

**WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE IN THE
ENERGY AND PETROLEUM REGULATORY AUTHORITY IN KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF
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DECLARATION

This project is my authentic work and has not been presented to any other university for any award.

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This research project has been submitted for examination with my approval as the University supervisor and I confirm that this research project was done by Purity Nthenya Mutuku under my supervision

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DEDICATION

This study project is dedicated to my relatives and friends, and I appreciate their kindness, well wishes, and persistent prayers.

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ABBREVIATIONS AND ACRONYMS

WLB – Work-Life Balance

EPRA – Energy and Petroleum Regulatory Authority

ERC – Energy Regulatory Commission of Kenya

FWA – Flexible Working Arrangement

OECD – Organization for Economic Co-operation and Development

HR – Human Resource

HRM – Human Resource Management

WWR – West Water Resources

NACOSTI - National Commission for Science, Technology and Innovation

OR – Odd Ratio

OC – Organizational Commitment

CSE - Computer Science and Engineering

ABSTRACT

Workplace policies that ensure an individual may balance personal and professional obligations are known as work-life balance policies. The happiness of staff, their confidence, and the effectiveness of the firm as a whole are seriously threatened by poor work-life balance. Most workers frequently struggle to strike a balance between their obligations at work and in their personal lives. The report's goal was to examine the relationship between staff performance at Nairobi, Kenya's Energy and Petroleum Regulatory Authority and task balance. The study's goals were to determine how leave policies, flexible work schedules, and welfare programs affected employees' performance at the Energy and Petroleum Regulatory Authority in Nairobi, Kenya, as well as to look at the impact of family duties. The Spillover Theory, Compensation Theory, and Role Theory served as the study's pillars. A descriptive research design was used for this investigation. 160 personnel from the followings directorates—Corporate Services, Petroleum and Natural Gas, Economic Regulation, Electricity and Renewable Energy, Public Education Advocacy, and Consumer Protection—were included in the targeted population. A 101-person sample will be random sampling in addition to stratified selection. A total of 101 employees, including 17 from Corporate Services, 15 from Petroleum and Gas, 20 from Economic Regulation, 20 from Electricity and Renewable Energy, and 29 from Public Education, Advocacy and Consumer Protection, made up the sample size, which was 30 percent of the target population. To gather information for the sample, the study employed semi-structured questionnaire with both closed- and open- ended questions. The surveys were sent to the respondents using a drop and pick approach. Before being used with the participants, the instrument underwent a preliminary evaluation for reliability and validity. SPSS was used to evaluate and report the data that have been gathered. Data was evaluated using statistical analysis like frequency and percentage. Frequency analysis was employed in the data presentation. Additionally, a correlational and multiple logistic analysis was performed to ascertain the connection between employee and their work-life balance. The study results presented that the company analysed employ efficient leave policy. The company allowed time off to assist employees care for my dependants. The authority adheres to the employment contract's leave policy, extends employees yearly leave by giving them more time off. The results indicates that EPRA encourages looking at difficulties in different dimensions, creativity in problem solution, treats employees well, and recognizes the employee's strengths and abilities are different from other. The results indicated that there was professional therapy offered to employees by EPRA. The EPRA offers moderate good daycare options, gives permission to take time off to assist and care for a sick family member. The found that compared to now, when the employees have parental responsibilities their performance was enhanced. Numerous family obligations caused employees to miss work, yet they had no negative effects on how they performed at work. The findings indicated that employee effectiveness in handling task in the authority has improved. There was improved efficiency in handling tasks in the organizations. The study concluded that changes in leave policy, flexible work arrangements and welfare programs had significant effect on employee performance. Family responsibilities had no effect on employee performance. The study urged businesses to plan and implement vacation time in order to ensure that employees have time to unwind from their work duties. The report recommended that management develop work policies that promote flexible work schedules for employees. The capacity of employees to plan their time to accommodate both personal and professional activities would boost employee productivity.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

According to Evans, Puce, and Barsoux(2012), growing rivalry among firms as a result of technology and globalization innovation has led to an emphasis on work-life balance strategies to improve job performance. In order to maintain successful employee performance by avoiding Work-Life conflicts, it is wise for human resource officers to maximize employees' contributions to the company's goals and objectives (Kamran and Nasir 2018). Redmod et al. (2006) defined work/-life balancing (WLB) as flexible hours that allow both mothers and people who aren't children to find a balance between their and work responsibilities. Employee engagement is a significant concept that has an impact on a variety of workers in the public and private sectors. It encompasses more than just one's professional and personal lives. A person's psychological, social, economic, and mental health are all still affected by it. Orugbu et al. (2015) assert that all of these issues show up in a person's output and thus have an influence on work.

Task balance is a combination of relationships between the many aspects of a person's life, the benefits and drawbacks that come with it, and one could also have an impact on special societal echelons. The issues that arise with full resolution affect both employees and employers. Employers experience the negative effects of low WLB via attendance, greater staff turnover, recruiting and training expenses, and sick absence Bruno (2016). Workers may have negative effects on their mental health, organizational performance, and happiness with their lives and jobs (Guest, 2001).

Various writers have explored the connection between full resolution and employees'

productivity. The Made By mixing principles were linked to employees' performance, according to a survey of 732 organizations in Germany, France, the United States, and the United Kingdom. The study did, however, reveal a mismatch between work-life policies and top performance in the organizations (White,Hil, McGovern,Mills,and Smeton,2013). According to Lee & Bruvod(2015), a casual chain of activities from the desired Human Resource Policies to actual practice, which spurs employee performance, is created by the perceived quality and care given to workers.

According to studies sponsored by the UK government, rigid schedules and long hours are linked to ill health, a disorganized family life, and reduced productivity of employees (Arrowmith, 2011). Despite evidence showing a statistically favorable association between full resolution and employees' productivity, advanced countries like the UK have increasingly embraced made by mixing efforts. However, the majority of poor countries, particularly in Africa, have not.

Some businesses in Kenya, such ECO Banks, Britam, and Standard Chartered Bank have implemented work- life balance programs to ease employee strain and improve performance. These programs aim to lessen job conflicts that might have a detrimental impact on employees' performance. Daycare facilities, men's and women's healthcare facilities, houses of worship, and Leisure for nursing moms are just a few of the amenities.

All throughout CO VID-19 emergency situation, several employees were required to work from homes. At initially, it was observed that certain individuals had particular assumptions about the potential benefits of working from home as a factor supporting work/-life balance. But, since employees could contact the company by email or phone at any time, it was anticipated that they would work after hours and be accessible after

hours. Uncertainty and investing quality time with family were often causes of additional stress. Mistakes have been made that made the issue of resolutions up worse because many firms and individuals weren't ready for this unexpected transition. Additionally, the COVID-19 disaster scenario has given us some crucial lessons.

The general public has the opportunity to think about what cooperation truly implies and how it may function among customers and businesses. In order to ensure the both long term financial success of companies and the creation of regulations that encourage employees' right to a balanced work/-life balance, employers must address new issues. Work-life balance is important for employee growth, fulfillment, and company loyalty, especially when it's necessary for a long time, such as with COVID-19. When workers receive assistance in creating a good work/-life balance, they tend to be more motivated to do respective jobs successfully (Ramakrihan, 2020).

1.1.1 Employee performance

Any business values its employees highly. As per (Bhardwaj, 2019), actively involving staff in the process of quality management would make it simple to run a profitable and productive firm. Performance is described by Michael Mccann (2007) as "the accomplishment of the established quantifiable objectives." Performance measures how well a worker is meeting the demands of their position. The right actions and efficient use of information, skills, and experience lead to high performance rates. Not all workers are created equal; while some have excellent productivity levels independent of rewards, others can occasionally require a boost. The outcome may be much bigger if managed skillfully and effectively, which would raise staff morale (Wildeom & Malowski, 2016).

Businesses must assist workers in striking a balance between work and personal since

a lack of it may negatively impact employee productivity, contentment, wellbeing, and organizational commitment. Employees are essential assets to companies (Kan and Khushid, 2017). Employees are a company's true asset and are essential to the operation and success of the enterprise. Performance in an organizational setting refers to how much an employee contributes to the achievement of the company's objectives and goals (Uddinet al., 2013; Zang, 2012). Performance appraisal is a grading method that many organizations use to determine a worker's skills and production, as according Nyokabi(2014).

Labor productivity is crucial to a business survival since it plays a crucial role in attaining its targets and goals. All policy in a company should be focused on enhancing personnel performance as a consequence of the fact that firms investigate methods of inspiring its workforce. According to Pak, Mituhashi, Fey, and Bjokman (2013), a group's performance criteria are used to gauge a performance of workers. Effectiveness is the accomplishment of a certain task as judged against established or preset quality, thoroughness, budget, and clear provision. Only when a workers feel that achieving that specific aim or goal would benefit both the business and herself will they be able to execute as quickly and efficiently as possible.

