

**WORK LIFE INITIATIVES AND PERFORMANCE OF EMPLOYEES OF
COMMERCIAL BANKS IN KENYA**

BY

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DECLARATION

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DEDICATION

This thesis is dedicated to my father Francis Muli and mother Syombua Veronicah for their parental support and to the Kithae family at large for their spiritual, financial, emotional support and constant encouragement to complete my study.

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Table of Contents

DECLARATION.....	II
DEDICATION.....	III
ACKNOWLEDGEMENTS.....	IV
TABLE OF CONTENTS.....	V
LIST OF TABLES.....	VIII
LIST OF FIGURES.....	X
OPERATIONAL DEFINITION OF TERMS.....	XI
ABBREVIATIONS AND ACRONYMS.....	XII
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 BACKGROUND OF THE STUDY.....	1
FIGURE 1.1 MUTUAL GAINS PERSPECTIVE.....	10
1.2 STATEMENT OF THE PROBLEM.....	14
1.3 OBJECTIVES OF THE STUDY.....	16
1.4 RESEARCH HYPOTHESES.....	17
1.5 SIGNIFICANCE OF THE STUDY.....	18
1.6 SCOPE OF THE STUDY.....	18
1.7 LIMITATION OF THE STUDY.....	19
1.8 ORGANISATION OF THE STUDY.....	20
CHAPTER TWO.....	21
LITERATURE REVIEW.....	21
2.1 INTRODUCTION.....	21
2.2 THEORETICAL REVIEW.....	21
2.3 EMPIRICAL LITERATURE REVIEW.....	25
2.4 SUMMARY OF LITERATURE AND RESEARCH GAPS.....	47
2.5 CONCEPTUAL FRAMEWORK.....	49
FIGURE 2.2: CONCEPTUAL FRAMEWORK	50
CHAPTER THREE.....	51
RESEARCH METHODOLOGY.....	51
3.1 INTRODUCTION.....	51
3.2 RESEARCH PHILOSOPHY.....	51
3.3 RESEARCH DESIGN	52
3.4 EMPIRICAL MODEL.....	53
TABLE 3.1 MEDIATION DECISION MAKING CRITERIA	57
3.5 OPERATIONALIZATION AND MEASUREMENT OF VARIABLES.....	57
TABLE 3.2 OPERATIONALIZATION AND MEASUREMENT OF VARIABLES	57
3.6 TARGET POPULATION.....	59

3.7 SAMPLING DESIGN AND PROCEDURE.....	60
TABLE 3.3 DISTRIBUTION OF TARGET POPULATION.....	61
TABLE 3.4 DISTRIBUTION OF SAMPLE SIZE.....	62
3.8 DATA COLLECTION INSTRUMENTS.....	62
TABLE 3.5 TEST OF RELIABILITY OF THE INSTRUMENT.....	64
3.9 DATA ANALYSIS AND PRESENTATION.....	65
CHAPTER FOUR.....	69
RESEARCH FINDINGS AND DISCUSSIONS.....	69
4.1 INTRODUCTION.....	69
4.2 ANALYSIS OF THE RESPONSE RATE.....	69
4.3 DESCRIPTIVE STATISTICS	69
TABLE 4.1 CHARACTERISTICS OF THE RESPONDENTS.....	71
TABLE 4.2 FLEXIBLE WORK ARRANGEMENTS.....	73
SOURCE: (SURVEY DATA, 2013).....	73
TABLE 4.3 HR FINANCIAL INCENTIVES.....	74
TABLE 4.4 HR WORK FAMILY SUPPORT SERVICES.....	76
TABLE 4.5 SPIRITUALITY AT WORK.....	78
TABLE 4.6 LEADERSHIP.....	79
TABLE 4.7 AFFECTIVE COMMITMENT.....	81
TABLE 4.8 JOB SATISFACTION.....	82
TABLE 4.9 EMPLOYEE PRODUCTIVITY.....	84
TABLE 4.10 SERVICE EFFICIENCY.....	86
4.4 QUALITATIVE DATA ANALYSIS.....	87
TABLE 4.11 QUALITATIVE DATA ANALYSIS.....	87
4.5 TEST OF HYPOTHESES.....	89
TABLE 4.12 RESULTS OF NORMALITY DIAGNOSTIC TEST.....	91
TABLE 4.13 RESULTS OF LINEARITY TEST.....	93
TABLE 4.14 RESULTS OF HOMOGENEITY OF VARIANCE.....	94
TABLE 4.15 RESULTS OF MULTICOLLINEARITY TEST.....	95
TABLE 4.16 RESULTS FOR WORK LIFE INITIATIVES ON SERVICE EFFICIENCY.....	96
TABLE 4.17 ROBUST REGRESSION RESULTS FOR WORK LIFE INITIATIVES ON SERVICE EFFICIENCY.....	99
TABLE 4.18 RESULTS FOR WORK LIFE INITIATIVES AND PRODUCTIVITY.....	103
TABLE 4.19 RESULTS FOR WORK LIFE INITIATIVES ON EMPLOYEE PERFORMANCE..	107

TABLE 4.21 REGRESSION RESULTS FOR WLI AND EBO.....	114
TABLE 4.22 REGRESSION RESULTS FOR WLI, EBO AND EP.....	116
TABLE 4.23 SUMMARY OF REGRESSION RESULTS FOR THE MEDIATING EFFECT.....	119
TABLE 4.24 REGRESSION RESULTS FOR WORK LIFE INITIATIVES AND LEADERSHIP	122
TABLE 4.25 REGRESSION RESULTS FOR THE MODERATING EFFECT.....	124
TABLE 4.26 SUMMARY FOR THE LEADERSHIP MODERATING EFFECT.....	125
CHAPTER FIVE.....	128
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	128
5.1 INTRODUCTION	128
5.2 SUMMARY.....	128
5.3 CONTRIBUTIONS OF THE STUDY TO KNOWLEDGE	131
5.4 CONCLUSION.....	132
5.5 RECOMMENDATIONS FOR POLICY IMPLICATIONS.....	134
5.6 RECOMMENDATIONS FOR FURTHER RESEARCH	136
REFERENCES.....	138
APPENDIX A: COVER LETTER.....	162
APPENDIX B: QUESTIONNAIRE.....	163
APPENDIX C: INTERVIEW GUIDE	180
APPENDIX D: DOCUMENT REVIEW GUIDE.....	182
APPENDIX E: SUMMARY OF EMPIRICAL REVIEW.....	183
APPENDIX F: RESEARCH PERMIT.....	186

LIST OF TABLES

<u>TABLE 3.1 MEDIATION DECISION MAKING CRITERIA.....</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 3.2 OPERATIONALIZATION AND MEASUREMENT OF VARIABLES.....</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 3.3 DISTRIBUTION OF TARGET POPULATION</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 3.4 DISTRIBUTION OF SAMPLE SIZE...</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 3.5 TEST OF RELIABILITY OF THE INSTRUMENT...</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.1 CHARACTERISTICS OF THE RESPONDENTS.....</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.2 FLEXIBLE WORK ARRANGEMENTS.....</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.3 HR FINANCIAL INCENTIVES.....</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.4 HR WORK FAMILY SUPPORT SERVICES....</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.5 SPIRITUALITY AT WORK.....</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.6 LEADERSHIP.....</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.7 AFFECTIVE COMMITMENT.....</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.8 JOB SATISFACTION.....</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.9 EMPLOYEE PRODUCTIVITY.....</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.10 SERVICE EFFICIENCY.....</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.11 QUALITATIVE DATA ANALYSIS..</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.12 RESULTS OF NORMALITY DIAGNOSTIC TEST</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.13 RESULTS OF LINEARITY TEST.....</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.14 RESULTS OF HOMOGENEITY OF VARIANCE...</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.15 RESULTS OF MULTICOLLINEARITY TEST</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.17 ROBUST REGRESSION RESULTS FOR WORK LIFE INITIATIVES ON SERVICE EFFICIENCY.....</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.16 RESULTS FOR WORK LIFE INITIATIVES ON SERVICE EFFICIENCY...</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>
<u>TABLE 4.18 RESULTS FOR WORK LIFE INITIATIVES AND PRODUCTIVITY.....</u>	<u>ERROR: REFERENCE SOURCE NOT FOUND</u>

TABLE 4.19 RESULTS FOR WORK LIFE INITIATIVES ON EMPLOYEE PERFORMANCE
.....ERROR: REFERENCE SOURCE NOT FOUND

TABLE 4.20 ROBUST REGRESSION RESULTS FOR WORK LIFE INITIATIVES ON
EMPLOYEE PERFORMANCE.....ERROR: REFERENCE SOURCE NOT FOUND

