WORK LIFE BALANCE AND EMPLOYEES’ JOB PERFORMANCE IN COMMERCIAL BANKS IN NYERI COUNTY, KENYA

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS, ECONOMIC AND TOURISM IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTERS IN BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) KENYATTA UNIVERSITY

JUNE, 2023
DECLARATION

This research project is my original work and has not been presented for degree or other award in any university. No part of this research project should be reproduced without the author’s authority or/ and University.

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D53/NYI/PT/39536/2016

This research project has been submitted for examination with my approval as University Supervisor

Signature…………………………….……… Date…………………………

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DEDICATION

I dedicate this research project to my loving family
ACKNOWLEDGEMENTS

I want to thank God for the grace that enabled me to complete this research proposal. I acknowledge and sincerely appreciate the support accorded me by my supervisor Dr. Jedidah Muli who guided and supervised me during the development of this research proposal. Her help was of such important and was integral in the writing of the proposal. I sincerely thank her. I also that my family members who gave me a conducive environment and moral support during the period that I was writing this research project. I sincerely appreciate them and thank them for their support.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>DECLARATION</td>
<td></td>
</tr>
<tr>
<td>DEDICATION</td>
<td>iii</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>iv</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>v</td>
</tr>
<tr>
<td>LIST TABLES</td>
<td>ix</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>x</td>
</tr>
<tr>
<td>ABBREVIATIONS AND ACRONYMS</td>
<td>xi</td>
</tr>
<tr>
<td>OPERATIONAL DEFINITION OF TERMS</td>
<td>xii</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>xiii</td>
</tr>
<tr>
<td>CHAPTER ONE</td>
<td>1</td>
</tr>
<tr>
<td>INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.1 Background to the study</td>
<td>1</td>
</tr>
<tr>
<td>1.1.1 Work life balance</td>
<td>2</td>
</tr>
<tr>
<td>1.1.2 Employee Job performance</td>
<td>8</td>
</tr>
<tr>
<td>1.1.3 Commercial banks in Kenya</td>
<td>11</td>
</tr>
<tr>
<td>1.2 Statement of the problem</td>
<td>12</td>
</tr>
<tr>
<td>1.3 General objective</td>
<td>13</td>
</tr>
<tr>
<td>1.3.1 Specific objectives</td>
<td>13</td>
</tr>
<tr>
<td>1.4 Research questions</td>
<td>14</td>
</tr>
<tr>
<td>1.5 Significance of the study</td>
<td>14</td>
</tr>
<tr>
<td>1.6 Scope of the study</td>
<td>15</td>
</tr>
<tr>
<td>1.7 Study Limitations</td>
<td>15</td>
</tr>
<tr>
<td>1.8 Organization of the study</td>
<td>16</td>
</tr>
</tbody>
</table>
CHAPTER TWO ................................................................................................................. 17

LITERATURE REVIEW ................................................................................................. 17

2.1 Introduction ............................................................................................................. 17

2.2 Theoretical review ................................................................................................. 17

2.2.1 Spill Over Theory .............................................................................................. 17

2.2.2 Conflict Theory .................................................................................................. 18

2.2.3 Facilitation theory ............................................................................................. 19

2.2.4 High Commitment Theory ................................................................................ 20

2.3 Empirical review .................................................................................................... 21

2.3.1 Flexible working schedules and employee job performance ....................... 21

2.3.2 Leave programs and employee job performance ............................................. 27

2.3.3 Work life conflict and employee job performance .......................................... 30

2.3.4 Influence of working hours on employee performance .................................. 34

2.4 Summary and gaps in the literature review ......................................................... 38

2.4 Conceptual framework ......................................................................................... 46

CHAPTER THREE ........................................................................................................... 47

RESEARCH METHODOLOGY .................................................................................... 47

3.1 Introduction ............................................................................................................. 47

3.2 Research design ..................................................................................................... 47

3.3 Target population ................................................................................................. 47

3.4 Sample size and sampling procedures ................................................................. 48

3.5 Research instruments ........................................................................................... 49

3.6 Pilot testing ............................................................................................................. 49

3.6.1 Validity of the instruments ............................................................................... 50

3.6.2 Reliability of the instrument ............................................................................. 50
CHAPTER FOUR ................................................................. 53
DATA ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS .... 53
4.1 Introduction ........................................................................ 53
4.2 Questionnaire return rate .................................................. 53
4.3 Demographic Information .................................................. 53
4.5 Leave programs and employee job performance ..................... 61
4.6 Work-family conflict and employee job performance ............... 65
4.7 Number of working hours on employee job performance .......... 68
4.9 Inferential Statistics .......................................................... 70
4.10 Regression Analysis ......................................................... 72
4.11 Summary of One-Way Anova Results ................................. 72
4.12 Regression Coefficients of Predictor .................................... 73

CHAPTER FIVE ....................................................................... 78
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .................. 78
5.1 Introduction ...................................................................... 78
5.2 Summary ........................................................................... 78
5.2.1 Flexible working schedules .............................................. 79
5.2.2 Leave programs .............................................................. 81
5.2.3 Work-family conflict ....................................................... 82
5.2.4 Number of working hours ................................................. 84
5.3 Conclusion ......................................................................... 86
5.4 Recommendations ............................................................ 88
5.5 Suggestions for further study ......................................................................................... 89

REFERENCES ....................................................................................................................... 90

APPENDICES ....................................................................................................................... 100

APPENDIX I: LETTER OF INTRODUCTION ................................................................. 100
APPENDIX II: QUESTIONNAIRE FOR THE PARTICIPANTS ......................................... 101
APPENDIX III: RESEARCH AUTHORIZATION ................................................................. 106
LIST TABLES

Table 2.1 Summary of research gaps .................................................................................................................................38
Table 3.1 List of banks and the number of employees in various levels of management ........................................48
Table 3.2 Sample sizes .........................................................................................................................................................49
Table 4.1 Gender of the participants ...............................................................................................................................54
Table 4.2 Participants’ age .................................................................................................................................................54
Table 4.3 Participants’ level of education ........................................................................................................................55
Table 4.4 Distribution of participants by the duration of working in the banking sector .................................................56
Table 4.5 Duration of working in the current station .....................................................................................................57
Table 4.6 Participants’ marital status ...............................................................................................................................57
Table 4.7 Means and standard deviation of responses on Influence of flexible working schedules on employee job performance .................................................................................................................................59
Table 4.8 Means and standard deviation on the influence of leave programs on employee job performance .......................................................................................................................................................62
Table 4.9 Responses on the influence of work-family conflict on employee job performance in commercial banks .................................................................................................................................65
Table 4.10 Responses on the Influence of number of working hours on employee job performance ..............................................................................................................................................................68
Table 4.11 Pearson’s product moment correlation\(^1\) coefficient .................................................................................71
Table 4.12 Regression Model Summary .........................................................................................................................72
Table 4.13 Summary of One-Way ANOVA results .........................................................................................................73
Table 4.14 Regression Coefficients for Predictors of employee job performance .................................................73
LIST OF FIGURES

Figure 2.1 Conceptual framework ................................................................. 46
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>FDTs</td>
<td>Frequency Distribution Tables</td>
</tr>
<tr>
<td>FFEFBPs</td>
<td>Family Friendly Employee Benefits Programs</td>
</tr>
<tr>
<td>HILDA</td>
<td>Household Income and Labor Dynamics in Australia</td>
</tr>
<tr>
<td>SACCO</td>
<td>Savings and Credit Co-Operative Society</td>
</tr>
<tr>
<td>WFC</td>
<td>Work – Family Conflict</td>
</tr>
<tr>
<td>WLB</td>
<td>Work Life Balance</td>
</tr>
</tbody>
</table>
OPERATIONAL DEFINITION OF TERMS

Employee’s job performance in this study refers to employee psychological attachment and identification with the organization.

Flexible Work schedules refers to flexible work schedules refers shift work, compressed work week, home based work, flexibility of working time, job sharing and part time work schedules

Leave programs refers to occasions that employees take a break from work. In this study leave programs refers to annual leave, sick leave and maternity leave

Work Life Balance is used in this study to Mean employees are able to balance both work and other life demands and responsibilities.

Work life conflict is used in this study to Mean a conflict that results from work and other life demands and responsibilities.

Working hours is used in this study to Mean the amount of work in terms of hours that employees are engaged in work. In this study working hours refers to longer periods of working, overtime for health and well-being, mandatory or voluntary overtime and voluntary overtime.
ABSTRACT

Employees in Commercial Banks find themselves working for long hours. Bank employees are at various times are in most cases likely to be exposed to experiences of spillover and at times work conditions that are often stressful based on their life and work experiences. In organizations such as banks, working conditions demand a lot of time on the part of the workers hence putting them at risk of exposure to negative and even less positive work-family spillover. This may in turn lead to continued absenteeism from home which creates conflict within the family. The proposed study sought to investigate how work-life balance influences employees’ performance in commercial banks in Nyeri County. Four research objectives guided that study. The objectives sought to establish how flexible working schedule, leave programs, work family conflict and the number of working hours influenced employee job performance. Spill Over theory, Conflict Theory, Facilitation theory and High Commitment Theory were theories that this study was hinged on. Descriptive research survey design was utilized in this survey. One hundred and forty employees in various departments in the commercial banks in Nyeri was the population for the study and a sample of 103 employees which was selected from the population using the sample determination table by Krejcie and Morgan (1970) was used to sample 103 employees. 

In collection of data, questionnaires were utilized. A pre-test was done before collection of data which was to check how reliable and valid the research instruments are. The validity of the instrument was evaluated by utilization of content validity while Cronbach's alpha (α) which is the most viewed as a proportion of reliability was utilized to lay out the reliability of the polls. Data were analyzed using regression analysis. Regression analysis was used to create a model of the relationships between the independent and dependent variables. In order to present the data, frequency distribution tables, or FDTs, were utilized. Employee job performance was negatively impacted by a lack of flexible working hours, according to the findings. Additionally, the findings demonstrated that employees' job performance was negatively impacted by the absence of structured leave programs. The results also showed that employees' job performance was affected by work-family conflict, and that employees' job performance was also affected by how many hours they worked. Each independent variable had a significant positive correlation with employee job performance, according to inferential statistics. 

Notably, there was a strong correlation between leave programs, public awareness, and flexible working hours. Employee job performance had a weak positive correlation with working hours. The summary of the regression model revealed that the four independent variables; work-family conflict, leave programs, number of working hours, and flexible working schedules explained approximately a high variability in job performance among commercial banks in Nyeri County. In commercial banks in Nyeri County, the four predictor variables had significant main effects on employee job performance. The four independent variables demonstrated that each of the four variables was a significant predictor of employee job performance in commercial banks. The study concluded that employees' performance was affected by flexible working hours. Employee job performance was also impacted by work-family conflict, according to the study. It was also determined that the number of hours worked by employees impacted their job performance. The study suggested that commercial banks create shift work arrangements and other flexible working schedules. Additionally, it was suggested that the structures of commercial banks should be designed to minimize workplace-family conflict. The study also says that employees should be given a clear number of hours to work and should stick to it so they can have time for life.
CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Organizational performance according to Jaw (2014) as not only as a human relations concept but a concept that relates to generating human energy and occupying the mind of a person. Organizational performance is further defined as a mind state that causes a worker to feel connected to the company that they work in. (John & Elyse, 2015). Organizational performance is that attachment or connectedness that employees have with the organization. This connection or force that binds the employee with the organization is experienced in different ways by different people which is accompanied by different mind sets that includes, one an effective attachment and involvement with a target, or even an obligation of a target and also a kind of being aware of the costs that comes with any discontinuation of that involvement to the target (Boxall & Macky, 2014). (John & Elyse, 2015) states that without organizational performance, any implementation of new ideas into the organization will be compromised.

Every organization values committed employees and in the same way that the employee feel valued, they more they contribute to the organizational goals. Brown, McHardy, McNabb, and Taylor, (2016) state that over the last ten years, studies on employee performance have been advanced in many different directions and in many organizations. Studies in organizational performance have been adopted as a theme in researches which have offered fresh and new insights. It is because of the importance of the topic that researchers have tried to advance the knowledge in research so as to contribute to the area.
The concept of performance is shown from the individual employees’ attitude which is assumed to shows itself if the real performance levels among the employees are investigated. Employees that are committed have a big contribution to the organizational goal. This is because the employees give their best making the organization achieve the stated objectives. Furthermore, committed employees are regarded as happy to be associated to their organization. They believe and feel part of the organization, they are able to stand by the organization and do what is good for the organization (Robinson, 2013). It is important to state that the organizational performance is however affected by among other issues, the life of the employees. If the lives of the employees are not ok, or if the employees are not happy even with issues out of the organization, they will not be fully committed to the origination. Any employee needs to first be happy so that he or she is committed to the organization.

1.1.1 Work life balance

Broadly defined, WLB is that satisfactory level of involvement that a person has between his or her multiple roles in their life. Every individual employee has different roles and duties that surround their lives (Demet, 2012). Every human being has multiple roles they have to perform in life and which they seek to balance. If there is imbalance in these roles, the person will generally not be happy in life (Hoobler, Wayne, & Lemmon (2015). Most employees, apart from their job, to perform in their families and in the society in general, roles that are significant in their lives. Work life balance as a concept is drawn from job or career and family life seem to compete on what has more priority (Demet, 2012). However, there should not be such a competition between the two (Lewis, 2013). This term has therefore become a term that is globally recognized from an argument that employees,
especially young mothers, had problems of balancing between their career at their workplace and taking care of their families (Nadeem & Abbas, 2009). These employees seemed to be torn between taking care of families and working. This resulted to having them request for offs and leaves so as to take care of their children which obviously hurt the organization.

By the mid-1970s employees were becoming more concerned about how work could be designed and how working conditions could be improved so as their general wellbeing is not affected (Cummins & Worley, 2015). In today’s business world, workers’ job performance has become a major determinant on how organizations can achieve their goals. This has made organization seek for different way of motivating their workers so that they are able to offer their best to the organization. It therefore implies, on one hand, when workers are not fully committed to the organizations they work in, then they cannot give themselves fully to their work. On the contrary, employees cannot become fully committed to their organizations if their general welfare has not been taken care of (Linda & Higgins, 2011).

Researchers such as Linda and Higgins, (2011) have shown that work life balance has positive results in an organization. These results are such as low turnover of the employees, improved work performance and overall job performance. Work life balance, as stated by Casper and Harris, (2011) has also a positive effect on the workers affective performance to their organization. According to Khatherin, (2013), effective performance is an emotional attachment that the employees have to the organization which makes workers want to remain in the organization. This implies that the work life experience among the
employees generates a feeling of loyalty by the workers to their organization which increases affective performance.

In Kenya, Muinde, Guyo and Biwott (2015) opine that public and private organizations have in the recent past embraced work and life balance initiatives which are aimed at mitigating the negative impacts that these have had in organizations and which have been seen to negatively impact of how employees are committed to the organizations. These studies have specifically observed that some organizations that are regarded as multinationals for example the global Coca Cola and here in Kenya Safaricom Limited have put in place some flexible work arrangements for their workers, especially nursing mothers, work as well as take care of children, and also perform non-work roles. Such arrangements have however not been seen in commercial banks.

Work life balance experience as opined by Parkes (2008), relates positively with how workers perform their tasks within the organizations and consequently how the organization achieves its goals. Emslie, (2010) has also established that employees that have work life conflict seem to have conditions which include stress, some extent of depression among other challenges that relate to mental health. As stated by Emslie, (2010) employees who display these conditions are likely to absent themselves from work, will also have low morale, are likely to quit the job and lead to high organizations turn over. To avoid such scenarios organizations, require to have flexible work schedules and special leave arrangement to employees. The advantage of offering such considerations make employees feel that they are being considered hence they will be more committed and hence work better increasing organizational performance and organizational productivity.
Many employees all over the world face issues regarding the balance between work and life due to the dynamic business environment. Many organizations, including commercial banks have faced issues regarding WLB. A concern about balancing across life and work therefore been seen as an essential component in dealing with employees (Ng’ang’a, 2014). The ability of an organization to maintain WLB is essential to both workers and the firm. Lack of good work life balance within organizations, Cascio, (2015) states, would have negative effects such as tardiness, poor performance, low employee motivation, more errors at work among other impacts. Without a doubt, poor work life balance has one of the greatest disadvantages which is low employee performance.

