

**WORKLIFE BALANCE AND EMPLOYEE PERFORMANCE IN SELECTED
PRIVATE UNIVERSITIES IN KIAMBU COUNTY KENYA**

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DECLARATION

This is project has never been submitted for any award and is my original work.

Signature _____ Date _____

Victor Odiwuor Otieno

I hereby declare that this research project was undertaken with my supervision as the University appointed Supervisor and was presented with my consent for examination.

Signature _____ Date _____

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DEDICATION

I hereby dedicate this research project to my beloved wife; Mercy Aluoch for her support during the study period and research project writing. I also wish to dedicate it to my beloved mum Pamela Atieno Otieno for her unwavering support in my entire life.

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Operational definition of terms

Compressed working hours	working a whole week's work for cumulative days then employees take a rest thereafter
Employees	Private university staffs permanently hired or contracted under pensionable arrangements and enjoy leave days
Employee assistance programmes	Educational support, sponsorship, childcare assistance, loan, learning hubs (library), and retirement plans to assist private university employees
Employee Performance	Refers to the level of productivity of university staff as they discharge their duties effectively and efficiently
Flex-time	Balance starts and finishes time for employees in discharging their duties conveniently
Flexible working arrangement	Work programs that allows employee to differ work in terms of timing, duration and place of his or her work
Health and Wellness	Support services private universities have put in place to promote emotional, psychological, mental, and social well-being of their employees
Leave programmes	Arrangements put in place to give private university staff some time off duty
Productivity	the supposed work effort expended and delivered by employees
Organizational performance	the realization of both short term and long-term objectives of the company
Work life balance	managing both family and work tasks without inconveniencing the other
Work life conflict	the meddling that affects both work and family duties

ABBREVIATION AND ACRONYMS

CUE	Commission for University Education
EA	Employment Act
EAP	Employee Assistance Program
FWA	Flexible Working Arrangement
Gok	Government of Kenya
RoK	Republic of Kenya
HR	Human Resource
HRM	Human Resource Management
MKU	Mount Kenya University
SBS	Strathmore Business School
SPSS	Statistical Packages for Social Sciences
UK	United Kingdom
WLB	Work Life Balance
WLI	Work life Initiative
ZU	Zetech University

ABSTRACT

Employees across the world often face several challenges in order to manage work life balance, ranging from matters concerning their private lives and families. Such challenges have resulted in stress, burn out, dissatisfaction among employees, poor employee performance, low organisational productivity as well as a lack of proper organisational direction. In an attempt to implement work life balance, private universities have experienced challenges. Nonetheless, private universities' employee performance in Kenya has been criticised because of unpredictable and unsatisfactory performance. Previous studies on the same have also paid less attention to the role of work-life balance, oblivious of the fact that empirical backing exists that it has momentous impact on employee performance. This study therefore intended to examine the effect of work-life balance on worker's performance in identified privately owned universities in Kiambu County, Kenya. It specifically intended: determine effects of flexible working arrangement on worker's performance in privately owned universities in Kiambu County; to assess impacts of leave programs on employee performance; identify the impact of employee assistance programs on employee performance; establish the effect of health and wellness approaches on performance employee in privately owned universities in Kiambu County. The study was guided by component, spill over, compensation, and psychological contract theories. Descriptive research design was applied to describe study variable as well as identify the existing nature of association. The target population was two private universities in Kiambu County with a sum of 1,185 employees and a sample of 119 employees (10%) was considered. This includes top management, middle level management, teaching and non-teaching staff. A response rate of 66 percent was attained. Descriptive statistics was applied to describe the characteristics of study variables using mean and standard deviation. Correlation and multiple regressions measured strength and relatedness between the independent and dependent variables. Adjusted R^2 measured the magnitude of variation within the dependent variable which was linked to independent variables' changes. Findings showed that leave programme, flexible working arrangements, health and wellness as well as employee assistance programme significantly affect employee performance in Zetech and Mount Kenya Universities in Kiambu County accounting for 34.7 per cent changes in employee performance. The study concluded that private universities should grant their employees leave programmes, flexibility in beginning and ending a day's task, working for longer times per week to get a day off, and maternity/paternity leave benefits. Further, it was concluded that leave programmes are critical to employee performance. In addition, it was concluded that employee assistance is crucial for better employee performance. Lastly, private universities should develop health and wellness programmes to ensure that employees perform well in their duties.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee performance is important in this global age as it boosts productivity that is the backbone of achieving competitiveness. Full implementation of work-life balance positively correlates employee performance in most organisations (Paauwe, Wright & Guest, 2013). Work-life balance includes flexible working arrangement, leave programmes, health and wellness as well as employee assistance among others. Concerns of employee performance at different levels have also been addressed by behavioural scientists. To ensure that they remain competitive in the industry, Kenyan private universities seeks to have actively get engaged in competition battles for higher employee performance hence, human resource practitioners have been forced to review work-life balance to enhance better performance among their employees (Muinde, 2013). This resulted to adoption of work life balance that will lead to improved employee performance among university teachers (Fatima & Sahibzada, 2012).

In the late 1960's, the aspect of work life balance advanced in France, Japan, Germany, the U.S owing to the apprehensions in relation to the impacts of labour on the overall employee well-being up to the mid 1970's when employees' issues were redesigned and conditions of work enhanced (Ajala, 2013). For many years, countries such as Japan and France have supported work life balance. Different companies have adopted numerous work life balance for them to boost employee commitment and reduce labour turn over.

Work-life balance such as of leave programmes, flexible working arrangements, employee assistance programmes, as well as health and wellness are widely supported in several countries such as Japan and France for a number of years as they promote employee performance. In order to boost employee productivity, and reduce labour turn over, numerous approaches of employee work-life balance have been implemented by most private institutions, specifically in the US and Europe (Shujat, Cheema & Bhutto, 2011). Some of these approaches are leaves, flexible working arrangements, teleworking and health and wellness programs and/or facilities.

Work life balance gained prominence at the onset of 20th century both in USA and Europe with argument that workers had issues in harmonizing the desire for handling family responsibilities and their careers at their work places more so to the young mothers. Between 1938 and 1945, US based company known as W.K. Kellogg developed flexible working arrangement that created shifts of four-six hours replacing the three daily, eight-hour shifts (Hayman, 2010). This led to increased customer satisfaction.

In developed nations, different investigations have been conducted on how work life balance relates with worker's contentment. For example, in Europe, more concern should be put on work commitment and balance between work and home chores which showed obvious imbalances. Fagnani (2012) states that while surveying French and Danish parents, Danish experienced the most authentic and able work force with high level of satisfaction. Further, Danish workers could easily have private calls while at work with more flexible working arrangements to manage their needs away from the organization as compared to French. According to Hayman (2010), in New Zealand, there is a high relationship between work life balance, performance of employees and their satisfaction. In expounding on Hayman's findings, Fatima and Sahibzada (2012) states that women workers in India are significantly in need of flexible working arrangements and employee assistance programs in order to improve employee performance and secure their commitment.

In Africa, full execution of work-life balance is yet to be effected by some human resource managers and the entire management. Mordi and Ojo (2011) state that most Nigerian employees experience work life conflict. Unemployment and lack of conducive working environment has forced workers to prioritize career growth and organizational profitability at the expense of spending most time with their families. As compared with their male colleagues, most women, are the ones affected with clash between home life and duties in their work commitment.

From Kenyan context, different organizations have put in place facilities on work life balance so as to alleviate work-home associated conflict probably will impact negatively over performance of employees in an organization. According to Rok (2017), different approaches have been developed

to prevent mothers from family-work associated stress. Among the approaches include, flexible working arrangements for breast feeding mothers, child care centre, and prayer places for employees to reconnect with God and health facilities for employees. A research carried out by Muli (2014), states that in order to improve employee productivity, Kenyan organizations should acknowledge work life balance concept. According to Muinde (2013), different Kenyan firms are gradually accepting and introducing these initiatives for the benefit of their workers. Telecommuting and child care centres have also been slowly accepted by some training centres.

1.1.1 Employee Performance

Studies show that workers performance is a critical area in an organization that allows workers to grow and effectively use their skills for the organizations benefit, (Ajala, 2013). It leads to increased organizational productivity and good customer service in every department in an organization (Allen & Kiburz, 2012). To realize improved employee performance, organizations must put in place mechanisms that will challenge them based on their capability, determination and strength. This should also be evaluated based on the results realized.

According to Saltmarsh and Randell-Moon (2014), performance refers to an employee carrying out task that one is hired to do and successfully realizing them based on set standards of measurement. In order for an organization to realize its objectives and remain competitive, it must ensure that employees are fully utilized in relation to their performance. Employees are expected to offer exceptional customer service while management is expected to come up with mechanisms that make employees be satisfied with their job.

In this study, employee performance was measured as a function of customer satisfaction, labour turnover as well as commitment. These attributes will form indicators for shaping employees' level of performance. The attributes of employee performance are influenced by flexible working arrangement, leave programmes, employee assistance programmes, as well as health and wellness programmes.

