

**WORK LIFE BALANCE AND EMPLOYEE PERFORMANCE IN THE
MINISTRY OF FINANCE AND ECONOMIC PLANNING KITUI
COUNTY GOVERNMENT, KENYA**

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DECLARATION

This research project is my original work and has never been submitted for a degree in any other University.

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For and on behalf of Kenyatta University

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

DEDICATION

This research project is dedicated to Mr. and Mrs. Mulwa, my lovely parents, for their love, care, support and encouragement during my academic endeavor.

ACKNOWLEDGEMENT

Without doubt, undertaking academic research is a journey that is not easy. However, God is good and has been faithful and I trust He will see me through. The journey would not have been successful without the keen and professional guidance accorded to me by my supervisor, Dr. Jedidah Muli.

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ABBREVIATIONS AND ACRONYMS

HR	Human Resource
HRM	Human Resource Management
WLB	Work-Life -Balance
WLI	Work- Life -Initiatives
FWAs	Flexible working arrangements
WLBI	Work Life balance Initiatives
LP	Leave Policies
FR	Family Responsibilities
WP	Welfare policies
TSC	Teachers Service Commission

OPERATIONAL DEFINITION OF TERMS

- Work- Life- Balance:** Management of work and life responsibilities without adversely affecting either work or life responsibilities.
- Flextime:** Convenient time for employee to report and leave work station.
- Work- life - conflict:** The negative interference between social life responsibilities and work responsibilities.
- Work -life -initiatives:** There are the programmes and Practices offered by the employer for the benefits of the employee and are not required by law.
- Employee performance:** The Employee's favourable outcome in term of efficiency and productivity at work place
- Organizational performance:** This is the achievement of an organization's Human Resource Management goals and objectives which is reflected in the performance and retention of the employees

ABSTRACT

Work Life Balance is the working arrangements that make sure an employee balances between personal and work responsibilities. Poor Work Life Balance is a major risk that poses risks to the well-being of the employees, their performance, and organizational performance. Most of the employees often find it challenging to balance their social life and employment responsibilities. The study sought to examine the relationship between work-life-balance and performance of Kitui county government employees. The objectives of the study were to establish the effect of leave policy on the performance of employees; to examine effect of flexible working arrangements on the performance of Employees; to investigate the effect of welfare policies on the performance of employees and to examine the effect of family responsibilities on the performance of employees of the ministry for finance and economic planning Kitui County government. The study was anchored on the spill over theory and the role theory. The findings of the research would be helpful to the HR managers, government policy makers and scholars and students of HRM. The study adopted an explanatory research design and a descriptive research design. The targeted population was the 207 employees who work in the ministry of finance and economic planning of Kitui county government. They comprised of top level management, middle-level management, and the subordinate staff. The researcher adopted a stratified sampling and simple random sampling to get a representative sample for the research. The sample size was 25% of the target population; that is, 53 employees, 4 from the top management, 11 from middle-level management and 38 from the subordinate staff. The study used a semi -structured questionnaires with both closed-ended and open-ended questions to collect data from the sample. A drop and pick method was employed to administer the questionnaires to the respondents, but they were pre-tested for reliability and validity before being administered to the respondents. The collected data was analyzed and presented using SPSS. Descriptive statistics like frequency distribution was used to analyze the data. The presentation of the data was done using frequency tables, pie charts and bar graphs. Moreover, a correlation and multiple regression analysis to determine the correlation between WLB and employee's performance were conducted. The findings of the study indicated that there is a negative correlation between leave policy and employees' performance as well as between welfare policies and employees' performances. Therefore, it was concluded that the presence of welfare and leave policies is crucial; it does not affect performance, but the lack of it may cause a decline in performance. On the other hand, flexible work arrangements and family policies were found to be positively correlated to employees' performance. The researcher recommended more flexible work arrangements be made available to all employees as long as it won't compromise on performance. More welfare service such as a professional counselor, recreational facilities, and childcare services should be made available for all employees. Moreover, the county government should consider establishing family holiday where employees and their dependents would be shown a sort of appreciation. This would not only help the employees to reduce work-related stress but would also be motivated to perform better at work. Finally, further research should be conducted in other county governments and over the years to confirm the findings of this study.

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

As the work environment becomes more dynamic day by day, it is important that employers both in private and public sector ensure there are better work life balances to ensure employee performance. Globalization and advancement in technology have led to increased competition among organizations (Evans, Pucik and Barsoux 2002), prompting organizations to focus on work life balance initiatives to enhance employee performance. Employees are an important resource in any organization; hence, it is prudent for human resource managers to optimize their contribution to the company's goals and objectives as a way of sustaining effective employee performance by minimizing work life conflicts (Afshan, Sobia, Kamran and Nasir 2012).

Therefore, both private and public organization must treat their employee well by ensuring their welfares are considered to enhance their performance. The UK government has been at the forefront in campaigning for better work life balance to enhance the employees' performance. A Research commissioned by the UK government revealed that inflexible and working long hours leads to poor health, poor family life, and lower employee's productivity (Arrowsmith, 2001). Developed countries like the UK have gradually embraced work life balance initiatives, but most developing countries, especially in Africa are yet to embrace them fully despite evidence of a statistical positive correlation between work life balance and employees' performance.

In Kenya, some large private organizations have established work life balance facilities to reduce the work family conflicts that may negatively affect the employee's performance. Some of the facilities include day care facilities, health facilities for men and women, prayer

rooms, and Flexi time for lactating mother. Some organizations like ECO Bank, Britam, and the standard chartered bank have instituted work life balance facilities to mitigate employee stress, and enhance their performance. This is crucial for performance in the modern competitive business environment. Frese (2002) observed that Organizations need high performance of their employees to meet their goals and attain a competitive advantage.

1.1.1. Work life balance

The concept work life balance is commonly used in a comprehensive way to describe policies that were previously known as family friendly, though they have been extended beyond the scope of the family (Obiageli, Uzochukwu, and Ngozi, 2015). Different researchers have defined the term work-life balance differently using diverse dimensions (Poulose and Sudarsan, 2017). Initially, the concept of work-life balance was conceived to refer to the conflict between family and work Bloom, Kretshmer and Van Reenen (2006) and work-family enhancement Grzywacz and Marks (2000). According to Greenhaus, Collins, and Shaw (2003), work life balance is the absence of work-family conflict or the intensity or rate of recurrence with which family interferes with work and work interferes with family. According to Greenhaus and Allen (2006) work-life balance is the degree to which an individual's satisfaction and effectiveness in the roles of work and family domain are well-matched with the individual's life priorities.

On their part, Grzywacz and Carlson (2012) defined work-life balance as *“accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role-related partners in the work and family domains.”* The employees dedicate more hours to their work as a result of business competition and uncertainty in the economy. As a result, other important issues like parenting suffer and there is an increased rate of burn-out of employees especially in large organizations (Litting, 2008). However, many organizations are

gradually coming to terms with the issues of work life balance and its effects on staffs' performance as well as the challenge of attracting and retaining the best employees.

Therefore, there is a need for HR managers to develop policies that solve the work life conflict; hence, motivating the employees. The common Work life balance policies that HR Managers ought to develop are leave policies, Flexible working arrangements, welfare policies and family responsibilities. Leave policies entails various types of leaves for the employees. A leave refers to a number of days or hours employees of an organization are allowed to be out of their duties without consequences. The employees who are on leave are paid full salary, but are required to give reasons for the leave (Obiageli, Uzochukwu, and Ngozi, 2015). The time off duties during the leave helps them to release themselves from work stress creating a balance between their family and work activities.

There are various types of leaves that can be included in leave policies. They include; annual leave, which is a formal paid leave an employee, is entitled to for the purpose of recreation after a period of qualifying services (Obiageli, Uzochukwu, and Ngozi, 2015). Parental leave, which is an official permission an employee with child caregiving responsibilities is entitled to in the course of employment; Care's leave, an official permission for someone who have a sick or injured immediate members of the family; and paid family and medical leave, which is given to an employee to attend to personal health or dependent care challenges (Oludayo, 2015). Other leaves are study leaves and sick leave.

Over the past six decades, workplace demographic has changed with more women being part of the workforce and joining jobs that have more responsibilities (Galinsky, Aumann, and Bond, 2011). Therefore, most families had to learn to balance between work and social life. As a result, FWAs have gained popularity around the world (Joiner and Bakalis, 2006) as a way of reducing work life conflict. The FWAs include working overtime, compressed work

week, flextime, telecommuting, and job-sharing. Flexi time refers to an arrangement where employees are involved in deciding when they commence and end their daily duties. This is meant to enable the employees to meet personal commitments and allow them to respond to both unpredictable and predictable circumstances or reduce the commuting time by commencing duties before or after the rush hours (Duncan and Pettigrew, 2012).

Telecommuting refers to a work arrangement where staff does some work remotely from their home without necessarily reporting to the office. This FWA is beneficial to employees as they can organize their duties around their family and personal' need; thus, reduces work related expenses like travel, reduce commuting time, as well as working in a less stressful environment without disruption. This arrangement also caters for employees who could not be able to leave home due to disabilities (Hill, Ferris, Hawkins, and Weitzman, 2001). However, Duncan and Pettigrew (2012) noted that there are three groups of staff who are more likely to use telecommuting; namely, the female staffs, married staffs and those with children. The family and work institute indicates that the prevalence of telecommuting has significantly improved over the last decade. While 34% of the surveyed organization allowed telecommuting in 2005, 67% of them allowed the same flexibility in 2015 (Matos and Galinsky, 2014).

Part-time is another type of flexible work arrangements that is quite popular in some of the European nations. For instance, more than 70% of female workers in the Netherlands work on part-time basis (Plantenga and Remery, 2009). Besides allowing employees with health issues or those who lack enough disposable time such as students, to participate in the labour force, working part time increase employee satisfaction. A survey on European Working Conditions revealed that 85% of staff who works part-time, less than 30 hours every week had no issues with balancing work and life responsibilities. Moreover, the employees who

worked part time have the lowest levels of health problems. Therefore, part-time is a good strategy to balancing family and work life (Clarke, Koch, and Hill, 2004).

Job sharing is also another type of FWA which enable two or more staff to fill a single full-time position jointly with shared working time and responsibilities. This is appropriate when there is no opportunity for a part-time arrangement. Like part-time arrangements, job sharing is a good strategy for balancing work and family life (Lazăr, Osoian and Rațiu, 2010). This study will focus on four WLB; namely, Leave policies, FWA welfare policies, and family responsibilities. Under Leave policies, the study will focus on annual leave, parental leave, medical leave, and study leaves. Concerning FWA, the researcher will focus on Flexitime, telework, Job-sharing, and telecommuting.

The welfare policies considered include employee counseling, free health programmes, paid holidays, and employee training. Finally, under family responsibilities, the study focused on the parental role and caring for the elderly. The workforce demographic has changed and now comprise of women and men, those with families and other family members to take care. This causes conflict between work and family life, with some having multiple roles which make it hard to manage family and work responsibilities (Bruck, Allen and Spector, 2002).

1.1.2. Employee Performance

Employee performance in an organization is very important as it a key determinant in achieving organizational goals and objectives. For this reason, organizations explore various ways of motivating their workforce. Every policy in an organization should be geared towards improving employee's performance. This is because for an organization to remain at the top of competitors, it should improve the performance of the workforce and monitor it; failure to which, an organization become liable to face several challenges which hinder organizational performance (Obiageli, Uzochukwu and Ngozi, 2015).

The relationship that exists between work life balance and employee's performance has been studied by different authors. A survey of 732 companies conducted in Germany, France, USA, and the UK revealed that the principles of work life balance were associated with the employee's performance. However, the study also showed a conflict between work life practices and high performance within the companies (White, Hill, McGovern, Mills, and Smeaton, 2003). Lee and Bruvold (2003) argued that the perceived care and value attached to employees create a casual chain of processes from the intended Human Resource Practices to actual practice which triggers employee's performance.

Wright and McMahan (2011) observed that in the current dynamic working environment, HR managers have embarked on various behaviours that are meant to improve employee performance at all level, be it group, individual, or organizational. The work environment is characterized by competition among organizations as all aspire to employ and retain the best employees in the market. Thus, to have a competitive advantage, organizations need to consider their human resources and ensure their satisfaction (Boxall, Ang, and Bartram, 2011). This is because as Ployhart and Moliterno (2011) noted, good human resource practices are widely associated with efficiency and effectiveness and which lead to tangible increased productivity. Purcell *et al.* (2009) observed that work life balance (WLB) is important in developing a performing culture as far as growth, customer service, productivity, quality, and ultimate contribution towards the value of the shareholders is concerned. Collins and McClean (2011) opined that WLB initiatives increases employee effort and encourage a positive relationship that makes them work towards the achievement of organizational goals.