As stated by Donaldson, (2001), for most of employees’ life become more engraved with other personal and family responsibilities leading to workplace conflicts. These personal and family responsibilities and work conflicts impact negatively on the job and on the family. The conflict that results from the imbalance between work and life, which when the employees are not able to cope with, lead to an experience of stress hence affecting how the employees are committed to their work (World of Work Report, 2011).

This study seeks to establish how work life balance influences employee job performance. Variables such as flexible working schedules has been defined as offering employees a flexible work pattern on when to report to work, how long to work, and how they are to make up for the time they are not in (Pegg, 2009). The Employees with flexible working hours can change the start and end times provided they have covered the time they are supposed to work. In this way, the employees are able to organize themselves to meet family and other personal issues. (Houston & Waumsley, 2013). These flexible work hours are designed with a mind of enabling the staff are expected to attend to their personal needs.
tasks as well as do their job. This will make them feel motivated and committed to their work in a competitive business environment. When a flexible work schedule is well implemented taking the interests of the employer and the employer at heart, they are most probably likely to increase employees’ efficiency and also increase the employees job performance.

Another factor that may affect employee performance is leave programs. According to Cascio (2009), leave is a period that an employee works without getting paid such as sick time off holiday. In other cases, some leaves such as annual leave, maternity leave, paternity leave are paid. As stated by Spinelli (2007) the type and amount of leave varies from organization to organization. Proper timings for such leaves give an opportunity for the employee to do other things that surround personal life. Leaves serve as a time to break from the normal duties of the employees where they can relax and regain energy when they return. In most cases highly motivated employees will take this time to retreat and come back more energetic (Brough, O'Driscoll, & Biggs, 2009). Where employers or organizations offer such opportunities to their employees, the employees feel taken care of and hence are able to have allegiance to the organizations. In cases where an organization does not offer such opportunities, employees will feel discouraged and hence will become less committed.

Employee performance can also be affected by Work-Family Conflict (WFC). It is defined by Nancy (2003) as the pull and push between work and family life that results to a conflict which happens when the demands of the job and those of the family creates an imbalance leading to a conflict. It is therefore important to have a balance where job demands do not affect family life and also where family responsibilities do not affect work.
Responsibilities from normal demands of life conflict with work related demands due to the pressure from both sides (Greenhaus & Beutell, 2003). When an employee faces this situation, their participation in work becomes difficult due to their participation in the family (Duxbury et al., 2013). This conflict occurs since an employee has limited energy which if involved in multiple roles, tends to be drained hence resulting to stress or inter-role conflict.

When there is work-family balance created by an organization, the employees feel that their organization cares for their role in the family and hence they also feel the need to give back to their organization. Babin (1996) conducted a study how conflict between work and work in service industry and revealed that work-life conflict strongly impacted on attitudes towards employees’ job satisfaction, employees cause of distress and employee job turnover. It was recommended from the study that organization should perceive their employees as not only workers but people who have family responsibilities which are important in how individual employees perform in their organization. If these family responsibilities are not addressed, they affect how the employee perform at work.

Long working hours have been linked to employees’ performance. Every organization has its own schedules for the duration of time that employees are required to work. Koning (2008) alludes that employees’ satisfaction with the working hours is a direct measure of their contentment they will derive from their working time arrangements.

Any dissatisfaction with the working hours will have behavioral consequences. Employees will tend to change job and seek for the jobs that give them reasonable working hours (Koning, 2008). In commercial banks, most often, although employees should work for a
given number or hours, some of the banks treat completion of working hours with the tasks given for a particular day hence the employees feel denied their free time. They at times find themselves working long hour without compensation in the disguise of not completing a day’s task.

According to Muchiti and Gachunga, (2015) unusual working hours leads to lack of social life and work life balance. As established by Muchiti and Gachunga, (2015) aspects that are related to working hours have been seen to have an impact on employees’ job performance. This implies that when employees are not happy with the long working hours, which leads to poor job performance (Muchiti & Gachunga, 2015).

1.1.2 Employee Job performance

Its psychological attachment that workers have to their work place or the organization (Allen & Meyer, 1990). A committed employee is one who would wish to stand and stay in their organization and who, given another opportunity would wish to work in the same organization despite its weaknesses. A committed employee is one who attends to work regularly and feels that he or she is part of the organization and shares in the organization’s goals (Meyer & Allen, 1997). For an organization to have sustained productivity, it needs to have committed employees.

The identification that the employee has with the organization is determined by how that organization deals with them. The more the organization takes care of the employee, the more the employee is committed to it (Newstrom, 2002). This further implies that the willingness of the employee to remain in the organization, depends on how committed they are to the organization. Achievement of organizational goals depends on employee
performance. Organizations that value their performance among their employees are assured of reduced withdrawal behavior, reduced issues lateness, absenteeism and turn over, issues.

Job performance cannot be emphasized. The 21st century organizations have realized that One of the ways of creating and acquire a competitive advantage as a key resources that they have is their employees (Lissy & Ventakash, 2014). This study on employee performance among commercial banks is important since employees that believe in their performance are more likely to contribute to the organization. Organizations need to create conditions for their employees if they are to expect organizational achievement of goals which will directly be derived from the employees’ performance. It is paramount for organizations to develop the right types and levels of their workers performance. High levels of performance among employees makes them more satisfied and hence contribute to the organizational performance. It therefore implies that organization should shun issues that will lower the employees’ performance.

Akintayo (2010) and Tumwesigye (2014) noted in their studies that employee performance has become one of the reasons that the organizations have focused on creating competitive advantage in their organizations. This implies that any threat to the organization is a danger to them and will stand to defend the organization. Workers who are not committed will be less concerned with the organizational goals and will view themselves not as members of the organization but rather as outsiders in the organization which implies that any attractive job elsewhere would likely lead to their departure (Rosenholtz, 2016). Employee performance is therefore a business necessity where organizations that do not create the same will find it difficult to have optimal performance
While committed employees will seek to make the organization achieve its goals, they will in exchange expect that the organization create working environment that fosters their growth and development and organizations that will be concerned with their welfare. One of the ways that the organization will be concerned about their welfare is letting them have a balanced work life (Hossein, 2012). WLB roles among commercial banks cannot be emphasized. By ensuring that they meet their goals, banks need to have a conducive working environment that ensures good work life balance.

Generally, performance is defined as that desired condition by the employee that makes him or her have a purpose for the organization where he or she gets involved in the organization, has passion and enthusiasm, has effort and has the energy to offer to the organization. Employee performance has become a popular concept among scholiast of the management sciences. This is simply because employee performance is crucial to both the employee and the organization. It has linkages to all the activities and tasks the employees carry out within the organization. Employee performance according to Faiza and Nazir (2015) is the response that is, the form of behavior that show or imply and reflect the kind of output that employees want give to the organization for the organization to achieve its goals and productivity (Abualoush, 2018). As stated by Abualoushet, (2018b), employee performance shows how much employees contribute to their organization. In this study, certain attributes or work such as psychological high stated with the company, high staff retention, and attachment to the employee satisfaction with the organization leads to efficiency and quality of work. Efficiency and quality of work is therefore the measure of dependent variable for this study.
1.1.3 Commercial banks in Kenya

Information in Commercial Bank Directory (2020), Kenya has some of the well-developed financial sectors in the region. Commercial banks always set to achieve their laid down financial goals and objectives (Ambira, 2019). Over the recent years, the number of bank customers continues to grow considerably which has affected the way the banks are managed (Geita, 2020). This increase in the customer base has led to more work load among the employees which has led to overworking among them hence causing stress which has ultimately affected their overall productivity (Commercial Bank Directory, 2020). The increase in the amount of work has led to demand from the employees in terms of their performance. Consequently, the employees have been faced with adverse psychological issues in a bid to balance between attaining workplace goals and objectives and family matters (FSDK, 2007). This has led to the call upon the bank management to seek for ways and mechanisms that ensure that employees are taken care of so that they can be more committed and hence contributing to the attainment of the bank’s goals and objectives (Commercial Bank Directory, 2020).

According to ILO, (2015), workers in the commercial banks in Kenya work for long hours with others working for more than forty-eight hours which makes it challenging for them to have a balanced work life. These employees are unable to cater for other personal issues in their life such as families (Muhammadi & Qaisar, 2016). The ILO study continues to state that the banking sector in Kenya is the sector that most of the employees are exploited ranking the banks third in a list of 24 industries.
A study by Ogolla (2000) established the lack of employee performance to the banking profession was often as a result of a degree of dissatisfaction among the workers which led to poor employee performance. A study by Azegclc (2005) revealed that inadequate training and development among the employees led to low performance in the hotels. This study however, was conducted among hotels and focused on employee training and development. The current study will focus on commercial banks. In establishing factors that determine the levels of employees’ performance among employees in SACCOS in Nairobi, Okemwa (2016) revealed that there are factors such as working conditions that have an influence of employee performance. Lwangasi (2008) focusing on Non-governmental organizations in Kenya found a relationship between the extent to which employees were empowered and how they performed. From the reviewed studies, there is no evidence of a study that was conducted that focused on WLB and employee performance.

1.2 Statement of the problem

Businesses today find themselves in an extreme competitive environment which calls for each business to become more responsive and more efficient than their competitors. This competition leads to measure of productivity among the organizations which as a consequence, employees pressurize their employers for rewards in response to how much they put into the organization. Consideration of the employees’ welfare has also become a crucial element in the employee and employees’ relationships. This has resulted from the realization that employees’ welfare affects the organization in one way or another. Organizations that do not consider the welfare of the employees face a challenge of brain drain and loss of their professional experts (Okemwa, 2019).
Bank employees are at various times made to attend seminars in a faraway place such as Nairobi where they are supposed to board hence being away from their families (Wambura, 2018). This conflict has an effect on the employees work and ultimately affects how they perform at work place. The scenario leads to less performance at work which is shows by reduced work quality, dissatisfaction among employees and their work, which is indicated by coming late to work, not meeting deadlines which leads to low job productivity (Kahunyu & Waithaka, 2019). Once employees are not able to give adequate time to their families, they feel stressed at work which reduces their performance to the organization. This has led to many employees leaving the sector for greener pastures.

The employees in the commercial banks are confused when some of their high rated employees leave the banks for other sectors where even the salary is lower than what banks offer . Such employees give reasons such as lack of free time to handle other issues. These employees state that they have not time for their children and for the families hence would prefer working in organizations that allow them time and space for non-work issues. Although there are studies conducted on this subject, evidence of a study focusing commercial banks with the same variables as of this study is not there from the reviewed literature. This study seeks to how WLB influences workers performance in commercial banks in Nyeri County.

1.3 General objective

The goal of the study was to investigate the influence of Work Life Balance (WLB) on employee job performance in Commercial Banks in Nyeri County.

1.3.1 Specific objectives

The study objectives involved:
i. To determine how employee job performance is influenced by flexible working schedules workers in commercial banks in Nyeri County, Kenya

ii. To establish the effects of leave programs on workers job performance in commercial banks in Nyeri County, Kenya

iii. To assess how workers’ job performance is influenced by work-family conflict is among employees in commercial banks in Nyeri County, Kenya

iv. To assess how workers’ job performance is influenced by the number of working hours among employees in commercial banks in Nyeri County, Kenya

1.4 Research questions

The study questions were:

i. How is employee job performance influenced by flexible working schedules among workers of commercial banks in Nyeri County, Kenya?

ii. How is workers’ job performance influenced by leave programs among employees in commercial banks in Nyeri County, Kenya?

iii. To what extent is workers’ job performance influenced by work-family conflict among employees in commercial banks in Nyeri County, Kenya?

iv. In what ways is workers’ job performance influenced by the number of working hours among employees in commercial banks in Nyeri County, Kenya?

1.5 Significance of the study

Findings from project may be advantageous to the banking industry in that commercial banks will learn about how work life balance affects employee performance and hence come up with policies and strategies of improving the same for increased organizational
performance. This research may also be important to other service provision industries in that they may use the findings to assess range their organizations may impacted by life balance factors. Results may add to existing knowledge on how work life balance affects organizational performance. The study findings may lead to organizations formulating working conditions that would influence employees’ job. The research may be a base for scholars interested in field of WLB.

1.6 Scope of the study
Scope refers to boundaries within which the research was carried out. The survey was done in 6 commercial banks in Nyeri County with a total number of 140 employees. The county has 6 commercial banks with 140 employees. Employees from the different banks within the county were involved on study. The survey utilized the descriptive research design and questionnaires through which, it was possible for the researcher to establish how work life balance affect employee job performance.

1.7 Study Limitations
Limitations are limitations are the aspects of research that have the potential of affecting the research findings but which the researcher cannot control (Mugenda & Mugenda, 2013). Gay (2006) on the other hand defines limitations as the aspects of research that are known to the researcher but which they are not in a position to control. In this study, one of the limitations was the attitude of the participants in the study. The issue of attitude comes in when in some cases those answering to the questionnaires may intend to please the researcher by providing responses hence affecting the validity of the data. In order to mitigate such an occurrence, the researcher asked them to respond truthfully during the filling of the questionnaires, in order to mitigate this limitation. The participants may also
be unwilling to provide the required information with fear of exposing their banks. In this case, the researcher mitigated that in that before administering the questionnaires, he briefed the participants why he is asking them to participate in the study and also ask them not to write their names on the questionnaire. The researcher may also have a problem of getting the participants for the study due to their work commitment. To counteract this limitation, the researcher to avoided any disappointments, where through the branch managers book appointment and plan when they can answer questionnaires.

1.8 Organization of the study
This project consists of five chapters. In chapter one, which is the introduction, the study's history, problem statement, aims, and additional research questions are all presented. The significance of the study, its anticipated limitations, and the research design are all presented in the final section of the chapter. The project presents the theory that underpins the survey in Chapter 2 of the Literature Review, the empirical literature based on the research objectives, a summary of the literature, and the study's research gaps. A conceptual framework is also provided in the chapter. The research methods are the focus of Chapter 3: The targeted population, the size and method of the sample, the data collection tools and procedures, and the study design. Additionally, this chapter provides a step-by-step explanation of the data collection and analysis procedures. How data can be analyzed and interpreted is demonstrated in Chapter 4, "Analyzing and Interpreting Data." Chapter 5 provides a summary of the research, focuses on research suggestions, and suggests areas for additional investigation.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

Literature review is as a comprehensive summary of researches of studies conducted on a given topic. Literature reviewed in this chapter is in two parts. Part one is the theoretical literature review after which empirical literature review is presented. Towards the end of the chapter, the conceptual framework is displayed.

2.2 Theoretical review

The research was directed by Spill Over theory, Conflict Theory, Facilitation theory and High Commitment Theory. The following section discusses these theories,

2.2.1 Spill Over Theory

The theory postulates the conditions under which the spillover between the work microsystem and the family microsystem is positive or negative. The theory postulated shows the relationship between work and family relationship. This theory seeks to have a control so that work-related factors and any stressful situations at work do not spill over to the family. This theory has been used by Dyg (2021). Greenhaus and Beutell, (2010) supports this theory and even adds other factors which contribute to job performance. The proponent of this theory Piotrkowski (1979) states that for employees to be productive and bring satisfaction to themselves, balance between work and their lives should be balanced, or there should be an equilibrium between both.

The theory has shown that social life imbalance affects workers efficiency and their effectiveness which ultimately affects employees’ job performance. The theory best fits
this study since employees’ work stress spill over on family where the spill over again affects work. Family social life also affects work since employees that are not comfortable at home due to work related issues will not be comfortable at work hence affecting their performance. Secondly the theory is important in that if an organization does not have proper work life balance strategies, it will reduce workers job performance.

