

**WORK-LIFE BALANCE PRACTICES AND PERFORMANCE OF ADMINISTRATION  
POLICE OFFICERS IN KWALE COUNTY, KENYA**

**OCHIENG' PHINEHAS ODHIAMBO**

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**DECLARATION**

This project is my own original work and has not been presented for a degree or any other award in any other University. No part of this Research Project should be reproduced without authority of the author or/and Kenyatta University.



Signature.....Date .....

**Phinehas Ochieng'**

**D53/OL/HEP/22383/2021**

I confirm that the work reported in the Research Project was carried by the candidate under my supervision as the appointed Kenyatta University Supervisor.

Signature ..... Date .....

**Prof. Hannah O. Bula, (PhD)**  
Department of Business Administration  
School of Business, Economics and Tourism  
Kenyatta University

## **DEDICATION**

This research project centres on my son, Garvin.

## **ACKNOWLEDGEMENT**

I am sincerely grateful to my supervisor Prof. Hannah O. Bula for her assistance throughout the development of this research project.

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## **ABBREVIATIONS AND ACRONYMS**

<b>AP</b>	:	Administration Police
<b>APO</b>	:	Administrative Police Officer
<b>APS</b>	:	Administrative Police Service
<b>ASTU</b>	:	Anti-Stock Theft Unit
<b>BPU</b>	:	Border Police Unit
<b>CIPU</b>	:	Critical Infrastructure Protection Unit
<b>EAP</b>	:	Employee Assistance Programs
<b>ILO</b>	:	International Labour Organization
<b>KPA</b>	:	Kenya Ports Authority
<b>KPS</b>	:	Kenya Police Service
<b>RDU</b>	:	Rapid Deployment Unit
<b>SGB</b>	:	Security of Government Buildings
<b>SPSS</b>	:	Statistical Packages for Social Science
<b>UK</b>	:	United Kingdom
<b>WLB</b>	:	Work Life Balance

## **OPERATIONAL DEFINITION OF TERMS**

- Assistance programs** These are programs that Kwale county AP command puts in place to assist their officers cope with wellbeing at workplace. They can be counselling, recreation or even programs on drug and substance abuse for police officers.
- Employee job transfer:** A transfer involves the lateral shift of a police officer at the same grade, moving from one position to another. This can be based on punishment, development or career progression of a police officer in terms of growth.
- Flexible working schedules** A work schedule system that enables police officers to select their working days and hours throughout the week, allowing them to adjust or modify their work hours to suit their personal preferences or other obligations beyond work. This can be in terms of job sharing, compressed work and telecommunication/teleworking or home working.
- Leave policies** Leave Refers to any period during which a police officer is not at work, usually on a voluntary basis, with leave policies available for this purpose in employment Act. 2017. They can be policies on annual leave, sick leave or even maternity/paternity leave in the police service
- Work life balance** Can be defined as an exploration of every aspect of human life by considering the police officers' key needs in relation to their individual effort i.e. quality service, efficiency and effectiveness in terms of assistance programs, leave policies, flexible working schedules and transfers. However, it is not limited to family life.
- Performance** It involves finishing a task by utilizing knowledge, skills, and abilities. In the workplace, performance or job performance refers to a favorable standing relative to the expected notions of a task's

role requirements. It reflects the performance of an employee in contributing to the organization's vision, mission, and objectives.

## ABSTRACT

Globally, governments have been making efforts to reform the Police force. In Kenya Administration Police Service, performance has continued to deteriorate day by day. The challenges causing this poor performance have not been sufficiently examined or comprehended, resulting in concerns about performance from the Administration Police Officers, who are vital in security matters. Different problems are impacting the performance of the administration police officers in Kwale County. These included inability to manage overworked administration police officers who are stressed due to scanty policy information on leave, absenteeism, poor service quality due to frequent transfers, lack of efficiency in handling their day-to-day activities. These scenarios could be cited as the root causes of poor police performance. This study sought to examine the effect of work life balance practices on performance of administration police officers in Kwale County Kenya. Specifically, the study established the effect of leave policies, flexible work schedules, staff assistance programs and job transfers on the performance of administration police officers in Kwale County, Kenya. The research was based on the Psychological Contract Theory, Spillover Theory, and Compensation Theory. It utilized a descriptive research framework. The chosen population included all 147 administration police officers from these ranks: Constable, Corporal, Sergeant, Senior Sergeant, Inspector, Chief Inspector, Assistant Superintendent of Police, Superintendent of Police, and Senior Superintendent of Police. The research took place in Msambweni, Matuga, Lungalunga, Kinango, Shimba Hills, and Samburu-Kwale sub counties within Kwale County. The research was a census since the target population is limited, and every officer was included in the sample. A structured survey was employed to gather data. A drop-off and pick-up approach was used to distribute the questionnaire to the participants. The tool underwent a preliminary assessment for reliability at a Cronbach Alpha threshold of 0.7. Content, construct, and face validity was additionally employed to evaluate the tool prior to its administration to the participants via a pilot study. The collected information was analyzed with SPSS Version 25. The collected information was structured, classified, and analyzed through descriptive and inferential statistics. A correlation and multiple regression analysis was done to evaluate the connection between Work-Life balance and the effectiveness of Administration Police Officers. The findings were presented in tables, charts, and a discussion format. The leave policy, job transfers, assistance programs and flexible work schedules were established to have a positive significant influence on the performance of Administration Police Officers in Kwale County, Kenya. The research concludes that leave policies provide administrative officers with the opportunity to rejuvenate and address personal matters, ultimately enhancing their productivity. Relocating officers with specific skills to various regions fosters innovative policing strategies or perspectives that positively impact society. The assistance programs including training and development programs, are designed to enhance the overall performance of police officers, enabling them to carry out their responsibilities more effectively as they gain skills and confidence. Flexible work schedules allow officers to actively participate in community events, fostering relationships with society members and enhancing the public's perception of the entire police force. The study recommends that Clear leave entitlements should be established for officers to easily access information on annual, sick, and special leave, provided through digital platforms or briefings. A comprehensive orientation program for officers at new stations should focus on local cultures, community issues, and member expectations to aid adaptation. Additionally, training should include modules on conflict management, communication techniques, and community engagement to better equip officers for successful interactions.

## **CHAPTER ONE: INTRODUCTION**

### **1.1. Background of the study**

Mathis and Jackson (2009) articulate that employee performance is contingent upon various parameters including the quality of output, timeliness of delivery, employee attendance, as well as the productivity and viability of errands executed. Moreover, it can likewise be depicted as the satisfaction of a task estimated by the rules of culmination, speed, precision benchmarks, and cost-viability. The assessment of a worker's exhibition is routinely determined through the outcomes accomplished or comparable to social ascribes (Ammo, 2019). Ahmad et al. (2018) assert that the performance of employees is appraised against the performance benchmarks established by the organization; however, multiple factors must be taken into account when assessing employee performance, which encompass productivity, efficiency, effectiveness, quality, and profitability metrics.

Performance denotes the degree to which a representative adds to the acknowledgment of the association's vision, mission, and targets (Kaplan and Norton, 1992). It tends to the request of whether an individual executes their work liabilities and obligations capably, subsequently filling in as a critical determinant in the general progress of an association (Mathis and Jackson, 2008). In the perspective of Elnaga and Imran (2019), performance encompasses all dimensions that either directly or indirectly influence and relate to employee work. This concept is categorized into planning, monitoring, development, appraisal, and incentivization. Police performance can be characterized by the methodologies employed by law enforcement within public domains that facilitate direct or indirect interactions with civilians. This, in practice, refers to the habitual activities undertaken during law enforcement operations. Police departments hold significance and are indispensable public institutions due to the tangible outcomes they strive to attain (Moore &

Braga, 2023). These outcomes are intrinsically linked to the management of conflicts that affect societal order and have ramifications on individuals' lives. Consequently, the primary aim of police operations is to foster an environment that guarantees the protection of individuals' rights.

In 2019, the Malaysia's Best Working environment review directed by AIA Imperativeness uncovered that representatives in Malaysia experienced various balance between serious and fun activities quandaries. Representatives experienced lack of sleep and stress, with 51% of them looking somewhere around one part of business related pressure. Thus, challenges relating to workers are without a doubt the main variables contributing to workplace inefficiency. These challenges also precipitate substantial issues, particularly manifested in diminished productivity, workplace discord, and employee turnover (Ang, 2021).

Research financed by the UK government demonstrates that firm plans for getting work done and expanded working hours are associated with antagonistic wellbeing results, turbulent relational peculiarities, and reduced representative execution (Arrowsmith, 2019). Despite the exact proof demonstrating a genuinely critical positive relationship balance between serious and fun activities and representative execution, created countries, for example, the UK have logically taken on this guideline. Conversely, a substantial number of developing nations, particularly in the African continent, have yet to fully integrate these practices.

Fleetwood (2019) asserts that within the United Kingdom, a greater proportion of employed males engage in extended work hours (exceeding 48 hours) compared to their female counterparts, consequently resulting in diminished work-life balance among men. In a different context, Spain has been identified as one of the nations within the European Union where employees encounter reduced levels of work-life balance. The recent surge in dual-career households, following the

integration of women into the workforce, has also culminated in elevated levels of work-family conflict (Vidal, Leiva, and Navarro, 2020). There exist striking differences in balance between fun and serious activities encounters across Europe, owing to the presence of very much organized establishments and associations that give family-accommodating strategies in a more liberal way (Vidal et al., 2019).

Certain enterprises in Kenya, such as ECO Banks, Britam, and Standard Chartered Bank, have instituted work-life balance programs aimed at alleviating employee strain and enhancing performance. These initiatives are designed to mitigate job-related conflicts that may adversely affect employees' productivity. Amenities such as daycare facilities, healthcare services for both men and women, places of worship, and recreational areas for nursing mothers constitute some of the offerings.

The coastal region of Kenya has been beset by longstanding security challenges (GoK, 2018). The architects of this insecurity include indigenous criminal factions as well as terrorist organizations, whose roots can be traced back to Somalia. Although these criminal entities, often referred to as vigilantes, are dispersed throughout the nation, the notorious group working in the seaside area, known as the MRC, has applied an exceptional impact on its requests from the public government. Their goals for the waterfront locale to withdraw from Kenya, exemplified in their trademark: Pwani sio Kenya (the Coast isn't part of Kenya), constitutes a serious treasonous act; however, they remain indifferent to the repercussions of their behaviors and statements.

Kwale County has emerged as a fertile ground for the recruitment and training of young individuals into organized criminal factions, thereby engendering significant insecurity. The MRC maintains a presence in Kwale County, where they benefit from unrestrained access to suitable training

environments for terrorism, such as Zombo Forest, Kaya Forest, and certain mosques located within the county. Furthermore, a considerable number of youths from the county are enlisted into the Somalia-based terrorist organization, Al Shabaab, for military-style training, subsequently returning home to perpetrate acts of terrorism. Initiates who return and are not used for psychological militant purposes frequently track down shelter inside MRC enrolment, at last captivating in crimes, accordingly fuelling frailty in the Province (Kaula, 2021). Considering that the local area in Kwale Province endures the worst part of this flood in weakness, the foundation of local area policing drives is basic to shield the occupants of this area while simultaneously encouraging harmony with these vigilante and psychological militant groups. Police officers have been inundated with responsibilities, which may be contributing to their diminished effectiveness.

### **1.1.1 Employee performance**

Employee performance is characterized as a worker's ability to execute designated tasks efficiently and effectively in order to satisfy market or customer requirements (Yandi & Havidz, 2022). Simultaneously, employee performance can indicate an employee's capability to complete a specific range of tasks, assessed against established and recognized benchmarks regarding accuracy, speed, expenses, and thoroughness. Kathina and Bula (2021) share that employee performance is described as the capacity of a singular specialist to perform well in the allotted job-related tasks and successfully complete them using available resources, as per guidelines and in the allocated time. Park, Mitsuhashi, Fey and Bjorkman (2019) shown that the presentation of representatives is evaluated in light of the exhibition benchmarks established by the organization, quality of service, and feedback from the customers. In this study, employee performance is the ability to deliver quality products and services that meets and satisfies the Customers.

Generally, police viability was surveyed in view of the decline in crime percentages. Crime percentages and local area fulfilment, as ordinary pointers, are to be sure lacking to shape a trustworthy evaluation of police viability. Public security influences the existences, everything being equal. Executives or police chiefs should comprehend how to quantify police administration to evaluate the adequacy of explicit inner approaches (Dadds and Scheide, 2018). Utilizing crime rates as a metric for performance necessitates showing the connection between reduced crime levels and enhanced quality of police service. The decline in crime rates should be seen as linked to various factors, including modifications in people's behaviour to deter crime or alterations in the public environment that become more vigilant, thereby reducing opportunities for criminal activities. In addition to lowering crime rates, other measures like minimizing complaints against police and implementing established standards are also utilized.