TABLE 4.21 REGRESSION RESULTS FOR WLI AND EBO.....ERROR: REFERENCE SOURCE
NOT FOUND

TABLE 4.22 REGRESSION RESULTS FOR WLI, EBO AND EPERROR: REFERENCE SOURCE
NOT FOUND

TABLE 4.23 SUMMARY OF REGRESSION RESULTS FOR THE MEDIATING EFFECT
.....ERROR: REFERENCE SOURCE NOT FOUND

TABLE 4.24 REGRESSION RESULTS FOR WORK LIFE INITIATIVES AND LEADERSHIP
.....ERROR: REFERENCE SOURCE NOT FOUND

TABLE 4.25 REGRESSION RESULTS FOR THE MODERATING EFFECT.....ERROR:
REFERENCE SOURCE NOT FOUND

TABLE 4.26 SUMMARY FOR THE LEADERSHIP MODERATING EFFECT.....ERROR:
REFERENCE SOURCE NOT FOUND

LIST OF FIGURES

FIGURE 1.1 MUTUAL GAINS PERSPECTIVE.....ERROR: REFERENCE SOURCE NOT FOUND

FIGURE 2.2: CONCEPTUAL FRAMEWORK.....ERROR: REFERENCE SOURCE NOT FOUND

OPERATIONAL DEFINITION OF TERMS

Affective organisational commitment	The emotional attachment and identification with the employer
Compressed work week	Working a full week's worth of work in 4 days and taking the 5 th day off.
Employee behavioural outcomes	Refers to employee attitudes and behaviours.
Employee performance	The favourable expected employee outcomes in terms of productivity and efficiency in the organisations
Flexitime	Starting and finishing work at provided time which is convenient for the employee.
Flexible work arrangements	Working arrangements which allow the employee to differ the amount, timing and location of his/her work.
Human resource practices	Human resource management control activities.
Human resource outcomes	Refers to the attitudes proximate to the individual employee i.e employee commitment, job satisfaction and turnover intentions.
Organisational outcomes	Refers to the end result at the organisational level.
Organisational performance	Refers to achievement of Human resource management short and long term goals and objectives in terms of employee performance, retention of employees,

	provision of quality services and the ability to attract better applicants.
Productivity	Refers to the perceived work effort expended by an employee.
Service efficiency	Employee service behaviours such as carrying out the right task at the right time with the right speed of delivery.
Spirituality at work	Employee connection with inner self on what is right.
Work life balance	Managing work and family responsibilities without the influence either into work and family responsibilities.
Work life conflict	The interference between work and non work responsibilities
Work life initiatives	Practices and programmes beyond and above the statutory requirements offered by the employer for the use and benefit of the employee.

ABBREVIATIONS AND ACRONYMS

AOC	Affective Organisational Commitment
EBO	Employee Behavioural Outcomes

EP	Employee Performance
FWA	Flexible Work Arrangements
HR	Human Resource
HRM	Human Resource Management
HRFI	Human Resource Financial Incentives
HRWFSS	Human Resource Work Family Support Services
JS	Job Satisfaction
LEAD	Leadership
LMX	Leadership Member Exchange
MOLHRD	Ministry of Labour and Human Resource Management
OP	Organisational Performance
PSS	Perceived Supervisor Support
PQWL	Perceived Quality of Work Life
QWL	Quality of Work Life
TI	Turn over Intentions
WLC	Work Life Conflict
WFSS	Work Family Support Services
WLI	Work Life Initiatives
SAW	Spirituality at work
SET	Social Exchange Theory
SBS	Strathmore Business School
VIF	Variance Inflation Factor

ABSTRACT

Work family conflict is a challenging dilemma for working adults as well as the employers. Therefore, employers are gradually appreciating the importance of integrating work life initiatives as a means of attaining commitment, job satisfaction and employee performance. This study examined the separate and combined effects of work life initiatives (flexible work arrangements, HR financial incentives, HR work family support services and spirituality), leadership and employee behaviour as predictors of employee performance in Kenyan commercial banks. The specific objectives were; to determine the effect of flexible work arrangements on the employee performance; to analyse the effect of HR financial incentives on the employee performance; to assess the influence of HR work family support services on the employee performance; to establish the influence of spirituality at work on the employee performance; to determine the moderating effect of leadership on the relationship between work life initiatives and employee performance and finally to establish the mediating effect employee behavioural outcomes on the relationship between work life initiatives and employee performance. A cross-sectional survey research design was used to gather quantitative and qualitative data from employees of the 43 commercial banks in Nairobi County, Kenya with a target population of 3607. Proportionate Stratified random sampling design was used to select a sample size of 360 respondents. Primary data was collected using self-administered questionnaires which were dropped and picked later, in addition interviews with HR managers were conducted. Quantitative data was analysed using both descriptive and inferential statistics, in descriptive statistics data was summarised using percentages, mean and standard deviation while in inferential statistics, multiple regression analysis using stepwise and forced regression method was used. All the analysis was done using stata statistical package. Content analysis was used for qualitative data. The findings indicate that there is a significant positive statistical relationship between HR financial incentives and HR work family support services with employee performance. The findings showed that employee behavioural outcomes namely; affective commitment and job satisfaction partially mediate the relationship between work life initiatives and employee performance. In addition, the findings revealed that leadership was an explanatory variable in explaining the relationship between work life initiatives and performance. Furthermore, the findings supported the theoretical foundations of the social exchange theory that employees tend to exchange profitable efforts with the gains they perceive to be mutual from their employers. The study suggests that to accommodate HR financial incentives, an organisation needs to formulate rewards based on present or past improvement of individual or unit performance. On HR work family support services, the study recommends that there is a need to include all cadres of employees into the programs and standardise the services to all sectors. Training of leaders to embrace transformational and transaction leadership skills should also be done by HR managers. Lastly, the study suggests that future research should focus on extending the work life initiatives study to other sectors for further support of generalisation of findings in all sectors.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the current turbulent work environment, managers are engaging in a variety of behaviours geared towards increasing performance at the individual, group and organisational levels (Wright & McMahan, 2011). Due to a variety of external factors, organisations have become very competitive hence the need to consider human resources as a very important resource for gaining competitive advantage (Boxall, Ang & Bartram, 2011). Indeed, human resource practices affected by shrewd managers are widely linked to organisational effectiveness and efficiency, culminating in tangible increased performance levels (Ployhart & Moliterno, 2011).

As many organisations come to terms with the challenges of attracting and retaining the best talent, coupled with the emerging issue of work life conflicts, it is imperative that managers employ a variety of human resource (HR) practices in order to attain organisational goals (McClean & Collins, 2011). Consequently, managers are now undertaking proven, Work Life Initiatives (WLI) that are cost minimisers, contingent motivators, competitive motivators, resource makers and commitment maximizers in order to improve employees commitment, increase employee satisfaction and performance (Boxall *et al.*, 2011).

Past literature and studies (Drucker (1954; Stewart, 1996; Agarwala, 2007) propose that human resource management (HRM) should provide proof of how it adds value to organisations. Consequently, recent studies have categorically and progressively given evidence that HRM significantly contributes to organisational goals (Wright, Gardner, Moynihan & Allen, 2005; Purcell, Kinnie, Hutchinson, Rayton, & Swart 2009; Subramaniam & saravanan, 2012; Allen, Ericksen & Collins, 2013).

Despite the link between WLI and employee performance looking obvious, in the Kenya's context HR managers have to work under intense pressure in order to identify and implement policies that will prove effective in improving employee performance. While the American practitioners and scholars are gradually embracing the concepts of human resource practices in their organisations, the permeation is also gradually being felt in Kenyan organisations especially those with roots in the United States of America (USA) (Kim & Wright, 2010). Kuvaas (2008) observed that native organisations maintain unprecedented traditional methods by managing employees as an administrative function creating a significant variance on HRM practices causing variance in employees' performance. Related to this, Muchiri (2011) found that "organisation structures in Sub-Saharan Africa are known to be 'paternalistic' with management systems permeated by 'patrimonial' behaviours" P.443. Thus, Kenyan organisations need to gradually embrace the concepts of WLI just like their counterparts in USA to acquire employees' performance.