1.1.2 Work Life Balance

The capacity of individuals to fulfill their obligations to their families, their jobs, and other non-work-related responsibilities and interests in a way that gives consistency and harmony to your lives is referred to as work -life harmony. Makhamara & Oteri (2018). The equilibrium point, defined by Khan & Aga(2015), is a situation in which a person's personal and professional lives are evenly balanced. Work -life balance was described by Rajeh and Prasad(2016) as a pleasant, happy, and successful existence that

incorporates work, leisure, and affection. Work -life balance is a particular combination of corporate practices, regulations, initiatives, and a mindset that fully promotes efforts to assist people succeed both at and at home, according to World at Work (2008). Employment balance is the worldwide judgement that work & family are balanced, according to Grzywacz & Carlson(2017).

Since there are several organizations vying for market dominance in the energy industry, senior management authorities may feel pressured to overwork their staff in order to meet goals. Employees put forth extra effort to attempt to manage their own life with this load (Schufeli, 2018). As just a result, it affects children's upbringing as well, leading to a terrible social engagement as well as sad and disintegrated households. In today's constantly demanding work climate, many people struggle to strike a balance between family and work-life. Even with the widespread search for WLB, only a tiny percentage of experts have offered a plausible explanation for this occurrence. Employment balance does not always mean an equitable amount, as according Higginst al.(2016). Since there are several organizations vying for market dominance in the energy industry, senior management authorities may feel pressured to overwork their staff in order to meet goals. Employees put forth additional effort to attempt to manage their own life with this load (Schufeli,2018). As just a result, it affects children's upbringing as well, leading to a terrible social engagement as well as sad and disintegrated households. In today's constantly demanding work climate, many people struggle to strike a balance between family and work-life. Even with the widespread search for WLB, only a tiny percentage of experts have offered a plausible explanation for this occurrence. Employment balance does not always mean an equitable amount, as according Higginst al.(2 016).

Psychological disagreements at work, non - supportive leadership, ambiguous or

inadequate policies, rigid working conditions, and heavy workloads all contribute to the emergence of this kind of argument. However, relatives conflict arises when job obligations clash with family obligations, for as whenever caring for elderly or vulnerable kids or for relatives who are not supportive (Barl, 2010).

Whenever it comes to workers, leave rules are really important. Employee absence is expensive yet seldom understood in businesses; both direct and indirect impacts result from employee absence. Staff needs absences so they may take time off to take care of personal matters and spend time with family. Because they are allowed opportunity off as needed, leaves help to increase employee productivity and inspire them to work hard. Workers have the right to some sort of maternity, pregnancy, and/or family leave in every European country, albeit the length and compensation amounts vary greatly across them (OECD, 2017). Additionally, businesses frequently give additional leave upon top of the policy they are required by law to supply, either by extending the duration of the leave or raising the amount of compensation to which employees have rights (den Dulk et al., 2012). These additional family leave policies are intended to make it easier for workers with small children to balance career and family, as such, they may be advantageous to the workers (Roda et al., 2016).

A so "company argument" for providing supporting regulations claims that firms may benefit from implementing such policies by improving desired results like employee productivity (Whetley, 2017). Flexible Working Conditions FWAs, which Rau (2018) refers to as an alternate to the "normal" weekday, with off choices like freelancing as well as variable and restructure comprehensive options like flextime and condensed working weeks (Tuban & Keon, 2013). Companies "survive" their personnel by providing employees in balancing their double work-life duties through the provision of FWAs. Furthermore, FWAs are linked to a range of advantageous effects for workers

who utilize them, such as improved mental health, decreased stress, fatigue, attrition, and absence, as well as levels of commitment.

Individuals that occasionally, frequently, or solely operate for their companies from homes or maybe another distant place that is outfitted with the necessary computer-based equipment to transmit work to a centralized company are referred to as teleworkers (WWWR, 2011). According to a number of publications, telework agreements are becoming increasingly prevalent (Konad & Magel, 2010) as a result of a variety of benefits that are available for both people and businesses. Employees usually see telemedicine as a way to continue working while still taking care of family obligations, cut down on commute time, boost job autonomy, create flexible work schedules, and gain great practice in technology and communications. According to research, companies may be able to raise employee satisfaction, which might lead to higher staff retention, fewer personnel relocation expenses, lower absence rates, and improved organizational performance (MDonald, Guthie, Bradly & Shakspeare-Finch, 2014).

This research will examine employee therapy, free medical services, and staff training as welfare initiatives. The study's final section on family obligations concentrated on parenting and taking care of the elderly. According to Armstrong (2004), the foundation of worker welfare schemes is primarily the concept of a group's social duty to people who work for it. To fulfill their objectives, offer the items and services they specialize in, and so gain a competitive edge, organizations require highest productive workers. Gayle & Bock (2004) claim that in order to maintain their workers' levels of motivation, businesses offer welfare amenities. There are two types of employee welfare benefits: constitutional and non-statutory safety nets (Cole, 2002). The statutory programs are those that must be offered by a company in order to comply with the regulations

controlling the safety of its employees. These include rules pertaining to welfare, health, and safety. The non-statutory programs vary from one organization to another and from one sector to another. The entire purpose of wellbeing programs is to boost an organization's efficiency, develop productive, content workers, and foster positive interpersonal relationships in order to sustain industrial harmony.

A close relative who meets the criteria to be a covered mother or father under the Household is the duty of the employee. The results of empirical research on the impact of family obligations on job performance are conflicting. According to a research done on Canadian people in the private sector by Harrison, Hanley, and Lee around 2000, the perception of both job and family life is lowered when there is a dispute between the two. The results of the organization, like as productivity, turnover, and absenteeism, are negatively impacted as a result. The results of this study suggest that having family obligations has a beneficial effect on employees' performance.

1.1.3 Energy and Petroleum Regulatory Authority

Underneath the Energy Act in 2019, the Energy Regulatory Commission (ER C) is replaced by the Energy and Petroleum Regulatory Authority (EPR A), which has an enlarged scope that includes, among other things, downstream coal & petroleum control. In pursuance of Section 10 of a Energy Act 2019, the Authority's duties include control of the production, import, export, transport, transmission, supply, and utilization of electric power, the exception of nuclear facility authorization. in addition to oil products, the import, refinement, emigration, movement, storage, and selling of petroleum and its derivatives. sustainable energy generation, transmission, consumption, supply, market. the search for, discovery, production, handling, storing, transport, purchase, and sale of coal bed gas and other energy sources. In line with the

oil legislation, the rules enacted thereunder, and the pertinent hydrocarbon agreements, it also controls, monitors, and oversees upstream hydrocarbon activities in Kenya. The Cabinet Secretary in charge of affairs pertaining to petroleum must collect, examine, and approve any request for a noncommercial exploration after receiving the data and statistics on downstream petroleum activities in Kenya that may be requested from times to times.

1.2 Statement of the Problem

A major problem in the world today is poor WLB, which has a significant impact on both individual and organizational results. Employees frequently struggle while attempting to strike a balance between their social lives and obligations at work. According to Mwangi (2017), the conflicting needs of family and work life have become more relevant to employees throughout the years. When there is an imbalance between obligations at work and at home, there is typically tension between the two, which when managed improperly can lead to stress and even despair and eventually damage an employees ' job satisfaction (Kisu & Muli,2017).

The achievement of one's career and personal objectives can be greatly aided by striking a healthy balance between work and life (Fridman & Grenhaus,2018). Nevertheless, a 2020 American psychological survey found that 41% of staff members tense up or worried out throughout the workweek and that 69percent of the total of people think that job is indeed a significant cause of stress. Numerous employees are under stress due to a lack of relatives rules, flexible hours, work design, and parental leave, which results in decreased job efficiency and productivity as well as broken households (DeBruin,2016). As per Spinks(2017), the change has led to poor employee input and productivity since a worker who struggles to strike a healthy balance between work and

home life likely to also struggle to manage duties at his or her place of employment.

There have been various issues that are affecting employee performance at the Energy Petroleum Regulatory Authority and this includes inability to manage heavy workload which is causing occupational stress. (Robbins, 2016). Additionally, there are discriminatory employment circumstances, such as weekend shifts, shift troubles, excessive days, misallocation of resources, safety concerns, and random transfers of personnel without proper consideration for their welfare (EPRA Review Report 2020). Among the problems that are influencing job performance are uncertainty in power and authority, engagement rules, and a lack of involvement in decision-making. Policies touching on leave are not adhered to and this is what drives the ability of employees to be efficient and effectively deliver services (Delore 2018).

Mwangi (2017) conducted study on the effect of Work / life balance on workers' productivity at universities, with a focus on Kabarak University. The results of the study demonstrated that conflicts over required tasks have an influence on work. The fact that the this study was carried out in a foreign university sets it apart from the present study. In another study, Msabaa (2017) examined the impact of WLB on the intention of worker turnover amongst Kenyan international aid organizations. The analysis revealed that many Work / life balance initiatives have been carried out in Kenya by international groups that help humanity. The activities include those related to flexible schedules, assistance programs, turnover prevention, and employee perks. Given that the variables used are distinct from those in the current study, there is a theoretical gap in this.