The study measured employee performance by police response i.e. the effectiveness on how the police respond to issues, how long they take to respond to issues in their station. How police officers successfully complete their assigned tasks and assignments as prescribed to him or her. In measuring response, Case closure was conceptualised by number of cases that each police officer handles and conclude successfully. Discipline as another measure was also conceptualised by how many times a police officer appears for disciplinary and the time of cases. And another measure is customer satisfaction. This was measured by number of Quality of service, feedback from the public who visit police stations for services and the crime rate reduction

### **1.1.2 Work-Life Balance**

Work life balance is defined as an exploration of every aspect of human life by considering their key needs in relation to their individual effort i.e. quality service, efficiency and effectiveness and the organizations in terms of assistance programs, leave policies, flexible working schedules and

transfers. However, is not limited to family life, Carlson, 2020), According to (Oteri & Makhamara, 2019) work-life balance is described by the capacity of individuals to meet their responsibilities to their families, careers, and other non-work obligations and interests in a manner that ensures stability and harmony to lives, is referred to as work -life harmony. This study has conceptualised work- life balance with four variables i.e. Leave policy, Employee assistance programs, employee job transfer and Flexible work schedules.

With the claim that employees faced difficulties in managing their desire to care for their families alongside their professional responsibilities at work, particularly young mothers. It also relates to hierarchical help for subordinate consideration, versatile work decisions, and family (Estes and Michael, 2018). Balance between serious and fun activities is a huge issue that is of extensive interest today to various workers and associations inside both the private and public areas. In the last part of the 1960s, the emphasis on balance between fun and serious activities developed due to worries about how work impacted employees' overall wellbeing, continuing until the mid-1970s, when employers shifted their attention to enhancing work design and improving working conditions (Cummings & Worley, 2018}

In numerous African, Asian, and Latin American nations, the rate of informal employment is increasing, and the ongoing crisis is intensifying it. At the same time, extended or unprecedented working hours along with a rising pattern of nontraditional work schedules, including evenings, nights, or weekends, due to the expansion of a more globalized 24/7 economy has placed significant pressure on workers and their families. In certain cases, one parent takes care of the child while the other works 24-hour shifts. Although this might help families cover their expenses, it negatively impacts workers' wellbeing. In a similar fashion, in middle and low-income nations, familial obligations seem to frustrate ladies' work and admittance to quality positions (ILO, 2019).

Recently, Kenyan employers have carried out administrative hierarchical strategies and projects, perceiving the basic meaning of balance between serious and fun activities. The public authority has encouraged private associations and social administrations to deliberately execute family-accommodating strategies in the work environment to help representatives in dealing with their work and everyday life, as balance between fun and serious activities turned out to be more huge toward the beginning of the 21st hundred years in Europe and the US. The Kenyan Government has really presented the five-day work week across large numbers of its areas and inside the confidential area, where it goes about as a manager of businesses in Kenya (ClutterBuck, 2018). Between 2020 and 2021, the nation underwent a significant transformation in various sectors. Specifically, various sectors embraced work methods and practices from advanced nations, necessitating employees to labour for extended hours reminiscent of every hour in a year-round calendar, Mburu, et al, 2021).

Leave denotes any period an employee is absent from work, typically on a voluntary basis, (ILO 2020). Leave entitlement is regulated by a leave policy intended to have management's backing. Leave policy has different kinds of leave that employees are entitled to. For example, annual leave is addressed in Rights and Duties under part V of the Employment Act No.11 of 2007. Yearly leave is a period off work that a representative fits the bill for after each 12 nonstop long stretches of work with the business, excluding public occasions. Kenyan labourers regularly get 30 days of yearly leave every year. By and large, transitory and fixed-term workers have every one of the privileges of long-lasting representatives, aside from those that are explicitly rejected (like annuity benefits). Yearly pass on allows representatives an opportunity to loosen up for a more extended time frame and return to work with revived excitement and energy. At the point when a representative manoeuvres to an alternate division, their leave adjusts are likewise moved.

Supervisors are required to collaborate with staff to create and organize yearly leave schedules, ensuring that accruals stay at a manageable level, avoiding the maximum limits being surpassed (Waweru, 2020).

Orogbu, Onyeizugbe, and Chukwuemeke (2021) investigated how leave policy influences performance in commercial banks. The researcher reported a solid positive connection between leave strategy and administration conveyance. They also indicated that when workers take leave, they take the chance to unwind for a long time and come back with refreshed enthusiasm and energy to provide services proficiently and effectively. Rahman and Nas (2018) in their research on employee turnover intentions found that an organization's leave policy (its adequacy, consistent enforcement, and prompt approval) greatly affects employees' choices to stay within the organization. This suggests that leave policies enhance employees' ongoing commitment.

Employee assistance programs are workplace initiatives designed to tackle issues that adversely impact individual employees' wellbeing (Martin & Romans, 2019). The researchers also noted that employee assistance programs are workplace initiatives aimed at identifying troubled employees and motivating them to address their issues through counselling or treatment as suitable. This shows that employee assistance programs aim to offer solutions to psychological, emotional, social, and physical issues faced by every worker within the organization. In alignment with the stance taken by Martin & Romans (2019), Carrell, Kuzmits & Elbert (2019) noted that employee assistance programs are offered as a compassionate and ethical measure to help individual employees address personal or family issues without adversely impacting their job responsibilities. Cascio (2023) further emphasizes that employee assistance programs are extensive management

strategies aimed at tackling behavioural risks in the workplace by providing troubled employees with professional counselling, medical solutions, or a combination of both.

Employee job transfer denotes the lateral shift of employees at the same grade level, moving from one position to a different one. As stated by Denipo (2021), a transfer involves an employee changing their job (along with a change in job location) without altering their responsibilities or pay. Oteri and Makhamara. (2020) noted that job transfer for employees represents a type of internal mobility, where the employee is moved from one position to another, typically in a different location, department, or unit. The writers additionally verified that transfers interfere with employees' daily routines, social relationships, and work practices. This is due to the need for individuals to locate new homes, shopping areas, healthcare services, and recreational facilities that could be far from the emotional backing of family and friends. Individuals must also adapt to a new range of work standards and procedures; they need to build relationships with their new supervisors and colleagues; and they are anticipated to be equally productive in their new roles as they were in their previous ones, despite having limited knowledge about the products, services, processes, customers, or coworkers they are accountable for (Kleynhans, Markham, Meyer, Van Aswegen and Pilbeam, 2018). Numerous employees struggle to connect transfers and downward shifts with growth. They view them as penalties instead of chances to acquire skills that assisted them in attaining lasting success with the organization, (Mutuku, 2022). The research has defined employee job transfer in terms of demotivation, punishment, social connections, and insufficient development.

Flexible work schedules enable employees to select their working hours and the days of the week they were present at work. This implies that representatives can change or adjust their work hours to oblige their preferences or other commitments outside of their job, Owuor and Makhamara,

2023). This may involve job sharing, compressed work schedules, and telecommuting/remote work. They are crucial as they help retain essential employees within organizations. They offer employees the ability to modify their schedules to accommodate both work and personal responsibilities (Beutell, 2020). Adaptive work schedules are crucial in lessening pressure and work-family struggle, the two of which significantly affect employee performance. Adjustable work hours may result in outcomes similar to elevated employee morale such as reduced absenteeism, positive discipline, and improved work quality. This research has implemented work-life balance practices through compressed hours, job sharing, work sharing, and telecommuting/homeworking.

### **1.1.3 Administration Police Service**

The beginnings of the Police Administration in Kenya follow back to the late nineteenth 100 years and were laid out only to guarantee security for the Majestic English East Africa Organization. It was formally settled in 1920 when Kenya was assigned as a protectorate. The Public Police Administration is laid out by the Constitution of Kenya (2010) and executed through the Public Police Administration Act (2011), entrusted with the obligation of keeping up with the rule of law in Kenya. The Public Police Administration is furthermore organized into two administrations and a directorate.

For many years, law enforcement in Kenya has faced allegations of human rights abuses and the mistreatment of the public due to a lack of accountability for their conduct. The IAU Kenya Report (2019) states that in 2019, the protests held up against cops included: 493 in regards to police inaction, 266 about police provocation, 74 for hindrance of equity, 73 for defilement, 63 concerning maltreatment of force, 19 connected with maltreatment of office, and 18 for police

carelessness. Kenyans have along these lines tenaciously encountered numerous challenges related to insecurity, leading to an increase in crime.

The Kenya Police Service (KPS), the Administration Police Service (APS), and the Criminal Investigations Directorate (DCI). The Kenya Police Service consists of various formations and units, such as the General Service Unit, National Police College - Main Campus, Railways Police Unit, Kenya Police Airwing, Kenya Airports Police Unit, Diplomatic Police Unit, and the Tourist Police Unit. The DCI primarily focuses on criminal investigations, the waning public confidence in law enforcement, and a shift from disorder.

This indicates that despite the operational and managerial measures implemented, further efforts are necessary regarding the performance of police officers, particularly concerning work-related matters that involve ensuring citizen safety, Customer service and complaints that emanate from the customers frequent transfers of police officers, the officer's quality of service in terms of responses, handling of cases and closures of cases and discipline

The Administration Police Service (APS) faces job transfers and customer dissatisfaction, including delays in case resolution, more frequently than other units like coast guard and border patrol (Cater, 2019). Kwale county is also no exception of this scenario. Additionally, Kwale county is also grappling with juvenile gangs that have been terrorising locals along the Diani beaches endangering lives and affecting tourism activities. Police officers are overworked and stations are limited staff.

## **1.2 Statement of the Problem**

According to the American Mental Affiliation (2019), 69% of staff show that work is a significant wellspring of stress, and 41% credit their sensations of strain or stress to the working day. Deficient

family-accommodating strategies, for example, leave choices, versatile timetables, work organizing, and parental leave, are overpowering various representatives, decreasing their work execution and efficiency, while additionally prompting cracked families and below average worker adequacy (Bruin 2019)

The Administration Police Service (APS) officers in Kwale County are facing various issues that could be affecting their performance. The Report on (Police Reforms, 2023), highlighted that the primary obstacles to police performance as noted by gazetted officers were; insufficient resources (63.6%); low salaries and benefits (45.5%); inadequate housing and punitive transfers/assignments (27.3%); unsatisfactory working conditions (27.3%); and high stress levels (18.2%). The Task Force discovered that police accommodations were insufficient, and when present, they were overcrowded, forcing both married and single officers to share single rooms as the only option. Several of these quarters are in a run-down condition. The Kenya Police Service faces a housing deficit of roughly 69 percent, while the Administration Police Service experiences a shortage of around 78 percent (National Task Force on Police Reforms Abridged Version, 2009), cited by NPS Report, 2023).

Other scholars have cited other challenges as managing overworked police officers who are stressed for lack of sufficient breaks between shifts (Ngethe, 2021). Cases of absenteeism and desertion of duty have also been witnessed leading to concerns about the level of discipline and commitment of officers, (Mburu et al.2021). Harari, (2024) review collected findings from multiple studies, highlighting important aspects of work-life balance and their effects on physical, emotional, and mental well-being, highlighting both contextual and conceptual gaps. Most of these misconducts on the part of the officers might be attributed to low morale among the police officers as well as poor quality of human resource services such as frequent transfers between

stations (Mutuku, et al, (2020). Employment conditions that encompass weekend shifts, inflexible schedules, extended working hours, insufficient compensation, safety concerns, and discrimination where employees are haphazardly transferred without due consultation and disregard to their well-being could also be the one that is causing low response uptake on cases reported to stations (IPOA Report 2020). Policies touching on leave are not followed and yet this is what fuels the capacity of workers to be effective and effective in the delivery of services (Delore 2018).

Maroko and Mwangi (2019) examined how work-life balance affects employee performance in higher education institutions, specifically focusing on Kabarak University. The research results indicated that employee performance is affected by conflicts in work-family priorities. This research differs from the present study as it was carried out at a different institution, emphasizing a contextual discrepancy. Mutuku et al. (2020) conducted a study regarding Work-Life Balance and its impact on employee performance at EPRA found that leave policy and compensation policies were the main drivers that led to employee inefficiency and absenteeism. This study is contextually and conceptually different in that it was done in EPRA and on Compensation policy while the current study looked at leave policy. From the above studies, it shows clearly that no study has been conducted on work life balance and performance of Administration police officers and specifically in Kwale County. This study sought to fill that gap.

### **1.3 Objectives of the Study**

This research used specific objectives.