As observed by Gallie, Felstead and Green, (2007) and Wang and Walumbwa, (2007), bank employees are knowledge intensive and highly skilled workers who experience a high extent of work pressure and demand for more work autonomy to balance between their individual, family and work demands. The knowledge intensive labour makes human capital management critically important for organisation's performance. Given that employees have to manage a range of work and family commitments with limited time, WLI should be implemented to avoid work life conflicts. This calls for HR managers to pay more attention to the aspiration of every employee and effectively manage the WLI to achieve organisational goals. Specifically, Kenyan banks operate nationally and as multinationals within East Africa and Sub-Saharan Africa, hence the need to implement consistent and standardised HR practices to avoid significant variances on how employees are managed within the banking industry.

According to Purcell *et al.*, (2009) almost all HR policies and practices are implemented through line managers who bring the practices to life. This argument is echoed by Boxall *et al.*, (2011) who observed that there is always a gap between management rhetoric and reality as major gaps exist between management intention and management action. The gap is known to damage employees' attitudes and behaviour which can inversely affect performance. Consequently, supervisors have a duty to reinterpret the HR policies and make them workable in a particular context.

In response to recent studies that have called for greater understanding of moderating and mediating mechanisms through which human resource practices impact performance (Paauwe & Boselie, 2005; Becker & Huselid, 2006; Allen *et al.*, 2013). Recent research has indicated that leadership directly influences organisational performance (Muchiri, Cooksey, Di Milia & Walumbwa, 2011; Muchiri & Cooksey, 2012; Muchiri, Cooksey & Walumbwa 2012; Walumbwa, Christensen & Muchiri, 2013) and indirectly influences the relationship between organisational outcomes and HRM practices (Muchiri & Ayoko, 2013). Consequently, this study looks at leadership as a moderator variable that explains the relationship between work life initiatives and employee performance. Despite the fact that supervisors are the face of the organisation, their role on the relationship between HRM and performance is largely ignored. Thus, ignoring the role of leaders can front a great oversight as leaders oversee the operational effectiveness of HR policies and practices (Purcell *et al.*, 2009). This is supported by Kuvaas and Dysvik, (2010) who confirm that the paramount role of leaders is to function as deliverer of HR policies and they can either rescue or sabotage the intended HR policies and impact the degree to which WLI positively influences performance.

As argued by Lee and Bruvold (2003), perceived value and care for employees create a causal chain process from intended HR practices to actual practices. Perceived HR practices trigger employee reaction eventually leading to performance. This argument is supported by Cropanzano and Mitchell (2005) through the social exchange theory (SET) that when organisations invest in their employees they tend

to positively reciprocate and expend their full effort for the benefit of the organisation. In addition, SET suggests that employees, who perceive organisations to be supportive, tend to feel the obligation to repay the employer through positive attitudes and appropriate behaviours. Therefore, the goal of examining HR practices from the perspective of work life initiatives, leadership, employee behaviour and attitudes as they impact performance is intended to create a working environment and a performing organisational culture where employees value organisations contributions and care about their contributions through integrating individual and local needs into the overall organizational goals (Kuvaas & Dysvik, 2010).

Notably from the empirical research reviewed, a large number of studies have been carried out in the developed economies and mostly there is a general tendency of overlooking the service sector as most of the research is carried out in the manufacturing sector (Katou and Mohinder, 2007). Indeed, there seems to be limited research on HR practices such as flexible work arrangements, HR financial incentives, HR work family support services and spirituality at work in Kenya. The few studies available that have examined WLI have not factored in the moderating effects of leadership on the relationship between WLI and performance outcomes. Hence, based on the above discourse, the study would ascertain whether work life initiatives, leadership, employee behaviour and attitudes have unique relationship with employees' performance.

1.1.1 Work Life Initiatives

In this study, the work life initiatives under investigation are flexible work arrangements (FWA), HR financial incentives (HRFI), HR work family support services (HRWFSS) and Spirituality at work (SAW) which are part of high commitment practices and contingent motivators. Further, the effect of the use of high commitment and contingent motivators by organisations has resulted to positive and significant contribution towards making organisations a great place to work. As observed by Purcell *et al.*, (2009), WLI help develop a performing culture that encourages high performance in areas such as productivity, quality, customer service, growth, profits and eventually contribution toward shareholder value. In addition, McClean and Collins (2011), argue that WLI increase employee effort and create positive exchange relationships that encourage individuals to positively reciprocate towards organisational goals (Allen *et al.*, 2013). Hence, effective management of human resource practices could be a vital predictor of organisational success.

In the Kenyan context, Strathmore Business School (SBS) reported mixed responses on the existence and extent of adoption of work life initiatives by Kenya's organisations (SBS, 2011). More recently, a study by Muinde (2013), observed that Kenya's organisations are slowly adopting and implementing WLI to benefit their employees. For example, organisations like the United Nations in Gigiri, the United States Embassy and the United States Agency for International Development allow their employees free time on Friday afternoons so that employees can run their personal errands (Sarapay, 2012). The Coca-Cola headquarters and Safaricom Kenya

are also equipped with a sparkling gym to enable their employees to exercise within the organisations (Sarapay, 2012). Telework and use of baby crèches are also increasingly but gradually gaining acceptance by the organisations (Sarapay, 2012). In support of this, research carried out in Kenya by Shitsama, (2011), Bosibori *et al.*, (2012 and Muinde, (2013) show that HR practices in organisations have a statistically significant relationship with performance.

This study therefore looks at the relationship between WLI, leadership, employee behaviour and attitudes as predictors of employee performance which is measured in terms of service quality and productivity. The proposed model looks for a causal relationship that creates a mutual reinforcing effect by making employees more responsible in their jobs and thereby increasing responsiveness to the needs of the organisation.

1.1.2 Employee Performance

HRM activities have adopted a lot of the propositions from the behavioral science literature in impacting organizational processes. The HRM activities are strongly grounded in the behavioral sciences from which it has grown to direct the HRM concerns for the growth, empowerment, engagement and development of employees in an organization, which is necessary for performance and survival in a rapidly changing environment (Huselid & Becker, 2000; Gerhart, 2005; Armstrong, 2009).

Behavioural theories view the shift from personnel management as a focus to align human resource practices with the overall guiding strategy of the business or organisation (Armstrong, 2006). The personnel management approach, view the organisation's human resource as a cost centre and should be managed like any other organisational resource. Organisational performance entails broad human resource processes which have been developed in order to enhance and increase the performance of individuals, groups and the entire organization (Ibid, 2006).

Historically, managers have long sought to control the performance effort aspect of employment agreement by the use of monetary stimulus. This manipulation of the employment agreement was for the most part an attempt to create performance gains which could lead to a competitive advantage (Beardwell & Claydon, 2007). However, in today's fast paced and dynamic work environment, organisations are increasingly recognising the role of HR practices not as control or manipulative functions but as HRM means of attaining key individual, unit and organisational outcomes.

Huselid (1995) noted that HRM practices have a positive association with financial performance of an organization and a large body of empirical studies observes that HRM has a notable positive relationship for almost 20 years to today. The effect of activities associated with the management of people in firms on employee performance is a major and dominant topic in HR research (Guest, 1997; Bowen &

Ostroff, 2004; Paauwe & Boselie, 2005; Wright & Gardner, 2005; Boxall & Purcell, 2008; Paauwe, 2009).

Several studies have examined human resource practices and organisational effectiveness as a means of enhancing employee performance (Neal & Hammer, 2006; Tzafirir, 2006). The assumption is that HRM practices reduce personnel costs, improves employees' well-being and eventually help to enhance employee performance. Although there are a number of HRM practices, the challenge to the HR managers is to understand those dimensions that have the most positive effect on the employee performance (Beardwell & Claydon, 2007).

Dyer and Reeves (1995) noted that there are four dimensions that describe organizational performance indicators, including human resource outcomes, organisational outcomes, financial outcomes and stock-market performance indicators. In describing performance indicators, Guest (1997) and Paauwe (2009) propose that organisational performance is a multifaceted concept and each set of performance measure is as important as any other. Thus, the HRM managers' function is to add value to the human resources within the organisation and ensure that this objective is attained. Therefore, this research analysed key individual and organisational human resource oriented outcomes which are proximate to the individual and organisational level.

The extant behavioural science literature conceptualises that the effect of HRM practices to be both on employee well being and performance. Peccei (2004) views this as an optimistic perspective where HRM practices are mutually beneficial to both employee well being and to employers in terms of the performance. The achievement of the objectives is ensured through the people factor in organizations. Hence, the HRM perspective to performance leans towards the behavioral science dimension that links organizational performance with human behavior.