Investigation on foreign quasi organizations in Zambia's health sector that encourage the adoption of techniques for a decent life-work balance was done by Ng'ang'a (2010). Alternate work schedules, wellness, career breaks, and telecommute are some of the

efforts. This study differs from previous ones in that they focused on the health industry and employed various factors, whereas the present study will be centered on the Energy & Petroleum Regulatory Agency. This study aimed to examine the impact of made by mixing practices on employee performance at the Energy and Petroleum Regulatory Agency in Nairobi, Kenya, against this background.

1.3 General Objective

Investigating how work/life balance affects the productivity at Kenya's Energy and Petroleum Regulatory Agency was the overall objective.

1.3.1 Specific Objectives

- i) To determine how the Kenyan Energy and Petroleum Regulatory Authority's leave policy affects employee performance.
- ii) To ascertain how the effectiveness of the Energy and Petroleum Regulatory Authority in Kenya is impacted by flexible work arrangements.
- iii) To inquire into how Kenya's Energy and Petroleum Regulatory Authority workers perform in relation to welfare programs.
- iv) To establish the effect of family responsibilities on the performance of employees in the Energy and Petroleum Regulatory Authority in Kenya.

1.4 Research Question

- i) How does the leave policy affect employees' performance at the Kenyan Energy and Petroleum Regulatory Authority?
- ii) How do flexible working arrangements affect employee performance in the Energy and Petroleum Regulatory Authority in Kenya?
- iii) What impact do welfare programs have on workers' productivity at Kenya's Energy and Petroleum Regulatory Authority?

iv) How do family responsibilities affect employee performance in the Energy and Petroleum Regulatory Authority in Kenya?

1.5 Significance of the Study

The project's results are important to many groups in Kenya and other countries where WLB techniques are not widely accepted. The study project educated the HR managers on the significance of include WLB in their strategy policies and plans that affect human resources, making them one of the benefactors. The industry research findings are important because they will give decision-makers in businesses pertinent knowledge regarding WLB and its implications on worker performance. The research findings will be particularly significant to government policymakers who make decisions about employment because they may shape their contributions to the Employment Act. In addition to academics and students studying human resource administration.

1.6 Study Scope

The study looked into the connection between staff performance and work- life balancing at the Energy Exploration and Regulatory Authority in Nairobi, Kenya. Flexible work schedules, leave rules, family issues, and welfare systems was the main independent factors, while job satisfaction was the main dependent variables. The investigation design for the study was explanatory. 338 permanent workers working in operating units was the target group. The research focused on the time frame of June 2020 to June 2021.

1.7 Study Limitation

Even during study, the scientist ran across the following restrictions. First, it was difficult to reach the responders who work for the Energy Resources and Regulatory Authority, one of the busiest and most sensitive agencies in any government. To lessen this, the investigator first applied for a study license from NACOSTI and an introductory letter from Kenyatta University. It was also challenging to predict how truthful the respondents' replies were. To counteract this, the researcher verified the research equipment' dependability and feasibility to make sure they adhere to the necessary standard.

1.8 Study Organization

Three lines make up the organization of this study. The idea of a full resolution is introduced in the initial chapter. The backdrop of the study, the statement problem, the scope of study, the research questions, the importance of the investigation, the purpose of the study, as well as the study's limitations are all included. Literature reviews on factors affecting employees' productivity and work life balance are included in Chapter 2. It includes theoretical reviews, focusing on the ideas of reimbursement, border theory, and spillover. Additionally given was the actual review, a synopsis of the reviewed literature, and the conceptual model. The research method, which includes research, population sample, sample, and sampling techniques, data collecting tools, data gathering processes, data processing, and data display, was covered in Chapter 3 of the study. Chapter four covered research findings and conclusions. Chapter five presents the conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The research that is relevant to the investigation and serves as the foundation for the latest research is reviewed in this chapter. It covers pertinent ideas including theory, spill over theory, and compensation theory that pertain to work-life balance. The chapter also provides a conceptual framework and information on previous research on the subject.

2.2 Theoretical Literature

This study anchored on Spillover theory, compensation theory and role theory.

2.2.1 Spill over Theory

Aldus (1969), Piotrkowski (1979), Stains (1980), and Croter (1985) are among the supporters of the spill- over hypothesis (Guet, 2002). The spill over theory is based on the unevenly porous barriers between family and work in this situation. It is concentrated on topics of work and family (Piotkoski,1979). According to Guet (2002), this spillover theory explains the conditions in which there is a spill between the home system and the work place chronosystem. Spillover effects might be either negative or good. If relationships between family and work are rigidly time- and space -structured, the excess of energy, behavior, and time will be negative. Flexibility that allows a worker to mix and overlap personal and professional duties in terms of both place and time has a beneficial spillover effect. This is necessary to lead a healthy, balanced life(Guet,2002).According to Guest (2002), the circumstances of both the workplace as well as the home are what influence the work -life balance. The environment at work,

the requirements at family, and the expectations at work are examples of contextual factors. Personal differences, on the other hand, include national working, the degree to which a person's place of residence or place of employment serves as the center of their interests in life, as well as their age, stage in their career, and gender.

Hours worked and leisure time out beyond commitments are two examples of objective metrics. Contrarily, the states of equilibrium or disequilibrium are represented by individual and societal level. Guest further claimed that harmony may be achieved by providing each equally important consideration and labor, or by allowing one of the two to take the initiative on their own. Spillover happens when different aspects of life interact with one another. Full resolution also results in increased productivity at work, life happiness, impact on coworkers as well as friends and family, and general well-being (Guet, 2002). According to this hypothesis, the flow on effect causes a tension among personal and professional obligations. Hence, it is pertinent to our study in that This theory therefore supports welfare programs, leave policies and flexible working arrangements.

2.2.2 Compensation Theory

According to the Compensation hypothesis, people would attempt to make up for their lack of happiness in one area (such as their jobs or personal lives) by seeking out more fulfillment in another (Lambert, 2010). The opposite is also accurate. Spillover occurs if discontent or job dissatisfaction at the workplace is brought home to the family (Grovr & Cooker, 2015). Men "look to their houses as hideaways, turn to their families as sources of happiness absent in the occupational realm," according to Ospia, Shall, Godsoe, and Dodge's (2014) analysis. There are two types of compensation that can be identified (Edwards & Rohbard, 2010). First, a people may become less involved in the

unsatisfying area and more involved in one that could be fulfilling (Lambert, 2010). Second, the individual may seek incentives in a different category (interactions that could satisfy the person's desires) in response to unhappiness in the first. The latter type of compensation may be reactive or additional in character. When people change their aspirations of rewarding experiences from the unsatisfying position to one that may be more gratifying, this is known as supplemental compensation. People who don't have much freedom at work want for more freedom outside of their job (Gryzywacz, 2014). Conversely, reactive compensation refers to people's attempts to make up for bad encounters in one job by seeking positive experiences in the other, such as partaking in leisure pursuits after a taxing day at work (Edwards & Rothbard, 2014). Numerous studies have revealed evidence for compensation. According to the compensation theory, Rothbard, Phillip, and Duma (2015) discovered that women who had negative consequences from family were much more involved at work. This theory therefore supports variables of employee performance.

2.2.3. Role Theory

Jacob L. Murnighan, Talcott Parsons, George Herbert Mead, and Ralph Linon are the supporters of the role ideas (Michele, 2007). According to the role hypothesis, each employee has a role that they play at work and at home that is dependent upon by other employees. A person will still have success in playing the part if they live up to these expectations (Katz and Kahn, 1966). The behavioral approach, according to Kanfer (1964), Wole, Snoek, and Rosenthal (1961), links the harmony among life and work with the many roles that people, both men and women, must perform in everyday life. Kanter (1977), building on Kahn's (1964) research, was able to demonstrate that family and work. There is consensus that family and job have an impact on one another, either negatively or constructively, as per Plek (1977). Other factors that impact work-life balance

include task, emissions, anxiety, opportunity, mindset, and conduct. Additionally, some researchers suggest that the tension that results from the interaction among jobs and family differs theoretically and practically from one another (Wiley, 1987). The behavioral approach is pertinent to the research because it places emphasis on the connection between family and work obligations, that, if out of balance, can result in disagreements.

2.3 Empirical Literature Review

This sections reviews literature from other authors in line with work-life balances and brings out the difference they have from the current study.

2.3.1 Leave Policy and Employee Performance

The impact of vacation policies on employee productivity in Kenya's telecommunications industry was established by Gatimu et Karatepe (2017). The whole Kenyan telecom sector workforce was the intended audience. Using stratification random selection, a representative sample of 80 participants from Kenya's three main telecommunications companies—Safaricom, Airtel, and Telkom—was determined. In this research, surveys were the primary data gathering tools. The Statistics Package for the Social Sciences was used to examine the data. The study's conclusions showed that worker performance was positive impacted by leave policies, and the majority of participants agreed that yearly leave is often provided for. In order to guarantee that personnel have time to unwind from their work obligations, the research advised firms to create and execute vacation time. The discrepancy is that the present study will focus on Nairobi, Zambia's Energy and Gas Regulatory Agency, whereas earlier study was focused on the telecommunications sector.