#### **1.3.1 General Objective of the Study**

To investigate the influence of Work-life-balance practices and the performance of Administration Police Officers in Kwale County, Kenya

### **1.3.2 Specific Objectives**

The subsequent particular goals were utilized

- (i) To evaluate the impact of leave policies on the performance of Administration Police Officers in Kwale County, Kenya.
- (ii) To establish the influence of flexible work schedules on the performance of Administration Police Officers in Kwale County, Kenya.
- (iii) To assess the effect of employee assistance programs on the performance of Administration Police Officers in Kwale County, Kenya.
- (iv) To determine the influence of employee job transfers on the performance of Administration Police Officers in Kwale County, Kenya.

### **1.4 Research Questions**

The research was guided by the subsequent research questions.

- (i) What influence does the leave policy have on the performance of Administration Police Officers in Kwale County, Kenya?
- (ii) In what ways do flexible work schedules influence the performance of Administration Police Officers in Kwale County, Kenya?
- (iii) What is the influence of the employee assistance program on the performance of Administration Police Officers in Kwale County, Kenya?
- (iv) How does the transfer of employees influence the performance of Administration Police Officers in Kwale County, Kenya?

### **1.5 Significance of the Study**

The examination would be profitable to the Public Police Administration in Kenya, as it could offer administration important bits of knowledge into the meaning of balance between fun and

serious activities for its staff. Human Resource practitioners could utilize the results to enhance work-life balance within their respective organizations or institutions. Administration police officers in Kwale County are likely to derive substantial benefits from the outcomes of this study. The results would assume an essential part in moulding the execution of work-life balance practices, leading to improved work output and efficiency, thereby enhancing overall performance. Additionally, the study could serve the government by aligning HR policies related to work-life balance with organizational objectives, ultimately fostering employee welfare. This research could also provide a foundation for future studies in other police formations to evaluate the comparability of the findings. Future researchers, academics, scholars, and analysts could leverage the insights to add to their literature from this study to explore further elements that could enhance employee work-life balance and performance.

### **1.6 Scope of the Study**

The study sought to investigate the influence of Work-life-balance practices and the performance of Administration Police Officers in Kwale County, Kenya . The independent variables included employee leave policy, job transfers for employees, flexible work schedules, and assistance programs for employees, while the dependent variable was the performance of administrative police officers. The research utilized a descriptive research design. A structured survey was utilized for gathering data. The research focused on 147 Administration Police Officers spread throughout the various ranks in the police force in KwaleThe study took place between 2024 and 2025.

### **1.7 Limitations of the Study**

The review results probably won't mirror what was happening in other police jurisdictions the nation over since law enforcement varies in distinct regions. The research addressed this by

suggesting that other scholars carry out studies in police counties apart from Kwale to enhance the current body of knowledge. The intended respondents could hesitate to provide crucial information due to the sensitivity surrounding national security issues. The research utilized an introduction letter from Kenyatta University to ensure the respondents that the review points exclusively for scholastic reasons and that their furnished data was treated with the most noteworthy privacy. Respondents could be very involved, and they could not finish the surveys inside the expected time span because of the thorough idea of police obligations. The scientist addressed this by leading numerous visits and conveying the polls after true working hours when the officials are available.

### **1.8 Organization of the Study**

The project covers three key sections including the introduction part, reviewing of literature and research methodology. The introduction part is in the first chapter that provides background to the study, the research issue, aims, importance, boundaries and constraints. The second chapter contain the literature review, emphasizing theories, empirical studies, an overview of discoveries, current limitations, and ending with the theoretical model. Chapter three emphasizes research methodology and outline the research design employed in the research, the target audience, sampling techniques, and sample size.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter deliberates on writings from earlier studies conducted by different authors. It is divided into sections that include the theoretical review, empirical literature review, summaries, research gaps, and conceptual framework, as detailed below.

### **2.2 Theoretical Review**

The research is based on psychological contract theory and complemented by spillover theory and compensation theory. This is covered in the subsequent sections.

#### **2.2.1 Psychological Contract Theory**

The concept of the psychological contract was at first introduced by Chris Argyris in 1960. The Work-Life Struggle can likewise be figured out from the perspective of Mental Agreement Hypothesis. Inside the structure of the mental agreement, a singular representative's very own confidence in the common commitments among themselves and the association might prompt a circumstance where workers don't feel a sense of urgency to 'reimburse' the association's contribution of work-life rehearses with upgraded good business related ways of behaving or perspectives. All things considered, they could see admittance to these practices as a right, instead of as a type of special treatment.

'The Psychological Contract' is a progressively significant factor in workplace interactions and broader human actions (De Cieri, Holmes & Pettit, 2005). Portrayals and meanings of the Mental Agreement at first showed up during the 1960s, especially through the commitments of authoritative and conduct scholars Chris Argyris and Edgar Schein. Since that time, numerous

other experts have offered insights on the topic and still do, either targeting the Psychological Contract directly or looking at it from various specific angles, of which there are several. The Psychological Contract is a complex and multifaceted idea that allows for numerous understandings and hypothetical investigations. Basically, the Mental Agreement relates to the association between a business and its labor force, zeroing in on the common assumptions for commitments and results, in which the employee anticipates results from the employer, while the employer expects contributions from the employee (Czarniawska, 2008). The Psychological Contract is often perceived through the perspectives or sentiments of workers, in spite of the fact that a complete understanding necessitates considering both viewpoints. In simple terms, within a work environment, the Psychological Contract refers to the perceived fairness or balance (usually seen through the employee's perspective) between: The way the employer treats the employee, as well as what the employee contributes to the job. This theory supports independent variable which is work life balance.

### **2.2.2 Spill-Over Theory**

This idea was initially presented by Guest (2002), asserting that multiple conditions arise from spillover occurring between the family's micro system and the larger system. This relationship can be either direct or inverse. Inverse nexus can arise when work and family interactions are organized in a strict manner concerning scope and time, leading to a high likelihood of negative spill-over effects related to energy, time, and behaviour.

A beneficial connection can be anticipated in instances where flexible work and family engagements exist, as this allows for the integration and overlap of employees' work concerning time and space. This thus results in a positively affected spillover that is deemed significant in attaining work-life balance (Greenhaus, Collins & Shaw, 2003). Work and home settings add to

molding the equilibrium of work life for representatives. The essence and scope of harmonizing work and life are expressed in various ways, with some being objective and others subjective. Subjective measures are based on the belief that both balance and imbalance can coexist. Conversely, objective refers to the division between time spent working and leisure hours outside of work. Overflow onto areas when disruptions take place between different aspects of life (Guero 2022). The significance of Spillover theory stems from the claim that effective policies for balancing work and personal life are anticipated from institutions, which are expected to create conditions that permit representatives to accomplish a good balance between fun and serious activities. This, in turn, improves the dedication of employees, which is seen in their personal performance, leading to the achievement of the established goals and objectives of organizations (Remus Ilies, 2009). This study support variable leave policy, flexible work schedules, job transfer policy and employee assistance programs.

### **2.2.3 Compensation Theory**

Wicklund introduced the theory of compensation in 1986. The concept revolves around offering chances and motivations to avert specific undesirable situations within an organization. It can change based on the situation; it is specific to diligent workers and devoted family members who prioritize family above everything, yet the reactions in the two contexts will differ (Edwards & Rothbard, 2000). A family member who feels unfulfilled will find compensation by concentrating on work and other life areas, whereas a career-oriented individual who feels unfulfilled will seek compensation through focusing on family (Dixon & Sagas, 2007). Workers in an organization are likely to perform well and fulfil their responsibilities when they get feedback and rewards for their efforts (Wicklund, 1986).

According to proposition, when employees find it hard to satisfy their family need, they tend to focus more and channel all of their efforts on work through problem solving and mentally stimulating tasks (Martin & Tesser, 1996). According to Martin (1999), when employees cannot meet their immediate needs, they become lured to satisfying their social and career needs. Thus, It is essential to find a balance between employees' lives and their work systems effectively. The compensation theory explains the transition between satisfying family needs with immediate returns to satisfying career needs with delayed returns (Deci & Ryan, 1985). Martin (1999) gathered that efforts put into work by employees into their work most times are as a result of family life and social deprivation. In as much as they get results in their work, it can however cause a setback in different aspects of their life which could eventually influence their work life. The explanation of the compensation theory towards linking work, family life balance and employee performance makes it useful for this study.

## **2.3 Empirical Literature Review**

This part centres on examining a range of studies conducted by multiple researchers with similar topics to the study's variables. The review of the studies share their findings and identify the gaps

### **2.3.1 Leave Policy and Employee Performance**

The research by Gatimu and Kagiri (2021) aimed to ascertain the effect of leave policy on staff satisfaction in Kenya's telecommunication sector. The intended population consisted of all workers within the telecommunications sector in Kenya. An example of 90 members was gotten through delineated irregular testing from the three primary media communications organizations in Kenya, which are Safaricom, Airtel, and Orange Telkom. The apparatuses for information assortment utilized in this study were surveys. Policies and elements concerning work-life balance were

examined along with their effects on employee satisfaction among the participants in the study. The investigation of information was directed involving the Measurable Bundle for Sociologies. The outcomes were uncovered and analysed by the particular targets of the examination. Tables and figures were utilized to feature quantitative information when reasonable. The review's outcomes demonstrate that the leave strategy decidedly affected representative fulfilment. The review results showed that most respondents agreed that there is an arrangement for yearly pass on to a critical degree. Organizations must make certain that they establish and enforce leave policies to guarantee that employees receive time to step away from their job duties. This study varies thoughtfully from the ongoing one as it focused on employee satisfaction within the telecommunications sector, whereas the present study examined administration police officers in Kwale County, Kenya.

Woli, Isiaka, Ajayi, and Adeyemi (2021) investigated how using annual leave policies impacts the work productivity habits of civil servants in Kwara State, Nigeria. The study employed survey design. The study's population consists of 276 officers tasked with job scheduling, assignment, and performance evaluation of all civil servants employed in the nineteen (19) ministries and four (4) departments of the Kwara State Government. An sample size of 276 respondents was chosen for the review. An organized poll filled in as the device for information assortment. Descriptive and inferential statistics were utilized as the approach for data analysis. The findings indicated that the change in variability of a civil servant's productive work habits is explained by the leave policy factor. The research found that the use of annual leave greatly influences the work productivity habits of civil servants in Kwara State. It is thus advised that annual leave be mandated for all grade levels and imposed by the government, eliminating the option for civil servants to

accumulate leave balance. The research contrasts as it focused on the productive efforts of civil servants. It was carried out geographically in Nigeria.

### **2.3.2 Flexible Work Schedules and Employee Performance**

Mwaniki, (2022) aimed to determine how flexible work schedules affected the work execution of representatives at Safaricom PLC. The study was founded on the psychological contract theory and the spillover concept. The research employed a descriptive methodology and focused on one organization as its subject. The point of the review was to decide what adaptable work hours meant for representatives' work execution at Safaricom PLC. The discoveries show that adaptable work hours emphatically affect representative execution ( $B=0.606$ ,  $a=0.000$ ). Flexitime is one professional service delivery approach recognized by the study as influencing the amount of positive customer feedback. Allowing employees more flexibility to manage personal responsibilities at the beginning or end of the workday might enhance productivity. The study revealed that the characteristics of a flexible workplace account for 43.2% of staff performance, showing a moderate correlation of 0.658 between the two elements, stemming from the overall effect of flexible working hours on employee effectiveness. This research has a limitation as it was conducted at Safaricom PLC, in contrast, the current research concentrated on Administration Police Officers in Kwale County, Kenya.

Sabiha's (2019) research cantered around the effect of adaptable working hours on representative execution inside the Service of Schooling in Pakistan. As a feature of the exploration, a study was completed including a helpful example of 200 call community workers. The point was to test the invalid speculation that an association exists between adaptable working hours and representative execution. The basic graphs and frequency distribution suggested that individuals at the middle and lower levels may have less understanding of flexibility than executives, who are

knowledgeable about flexible work options. The findings indicated that there is a desire for flexible working hours in Pakistan; however, there is a need to broaden and raise awareness regarding flexible working hours across various management levels. The research has a limitation as it was conducted in India and within an educational institution, whereas the present study focused on the security sector, specifically administrative police officers.

Dikirr and Ouya (2021) researched the effect of adaptable work strategies on staff execution in advanced education organizations in Nyeri Province, Kenya. The examination depended on Self-assurance hypothesis, the Three Phase Model for Ability. The executives, and Overflow Hypothesis. This examination used a graphic exploration plan. The review focused on an objective populace of 1300 representatives from Karatina College and Dedan Kimathi College. Results demonstrate that there exists areas of strength for a connection between adaptable working hours and worker execution ( $r=0.467$ ,  $p=0.005$ ), a moderate huge relationship amongst leave and representative execution ( $r=0.348$ ,  $p=0.000$ ), a feeble critical connection amongst working from home and representative execution ( $r=0.240$ ,  $p=0.000$ ), and a solid huge relationship between occupation sharing and worker execution ( $r=0.511$ ,  $p=0.022$ ). The research advises that institutions should adopt flexibility concerning staff work schedules, they must develop policies to address compensation for employees recalled from leave, they should provide training for staff, particularly in technology usage, and the management needs to foster a culture of sharing while carrying out organized plans for directions and acceptances to guarantee fruitful onboarding of new representatives. The research presents three gaps; this is clear in the implementation of Self-determination theory and the Three Stage Model for Talent Management, both of which were irrelevant in this study. It was similarly carried out on personnel from Karatina University, an

educational establishment, whereas the present study focused on Administration Police Officers, part of the security sector.