Farradinna et al. (2019) sought to establish if positive spill over could to increase the psychological well-being of 429 female professors at a university in Riau by reducing friction between work and home or family obligations. The findings suggest that instructors have a positive impact on family life and are less psychologically healthy. The positive effects of family spillover and the family arguments that have an effect on psychological well-being at the same time are examined using multiple regression analysis. In other words, participants considered doing their homework in front of other people. As a result, there is less psychological health at work. In order to investigate the linkages between work-life-her and a range of interactions between work-home fulfillment, work-family conflict, quality of life, and vice versa, this study applies the spillover hypothesis (Staines, 1980) Details are described.

2.2.2 Conflict Theory

Developed by Greenhaus and Beutell in 1985, the conflict theory states that the feeling of achievement in one’s personal life usually results in sacrificing in other areas. This, they argued that in order for one to achieve something, something else must be sacrifices. Considering the recent analysis, it implies that for one to fully achieve in career of in their work, there are other sacrifices such as family. The authors suggest that work and life are
in most cases incompatible with each other and have different requirements. Conflict theory according to Khan et al (1978); Greenhaus and Beutell in (1985) occurs since there exists conflicting demands from work and life. This is because human beings have limited energy that they can focus on work and life hence one affects the other. When workers are not able to manage work and life one of them suffers and because there is a view that in most cases life depends on work, that is people work to make their lives better and live well, conflict occurs. In work life balance, conflict occurs due to long working hours by the employees which results to not having time for other life issues and other life demands such as family. There is also what is referred to as psychological conflict which is a result of work demands, fatigue and burn out as a result of job.

### 2.2.3 Facilitation theory

Facilitation theory is an offshoot of the enrichment theory. The theory states that an individual participation in his or her life domain for example work, brings resources, pleasurable and other experiences that are enriching to another related role such as family roles (Marks, 1977; Thoits, 1991; Barnett & Hyde, 2001). These other roles are made easier by those roles that an individual is engaged in. The facilitation theory therefore focuses on how one role affects the other either negatively or positively. For example, an employee work may affect their family and therefore a balance must be sought that makes work to effectively affect the family. While facilitates family with resources including financial resources, it makes people more functional and are able to deal with family problems. Facilitation theory is what happens to an individual the his or her individuals’ participation in one area contributes positively to the other domain. As stated by Grzywacz (2002), facilitation occurs since social systems are by nature related and utilize any Methods
available to improve people's lives, regardless of circumstances restrictions. The facilitation theory is relevant in this study since employees have two major domains in life with are life and work. Each of these domains are important because they depend of each other. An employee needs the job to facilitate the family while he or she gains in life since the employment gives the employee resources to live well. On the other hand, if the employee is happy, then they are more committed to their work and hence the organization where they work gains from the employee.

2.2.4 High Commitment Theory

High commitment theory emphasizes of personal responsibility, self-independence and in the empowerment of employees across all levels instead of focusing on one high power hence seeking to make employee commitment high. Work-life balance is viewed by the theory as a strategic initiative in human resource management designed to increase employee commitment to the organization. Work-life balance is one of the human resources practices that, according to the theory, must be implemented in order for employees to be committed to the organizations. The theory demonstrates the employee's close connection to their employer. This theory holds that an employee's willingness is based on their acceptance of the organization's goals and objectives, as well as their willingness to work hard to ensure that those goals and objectives have been met. This makes everyone a committed member of the organization. According to this theory, committed employees dedicate themselves to the organization and will work toward the organization's goals.
2.3 Empirical review

This section reviews empirical studies reviewed in this section focus on flexible work schedules and employees job performance, provision of leave programs by organizations and their influence of employee job performance and lastly an analysis of the research on how conflict between jobs and families occurs influence employee performance.

2.3.1 Flexible working schedules and employee job performance

In the current 21\textsuperscript{st} century global work environment, every organization is looking for talented workforce that are able to raise their competition with other organizations in order to realize strategic advantage. Qualified employees and therefore in high demand and are looking for organization that create a conducive work environment which includes having flexible working schedules. The competition for good and focused employees requires that organizations be considerate of the various diversified needs of the employees and work values that are influenced by their cultural backgrounds. For organizations to retain their employees and noting that some of the employees would want to multitask, there is need for the managers and the human resource departments to come up with human resources practices such as having flexible working schedules (Mclean & Collins, 2011).

Flexible working schedules occurs where the employees are free to choose from the set standards that are determined by the employer without (Business link, 2011). This is an arrangement where the organization gives the employees a leeway to choose which hours they can work and which they may take for other commitments. It is also referred to as flex time. However, the choice by the employees is not absolute since there are those core hours that they have to be in the organization. The flexible working schedules is important in
that, with the freedom of choice by the employees, there is reduced stress among them, there is increased retention of staff within the organization and employees are more efficient and productive. In this arrangement, the employees have more control over their work since they are able to adjust easily to all the activities which are work or non-work. They are also able to utilize their free time for other issues about life. (Corporate Voices for Working Families, 2011).

Various scholars perceive flexibility as one of the ways that organizations which are aggressive area able to adapt to the prevailing business environment. This contrasts to a view of yet another school of managers who feel that success of an organization depends of the pressure they exert on their employees (Blyton, 1992). Another school of thought from some studies (Martinez-Sanchez, Vela-Jiménez, PérezPérez, & De Luis-Carnicer, 2009) proposes that both employees and the employers can benefit from the flexible work schedules. These studies however are not specific on the type of flexible work schedules that need to be adopted.

Several researchers have defined flexible work schedules differently. Rau and Hyland (2012) see it as another way or working from the normal way where employees report to work at a given time and leave a specific time, while flexible work schedules has a provision of employees making arrangements with the employers to have them work at a somehow convenient schedule. Gariety and Shaffer (2001) indicate that flexible work schedules has an advantage of improving employee performance since, when employees have been given time to be away, they are more committed to their job on return to make up for the time they were out. They do this in mind that they have been given a privilege
of being away to perform other personal tasks. This improves the overall job performance in the organization (Rau & Hyland, 2012).

The performance that results from employees that have flexible work arrangements is associated with more gains in production to the employer who on the other hand is likely to share the gains to the organization as a result of employees’ job performance (Shepard, Clifton & Kruse, 1996). Organizations are able to seek for the schedules that would be most appropriate for their employees while taking cognizance of the benefits and challenges that each type of arrangement would have.

In a society where the situation of the conflicting family responsibilities and work performances, flexible working schedules arrangements in organization comes in handy. Some three major factors that seem to contribute to the debate about flexible work schedules arrangements are global competition, the renewed interest in family values and personal lives. These three factors have become important in that none of them can be ignored and further these three seem to compete within the employees. This has led to a challenge to organizations on how they can adopt to good flexible work arrangements that can handle the conflict between the family or even social pressures and work stress.

Flexible work arrangements usually comprehend to initiatives within the organizations that ensure that employees have flexibility of working time. Flexible working arrangements have been encouraged by the introduction of economic, technological, social and family changes. Fletcher, Bailyn, Lobel & Kossek (1996) agree that the choice of flexible work schedules by the employees have less job performance. However, the organizational culture plays a critical role in how flexible work schedules are organized by the
organization. Properly managed work schedules help in avoiding negative repercussions on the employee or the organization. Frye (2008) found that managers who support their employees’ families are likely to provide them with flexible work schedules. This they believe that only when an organization is able to take care of their workers will it have committed workers who are more committed to the organization and will on the long run increase organizational productivity.

In a competitive world such as today’s, there are new challenges facing both private and public organizations regarding sustained service delivery and the creation of a job committed workforce (Wainaina, 2015). In addition to the demand of workplace, many of the employees today, both men and women’s lives have become more and more taken up by a host of family and other necessary responsibilities (Grantol-Vallo & Donaldson, 2001). This has created an imbalance between these two forces of the family and other personal responsibilities and the force from workplace. Both the family and the workplace seem to be competing and creating tension. Apparently most of the people are not able to cope with these demands which has led to stressful situations.

Organizations have slowly realized that flexible working schedules are important emerging issues. This is because the world has become a global village hence employees in any organization require to balance between family and work for benefit of both the organization and the family. Satisfied employees due to flexible work schedules are most often motivated and are also committed to their organizations, making them achieve their objectives. It implies that the balance between personal life and work cannot be ignored.
Research across the world has shown that most have embraced initiatives that take care of work life balance. This, according to Hughes, (2007) is aimed at minimizing the negative effect that work life imbalance would have in both family and in the organization. It is also aimed at tapping on the associated benefits including employee performance and reduced employee absenteeism. As observed by Lockwood (2003), organizations in the USA introduced a flexible work schedule where employees were supposed to work for eight hours shift per day which is aimed at enhancing the employees’ morale. It is opined that some of the initiatives that are commonly implemented in some organizations aim at building morale of the employees, their job satisfaction, work efficiency and employee job performance. Both private and public organizations in India embraced the concept of flexible work schedules which had an impact on organizational employee job performance (Satpathy, 2012).

Hill et al. (2015) investigated the extent to which employees' satisfaction with work-life balance and the organizations for which they worked were influenced by flexible working hours and schedules. According to the findings, the consensus-established work week with a predetermined number of hours worked by employees was advantageous to them. The employees who were given flexible work schedules as an alternative had no difficulty in the timing or work and had less challenges in handling work and other life related tasks (O’Driscoll et al., 2017). This Means that flexible work arrangements have a connection to a number of positive results such as better mental health, reduction of stress and burnout, retention of employees within the organization, job satisfaction increased innovation and creativity among the employees and increased productivity (Galinsky, Bond & Sakai, 2018).
Cole (2014) found that flexible work schedules which includes working part time among others has advantages to employees since it makes them capable of meeting the needs of the organization. The study also revealed that employees who worked part time showed high levels of performance than those that work full time. The employees were also satisfied with their salaries. This was attributed to the fact the flexible work schedules gave employees time to work and as well take care of other family related tasks. The part time flexible work schedule is able to make employees have a manageable workload minimizing work family conflict and hence improving employee job performance.

Abid and Barech (2017) were interested in establishing the need for flexible hours in the organization and how it would impact on the employee in the organization in telecommunication call centres. The study used convenient sampling among a sample of 200 employees. Findings showed that there was less knowledge among the middle level and lower level employees on flexibility as compared to the executives who were more aware of the flexibility of work schedules. The study by Abid and Barech used convenient sampling method in the analysis and was conducted among the telecommunication/call centres, the current study will use probability sampling and will be conducted among commercial bank hence the study fills in the gap.

Stella, Iheriohanma, and Nwokorie, (2020) sought to find out whether flexible working arrangements affected employee performance. The study used library research that involved analytical discussion of secondary data. Findings revealed that flexible working arrangements in place and in time had a positive impact of organizational outcomes. The study by Stella, Iheriohanma, and Nwokorie, (2020), focused on organizational performance while the current study focuses on employee performance. The study adopted
library research and discussion of secondary data. The current study will focus on employee performance and will use primary data, hence making it different.

Kiprono (2018) carried out a study on to establish how flex hours type of arrangement impacted on workers in Kericho County Referral Hospital, Kenya. Vroom’s Expectancy Theory was used. The design was descriptive survey. The survey had a sample of 104 members of staff from the hospital which comprised of doctors, clinical officers and subordinate staff who were chosen by stratified sampling and simple random sampling. Data gathered by use of questionnaires was analyzed descriptively. Results showed that flexible work timeline had a significant effect on how employees performed in the hospital, hence the conclusion that flexible working hours arrangements affects job performance. The survey was done in hospital while the existing study is conducted among the banking sector hence fills the gap left by Kiprono (2018) study.

2.3.2 Leave programs and employee job performance

In today’s workplace, provision of leave to employees are most prevalent. According to Diaz and Wallick, (2018) almost 40 percent of employees in the United States were provided with the leave benefits which was a combination of both paid and unpaid benefits. A study by Diaz and Wallick (2009) revealed that leave had an impact on job performance. Workers responded that provision of leave were important to them as they had time with their families and also were able to address other non-work commitments and responsibilities. Organizations that provided leaves for their employees had more committed employees which had led to achievement of the organization objectives.
As stated by Bernard, (2013) in his study, generous agencies in countries such as the United States provided their employees with paid maternity leaves that ranged between 3 to 7 weeks. On the other hand, 38 out of 53 Europe and Central Asia countries provided a minimum of 26 weeks of paid maternity leaves. Provision of such leaves had positive effect on the employees where the workers were seen to be more committed to their work as they worked to compensate for the lost time or the time that they were on leave. Workers interviewed in these countries indicated that paid leave programs were most appreciated by the workers who were able to nurse their children and were happy with their organizations. This brought a sense of performance to the organization and hence more productivity. This suggests that organizations have a lee way of determining how long the leave will last.

Studies by Galinsky, Sakai, (2011), Galinsky, Sakai & Wigton, (2011) revealed that lack of unpaid leave diminished the likelihood of employees utilizing such benefits. This implies that employees who are not given paid leave are likely to use the leave time to get profitable activity. On the other hand, employees who are given paid leave will use it for the relaxation and connecting with other non-work activities and are likely to be more enthusiastic to return to the organization with renewed energy. However, it was noted that employees who took up leave programs were more refreshed after their return and hence were seen more committed to their jobs hence increasing productivity.

Mulvaney (2014) carried out a study to examine how family friendly employee benefit programs (FFEBPs), a form of leave program influenced job performance. The study was carried out among municipal employees. The FFEBPs were measured against job
performance in a sample of 347 local government processonals. The findings revealed significant Mean differences between job efficacy and job performance.

Okemwa, Atambo and Muturi (2017) sought to establish the how leave programs influenced job performance among nurses in public hospitals in Kenya. The survey found that employees’ job performance was significantly influenced by their leave policies, so the study recommended that the company improve leave policies for nurses to improve job performance.

Harr and Spell (2011) did a quasi-meta-analysis where they assessed how sabbatical leaves affected employees job performance. The study by Harr and Spell (201) found that availability of sabbatical leaves within an organization had a positive effect in boosting employees’ morale and feeling or rejuvenation in their jobs, hence increasing their job performance. The feeling of morale and rejuvenation had increased their performance to the organization. Availability of leave programs in health-related affected employees job performance. In a review of leave programs Earle, Mokomane and Heymann (2011) indicated that there were several health benefits among employees which included healthier infants, more involved parental care of children and an overall welfare to the children. Galinsky, Kelly and Tyler, (2011) conducted a review of 2008 National Study of the Changing Workforce and revealed that majority of the employees desired leave programs. The availability of such leave programs increased the employees’ engagement, employees’ job satisfaction, retention of employees and ultimately employee job performance.

Musyoka (2015) assessed the influence of leave programs among them leave programs among 957 commercial banks workers in Kenya. A descriptive survey was used, and
questionnaires were used to collect data. The findings demonstrated that the provision of sick leave, annual leave, family leave, and child care programs had a statistically significant impact on employee job performance. The review suggested upgrade of leave programs for improved representative association execution. Despite being conducted among commercial banks, Musyoka's study did not focus on similar variables, so the current study fills in the gap.

Sirma (2015) used a descriptive survey design to find out how 100 UN Women employees in Nairobi's performance was affected by work-life balance. The example was 64 workers. Information gathered utilizing surveys was examined engagingly utilizing relationship. The majority of participants were aware of their entitlements to leave, and there was a positive and significant correlation between annual leave and job performance. Sirma (2015)’s study was conducted among United Nations employees and focused on the employees understanding of the leave programmes, the study did not focus on the direct effect on leave programmes on employee’s performance hence the current study fills in the gap.

2.3.3 Work life conflict and employee job performance

Pressure emanating from work and the family domain leads to work life conflict. This is because the pressure between the two is not compatible to some degree. Both work and family are essential for living (Ajiboye, 2018). A conflict is seen to appear when there is no balance between the two. It also reduced job satisfaction which leads to low productivity among the employees (Choi and Kim, 2012; Namasivayam & Zhao, 2010).
Conflict between work and family is that type of role conflict which makes an employee to have pressures from their work and a similar pressure from the family roles. These two types of pressures are not usually compatible degree making the employee challenged in both ends. These employees who experience such a situation have a challenge giving themselves fully to their work at the expense of their families. Beutell (2010) in his study demonstrated when two spheres, that of work and that of family arise within an organization, and these interfere with each other resulting to work life conflict. Such employees find it difficult to fully commit themselves to their job if the job makes their families suffer.