1.1.3. Ministry for finance and Economic Planning in Kitui County Government

The study will focus on the employees of the ministry of finance and economic planning. The County ministry for finance and economic planning is crucial for the economic growth of Kitui County. The ministry is mandated to perform various duties and responsibilities. These

includes; development and implementation of the financial and economic policies; generate the county finance management bills; preparing and coordinating the management of the annual budget; mobilize resources required to fund the budgetary requirements; management of the county government's public debt; and consolidate the annual appropriation accounts of the county government among other accounting functions (The County Government of Kitui, 2016).

In the Kitui County Government, there are increased rates of absenteeism and reporting late to work by the majority of employees. From the researcher's observation, most employees in Kitui county government have difficulties balancing their work and life responsibilities. It is common to find some employees working till late hours. The employees of Kitui County Government consist of both young generation and the old. The two categories have social responsibilities which require to be balanced with work responsibility for a healthy life. When employees lack works life balance, they experience workload, anxiety, long working hours, and insufficient personal time (Houston and Waumsley, 2003). The end result of this is declined in employee performance in their respective duties and responsibilities.

1.2. Statement of the problem

The employees face various work- related problems. Stress is a common problem that bedevils most of the employees. Allen and Spector (2002) attributed this to multiple roles and responsibilities most employees have both at work and at home. When there is no balance between work responsibilities and home responsibilities, there is usually a conflict between the two, which when not handled properly causes stress and even depression. Allen and Spector (2002) found that multiple roles among employees have an effect on the well-being both at work and home. This may result in a work family conflict which causes negative spillover from family to work or vice versa (Agarwala, 2007) which manifest itself in form of

stress, passive-aggressive behavior, and inability to concentrate at work. The problems are as a result work life conflicts which affects individual employees socially, economically, psychologically as well as their mental wellbeing.

Job insecurity is another issues that affect employees performance in the ministry of finance of Kitui County government. The office has political influence and county boss are may change after five years. It is less than one years to the next general election which may saw change in the management of the County government of Kitui. This brings uncertainties to some employees since their position can be influenced by the politics of the day, which have a negative impact on performance.

Inability to manage heavy workload is also a problem which affects employee performance since it is a major cause of occupational stress (Robbins, 1996). Previous studies have classified stress factors which affects employee performance into four categories. First, the working conditions which include weekend duty, shift problems, long working hours, inadequate pay, safety issues and discriminations. The second stress factor is relationship at work and third is ambiguity in responsibility and authority. Finally, organizational structure and climate such as major change in the workplace, communication policy, and lack of participation in decision making is among the stress factors that affect employee performance. This may explain the below-average performance by the employees in many institutions.

The workplace pressure continues to increase in the society globally. According to Brough, Holt, Bauld, Biggs, and Ryan, (2008) employees all over the world continue to experienced problems as they trying to balance family, work, and other private matters that relates to their life. The demand to meet target at work, family related pressure, and the pressure to balance the two has affected most employees' well-being, health. As a result, employers are using a

lot of money on healthcare costs. Organizations continue to register high employee turnover as it becomes difficult to retain high-quality employees in a competitive environment (Parus, 2010).

A study conducted in the USA by Alexandra, Beauregard, and Henry (2009) revealed that job-related stress costs the Industry approximately 300 billion dollars annually in the form of turnover, absenteeism, diminished productivity and medical, insurance and legal expenses. While the concept of work life balance has been embraced in developed countries, in Africa, the human resource managers have not fully embraced it, yet the studies conducted in African country indicate a need for an effective work life balance. Mordi and Ojo (2011) conducted a study in Nigeria and found that most employees suffer work life conflicts. Keino and Kithae (2016) conducted a study on the effects of work life performance on performance staff working at Airtel, Orange, Yu, and Telkom Kenya, and Safaricom, headquarters in Nairobi. The findings revealed that the factors of Work life balance such as long hours at work, lack of vacations, overtime, work and family conflict have negative effects on staff performance at work.

Kamau, Mukaya and Wagoki (2013) conducted a study on work-life-balance practices on Performance of Eco Bank Employee and found that Work life balance practices like having flexible working hours have a positive relationship with staff performance. Muli (2014) also conducted a study on WLIs and Performance of Kenya's Commercial Banks employees. The outcomes of the study showed there is a positive between employee performance and HR work-family support services and HR financial incentives.

Scholars in this area of study have focused on private sectors and in Kenya, the focus has been on commercial banks and large corporations in the telecommunication sector. Less has been done on government institutions in Kenya, yet even government employees continue to

suffer work-related stress which negatively affects their performance. Therefore, this study sought to close the gap and contribute to the existing body of Knowledge by examining the relationship between work life balance and employee performance with a focus on leave policy, flextime arrangements, welfare policies and family responsibilities in the ministry of finance and economic planning in the county government of Kitui.

1.3. General Objective

The general objective was to establish the relationship between work-life-balance and employees' performance in the ministry for finance and economic planning kitui county.

1.3.1. Specific Objectives

- a) To establish the effect of leave policy on the performance of employees of the ministry for finance and economic planning Kitui County government.
- b) To determine the effect of flexible working arrangements on the performance of Employees of the ministry for finance and economic planning Kitui County government.
- c) To investigate the effect of welfare policies on the performance of employees of the ministry for finance and economic planning Kitui County government.
- d) To establish the effect of family responsibilities on the performance of employees of the ministry for finance and economic planning Kitui County government.

1.4. Research Hypothesis

- a) There is a positive effect of leave policy on the performance of employees of the ministry for finance and economic planning Kitui County government.
- b) There is a positive effect of flexible working arrangements on the performance of Employees of the ministry for finance and economic planning Kitui County government

- c) There is a negative effect of welfare policies on the performance of employees of the ministry for finance and economic planning Kitui County government.
- d) There is a positive effect of family responsibilities on the performance of employees of the ministry for finance and economic planning Kitui County government.

1.5. Significance of the study

The outcome of the project is significant to different groups in Kenya as well as in other nations where WLB initiatives have not been embraced. The HR managers are among the beneficiaries since the research project shed light to them about the importance of integrating WLB in their strategic plans. The policy makers in organizations will also find the research findings significant as it will provide relevant information about WLB and its effects on employee performance. In particular, the Government policy maker on matters of employment will find the research findings important as it may inform their input in the Employment Act. Besides the scholars and students pursuing Human Resource Management (HRM) who may be interesting in researching WLB and employees' performance will find the research significant.

1.6 Scope of the Study

There are forty-seven county governments in Kenya as established by the 2010 constitution. However, the research focused on the employees working in the Ministry for Finance and economic planning of Kitui county government. The study investigated the relationship that exists between WLB and the performance of employees of Kitui County. The study was conducted between February to May 2017.

1.7. Limitation of the study

The researcher was faced by the following limitations during the study. First, accessing the respondents who work in the ministry for finance and economic planning, which is one of the

sensitive departments in any government, was not easy. To mitigate this, the researcher first sought an introduction letter from Kenyatta University and a research permit from the relevant authority. It was also be difficulty to know how honest the respondents were in their responses. However, the researcher mitigated this by testing the reliability and viability of the research instruments to ensure they met the required standard.

1.8 Organization of the study

This study has been organized into five chapters. The first chapter presents the concept of work-life balance. It contains the background of the study; statement of the problem; the research objectives; research hypothesis; significance of the study; scope of the study; and limitation of the study. Chapter two contains literature review on work-life balance and employees' performance. It covers the theoretical reviews specifically discussing spillover theory and the role theory. The empirical review is also presented in this chapter with a specific focus on variables such as leave policies, flexible work arrangements, welfare policies, and family responsibilities and the way they influence employees' performance. Finally, in chapter two, the summary of the literature and conceptual framework is presented. In chapter three, the research methodology used to conduct the study and comprise of research design; target population, sample, and sampling design; data collection instruments; data collection procedures; data analysis and presentation as well as ethical consideration. Chapter four present and analyze data, and chapter five comprise of the summary of findings, conclusions, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This Chapter reviews the related literature that forms the basis of the current study. Specifically, relevant theories that relate to work life balance such as role theory and spillover theory are reviewed. The chapter also presents what other scholars have studied concerning the area of study and a conceptual framework.

2.2. Theoretical Review

2.2.1. Spill over Theory

The proponents of the spill over theory are Aldous, 1969; Piotrkowski, 1979; Staines 1980; and Crouter, 1984; Guest, 2002). The spillover theory is based on asymmetric permeable boundaries between the family and work. It is concerned with work-related factors and family related factors (Piotrkowski, 1979). According to Guest (2002), the spillover theory explains the conditions under which there is spillover between the family microsystem and the work micro system. The spillover may either be negative or positive. If the interactions between work and family are rigidly structured in space and time, then spillover in term of energy, behaviour, and time are negative. Whenever there is flexibility such that an employee can integrate and overlap family and work responsibilities in space and time, a positive spillover is experienced, which is crucial in attaining healthy balanced life (Guest, 2002).

Guest (2002) opined that what determines the work- life- balance is in both work and home contexts. Contextual determinants include the culture of work, demands of home, the culture of home, and demands of work. On the other hand, Individual determinants work orientation or the extent to which home or work is an epicenter of life interest, coping energy,

personality, and personal control, age, career stage, and gender. The nature of the balance between work and life may be both subjectively and objectively. The objective indicators include time of uncommitted or free time outside and hours of work. On the other hand, Subjective Indicators is the states of balance or imbalance. Guest also argued that balance may occur when gives equal weights to both home and work or either of the two dominates by choice. Spillover happens when one sphere of life interferes with the other. Moreover, results of work life balance include well-being in life as a whole, personal satisfaction, impact on others at work as well as friends and families, and productivity at work and home, (Guest, 2002). This theory explains the condition under which there is conflict between work and life responsibilities as a result of spillover effect. It is, therefore, relevant to this study as it shed lights on factors that cause work life conflicts.

2.2.2. The Role Theory

The proponents of the role theories are Jacob L. Moreno, Talcott Parsons, George Herbert Mead, and Ralph Linton (Micelle, 2007). The role theory postulates that the role occupied by an employee at work and elsewhere exists in relation to other employee who relies on the role played by the individual. Therefore, when an individual lives up to these expectations, they will have succeeded in performing the role (Katz and Kahn, 1966). Khan (1964), Wolfe, Snoek and Rosenthal (1961) associated the balance between work and life with the role theory, that is, the conflicting expectations are related with various roles individuals, men and women have to play in their daily life. Kanter (1977), furthering the work of Khan (1964) was able to prove that family and work are dependent on each other, and that there exist an inter-link between the two. According to Pleck (1977), there is an agreement that family and work affect each other either negatively or positively. However, there exist other variables such as task, emission, stress, time, attitude, and behaviour which affect work life balance. Moreover, different scholars indicate that the interference between family and work as well

as the conflict that emanates from it empirically and conceptually differ from each other (Wiley, 1987). This role theory is relevant to the study since it emphasize on the relationship between work and family responsibilities which are the source of the conflicts when not balanced.

2.3. Empirical Literature review

2.3.1. Leave policy and employee performance

Obiageli, Uzochukwu and Ngozi (2015) defined Leave as a number of days or hours staff of an entity are allowed to be away from their duties within a period without consequences. Some of the leave policies in most organizations include study leave, Paid Family, Carer's leave, Medical leave, sick leave, Parental Leave, and annual leave.

A study conducted by Obiageli, Uzochukwu, and Ngozi (2015) about "Work Life Balance and Employee Performance in Selected Commercial Banks in Lagos State" revealed that there exist a strong correlation between leave policy and service delivery by the employees. 19.45% of the respondents strongly agreed, 40.21% agreed that service delivery improves after leave grants. This indicates that there is a general agreement that employee performance can relate to company's leave policy.

In a study of the "Work lifeBalance Practices on Employee Job Performance at Eco Bank Kenya," Kamau, Mukaya and Wagoki (2013) investigated Employee performance after going for leave. The study showed that 72.3% of the respondents strongly agreed, while 23.4% agreed that they felt motivated after going for leave. This is an indication that leave policies positively influence employees performance since a motivated employee is a productive worker.

The study also revealed that leave policy improves on the attendance of staffs to work. Concerning this, 66.0% agreed while 25.5% strongly agreed. The study further indicated that leave from work had good effects on employee's emotional health. 53.2% of the staff agreed, while 40.4% strongly agreed that Leave from work enabled employees to perform better in their duties. Leave from work also enabled employees to reduce work-related stress; hence improve their performance (Kamau, Mukaya and Wagoki, 2013). Perry-Smith and Blum (2000) conducted a study about "Work-Family Human Resource Bundles and Perceived Organizational Performance." The findings provided evidence that firms with a greater range of work-family policies such as leave policies experienced higher market performance, growth, sales, and profit.