1.1.2 Work life Balance

Employees have highly benefited from work life balance initiatives because they affect the entire functions of personnel (Ajala, 2013). The employees and the employer are both obligated to

ensure that work-life conflict is minimized through instituting proper plans, systems and procedures. Programmes under work life balance include employee assistance programs, flexible working arrangements and different leaves such as sabbatical and parental leave. This therefore asserts that no exhaustive research has been piloted on the link concerning work life balance and performance of employees (Brough & O'Driscoll, 2010). These approaches are excellent in handling work and family conflict of employees. It has the capacity to improve the actions, outlooks and performance of employees.

Flexible working arrangements give an opportunity for employees to manoeuvre between their labour and family affairs and personal growth. It therefore allows employees to fully focus more of their attention on their employment without or with minimum interference on private obligations (Chang, McDonald & Burton, 2010). Employees further are time conscious in reporting to work, feel more motivated, low labour turnover and satisfied in their work. This finally enables employees to meet their organizational goals as they are positively influenced.

Lambert (2010) argue that adoption of flexible work plan is due to various motives which favours both employees and their organizations. Individuals perceived telecommuting as a way of managing family related matters and at the same time discharging their duties at the work place. They further agree that employees' level of motivation and empowerment has improved due to the adoption of flexible working arrangement. Equally, Fiksenbaum (2014) agree that through this, employees' level of satisfaction will increase leading to low labour turn over and reduced absenteeism.

Employees qualify for an annual leave that is equivalent to one month to help them relax before resuming work. This is in addition to other different types of leaves that employers may deem fit for their employees and with the guidance of labour laws. After utilizing their leave days, employee's demonstrated enhanced performance; there was reduced rate of absenteeism (Lazar, Osoian & Ratiu, 2010). They also felt more motivated, demonstrated good emotional and physical health, increased work output and their level of stress while at work tremendously reduced.

According to Saltmarsh and Randell-Moon (2015), health and wellness programmes are an indication of positive realization of work life balance when employers and employees get engaged in their implementation. Health and wellness have been embraced by many public sector organizations in order to enable them handle work life related matters and facilitate successful realization of the initiative. This has also resulted to increased worker contentment in their organizations hence performance level increases.

Employee Assistance Programs (EAPs) focuses on providing employee counselling, financial advice and therapists who attend to employee needs. These programs enable them handle work, non-work related and other issues that may impact on their performance in organizations (Attridge, Herlihy & Maiden, 2013). Effective employee assistance programs have led to increased organizational productivity and facilitate employee needs and their relatives.

1.1.3 Work-Life Balance Practices at Zetech and Mount Kenya Universities

Kiambu County hosts a number of private universities which includes, Gretsia, Mt. Kenya, St.Pauls, Umma, Zetech and Presbyterian University of East Africa. Mt. Kenya University is the second oldest and fast growing fully chartered private university in Kiambu County with a large number of staff and students. It was established in 1996 when it started as Thika Institute of Technology and has since grown to be a fully-fledged university in Kenya. The university has a diverse skill in its human resource department that supervises and offers advice on strategic plans, remuneration, training and development, health and safety industrial relations and performance management to top management (MKU website, 2018). It focuses on leading in enhancing a culture that allows workers to deliver in harmony with the organization's objectives and support university's strategic goals. The university also provides its staff members with different flexible work arrangements.

Mount Kenya University has also been supporting its staff in their activities such as team building. Through its Directorate of Teaching Programmes (DTP) is one that has benefited its employees among others. On 9th March, 2018 members of this directorate visited Oloonongot, in Naivasha that has an altitude of 2560M (MKU website, 2018). University management decided to continue supporting its employees to identify each other's strength and weaknesses and

inspire team work that will increase their organizational output, which is a positive culture. MKU has also invested on health and wellness programs and counselling services. They offer professional psychological counselling through the department of: Dean of students–counselling services centre, life-skills centre and department of psychology MKU website, 2018). This has been of help to the institution due to availability of enough accredited counselling psychologists who can help their staff to normalize their mental wellbeing. Despite the efforts to implement work-life balance programmes, MKU has been criticised because of unsatisfactory performance. Few studies on employee performance of MKU have given less focus on the role of work-life balance however much there is experiential evidence that it has substantial impact upon employee output. This motivated the researcher’s study on this university.

Zetech University on the other hand is operating on an interim charter since 2014 and is the newest private university in Kiambu County. The university provides flexible work arrangements to its workforce (Zetech University website, 2018). Besides flexible working arrangements, the university is committed to sporting activities for its staff and conduct health and wellness programs to its employees. Despite the attempts, employee performance at Zetech University is still a major concern, specifically in the areas of customer satisfaction, labour turnover, and commitment. Further, no existing study has been conducted on work-life balance and employee performance in this university, thus motivating the researcher to conduct the research.

1.2 Statement of the problem

Employee performance in private universities is expected to enhance realisation of higher customer satisfaction, lower labour turnover, and higher commitment. However, employee performance in the private universities generally, has been an issue of concern to the government as well as other educational stakeholders, including the general public (RoK, 2017). Employee performance in Kenyan private Universities is intensified by lack of capacity to harness the benefits of work-life balance programmes which stifle employee performance (Rok, 2018). Most private universities face the challenge of high staff turnover, dissatisfaction among customers, and a lack of commitment among employees (Lee, Back, & Chan, 2015).

There are evidences that supports that work life balance affects employee performance. Nonetheless, the existing empirical studies have not fully addressed the moderating effects. Most of them have relied on the direct association while others have applied tools which inadequately measure the constructs. Further, some of the studies have relied on small samples that are not appropriate for generalisation. For example, a study by Kithae and Keino (2016) established that work life balance positively impacts employee performance. Nonetheless, the study conceptualized work life balance as comprising seven elements, including work schedule, overtime, carry office home, flexi time, work and family conflicts, family expectations, and weekend assignments. Most of these attributes focus on the organisation instead of the work itself. The result might vary from studies that applied a tool with a dissimilar focus. Muchiti (2015) research carried out at Milimani law courts in Nairobi City County on the topic of factors influencing workers' productivity in Kenya, it found out that flexible employment plans such as flexi time, part time and compacted working arrangement have positive effect on performance of workers in an organization. Finally, it discovered that to a large extent, different leave programs influenced workers performance in at the Judiciary. Nevertheless, data were gathered from one organisation and thereby limiting the extent to which study findings could be generalised.

Further, most researchers have focused on banking and telecommunication industries. There is little research concerning the role of work life balance in private universities in the Kenyan context. For example, Muli (2014) examine the effect of work life initiatives on employee performance in the commercial banks in Kenya. None these two studies focused on identifying the link between work life balance and employee performance. In order to address the outlined gaps, the current study focused on examining work-life balance's effect on performance of employees in certain private universities in Kenya.

1.3 Objectives

1.3.1 General Objective

This study's key objective was to establish effects of work life balance on performance of employee in selected private universities in Kiambu County, Kenya.

1.3.2 Specific Objectives

- i. To determine effects of flexible working arrangement on employee performance in private universities in Kiambu County.
- ii. To investigate influence of leave programs towards performance of employees in private universities in Kiambu County.
- iii. To determine influence of employee assistance programmes towards employee performance in private universities in Kiambu County.
- iv. To investigate influence of health and wellness programmes on employee performance in private universities in Kiambu County.

1.4 Research Questions

- i. What are the effects of flexible working arrangement on employee performance in private universities in Kiambu County?
- ii. To what extent does leave programme influence on employee performance in private universities in Kiambu County?
- iii. How do employee assistance programs affect performance of employees in private universities in Kiambu County?
- iv. What are the effects of health and wellness programmes on performance of employees in Kiambu County?

1.5 Significance of the study

Management of these universities will gain research-based knowledge on the implementation of work-life balance programs. They will also have relevant information towards current issues on work life balance and how to effectively implement them in their organizations and also embrace the process.

Further, it will offer other higher learning institutions an opportunity to review their work-life balance initiatives and their implementation process to facilitate smooth implementation and acceptance by both the employees and management. This may include gradual introduction of

employee assistance programs, reviewing leave schedules to make them more friendly and more awareness created to employee on why they should proceed for the leaves and also reviewing the flexible working schedules. Finally, future study may base their research work on this research's findings which will offer them extra information on work life balance in their research.

1.6 Limitation of the study

Private institutions are known for maintain secrecy of information; however, reliable information is crucial for scientific inquiry. Some employees therefore feared sharing some of the information at their disposal yet would be of utmost importance in successfully carrying out the research. The researcher overcame this challenge by approaching the top management and explaining to them that research purpose would be limited to academics only and strict confidentiality would be observed by maintaining anonymity of the respondents. No respondents would be required to disclose their names and contact information.

1.7 Scope of the study.

The study covered influence of work-life balance on employee performance in two selected private Universities in Kiambu County, which were Zetech and Mt. Kenya Universities. The rationale for the choice of these two universities was because employee performance of these institutions is unpredictable and unsatisfactory. Previous studies on employee performance of universities in Kenya have not captured the role of work-life balance in these two private universities, irrespective of the fact that empirical backing exists that it has significant impact on workers performance. Target population was a total of 1,185 that comprised of 215 employees from Zetech University, Thika road campus and 970 employees from Mt. Kenya University, Thika campus.