According to World of Work (2011), bank employees in Kenya face a major challenge in the work-family conflict as compared to other service industries. The study reveals that more than 80% of the front office employees were stressful (Aycan & Eskin, 2005). These employees have very little time for family due to many deadlines that they have to meet and many unpredictable peaks during their working time.

Work Family conflict brings about discordance between work obligations and family obligations in a way that work hinders or inhibits family life resulting to workers having less performance to their work (Akintayo, 2010; McNulty, 2016). Women for example have traditionally been involved in family roles where they are saddled with a variety of obligations and responsibilities as compared to men. Workers who face the work-family conflict experience job dissatisfaction since every worker works to satisfy their families. Any impediment that hinders workers from attending to family matters makes the workers have job dissatisfaction which can result to less performance to the work. Adebola (2005)
tested the influence or the impact of work family conflicts that have been managed properly and how they impact on work performance and job performance. Namasivayam, and Zhao (2007); Beutell (2010); Rathi and Barath (2013) found that, among other things, employee job performance is influenced by work-family conflict. The current study will include commercial bank employees.

A study by Rathi and Barath (2013) showed that work family conflict is a major contributor to how employee feel and how they attach themselves to the organization. These scholars also indicate that organizations that provide arrangements where employees are able to work and also take care of their families have the advantage of having committed workforce.

Work on the other hand serves as a source of income to sustain both the family and the employee. Both career and the family therefore depend on each other. This implies that both are capable of exerting pressure on the employee hence resulting to conflict (Frone, 2016). Concentrating on personal life issues and issued related to work brings about conflict. The conflict can therefore be resolved for the benefit of both the family and the organization. This is because both work and family are important to the employee (Clark, 2000). Kopelman and others (2015) observed that job requirements and family roles and two demands that a worker faces which exerts constant pressure on the worker. Lack of balance between the two may affect either demands or both of them.

Jayamohan et al., (2017) established that work-family conflict was a factor in organizational performance. He found that competitive pressure in organizations to push for productivity with results in demanding workers to commit themselves more to the
organization which results to making them work for more hours. The demands to work for more hours results making the employees spend less hours with their families. This consequently leads to work-family conflict making employees have negative attitude to the organization hence leading to less job performance (Akintayo, 2016). On a positive note, well managed work–family balance results to improved employee performance yielding to high productivity.

A study by Ari and Ika (2015) investigated how work and family conflict affected employees performance and turn over using descriptive survey design and a sample of 334 participants. Structural Equation Modelling was employed and the results were that conflict emanating from work and family negatively affected employees’ job performance. It was revealed that due to the work conflict, married and working women had higher intentions of quitting job than the men. Ari and Ika’s study investigated how work and family conflict affected employees’ performance and turn over and not of employee job performance.

Ayhan and Nilüfer (2017) conducted this study to investigate the connection between job performance and job stress among hotel management employees in the Western Black Sea province and work-family conflict. A questionnaire was used to collect data for the study. Work-family conflict had no significant impact on job performance, according to the findings. Work-family conflict and job stress were found to have a moderately positive relationship, according to the findings. Ayhan, and Nilüfer’s study had two dependent variables. The current study focusses on one dependent variable. While the study used other forms of analysis the current study used regression analysis. The researchers used demographic variables which is not a focus for the current study. The current study fills in a gap by conducting the study among bank employees in Kenya.
A study carried out by Morinsola and Olawumi (2018), using survey design investigated the effect of work-family conflict and employee performance levels in AKLAD Interlink concept, Ibadan, Nigeria. Using stratified sampling, the study involved a sample of 155 employees. Findings revealed that work-family roles significantly both employee commitment and organization performance. This study was conducted in in Nigeria and not among banks, the current study fills in a gap by conducting the study among bank employees in Kenya.

A study by Morinsola and Olawumi (2018) sought to determine how work-family conflict and stress at work affected bank employees in the Kendari Branch. Using questionnaires, data were gathered and analyzed using multiple linear regression. Work-family conflict had a negative impact on employee performance, according to the findings. This study was not carried out among commercial banks and was also carried out in in another country. The current study fills in a gap by conducting the study among bank employees in Kenya.

2.3.4 Influence of working hours on employee performance

Studies focusing on working hours for example Babbar and Aspelin, (1998), Crouter et al., 2001) have established that working has been associated with the employees who are asked to work for long hours and in most cases without clear guidelines on compensations. Employees are asked by their organizations go work more days in a week and maintain longer working hours. Most of these studies have been on the negative consequences that the long working hours have had on the employees’ health and wellbeing. Long working hours have consequences of overtime of health and wellbeing. For example, Savery and Luks (2000) revealed that overtime can easily result in negative consequences on the employees’ work injury and illness which is in agreement with Reynolds (2003) who found
that a majority contemporary employees prefer to work for compacted hours within a week and leave the other part of the week open to their own other interests. These researchers are however in agreement that working for long hours denies employees chance to focus on other personal issues that are non-work related such as family. The denial of time for family brings work-family conflict making employees to have less job performance in the organization.

Golden and Figart (2000) state that a large number of workers are most often overworked in their organizations due to the interest of earning more. They may feel to work more since they are financially strained, have job insecurity or because of employers’ pressure. Although working for long may be voluntary, it has stressed them and denied them opportunities to be with their families. When employees feel that long working hours denies them such opportunity or affects their quality of their living, they will have a negative attitude towards their organizations which will affect their job performance. (Golden & Figart, 2000).

Stamper and Van Dyne (2001) conducted a study among 257 employees in a service industry where they sought to establish whether differences existed in the organizational performance of full time and part time employees. Findings revealed that part-time employees showed less helping organizational citizenship behaviour (OCB) than their counterpart full time employees. Organizations citizenship behaviour could be equated to the employee performance for the purpose of the current study.

Van Emmerick (2019) in his study among employees in university and printing works aimed at establishing whether there existed relationship between unwanted overtime and involvement in organizational citizen behaviour (OCB) among co-workers and their
supervisors. The results showed that both categories of employees had their reasons for the preference for working hours. The findings revealed that full time workers preferred working for less hours since they needed time to be with their families while part time employees preferred to work for more hours since they saw that as an opportunity to earn for their families. They indicated that they had time for the family when they were not working. The study concluded that family was important and was a cause for how employees were committed to their work.

Van (2005) hypothesized that employee performance was not the most importance and adequate outcome variable in organizational performance. Van examined whether there was any relationship between working hours and employee job performance. Findings revealed that employees need time to be with their families and other matters that concern their life hence working for long hours denies them that time, the feel that the organization is denying time to be with family hence will not be committed to the organization unlike that organization that gives time for the family, hence employee sees it as being friendly hence they become more committed to it. The conclusion was that working hours has a direct relationship with employee performance.

In a study that sought to examine whether there existed any relationship between working hours and employee effective performance in a Dutch Ministry, conducted by Emmerick (2005) revealed that working hours have impacted on employee performance which had an indicator as a feeling of being identified with and the overall involvement in the organizational activities (Emmerik, 2005).

In the study, the researcher opines that some category of employees feels more attached to the importance of working for long hours and therefore they are less likely to show any
effective performance to their work. Employees that attach importance to long working hours may feel as if they contribute less to their work when they are provided with flexible work arrangements. The researcher concluded that long working hours significantly influenced job performance. It was concluded that working for long hours is likely to reduce job performance among employees (Emmerik, 2005).

Morinsola and Olawumi (2018) sought to establish whether working hours had a significant relationship with employee productivity among call centre agents. The researchers used the differences in the number of hours worked by the same employees in a number of days and weeks and how that affect their productivity. A relationship was established between the number of hours worked and handling of call time. This Means that as they worked for long hours, they were less productive in handling call time due to fatigue. The study was conducted in in a different country and not among banks, the current study fills in a gap by conducting the study among bank employees in Kenya.

Nerissa and Pfano, (2020) undertook a case study of Sabertek Limited in South Africa and using survey design to establish how working hours affected the productivity of the employees. The sample was 59 employees who were picked using census method. The researchers found that working hours affected employee productivity. The number of hours worked positively influenced job. The study by Nerissa and Pfano, (2020) used case study design and using quantitative data analysis examined how the number of hours affected employee productivity. The current study focusses on employee job performance. The current study uses descriptive design hence making the current study different from that of Nerissa and Pfano (2020).
Ukwadinamor and Oduguwa, (2020) conducted a study to establish how work overload impacted on work hours among workers in a manufacturing industry in Ogun State of Nigeria. The design for the study was survey. The sample was 400 employees. Findings revealed that work overload significantly contributed to employee performance. The researchers made a conclusion that organizational productivity has one of its contributing factors as work overload. The study was conducted in in Nigeria and not among banks, the current study fills in a gap by conducting the study among bank employees in Kenya.

2.4 Summary and gaps in the literature review

Table 2.1 presents the summary of research gaps.

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Focus of the Study</th>
<th>Methodology used</th>
<th>Findings</th>
<th>Gap in Knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective one: Influence of flexible working schedules on employee performance</td>
<td>Hill et al., (2015) Influence of flexible working hours on employee satisfaction of work-family balance and their organization.</td>
<td>Descriptive survey design</td>
<td>That with reasonable work week, employees had less difficulty with work family balance. They were also willing to work beyond the official hours</td>
<td>This study used convenient sampling method while the current study will use probability sampling. The current study will be conducted among commercial bank hence the study fills in the gap.</td>
</tr>
<tr>
<td></td>
<td>Cole (2014) Effects of flexible working schedules and The study did not indicate the</td>
<td>The study did not indicate the</td>
<td>That flexible work schedules in form of part time makes employees to be able</td>
<td>The study was conducted among hospital set</td>
</tr>
</tbody>
</table>

38
<table>
<thead>
<tr>
<th>Study</th>
<th>Research Question</th>
<th>Methodology Used</th>
<th>Methodology Used</th>
<th>The study focused on different variables other than those for this study making it different from Abid and Barech (2017) study.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abid and Barech (2017)</td>
<td>Impact of the flexible working hours on the employee’s performance in the organization.</td>
<td>Survey design</td>
<td>When employees are provided with flexible time there is a likelihood of improving their performance.</td>
<td></td>
</tr>
<tr>
<td>Stella, Iheriohanma, and Nwokorie, (2020)</td>
<td>The various types and fundamentals of flexible work arrangements, as well as their effects on employee performance.</td>
<td>Library research involving analytical discussion of secondary data</td>
<td>That workers to opt for employee-driven FWA such as working from home, teleworking is in most cases more motivated to work are self-sufficient and better disciplined at work, well organized and so hence to tend to be more productive.</td>
<td></td>
</tr>
<tr>
<td>Kiprono (2018)</td>
<td>Flexible working hours’ influence on employee performance</td>
<td>Descriptive research design</td>
<td>Flexi working strategies had a significant effect on employee performance.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>The study was conducted in a hospital setting while the current study is conducted among the banking sector</td>
</tr>
<tr>
<td>Research objective two: Influence of leave programs on employee performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>-------------------------------------------------</td>
<td>-------------------------------------------------</td>
<td>-------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Bernard (2013)</strong></td>
<td>Leave programs on employee performance</td>
<td>The study did not indicate the methodology used</td>
<td>Leave programs enabled employees take care of their children and were therefore happy with their organizations</td>
<td>The study did not focus on the variables that the current study focuses hence the need for this study</td>
</tr>
<tr>
<td><strong>Galinsky, Sakai, (2011), Galinsky, Sakai, and Wigton, (2011)</strong></td>
<td>Effects of leave programs on employee job performance</td>
<td>Descriptive research design</td>
<td>Lack of leave programmes made employees use work time for their own business and hence affecting their organization.</td>
<td>The study was conducted in in another country and not among banks, the current study fills in a gap by conducting the study among bank employees</td>
</tr>
<tr>
<td><strong>Mulvaney (2014)</strong></td>
<td>Influence of family friendly employee benefits programs on job performance</td>
<td>The study did not indicate the methodology used</td>
<td>Significance Mean differences existed between employee efficacy and job performance levels.</td>
<td>The study was conducted in in another country and not among banks, the current study fills in a gap by conducting the study among bank employees</td>
</tr>
<tr>
<td><strong>Okemwa, Atambo and Muturi (2017)</strong></td>
<td>Influence of leave programs on job performance among nurses in public hospitals in Kenya</td>
<td>Correlational study</td>
<td>Adequacy of leave arrangements predicted nurse’s performance levels</td>
<td>This study was conducted in a hospital setting hence while the current study is conducted among the banking sector</td>
</tr>
<tr>
<td>Author(s)</td>
<td>Title</td>
<td>Methodology</td>
<td>Findings</td>
<td>Notes</td>
</tr>
<tr>
<td>-----------</td>
<td>-------</td>
<td>-------------</td>
<td>----------</td>
<td>-------</td>
</tr>
<tr>
<td>Harr and Spell (2011)</td>
<td>Influence of sabbatical leave in an academic and health settings</td>
<td>Quasi-meta-analysis</td>
<td>Availability of sabbatical leaves within an organization had a positive effect in boosting employees’ morale and feeling or rejuvenation in their jobs, hence increasing their job performance</td>
<td>The study used Quasi-meta-analysis while the current study used descriptive design</td>
</tr>
<tr>
<td>Galinsky, Kelly and Tyler, (2011)</td>
<td>Review National Study of the Changing Workforce</td>
<td>Review analysis</td>
<td>Availability leave programs increased the employees’ engagement, employees’ job satisfaction, retention of employees and ultimately employee job performance</td>
<td>The study was conducted in another country and not among banks, the current study fills in a gap by conducting the study among bank employees in Kenya</td>
</tr>
<tr>
<td>Musyoka (2015)</td>
<td>Influence of leave programs among them leave programs in commercial banks in Kenya</td>
<td>Descriptive survey</td>
<td>The various forms of leaves statistically influenced employee job performance.</td>
<td>The study, though conducted among commercial banks did not focus on variables similar to this study hence filling in a gap</td>
</tr>
<tr>
<td>Sirma (2015)</td>
<td>Influence of work-life balance practices among them leave policy of employee performance among 100 UN Women</td>
<td>Descriptive research design</td>
<td>Annual leave had a positive significant relationship with employee job performance</td>
<td>The study did not focus on the direct effect on leave programmes on employees’ performance hence the</td>
</tr>
<tr>
<td>Research question three: Influence of work-family conflict on employee performance</td>
<td>Adebola (2005)</td>
<td>Impact of work family conflicts that have been managed properly and how they impact on work performance and job performance</td>
<td>The study did not indicate the methodology</td>
<td>Work family conflict influenced employee job performance, intentions of employees to leave job led to job dissatisfaction and low productivity.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td>Namasivayam and Zhao (2007) and Rathi and Barath (2013)</td>
<td>Work-family conflict and job performance</td>
<td>The study did not indicate the methodology</td>
<td>Effective work family conflict balance contributes to employees feeling and attachment to the organization.</td>
</tr>
<tr>
<td></td>
<td>Ari and Ika (2015)</td>
<td>Effect of work-family and family work conflict on job performance, turn over intention and job satisfaction</td>
<td>Descriptive research design</td>
<td>Family work conflict is a significant higher contributor to employee leaving their jobs.</td>
</tr>
<tr>
<td>Author(s) and Year</td>
<td>Research Question</td>
<td>Methodology</td>
<td>Findings</td>
<td>Note</td>
</tr>
<tr>
<td>--------------------</td>
<td>-------------------</td>
<td>-------------</td>
<td>----------</td>
<td>------</td>
</tr>
<tr>
<td>Morinsola and Olawumi (2018)</td>
<td>Impact of work-family role on employees’ commitment and AKLAD organization.</td>
<td>Survey design</td>
<td>There is a significant association between work-family roles and employee commitment.</td>
<td>The survey was conducted in Nigeria and not among banks, the current study fills in a gap by conducting the study among bank employees in Kenya.</td>
</tr>
<tr>
<td>Laode et al (2017)</td>
<td>Influence of work family conflict and work stress on employee performance</td>
<td>Questionnaires were used to collect data</td>
<td>Work-family conflict has negative significant effect on employee performance.</td>
<td>The study was conducted in another country and not among banks, the current study fills in a gap by conducting the study among bank employees in Kenya.</td>
</tr>
</tbody>
</table>