2.3.2. Flexible working arrangements and employee performance

According to Estes and Michael (2005), FWAs are schedules such as telecommuting, flextime, part-time job, job-sharing, and compressed work week. The technological advancement, market volatility, increased competition, changing family demographics characterised by increased women engaging in formal employment, single-parent families and guardians taking care of the elder has necessitated the need for FWAs (Bond, Thompson, Galinsky and Prottas, 2002).

Although FWAs has not been adopted by many organizations, Lambert, Marler and Gueutal (2008) noted that employers are increasingly granting their staff significant level of independence and FWAs to manage and control themselves as to when and where they work from. FWAs are expected to attract highly qualified employees. Despite the availability of FWAs, it is not guaranteed that the employees will automatically use; instead, their adoption and usage vary with various factors like career aspiration, age, and managerial control.

Empirical studies by Stravrou (2005), Brewster, Mayhofer and Morley (2004); Glass and Finley (2002); reveal that some flexible options result to positive outcomes while others results to negative outcomes. According to Batt and Valcour (2003), FWAs are positively related to job satisfaction which leads to employee performance. Peters, Tijdens, and Wetzels (2004) opined that FWAs affect the mobility of employees since they have to reschedule their daily responsibilities while reconciling the two domains of their jobs, personal needs, household requirements, and organizational demands. However, continous scheduling and rescheduling of day-to-day operations may lower employee's productive hours; hence, lowering their productivity. According to Kelly *et al.* (2008), the mechanisms used to design an organization's work flexibility to minimise the incidence of time conflicts for staff might affect the employees' performance.

Empirical studies show mixed findings on whether the Flexible Working Arrangements is associated with employee performance. Bloom and Van Reenen, (2006) found that FWAs are not directly related with organizational performance, but a longitudinal study by Menezes and Kelliher (2011) showed that there exist a positive correlation between FWAs and individual employee performance. 69% indicated that there was no correlation between FWAs and individual employees' performance while 31% showed that there was a correlation. It was found that working from home have a positive effects on employees' performance since there is reduced costs (Menezes and Kelliher, 2011). Further, Menezes and Kelliher (2011) found that there was no causality between flexible and non-flexible Working arrangements among employees.

It is worth noting that the study used respondents from single occupation and the data used were from a specific organization. As such, the findings may not be accurate for generalizing to the entire population of employees. A study conducted in Australia and the USA by Golden (2007) indicated that 45% of the employees are not able to influence their working

schedule and a mere 15% felt that they could freely determine their working flexibility. 43% had the freedom of determining within certain limits the flexibility of the FWAs.

2.3.3. Welfare policies and employee performance

Employee welfare policies entail all the activities of the employer meant to provide employees with certain facilities. According to Singh (2009), the quality of work life depends on the degree of employee's welfare that employer provides to satisfy their need. The common welfare policies include free medical treatment, Provision of appropriate training, social club, canteens, sports facilities, operating sick club and savings well fare schemes, supervising staff and works, providing advice on personal issues and arrangements of legal aids, giving loans, especially in hardship situations. It also includes leave grants and staff pension funds, offering assistance to a transferred employee as well as assisting in every area of ramification that would help the staff feel comfortable working in the organization (Coventry and Barker 1988).

Various organizations have used the employee welfare policies as a strategy for improving employee performance (Manzini and Gwandure, 2011). According to a study by Lagat, Mutai, and Kosgey (2014) on the importance of employee welfare and performance indicated that employee welfare has a positive influence on employee performance. The outcomes further indicated that in order of descending importance, maternity, pension, housing and medical schemes were some of the benefits from the employees' welfare that enhance employees' performance. However, the study indicated that availability of recreational facilities received the least attention among other employees' welfares initiatives.

According to Armstrong (2006), the welfare policies may not add to staff productivity, but it can help to avoid a decrease. He further opined that staff welfare programmes increase loyalty and motivate them. A study conducted by Kamau, Mukaya and Wagoki (2013) at

ECO Bank, Kenya revealed that the presence of the employee assistance programmes has its impacts on individual worker which translated to employee performance. The health programmes helped to keep the workforce healthy, hence, were able to contribute always to the goals of the organization, with 61.7% agreed and 31.9% strongly agreed that health programme kept employees contributing at the workplace.

Moreover, the welfare programme improved attendance rates by employees, 46. % strongly agreed while 48.9% agreed that the welfare policies had improved the attendance rates. This translates to employee productivity; hence, a clear indication that there is a positive effect of welfare policies on employee performance. Kamau, Mukaya and Wagoki (2013) noted that the presence of employee welfare policies enables employees to handle their issues without necessarily affecting their productivity in the organization.

A study conducted by Okereke and Daniel (2010) at Patani local government council, Delta State Nigeria on staff welfare and productivity showed that despite the awareness of the welfare policies, it is largely neglected in the local government council. The study indicated that there were staff welfare was non-existence. Muli, Muathe, and Muchiri (2014) used a cross-sectional research design to examine the effect of human resource work family support services and the performance of the Kenyan commercial banks. The findings of the study indicated that there is a positive correlation between the HR work family support services and employee performance. Based on these empirical evidences, this study seeks to investigate the impact of welfare policies on the performance of employees of the ministry of finance and economic planning Kitui County government.

2.3.4. Family Responsibilities and employee performance

There is a change in demographics over the years in that. Currently, more women are seeking formal employment than before; there is more dual -earners, single parents, and elder care by

employees (Lazăr, Osoian and Rațiu, 2010). An employee who have parental roles and other caring roles to play such as caring for the elderly has multiple family responsibilities, which in turn makes it difficult to manage work and family responsibilities. This may cause either positive or negative spillover since the two domains have flexible and permeable boundaries (Moon and Roh, 2010). In support of this Bruck, Allen and Spector (2002) opined that multiple roles performed by employees have an effect on the well-being both at work and at home. This may result in a work family conflict which causes negative spillover from work to family and vice versa (Agarwala, 2007). To counter this, organizations have to come up with a mechanism for reconciling the two domains. According to Cayer (2003), organizations achieve this by establishing policies such as crèches, employee counseling, recreational facilities, or family leave to employees.

Empirical evidence shows mixed findings concerning the effects of family responsibilities on employee's performance. A study conducted on Canadian private sector employees by Higgins, Duxbury, and Lee, (2000) showed that the conflict between family and work responsibilities lower the perceived quality not only in work life but also in family life. This, in turn, has a negative effect on organizational outcomes such as performance, turnover and absenteeism. The outcome of this study imply a positive impact of family responsibilities on employees performance.

An experimental study conducted by Butler and Skattebo (2004) showed that the experience of family-work conflict caused by more family roles had no effect on performance ratings given to female workers. However, men with such work-family conflicts were found to perform poorly. Patel, Govender, Paruk, and Ramgoon (2006) conducted a study on "Working Mothers: Family-Work Conflict, Job Performance, and Family/Work Variables." The findings of this study contradicted the one carried out by Butler and Skattebo (2004). It showed that there is a positive relationship between work life conflict caused by numerous

family responsibilities and employees performance. However, the correlation was not significant, but it was found that those with greater family to work conflict were rated higher in job performance.

An empirical study by Pleck (1977) found that there is an agreement that family and work affect each other either negatively or positively. However, there exist other variables such as task, emission, stress, time, attitude, and behaviour which affect work life balance. Moreover, different scholars indicate that the interference between family and work as well as the conflict that emanates from it empirically and conceptually differ from each other (Wiley, 1987).

2.4. Summary of Literature and Research Gaps

The theoretical literature reviewed Indicated that there is a consensus that work-related factors and life-related factors affects each other either positively or negatively. Despite the eminent relationship between the two factors, there are other factors such as task, time, attitude, emission, stress, and behaviour which influence work life balance. However, the interference between family and work and the conflict that emanate from it are different from each other (Wiley, 1987).

Leave policies such as annual leave, parental leave, career's leave, paid family and medical leave, sick leave, and study leave was found to impact on employee performance positively (Obiageli, Uzochukwu, and Ngozi, 2015). In fact, Kamau, Mukaya and Wagoki (2013) found that employees' performance and their attendance improved after going for the leave.

Studies by Stravrou (2005), Brewster, Mayhofer and Morley (2004); Glass and Finley (2002); showed that options have positive effects on employee performance while others have a negative performance. While FWAs such as telecommuting, job-sharing, part-time work, flextime, and compressed work week helps the employees to have a work life balance, there

should be some controls if employees' productivity is guaranteed. Wetzels (2004) noted that constant scheduling and rescheduling of day-to-day operations might lower employee's productive hours; hence, lowering their productivity.

According to Manzini and Gwandure (2011), the organizations use the welfare policies as a strategy for improving employee performance (Manzini and Gwandure, 2011). Armstrong (2006) noted that welfare policies might not improve individual productivity but rather help to minimize a decline in productivity. However, Kamau, Mukaya and Wagoki (2013) found that welfare policies influences employee performance positively.

2.4.1 Research Gaps

Based on the Empirical literature reviewed, work life balance is used as a strategy to entice employees to achieved organizational goals through their performance. Most of the studies reviewed were conducted Outside Africa with a few conducted in Kenya and Nigeria. There is no empirical study conducted to examine the impact of work life balance initiatives on employee performance in the public sector. Scholars focus on private sector and more so commercial banks in Kenya and a few other companies in the telecommunication sector. A study by Mwiti (2007) was conducted at the Kenya teacher's service commission, one of the government institutions. However, Mwiti focused on the employee's welfares and fond a positive relationship between welfare services and employee performance. The findings of this study cannot be used to generalize about the work life balance because he did not cover most of the life balance initiatives. It is, therefore, justified to conclude that there is no adequate research on the area of study. This prompted the researcher to carry out this study.

Author(s)	Study focus	Findings	Research Gaps	Focus of the current study
Obiageli, Uzochukwu and	The effect of leave policies on	Strong Correlation	The study focus only on leave	Focus on leave policies, FWAs,

Ngozi (2015)	service delivery in commercial banks in Lagos, Nigeria	between leave policy and service delivery	policy as the only aspect of work life balance	welfare policies, and family responsibilities which are the major aspects affect work life balance.
Kamau, Mukaya and Wagoki (2014)	Focus on how FWAs, leave policies, employee assistance programs affect employee's job performance. It focuses on employee's Eco bank in Kenya.	Positive relationship between the three variables and employees job performance.	Focus on private sector, specifically eco-bank whose findings may not be representative of the public sector.	Focus on effects of work life balance on employee performance in the public sector
Bloom and Van Reenen (2006)	Focused on management practices and WLB practices in manufacturing firms in UK, France, Germany	Better WLB practices lead to high productivity. FWAs do not directly leads to organizational performance.	The study focuses on organizational performance	Focus on effects of work life balance on employee performance in the public sector
Menezes and Kelliher (2011)	Focused on the link between FWAs and employees performance	FWAs have appositve relationship with individual employees' performance	The study entails reviewing existing literature and focus was a single aspect of WLB	Combined primary and secondary research. It Focused on leave policies, FWAs, welfare policies, and family responsibilities which are the major aspects affect work life balance.
Okereke and Daniel (2010)	Focused on the effects of staff welfare and employee productivity in a local	Staff welfare was non-existence.	It portrays poor management of public sector employees', but it didn't indicate the link between	It focused on the link between various aspects of WLB, including employees'

	government council in Nigeria		staff welfare and their productivity	welfare and their effects on employee performance in the public sector.
Lazăr, Osoian and Rațiu, 2010	Focused on WLI and their influence on employee and organizational performance	Generally found that work life balance practices has a positive impact on productivity	The study has not been specific on the WLB practices.	It focused on the major WLB practices and how they influence employee performance
Patel, Govender, Paruk, and Ramgoon (2006)	Focused on the influence of family responsibilities on employees performance	Found family responsibilities has a positive impact on employee performance.	The study focused on working women. It used a small sample size that limited the use of advanced statistical analysis.	It focused on both women and women.
Mwiti (2007)	Focused on welfare services at TSC	Found a positive correlation between welfare services and employees performance	Used a single aspect of WLB	It focused on the major WLB practices and how they influence employee performance

2.5. Conceptual framework

Mugenda and Mugenda (2003) defined a conceptual framework as a hypothesized model that identifies the model for the study and compares the independent and dependent variables. The main aim of a conceptual framework is to describe and categorize concepts that are relevant to the study and map the relationships that exist among them. The Independent variable of this study will be Work Life Balance Initiatives Including leave policies, Flexible working arrangements, welfare policies, and Family responsibilities. On the other hand, dependent variables will be employee performance.