Further, Kiambu County has the second largest number of private Universities in Kenya after Nairobi County. A study by Gakii, (2017) on effects of work life balance on employee in Kenyan University focused on KCA university which is located in Nairobi City County. The universities also have a blend of both young and old employees who are beneficiaries of Work life balance.

1.8 Organization of the Study

The study was organised into five chapters. Chapter one highlighted study background, limitations, scope, research questions, problem statement and objectives. Further, it explored the intended significance. The second chapter explained literature review in reference to the variables and the gaps whereas the third chapter focused on methodology used in the study. Fourth chapter explains the findings while chapter five presents the summary, recommendations, and conclusions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The second chapter explained literature and theoretical review as per variables which are key focus in this study. It also focused on theoretical framework and gaps in the research.

2.2 Theoretical Review

This study was founded on component, spill over, compensation, and psychological contract theories. Each of these four theories is aligned to specific variable of the study.

2.2.1 Component Theory

The foundation of component theory is by John P. Campbell (1990). The theory was coined to explore performance components crucial for work tasks, emphasising that individual performance is critical within work environment. The theory underscores work life balance comprising of balancing of time referring to equivalent time dedicated, involvement balance meaning equivalent psychological strength and availability and fulfilment balance which refers to equal fulfilment revealed through effort and family tasks (Baral & Bhargava, 2010). This approach is advantageous because an individual may use work-life balance to the advantage of enhancing their performance.

Beauregard (2011), esteems work- family balance as a variety through which inequity courtesy of task role lies on a certain end and inequity courtesy of household task lies on another end while balance rests in centre without preferring to personal or work role. Work life balance and imbalance in this thinking, isn't viewed as fundamentally favourable or destructive for mental welfare and work life quality. There should also be a test on whether equivalent time, participation and satisfaction is preferable for an individual than inequity courtesy of work or family role. The study established that employees with many commitments in different tasks, those recording improved worth of job life are the ones who maximized time on their families as compared to work place role revealing inequity courtesy of family. In contrast, those who gave much time to work role recorded low level of satisfaction and poor quality of work life. This

theory informed the objectives as required for wellness program, flexible working arrangement and leave programmes.

Drawing reference from this theoretical foundation, organization's ability to harness its employee commitment as well as engagement could lead to improved employee performance, specifically when work-life balance practices are fully implemented. Component theory with its assertion on work-family balance, commitment as well as satisfaction being the components of better employee performance give a suitable theory to study how flexible arrangement facilitates employee performance.

2.2.2 Spill over Theory

This theory was coined by Kenneth Arrow (1962) and later extended by Paul Romer (1986). It proposes that a huge similarity exists between what happens at the work place and that which takes place in family surrounding (Sidin, Sambasivan & Ismail, 2010). It highlights on the propensity of employees bring their feelings, attitudes, abilities and actions established at work and transferred to personal life. Negative spill over leads to a stressed employee while positive spill over induces great level of fulfilment and better employee performance. Further research states that if an employee work for more hours continuously, they have high chances of job life struggle (Dex & Bond, 2005). Weak boundary concerning job and home, there are high possibility of either positive or negative spill over on work or home setting, thus the need for effective employee assistance programmes.

An organizations perspective indicates that a positive spill over theory may lead to better organizational performance financially. Workforce that is satisfied leads to spill over outcome to clients too further leading to better organizational productivity (Greenhaus & Powell, 2006). In addition, clients who are satisfied are highly likely to come back and refer others to the same organization that provided the service which increases organizational performance.

The spill over theory has been critical in performance management since employee performance is currently explained by wellbeing of employees that translates to their commitment, satisfaction, and overall productivity. Employee performance in private universities should be examined from the perspective of attaining work-life balance of various employees hence this

theory has been applied in this study to underpin employee performance. This theory relates to this study private institutions are supposed to embrace positive work-life balance will facilitate employee performance to be more committed towards realizing organizational objectives. Spill over theory was chosen to underpin the relationship between employee assistance programmes and employee performance.

2.2.3 Compensation Theory

Alfred Alder (1907) coined the compensation theory. The theory suggests that employees will try and get additional fulfilment in other areas in order to recompense due to lack of fulfilment in one sphere and vice-versa (Lambert, 2010). If employees are not satisfied in an organization, they easily shift it to the family leading to spill over consequence (Grover & Crooker, 2015). Mwangi (2016) states that men perceive their households as refuge, view their families as a well spring of fulfilment.

Individuals look for fulfilments in areas that are compensating. An employee is likely to reduce the level of participation in displeasing domain and intensify their engagement in a rather fulfilling domain (Lambert, 2010). An individual may react to discontent in a given domain by seeking for fulfilling desires in other domains. Supplementary reward happens when persons change their quests for worthwhile practices from displeasing tasks to a highly satisfying one (Fiksenbaum, 2014). Those who do not experience autonomy while working while decide to look for it from outside the organization.

Reactive reward signifies a person's determinations in order to handle undesirable situations in a given role by seeking to handle negative practices in a given area and following up on negating practices in other areas for example, being involved in vacation events after a tiresome day while working (Edwards & Rothbord, 2014). Rothbard, Phillips and Dumas (2015) concluded that women employees who underwent through undesirable impacts originating from families got engaged with their tasks.

Since its creation, compensation theory has been applied widely to explain employee fulfilment and involvement (Rothbard *et al.*, 2015). These authors posit that the strength of compensation theory rests on factoring fulfilment as well as satisfaction derived from flexible

working arrangement, which have a spill over effect. Hence, compensation theory was used to understand the relationship between health and wellness programmes and employee performance.

2.2.4 Psychological Contract Theory

Chris Argyris (1960) founded psychological contract theory. The theory perceives an employee's individual faith in the mutual responsibilities between the employee and the organization. Most employees may not positively appreciate employer's introduction of work life balance believing that it is the duty of employer to provide them with them hence they are entitled to them (Beauregard, 2011) Psychological Contract forms important area in organizations in relation to employee's performance.

According to Kelly, Moen, Oakes, Fan, Okechukwu, Davis and Mierzw (2014), some research has been done in order to demystify the connection between psychological contract and flexible working arrangement. The author recommends that employees are more informed and interested in flexible working arrangement as compared to years ago and they view it that in the absence of work life initiatives, it violates psychological contract. New employees also viewed it from the view of psychological contract and valued to earn flexible working hours instead of long-term contract in order to prioritize their home life.

Psychological contract theory is critical in work life balance because it enables employers and employees to review their anticipations of work life balance in relation to other organizational anticipations. It shows common relationship between employee and employer. In this case the employer has to value the presence of its employees and also employees should use the work-life benefits well (Polkinghorne, 2008). An employee's view on employer's adherence of psychological contract influences their performance and rate of labour turn over.

The theory is a critical model in guiding studies on employee performance because it focuses on the direct link between work life balance and employee performance. Employees put the best effort in their assigned task in the hope that their well-being will be rewarded by organisation's commitment to full implementation of work-life balance practices. As long as commitment is sustained, the relationship is more likely to be sustained. Therefore, psychological contract theory

is a crucial theory to anchor the investigation of the relationship between leave programmes and employee performance.

2.3 Empirical Review

2.3.1 Leave programs and performance of employee

Kim (2014) identified that many organizations have policy on annual leave that takes between 20 to 30 days. Most employers grant their employees leave days as per the labour laws of the country of operation while others provide workers with more days against what is in labour laws. These laws may differ from one country to another. The study was also based on public sector, which does not necessarily share similar characteristics with private universities. The current study intended to fill this contextual gap by concentrating on private universities.

According to Tariq, Aslam, Siddique and Tanveer (2012), annual leave has many different gains on work life balance. The gains may include reduced stress rate of workers, workers psychological re-invention and recreation that leads to better performance of workers in the organization. Beauregard & Henry (2009) did a research in UK concerning SMEs and found out that many of their employees are not informed of work life battle as revealed by their failure to go for their annual leaves which their employer could also not pay for or carry forward. It further revealed that employees who failed to go for annual leave for a given number of years had reduced level of performance.

Tariq *et al.*, (2012) established that the changing pattern of work in organizations had made workers consider forgoing their annual leave days in order to perform additional days so that they can lessen assignments or as a way of confirming to their supervisors how much committed they are to their tasks. On the other hand, this approach soberly works when employees who fail to go for annual leaves their performance is likely to fail (Wayne & Cordeiro 2003). Duxbury (2001) observed that worker commitment's productivity rate is openly linked on how proportionate the workers are as far as work life balance is concerned. Further, it established how those workers can easily manage job life struggles when they went for annual leave and be away from the organization as compared to working and at the same time handling family associated matters.

Baird and Whitehouse (2012), salaried and unsalaried leave is recommended act that allows workers to attend to their home duties. Kelly et al (2014) findings concurred that that Australian companies that allow their employees salaried leave are likely to experience low labour turn over and better employee productivity due to increased loyalty level. They also recommend that organizations can improve workers output through provision of salaried leave to employees for them to handle family related tasks.