Mazumder, Mukya, (2013) examined work engagement in the Nairobi, Kenyan,

tourism industry after taking a leave of absence in their research, "Work -Life Balance Policies on Work Engagement at Eco Banking Kenya." According to the survey, 23.4% of participants and 72.3% of respondents both strongly agreed that taking an absence from work inspired them. This shows that leave rules have a favorable impact on job satisfaction since motivated employees produce more. In that the present study will concentrate on workers at the Energy and Gas Regulatory Agency in Nairobi, Kenya, this study differs from the present study.

In Australia, Shusler (2019) investigated how working parents of children with severe medical needs assessed the effects of leave legislation. From November 2003 to January 2004, 585 parents who had missing one or more workdays due to their child's sickness in the preceding year were contacted via phone. The majority of parents stated that leave had a favorable impact on their child's physical and emotional health (85% and 81%, respectively); 57% also said that it had a beneficial impact on their own mental health, while 24% said it had a negative one. Most parents (44%) or negatively (42%), while 73%, stated that their leave had a negative impact on their financial situation. In bivariate analysis, parents who received full pay during leave were more likely than those who did not to report positive effects on their children's physical and emotional health as well as their own mental wellbeing (odds ratio [OR] = 1.85, 1.68, and 1.70, respectively), and they were less likely to report financial difficulties (OR = 0.20). According to the study's findings, working parents thought that taking time off improved their own mental health and the health of their children with special medical requirements, but at the expense of their job performance and financial stability. Parents who were paid in full reported better outcomes overall. Access to paid leave, especially with full compensation, may enhance results for both parents and children. In contrast to the present research, which will be conducted on all workers and utilize a question,

this study was performed on parents of children with special needs and relied on telephone interviews.

2.3.2 Flexible working arrangements and employee performance

With a particular focus on the United Arab Emirates, Ahmad (2021) investigated the effects of flexible work schedules on employees' reported productivity, job quality, and organizational citizenship behavior. It also examines how employee satisfaction mediates the links between FWA & employees' perceptions of their productivity, OC, and job quality. This study utilized a quasi qualitative approach. The research produced numerical data, which was examined via a deductive method. The study sought to investigate the correlations, mediations, and moderating effects between the concepts, which were regarded as variables in the analysis. The results demonstrated a substantial and favorable correlation between Visa waiver program and the workers' reported productivity, job quality, and OC. In summary, staff and managers everywhere should see FWAs as a useful instrument for boosting work efficiency and OC, especially during a crisis like the Covid-19 outbreak. The present study will not be like this study since it will focus on Energy and Oil Regulatory Agency personnel and utilize a descriptive design without using a variable. This study employed a quantitative, non - experimental research method even though it was carried out in the United Arab Emirates.

The impact of flexible work options on employees' organizational culture at the department of health in Nakuru, Kenya, was explored by Kagongo & Wanmbiro (2019). Placed over a blue Multifactor Leadership Theory served as the theoretical foundation for this investigation. The study design used for the study was explanatory. 652 staff from 15 clinics in Nakuru county made up the original study target group. 86 workers

were selected as the target sample for the study using a sampling approach. Data was collected using questionnaires that were formatted on a 5-point Likert scale. The validity & reliability of the surveys were examined, and Cronbach's alpha was calculated for the instrument. The results revealed that organizational commitment and flexible schedules had a marginally positive significant connection ($r=.237$, $p=.039$). According to the study's findings, flexible work arrangements have a big impact on how committed personnel are to the organization at Nakuru town's public hospitals. The report advised that management create work arrangements for public hospitals that support flexible work times. Employee productivity would increase as a result of their ability to schedule their time to accommodate both personal and professional obligations. The gap here is that the current study will not be on hospitals, its target population will be 312 and it will be conducted in Nairobi. The dependent variable here was organizational commitment while the current study used employee performance.

In Kenyan commercial banks, Kyalo (2021) tried to determine the impact of flexible working arrangements on staff performance. A survey design was used in the investigation. The population for this study consisted of 84 respondents, and the population consisted of all 43 commercial banks located in Kenya. The respondents in this research were the human resources manager and the corporate planning manager. Utilizing questionnaire survey, data was gathered. The answers to the closed-ended questions were used to compile quantitative data. To examine the data, qualitative data were employed. The study discovered that even if employees requested workplace flexibility, supervisors could not view them as really committed to the company. Teleworking hasn't given employees the tools they need to address problems at work when they're not there, nor has it motivated them to keep doing a good job for the company. According to the report, commercial banks should employ a variety of

flexible working arrangements. While the forthcoming study will concentrate on workers of the Oil and Gas Regulatory Agency, this study was focused on Kenyan commercial banks.

2.3.3 Welfare Programs and employee performance

Chihongaki (2019) looked at how welfare payments and programs affected workers' efficiency in the public sector using the Tanzanian Ludewa Town Council as a case study. Finding out how social welfare and perks affect employees' productivity at Ludewa District Council was the study's particular goal. Through basic random sample and purposeful sampling techniques, 47 respondents were chosen. Primary and secondary sources were employed as an information source in the case study design. Utilizing Matlab and Excel, qualitative data were used to examine the quantitative results, while qualitative approach was used to study the descriptive method. The findings of the study demonstrate the range of welfare benefits offered by Ludewa District Municipality. The workman's comp program, health and well-being benefits including programs, pay increases, job stability promotions, housing allowances, burial arrangements, and meals are among these advantages. The study also discovered that welfare benefits and programs significantly affect workers' productivity. The research suggests that in order to improve the delivery of social benefits, the government should make sure that it allots sufficient funding. Employee complaints will be less frequent as a result, and job productivity will rise. This research is different from the present study in that it was carried out on hospital staff in Tanzania. This research included a case study.

Muru (2016) looked into how welfare benefits impacted the productivity of Kenyan public sector workers. Parametric research methods were employed in the study. There

were 213 employees overall in the Public Service Commission, including management and support personnel. The sample for the study consisted of 137 members of the general population. Inquiries containing both closed- and ajar questions were used to collect data for the study. The study's conclusion involved a determination of the effect of health and well-being efforts on staff productivity in the government sector. According to the study's conclusions, safety and health initiatives and programs for employees' welfare had an effect on work in the public sector. The study gives management staff members of the Hiring Commission advice to leave a positive first impression.

In an effort to clarify the role worker social welfare (health insurance and payment) play in enhancing performance at work at oil and gas enterprises in Enugu state, Nigeria, Appropriate efforts and Onuoha (2021) conducted this study. The results of this study showed that in order for employees to be more productive, they require a particular set of advantages and psychological demands, such as freedom and function fulfillment. Staff welfare is crucial to fostering a sense of appreciation and contentment, which will undoubtedly increase productivity and reduce turnover rates for employees. As a result, the study found that employee wellbeing practices were positively related to job performance and advised oil and gas enterprises to pay closer attention to staff retention in order to improve work efficiency. This study was conducted in contrast to the current study since it was a case.

2.3.4 Family Responsibilities and Employees Performance

Mungai (2016) aimed to ascertain how family obligations influenced the outcomes of the Kenyan banking sector. The null hypothesis stated that there was no meaningful relationship between family obligations and Kenya's banking sector's performance. The

survey included all 43 institutions that the Kenya Central Bank has authorized, with a target group of 36,212 and a concentrate on Nairobi-area branches. Family obligations were proven to affect performance in the study, indicating that they had a major impact on the banking company's performance. Depending on the study's findings, it can be said that job performance in Kenyan banks can be significantly impacted by factors relating to family responsibilities. The report suggests that financial organizations should focus more on topics like parenting, childcare, and allowing workers to combine work and family life, as these are factors that define an employee's position at home and thus affect performance. The study focused on the 36,212-person commercial banking sector. The present research, which will focus on Energy and Mineral Regulatory Authority employees in Nairobi, Kenya, used a sample of 312.

The results of empirical research on the impact of family obligations on job performance are conflicting. According to a research done on Canadian private-sector workers by Higgins, Hanley, and Lee in 2000, the perception of both work-life and family life is lowered when there is a dispute between them. The results of the organization, like as productivity, turnover, or absences, are negatively impacted as a result. The results of this study suggest that having family obligations has a beneficial effect on employees' productivity. Boya, Wagner, and Mackinley (2016) looked at the impact of absenteeism, partial absences, and job performance in South African grocers on two significant family obligations. They also looked into how core personality (CSE) affected these connections in the meantime. Architecture: A questionnaire and real employee performance information were used to get the data. Using LISREL, hypotheses in a structural model were evaluated. The outcomes show how having a family affects an employee's performance. Relevance in practice: According to research, there are two family roles that negatively or favorably influence life pleasure.

As a result, the business may create family-friendly initiatives and policies to accommodate staff members' numerous family obligations. The present study was done in Kenya and employed research goals, whereas this was carried out in the States of America, used hypotheses, and used the LISREL Model.

2.4 Conceptual Framework

A proposed model is described by Zikmund (2010) as an illustration that illustrates the link between study research factors. With regard to employee productivity and the predictor variables, this theoretical model depicts the exogenous variables Work/-Life Balance, which is reflected by leave regulations, family obligations, welfare benefits, and flexible working hours.