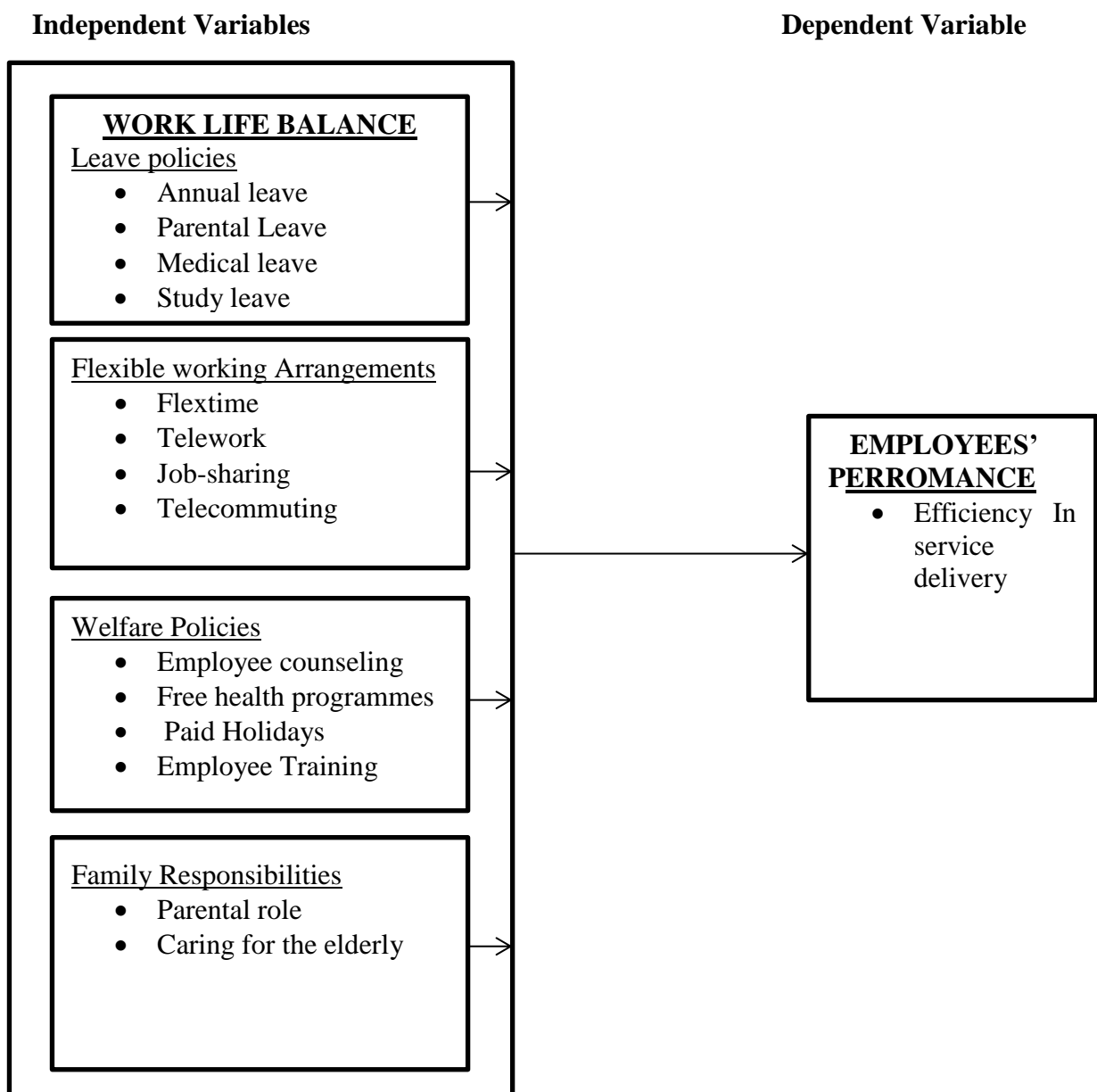


Figure 2. 1: Conceptual Framework

Source: (Author, 2016)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter comprises of the techniques and procedures that were used to collect, process, and analyze the data. Specifically, the following subsections include the research design, , Sample and Sampling design, data collection procedures, data collection instruments, target population ,and data analysis.

3.2. Research design

Shajahan (2004) defined a research design as a master plan that specifies procedures and methods for collection and analysis of the information required in a study. It is the logical sequence that inter-relates the empirical data to the initial research questions of a study (Yin, 2003). In other words, as Creswell (2012) noted, a research design comprises of the procedures and methodology used to conduct a scientific research. This study adopted an explanatory research design and a descriptive research design. According to Firebaugh (2008), an explanatory research design is conducted to discover and report the relationships between various aspects of the phenomenon under study. On the other hand, Cooper and Schindler (2006) noted that a descriptive research design portrays an accurate profile of events, persons, or accounts of characteristics such as abilities, behaviour, beliefs, opinions and knowledge of a specific situation, individual or group.

The purpose of this study was to examine the relationship between work life balance and performance of Kitui county government employees; hence, the nature of the study is explanatory. According to Kothari (2004), explanatory research attempts to establish or discover the existence of casual interdependence or relationship between two or more aspects of a phenomenon. In other words, it tests for the statistical relationship between variables.

Descriptive research design was also applied in this study to describe the employee's behaviour as far as their work life balance is concerned.

3.3. Target population

Cooper and Schindler (2006) defined a target population as the entire group of objects or individuals from where the study seeks to generalize its findings. According to Mugenda and Mugenda (2003) a target population refers to a well-defined set of persons, services, elements, and events, a group of things being that are being examined. In other words, it is the total collection of elements a researcher would wish to make inferences. The targeted population of the study was 207 employees working in the ministry for finance and economic planning, County Government of Kitui.

Figure 3. 1: Target Population

Employees	Target population	%
Top level management	15	7.2
Middle level management	42	20.3
Subordinate staff	150	72.5
Total	207	100

Source: Author, 2016

The target population was the 207 employees comprising of top level management, middle level management and subordinate staff as shown in the figure 3.1.

3.4. Sample and Sampling design

Mugenda and Mugenda (2003) defined a sample as a subgroup of the population that the researcher is investigating. To select a representative sample, a researcher should first have a sampling frame. According to Sekaran (2009), a sampling frame refers to a list, an index or directory of cases from where a sample is selected. The researcher adopted a simple random

sampling technique and stratified sampling to select a sample for the study. First, stratified sampling was applied to select the sample comprising of the three categories of targeted population; namely top level management, middle level management and subordinate staff.

The list of employees who works in the ministry of finance and economic planning of the County government of Kitui formed the sampling frame of the study. Every employee on the sampling frame was assigned a unique number, and a table of random number was used to select the appropriate sample. A sample size 10% of the target population, according to Gay (2005), is appropriate for a small population ($N < 1000$). According to Cooper and Schindler (2006), a sample size of between 10% -30% of the target population is adequate for the purpose of generalization of the research findings provided the sample is determined scientifically. Therefore, a sample size between 10% and 30% would be appropriate for the study. This study used a sample size of 25% which will be representative of the entire population. Therefore, the sample size was 53 employees, 4 from the top management, 11 from middle level management and 38 from the subordinate staff as shown in figure 3.2.

Figure 3. 2: Sample Size

Employees	Target population	Sample Size 25%
Top level management	15	4
Middle level management	42	11
Subordinate staff	150	38
Total	207	53

Source: Author, 2016

3.5. Data collection instruments

Data collection instruments refer to tools of carrying out the research (Kombo and Tromp, 2006). The study will use a semi -structured questionnaire with both open-ended and close-ended questions as the data collection instrument. A questionnaire refers to a research instrument that captures data over a large sample. The questionnaire will be designed to collect both qualitative and quantitative data from the sample. There are some advantages of using a questionnaire over the other instruments include; these include, the researcher can collect data from large samples, It reduced the chances for bias since it is normally in paper form and confidentiality is upheld. Cooper and Schindler (2006) recommend questionnaire for explanatory research studies since self-administered surveys cost less than a personal interview cost. The questionnaire was divided into three sections, one addressing the respondent's general information, the second section will address the independent variables and the third one the dependent variables.

3.6. Data collection procedure

The researcher first acquired an introduction letter from the university and research permit from NACOSTI before commencing the study. The questionnaires were pre-tested for reliability and validity before being administered to the respondents. Then, a drop and pick method was used to administered the questionnaires to the sampled respondents.

3.6.1. Pilot study

The research instruments were pre-tested to ensure clarity and validity before being used in the actual study. Therefore, the main objective of the pilot study was pre-testing the questionnaire on a representative sample and use the feedbacks from pre-test to refine the questionnaire for the actual study (Kothari, 2004).The questionnaire was pilot tested on five

respondents drawn from the county government of Kitui, who were not be involved in the final sample of the study.

3.6.1.1. Reliability

Data reliability measures the internal consistency of the research instruments. According to Burns and Grove (2003), reliability refers to the degree of consistency with which the instrument measures an attribute. Reliability of the questionnaires will be measured using Cronbach’s alpha correlation which ranges from 0 to 1 (Kothari, 2004). A higher alpha coefficient values imply that the scales are more reliable and vice versa. Therefore, the rule of thumb is that acceptable alpha should be at least 0.70 or above (Hall, 2008).

Table 3. 1: Reliability Analysis

Scale	Cronbach's Alpha	Number of Items	Reliability
Leave Policies	0.807	11	Reliable
Flexible Work arrangements	0.844	5	Reliable
Welfare policies	0.823	5	Reliable
Family responsibilities	0.909	6	Reliable

Source: Survey data, 2017

3.6.1.2. Validity

The validity of research instrument refers to the extent to which the instrument reflects the abstract construct being examined Burns and Grove (2003). There are three types of validity that ultimately contribute to the overall validity of instruments of the study. They include content, internal and external validity. Content validity relates to the appropriateness of the items developed to operationalize a construct and giving an adequate and representative sample of all the items that could be used for measuring the specific construct. However, because there exists no statistical ways for determining whether a measure adequately cover a content, content validity rely on the expert’s judgment (Burns and Grove, 2003). In this

study, content validity was achieved by developing questions based on the reviewed literature and conceptual framework.

According to Burns and Grove (2003) internal validity is all about the extent of certainty that the observations in an experiment are the actual result of the experimental treatment, rather than intervening or confounding variables. It was enhanced by improving the control of other variables. The researcher assesses the validity of the study contents to enhance the accuracy of the questionnaire through selecting five facilitators who discussed the entire questionnaire. The responses and comments from these five facilitators were reviewed and incorporated to enhance the validity of the questionnaire.

External validity is about the degree to which the findings of a research are applicable in the real world but not confined to the controlled setting of the research. This is the issue of generalizability. In the study, external validity was achieved by selecting an appropriate sample size that is representative of the population.

3.7. Data analysis and presentation

The collected data was examined for completeness before being summarized, coded and tabulated. The researcher used descriptive statistics such as frequency distribution to analyze the data. The data was analyzed and tabulated with the help of the Statistical Package for Social Sciences. Data presentation was done by using pie charts, frequency tables, and bar graphs.

Moreover, a regression and a multiple regression analysis to determine the relationship between work life balance and Employees' performance were conducted. This is a statistical method for determining the relationship between one dependent variable and one or more independent variables.

The regression equation was be as follow

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

Whereby;

Y = Employees' performance

β_0 = Constant

$\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients of determination

X_1 = Leave policies

X_2 = Flexible working arrangements

X_3 = Welfare policies

X_4 = Family Responsibilities

ε = Error term

3.8. Ethical considerations

The research was carried out with ethical considerations in mind. Therefore, all field data was treated with utmost confidentiality, and the identity of the interviewed respondents was not disclosed. Besides, there is no information that was modified or altered; hence, the collected data was presented as collected from the respondents. Besides, the secondary sources used for the purposed of the study are acknowledged through appropriate citations.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents the research findings of the study carried to examine the relationship between work-life-balance and performance of Kitui county government employees. The investigation was aimed at examining the effects of leave policies, flexible work arrangements, welfare policies, and family responsibilities on employees' performance.

4.2 Response Rate

Fifty three (53) questionnaires were administered to the respondents, out of which 50 were properly filled and returned, representing a response rate of 94% as shown on table 4.1. This response rate is adequate for the study. Mugenda and Mugenda (2013) and Kothari (2010) argued that a response rate of 50% is adequate for a study. In support of this, Babbie (2004) also noted that return rates of 50% are acceptable to analyze and publish, 60% is good and 70% is very good.

Table 4. 1: Response Rate

Response	Frequency	Percent
Returned	50	94%
Unreturned	3	6%
Total	53	100%

Source: Survey data, 2017

4.3 Background Characteristics

The researcher sought to find out the characteristics of the respondents who participated in the study. The biographic details and general information of the respondents in terms of the sex, age, and marital status, Number of children, age of children, education level, Job position and duration worked in the ministry are presented in Table 4.2.