Lee, Back, and Chan (2015) established that organizations that allow employee who go for seek leave whenever necessary makes them recover quickly and get to work when they are more focused and motivated leading to better performance in comparison to those who are denied the opportunity to go for paternity leave by their employers even when they all sick. Correspondingly, employees who are not only allowed to go for sick leave but also benefiting from paid when they proceed for their sick leave perform better than those who are not paid. It recommends that due to the knowledge that they won't be paid when they go for sick leave, employees will not seek for it yet these will lower their output in an organization in the organization. It focused on the context of hospitality industry by studying hotel employees whereas the present study was grounded on private universities.

Study by Brough, O'Driscoll and Biggs (2010) confirmed that failure to provide employees with sick leave services negatively affect their performance because many studies contends sick leave and workers performance have a commending relationship. Employees who are both mentally and physically fit reveals signs of improved work life and an environment that promotes this such fitness leads to team work, motivated work force, reduced labour turn over and better employee performance. However, Ajala (2013) discredited that parents who could not get support upon return to their organization after coming from parental leave, were likely to undergo reduced level of moral. This would then lead to high labour turn over and poor employee performance. Fiksenbaum (2014) findings agree that parents who are at the same time employees in an organization who went through long working hours, anxiety, more work load and lack of individual time conveyed dismal performance. This should be well managed through parental leaves and other friendly policies that are home-work friendly

2.3.2 Flexible working arrangement and employee performance

Chang, McDonald and Burton (2010) observed that flexi working arrangements provides workers with suitable ways of forecasting their work leading to better productivity. It can therefore be summarized as the capability of workers to take charge of their work schedules and their work place to ensure that they fully utilize work life balance opportunities at the same time benefit the employer. Kim and Wiggins (2011) further established that part time employment measures have been the centre of interest to most researchers as one of the friendliest approaches to working families. When an organization commit to the belief of part time arrangement, it makes employees have more trust in the employer leading to maximum contribution of employees in their tasks. Mwangi's (2016) concurred that part time arrangement is also beneficial to employees due to its supportive nature of work life balance. However, the study was based on government institutions, using Supreme Court in Nairobi as the case study instead of private universities.

A study by Fatima and Sahibzada (2012) reported that when employees are granted opportunity by their superiors to work on part time basis, they experience less work and home related conflicts, low or zero stress levels and better performance. It further enables them to handle personal life matters away from the organization making them to fully concentrate at when they are on duty. This therefore leads to increased employee productivity and better performance. However, the study concentrated on factors influencing work-life balance of university teachers employed in Pakistan.

Hayman (2010) recommended that time-based contracts should be agreed upon by the employees and their employers. Employees have an opportunity to influence how they perform in the organization with reduced job interferences leading to a satisfied work force and improved performance. A research conducted on 16,000 experts within 80 nations globally revealed that over 70% of employees expected to realize better productivity when granted flexible work arrangements (Regus 2011). Baral and Bhargava (2010) confirmed the presence of correlation concerning work life balance and flexible job arrangements. It also improves extent to which an employee can multi task leading to better performance.

Lambert (2010) states that time related workers working arrangements reduce costs related to training, employment and induction of employees. In addition, they state that workers performance is improved due to realization of work life balance. This therefore leads to, motivated work force, increased work ethics, better competitive advantage, reduced labour turn over and better organizational productivity and performance. Nonetheless, the study focused on staff burnout, life satisfaction, and turnover intention as well as job satisfaction but left out the variables of work-life balance practices which guided the present study.

Fiksenbaum (2014) recommends for adoption of temporary working contracts that allows workers timing in scheduling their tasks to enable them enhance their performance. Zetech University has flexi time arrangements however; the assimilation by employees is extremely low. Some of the employees in the management categories do utilize flexi working arrangements. However, the rest of Zetech University employees do not.

2.3.3 Health and Wellness Programs and employee performance

Lazar, Osoian, and Ratiu (2010) observed wellness programs as an opportunity to encourage maintenance of good health instead of curative services. Kithae and Keino (2016) emphasised that some of the programs may include social events, leisure activities, spiritual progression or development sessions and fitness which therefore impacts on an organization's focus where employees' wellbeing is seen to significantly impact on general output. However, this study was based on the European context which had little in common to the developing nations like Kenya.

Mordi and Ojo (2011) revealed that in coming up with innovative and unified concepts of making employees feel well taken care of in an organization is important because many of the concepts have areas like work-related health programs, managerial consultancy and industrial safety that are sub contracted leading to disjointed and isolated activities that do not clearly relate with the organization's day to day activities. The study focused on Nigeria banking sectors instead of private universities. This is supported by Muindi (2013) stating that work place fitness activities are essential for work place as it reduces absence of worker's and labour turn overs. The study was based on horticultural farms within Naivasha and not private

universities in Kenya. Although completed in the context of commercial banks, Discoveries by Muli (2014) on organizational wellness is reported a strong relationship between monetary, physical, ecological and social wellness facilities and workers performance.

Shujat, Cheema and Butto (2013) found that bodily health is advantageous as one gets improved appearance and feel enormous leading to boosting of one's self control, level of focus, resolve and self-esteem. Wellness plans not only help employees in their career but also enables the organization to have employees who are physically, socially and mentally fit to carry out their tasks for the benefit of the organization such as reducing labour turn over. An employer needs to appreciate their employees' health and safety requirements and offer them the right resolutions. Nevertheless, the study was based on Karach's banking industry but not private universities. However, Muchiti (2015) holds a divergent viewpoint that top management needs to be involved and personally committed to wellness and have genuine concerns about employees finding out on the progress of their wellness. Other ways through which to support employees by management include eliminating unnecessary meetings and reports, better channels of communicating their expectations clearly to the employees, freely sharing information within the organization, involving employees in decision making reducing unnecessary work-related travels and identifying victors at different stages so as to stimulate work life balance programs.

2.3.4 Employee assistance programmes and employee performance

The predominant western philosophy underscores intensive mothering concerning child care (Tariq, Aslam, Siddique & Tanveer, 2012). Comprehensive mothering in relation to child care by Western culture has to be considered. According to Allen and Kiburz (2012), comprehensive mothering is exclusive, takes a lot of time, children focused and emotionally engaging and therefore mothers are dedicated to others and at the same time focus on her desires and interests as an individual. Comprehensive nurturing idea assumes and emphasizes the traditional division of labour in relation to gender. Despite the increased engagement of men in childcare engagement of men in kid care, in difference that exists on practices and ideas in relation to assignment of house chores on gender has insignificant change.

According to Bailey, Madden, Alfes and Fletcher (2017), employees who undergo financial challenges easily undergo fatigue, work related accidents, poor performance and lots of grievance related cases. When an organization experience reduced productivity, they are likely to experience high expenditure such as counselling employees. Fagnani (2012) recommends that 11% is an approximation of the number of employees in organizations who are financially challenged which then affect their productivity. This approximation originates from organizations that pay their employees the recommended average compensation. Other researchers suggest that almost a third of America’s company employees are experiencing individual financial related challenges (McDonald, Moore, Mayes, Grant-Smith, Cathcart, & Williams, 2018).

2.4 Summary and Research Gap

The identified research gaps were presented in the following table 2.4.1.

Table 2.4.1 Research Gap

Author	Topic	Gap	Focus
Kithae & Keino, 2016	Impacts of work life balance on employee performance in Kenyan Telecommunication segment.	Purposive sampling was applied	Used stratified random method, thus making it easy for generalisation
Muchiti, 2015	Impacts of worklife balance on worker’s productivity in Milimani law courts, Nairobi, Kenya	Findings based on one organisation	A representative sample comprising two private universities was applied
Lazar, Osoian & Ratiu, 2010	Contributions of work life balance approaches in improving workers performance	The study relied on non-probabilistic method in choosing the sample size	The study engaged a randomised sampling in choosing the sample size

Muli, 2014	Effect of work life practices and leadership contributions in influencing employees' performance in the banking sector.	Work life initiatives not clearly linked to performance of employees	The association between work life balance practices and employee performance are clearly linked
Kim, 2014	Work life balance and employees' productivity: The Intervening contribution of disturbing obligation	This research was done overseas and did not have the background of Kenyan situation. It also failed to cover all the variables	The study was based in Kenya and covered all the five variables.