### **2.3.3. Employee Assistance Programs and Employee Performance**

Onzara (2022) examined how employee assistance programs affect worker productivity in state corporations in Kenya, specifically targeting the Kenya Ports Authority (KPA). The research revealed that employees who engaged with the employee assistance programs experienced enhanced performance due to decreased anxiety and stress, better work morale, increased punctuality, and lower absenteeism. The researcher suggests improving employee counselling programs and offering financial literacy services, as they significantly contribute to boosting employee performance. The services for financial literacy need to be expanded and made more accessible to most employees. State corporations should think about establishing a policy that provides guidelines for the use of Employee Assistance programs and start the process to integrate EAP into Kenya's Employment Law. Additional research should aim to identify other factors of employee assistance programs that affect employee performance. There exists a discrepancy in that the theories employed by this research differ from those underpinning the present study. It was also distinct since it zeroed in on representatives of state enterprises, specifically KPA in Kenya, whereas the current one concentrated on Administration Police Officers in Kwale County, Kenya.

Kipkemoi, Omolo, and Onditi (2022) examined how employee assistance programs affect employee performance. The research approach utilized for this investigation was a Case study. The intended population consisted of 1269 staff members from Mumias Sugar Company, with a sample size of 297. This research utilized both stratified and simple random sampling techniques. Information was gathered through Likert surveys. Data was examined using percentages, averages,

and multi-regression methods, and displayed via tables, pie charts, and bar graphs. The research demonstrated that staff assistance programs importantly influence employee performance. The research is distinct because it was carried out at Mumias Sugar Company and it was a case study. The present research focused on Administration Police Officers in Kwale County.

Nkatha, Muchangi, and Kiiru (2021) analysed the effect of worker help programs out in the open level five clinics across Kenya. The exploration zeroed in on 472 doctors, 3318 attendants, and 449 clinical officials from the 11 public level five clinics that are accessible in Kenya. The examination likewise utilized a proportionate defined irregular testing technique to pick eight (8) public level five emergency clinics, bringing about an all out sample size of 40 doctors, 278 nursing staff, and 37 clinical officials. The research revealed that employee assistance programs had a considerable impact on healthcare workers' choice to remain employed at the same organization. The research determines that employee assistance programs have a notable impact on retaining employees in public level five hospitals. The examination proposes that the organization of Kenya's public level five medical clinics ought to zero in on improving representative help programs. The examination proposes that the organization of public level five emergency clinics in Kenya ought to apportion resources to enhance employee assistance programs to inspire and motivate their workforce. This consequently resulted in enhanced employee retention. The research was conducted in hospitals, whereas the present one focused on the uniformed service. It additionally focused on clinical officers, nurses, and doctors, whereas the present study focused on Administrative Police Officers.

#### **2.3.4 Employee Job Transfer and Employee Performance**

Isani and Warsono (2022) examined the content and context surrounding the connection between job transfer and factors such as organization, resources, learning and development, rewards, and employment relationships in Malaysia. This research employed a qualitative approach by analysing 27 articles from earlier scholars. This research demonstrated a connection between factors like organization, resources, learning and development, compensation, and employee relations regarding the transfer of positions, either directly or indirectly facilitated by motivation as a mediating variable. Moreover, this research discovered that organization, resources, learning and development, compensation and employment relations, as well as remuneration and employment relations in an indirect way affect the exchange of positions. Consequently, this research aims to offer a fresh perspective on forecasting enhancements in employee performance via job transfers to boost organizational effectiveness. The gap in the study lies in its focus on organizational resources, whereas the current study concentrated on employee performance. And it occurred in Malaysia.

Shaheen's (2022) research centred around dissecting the effect of occupation moves hands on fulfilment of paramedic work force in two area emergency clinics situated in the Kashmir division of Jammu and Kashmir, India. The data was assembled through a cross-sectional study using a poll that was given to 200 paramedic staff individuals, accomplishing a reaction pace of 78.5%. The examination of the information was directed utilizing SPSS 24 and AMOS 24. The consequences of the exploration showed that occupation moves decidedly affect both characteristic and outward work fulfilment among representatives. It was found that moving representatives is a successful methodology for giving preparation and boosting their true capacity, leading to higher job satisfaction among the workforce. This research took place in district hospitals in Kashmir, India, whereas the present study occurred in Kwale County, Kenya. The previous research

concentrated on paramedic personnel, whereas this study examined the effectiveness of Administration Police Officers.

Otieno (2022) examines how the timing and frequency of transfers impact personal development. This research was directed by the expectancy-value theory and the street-level bureaucratic theory utilizing a descriptive research approach. The focus of this research was the officers employed in the border patrol unit of the Administration police service. The research included 100 officers from a total of 2920 assigned to the Border Police Unit. The purposive sampling method was employed to choose the respondents, ensuring careful attention to their anonymity and the confidentiality of their involvement, including responses without any identifying information. The research indicated that the timing and frequency of transfer, geographic location, and distance of transfer negatively influence personal development, while the post-transfer advantage positively affects personal growth. This research differs from the present study because it focused on transfers and personal growth, whereas the current study concentrated on employee job transfers and their performance.

#### **2.4 Summary of Research gaps**

This section reviewed a several studies relevant to this study and those linking leave policies, flexible work schedules, employee assistance program, employee job transfer as work-life balance practices to an employee performance. Reviewing this literature help look at other similar studies and the methods were used in data analysis. The reviewed literature exposes gaps for example methodological, contextual, empirical, conceptual and theoretical. The gaps identified in the reviewed studies forms a premise that occasions the need to carry out a further empirical inquiry

on the link between work life balance practices and success of Administration police officers especially in the context of Kwale County, Kenya

#### 2.4.1 Summary of literature reviewed and research gaps

This part presents a table that encapsulates the main insights derived from the literature review and emphasizes the gaps that the present study aims to tackle.

**Table 2.1: Summary of Literature reviewed and research gaps**

<b>Author(s)</b>	<b>Objectives of the study</b>	<b>Research findings</b>	<b>Knowledge gaps (methodological, theoretical, empirical, contextual &amp; conceptual)</b>	<b>Focus of current study</b>
Gatimu and Kagiri, (2021).	Focused on determining the impact of leave policies on employee satisfaction within Kenya's telecommunication sector	The findings of the study showed that the majority of participants agreed there is a substantial allocation for annual leave..	This research differs from the present study conceptually in its focus on employee satisfaction and contextually in its relevance to the telecommunication sector.	The present research focused on administrative police officers in Kwale County, Kenya. The emphasis will additionally be on leave policy and its impact on employee performance.
Woli, Isiaka, Ajayi and Adeyemi, (2021),	Annual leave policy utilization on the productive work habit	The outcome indicated that the change in the variability of a civil servant's productive work habits is influenced by the leave policy factor.	The study is different conceptually and contextually, as it was on productive work of civil servants. Geographically it was done in Nigeria.	The focus of this study was on Administration police officers and it was done in Kenya
Mwaniki, (2022)	Flexible work schedule and employees' job performance	flexible work hours positively and greatly influence employee performance (B=0.606, a=0.000).	Carried out in Safaricom PLC, private sector.	Administration Police Officers in Kwale county, Kenya. A public sector.
Sabiha, (2019)	The study was on flexible work hours	The results were that there is a demand for	The research has a contextual gap in	The current study was a security sector i.e.

	on employee performance in Ministry of Education Pakistan.	flexible working hours in Pakistan	that it was in India and in an educational institution.	administration police officers and in Kwale County
Onzara, (2022).	Employee assistance interventions and the productivity of workers	The research revealed that workers who made use of the employee assistance programs experienced a beneficial impact on their performance due to decreased anxiety and stress, enhanced morale, better punctuality, and lower absenteeism.	There is a theoretical gap in that the theories utilized in this research differ from those underpinning the present study. Contextually it was also different as it was done on workers in state corporations i.e KPA in Kenya	The current one was on Administration Police Officers in Kwale County, Kenya and theories to be used was different
Nkatha, Muchangi and Kiiru, (2021)	Employee support programs in public level five hospitals in Kenya	The research revealed that employee assistance programs greatly impacted healthcare workers' choices to remain employed in the same organization.	The research has a contextual gap as it was done in hospitals. will target Administrative Police Officers.	The current one was on the uniformed service. It also has a conceptual gap as it targeted clinical officers, nurses and doctors as opposed to the current study
Isani and Warsono, (2022),	Transfer of jobs and organization, resources, learning and advancement, incentives, and employment relations in Malaysia.	This research discovered that organization, resources, learning and development, compensation, and employment relations have a direct or indirect impact on the transfer of positions.	The gap that the study possess is conceptual as it was on organizational resources	The current study was on employee performance. Contextually the study was done in Malaysia.
Otieno, (2022)	Investigated how timing and frequency of transfers affect personal growth.	The research indicated that the timing and frequency of transfer, geographical area, and transfer distance each exert a differing negative impact on personal growth while post transfer benefit has	This research differs conceptually from the present research as it focused on transfers and individual growth.	Focused on employee job transfer and performance of Administration Police Officers

		a positive effect on personal development		
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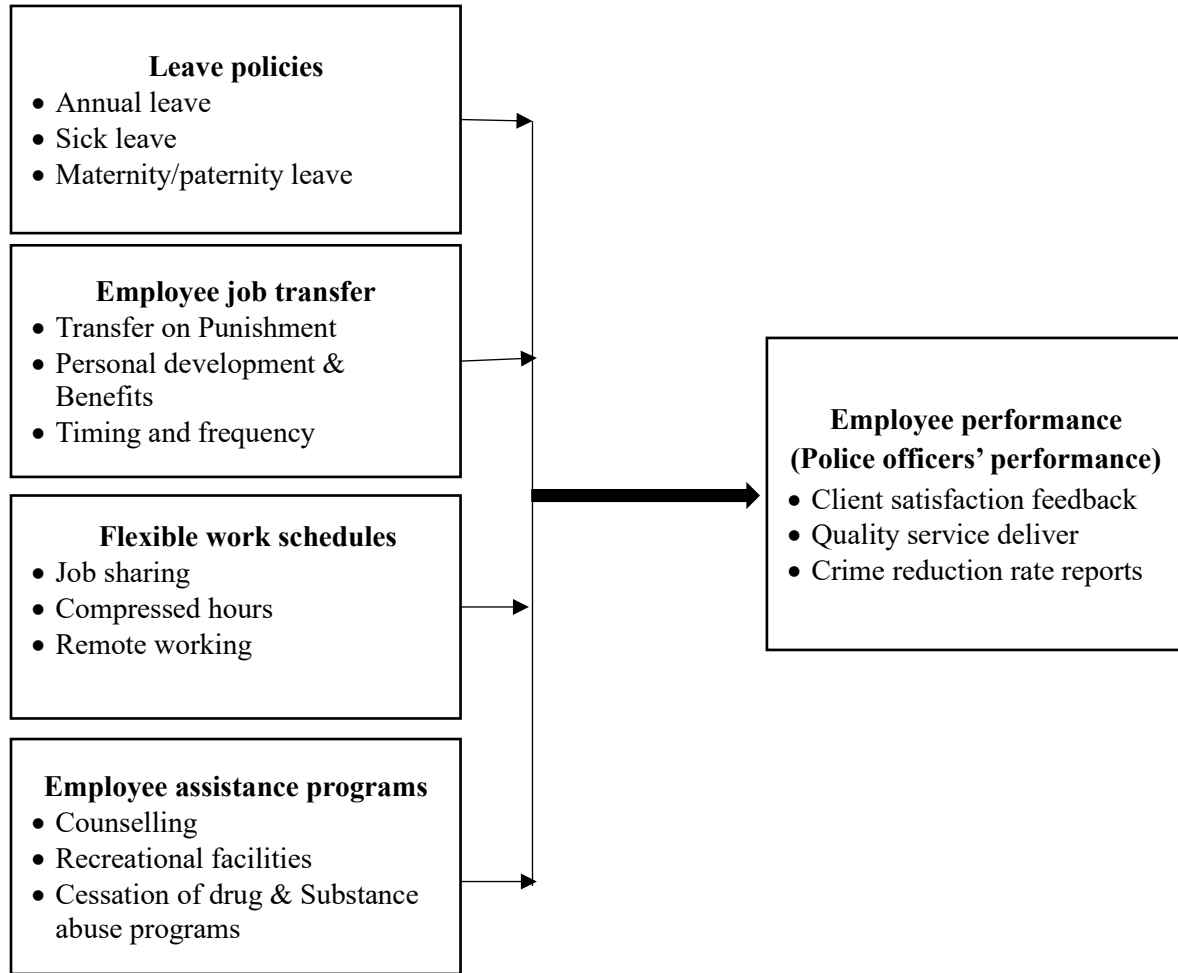
Source: Researcher, 2024)

**2.5 Conceptual Framework**

A conceptual framework is a symbolic illustration that connects the research variables, encompassing the measurement indicators for each variable and their operationalization. This framework illustrates the connection between the independent and dependent variables in the research. The independent factors consist of employee job transfers, flexible scheduling, assistance programs for employees, and leave policies. The variable that depends on others is employee performance.