Table 4. 2: Characteristics of the respondents

Sex	Frequency	Percentage
Male	29	58
Female	21	42
Expected Response	53	
Total	50	100
Age		
20 – 30years	9	18
31 – 40years	17	34
41 - 50years	19	38
51 – 60years	5	10
Expected Response	53	
Total	50	100
Marital status		
Single	10	20
Married	32	64
Widowed	4	8
Divorced	4	8
Expected Response	53	
Total	50	100
Number of Children		
None	9	18
1	15	30
2-3	14	28
4-6	12	24
Expected Response	53	
Total	50	100
Age of Children		
0-5	3	6
6-11	4	8
12-17	16	32
18 and over	13	26
Not Applicable	14	28
Expected Response	53	
Total	50	100
Duration you have been working in the ministry		
0 – 1year	5	10
1 – 2years	2	4
2 – 3years	11	22
4 – 6years	32	63
Expected Response	53	
Total	50	100

Highest level of education	Frequency	Percentage
Secondary level	5	10
College Level	26	52

University level- Undergraduate	13	26
University level- Masters	6	12
Expected Response	53	
Total	50	100
Which Position do you hold in ministry?		
Senior management level	5	10
Middle Management level	10	20
Subordinate staff	35	70
Expected Response	53	
Total	50	100

Source: (Survey Data, 2017)

Table 4.2 present the frequency distribution of the respondent's background characteristics. The male respondents had the highest percentage rate of 58 % while their female counterparts were 42%. This indicates an appropriate balance between the toe gender and of course compliance with the constitution of Kenya which requires that no gender should be more than two-thirds in any public positions. The majority of the respondents were between the age of 31 and 50 years. 38% were between 41 and 50 years while 34% were between 31 and 40 years. 18% of the respondents were the youth aged 20 and 30 years while only 10% of the respondents were between the age of 51 and 60 years.

The majorities, 64% of the respondents were married and 20% were single while 8% were widowed and 8 % divorced. 18% of the respondents had no children, the majority, 30% had only one child and 28% had between 2 and 3 children and 24% had between 4 and 6 children. 32% of the respondents had children between the age of 12 and 17 year, 26% 18 years and over, 8 % between the age of 6 and 11, while only 6% had children below 5 years of age. However, 28% indicated that the question was not applicable in their case. The majority of the respondents have been working in the ministry since devolution started since 63% indicated that they have worked there for a duration between 4 and 6 year.22% have worked for a duration of between 2 and 3 years, 4% between 1 and 2 years, while 10% have been

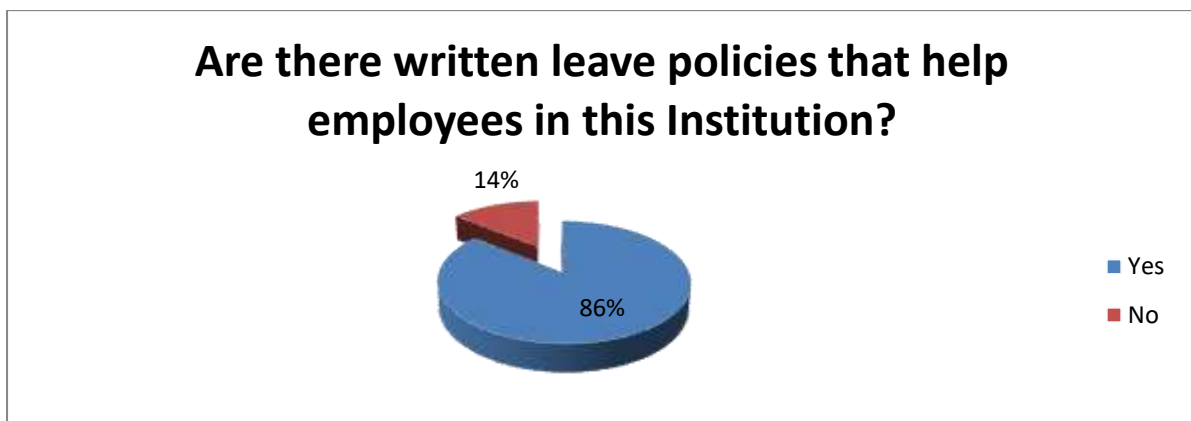
working in the ministry barely one year. This implied that there has been low employee's turnover in the ministry.

On the highest level of education, 12% had attained a university master level, 26% undergraduate level, 10% secondary school level and the majority, 52% had attained a college level. The highest proportions of the respondents were the subordinate staffs who were 70%. The middle e level respondents were 20% while the senior management level respondents were 10%.

4.4 Work Life Balance Initiatives

4.4.1 Leave Policies

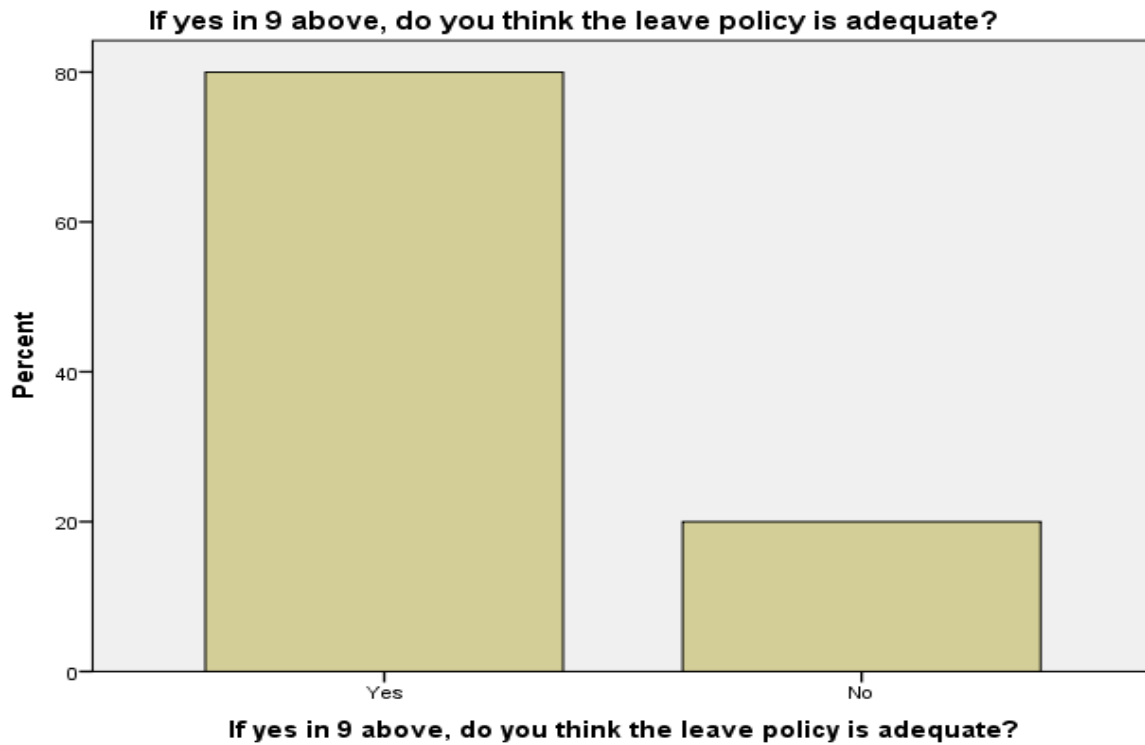
Figure 4. 1: Results for presence of written Leaves Policies



Source: (Survey Data, 2017)

The researcher sought to establish the respondents' awareness of written leave policies in the ministry. The majority, 86% indicated that they are written leave policies and only 14% indicated there were no written leave policies. Out of those who indicated that there are written leave policies, 80% thought that the leave policies were adequate and 20% felt that they were not adequate as shown in the bar graph below.

Figure 4. 2: Result for adequacy or otherwise of the leave policy



Source: (Survey Data, 2017)

Table 4. 3: Results for Application of leave policy in the ministry

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
My employer gives me leave to care and support my dependents	50	0	18	20	12	2.94	1.096
My institution observes the leave policy in employment agreement	0	0	0	58	42	4.42	0.499

Sick leave helps me to take care of my emotional health	0	0	2	64	34	4.32	0.513
Study leave allows me to take time- off for study to improve on my personal growth	2	82	16	0	0	2.14	0.405
My employer usually gives me additional leave to prolong my annual leave.	78	22	0	0	0	1.22	0.419
There is a paid maternity/paternity leave in this Organization	0	0	0	58	42	4.42	0.499
Annual leave helps me to reduce work related stress	4	4	2	70	20	3.98	0.869
Aggregate Scores						3.35	0.614

Source: (Survey Data, 2017)

Table 4.3 shows a mean score of 3.35 and the standard deviation of 0.614. The mean value is high, and the standard variation indicates a low variation in the employees' responses. The high mean score is an indication that respondents had varying responses concerning the application of leave policy in the ministry. 50% of the respondents strongly disagreed that the employer gave them leave to care and support their dependents while 18% were neither agreed nor disagreed. 12% strongly agreed, and 20% agreed. The results show that the ministry observes the leave policy in the employment agreement with 58% of the respondents strongly agreeing and 42% agreeing. The sick leave helps the employees of the ministry to take care of their emotional health with 64% strongly agreeing while 34% agreeing to this fact. The study leave seems not be effective in the ministry since the majority 84% disagreed that the study leave allows them to take time-off for study to improve their personal growth. The ministry lacks a flexible leave policy since all respondents disagreed that the ministry gives them additional leave to prolong their annual leave. However, all respondents were in agreement that there is a paid maternity/ /paternity leave. 90% of the respondents indicated that annual leave helps them to reduce work-related stress. However, Only 8% disagreed and 2% neither agreed nor disagreed.

Significant percentage on the neutral column indicates the disparity among the employees when it comes to application of leave policy. For instance, 18% on leave to care and support dependents, may imply some employee are not aware of the leave policy or it is applied selectively. 16% on study leave allowing improvement of personal growth may implies that not all employee access this leave or some are not aware of its existence.

Table 4. 4: Results for the Level of Service Delivery Resulting from Leave Policy

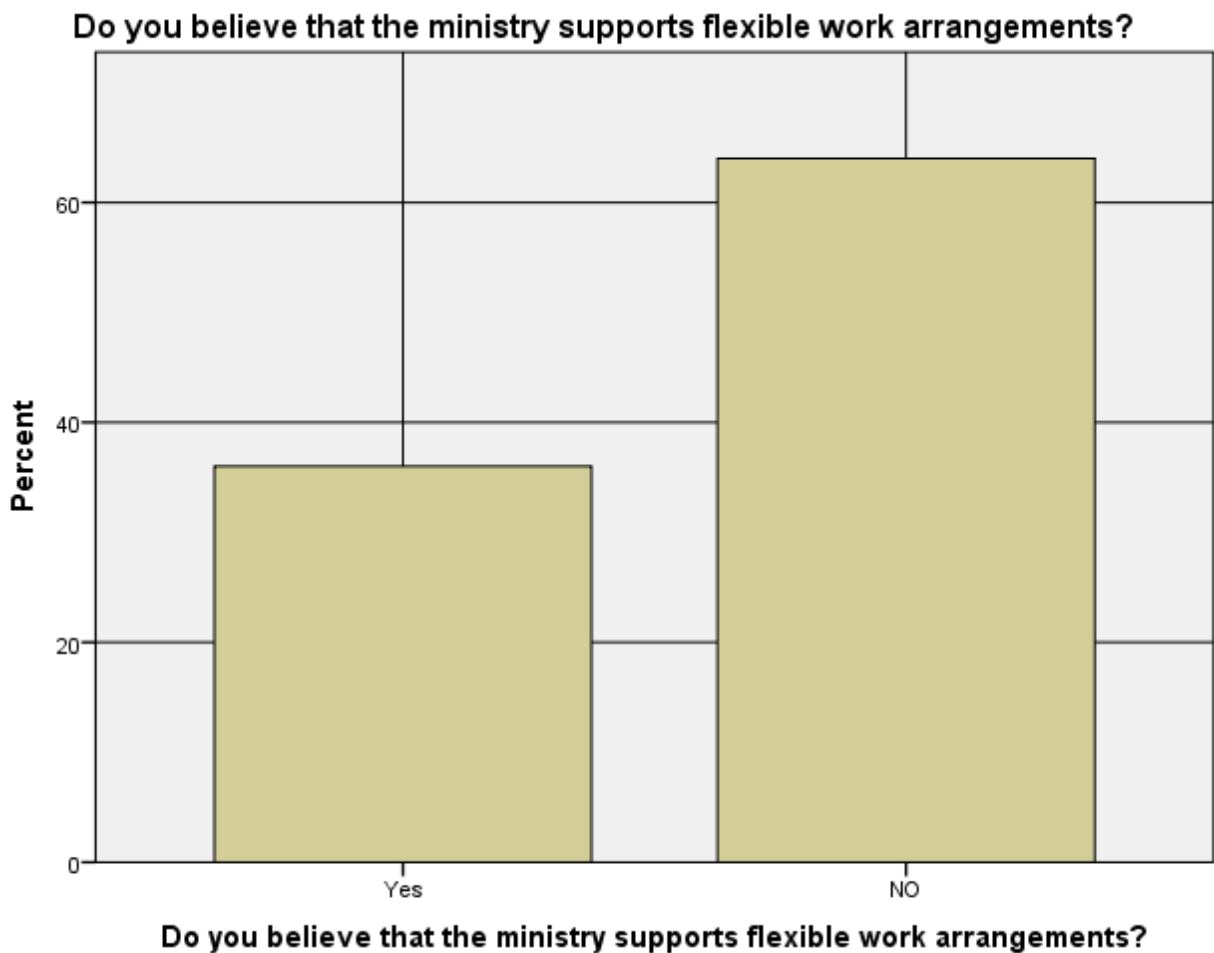
Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
My work does not prevent me from attending to my family	7	32	24	30	0	3.26	1.065
I usually feel efficient every time I return from a leave	0	0	0	64	36	4.36	0.485
I feel motivated to render more services to the ministry after the leave	0	0	0	66	34	4.34	0.479
The ministry only allows me leave when it is certain that I do not have unfinished work on my table	0	22	46	32	0	3.10	0.735
Our leave policy enables me to take care of my personal life while remaining efficient.	0	6	10	62	22	4.00	0.756
My family life does not affect my job efficiency	32	64	40	0	0	1.72	0.536
Aggregate Scores						3.46	0.676