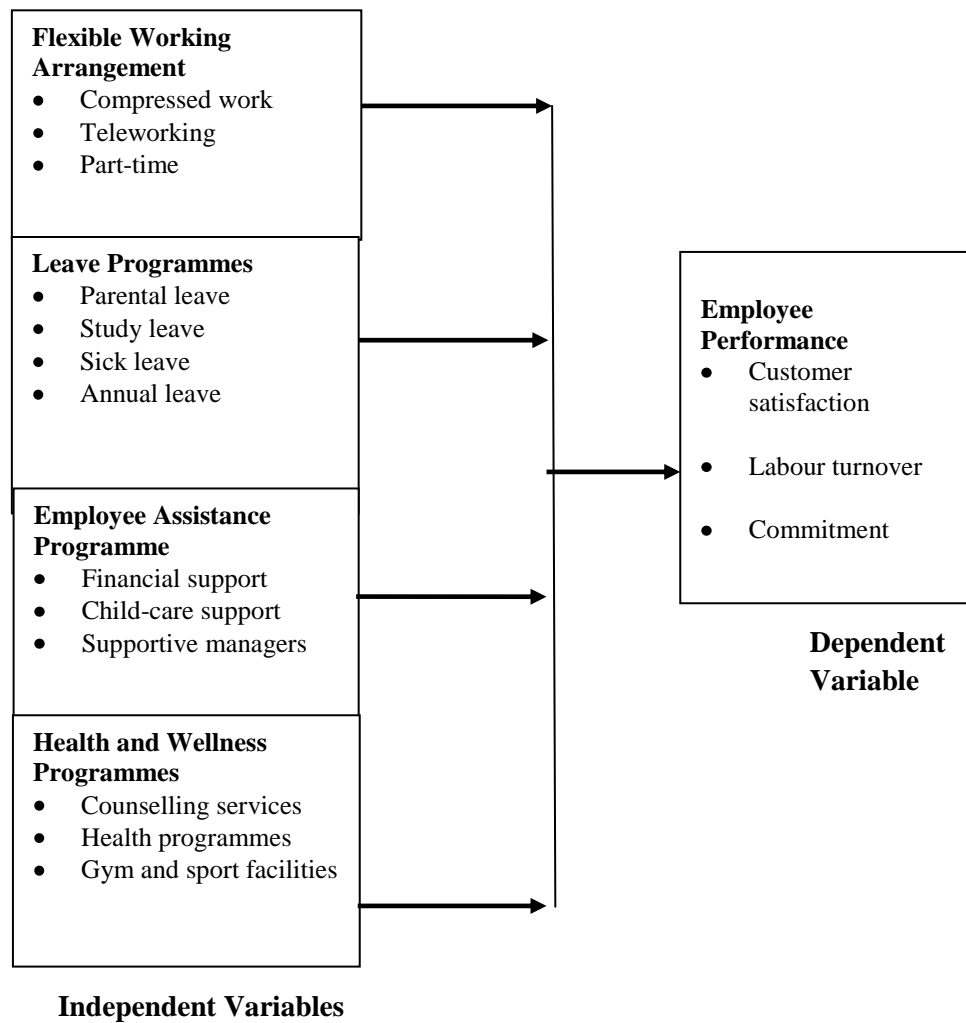
Source: Author, (2019)

2.5 Conceptual frame work

Dependent variable is work life balance and includes leave programs, flexible working arrangements, health and wellness, and employee assistance programmes. The dependent variable is employee performance which is indicated by customer satisfaction, labour turnover, and commitment.

2.5 Conceptual Framework

Fig 2.1: Conceptual Frame work



Source: Author, (2019)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter explained design of research, population, sample and techniques of sampling. It further explained methods of data collection, how they were arrived at and analysis of data.

3.2 Research Design

Research design is the arrangement and layout of investigation in order to get responses to questions, (Cooper & Scilder, 2014). Descriptive research design was adopted for this study. The main reason for the choice of the design was to gather information concerning population characteristics.as well as enhance hypothesis testing (Edwards, 2011). It sought to ascertain when, where, what, who as well as magnitude of events.

3.3 Target population

Cooper and Shindler (2014) defined target population as the total number of individuals, persons of focus on the relevant study on course. In this research, target population comprised of all the 1,185 employees from the two selected private universities in Kiambu County that was Mt. Kenya university (970 employees) and Zetech University (215 employees) (HR records 2019 from Mt. Kenya and Zetech Universities respectively). The targeted population were distributed as follows.

Table 3.1: Target Population

Category	Zetech University	Mt. Kenya University	Total
Top level management	4	11	15
Middle level	11	109	120
Teaching staff	90	260	350
Non-teaching staff	110	590	700
Total	215	970	1185

Source: Author, (2019)

3.4 Sampling Methodology

3.4.1 Sampling Method

Sampling that the study adopted was stratified random. Cooper and Schindler (2014) states that stratified sampling refers to a case whereby any person or individual from the population is capable of being chosen according to the fraction in the given entire population. Stratified sampling was used to distribute employees according to the strata they occupy within the universities.

3.4.2 Sample Size

Cooper & Schindler (2014) explained sample size as reduced part of the target population which is guided by trust expected in data level of accuracy and certainty on estimates of sample size of target population and how analysis would be done influence choice of sample. Mugenda and Mugenda (2003) stated that a representation of at least ten percent of target population would be satisfactory for the descriptive study.

Table 3.2: Sample

Category	Zetech University	Mt. Kenya University	Total
Top level management	1	1	2
Middle level	1	11	12
Teaching staff	9	26	35
Non-teaching staff	11	59	70
Total	22	97	119

Source: Author (2019)

3.5 Data Collection

The researcher delivered the questionnaires to the two universities for the purpose of gathering primary data. Questionnaires was preferred because the respondents could complete them at their convenient time, especially when they were not at work. Questionnaire was divided into two

main parts with the first part facilitating collection of personal information of the respondents while the second part had a five-point Likert scale that had questions in relation to work life balance and employee performance. The mode of collection was drop and pick.

3.6 Validity and Reliability

3.6.1 Validity

Validity is the level to how truly data collection instrument is (Robson & McCartan, 2016). Validation was through content and construct validity. The researcher effected content validity by following the assigned supervisors' advice and professionals drawn from the field of HR management. Construct validity was handled by operationalizing variables forming this study, which made sure they demonstrated theoretical support of this research as shown in the outlined conceptual framework. Two HRM experts assessed the instrument and recommended its relevance to this study.

3.6.2 Reliability

The aim of reliability is to ensure there is consistency in results obtained by the instruments (Creswell, Klassen, Plano & Smith, 2011). Reliability was achieved through the use of precise sample population and carefully filled questionnaires by the respondents from the selected private universities in Kiambu County. These were overseen to all the respondents.

Cronbach's Alpha coefficient was used to determine reliability coefficient of questionnaire. It measured the internal consistency amongst items put together thereby forming a single scale. This showed the extent to which variety of items complement one another in assessing different kinds of like variables in understanding correlation coefficient. Reliability of instruments was ascertained when Cronbach's Alpha coefficient is more than 0.70 (Cooper & Shindler, 2014).

3.7 Data Analysis

Kothari (2011) states that analysis is the computation of given actions as well as the investigation of relationships. The analysis of data was aided by a combination of descriptive and inferential statistics through SPSS software. The study engaged descriptive statistics to describe mean and standard deviation of data gathered. Mean as well as standard deviations

were applied to facilitate data description and comparison of variables. A 5-point Likert gauge that ranges between 1-5 were used whereby 5 was representing maximum score and 1 represented minimum score.

Inferential statistics were done by applying multiple regression to examine general impact of independent and dependent variables as explained. Further, Pearson correlation analysis was applied to strength and direction of association between variables. Adjusted R^2 was engaged to examine the magnitude of dependent variable which independent variable changes could explain whereas standardised beta co-efficient demonstrated the direction of relationship.

Multiple regression :

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

Meaning;

Y= employee performance-dependent variable

X_1 =Flexible working arrangement-independent variable

X_2 =Leave programs-independent variable

X_3 =Health and wellness-independent variable

X_4 =Employee assistance program-independent variable

e=error

CHAPTER FOUR

RESEARCH FINDINGS AND CONCLUSIONS

4.1 Introduction

This chapter presents data gathered for the study and analyses of data as per objectives of the study and research questions. The chapter also provided the background information of the study respondents, respondent's rate as well as data collection process. Descriptive and inferential statistics were applied to help in discussing the findings of the study.

Table 4.1: Response rate for Questionnaire

	Questionnaires Administered	Questionnaires completed and returned
Respondents	119	79 (66%)

Source: Author (2019)

The study targeted a sample size of 119 staff members from Zetech University (22 staff members) and Mount Kenya University (97 staff members) and 79 questionnaires were completed and returned. The completed and returned responses (79) that is a response rate of 66%, which is sufficient and adequate for this analysis. According to Mugenda and Mugenda (2003), a response rate of 60% is considered good for analysis and reporting.

4.2 Reliability Analysis

A pilot study was conducted in the adjacent Great Lakes University to determine the reliability of the questionnaires. A representative sample of 10 staff members were drawn from the university for the pilot study.

Table 4.2: Reliability Analysis

Variable	Cronbach Alpha coefficient score	No. of Items	Comments
Leave Programmes	7	0.793	Reliable
Flexible working arrangement	8	0.842	Reliable
Health and wellness	7	0.821	Reliable
Employees assistance programme	7	0.798	Reliable
Employee performance	6	0.914	Reliable

Source: Author (2019)

Reliability analysis was done using Cronbach alpha to measure internal uniformity of questionnaire. Findings presented in table 4.2 revealed that questions on leave programme had a Cronbach alpha of 0.793, flexible working arrangement 0.842, health and wellness 0.821, employee assistance programme 0.798, and employee performance 0.914. The Cronbach alpha scores exceeded the required threshold of 0.7 and therefore considered reliable.

4.3 Demographic Information

4.3.1 Gender Distribution

The respondents were requested to indicate their gender and the findings are presented in table 4.3.