**Research question four: Influence of working hours on employee performance**

<table>
<thead>
<tr>
<th>Author(s) and Year</th>
<th>Research Question</th>
<th>Methodology</th>
<th>Findings</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stamper and Van Dyne (2001)</td>
<td>Whether differences existed among part time and full-time employees’</td>
<td>The study did not indicate the methodology</td>
<td>Employee who worked part time were less involved in the organization than their full-time counterparts.</td>
<td>The variables in Stamper and Van Dyne study are different from</td>
</tr>
<tr>
<td>Author and Year</td>
<td>Topic</td>
<td>Research Design</td>
<td>Methodology</td>
<td>Findings</td>
</tr>
<tr>
<td>-----------------</td>
<td>-------</td>
<td>----------------</td>
<td>-------------</td>
<td>----------</td>
</tr>
<tr>
<td>Van Emmerick (2019)</td>
<td>Influence of unwanted overtime on involvement in OCBs among supervisors and colleagues</td>
<td>Descriptive research design</td>
<td>Full time workers preferred working for less hours since they needed time to be with their families while part time employees preferred to work for more hours since they saw that as an opportunity to earn for their families</td>
<td>The variables in Van Emmerick study are different from the current study.</td>
</tr>
<tr>
<td>Van (2005)</td>
<td>Working hours and its influence on employees’ job performance</td>
<td>The study did not indicate the methodology</td>
<td>Working for long hours has a direct relationship with employee performance</td>
<td>The study by Van focused on working hours and job performance but did not focus on other variables hence the current study fills in the gap</td>
</tr>
<tr>
<td>Marion Jan (2017)</td>
<td>Relationship between number of hours worked and employee productivity among call centre agents</td>
<td>Descriptive research design</td>
<td>Working for long resulted to fatigue among employees hence a negative effect on their productivity.</td>
<td>The study was not among banks, the current study fills in a gap by conducting the study among bank employees in Kenya</td>
</tr>
<tr>
<td>Nerissa and Pfano, (2020)</td>
<td>Working hours and workers’ productivity; A case study of</td>
<td>Survey method</td>
<td>Working hour affects employees’ productivity.</td>
<td>The study used case study approach while the current study</td>
</tr>
<tr>
<td>Author(s)</td>
<td>Title</td>
<td>Methodology</td>
<td>Findings</td>
<td>Context</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>-----------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Sabertek Ltd, South Africa</td>
<td>Uses descriptive design hence making the current study different. The current study focusses on employee job performance.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ukwadinamor and Oduguwa, (2020)</td>
<td>Influence of working hours overloads on workers in selected manufacturing industries performance in Ogun State</td>
<td>Descriptive survey research design was used</td>
<td>Work over load significantly contributed to employees’ performance.</td>
<td>The study was conducted in Nigeria and not among banks, the current study fills in a gap by conducting the study among bank employees in Kenya</td>
</tr>
</tbody>
</table>
2.4 Conceptual framework

A conceptual framework is defined as a written visual representation of variables among the study. The conceptual framework of this study is presented in Figure 2.1.

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Dependent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Flexible working schedules</strong></td>
<td>Employee’s job performance</td>
</tr>
<tr>
<td>- Shift work</td>
<td>- Efficiency</td>
</tr>
<tr>
<td>- Compressed work week</td>
<td>- Quality of work done</td>
</tr>
<tr>
<td>- Flexibility</td>
<td></td>
</tr>
<tr>
<td>- Job sharing</td>
<td></td>
</tr>
<tr>
<td>- Part time work schedules</td>
<td></td>
</tr>
<tr>
<td><strong>Leave programs</strong></td>
<td></td>
</tr>
<tr>
<td>- Annual leave</td>
<td></td>
</tr>
<tr>
<td>- Sick leave</td>
<td></td>
</tr>
<tr>
<td>- Maternity/maternity leave</td>
<td></td>
</tr>
<tr>
<td>- Staff leave arrangement</td>
<td></td>
</tr>
<tr>
<td><strong>Work-family conflict</strong></td>
<td></td>
</tr>
<tr>
<td>- Child care programs</td>
<td></td>
</tr>
<tr>
<td>- Staff leave arrangement</td>
<td></td>
</tr>
<tr>
<td>- Leave outs</td>
<td></td>
</tr>
<tr>
<td>- Family leave</td>
<td></td>
</tr>
<tr>
<td><strong>Working hours</strong></td>
<td></td>
</tr>
<tr>
<td>- Longer periods of working</td>
<td></td>
</tr>
<tr>
<td>- Overtime for health and well-being</td>
<td></td>
</tr>
<tr>
<td>- Mandatory or voluntary overtime</td>
<td></td>
</tr>
<tr>
<td>- Voluntary overtime</td>
<td></td>
</tr>
</tbody>
</table>

Figure 2.1 Conceptual framework
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter is the methodology that the study adopted. This chapter outlines the research methods employed in carrying out this study. These include, research design, population targeted, sample size and sampling procedure, data collection procedure, pilot study, validity and reliability tests, and data analysis and also ethical considerations.

3.2 Research design

The study utilized the descriptive research survey design. Al-Momani (2010) says that descriptive studies are more formal and usually have clearly stated inquiry questions. This is a type of design that is used in exploratory studies that allow collection of information, summarizing of the data, presentation and interpretation for the sake of clarification. Using this design, and by use of a questionnaire, it will be possible for the researcher in this study establish how the independent variables relate of influence the dependent variable which will be done without manipulating the variables.

3.3 Target population

Orodho (2007) define target population as the sum total of all events or object that share a common feature. The target population was 140 Bank employees in various departments in the commercial banks in Nyeri namely, human resource, marketing and operations as presented in Table 3.1.
Table 3.1 List of banks and the number of employees in various levels of management

<table>
<thead>
<tr>
<th>Sn</th>
<th>Department</th>
<th>Number of employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Human Resource</td>
<td>8</td>
</tr>
<tr>
<td>2</td>
<td>Marketing</td>
<td>45</td>
</tr>
<tr>
<td>3</td>
<td>Operations</td>
<td>87</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>140</strong></td>
</tr>
</tbody>
</table>

Source: Researcher, 2021

3.4 Sample size and sampling procedures

The population which is also referred to as universe contains many individual units that cannot be studied conveniently. Due to the fact that is not at times possible to study the entire population, a sample that is selected. A scientifically selected that contains the information of the population. To select the sample for the study, the researcher used the Krejcie and Morgan (1970) which shows that out of a population of 140, a sample of 103 ought to be selected 103 employees formed the sample for the study. This sample of employees (103) implies that each participant represents a 0.73 percent of the total population. This percentage was used be used as a multiplying factor to the target population in each bank to give a ratio in the selection of sample from the banks. Having identified the sample required from each bank, the researcher employed the simple random sampling techniques to get the required sample from each bank. A summary of the sampling procedures is summarized in Table 3.2.
### Table 3.2 Sample sizes

<table>
<thead>
<tr>
<th>Sn</th>
<th>Bank</th>
<th>Population</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Human resource</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>1</td>
<td>Marketing</td>
<td>45</td>
<td>33</td>
</tr>
<tr>
<td>3</td>
<td>Operations</td>
<td>87</td>
<td>64</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>140</strong></td>
<td><strong>103</strong></td>
</tr>
</tbody>
</table>

Source: Researcher, 2021

### 3.5 Research instruments

The survey utilized questionnaires to gather data. A questionnaire has the advantage that the researcher is able to easily collect data and gives the researcher an opportunity to establish rapport to the participants before filling in the questionnaire. Further it is possible for him or her to clarify and explain to the participants in cases where the questionnaire is not clear. The researcher also had the advantage of questionnaire since it was easy to collect data within a short time. There was only one set of questionnaires for the all the participants.

### 3.6 Pilot testing

Pilot study is carried out in research to check for errors that require correction or editing and to guarantee the instruments' validity and reliability. It also helps the researcher to estimate how long each questionnaire takes to fill and therefore estimate how long data collection would take (Cooper and Schindler, 2014). At times it is called a feasibility study or pretesting. The purpose is to help the researcher fine-tune the study before rolling it out.
Pilot testing is usually conducted before the final study where questionnaires are administered to a few individuals. It helps in the validation of the instruments and testing for reliability of the study. The pilot study for this survey will be conducted in commercial banks in another county.

3.6.1 Validity of the instruments

Mahajan (2017) validity is concerned about the data collection instrument's capacity to measure what it purports to measure. In this study, the instrument will be validated by ensuring that the questionnaire's questions and instructions are clear. In order to guarantee the study's content validity, the pretest responses will be checked to see if they provide the intended responses to the research questions. In doing so, as Kombo & Tromp (2006) recommend, the supervisor's expert advice will be sought, and the supervisor will help establish the instrument's validity. The opinions and the recommendation given by the expert was incorporated in the document.

3.6.2 Reliability of the instrument

According to Donald and Delno (2006) reliability is the consistency of scores obtained after several administration. There are many forms of testing reliability but in this study, reliability will be conducted by test retest method. Cronbach alpha (α) reliability coefficient was used to estimate how the two administrations are internally consistent the responses. The Cronbach α ranges from 0 – 1 will generate the measure of reliability where 0 is the lowest and 1 the perfect reliability. According to Larry (2013) where the α is greater than 7 the instrument was deemed reliable but if less than 7 the instruments would have been revised.
3.7 Data collection procedures
Before the commencement of the research, the researcher obtained a letter of introduction from the university to allow him get a permit to conduct the research from NACOSTI. After authorization from NACOSTI, the researcher visited the selected banks where he booked appointment with the branch managers and plan with them when to visit the bank and administer the questionnaires to the employees. Upon meeting the participants in their stations, the researcher took them through the purpose of the study and assure them confidentiality of their responses. He assured them that their identities would not be revealed. The researcher collected the questionnaires immediately they were filled in.

3.8 Data analysis techniques
This process of analyzing data starts with examining the data collected for completeness, its accuracy and its consistency. This process is called data cleaning which is important in getting valid data. The data was analyzed qualitatively and quantitatively by use of SPSS. Version 25, a computer software package. Using the software, the data was coded and entered in the program where various data analysis was conducted. The study will employ descriptive statistics which comprised of percentages and frequencies to analyze the scores of distributions in the data. The independent variables were correlated with the dependent variable to ascertain the kind of relationship. A multiple linear regression model was applied as shown:

\[ Y = \beta_0 + \beta_1 x_1 + \beta_2 X_2 + \beta_3 X_3 + e \]

Where,
Where: Y = Employee job Performance; X1 = Flexible working schedules; X2 = Leave programs; X3 = Work-family conflict; X4 = Number of working hours; β0 = Constant; β1, β2 and β3 – Coefficients; e – Error term

3.9 Ethical considerations
In research, ethics is considered so as to control how the researcher interacts with the research participants. This is because, participants are human beings with their rights which should not be infringed and also have feelings which should not be exposed to any harm. In the context of this study, confidentiality of information supplied by the participants were respected. Anonymity of participants was upheld through exclusion of direct identifiers such as names, personal addresses and telephone contacts in the research instrument as Hickey (2018) emphasizes. Efforts were made not to disclose gathered information to third parties without consent of participants. The literature reviewed in the study were also fully referenced. The researcher also made sure that he got an introductory letter from the University to the bank managers in advance.
CHAPTER FOUR
DATA ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 Introduction
Discussions of the study's findings and data interpretation dominated this section. The analysis of the collected data is presented after the response rate and personal information of the participants are presented.

4.2 Questionnaire return rate
The number of questionnaires filled out and collected after they have been administered is the questionnaire return rate, also known as the response rate, in survey research. This number is calculated by dividing the number of samples by the number of questionnaires collected. Although different researchers have different ideas for what constitutes an acceptable response rate, the majority of them agree that a response rate of 70% or higher is sufficient.

In this study, out of 103 questionnaires administered to the participants, 97 were filled and returned. This was 91.4% which is deemed acceptable. Mugenda and Mugenda (2013) and Kothari (2010) state that a response of 50% and above is adequate while Babbie (2004) states that a response rate of 50% is acceptable, 60% is good while 70% is very good. This implies that the response rate for the current study is very good according to Babbie (2010).

4.3 Demographic Information
The participants' gender, age, highest academic qualifications, as well as the length of time they had worked in the banking industry and the current station were the demographic data. The following section provides this information. Table 4.1 contains information about the participants' genders.
Table 4.1 Gender of the participants

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>34</td>
<td>35.1</td>
</tr>
<tr>
<td>Female</td>
<td>63</td>
<td>64.9</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Survey data, 2022

The Table 4.1 result uncovered that most of participants were female as shown by 64.9% with 35.1% being males. The data uncovered that there were more female employees in the banks which actually is representative of the fact that most employees in the commercial banks in the county are female. It implies that the gender of the participants is representative of the population.

Also, the study wanted to explore the age distribution of the employees in the commercial banks in the county. The data is exhibited in table 4.2.

Table 4.2 Participants’ age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 24yrs</td>
<td>23</td>
<td>23.7</td>
</tr>
<tr>
<td>25 – 30 years</td>
<td>43</td>
<td>44.3</td>
</tr>
<tr>
<td>31 – 35 years</td>
<td>21</td>
<td>21.6</td>
</tr>
<tr>
<td>41 – 45 years</td>
<td>10</td>
<td>10.3</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Survey data, 2022

Data on the age of the participants indicated that most of them, 44.3% were aged between 25 and 30 years, with 23.7% aged below 24 years, 21.6% aged between 31 and 35 years and only 10.3% aged between 41 and 45 years. The data shows that majority of the
participants were relatively young. This could be attributed to the fact that most young people seek employment in the banks after completion of their college education before they join their trained careers. The scenario that there are very few above 40 years could be attributed to the fact that most of bank employees have joined other careers after working at the banks became difficult especially with the Covid – 19 pandemic which saw most of them being laid off.

The survey aimed in exploring the academic qualifications of the participants and outcomes presented in table 4.3

**Table 4.3 Participants’ level of education**

<table>
<thead>
<tr>
<th>Qualifications</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>10</td>
<td>10.3</td>
</tr>
<tr>
<td>Diploma</td>
<td>19</td>
<td>19.6</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>68</td>
<td>70.1</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>23</td>
<td>23.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>97</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

**Source: Survey data, 2022**

On the highest academic qualifications, majority 70.1% were bachelors’ degree holders, 19.6% were diploma holders while 23.7% were master’s degree holders. Only 10.3% were holders of certificate courses. The data implies that all the participants were adequately trained and hence are able to demonstrate in this study how WLB influenced employee job performance in Commercial Banks in Nyeri County.
The survey further aimed to explore the duration of time that the participants had been working in the banking sector. The outcomes are displayed in table 4.4.

**Table 4.4 Distribution of participants by the duration of working in the banking sector**

<table>
<thead>
<tr>
<th>Duration</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 years</td>
<td>19</td>
<td>19.6</td>
</tr>
<tr>
<td>6-10 years</td>
<td>58</td>
<td>59.8</td>
</tr>
<tr>
<td>11-15 years</td>
<td>15</td>
<td>15.5</td>
</tr>
<tr>
<td>15 years and above</td>
<td>5</td>
<td>5.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>97</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

*Source: Survey data, 2022*

Results on the duration of working in the banking sector shows that most of participants had worked in the banking sector for between 6 and 10 years as indicated by 59.8% while 19.6% had been working in the banking sector for between 1 and 5 years and a small percentage 15.5% having worked for between 11 and 15 years. The data implies most participants had been in the sector for a considerable long time hence are able to provide information on the influence of WLB on employee job performance in Commercial Banks in Nyeri County. It is however worth noting that there is an indication of job turn over considering the number of people who have worked for between 1 and 10 years and the number reduces in the year bracket of 11 and 15 years and also over 15 years.