Source: (Survey Data, 2017)

Table 4.4 indicates that the mean score is 3.46 and the standard deviation was 0.676. The standard deviation indicates low variations in employees' responses to various statements. 30% agreed that their work does not prevent them from attending to their family, 39% disagreed while 24% neither agreed nor disagreed that their work prevented them from attending to their families. All respondents felt that they are efficient after returning from a leave with 64% of them agreeing and 36 strongly agreeing. Therefore, they feel motivated to render more services to the ministry after the leave. 66% agreed, and 34% strongly agreed

that they feel motivated to render more services to the ministry after the leave. 22% disagreed that the ministry allows them to go for the leave when it is certain that they have finished all work on their table, but 32% agreed. The majority, 46%, however, neither agreed nor disagreed. The majority 84% agreed that the leave policy enables them to take care of their personal life while remaining efficient; only 6% disagreed while the rest, 10% neither agreed nor disagreed.

4.4.2 Flexible work arrangements



Source: (Survey Data, 2017)

The researcher sought to establish the respondent’s opinion on whether the ministry supports flexible work arrangements. 64% indicated that they don’t believe that the ministry supports

flexible work arrangements, while 36% believes that the ministry support flexible work arrangements.

Table 4. 5: Results for Flexible work arrangements

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
I can decide the start and finish times for specific tasks assigned	3.8	56.6	24.5	15.1	0	2.906	1.260
My duties and responsibilities are co-shared	0	45.3	9.4	45.3	0	3.000	0.961
I can work for long hours per week to get a day off	41.5	45.3	5.7	1.9	5.7	1.849	1.027
Sometimes I can work while at home through telecommunication	26.4	45.3	0	7.5	20.8	2.509	1.489
The ministry employs some part time employee who helps us with the backlog.	49.1	30.2	0	17.0	3.8	1.962	1.240
I believe the ministry offers flexible working arrangements	0	56.6	32.1	0	11.3	2.981	1.168
I can pool my leave days to enable me adequate time to attend to personal and family matters	0	0	15.1	84.9	0	3.849	0.361
Aggregate Scores						2.722	1.072

Source: (Survey Data, 2017)

Table 4.5 above shows a slightly low mean score of 2.722 and a standard deviation of 1.072 meaning there is high variation in employees' responses. This perhaps is an indication of the disparity between subordinate staff and those in management levels. The majority disagreed that they have the authority to decide the start and finish times for specific tasks assigned with 3.8% strongly disagreed and 56.6% disagreed. Only 15.1% agreed while 24.5% neither agreed nor agreed that they can decide the start and finish times for specific tasks assigned.

45.3% agreed and 45.3% disagreed that their duties and responsibilities are co-shared. The results shows that only a few employees can work for long hours per week to get a day off as 5.7% agreed and 1.7% strongly agreed that can be such flexible. On the other hand, 41.5% strongly disagreed and 45.3% disagreed that they can work for long hours per week to get a day off.

4.4.3 Welfare policies

Table 4. 6: Results for welfare policies

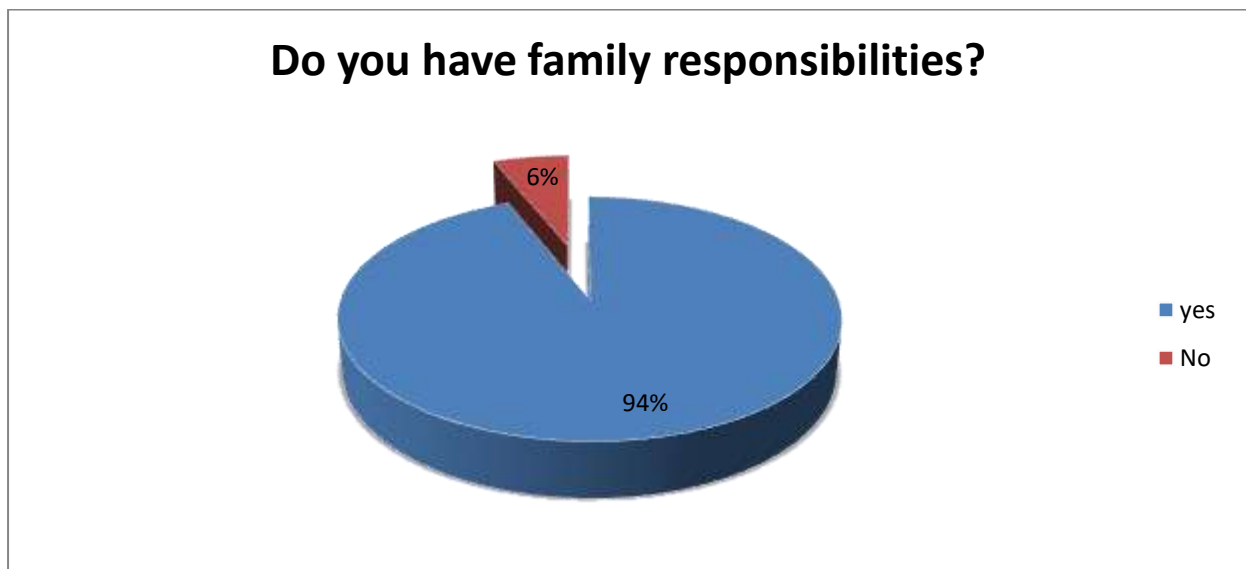
Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Breastfeeding mothers enjoy flexible working arrangements to take care of their babies.	0	0	0	73.6	26.4	4.264	0.445
Childcare facilities are available for nursing mothers.	0	100	0	0	0	2.00	0.000
There is adequate provision of recreational facilities in the institution	0	100	0	0	0	2.00	0.000
Professional counseling services are available to employees.	0	100	0	0	0	2.00	0.000
Family leaves are given to attend to family issues	77.4	0	22.6	0	0	0.116	0.845
The ministry arranges for a fully or partly paid holiday from time to time.	58.5	24.5	17	0	0	0.106	0.771
Aggregate Scores						1.747	0.344

Source: (Survey Data, 2017)

Table 4.6 shows a low mean score of 1.747 and a standard deviation of 0.344 which indicate less variation in responses by the respondents. 73.6% agreed and 26.4 strongly agreed that breastfeeding mothers enjoy flexible working arrangements to take care of their babies. However, results shows that the ministry does not provide a childcare facilities for nursing

mother as 100% of the respondents disagreed with the fact that Childcare facilities are available for nursing mothers. All respondents, 100% noted that there was no adequate provision of recreational facilities in the ministry and that there are no professional counselling services available for employees. 77.4% of the respondents disagreed that they are given family leave to attend to family issues, while 22.6 neither agreed nor disagreed. In addition, 58.5% of the respondents disagreed, 24.5% agreed, and 17% neither agreed nor disagreed that the ministry arranges for a fully or partly paid holiday from time to time.

4.4.4 Family responsibilities



Source: Survey data, 2017

The researcher also wanted to find out whether the respondents had family responsibilities. As shown in the pie chart above, the majority, 94% of the respondents had family responsibilities while 6% had no responsibilities.

Table 4. 7: Results for family responsibilities

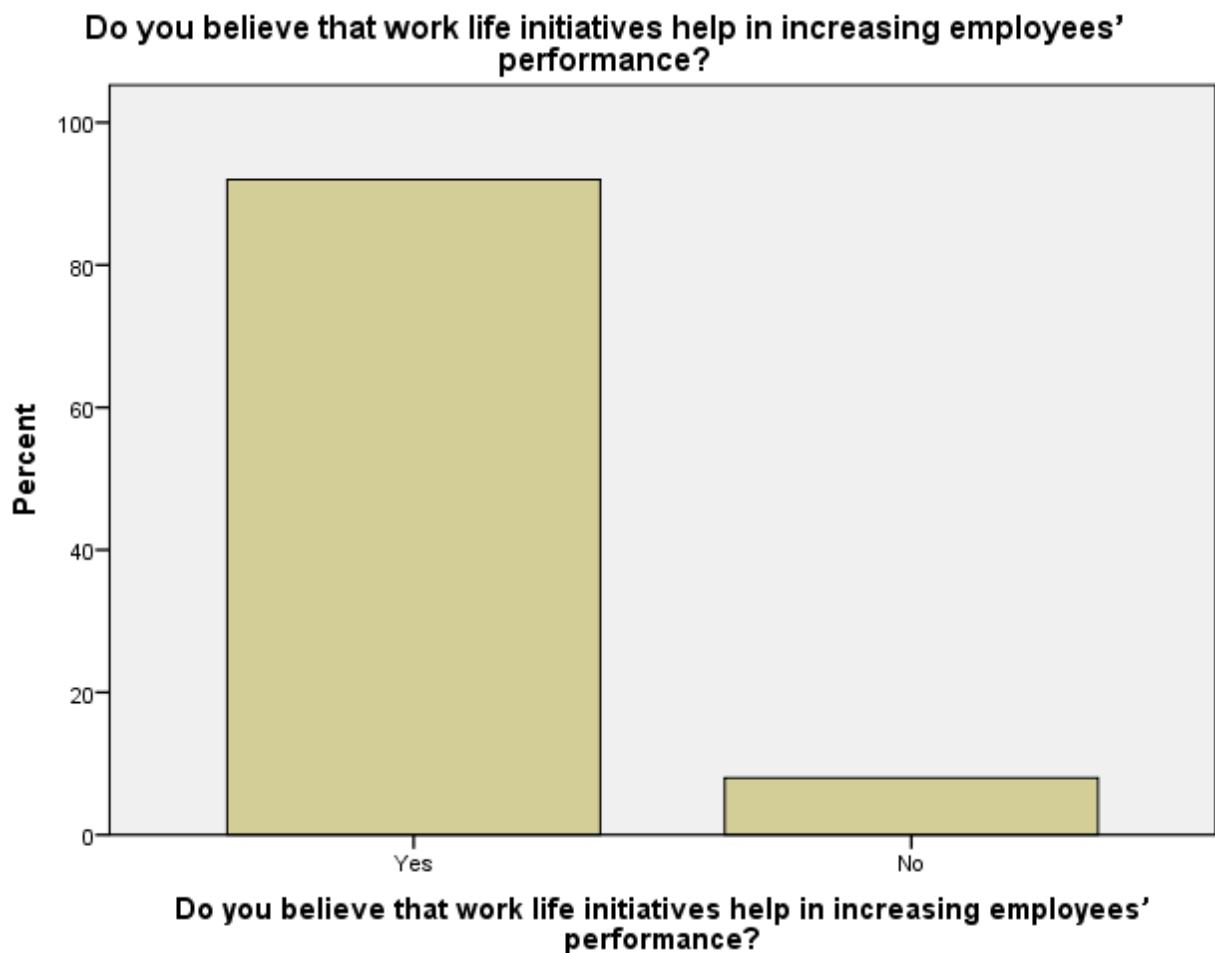
Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
I find it difficult to manage work and multiple family responsibilities	0	56.6	43.4	0	0	2.868	1.001
Multiple family responsibilities contributes to my absence from work	0	52.8	22.6	17	7.6	2.793	0.988
My performance was better when I had no parental role than currently when I have parental role.	0	50.9	17	17	15.1	2.962	1.143
Family responsibilities do not affect my job performance	58.5	3.8	22.6	15.1	0	2.321	1.673
Aggregate Scores						2.736	1.201

Source: (Survey Data, 2017)

Table 4.7 shows a high mean score of 2.736 and an aggregate standard deviation 1.201 meaning there was high variation in respondent's responses. The results shows that majority of the respondents can be able to manage their work despite their multiple family responsibilities. 56.6% disagreed, while 43.4% neither agreed nor disagreed that they find it difficult to manage work and multiple family responsibilities. However, a few respondents, 7.6% strongly agreed and 17% agreed that multiple family responsibilities contribute to their absence from work. The majority, 52.5% disagreed while 22.6% neither agreed nor disagreed that multiple family responsibilities contribute to their absence from work. 15.1% strongly agreed, 17% agreed that their performance was better when they had no parental role than currently when they have parental role, but 50.9% disagreed and 17 were neutral. 58.5% strongly agreed and 3.8% agreed that family responsibilities do not affect their job performance, 22.6% were neutral and 15.1% were in agreement.