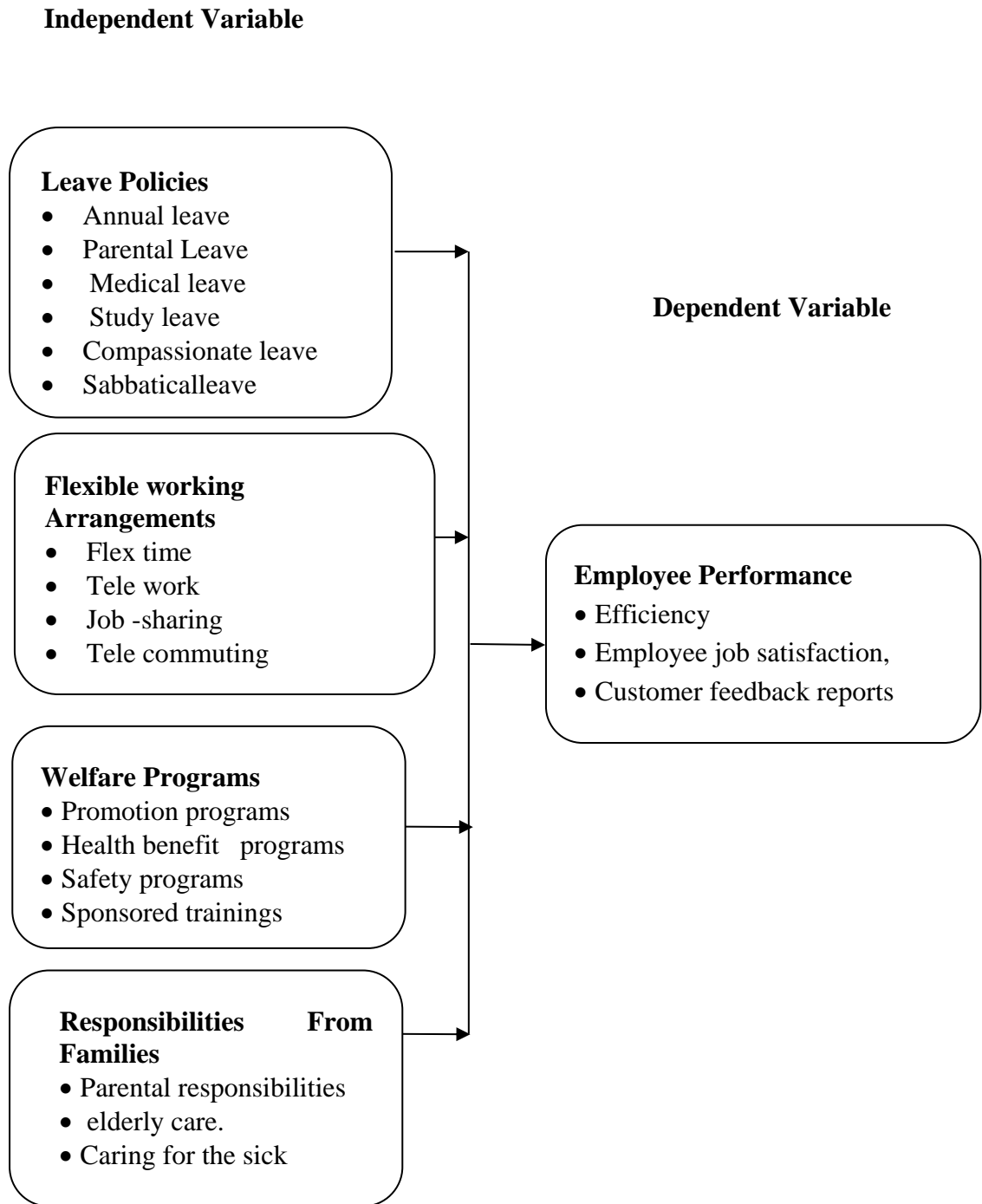


Figure 2.1: Conceptual Framework

Source: Researcher (2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The study design, inclusion criteria, sampling methodologies, sample size, data collecting tools and processes, pilot studies, validity and dependability of research tools, data processing and presentation, and ethical issues will all be covered in this section.

3.2 Research Design

According to Mugenda(2008), a research method is a strategy, plan, or framework that will be used in the study to help carry out this study. This study described the impact of work-life balancing on organizational effectiveness with out requirement for factor modification, hence a survey-based descriptive approach was employed. A descriptive study design may include mixed, qualitative, or quantitative approaches, according to Zikmund (2008). The methodology will be ideal for this research since it aided in the data collection necessary to characterize the nature of the present circumstances of the topic under investigation and provide answers to questions about its current state.

3.3 Target population

A targeted population is a collection of people, occasions, or objects that the researcher is interested in studying (2016). All Electricity and Gas Regulatory Authority workers working in the Nairobi City Council offices were the study's target demographic. This comprised of employees in functional areas in the company i.e. Product development department, Finance and Administration, Human resource management, technical support and supply chain departments.

Table 3.1 Target Population

Cadre	Population
Corporate Services	56
Petroleum & Gas	49
Economic Regulation	68
Electricity and Renewable Energy	67
Public Education, Advocacy and Consumer Protection	98
TOTAL	338

Source: Human resource management Department (2022)

3.4 Sample and sampling technique

Sampling is the process of choosing particular items from a wider population. According to Zikmund (2011), a sample is a group of items or objects used in a study to reflect the real target population. To finish the sample process, a stratified sampling approach divides the target population into smaller groups (Cozby, 2018). The stratified sampling strategy was used in this investigation. The study proportionately chose a sample at random for each stratum. Each EPRA employee had an equal chance to participate in the study thanks to this method's objectivity. Oloko and Traipse (2009) claim that in order to apply study results, a sample size of 10%, 20%, or 30 percent of total of the target group should be selected using stratified sampling. In this instance, the study used 80 employees, or 50 percent of total of the target audience, out of a maximum of 160 employees.

3.5 Data Collection Instrument

In this study, primary and secondary data both used. The respondents were asked to complete a semi-structured questionnaire in order to gather primary data. Both closed-ended and open-ended questions on the questionnaire contained both qualitative and quantitative data. The close-ended questions were accompanied by a Likert scale to aid in grading the replies. Secondary data was offered via books, journals, tabloids, magazines, and the internet. More people may be able to reply to the survey.

3.6 Data Collection Procedure

In the study, surveys was given out using the dump & pick approach. The procedure comprised of physically providing research tools to study respondents and having them retrieve them later (Mugenda, 2003). In order to optimize the number of effective replies, the participants had two weeks to complete the surveys. The drop and pick technique of administering the survey was justified by the fact that perhaps the target participants have a variety of responsibilities inside the organization and would need to make time to reply to the survey questions as conveniently as possible. Quantitative information was also looked for online, in corporation books, periodicals, and managerial reports.

3.7 Pilot Study

Piloting involves the preliminary testing of a research instrument to assess its appropriateness. Pilot testing identifies challenges that the researcher might face when collecting data (Campell, 2014). This study conducted a pilot study on 10 percent of the target population from a different department i.e. quality assessment department. The respondents involved in the pilot study did not participate in the main study. Pilot

study helped in making any changes to the instrument before the main data collection.

3.8. Validity of Research Instruments

The extent to which a test assesses what it is meant to assess is known as validity. Fully competent and enhance the reliability was used in this investigation. To guarantee validity, the surveys was divided into multiple sections, each of which examined data for certain purposes. After that, the questionnaires was checked to see if they align with the conceptual framework of this study. The surveys went through a thorough evaluation by personnel chosen at random from inside the business to improve content validity. The supervisors were als consulted by the researcher for advice on the questionnaire's content. Before being utilized in the data collecting activity, the question will be modified in accordance with the results of this evaluation. Using the evaluation comments of the experts, among whom will be the supervisors, the validity will be improved. Some of the procedures promoted as effective methods for determining the reliability of research tools include expert views and pilot testing (Mugenda& Mugenda,2003).

3.8.2 Reliability of Research Instruments

Experiments to determine the dependability condition of the survey tool was also part of the study. In general, dependability refers to the degree to which a research tool produces accurate results when a related study was conducted. According to Kombo and tromp (2011), the entire concept underlying the dependability of research tools is that any notable outcomes must not be one -time result discoveries. Therefore, for them to be successful, they must be naturally repeated. The device's durability status was evaluated using the Cronbach's Alpha Reliability test. Alpha values of 0.7 and higher show strong internal consistency and were acceptable (Tavakol & Dennick, 2015).

Cronbach's Alpha values of 0.7 and above were acceptable for this investigation.

3.9 Data Analysis and Presentation

This investigation put the data acquired through with a comprehensive clean-up procedure before to the main study. Finding & fixing erroneous or faulty entries again from data collection is known as data cleansing (Mugenda & Mugenda,2003). The primary analysis of the research employed both inferential and descriptive statistics. In order to analyze the qualitative information gathered, descriptive study were used. The primary methods thought to be beneficial in illuminating the type, scope, orientation, and intensity of correlations between work -life balancing and performance outcomes were correlation or multiple regression analysis.