As asked how long they had been working in the current station, they responded as presented in Table 4.5
Table 4.5 Duration of working in the current station

<table>
<thead>
<tr>
<th>Duration in the current bank</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 years</td>
<td>61</td>
<td>62.9</td>
</tr>
<tr>
<td>6-10 years</td>
<td>31</td>
<td>32.0</td>
</tr>
<tr>
<td>11-15 years</td>
<td>5</td>
<td>5.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>97</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Survey data, 2022

As shown in the table 4.5, majority had worked in the current bank for between 1 and 5 years as indicated by 62.9% with 32% having worked in the current bank for between 6 and 10 years. These shows that a considerable number of employees had been in the current station for a time that allows them to demonstrate how WLB has influenced their performance in the current stations. It can also be deduced that there are more participants in the age category of between 1 and 5 years while the number of participants who have been in the current station moves from 6 and 10 years and between 11 and 15 years. This Means that work life balance as an effect on job turn over.

Also, the survey aimed in determining participants’ marital status. The results are exhibited in table 4.6.
### Table 4.6 Participants’ marital status

<table>
<thead>
<tr>
<th>Marital status</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>33</td>
<td>34.1</td>
</tr>
<tr>
<td>Married</td>
<td>64</td>
<td>65.9</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Survey data, 2022

Data on marital status indicated that majority 69.9 were married against 34.1% who were single. The data shows that the sample comprised of a more married populations who would be affected more by work life issues than those who are single. It implies that responses from married people would be more reliable than from the unmarried.

### 4.4 Flexible working schedules and employee job performance

The first objective of the study was to determine how employee job performance is influenced by flexible working schedules among employees in commercial banks in Nyeri County, Kenya. The participants were therefore inquired to respond to questions that sought to determine how flexible working hours affected employees job performance. The analysis was done using SPSS. The Likert type responses were analyzed by use of Means and standard deviations. The outcomes are exhibited in Table 4.7.
Table 4.7 Means and standard deviation of responses on Influence of flexible working schedules on employee job performance

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>My bank does not have shift work arrangements which affects my performance to the bank</td>
<td>3.13</td>
<td>.986</td>
</tr>
<tr>
<td>The number of employees working in this bank is determined by the flexible time provided</td>
<td>1.90</td>
<td>.604</td>
</tr>
<tr>
<td>Home based work has been important to me as a bank employee</td>
<td>1.84</td>
<td>.717</td>
</tr>
<tr>
<td>Flexibility of working schedules in my bank has increased by performance to my work</td>
<td>2.25</td>
<td>.541</td>
</tr>
<tr>
<td>Job sharing arrangement have been important in increasing organizational performance</td>
<td>2.06</td>
<td>.761</td>
</tr>
<tr>
<td>The amount of effort in man hours by the employees is determined by work shifts.</td>
<td>1.98</td>
<td>.777</td>
</tr>
<tr>
<td>Introduction of work shift would significantly reduce absenteeism</td>
<td>3.24</td>
<td>.944</td>
</tr>
<tr>
<td>There are no compressed work week schedules which could assist me work as take care of family issues</td>
<td>3.09</td>
<td>.693</td>
</tr>
<tr>
<td>There are no flextime schedules in this organization</td>
<td>3.99</td>
<td>1.104</td>
</tr>
<tr>
<td>Flextime schedules in this organization plays an important role in employee performance</td>
<td>2.28</td>
<td>.641</td>
</tr>
</tbody>
</table>

**Cumulative average**  

| 2.576 | 0.7768 |

**Source:** Survey data, 2022

The participants agreed that their bank did not have shift work arrangements which affects my performance to the bank as shown by a Mean of 3.13 and SD of 0.986. Participants however disagreed that the number of employees working in this bank is determined by the flexible time provided as was indicated by a Mean of 1.90 and SD of 0.604. The participants also strongly disagreed that home-based work has been important to me as a
bank employee (Mean=1.84; SD=7.17. The also disagreed that flexibility of working schedules in the bank had increased by performance to their work ($M = 2.25; SD = 0.541$). Data also revealed that participants disagreed that job sharing arrangement had been importation in increasing organizational performance (Mean 2.06; SD = 0.761). In the statement that the amount of effort in man hours by the employees is determined by work shifts, participants strongly disagrees as indicated by a Mean of 1.98 and SD of 0.777.

It was also revealed that participants agreed that introduction of work shift would significantly reduce absenteeism (Mean=3.24; SD = 0.944). The participants also agreed that there are no compressed work week schedules which could assist employees’ work as take care of family issues (Mean 3.09; SD 0.693). They also agreed that there are no flextime schedules in the banks as organization. Finally in the last statement members disagreed that flextime schedules in this organization plays an important role in employee performance as indicated by a Mean of 2.28 and SD of 0.641. Cumulatively, the mean was 2.576 and SD of 0.7768.

In an open ended question, the participants were asked flexible working schedules affected their performance of their work. Participants were of the feeling that lack of flexible working schedules affected their family life. The participants indicated that that while they were willing to multitask, there is need for the managers and the human resource departments to come up with human resources practices such as having flexible working schedules. The indicated that lack of such arrangement denied that a leeway to choose which hours they can work and which they may take for other commitments. They also suggested that with the freedom of choice flexible working hours would reduce stress
among them which would lead to increased retention within the organization and employees would be more efficient and productive.

The above findings agree with Hill et al., (2015) who established that work week that has been put in place through a consensus, with specified number of hours that employees were supposed to was favorable to the employees. The employees who were given flexible work schedules as an alternative had no difficulty in the timing or work and had less challenges in handling work and other life related tasks. These findings are in line with Gariety and Shaffer (2001) who found that flexible work schedules has an advantage of improving employee performance since, when employees have been given time to be away, they are more committed to their job on return to make up for the time they were out. The findings also agree with Frye (2008) who found that managers who support their employees’ families are likely to provide them with flexible work schedules where they are able to take care of their workers. This would lead to having committed workers who will on the long run increase organizational productivity. Lastly the findings agree with Stella, Iheriohanma, and Nwokorie, (2020) who revealed that flexible working arrangements in place and in time had a positive impact of organizational outcomes and employee job performance.

4.5 Leave programs and employee job performance
Means and standard deviations were used to establish how leave programs influenced employee job performance. The data is presented in Table 4.8.
Table 4.8 Means and standard deviation on the influence of leave programs on employee job performance

<table>
<thead>
<tr>
<th>Descriptive statistics</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>In my organization leave programs are not prevalent hence affecting workers performance to their job</td>
<td>3.51</td>
<td>.941</td>
</tr>
<tr>
<td>Annual leave arrangement in my bank has increased my performance to the bank</td>
<td>2.09</td>
<td>.693</td>
</tr>
<tr>
<td>Sick leave arrangement in my bank has increased my performance to the bank</td>
<td>2.52</td>
<td>.792</td>
</tr>
<tr>
<td>Maternity/maternity leave arrangement in my bank has increased my performance to the bank</td>
<td>2.09</td>
<td>.693</td>
</tr>
<tr>
<td>Staff leave arrangement in my bank has increased my performance to the bank</td>
<td>1.98</td>
<td>.777</td>
</tr>
<tr>
<td>My organization does not offer paid leave which affects employees morale</td>
<td>3.26</td>
<td>.634</td>
</tr>
<tr>
<td>In this bank, there is not harmonized actual leave of time off that is available to the employees</td>
<td>3.93</td>
<td>.832</td>
</tr>
<tr>
<td>The type of paid leave given to some employees has a varied volume</td>
<td>2.10</td>
<td>.743</td>
</tr>
<tr>
<td>In my bank absence of paid leave opportunities diminish the performance of workers</td>
<td>3.96</td>
<td>.763</td>
</tr>
<tr>
<td>It is very difficult to get leave so as to handle issues outside work</td>
<td>3.08</td>
<td>.759</td>
</tr>
<tr>
<td><strong>Cumulative average</strong></td>
<td><strong>2.852</strong></td>
<td><strong>0.7627</strong></td>
</tr>
</tbody>
</table>

**Source:** Survey data, 2022

Results on the influence of leave programs on employee job performance revealed that that majority of the participants strongly agreed that leave programs are not prevalent hence affecting workers performance to their job (Mean=3.51; SD=0.941). Majority of the participants disagreed that annual leave arrangement in the bank had increased my performance to the bank (Mean=2.09; SD = 0.963). On the statement that sick leave
arrangement in my bank has increased my performance to the bank, majority were in
disagreement as indicated by a Mean of 2.52 and SD of 0.792. Data further indicated that
participants disagreed that maternity/maternity leave arrangement in my bank has
increased my performance to the bank (Mean=2.09; SD = 0.693). They also strongly
disagreed that staff leave arrangement in my bank has increased my performance to the
bank as indicate by a Mean of 1.98 and SD of 0.777). In the statement that my organization
does not offer paid leave which affects employees morale, majority of the participants
agreed to the statement (Mean=3.26; SD 0.634). The also agreed that in this bank, there is
not harmonized actual leave of time off that is available to the employees
(Mean=3.93;SD=0.832). Participants felt that in their bank, there is not harmonized actual
leave of time off that is available to the employees as it was indicated by a Mean of 2.10
and SD of 0.763). Participants strongly felt that absence of paid leave opportunities
diminish the performance of workers as was indicated by a Mean of 3.96 and SD of 0.763.
The participants were also in agreement that it is very difficult to get leave so as to handle
issues outside work as shown by a Mean of 3.08 and SD of 0.759. Cumulatively, the mean
was 2.852 and SD of 0.7627.

The participants were also asked how in their view did leave programs affect their
performance to their organization. The participants indicated that provision of leave were
important to them as they had time with their families and also were able to address other
non-work commitments and responsibilities. The added that short leave programmes
affected their work hence affecting their performance in their job. The participants were of
the feeling that sick leaves were only few days and lack of the same affected their
performance at the bank. This is in line with Diaz and Wallick (2009) who found that leave
had an impact on job performance. Workers responded that provision of leave were important to them as they had time with their families and also were able to address other non-work commitments and responsibilities. Organizations that provided leaves for their employees had more committed employees which had led to achievement of the organization objectives. They also indicated that absence of paid leave opportunities diminish the performance of workers.

The findings also agree with Galinsky, Sakai, (2011), Galinsky, Sakai & Wigton, (2011) who found that lack of unpaid leave diminished the likelihood of employees utilizing such benefits. This implies that employees who are not given paid leave were likely to use the leave time to get profitable activity. The results also agree with Okemwa, Atambo and Muturi (2017) who found that provision of leave to the employees significantly predicted their job performance and hence the contrary is the same. In a similar, this study confirms Harr and Spell (2011) finding that employees' morale and sense of rejuvenation in their jobs were both positively impacted by the availability of sabbatical leaves within an organization. According to Musyoka (2015), the provision of sick leave, annual leave, family leave, and child care programs had an impact on employee job performance. Finally, the discoveries concur with Sirma (2015) who found that arrangement of leave privileges had a positive huge relationship existed between yearly leave and occupation execution.
4.6 Work-family conflict and employee job performance

The third research objective sought to establish the influence of work-family conflict on employee job performance in commercial banks. The data on the responses is presented in Table 4.9.

Table 4.9 Responses on the influence of work-family conflict on employee job performance in commercial banks

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are child care programs in my bank which enable me to work well</td>
<td>2.13</td>
<td>.702</td>
</tr>
<tr>
<td>Staff leave arrangement in my bank are well structured hence employees are happy with</td>
<td>2.31</td>
<td>.858</td>
</tr>
<tr>
<td>There are leave out provisions which makes employees take care of family issues</td>
<td>2.20</td>
<td>.943</td>
</tr>
<tr>
<td>Family leave in my bank assist employees take care of family issues</td>
<td>2.39</td>
<td>1.076</td>
</tr>
<tr>
<td>Most employees in this organization rarely have time for family issues</td>
<td>2.27</td>
<td>.930</td>
</tr>
<tr>
<td>Employees in my organization have constant pressures experienced due to the work demands</td>
<td>1.98</td>
<td>.878</td>
</tr>
<tr>
<td>Efforts to work in this bank satisfy seem to only benefit the organization while family live suffers</td>
<td>2.22</td>
<td>.992</td>
</tr>
<tr>
<td>Work–family conflict in this organization is linked to increased employee turnover intentions</td>
<td>2.49</td>
<td>.752</td>
</tr>
<tr>
<td>Work–family conflict in this organization has led to reduced job satisfaction and low employee productivity</td>
<td>1.96</td>
<td>.594</td>
</tr>
<tr>
<td>Employees in this bank face a dilemma of quitting their job to concentrate of family issues.</td>
<td>1.84</td>
<td>.886</td>
</tr>
<tr>
<td>Cumulative average</td>
<td>2.179</td>
<td>0.8611</td>
</tr>
</tbody>
</table>

Source: Survey data, 2022
Results indicated that the participants disagreed that there are child care programs in my bank which enable me to work well (Mean=2.13; SD=0.702). They also disagreed that staff leave arrangement in my bank are well structured hence employees are happy with (Mean=2.31; SD=0.858). Participants were of the opinion that there are no leave out provisions which makes employees take care of family issues as indicated by a Mean of 2.20 and SD of 0.943. The participants also disagreed that family leave in my bank assist employees take care of family issues as shown by a Mean of 2.39 and SD of 1.076. It was further established that participants disagreed that most employees in this organization rarely have time for family issues (Mean= 2.27; SD 0.930. Participants strongly disagreed that employees in my organization have constant pressures experienced due to the work demands as shows by a Mean of 1.98 and SD of 0.868. Data further established that participants disagreed that efforts to work in this bank satisfy seem to only benefit the organization while family live suffers (Mean=2.22; SD 0.992). Data indicated that participants disagreed that work–family conflict in this organization is linked to increased employee turnover intentions as shown by a Mean of 2.49 and SD of 0.752. Participants disagreed that work–family conflict in this organization has led to reduced job satisfaction and low employee productivity as indicated by a Mean of 1.96b and SD of 0.594. Finally it was revealed that participants disagreed that employees in this bank face a dilemma of quitting their job to concentrate of family issues as was shown by a Mean of 1.84 and a SD of 0.886. Cumulatively, the mean was 2.179 and SD of 0.8611

The participants in an open ended question were asked how work family conflict affect their performance as an employee of the bank. Participants indicated that pressure emanating from work and the family domain lead to work life conflict such that the two
types of pressures were not usually compatible degree making the employee challenged in both ends. They also said that when they experienced such a situation they had a challenge giving themselves fully to their work at the expense of their families. The said that they had very little time for family due to many deadlines that they have to meet and many unpredictable peaks during their working time. The participants noted that any impediment that hindered them from attending to family matters making them have job dissatisfaction which can result to less performance to the work. It was also noted that lack of balance between the two may affect either demands or both of them. The strongly felt that the demands to work for more hours resulted to making them spend less hours with their families which consequently lead to work-family conflict making them have negative attitude to the organization hence leading to less job performance.

The above results agree with Namasivayam and Zhao (2007) and Rathiand Barath (2013) who showed that work family conflict is a major contributor to how employee feel and how they attach themselves to the organization. Further the findings agree with Jayamohan et al., (2017) who found that competitive pressure in organizations to push for productivity with results in demanding workers to commit themselves more to the organization which results to making them work for more hours. The above results also agree with Ari and Ika (2015) whose results were that conflict emanating from work and family negatively affected employees’ job performance. The findings agree with Morinsola and Olawumi (2018) who revealed that work-family roles significantly both employee commitment and organization performance.
4.7 Number of working hours on employee job performance

The influence of the number of working hours on employee job performance was sought by presentation of means standard deviation. The results are presented in table 4.10.