4.5 Employees' performance

Figure 4.3: Results for respondents opinion on whether work life initiatives increase employee' performance



Source: (Survey Data, 2017)

The researcher also sought to examine the respondents' opinion on whether the work life initiatives help in improving their performance. The results in figure 4.3 above indicate that 92% believed while 8% never believe that the work initiatives helps to improve their performance.

Table 4. 8: Results for employees’ performance

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Flexible work arrangements influence my productivity	0	54	0	32	14	3.060	1.202
My performance is affected by trying to balance work and family responsibilities	0	46	6	44	4	3.060	1.038
Leave policies have a positive impact on my performance	0	12	4	64	20	3.920	0.853
Welfare policies have a positive impact on my performance	0	0	24	66	10	3.860	0.572
Multiple family responsibilities affects my performance	6	44	24	18	8	2.780	1.075
There is a direct correlation between employees’ performance and the work life balance initiatives in the ministry.	12	38	24	18	8	2.720	1.144
Aggregate Scores						3.233	0.981

Source: (Survey Data, 2017)

Table 4.8 shows a high aggregate mean score of 3.233 and a standard deviation of 0.981. The standard deviation shows there is less variation in respondent’s responses. 32% of the respondents agreed and 14% strongly agreed that flexible work arrangements influence productivity, but 54% disagreed. 44% agreed and 4% strongly agreed that their performance is affected by trying to balance work and family responsibilities. On the other hand, 46% disagreed while 6% neither agreed nor disagreed that their performance is affected by trying to balance work and family responsibilities. The majority 64% agreed and 20% strongly agreed that leave policies have a positive impact on their performance, but 12% disagreed and 4% neither agreed nor disagreed. The respondents also believe that welfare policies have a positive influence on performance with 76% in agreement, and 24% being neutral. 44% agreed and 6% strongly agreed that multiple family responsibilities affect performance. On

the other hand, 18% agreed, 8% strongly agreed, while 24% neither agreed nor disagreed that multiple family responsibilities affect performance.

4.6 Qualitative Data Analysis

The responses to the semi structured questions were analyzed and presented into various categories as presented in table 4.9 below.

Table 4. 9: Qualitative data analysis

Factors	Descriptions
Leave policies	Majority of the respondents suggested that the leave policy in the ministry should be more flexible. For instance, majority suggested that an employee should be able to pool together leave days and combine them at their convenience time to have more time to solve domestic issues. Some people, especially the subordinate felt that the leave policies should help them grow improve their potential by providing paid study leaves.
Flexible work arrangements	Most of the subordinate staff expressed their concern that flexible work arrangements are applied selectively. They argued that only lactating mothers and senior management staffs enjoy flexible work arrangements. However, most of the respondents expressed their gratitude for the ministry ensuring that their duties are co-shared as it offers some flexibility.
Welfare policies	The respondents expressed their concern on lack of numerous welfare policies such as childcare facilities for mothers, counselling services, and recreational facilities. The majority suggested that recreational facilities would be useful in enhancing their performance.
Family responsibilities	The majority of the respondents who have family responsibilities listed elderly or parent's care and parental roles as their family responsibilities. While some indicated that the responsibilities do not affect their performance, others indicated they are affected.
Employees'	<i>"Work life initiatives help to improve employees' performance."</i> The

performance	majority of the respondents was of this opinion but suggested that more initiatives are required to have an impact.
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Source: (Survey Data, 2017)

4.7 Inferential Statistics

Pearson’s product moment correlation analysis was used to assess the relationship between the variables while multiple regressions were used to determine the relationship between work-life-balance and performance of Kitui county government employees.

4.7.1 Correlation Analysis

The data presented before on employees’ performance, leave policies, Flexible Work Arrangements, welfare policies, and family responsibilities were computed into single variables per factor. Pearson’s correlations analysis was then conducted at 95% confidence interval and 5% confidence level 2-tailed. The table below indicates the correlation matrix between the factors (Flexible work arrangements, family responsibilities, leave policies and welfare policies and Employees performance. As shown on table 4.10 below, there is a positive relationship between Employees performance and flexible work arrangements and welfare policies of magnitudes 0.498 and 0.593 respectively and a negative relationship between Employees’ performance and Leave Policies and welfare policies of magnitude -0.008 and -0.049 respectively. The positive relationship indicates that there is a positive correlation between employee performance and flexible work arrangements and family responsibilities but a negative correlation between employees’ performance and Leave Policies and welfare policies. All the factors had a significant p-value ($p < 0.05$) at 95% confidence level. The significance values for relationship between employees’ performance and Leave policies, flexible work arrangements, Welfare policies and family responsibilities were 0.956, 0.000, 0.737 and 0.000 respectively. This implies that flexible work

arrangements and family responsibilities was the most significant factor, followed by welfare policies while leave policies was the least significant

Table 4. 10: Correlation Matrix

		EP	LP	FWAs	WP	FR
EP	Pearson Correlation (r)	1				
	Sig. (2-tailed) (P)					
	N	50				
LP	Pearson Correlation (r)	-.008	1			
	Sig. (2-tailed) (P)	.956				
	N	50	50			
FWAs	Pearson Correlation (r)	.498	.378	1		
	Sig. (2-tailed) (P)	.000	.007			
	N	50	50	50		
WP	Pearson Correlation (r)	-.049	-.308	-.273	1	
	Sig. (2-tailed) (P)	.737	.030	.056		
	N	50	50	50	50	
FR	Pearson Correlation (r)	.593	-.132	.008	.132	1
	Sig. (2-tailed) (P)	.000	.360	.954	.360	
	N	50	50	50	50	50

Source: (Survey Data, 2017)

EP= Employees' Performance; LP = Leave Policies; FWAs = Flexible work arrangements; WP= Welfare policies; and FR= Family responsibilities

4.7.2 Regression Analysis

In addition, the researcher performed a multiple regression analysis to test relationship among variables (independent) on the employee performance. The statistical package for social sciences (SPSS Version 21) was used to code, enter and compute the measurements of the multiple regressions for the study.

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the proportion of variation in the dependent variable (employees' performance) that is explained by all the four independent variables (Leave Policies; Flexible work arrangements; Welfare policies; and Family responsibilities).

4.7.2.1 Model Summary

Table 4. 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.781	.611	.576	2.29812	.611	17.634	4	45	.000

Source: (Survey Data, 2017)

The four independent variables that were studied, explain only 57.6% of the Employees' performance as represented by the R^2 . This, therefore, implies that other factors not studied in this research contribute 42.4% of the Employee's performance. Thus, further research should be conducted to investigate the other factors (42.4%) that affect employee's performance in the ministry.

4.7.2.2 ANOVA Results

Table 4. 12: Analysis of valiance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	372.519	4	93.130	17.634	.000
	Residual	237.661	45	5.281		
	Total	610.180	49			

Source: (Survey Data, 2017)

The significance value is 0.000 which is less than 0.05 thus the model is statistically significant in predicting how leave policies, flexible work arrangements, welfare policies and family responsibilities affect the employees' performance in the Ministry of finance and economic planning in Kitui County. The F critical at 5% level of significance and 95% confidence is 2.31. Since F calculated is greater than the F critical (value = 17.634), this shows that the overall model was significant

4.7.2.3 Coefficient of determination

Table 4. 13: Coefficient of determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.462	8.136		.917	.364
	Leave Policies	-.237	.172	-.143	-1.377	.175
	Flexible Works Arrangements	.417	.079	.541	5.285	.000
	Welfare Policies	-.044	.214	-.021	-.208	.836
	Family Responsibilities	1.269	.210	.572	6.043	.000

Source: (Survey Data, 2017)

The Multiple regression analysis was conducted to determine the relationship between employees' performance and the four variables (Leave policies, flexible work arrangements, welfare policies and family responsibilities). As per the SPSS generated table 4.13 above, the equation

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon \text{ become:}$$

$$Y = 7.462 - 0.237 X_1 + 0.417X_2 - 0.044 X_3 + 1.269X_4 + \varepsilon$$

Based on the regression equation established, when all factors (Leave policies, flexible work arrangements, welfare policies and family responsibilities) are held constant at zero, employees' performance would be **7.462**. The data findings analyzed also indicates that when all other independent variables are held at zero, a unit increase in leave policies will lead to a

- **0.237** decrease in employees' performance; a unit increase in Flexible Works Arrangements will lead to a **0.417** increase in employees' performance, a unit increase in Welfare Policies will lead to a - **0.044** decrease in employees' performance and a unit increase in Family Responsibilities will lead to a **1.269** increase in employees' performance. This infers that family responsibilities contribute most to the employees' performance followed by Flexible Works Arrangements. At 5% level of significance and 95% level of confidence, leave policies had a **0.175** level of significance, Flexible Works Arrangements showed a **0.000** level of significance, Welfare Policies showed a **0.836** level of significance and Family Responsibilities showed a **0.000** level of significance; thus, the most significant factors are flexible works arrangements and family responsibilities.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents a summary of finding as discussed in chapter four, contribution to knowledge, gives conclusion and recommendation drawn from the findings. Further, it presents areas for further research.

5.2 Summary

Scholars in work life balance and employees' performance have focused on private sectors in various parts of the world and in Kenya; the focus has been on commercial banks and large corporations in the telecommunication sector. Therefore, less has been done on government institutions in Kenya, yet even government employees continue to suffer work-related stress which negatively affects their performance. It is on this basis that this study sought to examine the relationship between work-life balance and performance of Kitui county government employees. The specific objectives included; to examine the effect of leave policy on the performance of employees; to examine the effect of flexible working arrangements on the performance of Employees; to investigate the effect of welfare policies on the performance of employees; and to examine the effect of family responsibilities on the performance of employees.

5.2.1 Leave policies

The study established that the majority (86%) of the employees of the ministry of finance and economic planning in Kitui were aware of the written leave policies in the institutions. Some felt that the leave policies were adequate while others felt they were not adequate. It was also established that the ministry observes the leave policy in the employment agreement since 58% strongly agreed and 42% agreed on this. The sick leave was found to be instrumental in

helping the employees to take care of their emotional health. The study leave was found to be ineffective in the ministry with the majority disagreeing that it helps to improve their personal growth. The annual leave was found to be effective in reducing work-related stress.

The study also established that some employees, 30%, were able to balance their work and life responsibilities as they indicated their work does not prevent them from attending to their families. However, the majority, who were 39%, were not able to balance their work and life responsibilities as they indicated that their jobs prevent me from attending to my families. All the respondents indicated that they feel motivated to render more services after returning from leave. This is agreement with Kamau, Mukaya and Wagoki (2013) who found that employees' performance improves after leaves. Moreover, leave policy was found to help the respondents to take care of their personal life. However, correlation analysis indicated that there exist a negative relationship between Employees' performance and Leave Policies. This is an indication that an institution cannot focus on leave policies alone to enhance employees performance. This finding contradicts previous findings by Obiageli, Uzochukwu, and Ngozi (2015) and Kamau, Mukaya and Wagoki (2013) who found that there was a strong correlation between leave policies and service delivery by the employees.

5.2.2 Flexible work arrangements

The study established that some employees enjoyed more flexible work arrangements than others. The majorities have no authority to decide the start and finish times for specific tasks assigned with 3.8% strongly disagreed, and 56.6% disagreed. It was only 15.1% who indicated they could determine their working schedule. However, 45.5% of the respondents have their duties and responsibilities co-shared. The results show that only a few employees can work for long hours per week to get a day off as 5.7% agreed, and 1.7% strongly agreed that can be such flexible the rest cannot work long to take a day off in compensation. This implies that there are disparities between subordinate staff and those in management levels

and along gender as far as flexible work arrangements are concerned. This is because breastfeeding women were found to be favoured regarding work flexibility and senior management could sometimes work remotely through phones while the majority could not. However, some employees enjoy flexibility in the form of co-sharing duties and responsibilities.