**Independent Variable**

**Dependent Variable**



**Figure 2.1 Conceptual Framework**

**Source: Researcher, (2024)**

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter deliberates on the research design, target population, sampling technique and sample size, data type, and pilot testing to evaluate the instrument's validity and reliability. The remaining sections cover the data collection tool, the procedure for data collection, as well as the processes for analysis and presentation. It also discusses the ethical considerations that was made during the entire exercise.

### **3.2 Research Design**

The research design serves as a detailed framework for the research, illustrating the methods and locations from which information was accumulated to respond to the exploration questions (McKinney, 2018). This research employed a descriptive research design that effectively offers answers without manipulation. The design focused on the what, when, where, and how of a phenomenon (Siedlecki, 2020). Therefore, the design was perfect for gathering data related to the study topic.

### **3.3 Target population**

The study population includes the complete set of elements that possess information relevant to addressing the research questions (Asiamah, Mensah & Oteng-Abayie, 2017). The researcher focused on the population that includes the group of elements that are of interest. The participants for this research consisted of all the 147 Administration Police Officers from the lowest rank of a Police Constable (PC) to the highest in the county command structure being a Senior Superintendent of Police (SSP). The respondents came from all the six sub counties in Kwale county i.e. Msambweni, Matuga, Kinango, Lunga Lunga, Shimba Hills and Samburu-Kwale sub counties.

**Table 3.1 Target Population**

<b>CADRE OF APS</b>	<b>Msambweni</b>	<b>Matuga</b>	<b>Kinango</b>	<b>Lunga Lunga</b>	<b>Shimba Hills</b>	<b>Samburu Kwale</b>
Superintendent of Police	-	1	-	-	-	-
Sergeant,	2	2	2	2	1	1
Senior Superintendent of Police	-	1	-	-	-	-
Senior Sergeant,	2	1	-	1	1	1
Inspector of police	1	1	-	1	1	1
Corporal,	2	3	2	2	2	2
Constable,	16	19	15	17	15	17
Chief Inspector of Police,	1	2	1	1	1	1
Assistant Superintendent of Police,	1	1	1	1	-	-
<b>TOTAL</b>	<b>25</b>	<b>30</b>	<b>21</b>	<b>25</b>	<b>23</b>	<b>23</b>

**Source: Kenya Police Service HR Department (2024)**

### **3.4 Sampling and Sample Size**

The research was a census and as such researcher sampled the entire population since the population is relatively small (Singh & Masuku, 2014). The sample size was 147 respondents.

### **3.5 Data Collection Instrument**

The research gathered original data. This was accomplished through a structured survey featuring closed-ended questions. As a result, the data collected encompassed both qualitative and quantitative aspects. The researcher survey was divided into parts that encompassed the demographic information of the participants, the independent variables, and the dependent variable. The closed-ended questions were employed a five-point Likert scale, where: 1 =Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly agree. The participants were required to show their degree of agreement regarding the impact of each independent variable adopted by the Administration Police Service command in Kwale County on their individual performance

outcomes. The open-ended questions gave the respondents a chance to freely express themselves, giving their opinions and views while answering the questions.

### **3.6 Pilot Study**

The pilot test was done in Kilifi County. The study piloted 15 respondents, accounting for 10% of the study's sample size and covering the ranks i.e. Police Constables, Corporal, sergeant, senior sergeant, Inspector, Chief Inspectors, Assistant Superintendent of Police, Superintendent of Police and Senior Superintendent of police. According to Bolarinwa (2015) an ideal respondent group for pilot testing the questionnaire ranges from 1% to 10% of the population. The respondents filled the questionnaire and their responses were tested and analysed to check for reliability and validity of the tool. Those who participated in the pilot study did not take part in the main study.

### **3.7 Validity and Reliability of Research Instrument**

The research evaluated the instruments for its validity reliability to ensure that the tools are able to collect the data that was required.

#### **3.7.1 Validity of Research Instrument**

The validity of an instrument, means that the instrument measures what it is developed and set out to measure (Ghazali, 2019). This study adopted the construct validity testing whereby the items in the questionnaire were checked to align with the content in the document and the study objectives. Content validity testing was also done by ensuring all the relevant sections of the study are included in the questionnaire. The researcher with the help of the supervisor checked the questionnaire to ensure the sections covered all the study objectives. This guided in refining the questionnaire to obtain an ideal instrument for this study.

### 3.7.2 Reliability of Research Instrument

Reliability of research instrument refers to an instrument that gives similar results each and every time it is used (Srinivasan, *et al*, 2017). The reliability of a research tool can be assessed by test-retest and internal consistency approaches. This study used internal consistency method to check and ensure the tool is reliable. The respondents in the pilot group filled the questionnaire, which was analysed and findings compared with the Cronbach Alpha index for similarity. The Cronbach Alpha index standard is set at 0.7 threshold (Vaske, Beaman & Sponarski, 2017), and alphas of 0.7 and above indicate that the tool is good enough for use. But results below 0.7 imply the research tool has issues that need editing and adjustments. The same standardization of 0.7 and above was adopted in this study being an indication of a reliable questionnaire as a research instrument. The study achieved 0.739 correlation coefficient value which meant that the questionnaire items were reliable.

**Table 3.2: Reliability Test Results**

<b>Variable</b>	<b><math>\alpha</math>-value</b>	<b>Conclusion</b>
Leave policy	0.706	Reliable
Job transfers	0.785	Reliable
Assistance programs	0.709	Reliable
Flexible work schedules	0.711	Reliable
Employee performance	0.785	Reliable
<b>Aggregate</b>	<b>0.739</b>	<b>Reliable</b>

**Source: Pilot Study, 2025**

### 3.8 Data Collection Procedure

The researcher initially requested approval from Kenyatta University and receive an approval letter, after which applied for a research permit from NACOSTI. The researcher additionally secured approval from the Administration Police Service command in Kwale County to gather data from Administration Police Officers across all six sub counties within Kwale County. Once

the approvals had been obtained, then data collection commenced by booking appointments with the respondents. On the identified dates, the researcher dropped the research questionnaires at all the sub county APS offices. Key point persons was then identified to oversee the issuance of the surveys distributed to the participants and later gathered for retrieval by the researcher. The data collection exercise was completed within a fortnight.

### **3.9 Data Analysis and Presentation**

All gathered data was verified, sanitized, and encoded in preparation for analysis. The information was subsequently be input into Ms. Excel and the Statistical Package for Social Sciences (SPSS version 25.0) for analysis. The assessment included descriptive analysis that produced frequency counts, percentages, means, and standard deviations. The inferential statistics included Pearson correlation analysis, which was performed to demonstrate the relationship between the study objectives. A multiple regression analysis was conducted to demonstrate the direction and strength of the connection between the research objectives. The regression model followed this format:

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

Where: Y =Employee Performance

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = Coefficient Work life balance practices

$X_1$  = Leave policies

$X_2$  = Employee job transfer

$X_3$  = Flexible work schedules

$X_4$  = Employee assistance programs

$\varepsilon$  = Error term

The data was organized into themes according to the specific research objectives and presented in a discussion format. All the study findings was presented in tables, charts and prose form for the discussions.

### **3.10 Ethical Considerations**

In the course of the research exercise, the researcher endeavoured to abide by academic research ethics in matters such as seeking permissions and approvals from both the leadership of the organization and the respondents. The inclusion in the study was based on willingness, where there was no coercion or bribery and the respondents were permitted to leave the questionnaire incomplete whenever they would feel uncomfortable. The data was handled confidentially and utilized solely for academic reasons, with respondents' identities remaining undisclosed. The findings were generalized and to avoid plagiarism, the researcher recognized the source of information and authors.

## CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

### 4.1 Introduction

This chapter provides an analysis of the data gathered from the field. The response rate is presented first, followed by background details of the respondents, along with results from descriptive and inferential statistics.

### 4.2 Response Rate

The research sought to gather information from 147 Administration Police Officers at the entry level of Police Constable from six sub counties in Kwale county, which are Msambweni, Matuga, Kinango, Lunga Lunga, Shimba Hills, and Samburu-Kwale sub counties. Nevertheless, the research did not achieve a 100% response rate due to certain cases of non-response, as shown in Table 4.1.

**Table 4.1: Response Rate**

Questionnaires	Frequency	Percentage
Returned	139	94.6
Not returned	8	5.4
	<b>147</b>	<b>100</b>

Source: Survey Data, 2025

The findings illustrated in Table 4.1 indicate that the response rate was exceptionally high, with 139 respondents completing their questionnaires, representing 94.6%. Conversely, a smaller group of 8 respondents did not participate, leading to a non-response rate of 5.4%. This suggests that the number of participants who engaged was sufficient, allowing the study to derive conclusive results, in accordance with the recommendation by Mugenda and Mugenda (2003) that in descriptive statistics, the proportion of active respondents should exceed 70%.

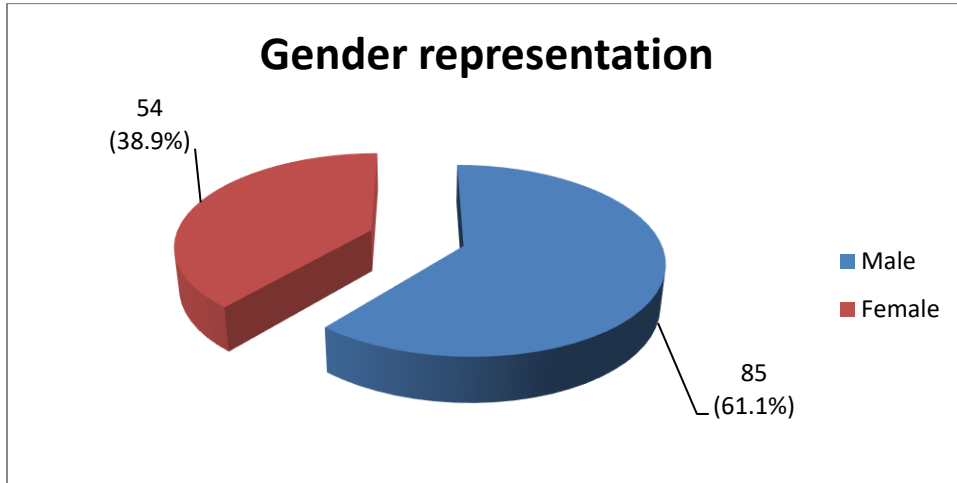
### 4.3 Demographic Information of the Respondents

The demographic information of the respondents was analysed focusing on their gender, rank in administration police service, number of years served in the rank, length of work worked under

the administration police service kwale county and level of education. The results obtained are presented as follows;

### 4.3.1 Gender

The results on gender representation of the respondents in the study are given in Figure 4.1.



**Figure 4.1: Gender representation**

Source: Survey Data, 2025

The findings depicted in Figure 4.1 show that out of the respondents in the study, 85 were male, constituting 61.1%, whereas 54 were female, making up 38.9%. This suggests that there is a reasonably balanced gender representation.

### 4.3.2 Administration Police Rank

The findings regarding the representation of administration police ranks among the respondents in the study are presented in Table 4.2.

