiene within the organization have an effect on the levels of employee performance, with better hygiene and access to recreational facilities contributing to boosting employee morale. Availability of higher education enhancement programs contributes to higher levels of employee morale which positively impact on the level of job performance.

The study concludes that presently, the lack of in-house facilities to enable working mum’s breastfeed their babies has damped employee morale and motivation to undertake their duties. Furthermore, the lack of breastfeeding facilities within place of work, at times forces working mums to skip work and stay at home to take care of their infants. Employee dependents issues, such as medical emergencies and other personal needs have contributed to significantly disrupting employees from work, dampening the ability to effectively perform their duties to the optimal level. Employees gain significant motivation and morale to execute their responsibilities when their companies commit to support their dependents.
The study concludes that, employees who benefit from paid leaves, holidays and vacations enjoy have higher work motivation. Arranging for special needs leaves such as paternity/maternity leaves is necessary initiative to boost employees morale when they return back from such work breaks and significantly contributes in enhancing their work rate and task execution efficiencies. Organizations that set aside funds that guarantee paid sick leaves, positively impacts on employee’s morale when they return to work. Finally, offering employees study leaves, positively impacts on the levels of motivation to work and commit to their employing organization. This result in enhanced levels of operational efficiency contributed by the enhanced levels of skills and knowledge gained from increased level of academic attainment.

The study concludes that integrating flexible work arrangements by putting in place arrangement such as job sharing, workload reduction, workplace shifts boosts employee morale and commitment to perform their duties. Corporate organizations have advanced little commitment towards facilitating ‘work from home’ programs among employees which highlights organizations need for continued overall operational supervision. Family matters and personal home issues significantly contribute to disruptions on employee work schedules negatively impacting on the level of job productivity and employee performance.

5.4 Recommendations

The study found medical support to have a significant influence employee work motivation and work commitment. The study recommends for the adoption of comprehensive healthcare programs which are geared towards guaranteeing access to decent health services for all the employees. Organizations need to facilitate programs that guarantee job security to the employees as the primary strategy for work motivation. Corporate organizations must commit to invest in building decent and well maintained sanitary facilities to elevate standards of hygiene conditions. The
organizations need to invest on recreational facilities within the workplace to give employees access to decent work environment.

The study recommends for organizations to commit investments in extending employee dependents care programs such as healthcare insurance programs, education and general family support programs. The organizations also need to invest in facilities that offer employees, such as working mum’s a place where they can breast feed their babies or an in-house daycare centers that will enable working mums who wish to bring their infants at work have a place to take care for them.

The study makes a recommendation that corporate organization’s put together plans to facilitate access to paid leaves together with all the benefits in allowances. Corporate organizations need to put together plans that ensure employees have privilege to paid leaves such as; paternity/maternity leaves, sick levels and study leaves.

5.5 Suggestions for further studies

The study focused on the subject of employee work life balance and the levels of job performance in an organization. While researching this topic, extensive gaps were noted in the existing field of knowledge which warrant need for more studies in the near future. The researcher suggests for more studies on the topic focusing on areas such as;

i) The effect of arranged work leaves on the productivity of technical employees at the Kenya Ports Authority.

ii) The effects of planned work leaves on enhancing employee productivity within corporate organizations.

iii) A study on the effects of comprehensive access to social services and recreational facilities within work place on the level of employee job performance.
iv) A study on the impact of comprehensive flexible work arrangements on enhancing job productivity among organizational employees.
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Tammy D., Ryan J., Kaitlin M. & Kristen S. (2013) *Work family Conflict and Flexible Work Arrangements: Deconstructing Flexibility*


APPENDIX I: INTRODUCTION LETTER TO THE RESPONDENT

Kenyatta University,
P.O Box 43844-00100,
Nairobi.

7th January, 2018.

Kenya Ports Authority,
Mombasa.

RE: RESEARCH PROJECT.

I am a postgraduate student at Kenyatta University, Mombasa Campus. I am required to carry out a research project as part of the requirements of the Master of Business Administration-Human Resources Management. My research is entitled ‘Employee Work Life Balance and Employee Performance at the Kenya Ports Authority in Mombasa County, Kenya. In order to successfully collect data from your organization, I have formulated a questionnaire which will be the basis of findings of this research.