Table 4.3: Distribution of Respondents by Gender Category

Respondents' Gender	Frequency	% Percent
Male	43	54%
Female	36	46%
Total	79	100%

Source: Author (2019)

The study findings ascertained that a major segment of respondents comprised males 54% while females were 46%. This reveals that a large section of employees in the private universities is

males. It further shows the need to change mindset of women to take up employment opportunities in private universities.

4.3.2 Age

The respondents were requested to indicate their age and the findings are presented in table 4.4.

Table 4.4: Spread of Respondents by Age

Respondent's Age (Years)	Frequency	Percentage
18-30	48	60%
31-40	22	28%
41-50	7	9%
Above 50 years	2	3%
TOTAL	79	100%

Source: Author (2019)

According to table 4.4, majority of the respondents (60%) drawn from the private universities were aged between 18 and 30 years. Those aged between 31 and 40 years comprised 28% of the respondents. Further, employees aged between 41 and 50 years constituted 9% and those aged above 50 years constituted 3% of the respondents. It can therefore be deduced from the study findings that employees at the private universities are mostly in their youth. This demonstrates vibrancy in the private institutions of learning.

4.3.3 Marital Status

The respondents were invited to specify their marital status and the findings are presented in table 4.5.

Table 4.5: Marital Status

Respondent's Marital Status	Frequency	Percentage
Married	34	43%
Single	45	57%
Divorced	NIL	NIL
Separated	NIL	NIL
TOTAL	79	100%

Source: Author (2019)

The study findings presented in table 4.5 depict that majority of the respondents (57%) were single. On the other hand, those married constituted 43% of the respondents. This shows that most employees in the private universities are young people who are yet to start their families.

4.3.4 Level of Education

The study sought to identify the level of education of the respondents and the findings are presented in the following table 4.6.

Table 4.6: Level of Education of Respondents

Level of Education	Frequency	Percentage
K.C.S.E.	5	6
Certificate	8	10
Diploma	20	25
Bachelors	25	32
Master	18	23
PhD	3	4
TOTAL	79	100%

Source: Author (2019)

The study findings show that the majority of the respondents (32%) hold a bachelor's degree as their highest level of education. Those with diploma qualification were 25% of the respondents,

master (23%), certificate (10%), K.C.S.E (6%). PhD holders had the lowest population at 4%. It can therefore be deduced from the study findings that a high academic qualification is required in private universities.

4.3.5 Work Experience

The study sought to find out work experience of employees at the private universities. The findings are presented in the following table 4.7.

Table 4.7: Work Experience

Respondent's Work Experience	Frequency	Percentage
Below 5 years	37	47%
6-10 years	26	33%
11-15 years	12	15%
Over 15 years	4	5%
TOTAL	79	100%

Source: Author (2019)

Study findings study shows a great percentage of employees (47%) in the private universities had worked for less than 5 years. Employees who have served for 6-10 years formed the second largest percentage at 33% of the respondents. Respondents who have served for 11-15 years constituted 15% while those who have served over 15 years formed the least percentage at 5%. It can be deduced from the findings that majority of the employees have worked for less than 5 years, which can be alluded to employee exit at private universities.

4.3.6 Position of Respondents

The study sought to identify the position of respondents in the universities. The findings are presented in the following table 4.8.

Table 4.8: Position of Respondents

Position of Respondents	Frequency	Percentage
Top management	6	8%
Middle management	14	18%
Teaching staff	39	49%
Non-teaching staff	20	25%
TOTAL	79	100%

Source: Author (2019)

From table 4.8, it is evident that majority of the respondents (49%) were the teaching staff. This comprised of 47% teaching staff who are not in the management plus 2% teaching staff in the management. The second largest proportion of the respondents (25%) is the non-teaching staff. This is followed by middle management at 18% while top management have the least percentage (8%). It can be deduced from the findings that private universities employ more teachers than other cadre.

4.4 Descriptive Statistics

The section uses descriptive statistics to analyse responses gathered from the study respondents regarding the four elements of work life balance that constitute the study objectives. Descriptive statistics comprising mean and standard deviation were used to analyse the responses regarding leave programmes, flexible working arrangements, health and wellness as well as employee assistance programme and employee performance.

4.4.1 Leave Programmes

The study analysed the responses gathered concerning the effect of leave programmes on employee performance at Zetech and Mount Kenya Universities. Table 4.9 presents the views of respondents regarding leave programmes at these private universities.

Table 4.9: Descriptive Statistics for Leave Programmes

Statement	N	Mean	SD
The university offers flexibility when to start and end the day's work	79	3.18	1.25
The university allows working for longer days per week to get a day off	79	4.21	0.37
Maternity/paternity leave exist in this university	79	3.15	0.81
Compensation/sick leave arrangement exist in this library	79	3.92	0.39
Employees have ample time to utilise facilities like information resource centre (library) and physical fitness centres	79	4.19	0.53
Our organisation allows employees to choose their day off	79	4.67	0.22
Employees qualify for unpaid leaves	79	4.08	0.47

Source: Author (2019)

According to table 4.9, the respondents agreed (mean = 4.67; standard deviation = 0.22) with the statements “Maternity/Paternity leave schemes exist in this university; our organisation allows employees to choose day off (mean = 4.21; standard deviation = 0.37).” However, respondents differed with the statement “the university offers flexibility of when to start and end day’s work (mean = 3.18; standard deviation = 1.25).” In a review, Kim (2014) asserts that most organisations have policy on annual leave that takes between 20 to 30 days. Tariq, Aslam, Siddique and Tanveer (2012) observed that annual leave has many different gains on work life balance. However, Beauregard and Henry (2009) established that many of their employees are not informed of work life battle as revealed by their failure to go for their annual leaves which their employer could also not pay for or carry forward.

4.4.2 Flexible Working Arrangement

The respondents’ views on flexible working arrangement are presented in the following table 4.10.

Table 4.10: Descriptive Statistics for Flexible Working Arrangement

Statement	N	Mean	SD
Working hours and flexible in this university	79	3.39	1.42
I value flexible working arrangement offered by the university	79	4.08	0.53
Employees are allowed to vary working hours subject to putting in minimum working hours	79	3.88	0.46
At times I can work from home due to availability of teleworking in this university	79	4.59	0.18
Compressed working hours exist in this university	79	4.42	0.07
I always get the opportunity to attend to my personal matters when they arise	79	3.22	1.58
My duties are co-shared	79	4.21	0.51
Telecommuting in an organisation improves productivity for the organisation	79	3.94	0.62

Source: Author (2019)

According to table 4.10, the respondents concurred (mean = 4.59; standard deviation = 1.18) with the statements “At times I can work from home due to availability of teleworking in this university; compressed working hours exist in this university (mean = 4.42; standard deviation = 0.07.” On the other hand, the respondents disagreed with the statements that “Working hours are flexible in this university (mean = 3.39, standard deviation = 1.42); I always get opportunity to attend to my personal matters when they arise (mean = 3.22, standard deviation = 1.58)

A review of literature confirms that time related workers working arrangements reduces costs related to training, employment and induction of employees (Knafic ., 2010). Further, workers performance is improved because of the realization of work life balance. Consequently, this results in motivated work force, increased work ethics, better competitive advantage, reduced labour turn over as well as better organizational productivity and performance. Chang, McDonald and Burton (2010) observed that flexi working arrangements provides workers with suitable ways of forecasting their work leading to better productivity. Further, Kim

and Wiggins (2011) confirmed that part time employment measures has been the centre of interest to most researchers as one of the friendliest approaches to working families.

4.4.3 Health and Wellness

The respondents' views regarding health and wellness are presented in the following table 4.11.

Table 4.11: Descriptive Statistics for Health and Wellness

Statement	N	Mean	SD
The university offers favourable counselling services to employees	79	4.29	0.05
The university provides recreational facilities e.g. gymnasium and sports facilities	79	3.71	1.09
The university has favourable medical plans for employees	79	4.12	0.18
The medical and health services provided by the university to me are more favourable	79	3.88	0.85
The university provides beneficial preventive care systems	79	3.12	1.62
Employees are allowed rest periods in between work	79	4.25	0.34
My manager minds about personal health and conditions of work hence provides comfortable tools of work	79	3.08	1.48

Source: Author (2019)

According to table 4.11, the respondents were in agreement (mean = 4.29; standard deviation = 0.05) with the statements that “The university offers counselling services to employees; Employees are allowed rest periods in between work (mean = 4.25; standard deviation = 0.34).” However, the respondents disagreed with the statement (mean = 3.08, standard deviation = 1.48) that “My manager minds about personal health and conditions of work hence provides comfortable tools of work.”

In a review, Taylor and Don (2010) perceive wellness programs as an opportunity to encourage maintenance of good health instead of curative services. Naydeck and Pearson (2009) state that the programmes may include social events, leisure activities, spiritual progression or development sessions as well as fitness. The authors emphasise that health and wellness

programmes impact on an organization’s bottom line where workers well-being is deemed to significantly impact on general output.