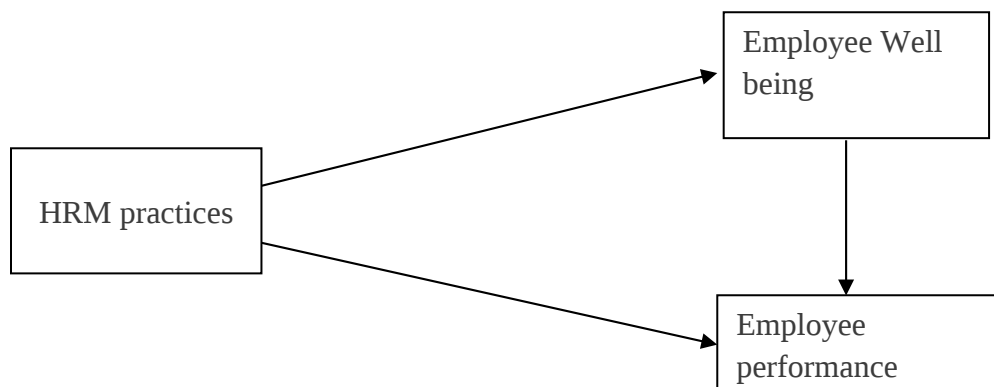


Figure 1.1 Mutual Gains Perspective

Source: (Wright & McMahan, 2011)

This model is used to discuss the positive effects of HRM practices on employee attitudes and behaviours which is the behavioural perspective which cites that employment activities are adopted to bring forth and control employee behaviours which contribute to overall employees' performance (Wright & McMahan, 2011). Beardwell and Claydon (2007) validate this argument by indicating that managers employ HRM practices to utilise and control human capital.

The use of non financial measures in measuring performance in HRM studies is most preferred as recommended by Dixon, Nanni and Vollmann (1990); Kaplan, (2010).

Therefore, this research used non financial measures of performance since financial measures exhibit inherent problems when measuring HR performance. For example, while Buhner (1997) noted that financial measures view tangible capital as the main source of competitive advantage, it is clear that activities related to people are indicated as costs. Thus, the HRM function is treated as a cost centre; hence employees are seen as liabilities. Secondly, financial measures lead to a short term orientation on the part of the firm with respect to the management of human resources.

Thirdly, accounting data provides only an aggregate financial reflection of the real business process. Finally, financial measurements focus on resource consumption over a short time while HR practices take longer to demonstrate their impact (Becker, Huselid & Ulrich, 2001). However, it should be noted that non financial measures ultimately lead to financial performance for the organisation as indicated by Mutua *et al.*, (2012).

1.1.3 Commercial Banks in Kenya

It is important to note that the banking industry in Kenya is divided into commercial banks, mortgage finance banks, investment banks and deposit taking micro-finance institutions. It is further divided into locally owned, public shareholding banks, private owned and foreign owned banks which are either locally incorporated or foreign incorporated banks Central Bank of Kenya (CBK). According to the CBK

supervision annual account (2011) the banking sector has a staff of approximately 30,056 employees at all cadres (CBK, 2011).

Banks in Kenya provide work life initiatives to their employees although they offer different and varied work life initiatives at varied capacities to help employees cope with the demanding work and non-work responsibilities (Wang & Walumbwa, 2007). The banking business is information and knowledge intensive which is a critical strategic resource for attaining competitive advantage (Tan, Lye and Lim, 2010). In order to leverage this resource for competitive advantage, banks therefore need to view employees as intellectual assets and offer HR practices such as WLI so to attain organisational performance (Ahmadi, Daraei & Kalam, 2012).

In the present growing competitive business environment Kenyan banks to have actively get engaged in competition battles for higher employee performance hence, HR managers are compelled to reorient their HR practices and adopt proactive HR strategies towards achieving organisational goals (CBK, 2012). As evidenced by the banking sector across Europe, banks have policies commonly referred to as “family-friendly policies” so as to reconcile work and non-work responsibilities (Ioannou, Kanellopoulos, Mouriki & Toutziarakis, 2002). The European banks have embraced policies such as flexible working time, provision of workplace crèches, health and well-being support, child-care and dependent care support which includes childcare

vouchers, cash payments, childcare allowances, teleworking, phased return to work after maternity among other initiatives (European Foundation, 2002).

The banking sector in Kenya has also gradually embraced the concept of providing WLI to their employees. Ecobank encourages a healthy balance between work and life by offering initiatives such as flexible working hours, study leave, time-off, free health screening, health-care management, counselling facilities, and child education among others (Ecobank, 2012). Barclays bank policies also provide for work life initiatives such as extension of maternity leave, counselling facilities, and parental leave to parents and guardians of children under the age of fourteen years. The bank views this as a way of supporting employees so as to attract and retain the best people (Barclays Bank, 2012).

Local banks such as Kenya Commercial Bank (KCB) may pride themselves in providing the highest standards of health protection which include cover for chronic ailments, maternity, pre-existing conditions, and lodger fee for children up to the age of six years. It also provides employee counselling, and career development which includes employee training and overseas exposure so as to attract, develop, promote and retain the best people from all cultures and segments (KCB, 2012). Finally, Faulu Kenya promotes a group culture by serving its employees with lunch and also holds prayers to ensure that the employees have the right spiritual connection (Faulu, 2012). Therefore, Kenyan banks provide a universalistic approach and the best

practice bundle as appropriate to them as recommended by Beardwell and Claydon (2007).

As observed by Armstrong (2006), the reference point sought by many HRM researchers and practitioners is to establish a clear link between HRM practices and performance and most important the extent of the impact on proximate objectives. Thus, it is imperative to carry out a study to analyse the efficacy of WLI within the commercial banks in Kenya. Therefore, this study sought to establish whether these stated WLI have helped the banks to achieve the desired objectives towards employees' performance.

1.2 Statement of the Problem

Despite the effort to initiate several work life initiatives (WLI) by banks to enhance employees' performance, the performance of most employees has remained low. Furthermore, the mechanism and extent to which the flexible work arrangements, HR financial incentives, HR work family support services, spirituality at work, leadership, employee behaviour and attitudes affect employees' performance remain unclear (Wang & Walumbwa, 2007; Snape & Redman, 2010; Wright & McMahan, 2011).

Empirical research carried out in developed countries by Wright and MacMahan, (2010); Kuvaas and Dysvik, (2010); Boxall *et al.*, (2011); Allen *et*

al., (2013) as well as studies carried out in Kenya by Shitsama, (2011) and Bosibori *et al.*, (2012) reveal that HR practices have a positive and statistically significant relationship with performance. Furthermore, there is a positive significant association between HR practices, commitment, job satisfaction, leadership, employee behaviour and attitudes with operational performance. However, these studies have focused on HRM functions of employee development and attraction practices such as training and development, performance appraisal, career management, recruitment and selection (Teseema & Soeters, 2006; Mutua, Karanja & Namusonge, 2012). The effect of HR practices such as flexible work arrangements, HR financial incentives, HR work family support services and spirituality at work on employee commitment have received much less attention, hence the effect of WLI in organisations remain largely unexplored (Mutua *et al.*, 2012).

Furthermore, other studies have previously focused on other moderators other than the role of leadership to predict the relationship between work life initiatives and performance. (Wright *et al.*, 2005; Rizov & Croucher 2008; Khan, 2010). Leadership is a vital ingredient in linking human resources and performance, although, as noted by Boselie, Dietz and Boon (2005), research on leadership practices and performance has been management - centric rather than from the employees' standpoint. Further, a study carried out in Kenya by Walumbwa, Hartnell and Oke (2010) show that leadership directly and indirectly influences key individual and organisational outcomes. In addition, Muchiri (2011) point out that the leadership perspective on leadership

substitutes in sub-saharan Africa is under researched as this confirms the existing dilemma in HRM theory in regard to the contribution of leaders on employee oriented HR practices geared towards employees' performance (Purcell *et al.*, 2009).

It is on this basis that this study sought to establish the **relationship between complimentary HR practices such as flexible work arrangements, HR financial incentives, HR work family support services, spirituality at work and the role of leadership in influencing performance within the banking sector in Nairobi, Kenya.**

1.3 Objectives of the Study

1.3.1 General Objective

The purpose of this study was to investigate the effect of work life initiatives on performance of employees of commercial banks in Kenya.

1.3.2 Specific Objectives

- i) To determine the effect of flexible work arrangements on performance of employees of commercial banks in Kenya.
- ii) To establish the effect of HR financial incentives on performance of employees of commercial banks in Kenya.
- iii) To determine the influence of HR family support services on performance of employees of commercial banks in Kenya.