I hereby request you to respond to the questions as directed and honestly. Your co-operation is highly appreciated and am sorry for any inconveniences caused by your participation. All the information given in this questionnaire will be treated in strict confidence.

Thank you in advance.

Yours sincerely,

Janet Mutunga.
APPENDIX II: RESEARCH AUTHORIZATION LETTER

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

Our Ref: D33/OL/MFA/28465/2014

DATE: 22nd NOVEMBER, 2016

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR MUTUNGA JANET MUNYIVA – EEG. NO.
D33/OL/MFA/28465/2014

I write to introduce Ms. Janet Munyiva who is a Postgraduate Student of this University. She is
registered for MBA degree programme in the Department of Business Administration.

Ms. Janet intends to conduct research for a MBA Project Proposal entitled, “Employee Work
Life Balance And Employee Performance At The Kenya Ports Authority in Mombasa County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

MRS. LUCY N. MRAABU
FOR: DEAN, GRADUATE SCHOOL
APPENDIX III: PROPOSAL APPROVAL LETTER

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

FROM: Dean, Graduate School

DATE: 22nd November, 2016

TO: Mutunga Janet Munyiva
C/o Business Administration Dept.

REF: D53/OL/MSA/28465/2014

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

We acknowledge receipt of your revised Research Proposal as per our recommendations raised by the Graduate School Board of 21st September, 2016 entitled "Employee Work Life Balance and Employee Performance At The Kenya Ports Authority in Mombasa County, Kenya."

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University’s Website under Graduate School webpage downloads.

Thank you,

GIDEON KAJENYE
FOR DEAN, GRADUATE SCHOOL

C.c. Chairman, Department of Business Administration
Supervisors:

1 Dr. Lawrence Wainaina
C/o Department of Business Administration
Kenya University
APPENDIX IV: NACOSTI APPROVAL LETTER

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Office: Unit 1002, City Mall,
PO Box 30845-00100,
Nairobi, Kenya

For the NACOSTI/P/17/36024/16563

Janet Muniyana Mutanga
Kenyatta University
P.O. Box 43844-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Employee work life balance and employee performance at the Kenya Ports Authority in Mombasa County, Kenya,” I am pleased to inform you that you have been authorized to undertake research in Mombasa County for the period ending 28th April, 2018.

You are advised to report to the Chief Executive Officer, Kenya Ports Authority, the County Commissioner and the County Director of Education, Mombasa County before embarking on the research project.

On completion of the research, you are expected to submit two hard copies and one soft copy in pdf of the research report/thesis to our office.

GODFREY P. KALERWA MSc., MBA, MISIM
FOG DIRECTOR-GENERAL/CEO

Copy to:

The Chief Executive Officer
Kenya Ports Authority;

The County Commissioner
Mombasa County.
APPENDIX V: QUESTIONNAIRE
This research is only an academic exercise in order to help the researcher to collect information on the topic: The Effects of Work Life Balance on Employee performance. All the information given will be treated as confidential and none will be used to victimize any of the respondents.

Instructions
Please answer all the questions. You can tick in the boxes provided or write in the space provided.

PART A: GENERAL INFORMATION

Please tick in the appropriate answer.

1. **GENDER**: a) Male [ ] b) Female [ ]

2. **AGE**: a) Under 30 years [ ] b) 30-45 years [ ]
   c) 46-60 years [ ] d) Over 60 years [ ]

3. **Highest level of education**
   a) O – Level [ ] b) Diploma [ ]
   b) Degree [ ] d) Masters [ ]
   e) Other (Specify)________________

4. **How many years have you worked for the company?**
   a) 0 – 5 year [ ] b) 6 – 10 years [ ]
   b) 10 – 15 [ ] d) Over 15 years [ ]

5. **What job group are you in?**
   a) HG4 [ ] b) HG3 [ ]
PART B: WORK LIFE BALANCE AND EMPLOYEE PERFORMANCE

The tables below provide various statements regarding the effects of work life balance under topics including: Employee welfare, Employee dependents care and support, Employee leaves and Flexible working arrangements.