4.4.4 Employee Assistance Programme

The respondents’ views on employee assistance programme are shown in table 4.12

Table 4.12: Descriptive Statistics for employee assistance program

Statement	N	Mean	SD
I have received educational assistance from the university whenever need arise	79	3.19	0.98
I always get sponsorship to attend seminars, workshops, and conferences	79	3.01	1.22
Child care assistance is provided in this university e.g. financial and on-site child care	79	2.92	1.33
The university provides employees with alternative financial sources e.g. subsidized loans from banks	79	4.07	0.54
Employees have ample time to utilise facilities like information resource centre (library) and physical fitness centres and time to have good and recommended meals	79	4.18	0.18
The university has favourable retirement plans for me	79	4.43	0.27
In our organisation supervisors set examples themselves on how to integrate work and family	79	4.22	0.23

Source: Author (2019)

According to table 4.12, the respondents were in agreement (mean = 4.43; standard deviation = 0.27) with the statements that “The university has favourable retirement plan for me; In our organisation supervisors set examples themselves on how to integrate work and family (mean = 4.22; standard deviation = 0.23).” However, the respondents differed (mean = 2.92, standard deviation = 1.33) with the statement that “Child care assistance is provided in this university e.g. financial and on-site child care.”

In a review, Haynes (2007) and Miller (2005) state that the prevailing western culture emphasises on intensive mothering regarding childcare. Comprehensive mothering is exclusive, often takes a lot of time, pays much attention to children and engages emotionally. It is imperative to note that mothers are dedicated to others and at the same

time focus on their desires as well as individual interests. Comprehensive nurturing idea assumes and emphasizes the traditional division of labour in relation to gender. Bailey, Madden, Alfes and Fletcher (2017) observed employees who undergo financial challenges easily undergo fatigue, work related accidents, poor performance and lots of grievance related cases

4.4.5 Employee Performance

The respondents' view's regarding employee performance are recorded in table 4.13

Table 4.13: Descriptive statistics for employee performance

Statement	N	Mean	SD
In this university, increased employee performance leads to organisational profitability	79	2.98	1.57
In this university, commitment among employees has led to improved performance	79	4.25	0.88
There is a direct relationship between organisational profitability and employee performance in this university	79	4.09	0.62
Employees who further their studies have better high level of commitment in the university	79	4.62	0.27
Customer satisfaction is not affected by employee performance in this university	79	4.02	0.24
In this university, improved employee performance leads to increased customer satisfaction	79	4.49	0.18

Source: Author (2019)

According to table 4.13, the respondents concurred (mean = 4.62; standard deviation = 0.27) with statements “Employees who further their studies have better high level of commitment in this university; In this university, improved employee performance leads to increased customer satisfaction (mean = 4.49; standard deviation = 0.18).” However, the respondents disagreed (mean = 2.98; standard deviation = 1.57) with statement that “In this university, increased employee performance leads to organisational profitability.”

In a review of study completed by Wayne and Cordeiro (2003) identified that when employees fail to go for annual leaves their performance is likely to fail. Further, Duxbury (2001) identified that workers' productivity rate is openly linked on how proportionate the workers are as far as work life balance is concerned. Further, it established how workers can easily manage job life struggles when they went for annual leave and be away from the organization as compared to working and at the same time handling family associated matters. The study findings support the study by Kim (2014) that employee performance is a crucial area within an organization because it enables workers to grow and effectively utilise their skills to benefit their organisations. Consequently, this results in increased organizational productivity as good customer service within every unit in the organisation. To realize improved employee performance, organizations must put in place mechanisms that will challenge them based on their capability, determination and strength as a way of realising improved organisational performance.

4.5 Inferential Statistics

This section presents the analysis of the relationship between the independent and dependent variables used in the study. The data gathered were analysed with the aid of correlation and regression analyses to ascertain the nature and strength of how related is the independent and dependent variables. The independent variables comprise leave programmes, flexible working arrangement, health and wellness, and employee assistance programme. Employee performance constitutes the dependent variable for this study.

4.5.1 Relationship between Leave Programmes and Employee Performance

The study sought to identify the relationship between leave programmes and employee performance. The findings are presented in the following table 4.14.

Table 4.14: Relationship between Leave Programmes and Employee Performance

		Employee performance
Leave Programmes	Pearson Correlation	.889**
	Sig. (2-tailed)	.001
	N	79

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

Table 4.14 indicates that leave programmes has a strong positive correlation ($r = 0.889$; $p < 0.05$) with employee performance. This implies that leave programmes positively influence the level of employee performance in organisation. Tariq, Aslam, Siddique and Tanveer (2012) ascertained that annual leave has many different gains on work life balance. The researchers established that gains may include reduced stress rate of workers, workers psychological re-invention and recreation that leads to better performance of workers in the organization. This implies that leave programmes play important role towards improving employee performance.

4.5.2 Relationship between Flexible Working Arrangement and Employee Performance

The research sought to establish the relationship between flexible working arrangement and employee performance. The findings are demonstrated in the following table 4.15.

Table 4.15: Relationship between Flexible Working Arrangement and Employee Performance

		Employee performance
Flexible Working Arrangement	Pearson Correlation	.402**
	Sig. (2-tailed)	.001
	N	79

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

Table 4.15 shows that flexible working arrangement has a weak positive correlation ($r = 0.402$; $p < 0.05$) with employee performance. The findings demonstrate that flexible working arrangement has a weak positive influence on the level of employee performance in organisation. Parkes and Langford (2008) confirm that part time arrangement is beneficial to employees because of its

supportive nature of work life balance. It can therefore be deduced from these study findings that flexible working arrangement is crucial towards the improvement of employee performance.

4.5.3 Relationship between Health and Wellness and Employee Performance

The study sought to identify the relationship between health and wellness and employee performance. The results are demonstrated in the following table 4.16.

Table 4.16: Relationship between Health and Wellness and Employee Performance

		Employee performance
Health and Wellness	Pearson Correlation	.871**
	Sig. (2-tailed)	.001
	N	79

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

Table 4.16 indicates that health and wellness have a very strong positive correlation ($r=0.871$; $p<0.05$) with employee performance. The study findings reveal that health and wellness positively influences the level of employee performance in the private universities. Miller and Harlen (2009) reports organizational fitness activities are essential for the organization because it reduces employee’s absence as well as labour turnovers. A study conducted by Kamau, Tuwai and Kuria, (2015) on organizational wellness in Kenyan commercial banks identified a strong association between monetary, physical, ecological and social wellness facilities and workers performance.

4.5.4 Relationship between Employee Assistance Programme and Employee Performance

The study sought to identify the relationship between employee assistance programme and employee performance. The results are demonstrated in the following table 4.17.

Table 4.17: Relationship between Employee Assistance Programme and Employee Performance

		Employee performance
Employee assistance programme	Pearson Correlation	.794**
	Sig. (2-tailed)	.001
	N	79

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

Table 4.17 shows that employee assistance programme has a very strong positive relationship ($r = 0.794$; $p < 0.05$) with employee performance. This implies that employee assistance programme positively influences employee performance in their organisations. A study completed by Bailey, Madden, Alfes and Fletcher (2017) identified that employees who undergo financial challenges easily undergo fatigue, work related accidents, poor performance and lots of grievance related cases. It can therefore be deduced that employee assistance programmes, including financial assistance boost employee performance.

4.5.5 Model Summary

Multiple regression analysis was conducted to test the influence of independent variables on the dependent variables. The findings of the analysis are presented in the model summary table 4.18.

Table 4.18: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.621 ^a	.3856	.347	.136

a. Predictors: (Constant), Leave programme, flexible working arrangements, health and wellness, employee assistance programme

b. Dependent variable: Employee performance

Source: Author (2019)

According to table 4.18, the predictors in the model presents a strong positive correlation ($R=.621$) with the dependent variable. The coefficient of determination (r^2) from the table is 0.3856. It infers that four independent variables of this study jointly explain 38.5% of the variance. The remaining 62.5% can thus be described by other factors not studied in this research.

Table 4.19: Summary of the ANOVA Findings

	Sum of squares	Df	Mean Square	F	Sig.
Regression	17.283	4	6.84	63.2	.001 ^b
Residual	2.211	74	.028		
Total	19.494	78			

Source: Author (2019)

a. Dependent variable: Employee performance

b. Predictors: (Constant), Leave programmes, flexible working arrangements, health and wellness, and employee assistance programme

According to Table 4.19 on analysis of variance, F-statistic is 63.2 with a corresponding p-value of 0.001. This implies that the effect of the four independent variables on dependent variable is one that is significant as $P < 0.05$.

Table 4.20: Co-efficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.301	.087		2.014	.000
Flexible working arrangements	.788	.065	..612	3.191	.002
Leave programmes	.812	.072	.778	2.438	.001
Health and wellness	.451	.064	1.374	1.973	.001
Employee assistance programme	.983	.058	.815	2.046	.000

a. Dependent variable: Employee performance in private universities

Source: Author, (2019)

Findings of multiple regression analysis presented in table 4.20 are guided by the following model:

$$Y=2.301 + 0.788X_1+ 0.812X_2+ 0.451X_3+ 0.983X_4+e$$

Meaning;

Y= employee performance

X₁=Flexible working arrangement

X₂=Leave programs

X₃=Health and wellness

X₄=Employee assistance program

e=error

From the regression equation ascertained, factoring all variables (flexible working arrangement, leave programmes, health and wellness, and employee assistance programme) constant zero, the performance in the private universities would be 2.301. Further, if all the other variables are maintained constant, the unit rise in the flexible working arrangement will get to 0.788 increase in performance of employees in the private universities. A unit rise in flexible leave programmes will get to 0.812 increase in performance of employees in the private universities and a unit increase in health and wellness will lead to 0.451 increase in performance of employees in the private universities. Further, a unit increase in employee assistance will lead to 0.983 increase in performance of employees in the private universities.