**Table 4.2: Administration Police Rank**

Rank	Frequency	Percentage
Police Constable	91	69.8
Corporal	10	7.9
Sergeant	9	6.5
Inspector	5	3.6
Assistant Superintendent of Police	4	2.9

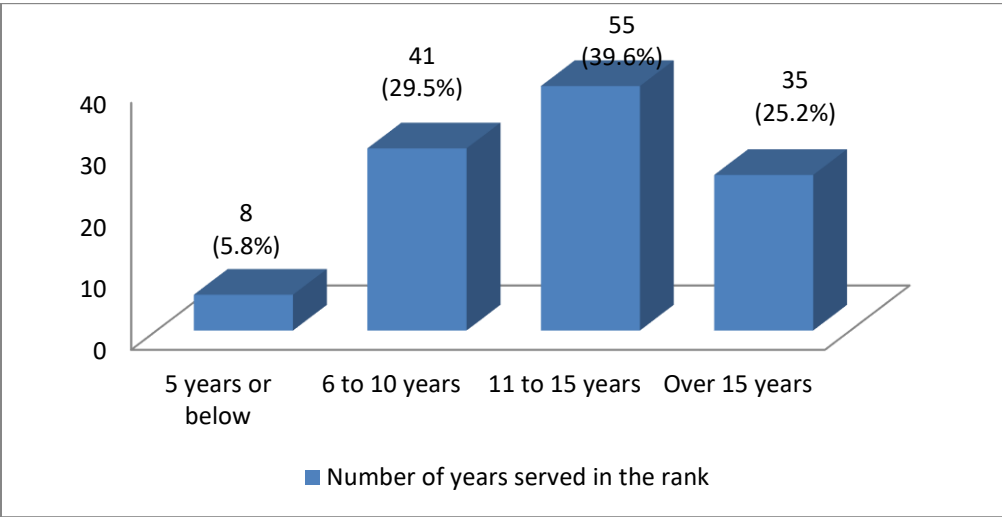
Senior Superintendent of Police	1	0.7
Senior Sergeant	5	3.6
Chief Inspector	6	4.3
Superintendent of Police	1	0.7
	<b>139</b>	<b>100</b>

**Source: Survey Data, 2025**

The findings displayed in Table 4.2 indicate that the majority of respondents held the rank of police constable, accounting for 91 individuals (69.8%), while the percentages of other ranks varied between 0.7% and 7.9%. This minimal percentage can be attributed to the limited number of individuals in the highest rank, although they were adequately represented in the study.

**4.3.3 Number of Years Served in the Rank**

The findings concerning the duration of years served in the rank representation of the study's respondents are illustrated in Figure 4.2.



**Figure 4.2: Number of Years Served in the Rank**

**Source: Survey Data, 2025**

The data presented in Figure 4.2 shows that 90 respondents had been employed in the police service for over 11 years, accounting for 64.8% of the study participants, whereas 49 respondents

had served for less than 11 years, representing 35.3%. This result demonstrates that the majority of respondents in the study possessed significant experience.

#### 4.3.4 Number of Years Worked in Kwale County

The findings concerning the duration of service in the rank representation of the participants in the study are presented in Table 4.3.

**Table 4.3: Number of Years Worked in Kwale County**

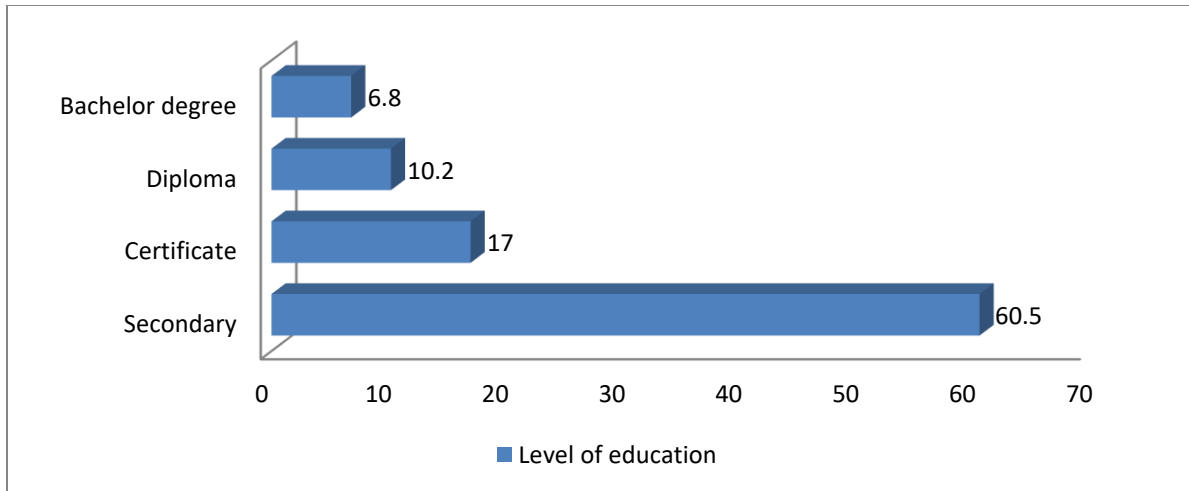
<b>Years worked in Kwale County</b>	<b>Frequency</b>	<b>Percentage</b>
5 years or below	25	17.9
6 to 10 years	53	38.1
11 to 15 years	45	32.4
Over 15 years	16	11.5
	<b>139</b>	<b>100</b>

**Source: Survey Data, 2025**

The results presented in Table 4.3 reveals that a total of 78 respondents, representing 56.0%, had worked in Kwale County for less than 10 years. In contrast, 61 respondents, accounting for 43.9%, had been employed for more than 10 years. This finding suggests that police services do not maintain their workforce in the same regions for extended periods.

#### 4.3.5 Level of Education

The findings concerning the educational level representation of the participants in the study are illustrated in Figure 4.3.



**Figure 4.3: Level of Education**

**Source: Survey Data, 2025**

The findings indicate that a significant portion, specifically 89 respondents or 60.5%, held a secondary level of education, 25(17.0%) held certificate level of education, 15(10.2%) had diploma and 10(6.8%) had bachelor degree level of education. This outcome suggests that the police service actively supports the career advancement of its personnel.

#### **4.4 Descriptive Statistics Results**

The research employed descriptive analysis of the quantitative data, which was articulated in terms of percentages (%), Mean (M) and Standard Deviation (SD) for each questionnaire item corresponding to the specific variable. The findings are presented as follows.

##### **4.4.1 Leave Policy**

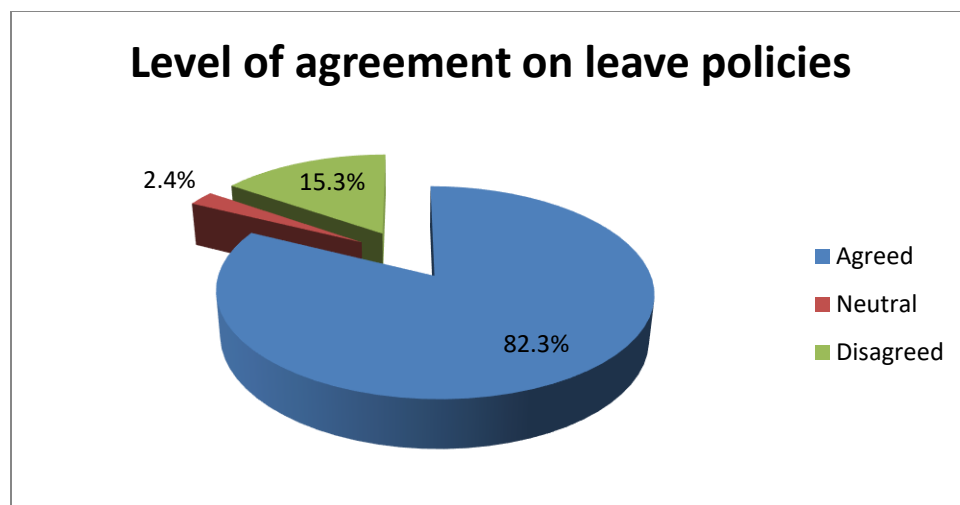
The results on respondents' agreement level on the impact of leave policies on the performance of Administration Police Officers in Kwale County, Kenya are presented in Table 4.4.

**Table 4.4: Leave Policy**

<b>Statements</b>	<b>SD %</b>	<b>D %</b>	<b>N %</b>	<b>A %</b>	<b>SA %</b>	<b>M</b>	<b>St.Dev</b>
My employer allows me to take time off to care for my dependent	12.1	5.3	2.4	33.1	47.1	3.94	1.06
My organization sticks to the leave strategy illustrated in the business understanding.	5.1	3.1	0	52.3	39.5	4.15	0.85
My supervisor typically provides me with extra leave to extend my annual leave.	2.9	10.6	3.2	46.2	37.1	4.26	0.74
This command offers paid maternity and paternity leave.	21.5	11.5	6.6	25.1	35.3	3.57	1.43
Sick leave enables me to focus on my physical and mental health.	1.8	0.0	0.0	61.1	37.1	4.58	0.42
The county permits me to take leave only when it is confirmed that I have no outstanding assignments.	13.6	4.5	2.3	29.4	50.2	4.06	0.94
<b>Aggregate score</b>	<b>9.5</b>	<b>5.8</b>	<b>2.4</b>	<b>41.2</b>	<b>41.1</b>	<b>4.09</b>	<b>0.91</b>

**Source: Survey Data, 2025**

The results in Table 4.4 indicate that the respondents generally agreed that the leave policies implemented by the Administration Police Officers in Kwale County, Kenya had an influence on their employee performance as indicated by aggregate mean and standard deviation score of 4.09 and 0.91 respectively. On average, 82.3% of the respondents agreed, 2.4% indicated neutral and 15.3% disagreed as shown in Figure 4.4. The finding agree with the finding of the research by Gatimu and Kagiri (2021) who aimed to ascertain the effect of leave policy on staff satisfaction in Kenya's telecommunication sector. The review results showed that most respondents agreed that there is an arrangement for yearly pass on to a critical degree.



**Figure 4.4: Leave Policies**

**Source: Survey Data, 2025**

#### 4.4.2 Employee Job Transfers

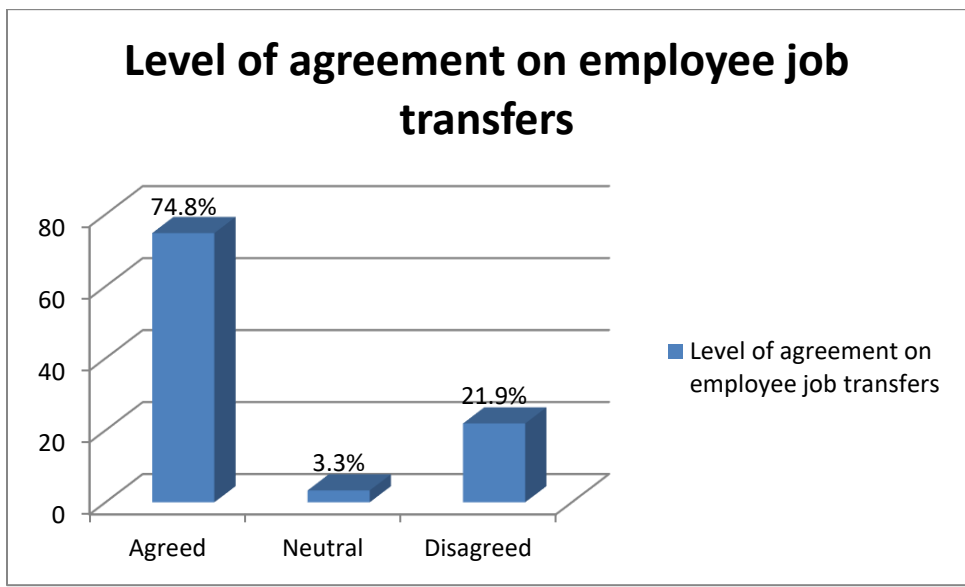
The results on respondents' agreement level on the impact of employee job transfers on the performance of Administration Police Officers in Kwale County, Kenya are presented in Table 4.5.

**Table 4.5: Employee Job Transfers**

Statements	SD %	D %	N %	A %	SA %	M	St.Dev
The area that I am transferred to is a harsh environment	10.6	16.1	8.4	28.5	36.4	4.09	0.91
The distance from home sub-county is considered during transfers	1.6	5.2	0.0	41.1	52.1	4.55	0.45
Transfers are used as punishment	20.5	25.1	3.7	30.6	20.1	3.99	1.01
Timing and frequency of transfers are predictable	5.2	7.9	1.6	39.1	46.2	4.22	0.78
Transfers are beneficial to me in terms of Personal development & social life.	13.1	4.1	2.9	44.4	35.5	4.07	0.93
<b>Aggregate score</b>	<b>10.2</b>	<b>11.7</b>	<b>3.3</b>	<b>36.7</b>	<b>38.1</b>	<b>4.18</b>	<b>0.82</b>

**Source: Survey Data, 2025**

The results presented in Table 4.5 demonstrates that the participants largely concurred that the employee job transfers enacted by the Administration Police Service in Kwale County, Kenya, had an impact on their job performance, as evidenced by an overall mean score of 4.18 and a standard deviation of 0.82. This was generally agreed by majority (74.8%) of the respondents, 3.3% indicated neutral and 21.9% indicated disagree as shown in Figure 4.5. The finding is in line with Mwaniki, (2022) who aimed to determine how flexible work schedules affected the work execution of representatives at Safaricom PLC. The study revealed that the characteristics of a flexible workplace account for 43.2% of staff performance, showing a moderate correlation of 0.658 between the two elements, stemming from the overall effect of flexible working hours on employee effectiveness.