The study established that there exist a positive correlation between employee performance and flexible work arrangements. This contradicts Bloom and Van Reenen (2006) findings that FWAs are not directly related to organizational performance, but is in agreement with a longitudinal study by Menezes and Kelliher (2011) that found that there exists a positive correlation between FWAs and individual employee performance. Therefore, based on this study, once flexible work arrangement is increased, employees' performance would increase.

5.2.3 Welfare policies

The study established that breastfeeding mothers enjoy flexible working arrangements to take care of their babies. However, the county government has not established childcare facilities where mothers should take their babies for care while working. This would enable them to continue breastfeeding even when they return from maternity leave. The ministry also lacks adequate recreational facilities and professional counseling services for the employees. Majority of the respondents (74.4%) indicated that the ministry does not allow family leave to attend to family responsibilities. The study shows that the county government has not put in place many welfare services for the employees. This may confirm Okereke and Daniel (2010) finding in their study at Patani local government council, Delta State Nigeria on staff welfare and productivity which indicated that despite the awareness of the welfare policies, it is largely neglected in the local government council. In this study, it was established that welfare initiatives that are known to be instrumental in balancing work life were missing.

The study established that there exist a negative correlation between employees' performance and welfare policies. This contradicts Lagat, Mutai, and Kosgey (2014) study that found that employee welfare has a positive influence on employee performance. However, the findings may justify Armstrong (2006) arguments that welfare policies may not add to staff productivity, but it can help to avoid a decrease. This is because as Kamau, Mukaya and Wagoki (2013) noted, the presence of employee welfare policies enables employees to handle their issues without necessarily affecting their productivity in the organization.

5.2.4 Family Responsibilities

The study established that most of the respondents had family responsibilities. However, most of them, 56.6% indicated that they had no problem managing work and multiple family responsibilities. However, some respondents, 24.5%, indicated that multiple family responsibilities contribute to their absence from work. This is in line with a study on Canadian private sector employees by Higgins, Duxbury, and Lee, (2000) that showed that the conflict between family and work responsibilities lower the perceived quality not only in work life but also in family life, which, in turn, has a negative effect on organizational outcomes such as performance, turnover, and absenteeism. 32.1% of the respondents indicated that their performance was better when they had no parental role than currently when they have a parental role.

It was also found that there is a positive correlation between employee performance and family responsibilities. This is in line with the findings of an experimental study by Butler and Skattebo (2004) that found that the experience of family-work conflict caused by more family roles had an effect on performance, especially on men. This study, however, had indicated that there was no effect on performance ratings of female workers. Patel, Govender, Paruk, and Ramgoon (2006) had also found that there is a positive relationship between work-life conflict caused by numerous family responsibilities and employees performance.

5.2.5 Employees' performance

The respondents indicated that work-life initiative helps in improving performance. 46% indicated that flexible work arrangements influence productivity while 54% disagreed. The majority, 48%, indicated that trying to balance work and life has an effect on their performance. The majority, 76%, of the employees indicated that leave policies have a positive impact on their performance while other indicated it has not impact. The majority of the respondents indicated that welfare policies affect their performance. On the other hand, 26% of the employees indicated that multiple family responsibilities affect their performance.

However, multiple regression analysis results found that there was a positive correlation between employee's performance and family responsibilities and flexible work arrangements. The correlation between employees' performance and welfare policies and leave policies was found to be negative as shown in the regression equation $Y = 7.462 - 0.237 X_1 + 0.417 X_2 - 0.044 X_3 + 1.269 X_4 + \epsilon$. This equation shows that Flexible work arrangements contribute most to employee performance followed by family responsibilities.

5.3 Contributions of the Study to Knowledge

The study sought to examine the relationship between work-life balance and performance of Kitui county government employees. Previous studies from developed nations have found mixed results on the relationships between leave policies, welfare policies, flexible work arrangements, and family responsibilities with employees' performance. In the Kenyan context, where the focus has been on commercial banks and large telecommunication companies, Leave policies has been found to be positively correlated to employees performance. This study contributes to the empirical literature by establishing that flexible work arrangement, and family responsibilities have a positive correlation with employees' performance, and leave policies and welfare policies have a negative correlation with employees' performance. The study has also contributed to empirical literature by providing

a study model that the county government can use to determine the areas they need to improve to increase employees' performance.

5.4 Conclusions

Employees' performance is very crucial in any institution as it determines to a great extent its performance. In fact, any organization is as good as its employees. Based on the findings, the following were the conclusions.

The study found that certain types of leaves were present and more effective in determining employees' welfare. For instance, annual leave and sick leave seems to be effective, but study leave has less impact perhaps because it does not apply to the majority. Ultimately, the leave policies were found to be negatively correlated with employees' performance. Therefore, the study concludes that leave policies are important but does not positively affect employees' performance. However, lack of leave policies may cause a decrease in employees' performance.

Flexible work arrangements were found to be positively correlated to employees' performance. This is despite the disparity of the level of flexibility between different levels of employments. Therefore, the study concludes the flexible work arrangements provide motivation to employees; hence the positive correlation.

The study established that the county government has not put in place some of the important welfare services such as professional counseling services, childcare services, as well as adequate recreational facilities which are crucial in balancing work life. It was found that there is a negative correlation between welfare policies and employees' performance. Therefore, this study concludes that good welfare policies are crucial in any organization, but it does not influence employees' performance. The lack of it, however, may lead to a decrease in employees' performance

Finally, the study has established that there is a positive correlation between employee performance and family responsibilities. Family responsibilities had the highest statistical significance among the four independent factors. Therefore, the study concludes that employees with family responsibilities tend to perform better at work. This is perhaps because the stress of losing the job is more than the stress of balancing work and life responsibilities.

5.5 Recommendations

The country governments and the national government can benefit from the findings of this study in various ways. The recommendations are presented in relation to the findings of the study and may be generalized to the National government and private sectors.

The leave policies were found to be negatively correlated to employees' performance. While live policies do not improve performance, their absence affects the performance negatively. Therefore, it would be prudent for any employer to enhance the leave policies to ensure that all employees are covered; that is, regardless of the position of the employees. The flexible work arrangements are positively correlated with performance, but there was a wide gap between the employees in the senior level of management and the subordinates. Therefore, it is recommended more flexible work arrangements be made available to all employees provided it won't compromise on the performance.

Welfare policies were found to be negatively correlated to performance. Therefore, this study concluded that good welfare policies are crucial in any organization, and lack of it may lead to a decrease in employees' performance. As such, it is recommended that more welfare services that such as a professional counselor, recreational facilities, and childcare services be made available for all employees. This would help significantly in reducing the work related stress which may prevent reduction of employees' performance.

Family responsibilities were found to be positively correlated to performance. Therefore, the county government should consider establishing family holiday where employees and their dependents would be shown a sort of appreciation. This would not only help the employees to reduce work-related stress but would also be motivated to perform better at work.

5.6 Recommendation for further research

This research was conducted four years after the establishment of the county government. This implies that the ministry may not have established most of the facilities for work-life balance for their employees. Therefore, further research should be conducted in other county governments and over the years to confirm the findings of this study.

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APPENDICES

Appendix A: Introductory Letter

Gladys Mulwa

P.O Box 43844 - 00100

Nairobi -Kenya

Dear Sir/ Madam,

RE: REQUEST FOR PARTICIPATION IN THE RESEARCH STUDY

I am a Masters Student at Kenyatta University and am currently carrying out a study on “Work Life Balance and employee Performance in the Ministry of Finance and Economic Planning Kitui County, Kenya.”

The aim of this letter is to request you to respond to the attached questionnaire. The information you give will be treated confidentially and will be used for the sole purpose of academic research.

Thank you for your cooperation.

Yours faithfully,

Gladys Mulwa

MBA Student: Kenyatta University, Kenya.

Email: kasaugladys@yahoo.com

Mobile Number: 0714889018

Appendix B: Questionnaire

This questionnaire is designed for the purposes of collecting data for a study on “Work Life Balance and employee Performance in the Ministry of Finance and Economic Planning Kitui County, Kenya. “Thus, the data will be used for academic purposes without disclosing the identity of the respondent. You are kindly requested to respond to the statements in this questionnaire objectively. Your participation is highly appreciated.

SECTION A: DEMOGRAPHIC DETAILS AND GENERAL INFORMATION

Kindly ticking the applicable box to complete this section

1. Indicate your Gender Male Female
2. Indicated your Age bracket
 20 – 30years 31 – 40years 41 - 50years 51 – 60years Over 60 years
3. Marital Status: Single Married Widowed Divorced
4. Number Of Children: None 1 2-3 3-6 7 and above
5. The age of the children 0-5 6-11 12 – 17 18 and above
6. For how long have you been working in the ministry

 0 – 1year 1 – 2years 2 – 4years 4 – 6years
7. What is your highest level of education?

 Secondary level

 College Level

 University level- Undergraduate

 University level- Masters

 University level- PHD

8. Which Position do you hold in ministry?

Senior management level []

Middle Management level []

Subordinate staff []

SECTION B: WORK LIFE BALANCE INITIATIVES

This section require you to respond the level of agreement or disagreement given the extent to which work life initiatives (Leave policy, flexible work arrangements, welfare policies, and family responsibilities) that are offered by the county government affect your performance.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

Leave policy

9. Are there written leave policies that help employees in this Institution?

Yes [] No [] I don't Know []

10. If yes in 9 above, do you think the leave policy is adequate? Yes [] No []

11. What are your suggestions for improvement with respect to leave policy

.....
.....

Kindly tick once in every statement based on your level of agreement or disagreement

Application of leave policy in the ministry of finance, county government of Kitui

No	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1.	My employer gives me leave to care and support my dependent					
2.	My institution observes the leave policy in employment agreement					
3.	Sick leave helps me to take care of my emotional health					
4.	Study leave allows me to take time- off for study to improve on my personal growth					
5.	My employer usually gives me additional leave to prolong my annual leave.					
6.	There is a paid maternity/paternity leave in this Organization					
7.	Annual leave helps me to reduce work related stress					

Kindly tick once in every statement based on your level of agreement or disagreement

Level of Service Delivery Resulting from Leave Policy

N o	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
	My work does not prevent me from attending to my family					
	I usually feel efficient every time I return from a leave					
	I feel motivated to render more services to the ministry after the leave					
	The ministry only allows me leave when it is certain that I do not have unfinished work on my table					
	Our leave policy enables me to take care of my personal life while remaining efficient.					
	My family life does not affect my job efficiency					

Flexible work arrangements

7. What is your opinion concerning the use of flexible work arrangement in the ministry?.....

.....

8. Do you believe that the ministry supports flexible work arrangements?

Yes [] No []

Kindly tick once in every statement based on your level of agreement or disagreement

No	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1.	I can decide the start and finish times for specific tasks assigned					
2.	My duties and responsibilities are co-shared					
3.	I can work for long hours per week to get a day off					
4.	Sometimes I can work while at home through telecommunication					
5.	The ministry employs some part time employee who helps us with the backlog.					
6.	I believe the ministry offers flexible working arrangements					
7.	I can pool my leave days to enable me adequate time to attend to personal and family matters					

Welfare policies

8. What are the general views of the welfare services provided by the institution?.....
.....
9. Are there some welfare services that you feel they are most beneficial than others?.....
.....

Kindly tick once in every statement based on your level of agreement or disagreement

No	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1.	Breastfeeding mothers enjoy flexible working arrangements to take care of their babies.					
2.	Childcare facilities are available for nursing mother.					
3.	There is adequate provision of recreational facilities in the institution					
4.	Professional counseling services are available to employees.					
5.	Family leaves are given to attend to family issues					
6.	The ministry arranges for a fully or partly paid holiday from time to time.					

Family responsibilities

7. Do you have family responsibilities? Yes [] No. []

8. If yes in 7 above, kindly explain the family responsibilities you have and how it influences your performance.....

Kindly tick once in every statement based on your level of agreement or disagreement

No	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1.	I find it difficult to manage work and multiple family responsibilities					
2.	Multiple family responsibilities contributes to my absence from work					
3.	My performance was better when I had no parental role than currently when I have parental role.					
4.	Family responsibilities does not affect my job performance					

Employees’ performance

1. Do you believe that work life initiatives help in increasing employees’ performance?

Yes [] No. []

2. Give your comment on the available work life initiatives and their contribution

towards performance.....

.....

.....

.....

.....

Kindly tick once in every statement based on your level of agreement or disagreement

No	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1.	Flexible work arrangements influence my productivity					
2.	My performance is affected by trying to balance work and family responsibilities					
3.	Leave policies have a positive impact on my performance					
4.	Welfare policies have a positive impact on my performance					
5.	Multiple family responsibilities affects my performance					
6.	There is a direct correlation between employees' performance and the work life balance initiatives in the ministry.					