Table 4.10 Responses on the Influence of number of working hours on employee job performance

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Longer periods of working affects employees performance in this bank</td>
<td>2.96</td>
<td>.749</td>
</tr>
<tr>
<td>Overtime for health and well-being among employees in this bank affects their performance</td>
<td>3.12</td>
<td>1.083</td>
</tr>
<tr>
<td>There are mandatory overtime working which affects employees performance in this bank</td>
<td>3.07</td>
<td>.992</td>
</tr>
<tr>
<td>Employees do not have voluntary overtime arrangement hence affecting their performance to their work</td>
<td>3.39</td>
<td>.785</td>
</tr>
<tr>
<td>My organization has no provision for negotiation for overtime working</td>
<td>3.16</td>
<td>.731</td>
</tr>
<tr>
<td>Most employees in this organization are forced to work overtime</td>
<td>3.09</td>
<td>.902</td>
</tr>
<tr>
<td>Forced overtime has led to demotivation of most workers</td>
<td>3.06</td>
<td>.801</td>
</tr>
<tr>
<td>In this bank there is no distinction between mandatory and voluntary overtime</td>
<td>3.98</td>
<td>.989</td>
</tr>
<tr>
<td>Working for long hours beyond the stipulated time is common in this bank</td>
<td>2.88</td>
<td>.960</td>
</tr>
<tr>
<td>Employees working overtime in this organization are have disturbed ability</td>
<td>3.23</td>
<td>.860</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>3.094</td>
<td>0.8852</td>
</tr>
</tbody>
</table>

Source: Survey data, 2022

Results on the influence of number of working hours on employee job performance indicated that participants agreed that longer periods of working affects employees’ performance in this bank as shown by a Mean of 2.96 and SD of 0.749. The participants
also agreed that there are mandatory overtime working which affects employees’ performance in this bank (Mean=3.12; SD 1.083). The participants also agreed that there are mandatory overtime working which affects employees’ performance in this bank (Mean=3.07; SD 0.992). It was also established that employees do not have voluntary overtime arrangement hence affecting their performance to their work as indicated by a Mean of 3.39 and SD of 0.785. Participants also agreed that their banks had no provision for negotiation for overtime working as indicated by a Mean of 3.16 and SD of 0.731. Data also uncovered that most employees in this organization are forced to work overtime as was shows by a Mean of 3.09 and SD of 0.902. The participants further agreed that forced overtime has led to demotivation of most workers as shown by a Mean of 3.06 and SD of 0.801. It was also established that there were no distinction between mandatory and voluntary overtime as indicated so by a Mean of 3.06 and SD of 0.801. Finally, the data showed that participants disagreed that there was no distinction between mandatory and voluntary overtime in the banks as indicated by a Mean of 2.98 and SD of 0.989.

Participants agreed that working for long hours beyond the stipulated time is common in this bank as was shown by a Mean of 2.88 and SD of 0.960. Finally, data showed that participants agreed that employees working overtime in this organization are have a disturbed ability (Mean=3.23; SD 0.860. Cumulatively, the mean was 3.094 and SD of 0.8852.

The participants were asked to indicate how working hours affected their job performance. The participants indicated that long periods of working affected their performance. Participants were of the feeling that working for long hours beyond the stipulated time is common in this bank. They said they did not have voluntary overtime arrangement hence
affecting their performance. The also noted that most of them were forced to work overtime while there was no distinction between mandatory and voluntary overtime.

The results show that number of working hours has an effect of employee job performance. These findings agree with Golden and Figart (2000) who found that a large number of workers are most often overworked in their organizations due to the interest of earning more. The results are in line with Van Emmerick (2019) who found that full time workers preferred working for less hours since they needed time to be with their families while part time employees preferred to work for more hours since they saw that as an opportunity to earn for their families. Van (2005) revealed that employees need time to be with their families and other matters that concern their life hence working for long hours denies them that time, the feel that the organization is denying time to be with family hence will not be committed to the organization unlike that organization that gives time for the family, hence employee sees it as being friendly hence they become more committed to it. Lastly the findings agree with Ukwadinamor and Oduguwa, (2020) who found that work overload caused by working for long hours significantly contributed to employee performance.

4.9 Inferential Statistics

In order to determine the relationship between the variables under study, a bivariate correlation analysis was done at \( \alpha=.05 \) using Pearson’s product moment correlation coefficient. The findings were as shown in Table 4.11.
### Table 4.11 Pearson’s product moment correlation coefficient.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee job performance</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flexible working schedules</td>
<td>.508**</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leave programs</td>
<td>.776**</td>
<td>.201*</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work family conflict</td>
<td>.630**</td>
<td>.424**</td>
<td>.346**</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Number of working hours</td>
<td>.127**</td>
<td>-.004**</td>
<td>.078**</td>
<td>-.292</td>
<td>-</td>
</tr>
</tbody>
</table>

*Note: N=398.*

*p<.05. **p<.001.

**Source:** Survey data, 2022

As shown in Table 4.12, each independent variable had a significant positive correlation with Employee job performance. Notably, leave programs had the strongest correlation ($r(396)=.776, p<.001$), followed by public awareness ($r(396)=.630, p<.001$), then flexible working hours ($r(396)=.508, p<.001$). Number of working hours had a weak positive correlation with employee job performance ($r(396)=.127, p<.001$).
4.10 Regression Analysis

Correlation analysis confirmed that the data met the key assumption of linear relationship making it appropriate to conduct a regression analysis. A standard multiple regression analysis determined how well the four independent variables predicted employee job performance. The regression model summary is presented in Table 4.12.

Table 4.12 Regression Model Summary

Regression Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>$R^2$</th>
<th>$R^2$</th>
<th>Adjusted $R^2$</th>
<th>$SE$</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.914$^a$</td>
<td>.836</td>
<td>.828</td>
<td>.192</td>
</tr>
</tbody>
</table>

Source: Survey data, 2022

The model fit was evaluated using the coefficient of determination (Adjusted $R^2$) which gives the percentage of variance in the dependent variable that is explained by the model. In this study, the Adjusted $R^2$ was a 0.828 implying that the four independent variables (flexible working schedules, leave programs work family conflict and number of working hours) explained around 83% of variability in the job performance in commercial banks in Nyeri county.

4.11 Summary of One-Way Anova Results

The significance of the regression model was tested using ANOVA and the results are presented in Table 4.13.
As shown in Table xx the ANOVA test revealed that the four predictor variables (flexible working schedules, leave programs work family conflict and number of working hours) have significant main effects on employee job performance in commercial banks in Nyeri county, \( F(4, 394)= 100.90, p=.00 \).

Table 4.14 summarizes the regression coefficients of the model for predicting employee job performance in commercial banks in Nyeri county using the four independent variables.

### 4.12 Regression Coefficients of Predictor

<table>
<thead>
<tr>
<th>Predictor</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.974</td>
<td>.294</td>
<td>3.318</td>
<td>.001</td>
</tr>
<tr>
<td>Flexible working schedules</td>
<td>.355</td>
<td>.080</td>
<td>.226</td>
<td>4.450</td>
</tr>
<tr>
<td>Leave programs</td>
<td>.952</td>
<td>.081</td>
<td>.580</td>
<td>11.713</td>
</tr>
<tr>
<td>Work family conflict</td>
<td>.456</td>
<td>.066</td>
<td>.391</td>
<td>6.932</td>
</tr>
<tr>
<td>Number of working hours</td>
<td>.456</td>
<td>.113</td>
<td>.197</td>
<td>4.032</td>
</tr>
</tbody>
</table>

Source: Survey data, 2022
A multiple linear regression model was applied for independent and dependent variables as follows:

\[ Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + e \]

Where,

Where: \( Y \) = Employee job Performance, \( X_1 \) = Flexible working schedules, \( X_2 \) = Leave programs, \( X_3 \) = Work-family conflict, \( X_4 \) = Number of working hours, \( \beta_0 \) = Constant, \( \beta_1, \beta_2 \) and \( \beta_3 \) – Coefficients; \( e \) – Error term.

From Table 4.14, flexible working schedules (\( \beta = .23, t = 4.45, p < .01 \)), leave programs (\( \beta = .58, t = 11.71, p < .01 \)), Work family conflict (\( \beta = .39, t = 6.93, p < .01 \)), and work family conflict (\( \beta = .20, t = 4.03, p < .01 \)) were all significant predictors of employee job performance in commercial banks in Nyeri County.

The results in Table 4.14 show that holding all other variables at constant, employee performance would be at 0.974. This shows that if all other variables were held constant, a unit increase in Flexible working schedules would result in 0.974 in employee performance at the bank. A unit increase in leave programs while all other variables were held at constant, employee performance would be at 0.335. A unit increase in work family conflict while all other variables were held at constant, employee performance would be 0.456. A unit increase in the number of working hours, while all other variables were held constant, employee performance would be at 0.456.

The study established that the P value for flexible working schedules was 0.001 which was less than 0.05 which is an indication that the variable had a significant influence of employee performance. This is supported by Hill et al., (2015) who indicated that reasonable work week, employees had less difficulty with work family balance. They were
also willing to work beyond the official hours. The result is also in agreement with Cole (2014) who found that flexible work schedules in form of part time makes employees to be able to balance between work and family life. On the same note, Abid and Barech (2017) revealed that when employees are provided with flexible time there is a likelihood of improving their performance while Kiprono (2018) argued that flexible working strategies had a significant effect on employee performance. Applying the finding the banking sector which is the focus of this study, it implies that flexible working hours are important in increasing employee performance. The sector and even other sector in the service industry could use flexible working hours so that employees have a flexible work time which has been established to influence their performance.

The p value for leave programs was 0.000 which was less than 0.05 which is an indication that the variable had a significant influence on employee performance. This finding is supported by Bernard (2013), who noted that leave programs enabled employees take care of their children and were therefore happy with their organizations. The finding is also supported by Galinsky, Sakai, (2011), Galinsky, Sakai, and Wigton, (2011) who found that lack of leave programmes made employees use work time for their own business and hence affecting their organization. Finding however contradict Mulvaney (2014) who found that significance Mean differences existed between leave and job performance levels, but also agree with Galinsky, Kelly and Tyler, (2011) who found that availability leave programs increased the employees’ engagement, employees’ job satisfaction, retention of employees and ultimately employee job performance. Lastly the finding concur with Sirma (2015) who found that annual leave had a positive significant relationship with employee job performance. The finding is important to the banking sector since it has been established
that leave programs are important for employees. It means that employees in service industry should not be denied leave programs and they should been encouraged to go on leave since going on leave would enhance their performance.

Work family conflict had a p value or 0.000 which was less than 0.05 which implied that the variable had a significant influence on employee performance. This finding concurs with Adebola (2005) who found that work family conflict influenced employee job performance, intentions of employees to leave job led to job dissatisfaction and low productivity. The finding is also in agreement with Rathi and Barath (2013) who found that effective work family conflict balance contributes to employees feeling and attachment to the organization. Ari and Ika (2015) revealed that family work conflict is a significant higher contributor to employee leaving their jobs. Also, the results concur those of Ayhan and Nilüfer (2017), who discovered that work-family conflict has no significant relationship with job performance, concur with this finding. Morinsola and Olawumi (2018), who found a significant connection between work-family roles, employee commitment, and job execution, concur with this conclusion. However, the findings do not align with those of Laode et al. (2017), who uncovered that employees' execution is negatively impacted by work-family conflict. According to the findings, the banking industry and even other service-based industries ought to find a way to strike a balance between work and family so that employees do not feel as though their work is hurting their families.

It was also noted that the P value for number of working hours was 0.000 which asserts that number of working hours had a significant influence on employee performance. This finding concur with Van (2005) who found that working for long hours has a direct
relationship with employee performance. The results also concur with Ukwadinamor and Oduguwa, (2020) who found that work over load significantly contributed to employees’ performance. The finding also agree with Nerissa and Pfano, (2020) who found that working hour affects employees’ productivity. The finding concur with Marion Jan (2017) who found that working for long resulted to fatigue among employees hence a negative effect on their productivity. The findings has an implication on the industry in that the number of working hours should be agreed upon and that employees should not be forced to work extra hours since that would reduce their job performance.
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study's summary, conclusion, recommendation and suggestions for future research are presented in Chapter five.

5.2 Summary

Businesses today find themselves in an extreme competitive environment which calls for each business to become more responsive and more efficient than their competitors. This competition leads to measure of productivity among the organizations which as a consequence, employees pressurize their employers for rewards in response to how much they put into the organization. Consideration of the employees’ welfare has also become a crucial element in the employee and employees’ relationships. This has resulted from the realization that employees’ welfare affects the organization in one way or another. Performance among employees is influenced by among other factors, work – life balance. Commercial banks employees in Nyeri County face a myriad of challenges in their work. Most of them are supposed to work from as early as 6 am and often leave work as late as 9 pm. The long stay at the place of work has adverse effect on how much time they have for their families. The employees complain of not having time for their families, where mothers with small children indicate that they leave home when they are asleep and return home when the little children are already in bed. The employees also work during weekends where, even though the banks close their doors at 1pm, they stay inside until around 3 of even 4 pm hence reducing time that they could be spending on their families.
The employees in the commercial banks are confused when some of their high rated employees leave the banks for other sectors where even the salary is lower than what banks offer. Such employees give reasons such as lack of free time to handle other issues. These employees state that they have not time for their children and for the families hence would prefer working in organizations that allow them time and space for non-work issues. This has been evidenced by reports from bank managers and departmental heads who say that employees have frequently been requesting for leave out or permission to attend to family matters. Although there are studies conducted on this subject, evidence of a study focusing commercial banks with the same variables as of this study is not there from the reviewed literature. This study seeks to how WLB influences employee job performance among employees of commercial banks in Nyeri County. The study intended to determine how employee job performance is influenced by flexible working schedules among employees, leave program and work-family conflict number of working hours.

5.2.1 Flexible working schedules

In establishing how flexible working hour affected employee’s performance participants agreed that their bank did not have shift work arrangements which affects my performance to the bank as shown by a Mean of 3.13 and SD of 0.986. The participants strongly disagreed that home-based work had been important to them as a bank employee (Mean=1.84; SD=7.17. The participants disagreed that flexibility of working schedules in the bank had increased by performance to their work ($M = 2.25; SD= 0541$). Data also revealed that participants disagreed that job sharing arrangement had been important in increasing organizational performance (Mean 2.06; SD = 0.761). They also agreed that introduction of work shift would significantly reduce absenteeism (Mean=3.24; SD =
0.944). The participants also agreed that there were no compressed work week schedules which could assist employees’ work as they take care of family issues (Mean 3.09; SD 0.693). The results also showed that participants agreed that there were no flextime schedules in the banks as organization.

The participants were of the feeling that lack of flexible working schedules affected their family life. They indicated that that while they were willing to multitask, there was need for the managers and the human resource departments to come up with human resources practices such as having flexible working schedules. They indicated that lack of such arrangement denied that a leeway to choose which hours they can work and which they may take for other commitments. These findings show that lack of flexible working schedules affected employee job performance negatively.

The above findings agree with Hill et al., (2015) who established that work week that has been put in place through a consensus, with specified number of hours that employees were supposed to was favorable to the employees. The employees who were given flexible work schedules as an alternative had no difficulty in the timing or work and had less challenges in handling work and other life related tasks. These findings are in line with Gariety and Shaffer (2001) who found that flexible work schedules has an advantage of improving employee performance since, when employees have been given time to be away, they are more committed to their job on return to make up for the time they were out. The findings also agree with Frye (2008) who found that managers who support their employees’ families are likely to provide them with flexible work schedules where they are able to take care of their workers. This would lead to having committed workers who will on the long run increase organizational productivity. Lastly the findings agree with Stella,
Iheriohanma, and Nwokorie, (2020) who revealed that flexible working arrangements in place and in time had a positive impact of organizational outcomes and employee job performance.

5.2.2 Leave programs

The study established that majority of the participants strongly agreed that leave programs were not prevalent in the banks hence affecting employee’s performance in their job (Mean=3.51; SD=0.941). Majority of the participants disagreed that annual leave arrangement in the bank had increased their performance to the bank (Mean=2.09; SD = 0.963). They also strongly disagreed that staff leave arrangement in the bank had increased the performance. Majority of the participants agreed that their organization did not offer paid leave which affects employees; morale. There was no harmonized actual leave of time off that is available to the employees (Mean=3.93;SD=0.832). Participants strongly felt that absence of paid leave opportunities diminished the performance of workers as was indicated by a Mean of 3.96 and SD of 0.763. The participants indicated that provision short leave programmes affected their work hence affecting their job performance. The participants were of the feeling that sick leaves were only few days and lack of the same affected their performance at the bank. They also indicated that absence of paid leave opportunities diminishes the performance of workers. The results show that leave programs negatively affected employee job performance in commercial banks. This is in line with Diaz and Wallick (2009) who found that leave had an impact on job performance. Workers responded that provision of leave were important to them as they had time with their families and also were able to address other non-work commitments and responsibilities.
Organizations that provided leaves for their employees had more committed employees which had led to achievement of the organization objectives.