Please indicate the extent to which you agree or disagree with each statement by ticking where appropriate using the scale: SA-Strongly Agree, A-Agree, N-Neutral, D -Disagree or SD-Strongly Disagree.

**Employee Welfare**

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. The organization provides you with all medical services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. The company has taken adequate preventive measures to eliminate all possible accidents at the place of work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. Sanitary and hygiene facilities are enough and are well maintained.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv. There are canteens and restrooms near you as you work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v. Your employer provides housing facilities or pays adequate housing allowance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vi. The organization has buses which pick and drop you near your place of residence.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vii. The organization trains you and takes care of your furthering education.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>viii. You are able to access adequate recreational facilities owned and ran by the organization e.g. sports club and gym.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Employee Dependents Care and Support

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>i  Your organization allows flexible work start and finish time.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii The organization accommodates breastfeeding at work through a special facility.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii The organization takes full medical responsibility of your spouse, children and others under your care.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv Breastfeeding mothers have been involved in absenteeism due to taking care of infants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v  Issues concerning your dependents have often taken your concentration off work, while at work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vi Proper dependents care from your employer improves your performance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vii If breastfeeding mother are able to breastfeed from a close proximity or facility within the organization, their performance will be improved.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Employee Leave Programmes

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>i  Your organization allows you a 3 week paid annual leave every year.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii You enjoy maternity/paternity leaves.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii Maternity an paternity leaves come with full pay</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
iv  The organization grants study leave.

v  Employees are allowed paid sick leave.

vi  Leave and vacations improve employee performance

vii  Your annual leave comes with an allowance

viii  Employee leave improves his/her performance

Flexible Work Arrangements

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>i  Job sharing improves employee performance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii  You enjoy compressed work weeks.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii Shift working improves your performance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv  You are allowed to work at home at times as well as have a flexible reporting time.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v  You have been absent from work due to family related issues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vi  You have been forced to cheat concerning lateness and absenteeism</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vii You enjoy flex place(working away from office e.g. at home)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>viii Flexible work arrangements influence employee performance positively</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX VI: TARGET POPULATION

Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Departments</th>
<th>Senior Mgt</th>
<th>Mid. Level Mgt</th>
<th>Supervisory Mgt</th>
<th>Operation staff</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Security</td>
<td>1</td>
<td>3</td>
<td>65</td>
<td>244</td>
<td>313</td>
</tr>
<tr>
<td>2 Human resource</td>
<td>1</td>
<td>11</td>
<td>74</td>
<td>9</td>
<td>95</td>
</tr>
<tr>
<td>3 Legal services</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>17</td>
<td>28</td>
</tr>
<tr>
<td>4 Corporation Affairs</td>
<td>1</td>
<td>3</td>
<td>10</td>
<td>5</td>
<td>19</td>
</tr>
<tr>
<td>5 Employee relations</td>
<td>1</td>
<td>3</td>
<td>10</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>6 Administration</td>
<td>1</td>
<td>4</td>
<td>69</td>
<td>122</td>
<td>196</td>
</tr>
<tr>
<td>7 Medical services</td>
<td>1</td>
<td>9</td>
<td>73</td>
<td>57</td>
<td>140</td>
</tr>
<tr>
<td>8 Bandari college</td>
<td>1</td>
<td>7</td>
<td>46</td>
<td>38</td>
<td>92</td>
</tr>
<tr>
<td>9 Internal audit</td>
<td>1</td>
<td>16</td>
<td>14</td>
<td>2</td>
<td>33</td>
</tr>
<tr>
<td>10 Pension fund</td>
<td>1</td>
<td>2</td>
<td>17</td>
<td>2</td>
<td>22</td>
</tr>
<tr>
<td>11 Health, safety &amp; Env.</td>
<td>0</td>
<td>3</td>
<td>16</td>
<td>4</td>
<td>23</td>
</tr>
<tr>
<td>12 Conv. cargo operations</td>
<td>1</td>
<td>3</td>
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