- iv) To establish the influence of spirituality at work on performance of employees of commercial banks in Kenya.
- v) To establish the mediating effect of employee behaviour outcomes on the relationship between work life initiatives and performance of employees in commercial banks in Kenya.
- vi) To determine the moderating effect of leadership on the relationship between work life initiatives and performance of employees in commercial banks in Kenya.

1.4 Research Hypotheses

- H0₁: There is no statistically significant relationship between flexible work arrangements and performance of employees of commercial banks in Kenya.
- H0₂: There is no statistically significant relationship between HR financial incentives and performance of employees of commercial banks in Kenya.
- H0₃: There is no statistically significant relationship between HR work-family support services and performance of employees of commercial banks in Kenya.
- H0₄: There is no statistically significant relationship between spirituality at work and performance of employees of commercial banks in Kenya.
- H0₅: There is no statistically significant effect of the employee behavioural outcomes on the relationship between work-life initiatives and performance of employees of commercial banks in Kenya.
- H0₆: There is no statistically significant effect of leadership on the relationship between work-life initiatives and performance of employees of commercial banks in Kenya.

1.5 Significance of the Study

The findings of this study were found important to various groups in Kenya and also in other developing countries. First it brings light to HR managers and future managers on the importance of integrating work life initiatives in the strategic objectives of the organisation.

The research is of importance to organisational policy makers by providing relevant information about employees perception on the availability of work life initiatives to employees and its effect on organisational behaviour. Specifically, the government policy makers can use the research findings when drafting statutory polices by including those initiatives not included in the employment Act of Kenya such as flexible work arrangements, onsite and offsite baby care centres as requirements in organisations with a certain number of female employees.

The study is also of use to other human resource management students and scholars who might want to carry out their research in the area of work life initiatives and employees' performance.

1.6 Scope of the Study

There are forty four (44) banking institutions; out of this, one (1) is a mortgage finance company hence forty three (43) commercial banks as registered with the Kenya Bankers Association. There are four (4) representative offices of foreign banks and six (6) deposit taking micro-finance institutions (DTMs). However, this

research was carried out to cover all the 43 commercial banks in Kenya. The study looked into the influence of work-life initiatives provided by the employers on the performance of employees.

1.7 Limitation of the Study

The researcher faced the following limitations while carrying out this research work. First, the area of study in Kenya is under researched and it was difficult to obtain secondary data from other similar studies. It was also difficult to access the banks' published materials. However, the researcher mitigated this challenge by comparing similar research in different industries both local and Western to try and infer the research findings.

Access to the respondents was also a challenge due to the stringent policies by most of the banks not to allow any form of research within the banks. This challenge was mitigated by using the research permit from the Ministry of Higher Education Science and Technology (Appendix F) and the introduction letter given from Kenyatta University which easily enabled access to the banks.

A cross-sectional survey design was used which is known to limit the extent to which causal references are made. However, the researcher triangulated the research design by use of a mixed method approach. The research was limited to the financial service

sector and the sample was limited to the banking sector although the sample allowed the researcher to control for industry effects. To mitigate this issue, a larger sample was selected which had the potential to minimise Type 1 and Type 11 errors.

1.8 Organisation of the Study

This thesis is structured as follows: chapter one provides the research background, research objectives, significance of the study, scope, justification of the study and the limitations which were encountered in the course of the study. Chapter two presents the literature review while chapter three present the research methodology employed in the study. Chapter four examines the results of data analysis and discussions. Finally, Chapter five presents the summary, conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a literature review of the theories that form the basis of this study. Specifically, the chapter reviews theories related to WLI, employee performance and leadership, and presents a conceptual research framework which forms the basis for the research hypotheses.

2.2 Theoretical Review

2.2.1 Social Exchange Theory

Social Exchange Theory (SET) identifies the conditions under which people feel obligated to reciprocate when they benefit from some person's or some organisations actions. The theory was used to understand the quality of the relationship between workers and employers and in promoting performance through pro social behaviour, organisational citizenship behaviour and extra role performance (Lambert & Waxman, 2005).

SET explains how successful relationships can be modelled using attraction, communication, expectation formation and norm development, to induce and maintain commitment (Gundlach, Achrol & Mentzer, 1995). Specifically, the influence of WLI on the organisation versus employee social exchange is most likely to be evidenced in their aggregate use, perceived availability and value. These efforts provide fresh evidence that the basic tenets of SET hold in the workplace that

positive beneficial actions directed at employees by the organisation or its representatives contribute to the establishment of high quality exchange relationships that create obligations for employees to reciprocate in positive beneficial ways (Cropanzano & Mitchell, 2005).

Further, positive relationships between the employee and the organization can help generate favourable outcomes such as organisational commitment, faster career progression, job satisfaction and organisational citizenship behaviours. This concept is argued out by Ployhart and Moliterno (2011) that benefits from the work life initiatives are not constant as some employees may value the same benefits differently hence incurring different obligations to the organisation. They may also vary on how they find the initiatives useful to them personally, in terms of helping their family members or professionally. The more useful they find the benefits provided, the more they should want to give something extra back to the firm (Wright & McMahan, 2011).

In behavioural science, social exchange theory is a behavioural science that conceptualises mutual exchanges between the employer and the employees. Therefore, this study looks into whether contemporary HR practices based on commitment maximizers and contingent motivators enhance the establishment of exchange relationships by outlying positive exchange relationship between the employees and the organisations. Secondly, whether a positive relationship that influence employees' performance can be obtained using work life initiatives, leadership, attitudes and behaviours; affective commitment and job satisfaction.

Although the SET has lacked the attention to cultural variations and cross cultural issues of different institutions, many studies suggest that SET is useful in explaining the relationship between HRM practices and performance (Cropanzano & Mitchell, 2005; Collins & Smith 2006; Sun *et al.*, 2007; McClean & Collins, 2011; Wright & McMahan, 2011). In addition, a positive aspect of SET is that it has explanatory power as it predicts that employees reduce costs and maximize incentives within their relationships. It also has predictive power in that it predicts that when outcomes are perceived to be greater, employees outdo themselves and showcase extra effort in their work (Allen *et al.*, 2013).

Thus, this theory is suited to best explain the relationship among work life initiatives (flexible work arrangements, HR financial incentives, HR work family support services and spirituality at work), leadership, employee behaviour and attitudes as predictors of employee performance in Kenyan commercial banks. Finally, social exchange theory is appropriate for this study because it is humanistic and has a heuristic value (Armstrong, 2006).

2.2.2 Role Theory

Role theory, as formulated by Katz and Kahn (1966) states that the role individuals occupy at work and elsewhere exists in relation to other people. These people have expectations about the individuals' role, and if they live up to these expectations they will have successfully performed the role. Performance in a role is a product of the situation individuals are in for example the organizational context and the direction

or influence exercised from above or elsewhere in the organization and their own skills, competences, attitudes and personality. Situational factors are important, but the role individuals perform can both shape and reflect their personalities. Stress and inadequate performance result when roles are ambiguous, incompatible, or in conflict with one another. Therefore, leaders increase the sense of efficacy where employees acquire assurance to perform effectively (Cropanzano, Goldman & Walumbwa, 2011).

Empirical studies by Meyer, Allen and Smith, (1993) noted that the use of WLI satisfy certain needs of employees, thereby enhancing their well being, which ultimately contributes to the positive evaluation of one's commitment and attachment to his or her organisation. Purcell *et al.*, (2009) argue that to increase employee commitment, organisations should focus on the affective component by improving the quality of leader member exchange (LMX) relationships. The emotional attachment associated with affective commitment characterises the employer employee relationship such that employees remain with the organisation because they want to. When their needs and expectations are met, employees tend to develop stronger affective attachment to the organisation than those whose wants were not met (Wang & Walumbwa, 2007).

Role theory also illustrates the effects of perceived supervisory support (PSS) on employee behavioural outcomes by emphasising interactions between leaders and line managers who are the supervisors and subordinates in a work unit (Yeh, 2005). Armstrong (2006) affirms that those HR policies are implemented by line managers,

in addition, Purcell *et al.*, (2009) emphasizes on the importance of effective and quality implementation of HR policies by line managers. Kuvaas and Dysvik (2010) argue that supervisors can reinterpret and rescue poorly designed policies and at the same time negate and sabotage good HR practices. Empirical research shows that supervisors role to implement and support WLI is perceived differently by employees because of individual differences.

Role theory is suited to study the effect of work life initiatives on performance, because leader member exchange relationships model shows the investment of good quality leadership skills. Moreover, the role of leaders is to promulgate HR policies and facilitate positive follower experiences in different situations. Hence, the theory has proven to be among the most durable theories for describing supervisory behaviours and understanding supervisory skills consequences.