At 95% confidence level, flexible working arrangement (p-value = 0.002), leave programmes (p-value = 0.001), health and wellness (p-value = 0.001), and employee assistance programme (p-value = 0.000) are significant variables in the model.

Study by Kim (2014) revealed flexible working arrangements provide an opportunity for employees to manoeuvre between their work and family affairs and eventually improve their performance. It therefore allows employees to fully focus more of their attention on their employment without or with minimum interference on private obligations (Muchiti, 2015). Employees further are time conscious in reporting to work, feel more motivated, low labour

turnover and satisfied in their work, which eventually enables employees to meet their organizational goals since they are positively influenced (Mwangi, 2016). Since this study was conducted in a private university with leave programmes, health and wellness, employee assistance programmes, it can be argued that employees who enjoy fully implemented work-life balance practices in their organisations can be committed, motivated, and satisfied and thus perform well in their assigned tasks.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of study findings as per the descriptive and inferential statistics. Further, conclusions and recommendations are presented.

5.2 Summary of Findings

The section provides summary to the study findings, incorporating both descriptive and inferential results.

Objective 1: To determine effects of flexible working arrangement on employee performance in private universities in Kiambu County

Majority respondents were of the opinion that they sometimes work from home due to availability of teleworking in this university. Moreover, the respondents concurred with the statement that compressed working hours exist in their universities. These statements show the importance of flexible working arrangements in relation to employee performance. The research findings identified a flexible working arrangement has a weak positive correlation with employee performance. It was deduced from study findings that flexible working arrangements have a weak positive influence employee performance in private universities in Kiambu County.

Objective 2: To investigate impacts of leave programmes towards performance of employees in private universities in Kiambu County

Majority of the respondents at the private universities agreed with the statement that maternity/paternity leave schemes exist in their university and that their organisations allow employees to choose day off. This demonstrates the importance of leave programmes in relation to employee performance. The study established a strong positive correlation between leave programmes and employee performance. It was deduced from study findings that leave programmes positively influence employee performance in private universities in Kiambu County.

Objective 3: To determine impacts of employee assistance programmes towards performance of employees in selected private universities in Kiambu County

Majority of the respondents concurred that the universities have favourable retirement for them. Further, their universities' supervisors set examples themselves on how to integrate work and

family. The findings show the importance of employee assistance programmes towards supporting employee performance in their organisations. The study further established that the relationship between employee assistance programmes and employee performance is a very strong positive correlation. It was deduced from study findings that employee assistance programmes positively influence employee performance in private universities in Kiambu County.

Objective 4: To investigate effects of health and wellness approaches on employee performance in private universities in Kiambu County

Health and wellness were identified as significant in the universities to maintain performance of employees by majority of the respondents. Counselling facilities were seen as crucial elements of work life balance. Moreover, employees who are allowed to have rest periods in between tend to perform better in between work. The association between health and wellness and employee performance was identified to have a very strong positive correlation. It was deduced from study findings that health and wellness positively influence employee performance in private universities in Kiambu County.

5.3 Conclusions

Based on the study findings, it was concluded that leave programmes are critical to performance of employees. It concluded that leave programmes flexibility in starting and ending a day's task, working for longer days per week to get a day off, and maternity/paternity leave schemes benefits and motivates employees and thereby improving their performance. Leave granted to employees has many different gains on work life balance. The benefits may comprise reduced stress rate of workers, workers psychological re-invention and recreation that leads to better performance of workers in the organization.

Pertaining to flexible work arrangements, the study identified that it is not fully encompassed in private universities and there exists a weak relationship between flexible working arrangements and employee performance. Flexible working arrangements such as flexible working hours, variability of working hours, and teleworking among others were ascertained to be inadequately embraced in the private universities. Emphasis should therefore accord to granting employees opportunity by their superiors to work on part time basis they

experience less work and home related conflicts, low or zero stress levels and better performance.

The study also found that health and wellness programmes were embraced in private universities. Health and wellness were identified as significant influence on performance of employees in the study. Further, it was concluded that health and wellness was attained when universities provide counselling services to employees. The conclusion also emphasised that health and wellness are attainable when employees are allowed rest periods in between work. Employees need to understand that medical plans and recreational facilities are imperative to their health and wellness as they further positively impact on their performance.

Pertaining to Employee assistance programmes, the study found work life balance to be a significant variable in determining employee performance in the organisations. Majority of the employees stated that the universities have favourable retirement for them. The findings further revealed that universities' supervisors set examples themselves on how to integrate work and family.

5.4 Recommendations

The recommendations herein are grounded on the study findings and conclusions. The study recommends more emphasis to be given to flexible working arrangements in the quest to improve employee performance in the universities. This supported by findings that most employees stated that working hours are not flexible in their private universities. In addition, most of the respondents differed with the statement that they be allowed to attend to private assignments whenever they come up. The management of private universities should therefore design and implement flexible working arrangements that motivate employees and boost their productivity.

Universities should make sure that they give their employees ample time to relax as they attend to their families. The recommendation is in line with the fact that most respondents differed with the statement that the universities offer flexibility of when to start and end day's work. When employees have adequate time to rest, they tend to have less stress or tension that may compromise the quality of their output in their places of work.

Organisations intending to improve their employee performance should provide employees appropriate health and wellness programmes that boost their productivity in their assigned tasks. Evidence drawn from the study findings reveals that majority of the respondents disagreed with the statement that their managers mind about their personal health and conditions of work. There is need to avail comfortable tools of work to help employees boost their productivity. Health and wellness should be developed to ensure that employees perform well in their duties. Moreover, employee assistance programmes should be well structured and defined in a way that promotes productivity among employees.

5.5 Suggestions for Further Research

The study suggests areas where further research should be carried out regarding employee performance, which comprise the role of leave programmes in improving employee performance in public universities. The study further suggests a study into the relationship between employee assistance programme and employee performance in vocational training institutes. Further studies in this area should extend to cover all universities in Kiambu County because this will provide a more generalised conclusion.

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PART II

Indicate your level of agreement with the following statements by placing a *tick* in the column that best reflect your opinion. The ratings are in numbers ranging from 1-5 as explained below;

5-Strongly Agree, 4-Agree, 3-Undecided, 2-Disagree, 1-Strongly Disagree

A. Leave Programs

Leave programs	5	4	3	2	1
The university offers flexibility of when to start and end the day’s work					
The university allows working for longer days per week to get a day free/off					
Maternity/Paternity leave schemes exist in this university					
Compassionate/Sick leave arrangement exist in this university.					
Employees have ample time to utilized facilities like information Resource centre (Library) and physical fitness centres					
Our organization allows employees to choose their day off					
Employees qualify for unpaid leaves					

B. Flexible Working Arrangement

Flexible working arrangements	5	4	3	2	1
Working hours are flexible in this university					
I value the flexible work arrangements offered by the university					
Employees are allowed to vary working hours subject to putting in minimum working hours.					
At times I can work from home due to availability of teleworking in this university					

Compressed working hours exist in this university.					
I always get opportunity to attend to my personal matters when they arise					
My duties are co-shared					
Telecommuting in an organization improves productivity for the organization.					

C. Health and Wellness

Health and wellness	5	4	3	2	1
The university offers favorable counseling services to employees					
The university provide recreational facilities e. g gymnasium and sports facilities					
The university has favorable medical plans for employees					
The medical and health services provided by the university to me are favourable					
The university provides beneficial preventive care systems					
Employees are allowed rest periods in between work					
My manager minds about personal health and conditions of work hence provides comfortable tools of work					

D. Employee assistance program

Employee assistance program	5	4	3	2	1
I have received educational assistance from the university whenever need arise					
I always get sponsorship to attend seminars, workshop and conferences					
Child care assistance is provided in this university e. g financial and on-site child care					
The university provide employees with alternative financial sources e. g subsidized loans from banks					
Employees have ample time to utilize facilities like information resource center (Library) and physical fitness centers and time to have good and recommended meals.					
The university has favorable retirement plans for me					
In our organization supervisors set example themselves on how to integrate work and family					

E: Employee Performance

Employee performance	5	4	3	2	1
In this university, increased employee performance leads to organizational profitability					
In this university, commitment among employees has led to improved performance					
There is a direct relationship between organizational profitability and employee performance in this university					
Employees who further their studies have better high level of commitment in this university.					
Customer satisfaction is not affected by employee performance in this university					
In this university, improved employee performance leads to increased customer satisfaction					

APPENDIX II: PRIVATE UNIVERSITIES IN KIAMBU COUNTY

1. Mt. Kenya University
2. Greta University
3. Presbyterian University of East Africa
4. St. Paul's University
5. Great Lakes
6. UMMA University
7. Zetech University

Source; CUE, website (2019)