The findings also agree with Galinsky, Sakai, (2011), Galinsky, Sakai & Wigton, (2011) who found that lack of unpaid leave diminished the likelihood of employees utilizing such benefits. This implies that employees who are not given paid leave were likely to use the leave time to get profitable activity. The results also agree with Okemwa, Atambo and Muturi (2017) who found that provision of leave to the employees significantly predicted their job performance and hence the contrary is the same. In a similar, this study confirms Harr and Spell (2011) finding that employees' morale and sense of rejuvenation in their jobs were both positively impacted by the availability of sabbatical leaves within an organization. According to Musyoka (2015), the provision of sick leave, annual leave, family leave, and child care programs had an impact on employee job performance. Finally, the discoveries concur with Sirma (2015) who found that arrangement of leave privileges had a positive huge relationship existed between yearly leave and occupation execution.

5.2.3 Work-family conflict

The study established that participants disagreed that there are child care programs in my bank which enable me to work well (Mean=2.13; SD=0.702). They also disagreed that staff leave arrangement in the banks were well structured hence employees are happy with (Mean=2.31; SD=0.858). Participants were of the opinion that there was no leave out provisions which would enable employees take care of family issues as was indicated by a Mean of 2.20 and SD of 0.943. The participants also disagreed that family leave in the banks assisted employees take care of family issues as was shown by a Mean of 2.39 and
SD of 1.076. Participants disagreed that most employees in the banks rarely had time for family issues (Mean = 2.27; SD 0.930). Participants strongly disagreed that employees in the banks had constant pressures experienced due to the work demands as was shown by a Mean of 1.98 and SD of 0.868. The participants disagreed that work–family conflict in the organizations was linked to increased employee turnover intentions as was shown by a Mean of 2.49 and SD of 0.752. Participants disagreed that work–family conflict the banks had led to reduced job satisfaction and low employee productivity as was indicated by a Mean of 1.96b and SD of 0.594. Participants indicated that pressure emanating from work and the family domain lead to work life conflict such that the two types of pressures were not usually compatible degree making the employee challenged in both ends. They also said that when they experienced such a situation they had a challenge giving themselves fully to their work at the expense of their families. The said that they had very little time for family due to many deadlines that they have to meet and many unpredictable peaks during their working time. The participants noted that any impediment that hindered them from attending to family matters making them have job dissatisfaction which can result to less performance to the work. It was also noted that lack of balance between the two may affect either demands or both of them. The strongly felt that the demands to work for more hours resulted to making the them spend less hours with their families which consequently lead to work-family conflict making them have negative attitude to the organization hence leading to less job performance. These findings indicated that work-family conflict negatively affected employees’ job performance.

The above results agree with Namasivayam and Zhao (2007) and Rathiand Barath (2013) who showed that work family conflict is a major contributor to how employee feel and how
they attach themselves to the organization. Further the findings agree with Jayamohan et al., (2017) who found that competitive pressure in organizations to push for productivity with results in demanding workers to commit themselves more to the organization which results to making them work for more hours. The above results also agree with Ari and Ika (2015) whose results were that conflict emanating from work and family negatively affected employees’ job performance. The findings agree with Morinsola and Olawumi (2018) who revealed that work-family roles significantly both employee commitment and organization performance.

5.2.4 Number of working hours

The study established that the participants were in agreement that the number of working hours affected employee job performance. The participants also agreed that there are mandatory overtime working which affects employee’s performance in this bank (Mean=3.12; SD 1.083). The participants also agreed that there were mandatory overtime working which affects employee’s performance in this bank (Mean=3.07; SD 0.992). It was also established that employees did not have voluntary overtime arrangement hence affecting their job performance as was indicated by a Mean of 3.39 and SD of 0.785. Participants also agreed that their banks had no provision for negotiation for overtime working as indicated by a Mean of 3.16 and SD of 0.731. Data further established that most employees in the banks were forced to work overtime as was shown by a Mean of 3.09 and SD of 0.902. The participants further agreed that forced overtime had led to demotivation of most workers as was shown by a Mean of 3.06 and SD of 0.801. It was also established that there was no distinction between mandatory and voluntary overtime as was indicated so by a Mean of 3.06 and SD of 0.801. Finally, the data showed that participants disagreed
that there was no distinction between mandatory and voluntary overtime in the banks as was indicated by a Mean of 2.98 and SD of 0.989. Data showed participants agreeing that working for long hours beyond the stipulated time was common in the bank as was shown by a Mean of 2.88 and SD of 0.960. Finally, data showed that participants agreeing that employees working overtime had a disturbed ability (Mean=3.23; SD 0.860). They also indicated that long periods of working affected their performance. Participants were of the feeling that working for long hours beyond the stipulated time is common in this bank.

The results show that number of working hours has an effect of employee job performance. These findings agree with Golden and Figart (2000) who found that a large number of workers are most often overworked in their organizations due to the interest of earning more. The results are in line with Van Emmerick (2019) who found that full time workers preferred working for less hours since they needed time to be with their families while part time employees preferred to work for more hours since they saw that as an opportunity to earn for their families. Van (2005) revealed that employees need time to be with their families and other matters that concern their life hence working for long hours denies them that time, the feel that the organization is denying time to be with family hence will not be committed to the organization unlike that organization that gives time for the family, hence employee sees it as being friendly hence they become more committed to it. Lastly the findings agree with Ukwadınamor and Oduguwa, (2020) who found that work overload caused by working for long hours significantly contributed to employee performance.
5.3 Conclusion

The study concluded that flexible working hour affected employees’ performance. Aspects such as not having shift work arrangements, lack of flexibility of working schedules in the banks, lack of job sharing arrangement, lack of compressed work week schedules had a negative effect on employee job performance. The study also concluded that while the employees were willing to multitask, there was need for the managers and the human resource departments to come up with human resources practices such as having flexible working schedules. Lack of such arrangement denied that a leeway to choose which hours they can work and which they may take for other commitments.

The study concluded that employee job performance in commercial banks in Nyeri had a negative effect on employee job performance. The study concluded that lack of leave programs, inadequate annual leave arrangement, short paid leave, lack of paid leave opportunities had an effect on their performance.

The study also concluded that work-family conflict affected employee job performance. Lack of child care programs, lack of well-structured staff leave arrangement, lack of leave out provisions, family leave where banks assisted employees take care of family issues were some of the negative aspects that had an effect on their performance. Further, pressure emanating from work and the family domain lead to work life conflict leading to low job performance. Having very little time for family due to many deadlines that they have to meet and many unpredictable peaks during their working time. It was also noted that lack of balance between the two may affect either demands or both of them. The strongly felt that the demands to work for more hours resulted to making the them spend less hours with
their families which consequently lead to work-family conflict making them have negative attitude to the organization hence leading to less job performance. These findings indicated that work-family conflict negatively affected employees’ job performance.

The survey remarked that number or working hours was another factor that affected employee job performance. The participants indicated that there were mandatory overtime working which affects their performance. Employees did not have voluntary overtime arrangement hence affecting their performance. Banks had no provision for negotiation for overtime working. Most employees in the banks were forced to work overtime which led to demotivation of most workers. There was no distinction between mandatory and voluntary overtime. Working for long hours beyond the stipulated time was common, which led to a disturbed ability.

The survey also remarked that most of the workers had no desire to remain working in this organization. They did not experience a strong bond with this organization. The participants were not willing to use their free time work at the bank and were unwilling to commit themselves to the organization by performing more than my normal duties. The study finally concluded that each independent variable had a significant positive correlation with Employee job performance. Notably, leave programs had the strongest correlation, followed by public awareness then flexible working hours. Number of working hours had a weak positive correlation with employee job performance. The four independent variables explained around 83% of variability in the job performance in commercial banks in Nyeri County. The four predictor variables (flexible working schedules, leave programs work family conflict and number of working hours) have significant main effects on employee job performance in commercial banks in Nyeri County. The four independent
variables were all significant predictors of employee job performance in commercial banks in Nyeri County.

5.4 Recommendations

The study recommends that commercial banks should come up with flexible working schedules such as shift work arrangements, home based work, job sharing arrangement, work shift, compressed work week schedules which would increase employee job performance. The banks should also come up with human resources practices that give employees a leeway to choose which hours they can work and which they may take for other commitments. The choice of flexible working hours would reduce stress among them which would lead to increased retention within the organization and employees would be more efficient and productive.

The study also suggests that commercial banks should have structured leave programs that would enhance employees’ job performance. This could be in form on structured annual leave arrangements, staff leave arrangement and having harmonized actual leave or time off. There should be a negotiation on the length of time that the employees should be given.

The study also recommends that commercial banks should have structures that minimize work family conflict. For instance, having family leave that assist employees take care of family issues. The employees should be able to have avenues to minimize pressures from work and from family issues. There should be a clear balance between work and life where as they work they also have time to attend to family issues.

The study also recommends that the number of working hours should be clear and should be followed so that employees have time for life issues. This could in form of not having
mandatory overtime working, letting them have voluntary overtime arrangement, provision for negotiation for overtime working and there should be a distinction between mandatory and voluntary overtime.

5.5 Suggestions for further study
The study makes the following recommendations for additional research: The research was carried out in commercial banks in Nyeri County. In order to determine whether similar outcomes will be achieved elsewhere, a study similar to this one ought to be carried out. Work-family conflict, leave programs, flexible work schedules, and the number of hours worked were the four independent variables used in the study. With the help of additional work-life balance variables, a subsequent study would be carried out.
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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Peter N. Kabui
Kenyatta University
Embu Learning Centre

The Manager

........................ Branch

Dear Sir / Madam,

RE: REQUEST TO CARRY OUT RESEARCH IN YOUR BANK

My name is Peter Kabui, a student at Kenyatta University taking a course in Master of business administration human resource option. I am currently carrying out a study on influence of work-life balance and employee performance in Commercial Banks in Nyeri County, Kenya.” The study has chosen your bank to participate. As a result, the purpose of this letter is to ask you to permit your employees to complete this questionnaire in order to participate in the study. I appreciate your anticipated cooperation in advance.

Yours faithfully,

Peter N. Kabui
APPENDIX II: QUESTIONNAIRE FOR THE PARTICIPANTS

The purpose of this questionnaire is to ascertain the relationship between employee job performance and work-life balance in commercial banks in Nyeri County. Please mark those that apply to you. On the questionnaire, you are also asked not to include your name. You can rest assured that the data you provide will only be used for this research. Respond to all statements and questions as fully as possible.

Section A: Demographic Information

Use a tick (√) in appropriate box provided

1. Gender: Female [ ] Male [ ]
2. Age: Below 24yrs [ ] 25 – 30 years. [ ] 31 – 35 years. [ ] 36 – 40 yrs. [ ] 41 – 45 years. [ ] 46 – 50 years. [ ] 51 and above [ ]
3. What is your level of education?
   Certificate [ ] Bachelor’s Degree [ ] Diploma [ ]
   Masters [ ] Others, (specify) ………………………………
4. How long have you worked in the banking sector?
   Below 1 year [ ] 1 – 5 years [ ] 6 – 10 years [ ]
   11 – 15 years, Over 15 years [ ]
5. How long have you worked in this bank?
   Below 1 year [ ] 1 – 5 years [ ]
   6 – 10 years [ ] Over 10 years [ ]
6. What is your marital status?
   Single [ ] Married [ ]

Section B: Flexible working schedules and employee job performance

Kindly, indicate your agreement level to the following statements by utilizing Likert scale of 1-5 scale, where Strongly Agree =5, Agree=4, Neutral =3, Disagree = 2 and 1=Strongly Disagree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 My bank does not have shift work arrangements which affects my performance to the bank</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 The number of employees working in this bank is determined by the flexible time provided</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Home based work has been important to me as a bank employee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Flexibility of working schedules in my bank has increased by performance to my work</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Job sharing arrangement have been importation in increasing organizational performance

The amount of effort in man hours by the employees is determined by work shifts.

Introduction of work shift would significantly reduce absenteeism

There are no compressed work week schedules which could assist me work as take care of family issues

There are no flextime schedules in this organization

Flextime schedules in this organization plays an important role in employee performance

In your view how does flexible working schedules affect your performance to your work?

________________________________________________________________________
________________________________________________________________________

Section C: Leave programs and employee job performance

Kindly, indicate your agreement level to the following statements by utilizing Likert scale of 1-5 scale, where Strongly Agree =5, Agree=4, Neutral =3, Disagree = 2 and 1=Strongly Disagree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 In my organization leave programs are not prevalent hence affecting workers performance to their job</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Annual leave arrangement in my bank has increased my performance to the bank</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Sick leave arrangement in my bank has increased my performance to the bank</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Maternity/maternity leave arrangement in my bank has increased my performance to the bank</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Staff leave arrangement in my bank has increased my performance to the bank</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 My organization does not offer paid leave which affects employees morale</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 In this bank, there is not harmonized actual leave of time off that is available to the employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>The type of paid leave given to some employees has a varied volume</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>In my bank absence of paid leave opportunities diminish the performance of workers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>It is very difficult to get leave so as to handle issues outside work</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

How in your view does leave programs affect your performance to your organization?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

**Section D: Work family conflict and employee job performance**

Kindly, indicate your agreement level to the following statements by utilizing Likert scale of 1-5 scale, where Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2 and 1 = Strongly Disagree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  There are child care programs in my bank which enable me to work well</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2  Staff leave arrangement in my bank are well structured hence employees are happy with</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>3  There are leave out provisions which makes employees take care of family issues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4  Family leave in my bank assist employees take care of family issues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5  Most employees in this organization rarely have time for family issues</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>6  Employees in my organization have constant pressures experienced due to the work demands</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>7  Efforts to work in this bank satisfy seem to only benefit the organization while family live suffers</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>8  Work–family conflict in this organization is linked to increased employee turnover intentions</td>
<td></td>
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</tr>
</tbody>
</table>
9 Work–family conflict in this organization has led to reduced job satisfaction and low employee productivity

10 Employees in this bank face a dilemma of quitting their job to concentrate on family issues.

How does work family conflict affect your performance as an employee to your work?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Section E: Working hours and employee job performance

Kindly, indicate your agreement level to the following statements by utilizing Likert scale of 1-5 scale, where Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2 and 1 = Strongly Disagree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Longer periods of working affects employees performance in this bank</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Overtime for health and well-being among employees in this bank affects their performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 There are mandatory overtime working which affects employees performance in this bank</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Employees do not have voluntary overtime arrangement hence affecting their performance to their work</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 My organization has no provision for negotiation for overtime working</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Most employees in this organization are forced to work overtime</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Forced overtime has led to demotivation of most workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 In this bank there is no distinction between mandatory and voluntary overtime</td>
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<tr>
<td>9 Working for long hours beyond the stipulated time is common in this bank</td>
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</tr>
<tr>
<td>10 Employees working overtime in this organization are have a disturbed ability</td>
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</tbody>
</table>

How does working hours affect your performance to your organization?
### Section G: Measure of employee job performance by the participants

Indicate the extent to which the following statements apply to you

<table>
<thead>
<tr>
<th>SN</th>
<th>Aspect of employee job performance</th>
<th>Great extent</th>
<th>Average extent</th>
<th>Least extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Psychological attachment to the organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>High identification with the organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>High employee retention in the organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Employee satisfaction with the organization</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Thank you.*
APPENDIX III: RESEARCH AUTHORIZATION

This is to certify that Mr. PETER NJUGUNA KABUTI of Kenyatta University, has been licensed to conduct research in Kenya on the topic, WORK LIFE BALANCE AND EMPLOYEES' JOB PERFORMANCE IN COMMERCIAL BANKS IN NYERI COUNTY, KENYA for the period ending 14th April 2023.

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106