2.3 Empirical Literature Review

2.3.1 HRM Activities and Employee Performance

Performance of the HRM function in any organisation is measured on the basis of the extent to which it creates value for the firm. Performance is viewed as the outcome that indicates and reflects organisational efficiencies or inefficiencies; it can be objectively or subjectively measured. Paauwe and Richardson (1997) synthesize that HRM activities give rise to HR outcomes which influence employee performance. Behavioral scientists have addressed concerns for the performance of organizations on the basis of three levels: the individual, the group and the organization (Robbins,

2005; Robbins & Judge, 2007; Wright & McMahan, 2011). They suggested HRM outcomes as employee satisfaction, motivation, retention, social climate, involvement, trust, loyalty, security, intention to leave and commitment. They also described performance outcomes at the organisational level as encompassing productivity, product or service quality, customer satisfaction, research and development. Thus, it can be concluded that prior researchers have developed HRM activities and firms' linkage models.

The Harvard framework as modelled by Beer, Spector, Lawrence, Mills, and Walton (1984) suggested HRM practices have HR outcomes such as commitment, congruence, and cost effectiveness and long term consequences such as individual well being, organisational effectiveness and societal well being. Guest (1997) normative model outlays HR outcomes such as employee commitment, flexibility, and quality while organisational outcomes include; job performance, productivity and turnover. Guest and Conway (2004) proposed a model to demonstrate the linkage between HRM practices and the firms' performance that proposed HR outcomes such as employee competency, teamwork, commitment and job satisfaction and organisational effectiveness at organisational level.

Bratton and Gold (2003) noted that performance measures at the individual and HR outcomes is measured using absenteeism, resignations, commitment while operating performance measures are productivity, product and service quality and financial measures. Paul and Anantharaman (2003) also proposed HRM performance linkage model that captures operating performance measures such as employee retention,

employee productivity, product quality, speed of delivery and operating cost. Finally, Beardwell and Claydon (2007) noted that organisational performance measures are categorised into productivity, quality and delivery metrics.

Based on the performance models used in past (Paauwe & Richardson, 1997; Bratton & Gold, 2003; Beardwell & Claydon, 2007) the frequently used measures of individual performance are productivity and service efficiency metrics. The measures were used to investigate the individual and combined effect of work life initiatives (flexible work arrangements, HR financial incentives, HR work family support services and spirituality at work) leadership, employee attitudes and behaviour on key individual and organisational outcomes in this current study.

2.3.2 Flexible Work Arrangements and Employee Performance

Changes in economic and technological factors have encouraged the adoption of flexible work arrangements by organisations. This is in response to increased competition, market volatility, changes in the family demographics with increased women seeking formal jobs, dual-earner couples, single-parent families and guardians undertaking elder care responsibilities (Bond, Thompson, Galinsky & Prottas, 2002). Although the International Labour Convention (ILO) points out that work flexibility is a contentious issue since the first ILO convention in 1919, Lambert, Marler and Gueutal (2008) observe that employers are increasingly granting their employees some level of autonomy and work flexibility to control and manage themselves as to when, and where they work from.

Flexible work arrangements (FWA) include schedules such as part-time work, flexitime, compressed work week, job-sharing, and telecommuting known as telework (Estes & Micheal, 2005). These flexible options are primarily provided to attract and retain the best and qualified staff. The availability of the flexible schedules does not guarantee automatic usage by employees; their adoption and usage by employees vary depending on a number of factors such as their age, career aspirations or managerial control practices.

Flexible work arrangements are expected to provide organisational benefits. Empirical studies across countries (Glass & Finley, 2002; Brewster, Mayhofer & Morley, 2004; Stravrou, 2005) reveal that there are positive outcomes with certain types of flexible options and negative outcomes with others. These arrangements are positively related to job satisfaction (Batt & Valcour, 2003), organisational commitment (Halpen, 2005), and negatively associated to turnover intention.

Peters, Tijdens and Wetzels (2004) assert that flexible work arrangements affect employee's mobility as workers have to reschedule their daily chores while reconciling the two domains of their jobs, household requirements, individual needs and organisational demands. The constant scheduling and rescheduling of daily activities lowers employees' productive hours hence decreasing their productivity. Kelly *et al.*, (2008) note that the mechanisms used to design a firms work flexibility to reduce the incidence of time conflicts for employees might affect the organisational outcomes.

Wang and Walumbwa (2007) in a study carried out in banks in China, Kenya and Thailand observed that the availability of FWA in various banks increase organisational commitment and improve productivity. This study assumed that the banks characteristics are homogeneous across countries hence the study did not focus on specific FWA needs in each country, this could be misleading due to the differences in organisation structure. Although FWA are most preferred by employers because they do not involve high costs, Bloom and Van Reenen, (2006) noted that they do not have a direct relationship with organisational performance. However, a longitudinal research by Menezes and Kelliher (2011) showed that there is a positive relationship between flexible working and individual performance.

Ortega (2009) asserts that employers give employees FWA in order to improve performance rather than attend to their family concerns hence a dilemma to employees because FWA are given at the discretion of the employer. The employer controls the employees working arrangements hence they cannot exercise choice over their working arrangements.

Menezes and Kelliher (2011) noted that there is a mixed finding on whether FWA are associated with employees' performance. A margin of 31% indicated that there was a relationship between flexible work arrangements and individual performance while 69% showed that there was no relationship. Working from home was noted to have a positive effect on performance due to reduced costs while job-sharing showed

a negative effect as employees feel that their share of contribution is invisible. In support SBS (2011) observed that only 26% of the top best performing companies in Kenya have flexible responsive cultures.

A study termed as the “Business case” on flexible work arrangements by Menezes and Kelliher (2011) indicated that there was no causality between flexible and non-flexible arrangements among workers. This study also looked at cases that used single occupation respondents and majority of the used data was from only one organisation hence the findings may not be generalised to wider population of workers. In addition, a longitudinal study reported by Golden (2007) in USA and Australia showed that 45% of workers have no ability to influence their own work schedules and only 15% feel that they can freely determine their work flexibility. Further, only 43% can decide within certain limits their flexible work arrangements.

Based on the above empirical evidence as pointed by Golden (2007) there seems to be stubborn cultural norms in organisations to adopt, implement or consider flexible work arrangements. Based on the presented empirical evidence this research sought to assess the effect of flexible work arrangements on the performance of commercial bank employees in Kenya.

2.3.3 HR Financial Incentives and Employee Performance

Behavioural theorists suggest that financial incentives have motivational properties that satisfy multiple individual needs and desires. Bartol and Srivastava (2002) have established that there is a clear link between monetary incentives and performance, this link is direct and it reinforces that employee portray organisation valued behaviours. According to Babakus, Yavas, Karatepe and Avci (2003), financial incentives have an influence on employee perception and attitudes thus in exchange for the rewards employees should reciprocate by increasing their commitment to their jobs and employers respectively. Although this study showed a relationship between rewards and job satisfaction, it did not establish a relationship between job satisfaction and employee performance.

According to Nickell, Stephen, Nicolitsas and Patterson (2001), financial incentives that are tied to organisational performance suffer from free riding consequences where employees are required to work harder and only receive a fraction of the increased profits. This argument is supported by Kaur (2010) that employees are required to increase their wage demands in order to get higher share of financial incentives which leads to unhealthy competition and eventually inequity in incentives distribution which discourages productive behaviours.

Rousseau (2003), Aquinis (2009) and Adam (2010) observe that organisations with good monetary packages have many benefits such as increased self esteem and clear

mind regarding organisational goals. Hence proper management of employee financial incentives leads to important contributions and performance to organisations. Financial incentives include bonuses, short term and long term incentives, allowances, income protection schemes or even allowances (Milkovich, Newman & Gerard, 2010).

Rousseau (2006) notes that the social exchange theory expands the understanding that financial incentives may cause both the employees and the organisation to participate in exchange relationships where both get into mental calculations and perceptions about the costs versus benefits of the exchange therefore directly serving positively or negatively to performance. Rousseau (2006) concludes that employment relationships are transactional and are showcased by short term monetizable exchanges where employees act to fully maximise the total value of the exchange.

Organisations provide incentives as an exchange for employees' contributions and as recognition so as to influence productivity. A study by Webster, (2011) indicates that extending monetary incentives to employees may act as a powerful tool for improving employees' performance. A further research by Lingham (2008) concluded that bonuses have a positive effect on individual and group performance. More recently, to support financial incentives Webster (2011) carried out a research of the effect of developing career development programs and opportunities for

employees. The finding was that provision of full or partial education or training support to employees is positively associated with job performance and employee satisfaction (Webster, 2011). The studies by Herman (2007), Lingham (2008) and Webster (2011) commonly used Pearson correlation method of data analysis to check for relationship between the variables, it however did not consider any other method of data analysis to cross check the research findings strength, a triangulation of method should have been used for better reliability of the research findings.