**Figure 4.5: Employee Job Transfers**

**Source: Survey Data, 2025**

#### 4.4.3 Assistance Programs

The results on respondents' agreement level on effect of employee assistance programs on the performance of Administration Police Officers in Kwale County, Kenya are presented in Table 4.6.

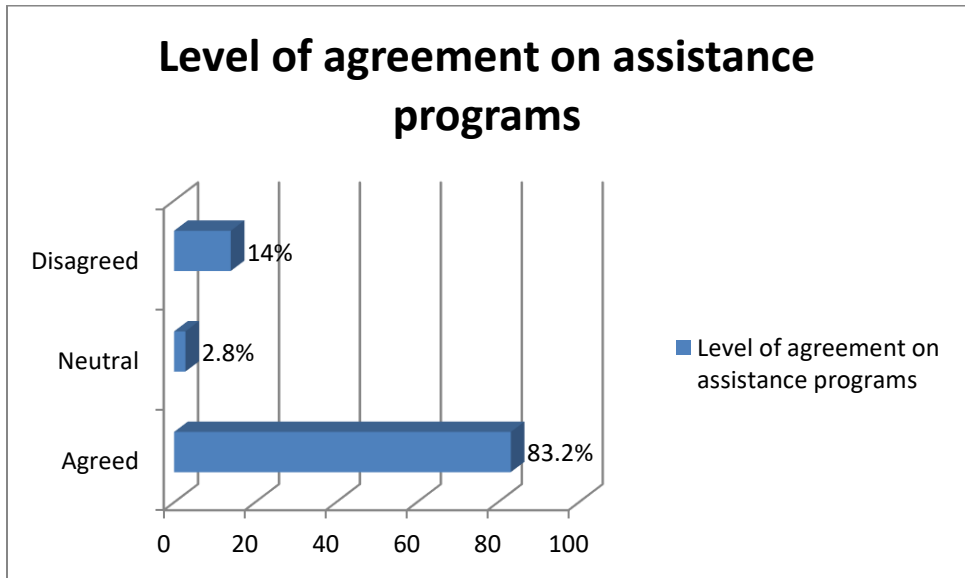
**Table 4.6: Assistance Programs**

Statements	SD %	D %	N %	A %	SA %	M	St.Dev
The Kwale county APS command offers Counselling service programs to all Administration Police officers	23.1	12.2	6.1	25.4	33.2	3.58	1.42
Recreation facilities are in the county and open to Administrative Police Officers	2.1	6.2	0.0	55.3	36.4	4.33	0.67
There are programs that help officers in Cessation of substance and drug misuse	3.5	0.0	5.2	52.4	38.9	4.14	0.86
There exists a program on stress management in the county that is offered to officers free	5.6	3.2	0.0	34.9	56.3	4.06	0.94
<b>Aggregate score</b>	<b>8.6</b>	<b>5.4</b>	<b>2.8</b>	<b>42.0</b>	<b>41.2</b>	<b>4.03</b>	<b>0.97</b>

**Source: Survey Data, 2025**

The results in Table 4.6 indicate that the respondents generally agreed that the assistance programs implemented by the Administration Police Officers in Kwale County, Kenya had an influence on their employee performance as indicated by aggregate mean and standard deviation score of 4.03 and 0.97 respectively. On average, 83.2% of the respondents agreed, 2.8% indicated neutral and 14.0% disagreed as shown in Figure 4.6. The finding is in line with Onzara (2022) who examined how employee assistance programs affect worker productivity in state corporations in Kenya, specifically targeting the Kenya Ports Authority (KPA). The research revealed that employees who

engaged with the employee assistance programs experienced enhanced performance due to decreased anxiety and stress, better work morale, increased punctuality, and lower absenteeism.



**Figure 4.6: Assistance Programs**

Source: Survey Data, 2025

#### 4.4.4 Flexible Work Schedules

The results on respondents’ agreement level on the influence of flexible work schedules on the performance of Administration Police Officers in Kwale County, Kenya are presented in Table 4.7.

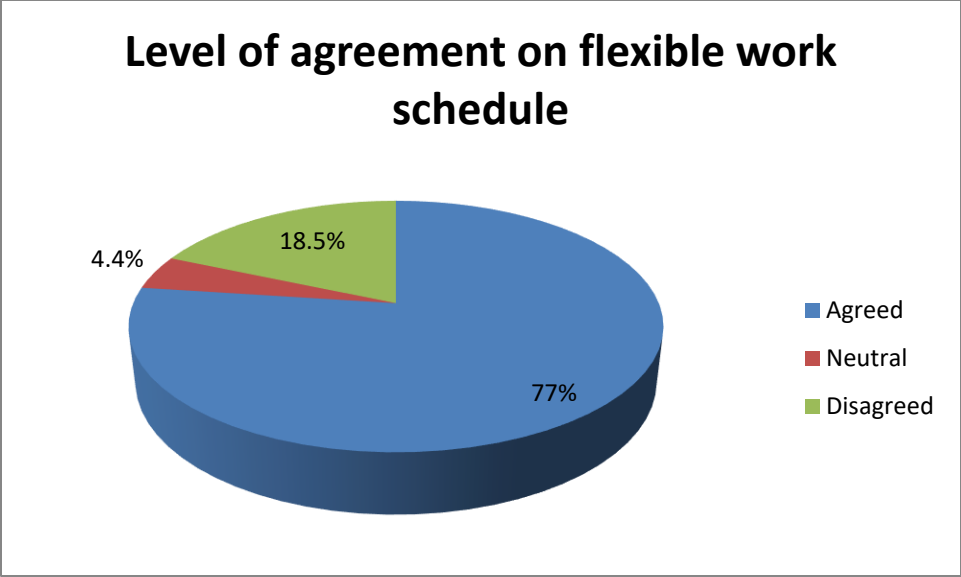
**Table 4.7: Flexible Work Schedule**

Statements	SD %	D %	N %	A %	SA %	M	St.Dev
Job-sharing is done equally among Administration Police officers in the county	4.3	12.3	5.2	29.1	49.1	4.19	0.81
Sometimes I can work remotely from home.	10.1	12.2	5.4	32.1	40.2	3.91	1.09

I believe the APS in Kwale County offers flexible working schedules fairly	6.2	17.4	10.1	32.1	34.2	4.36	0.64
I am able to identify the beginning and conclusion times for specific tasks given.	4.3	9.1	0.0	50.2	36.4	4.49	0.51
I condense the weekly hours by putting in extended hours each week to secure a day off.	12.3	4.4	1.4	27.7	54.2	4.22	0.78
<b>Aggregate score</b>	<b>7.4</b>	<b>11.1</b>	<b>4.4</b>	<b>34.2</b>	<b>42.8</b>	<b>4.23</b>	<b>0.77</b>

**Source: Survey Data, 2025**

The results presented in Table 4.7 demonstrates that the participants largely concurred that the employee flexible work schedules implemented by the Administration Police Officers in Kwale County, Kenya, had an impact on their job performance, as evidenced by an overall mean score of 4.23 and a standard deviation of 0.77. This was generally agreed by majority (77.0%) of the respondents, 4.4% indicated neutral and 18.5% indicated disagree as shown in Figure 4.7. The results agree with Isani and Warsono (2022) who examined the content and context surrounding the connection between job transfer and factors such as organization, resources, learning and development, rewards, and employment relationships in Malaysia. the research discovered that organization, resources, learning and development, compensation and employment relations, as well as remuneration and employment relations in an indirect way affect the exchange of positions.



**Figure 4.7: Flexible Work Schedule**

Source: Survey Data, 2025

**4.4.5 Employee Performance**

The results on respondents’ agreement level on performance of Administration Police Officers in Kwale County, Kenya are presented in Table 4.8.

**Table 4.8: Employee Performance**

Statements	SD %	D %	N %	A %	SA %	M	St.Dev
The crime rate in the county has reduced	35.6	22.4	6.8	19.1	16.1	3.52	1.48
Quality of service delivery have a positive impact on my performance	7.1	20.1	8.1	29.3	35.4	2.64	2.36
Staff always received fast feedback from their seniors	36.2	22.4	10.2	18.7	12.5	2.97	2.03
Frequent transfers affect quality service delivery	9.4	17.3	2.4	32.8	38.1	3.06	1.94
Lack of counselling service leads to officer absenteeism and affects performance	15.1	21.2	15.2	17.2	31.3	3.11	1.89

A direct link exists between the performance of employees and the work-life balance within the APS command of Kwale County.	29.1	15.3	31.2	13.1	11.3	3.41	1.59
Client satisfaction feedback improves performance of police officers	32.1	25.4	13.7	15.2	13.6	2.68	2.32
<b>Aggregate score</b>	<b>23.5</b>	<b>20.6</b>	<b>12.5</b>	<b>20.8</b>	<b>22.6</b>	<b>3.06</b>	<b>1.94</b>

Source: Survey Data, 2025

The results in Table 4.8 show that the respondents indicated neutral on all the statements regarding the performance of Administration Police Officers in Kwale County, Kenya as shown by aggregate mean and standard deviation score of 3.06 and 1.94 respectively. These statements were disagreed by 44.1% of the respondents, 12.5% indicated neutral and 43.4% agreed as shown in Figure 4.8. The finding is in contrary with Kathina and Bula (2021) research observation that employee performance is described as the capacity of a singular specialist to perform well in the allotted job-related tasks and successfully complete them using available resources, as per guidelines and in the allocated time.

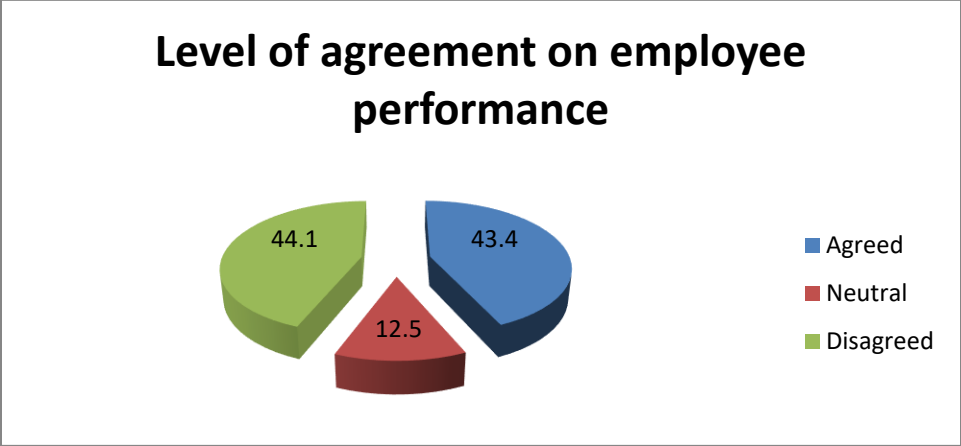


Figure 4.8: Employee Performance

Source: Survey Data, 2025

## 4.5 Inferential Statistics Results

The study conducted inferential analysis involving correlation analysis and regression analysis to determine how one variable influenced the other. The findings are presented as follows;

### 4.5.1 Correlation Analysis

**Table 4.9: Correlation Analysis**

		Leave policy	Employee job transfers	Assistance programs	Flexible work schedules	Employee performance
Leave policy	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	139				
Employee job transfers	Pearson Correlation	.301	1			
	Sig. (2-tailed)	.021				
	N	139	139			
Assistance programs	Pearson Correlation	.206	.201	1		
	Sig. (2-tailed)	.029	.116			
	N	139	139	139	1	
Flexible work schedules	Pearson Correlation	.211				
	Sig. (2-tailed)	.320				
	N	139	139	139	139	
Employee performance	Pearson Correlation	.702*	.802*	.711*	0.754*	1
	Sig. (2-tailed)	.000	.000	.000		
	N	139	139	139	139	139

\*. Correlation is significant at the 0.05 level (2-tailed).

**Source: Survey Data, 2025**

The Pearson r coefficients for leave policy, employee job transfers, assistance programs and flexible work schedules was 0.702, 0.802, 0.711 and 0.754 respectively against the the performance of Administration Police Officers in Kwale County, Kenya. This finding implies that

leave policy, employee job transfers, assistance programs and flexible work schedules were positively and significantly correlated with the performance of Administration Police Officers in Kwale County, Kenya.

#### 4.5.2 Multiple Regression Analysis

The influence of one variable on the other was determined using regression analysis. Table 4.10, 4.11 and 4.12 summarizes the findings through model summary, Analysis of Variance and Coefficients respectively.