3.10 Ethical Considerations

To guarantee that now the research was conducted in a manner that protects others' liberties, secrecy of the information collected, and private, ethical standards are primarily the measures taken into consideration in the research (Kothari,2011). The project applied for a research license from(NACOSTI). A letter of authorization from the institution was also required. These can be used to reassure responders that now the study was just being requested for academic reasons. A commitment statement was sent with the study tool to guarantee the participants' privacy.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The research results have been presented in this chapter utilizing tables and figures. The objectives described in chapter one was evaluated using data collected through the distribution of questionnaires, descriptive statistics, and inferential analysis. The basis for interpreting the results is the outputs generated by SPSS in accordance with the objectives of the research variables.

4.2 Response Rate

The response rate is defined as the percentage of the administered questionnaires that were returned. Since 65 out of a total of 80 questionnaires were filled out, the response rate was 81%. Peil (1995) asserts that a study reaches the ideal proportion for a competent research endeavor when the response rate exceeds 50%. Thus, the response rate was adequate to help carry out descriptive analysis and make inferences.

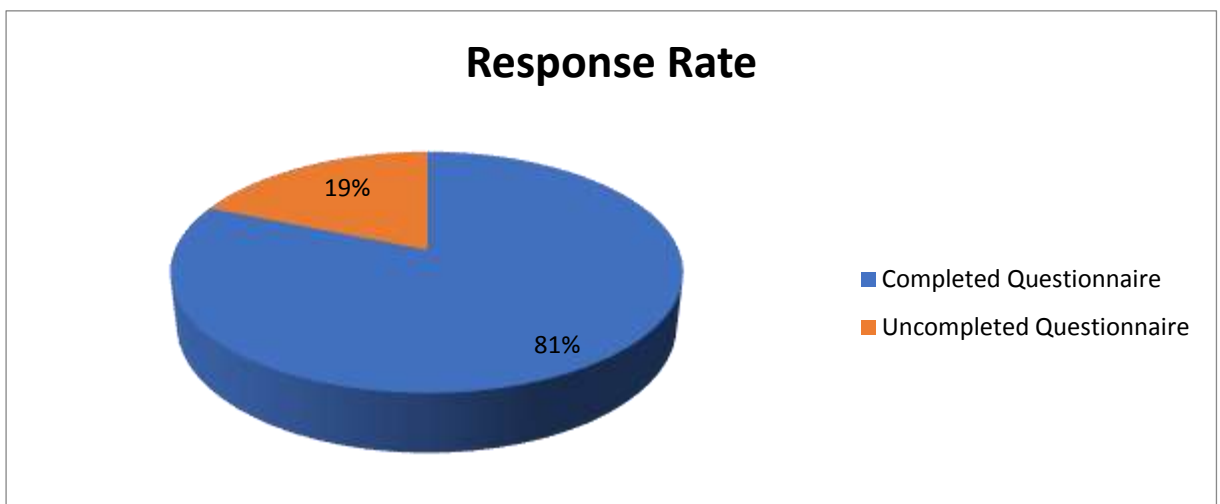


Figure 4.1 Response Rate

Source: Researcher (2022)

4.3 Reliability Tests

The section below presents the findings of the reliability test using the Cronbach Alpha score.

Table 4.1 Reliability Tests

Variables	Alpha Coefficient	Items	Comments
Leave Policies	0.803	7	Reliable
Flexible working Arrangements	0.789	6	Reliable
Welfare Programs	0.788	6	Reliable
Responsibilities	0.777	6	Reliable
Employee Performance	0.800	6	Reliable
Average	0.791		

Source: Researcher (2022)

Employee performance received an Alpha score of 0.800, flexible working arrangements received an Alpha score of 0.826, welfare programs received an Alpha score of 0.788. Leave policies received an Alpha score of 0.817. The Cronbach's alpha values for all five research variables were much greater than the threshold of 0.7 imposed by the researchers, indicating that they were all dependable (Tavakol & Dennick, 2011). Additionally, a credible research instrument can be used because the cumulative alpha index for all 31 items across the five study variables was 0.791, which is within acceptable limits.

4.4 Demographic Characteristics

This section contains information about the respondents gender, age, and working experience.

4.4.1 Gender of the Respondents

The respondents were asked a question about their gender, and the results are displayed in Table 4.2.

Table 4.2 Gender of the Respondents

		Frequency	Percent
Valid	Male	46	70.8
	Female	19	29.2
	Total	65	100.0

Source: Researcher (2022)

There were 70.8% male respondents and 29.2% female respondents, as shown in Table 4.2. The survey shows that in the Electricity and Gas Regulatory Authority workers working in the Nairobi City Council offices looked at, there were more male employees than female employees.

4.4.2 Age of the Respondents

The study's goal was to determine the respondents' ages. Table 4.3 in the report contained the findings.

Table 4.3 Age Brackets

		Frequency	Percent
Valid	Below 25 Years	16	24.6
	26 to 45 Years	16	24.6
	46 to 55 Years	12	18.5
	56 to 65 Years	10	15.4
	Over 65 Years	11	16.9
	Total	65	100.0

Source: Researcher (2022)

Table 4.3 shows that the majority of respondents 24.6% and 24.6% were in the age bracket below 25 years and 26 to 45 respectively. The second highest number of employees 18.5% had 46 to 55 years, 15.4% of respondents were between 56 and 65 years and over 65 years were 16.9%. The majority of responses were below the age of 45, indicating that they had sufficient energy and time to respond to the questions.

4.4.3 Working Experience

As shown in Table 4.4, the respondents provided the number of years they have worked since their initial employment.

Table 4.4 Working Experience

		Frequency	Percent
Valid	Less Than 1 Year	4	6.2
	2 to 3 Years	8	12.3
	4 to 5 Years	4	6.2
	More Than 5 Years	49	75.4
	Total	65	100.0

Source: Researcher (2022)

The study found that 6.2% of respondents had worked in the company for less than 1 year. 12.3 percent of respondents had worked for 2 to 3 years, 6.2 percent had two to three years, and 75.4 percent had worked for more than five years. These results showed

that the study's participants possess the necessary knowledge to provide the researcher with insightful information relating to work life balance and employee performance.

4.5 Descriptive Analysis Results

The research calculates the sample's overall metrics using the standard deviation. The data acquired from one of the study's components served as the basis for the statistical tests. In this situation, the quantitative data analysis of the study was built on the key feature of the complete sample.

4.5.1 Descriptive Results on Leave Policy

The first indicator of work-life balance which formed the first objective was leave policy. The results were summarized in Table 4.5.

Table 4.5 Descriptive Results on Leave Policy

	Mean	Std. Deviation
My company allows me time off to assist and care for my dependent	3.7231	.62519
My organization adheres to the employment contract's leave policy.	4.1111	.54352
My company often extends my yearly leave by giving me more time off.	3.8615	.34807
In this Organization, maternity and paternity leaves are paid.	3.8715	.34807
I can start taking care of my mental health with the aid of sick time.	3.8308	.37787
The company only permits me to depart if I am satisfied that there is no unresolved business on my desk.	4.1138	.55156
Aggregate Score	3.8796	.44854

Source: Researcher (2022)

As per descriptive analysis, the overall mean score for leave policy was 3.8796, extremely near to the response "Agree" on the questionnaire's five-point Likert Scale. Additionally, the aggregated score's standard deviation was 0.44854, which denotes a low level of variability and suggests that responses to the individual questions were in

line with the sample mean. On a scale of one to five, individual responses ranged from 3.7231 to 4.1138. Due to the low variability, the sample mean was a good predictor of the population mean. The study comes to the conclusion that the company analyzed employ efficient leave policy. The company allowed time off to assist employees care for my dependent. The authority adheres to the employment contract's leave policy, extends employees yearly leave by giving them more time off. EPRA ensures maternity and paternity leaves are paid and that the authority only permits employees to leave early to meet family chores.

The study agrees with Karatepe (2017) that worker performance was positive impacted by leave policies, and the majority of participants agreed that yearly leave is often provided for. Mazumder (2013) shows that leave rules have a favorable impact on job satisfaction since motivated employees produce more. The study agrees with Shusler (2019) that parents who received full pay during leave were more likely to perform better than those who did not.