A panel research carried out by Wolf and Zwick (2008), showed that the coefficients of financial incentives were weakly associated with performance of employees hence concluded that provision of financial incentives do not contribute to immediate rather to a laggard effect on productivity. On the contrary, a study carried out by Wright and McMahan (2011), noted that there is a significant positive association between financial incentives and employees effort.

Shitsama (2011) revealed that there was a positive significant relationship between reward and compensation with employees' performance. However, the interpretations drawn from the descriptive statistics moreover, percentages and mean values are not suitable for generalisation of results as it is difficult to make viable inferences as pointed out by Field (2009). Further the study used multiple regression analysis with a sample size of 36 respondents, this sample size is not sufficient for this method as per the general rule of thumb of the target population should be

greater than thirty into the number of predictors ($N > 30K$) where K is the number of predictors (Tabachnick & Fidell, 2001).

2.3.4 HR Work Family Support Services and Employee Performance

Work and family are interrelated domains creating positive and negative spill over because the two domains have permeable and flexible boundaries. Dramatic changes in demographics mean that more women are seeking employment, as well as an increase in dual-earner couples, single-parent units, and elder care by middle aged employees which has resulted in difficulties for the employed to manage work and family responsibilities which create work-family conflicts (Moon & Roh, 2010). In response to this shift, organisations have been forced to establish family friendly policies which are aimed at cushioning employees to have a more balanced family work life for better performance.

Work family conflicts cause negative spill over from work to family or from family to work (Agarwala, 2007). This forces the employers to create integration or a mechanism of reconciling the two domains. They therefore, establish policies such as employee counselling, crèches which are provided onsite or offsite, recreational facilities, or even family leaves (Cayer, 2003).

Bruck, Allen and Spector (2002) concluded that multiple roles among employees affect well-being both at work and at home. In support, family friendly services are therefore implemented by organisations and have notably been associated with positive outcomes such as greater job performance (Jones & McKenna, 2002), job satisfaction, reduced WFC (Eaton, 2003), greater commitment, increased retention (Roberts, Jerry, Gianakis, Clifford & Wang, 2004). However, the studies by Bruck *et al.*, (2002), Eaton (2003) and Roberts *et al.*, (2004) were carried out in the manufacturing sector and did not consider inputs from the service sector.

Mumford, Karen, John and Budd (2006) found that organisations realise benefits of offering family friendly policies by reducing absenteeism, and increasing productivity. They observe that employees behave responsibly which enables the organisation to retain competent employees as they put extra efforts leading to better performance.

The current study used the social exchange theory as a framework for studying the relationship between family friendly services and positive employees' behaviour outcomes and banks performance. Past organisational studies have used this theory to explain the motivational foundations that depict employee behaviours and the creation of positive employee attitudes (Blau 1964; Settoon, Bennet & Liden, 1996). Social exchange theory explains that employees feel that they should reciprocate the

benefits they receive from their employers (Lambert & Waxman, 2005; Muse, Harris, Giles, & Field, 2008).

A recent study by Anja-Kristin and Laura (2011) done in eight countries noted that different types of support services are positively associated with employee satisfaction and well being of the worker enhancing organisational productivity. The study however used hierarchical regression analysis of data on the total sample; the method is known to be good in validating HR practices that have been studied before and found to have significant relationships with performance.

Mwiti (2007), argues that HR practices are not directly linked to employees job but their availability or non-availability is felt in the employees performance. This argument is supported by Priti (2009), who observes that HR practices increase efficiency and productivity among employees. Research in Kenya (Bosibori, Nyakundi, Munene & Okibo, 2012), points out that HR welfare services such as employee counselling, medical care and good conditions of service have a positive and statistically significant effect on employees' performance by increasing their productivity. However, this research used descriptive statistics to analyse the data which is not sufficient to generalise the results to other sectors.

The banks expect that the family friendly benefits offered to employees contribute to the formation of high quality employment exchange relationship that causes

employees to oblige and behave in a positive beneficial manner towards the organisation. This is also supported by the leader member exchange (LMX), where the roles of the supervisors in the banks shape the attitudes and behaviour of the employees (Walumbwa, Avolio & Zhu, 2008).

Since the ultimate goal of family friendly services is to increase employee performance through enhanced commitment and job satisfaction, some researchers have addressed these goals as dependent variables. This research attempted to advance on these studies of family friendly services by establishing the relative effect of employee family work support services such as counselling, recreational facilities, crèches, family leaves and holidays on employee performance through commitment and job satisfaction.

2.3.5 Spirituality at work and Employee Performance

Spirituality in organisations brings about strong communication and interpersonal relationships among employees. This creates a culture of individual support, connectedness with self and others, intrinsic motivation which eventually leads to a highly productive organisation and a satisfied work force. Organisations are therefore facilitating the development of spirituality in the workplace by encouraging employees to bring their emotional and spiritual attributes. Employers believe that a humanistic work environment makes employees to be more productive, creative and satisfied (Garcia-Zamor, 2003; Wiersma, Dean & Fornaciari, 2009).

Spirituality at work is not associated with any religion, God or higher powers but a sense of service, connectness, morality, recognition of an inner life, it gives a framework to a strong organisational culture (Giacalone & Jurkiewicz, 2004), enhanced feelings of completeness and joy (Kinjerski & Skrypenek, 2004) passionate, energized, meaning and a purpose for work which are important prerequisites in any organisational performing culture.

Milliman, Czaplewski and Ferguson, (2003) indicated that workplace spirituality encourages happiness and connection hence employees are more helpful, show greater integrity and respect of others and tend to show better behavioural outcomes. Giacalone and Jurkiewicz, (2004) Studies have indicated that there is a correlation between organisational spiritual culture, its core values and profitability and that the more spiritual organisations outperform those with rigid spiritual culture. A research by Rego and Cunha, (2007) on the relationship between spirituality and organisation showed that employee performance is attained through commitment as more committed employees devote extra efforts to their work hence contributing to enhanced performance.

Organisational performance is also attained by the employee perception that the employer supports their spiritual well being and growth. A research by Marque (2007) argue that organisations that nurture diversity, flexibility and creativity gain positive citizenship behaviour from the employees. Rego and Cunha (2008) found

out that workplace spirituality is highly correlated with affective commitment findings that were supported by Steverson, (2008). However, these empirical studies did not agree on the proper definition of spirituality in the organisation. This study tried to understand whether spirituality at work affects the organisational performance in any way.

Kazemipour, Amin and Pourseidi, (2012) noted that there is a strong and significant relationship between workplace spirituality and organisational commitment. The study was carried out on one hundred and sixty three (163) respondents who were working professionals at managerial level. Kazemipour *et al.*, (2012) study used multiple regression analysis to analyse their data and also according to Baron and Kenny (1986) recommendation. The study investigated the effect of the mediating variable commitment on the relationship between the independent variable workplace spirituality and dependent variable organisational citizenship behaviour. The study gave strong evidence where commitment beta coefficient was positive and significant this provided a foundation for this research which estimated the effect of the mediating variable using path analysis.

Mat, Nasina, Koh and Doris, (2011) in their study on the effect of workplace spirituality on affective commitment found out that there was a significant association between the variables. Mat *et al.*, (2011) concluded that facilitating employees' engagement in work, ensuring a sense of community and spirituality

connection among employees contributed to affective commitment which eventually leads to positive employee outcomes further improving organisational performance. Mat *et al.*, (2011) study used multiple regression analysis using predictive analytic software which is the preferred method of analysis for the current study.

Javanmard (2012) noted that employees exhibit a strong sense of meaning and integrity which helps them to work in solidarity and as a community towards achieving individual, team and organisational goals. The study was further supported by Kazemipour *et al.*,(2012) which used multiple regression model to test the mediating effect of commitment on organisational citizenship behaviour.

Oginde, (2011) carried out a quantitative study by surveying the Kenya financial sector, 200 questionnaires were distributed and 80 percent response rate obtained. He noted that the correlation between spirituality and organisational citizenship behaviour were not significant enough for generalisation. Therefore, the study recommended that spirituality at work need to be researched in combination with other independent variables. Therefore, there was a need for this study to combine spirituality with other independent variables and observe the correlation change.