**Table 4.10: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.904	0.817	0.795	0.003

**Source: Survey Data, 2025**

The results in Table 4.10 shows that the adjusted R square (coefficient of correlation) value was 0.795, indicating that the independent variables (leave policy, employee job transfers, assistance programs and flexible work schedules) had a strong link with the performance of Administration Police Officers in Kwale County, Kenya. This indicates that independent variables studied explain about 79.5% variations on employee performance with the remaining 20.5% described by factors not included in the model.

The results of Analysis of Variance (ANOVA) are demonstrated in Table 4.11.

**Table 4.11: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	169.001	4	42.250	50.386	0.004
	Residual	112.364	134	0.839		
	Total	281.365	138			

As shown in Table 4.11 significance value is at 0.004 which is below 0.05. The F value is 50.386 which is higher than the mean square value of 42.250. This means that the regression model was statistically significant.

**Table 4.12: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	0.605	0.215		2.814	0.002
Leave policy	0.754	0.226	0.0124	3.336	0.003
Employee job transfers	0.706	0.119	0.0415	5.933	0.004
Assistance programs	0.779	0.305	0.0524	2.554	0.002
Flexible work schedules	0.712	0.297	0.0692	2.397	0.003

**Source: Survey Data, 2025**

The results shows that the performance of Administration Police Officers in Kwale County, Kenya would be at 0.605 is all the independent variables are kept constant. The regression coefficients of indicate that an improvement on leave policy, employee job transfers, assistance programs and flexible work schedules would improve the performance of Administration Police Officers in Kwale County, Kenya by 0.754, 0.706, 0.779 and 0.712 respectively. The final regression is expressed as;

$$\text{Employee performance} = 0.605 + 0.754 (\text{leave policy}) + 0.754(\text{employee job transfers}) + 0.779(\text{assistance programs}) + 0.712(\text{flexible work schedules}) + \epsilon$$

The leave positive was established to have a positive significant influence on the performance of Administration Police Officers in Kwale County, Kenya ( $\beta=0.0124$ ,  $t=3.336$ ,  $p=0.003$ ). The finding concur with Woli, Isiaka, Ajayi, and Adeyemi (2021) who investigated how using annual leave policies impacts the work productivity habits of civil servants in Kwara State, Nigeria. The

findings indicated that the change in variability of a civil servant's productive work habits is explained by the leave policy factor.

The relationship between employee job transfers and the performance of Administration Police Officers in Kwale County, Kenya ( $\beta=0.0124$ ,  $t=3.336$ ,  $p=0.003$ ). The results is consistent with Otieno (2022) who examines how the timing and frequency of transfers impact personal development. The research indicated that the timing and frequency of transfer, geographic location, and distance of transfer negatively influence personal development, while the post-transfer advantage positively affects personal growth.

The assistance programs had a positive significant influence on the performance of Administration Police Officers in Kwale County, Kenya ( $\beta=0.0524$ ,  $t=2.554$ ,  $p=0.002$ ). The results agree with Kipkemoi, Omolo, and Onditi (2022) who examined how employee assistance programs affect employee performance. The research approach utilized for this investigation was a Case study. The research demonstrated that staff assistance programs importantly influence employee performance.

The study revealed that flexible work schedules was positively and significantly related with the performance of Administration Police Officers in Kwale County, Kenya ( $\beta=0.0692$ ,  $t=2.397$ ,  $p=0.003$ ). The finding is in line with Dikirr and Ouya (2021) who researched the effect of adaptable work strategies on staff execution in advanced education organizations in Nyeri Province, Kenya. The results demonstrate that there exists areas of strength for a connection between adaptable working hours and worker execution ( $r=0.467$ ,  $p=0.005$ ).

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

The chapter presents the summary of findings, conclusions and recommendations of the the study. In addition, the suggestions for further studies.

### **5.2 Summary of the Study**

The general objective was to investigate the influence of work-life-balance practices on the performance of Administration Police Officers in Kwale County, Kenya. The work-life-balance practices studied were: leave policies, flexible work schedules, employee assistance programs and employee job transfers. Data was collected from all the police ranks using a structured questionnaire. The analysis of data was done using descriptive statistics and inferential statistics. The summary finding is expressed as follows;

#### **5.2.1 Leave Policy and Employee performance**

The study evaluated the impact of leave policies on the performance of Administration Police Officers in Kwale County, Kenya. The leave policy was established to have a positive significant influence on the performance of Administration Police Officers in Kwale County, Kenya. Sick leave allows employees to concentrate on their physical and mental well-being. Typically, the supervisor grants additional leave to employees to prolong their annual leave, and the organization adheres to the leave policy outlined in the Service Standing Orders.

#### **5.2.2 Employee Job Transfers and Employee Performance**

The study explored the impact of employee job transfers on the performance of Administration Police Officers in Kwale County, Kenya. The relationship between employee job transfers and the performance of Administration Police Officers in Kwale County, Kenya was found to be significant. The distance from the home sub-county is taken into account when planning transfers.

The timing and frequency of these transfers are consistent, and they provide advantages to employees regarding personal development and social life.

### **5.2.3 Assistance Programs and Employee Performance**

The study analysed the effect of employee assistance programs on the performance of Administration Police Officers in Kwale County, Kenya. The assistance programs had a positive significant influence on the performance of Administration Police Officers in Kwale County, Kenya. Recreational facilities are available within the county and are accessible to Administrative Police Officers. There are initiatives designed to assist officers in the cessation of substance and drug abuse, and a stress management program is also provided to officers in the county at no cost.

### **5.2.4 Flexible Work Schedules and Employee Performance**

The study investigated the influence of flexible work schedules on the performance of Administration Police Officers in Kwale County, Kenya. The study revealed that flexible work schedules was positively and significantly related with the performance of Administration Police Officers in Kwale County, Kenya. Job-sharing is distributed equally among the Administration Police officers within the county. The personnel are of the opinion that the APS in Kwale County provides fair and flexible working schedules. The employees can determine the start and end times for designated tasks, and they are able to reduce their weekly hours by working additional hours each week to obtain a day off.

## **5.3 Conclusions of the Study**

The research concludes that leave policies provide Administration Police Officers with the opportunity to rejuvenate and address personal matters, ultimately enhancing their productivity. Granting officers time off when needed helps to avert burnout and boosts their morale. Leave

policies are crucial for ensuring that officers perform their responsibilities effectively, contributing to a more robust work environment.

The study concludes that relocating officers with specific skills to various regions fosters innovative policing strategies or perspectives that positively impact society. The regular assignment of officers to new areas cultivates a broader skill set by confronting diverse challenges, thereby improving their overall policing effectiveness. Moving officers from one region to another offers them a fresh opportunity for personal development and motivation.

The study concludes that the assistance programs including training and development programs, are designed to enhance the overall performance of police officers, enabling them to carry out their responsibilities more effectively as they gain skills and confidence. Programs aimed at the mental well-being of officers help to lower burnout rates and increase job satisfaction, thereby allowing them to perform their duties more effectively. Additionally, programs that encourage officers to engage in local activities help to close the divide between law enforcement and the community.

The study concludes that flexible work schedules allow officers to actively participate in community events, fostering relationships with society members and enhancing the public's perception of the entire police force. Additionally, flexible work schedules facilitate greater interaction between police officers and their families, which in turn enhances their performance in the workplace.

## **5.4 Recommendations of the Study**

### **5.4.1 Recommendation for Policy**

The study recommends that there must be transparent leave entitlements that enable officers to readily obtain information regarding their leave allowances, including annual leave, sick leave, and special leave, which can be facilitated through digital platforms or regular briefings. Officers

should be permitted to take emergency leave or short-term leave to provide them with the necessary support urgently, thereby contributing to a healthier work-life balance. Regular assessments should be carried out on leave usage to identify patterns and aid in the revision of leave policies that best meet their needs.

#### **5.4.2 Managerial recommendations**

The study recommends that a thorough program must be established to orient officers assigned to a new station regarding local cultures, community issues, and the expectations of community members, thereby aiding their acclimatization to the new environment. It is essential to foster positive partnerships between newly assigned officers and community leaders by conducting regular meetings focused on discussing community concerns and police priorities. Additionally, pairing newly transferred officers with seasoned ones will facilitate a smoother transition.

The study recommends that training should be made more comprehensive by integrating modules on conflict management, proper communication methods and engaging with community members to equip the officers with skills that can enable them to relate with the community more effectively. There is need to incorporate mental health awareness programs and resilient training since officers may be facing stressful situations. A structured support system is necessary through peer support groups within the units for officers to freely express their experiences and challenges in a conducive environment.

#### **5.5 Suggestions for Further Study**

The study suggests that further studies should be carried out that focus on other work-life-balance practices not studied to address the conceptual gap identified. In addition, the study suggests that similar study can be done that focus on other security forces within the Country.

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## APPENDICES

### APPENDIX I: LETTER OF INTRODUCTION

Dear Respondent,

I am Phinehas Ochieng, presently pursuing an MBA in human resource management at Kenyatta University, and as prerequisite of my studies, I am required to conduct a research project. My subject is: THE PRACTICES OF WORK-LIFE BALANCE AND THE PERFORMANCE OF ADMINISTRATION POLICE OFFICERS IN KWALE COUNTY, KENYA.

You have been selected to participate in this research; kindly help by filling out the attached questionnaire. The information you provide will be used to finalize my research project and will solely be for academic use. Fill all the questions and **do not write** your name, service number, personal number or any other information that may identify you.

Thank You.

O.P.O

Phinehas Ochieng

**D53/OL/HEP/22383/2021**

## APPENDIX II: QUESTIONNAIRE

Kindly answer all the questions in the spaces provided.

### Section I: Demographic Information of the Respondents

Gender	Male	Female
Rank in Administration Police Service	Police Constable	Corporal
	Sergeant	Senior Sergeant
	Inspector	Chief Inspector
	Assistant Superintendent of Police	Superintendent of Police
	Senior Superintendent of Police	
Number of years served in the rank	0 to 5	6 to 10
	11 to 15	15 plus
Length of work worked under the Administration Police Service Kwale County	0 to 5	6 to 10
	11 to 15	15 plus
Level of education	PhD	Master degree
	Bachelor degree	Diploma
	Certificate	Other

### Section II: ASPECTS OF WORK-LIFE BALANCE PRACTICES

For this section, use the five-point Likert scale to rate the extent to which you agree or disagree with these statements. The evaluation scale goes from 1 to 5, with 1 signifying Strongly disagree, 2 indicating Disagree, 3 representing Neither, 4 meaning Agree, and 5 denoting Strongly agree.

#### A. Leave Policy

Below are statements that theorize different contexts of leave policies and performance Administration Police Officers in Kwale County.

No.	Statements	1	2	3	4	5
1	My employer allows me to take time off to care for my dependent					
2	My organization sticks to the leave strategy illustrated in the business understanding.					
3	My supervisor typically provides me with extra leave to extend my annual leave.					
4	This command offers paid maternity and paternity leave.					
5	Sick leave enables me to focus on my physical and mental health.					
6.	The county permits me to take leave only when it is confirmed that I have no outstanding assignments.					

### **B. Employee job transfer**

Below are statements that theorize different contexts of police job transfer and performance of Administration Police Officers in Kwale County.

	Statements	1	2	3	4	5
1.	The area that I am transferred to is a harsh environment					
2.	The distance from home sub-county is considered during transfers					
3.	Transfers are used as punishment					
4.	Timing and frequency of transfers are predictable					
5.	Transfers are beneficial to me in terms of Personal development & social life.					

### **C. Assistance programs**

Below are statements that theorize different contexts of police assistance programs and performance of Administration Police Officers in the county government of Kwale.

	<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	The Kwale county APS command offers Counselling service programs to all Administration Police officers					
2.	Recreation facilities are in the county and open to Administrative Police Officers					
3.	There are programs that help officers in Cessation of substance and drug misuse					
4.	There exists a program on stress management in the county that is offered to officers free					

#### **D. Flexible Work Schedules**

Below are statements that theorize different contexts of flexible work schedules and performance Administration Police Officers in Kwale County.

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Job-sharing is done equally among Administration Police officers in the county					
2.	Sometimes I can work remotely from home.					
3.	I believe the APS in Kwale County offers flexible working schedules fairly					
4.	I am able to identify the beginning and conclusion times for specific tasks given.					
5.	I condense the weekly hours by putting in extended hours each week to secure a day off.					

#### **E. Employee performance**

**Mark one for each statement according to your degree of agreement or disagreement.**

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	The crime rate in the county has reduced					

2.	Quality of service delivery have a positive impact on my performance					
3.	Staff always received fast feedback from their seniors					
4.	Frequent transfers affect quality service delivery					
5.	Lack of counselling service leads to officer absenteeism and affects performance					
6.	A direct link exists between the performance of employees and the work-life balance within the APS command of Kwale County.					
7.	Client satisfaction feedback improves performance of police officers					