4.5.2 Flexible Work Arrangements

The results in this section presents how the employer (EPRA) had arranged for flexible work arrangements. The responses factored in were summarized in table 4.6

Table 4.6: Descriptive Statistics on Flexible Work Arrangements

	Mean	Std. Deviation
Encourages looking at difficulties in different dimensions	4.0462	.59767
Encourages creativity in problem solution	4.4123	.50383
Treats me as an individual	4.3538	.48188
Knows that I have different needs from others	3.9038	.45099
Recognizes that my strengths and abilities are different from other	4.0008	.47688
Aggregate Score	4.1334	.50225

Source: Researcher (2022)

The overall mean score for the flexible work arrangement was 4.1334, or "Agree" on a Likert scale. A low level of variability was also indicated by the aggregated standard deviation score of 0.50225, which shows that many employees' replies converge around the mean. Additionally, the mean value of the flexible work arrangements pointer ranged from 3.9038 to 4.4123 on the high end. Similar to the key indicator replies, the flex-work arrangements indicators' standard deviations for those responses ranged from 0.45099 to 0.59767, showing little fluctuation. The stated sample mean was a strong and accurate indication of the population mean due to the low variability, allowing for generalizations. The results indicates that EPRA encourages looking at difficulties in different dimensions, creativity in problem solution, treats employees well, and recognizes the employee's strengths and abilities are different from other

The study agrees with Ahmad (2021) who demonstrated a substantial and favorable correlation between Visa waiver program and the workers' reported productivity, job quality, and employee performance. The study agrees with Kagongo & Wanmbiro (2019) that revealed that organizational commitment and flexible schedules had a marginally positive significant connection. According to the study's findings, flexible work arrangements have a big impact on how committed personnel are to the organization. The study agrees with Kyalo (2021) that employees requests workplace flexibility, supervisors could not view them as really committed to the company. The results indicated that Flex work arrangements affects employee performance.

4.5.3 Welfare Programs on Employee Performance

The paragraph presents results related to employee welfare programs in EPRA. The results were summarized in the table 4.7

Table 4.7 Descriptive Statistics on Employee Welfare Programs

	Mean	Std. Deviation
There is professional therapy offered to employees.	3.8231	.50335
My employer offers good daycare options	3.0538	.48188
My employer gives me permission to take time off to assist and care for a sick family member.	4.0125	.4997
Programs for employee wellness are helpful, particularly during times of illness and mourning	4.3231	.50335
Aggregate Score	3.8031	.49707

Source: Researcher (2022)

The overall mean score for the employee welfare programs was 3.8031, or "Agree" on a Likert scale. A low level of variability was also indicated by the aggregated standard deviation score of 0.49707, which shows that many employees' replies converge around the mean. Additionally, the mean value of the employee welfare programs pointer ranged from 3.0538 to 4.3231. Similar to the key indicator replies, the employee welfare programs indicators' standard deviations for those responses ranged from 0.48188 to 0.50335, showing little fluctuation. The stated sample mean was a strong and accurate indication of the population mean due to the low variability, allowing for generalizations. The results indicated that there was professional therapy offered to employees by EPRA. The EPRA offers moderate good daycare options, gives permission to take time off to assist and care for a sick family member. Majority of the respondents indicated that the welfare programs for employee wellness were helpful, particularly during times of illness and mourning.

The study results agrees with Chihongaki (2019) that the workman's comp program, health and well-being benefits including programs, pay increases, job stability promotions, housing allowances, burial arrangements, and meals are among these advantages. The study also discovered that welfare benefits and programs significantly

affect workers' productivity. Muru (2016) pointed out that health and well-being efforts significantly affects staff productivity. The study agrees with Onuoha (2021) that employee wellbeing practices were positively related to job performance

4.5.4 Responsibility of a Family

The results under this section presents the findings on the responsibility of a family from EPRA employees. The results were presented in the Table 4.8.

Table 4.8 Responsibility of a Family

	Mean	Std. Deviation
Compared to now, when I have parental responsibilities, my performance was enhanced when I did not have any.	4.0077	.52006
Numerous family obligations cause me to miss work, yet they have no negative effects on how I perform at work.	4.0034	.48008
I have a hard time juggling my career and several family obligations.	4.2232	.47774
Aggregate Score	4.0781	.49262

Source: Researcher (2022)

The results of the descriptive analysis showed that the aggregated mean and standard deviation scores for the indicators of responsibility of a family were 4.0781 and 0.49262, respectively. The sample mean equated to "agree" on the five-point likert scale that was employed in the study. The average response variability was also minimal, as seen by the 0.49262 standard deviation. This was only made worse by the narrow range of mean responses and standard deviation across the replies to the different responsibility of a family measures. The aggregated sample mean proved to be a robust and trustworthy estimator of the population mean due to the low response variability, and could therefore be utilized to make judgments and inferences. The found that compared to now, when the employees have parental responsibilities their performance was enhanced. Numerous family obligations caused employees to miss work, yet they

had no negative effects on how they performed at work. The employees had a hard time juggling their career and several family obligations.

The study agrees with Mugnai (2016) that financial organizations should focus more on topics like parenting, childcare, and allowing workers to combine work and family life, as these are factors that define an employee's position at home and thus affect performance. The results suggested that having family obligations has a beneficial effect on employees' productivity. The study agrees with Boya, Wagner, and Mackinley (2016) that having a family responsibility affects an employee's performance. As a result, the business may create family-friendly initiatives and policies to accommodate staff members' numerous family obligations.

4.5.5 Employees Performance

The result on employee performance was presented in Table 4.9.

Table 4.9 Descriptive Statistics on Employee Performance

	Mean	Std. Deviation
My effectiveness in handling task in the authority has improved	3.4000	.49371
There is improved efficiency in handling tasks in the organizations	3.5231	.50335
The employees are satisfied with the responsibilities assigned to them	3.4462	.50096
The customer feedback reports are positive regarding my service delivery	3.4923	.50383
The attempts to promote work-life harmony and worker performance are directly correlated in EPRA	4.4462	.51233
Aggregate Score	3.6616	.50284

Source: Researcher (2022)

The descriptive analysis revealed that the employee performance metrics had an aggregated mean of 3.6616 and an aggregate standard deviation of 0.50284. The sample mean indicated that employees generally were neutral with presumptions on employee

performance. The low standard deviation values show that the variability of the replies was also decreased. The small range of mean responses and standard deviations across the many employee performance points employed in the study made this worse. The aggregated score of the sample mean was a valid estimator of the population mean and could be used to draw generalizations because of the low response variability. The findings indicated that employee effectiveness in handling task in the authority has improved. There was improved efficiency in handling tasks in the organizations. The employees were satisfied with the responsibilities assigned to them, The customer feedback reports were positive regarding employee service delivery in EPRA. Majority agreed that attempts to promote work-/life harmony and worker performance were directly correlated in EPRA.

4.6 Inferential Analysis

This section presents the correlation coefficient and regression coefficients.

Table 4.10 Correlations Coefficients

		Leave Policy	Flex-work	Welfare Programs	Responsibility	Employee Performance
Leave Policy	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	65				
Flex-work	Pearson Correlation	.507**	1			
	Sig. (2-tailed)	.700				
	N	65	65			
Welfare Programs	Pearson Correlation	.209	-.053	1		
	Sig. (2-tailed)	.095	.676			
	N	65	65	65		
Responsibility	Pearson Correlation	.189	-.082	.994**	1	
	Sig. (2-tailed)	.131	.518	.650		
	N	65	65	65	65	
Employee Performance	Pearson Correlation	.547**	.565**	.668**	.641**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	65	65	65	65	65

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

Source: Researcher (2022)

The correlation coefficient of 0.547, 0.565, 0.668 and 0.641 indicates that leave policy, flexible work arrangements, welfare programs and responsibilities significantly affected employee performance at 95% confidence interval. The positive change in any of the independent variables affected positively the changes in employees.

Table 4.11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907 ^a	.823	.812	1.53002

a. Predictors: (Constant), Leave Policy, Flexible Work Arrangements, Welfare Programs and Responsibilities

Source: Researcher (2022)

The model summary presents the coefficient of determination and correlation coefficient. The coefficient of determination represented 0.812 indicates that 81.2 variation in employee performance was caused by changes in work life balance indicators; leave policy, flexible work arrangements, welfare programs and responsibilities. The correlation coefficient value of 0.907 indicates that the dependent variable; employee performance was strongly correlated to work life balance.

Table 4.12 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	655.296	4	163.824	69.982	.000 ^b
	Residual	140.458	60	2.341		
	Total	795.754	64			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leave Policy, Flexible Work Arrangements, Welfare Programs, Responsibilities

Source: Researcher (2022)

The analysis of variance indicates F calculated of 69.982 was greater than F critical of 23.6 hence presenting that the variables used can be used to predict the changes in employee's performance at 5 per cent significance level.

Table 4.13 Regression Coefficients ^a

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	11.485	3.810		3.014	.004
1 Leave Policy	.630	.299	.138	2.104	.040
Flexible Work Arrangements	1.220	.155	.516	7.870	.000
Welfare Programs	2.098	.951	1.146	2.207	.031
Responsibilities	-.873	.941	-.482	-.928	.357

a. Dependent Variable: Employee Performance

Source: Researcher (2022)

The adopted model was $Y=11.485+0.630X_1+ 1.220X_2 + 2.098X_3 + e$

The study indicates that the constant value was 11.485 indicating the value of Y or employee performance when leave policy, flexible work arrangements, welfare programs, and responsibilities were held constant or their coefficients were equal to zero. The results presented that a unit change in leave policy resulted in 0.630 units changes in employee performance. The changes in leave policy significant resulted to changes in employee performance in EPRA. A positive unit changes in leave policy resulted to positive unit changes in employee performance. The study agrees with Karatepe (2017) that worker performance was positive impacted by leave policies, and the majority of participants agreed that yearly leave is often provided for. Mazumder (2013) shows that leave rules have a favorable impact on job satisfaction since motivated employees produce more.

Table 4.13 shows that flexible work arrangements had a significant effect on employee performance at 95% confidence interval. A unit changes in flex work arrangement resulted to 1.220 units changes in employee performance in EPRA. The study agrees that Ahmad (2021) flexible work schedules had a substantial and favorable correlation

to employee performance. The study was supported by Kagongo & Wanmbiro (2019) that employee performance and flexible schedules had a positive significant connection. The study agrees with Kyalo (2021) that flex work arrangements significantly affects employee performance.

The findings indicated that welfare programs had the greatest impact on employee performance in EPRA ($B=2.098$, $Sig=0.00$). The results indicated that welfare programs had a significant effect on employee performance. A unit change in welfare programs resulted to 2.098 units changes in employee performance. The changes in responsibilities in a family had no significant effect on employee performance according to the results in Table 4.13. The study results support Chihongaki (2019) that welfare benefits has a significant effect on employee performance. The study by Muru (2016) supported that programs for employees' welfare had a significant effect on employee performance. The study findings supports Onuoha (2021) findings that staff welfare significantly affects employee performance.

Table 4.13 points out that family responsibilities had insignificant effect on employee performance. The study findings disagrees with Mugnai (2016) that family obligations were proven to affect employee performance. Additionally the study disagrees with Boya, Wagner, and Mackinley (2016) that family roles negatively influences employees performance.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the summarized findings guided by the research questions and study objectives. The conclusions and recommendations were later done based on the summarized findings in Chapter four.

5.2 Summary of the Findings

The study results presented that the company analyzed employ efficient leave policy. The company allowed time off to assist employees care for my dependent. The authority adheres to the employment contract's leave policy, extends employees yearly leave by giving them more time off. EPRA ensures maternity and paternity leaves are paid and that the authority only permits employees to leave early to meet family chores. The leave rules have a favorable impact on job satisfaction since motivated employees produce more.

The results indicates that EPRA encourages looking at difficulties in different dimensions, creativity in problem solution, treats employees well, and recognizes the employee's strengths and abilities are different from other. The study demonstrated a substantial and favorable correlation between welfare program and the workers' reported productivity, job quality, and employee performance. Flexible work arrangements have a big impact on how committed personnel are to the organization.

The results indicated that there was professional therapy offered to employees by EPRA. The EPRA offers moderate good daycare options, gives permission to take time off to assist and care for a sick family member. Majority of the respondents indicated that the welfare programs for employee wellness were helpful, particularly during times of illness and mourning. The workman's comp program, health and well-being benefits including programs, pay increases, job stability promotions, housing allowances, burial arrangements, and meals are among these advantages.

The found that compared to now, when the employees have parental responsibilities their performance was enhanced. Numerous family obligations caused employees to miss work, yet they had no negative effects on how they performed at work. The employees had a hard time juggling their career and several family obligations. Allowing workers to combine work and family life, as these are factors that define an employee's position at home and thus affect performance. The results suggested that having family obligations has a beneficial effect on employees' productivity.

The findings indicated that employee effectiveness in handling task in the authority has improved. There was improved efficiency in handling tasks in the organizations. The employees were satisfied with the responsibilities assigned to them, The customer feedback reports were positive regarding employee service delivery in EPRA. Majority agreed that attempts to promote work-/life harmony and worker performance were directly correlated in EPRA.

5.3 Conclusions

The study concluded that changes in leave policy significant resulted to changes in employee performance in EPRA. A positive unit changes in leave policy resulted to positive unit changes in employee performance. The flexible work arrangements had a

significant effect on employee performance. A unit changes in flex work arrangement resulted to 1.220 units changes in employee performance in EPRA.

The study concluded that welfare programs had the greatest impact on employee performance in EPRA. The study concluded that welfare programs had a significant effect on employee performance. Family responsibilities had insignificant effect on employee performance.

5.4 Recommendations of the Study

The following suggestions were made in light of the descriptive findings and conclusions drawn from the correlation and regression analyses; The study urged businesses to plan and implement vacation time in order to ensure that employees have time to unwind from their work duties. The availability of paid leave, especially when it comes with full compensation, may improve outcomes for both parents and kids.

The report recommended that management develop work policies that promote flexible work schedules for employees. The capacity of employees to plan their time to accommodate both personal and professional activities would boost employee productivity. Teleworking hasn't equipped staff with the resources they need to handle issues at work when they're not there and hasn't inspired them to keep up their good work for the business.

The study advises that the EPRA should make sure that it allots adequate resources in order to improve the delivery of social benefits. As a result, there will be fewer employee complaints and more job productivity. According to the survey, financial institutions ought to pay greater attention to issues like childcare, parenting, and the

ability of employees to balance work and family obligations because these things define an employee's role at home and consequently have an impact on performance. As a result, the company may develop family-friendly programs and guidelines to take into account the many duties that staff employees have to their families.

5.5 Areas for Further Study

The study focus on one entity/authority and therefore the findings may not be replicated in other industries. The current study suggest further similar study to be done on other sectors such as county governments and parastatals in Kenya. The findings was limited to describing the results related to four indicated chosen related to work life balance; leave policy, welfare program, flexible work arrangements and family responsibilities. Other indicators of work life balance which constituted to 18.8% changes in employee performance need to be studied.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear Respondent,

REFERENCE: REQUEST FOR DATA COLLECTION

My name is Purity Mutuku, and I am a Master of Business Administration (Human Resource

Management Option) student at the Kenyatta University. I am undertaking a research project on WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE AT ENERGY AND PETROLEUM REGULATORY AUTHORITY (EPRA) IN NAIROBI CITY COUNTY KENYA. This letter is designed to ask you to reply to the questionnaire attached to your best knowledge and the information that you supply shall not be used for anything except the purpose intended for academic reasons alone. The information is confidential and is not communicated to any third party.

Yours faithfully,

PURITY MUTUKU

D53/OL/NKU/20409/2020

APPENDIX II: QUESTIONNAIRE

Section 1: Basic Information

SECTION B: WORK-LIFE BALANCE

Leave Policy

1. Does EPRA have established leave policy that benefit employees? Yes No I'm Not Sure If so, do you consider the leave policy to be sufficient?

2. What may the leave policy be done better, in your opinion?

Please mark each statement with a checkmark to indicate how much you disagree or concur with it.

	Statement	1	2	3	4	5
1	My company allows me time off to assist and care for my dependants					
2	My organization adheres to the employment contract's leave policy.					
3	My company often extends my yearly leave by giving me more time off.					
4	In this Organization, maternity and paternity leaves are paid.					
5	I can start taking care of my mental health with the aid of sick time.					
6.	The government only permits me to depart if I am satisfied that there is no unresolved business on my desk.					

Flexible work arrangements

3. What do you think about your company's usage of flexible working?

Please mark each statement with a checkmark to indicate how much you agree or disagree with it.

No.	Statement	1	2	3	4	5
1	In order to care for their infants, nursing women benefit from flexible work schedules.					
2	Sometimes I can use communication to work from home.					
3	I think the EPRA provides flexible work schedules.					
4	I have the authority to set the beginning and ending times for any allocated jobs, and I am able to put in lengthy workweeks to earn days off.					
5	In order to care for their infants, nursing women benefit from flexible work schedules.					

Welfares Programs

4. What are people's overall opinions of the organization's social welfare?

.....

Please mark each statement with a checkmark to indicate how much you agree or disagree with it.

	Statement	1	2	3	4	5
1	There is professional therapy offered to employees.					
2	My employer offers good daycare options.					
3	My employer gives me permission to take time off to assist and care for a sick family member.					

4	Programs for employee wellness are helpful, during times of illness and mourning					
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Responsibilities of Family

5. Are there obligations to your family?

If you answered "yes" to question 9 above, kindly describe your family obligations and how they affect overall productivity.

Please mark each item with a checkmark to indicate how much you either agree or disagree with it.

No.	Statement	1	2	3	4	5
1	Compared to now, when I have parental responsibilities, my performance was enhanced when I did not have any.					
2	Numerous family obligations cause me to miss work, yet they have no negative effects on how I perform at work.					
3	I have a hard time juggling my career and several family obligations.					
4	Compared to now, when I have parental responsibilities, my performance was enhanced when I did not have any.					

Employee Performance

6. Would you think work-life programs aid in boosting employees' productivity? Yes
 No.






Remark on the Complex tasks that are offered and how they affect performance.

Please mark each statement with a checkmark to indicate how much you agree or

disagree with it.

No.	Statement	1	2	3	4	5
1	My effectiveness is positively impacted by leave regulations.					
2	Government reform initiatives have improved my performance.					
3	Flexi working conditions affect my output					
4	Many obligations to my family have an impact on my productivity.					
5.	The attempts to promote work-/life harmony and worker performance are directly correlated.					

APPENDIX III: RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 159985	Date of Issue: 09/November/2022
RESEARCH LICENSE	
	
<p>This is to Certify that Ms. PURITY Nthenya Mutuku of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE IN THE ENERGY AND PETROLEUM REGULATORY AUTHORITY IN KENYA for the period ending : 09/November/2023.</p>	
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