2.3.6 Employee Behaviour Outcomes and Employee Performance

Affective commitment and job satisfaction are desirable employee behaviour outcomes that are an outcome of employees' perception on organisational experiences derived from appropriate HR practices (Meyer, Stanley, Herscovitch & Topolnytsky, 2003). The employee behaviour outcomes have strongly and consistently been associated with desired work outcomes such as efficiency, profitability, productivity and low absenteeism among others (Meyer *et al.*, 2003).

Specifically social exchange theory suggests that individuals are drawn to participate and invest in rewarding relationships where they bond with the employer in return for the benefits or favours received from the employer (Blau, 1983). Strategic human resource management scholars suggest that organisations can use performance and commitment oriented human resource practices to drive the desired organisational effectiveness (Wright, Garner, Moynihan & Allen, 2005; Combs, Liu, Hall & Ketchen, 2006).

Empirical conceptualisation and findings suggest that particular HR practices and strategies play an important role in achieving the desired individual and unit level outcomes. Nishii, Lepak and Schneider, (2008) argue that HR practices have a direct impact on employees knowledge, skills, motivation and behaviour which in turn influences the proximal indices of organisational performance such as operational efficiency, productivity, profitability, learning and growth.

Previous studies (Sun, Aryee & Law, 2007; Nishii & Wright, 2008; Gong, Law, Chang & Xin, 2009; Takeuchi, Chen & Lepak, 2009) found that any selected HR practices by a firm work almost immediately and have desired consequences on employees' behaviours and attitudes when employees perceive them in the desired manner. Therefore when work life initiatives are implemented effectively they are likely to cause employees to perceive the employer employee relationship as a profitable exchange hence feel obliged to develop a bond with the organisation which may lead to better performance.

A survey by Kehoe and Wright (2010) to test the mediating effect of commitment and job satisfaction on work life initiatives, found partial mediation effect. The study was done on fifty six (56) business units sampling ten (10) different job categories in a service industry commitment was tested as a mediating variable to HR practices and performance. Further, Kehoe and Wright (2010) tested the mediating effect using Baron and Kenny (1987) mediation analysis procedure and reported that commitment does not completely mediate the relationship between HR practice perceptions and Performance.

Scholars have put an emphasis on understanding the mediating mechanisms through which HR practices influence performance whereby (Snape & **Redman, 2010; Wright & McMahan, 2011; Allen *et al.*, 2013**) are among the recent researchers to extent research on the variables with mediating effects on performance.

Furthermore, HRM researchers have consistently used social exchange theory (SET) and leader member exchange relationships (LMX) (Blau, 1983, Cropanzano & Mitchell, 2005) to explain how HR practices arouse critical employee attitudes and behaviours (Sun, Aryee & Law, 2007).

Based on this reasoning organisations that effectively manage commitment or contingent HR practices benefit from positive and mutual exchange relationships that encourage employees to reciprocate by portraying attitudes and behaviours such as affective commitment and employee job satisfaction that are paramount in pursuit of organisational goals (Wright & McMahan, 2011).

2. 3.7 Leadership and Employee Performance

Organisations depend on supervisors' capability to deliver the desired outputs through coordination and effective communication. Notably, as argued by Andersen (2009) leadership development is an agenda in private and public sector reforms as organisations seek for frameworks to reinvent managerial and organisational practices. Muchiri and Ayoko (2013) confirm that organisations perform best when leaders are fully integrated and developed as they not only account for financial outcomes but employee well-being as well.

Leadership in Kenya is complex as it is characterised by a mixture of authoritarian and traditional leadership approaches (Wang & Walumbwa, 2007), bureaucratic hierarchies and modern supervision approaches which inhibit growth and competitiveness. In fact Kenya's productivity and managerial competency is currently ranked 106th out of 144 countries (World Competitiveness Report, 2012). The rank poorly positions organisations in Kenya, and gives an indication that Kenyan companies are over-managed, poorly managed and less-led as observed by Muchiri (2011) that leaders in Sub-Saharan countries practice paternalistic and patrimonial leadership behaviours. Moreover, Walumbwa (2010) found out that authentic leadership and servant leadership can improve leadership effectiveness in Kenya.

Kossek and Ozekis (1999) suggest that the provision of WLI will positively relate with organisational commitment, job satisfaction and lower intentions to leave only when employees perceive that they have control over the usage of the initiatives. This argument was supported by Lambert and Waxman, (2005) that perceived supervisor support can be used as an indicator of favourable treatment prompting reciprocal positive actions from employees. Further, Walumbwa *et al.*, (2010) assert that there is a positive relationship between some sub-sets of leadership and employee performance depending on organisational contextual variation.

According to Armstrong and Baron, (2006) Positive LMX relationships between employees and supervisors can create high levels of trust and in turn affect organisational outcomes. Avolio and Reichard (2008) assert that leaders are expected to lead their followers to higher levels of performance. While, Wang and Walumbwa (2007) observed that the availability of HRM practices in Kenya's' organisations produce organisational commitment among employees who perceive that their supervisors support them by providing relevant information on the practices and their usage. Beauregard and Henry (2009) fully support that influence of WLI on employee behaviour is moderated by managerial support.

Management support boosts employees' attitudes, which enhances a greater similarity between the employee attitudes and the organisational goals (Walumbwa, Avolio & Zhu, 2008; Purcell *et al.*, 2009). Such attitudes are unlikely unless there is an effective workplace mutual trust, and empowerment to employees (Kuvaas & Dysvik, 2010). Muchiri *et al.*, 2011) observed that effective leadership requires leaders to invest in their employees by being charismatic, supportive, actively listening to them and providing feedback.

Empirical research gives undeniable evidence that there is a positive association in the relationship between perceived supervisor support and performance at the individual and organisational level (Muchiri, 2011). Kuvaas and Dysvik,(2010) provide evidence that the impact of work life initiatives is moderated by perceived

supervisor support. Line managers and supervisors can influence employee behavioural outcomes such that the PSS are seen to strengthen employee organisational commitment and lower the intentions to leave (O'Neill, Harrison, Cleveland, Almeida, Stawski & Crouter., 2009).

To further advance on the findings on leadership as suggested by Walumbwa *et al.*, (2012), leadership can be theorised from a multidimensional and integrative lens. Specifically on leadership aspects and behaviours that directly and indirectly contribute to organisational outcomes such as leadership substitutes as researched by Muchiri and Cooksey, (2011), in addition to gender and managerial level effect on leadership context (Muchiri *et al.*, 2011). The current study assesses leadership from a facet of perceived supervisory support as theorised by Kottke and Sharafinski, (1988).

Since supervisory support seem important in moderating the relationship of how employees behave when they perceive that their supervisors either care to share information about initiatives or provide support in the usage of the initiatives, this proposition was carried out on in this research. Muchiri and Cooksey (2012) confirm that supervisor investment in socio emotional needs of employees can positively influence follower performance and satisfaction. The researcher investigated the position of supervisor support provided to employees and how it leads to employee performance. In this study, social exchange theory and leader member exchange

relationships under the role theory are used to underpin the moderating effect of leadership on the relationship between WLI and performance.

2.4 Summary of Literature and Research Gaps

There is a general consensus among researchers that WLI lead to performance although the effect may be indirect through a chain effect process from the individual, group through to organisational levels (Wright & McMahan, 2011). WLI influence the employees who portray certain attitudes and behaviours which end up leading to improved performance (Ployhart & Moliterno, 2011).

Research on the outcomes of WLI by a number of researchers in different disciplines show that by making work life initiatives available, organisations are able to increase employees service efficiency and productivity by increasing commitment among employees, reducing the intentions for turnover and gradually improving satisfaction enhancing organisational effectiveness (Boxall *et al.*, 2011). However, this mutual effect is negated by senior managers who perceive work life initiatives from a narrow perspective and view WLI issues to be unrelated to pressing business goals.

According to Purcell *et al.*, (2009) presence of work life initiatives in organisations result to an impact on employee attitudes and citizenship behaviours within the organisation which reflect on the organisational performance. Although WLI are

positively associated with improved employee performance, they do not necessarily reduce levels of employee WLC as employees may choose to use or not use the provided initiatives leading to different behavioural outcomes which affect the organisational performance differently.

HR practices give organisations a competitive advantage in better service delivery or efficiency, increased job related attitudes, work effort and contextual behaviours by enhancing social exchange processes. This argument is supported by the empirical review that leadership moderates the relationship between work life initiatives and employee attitudes and behaviours (O'Neill *et al.*, 2009). The question is whether it moderates the relationship between WLI and employees performance in commercial banks in Kenya. In addition, the employee attitudes and behaviours referred to as employee affective commitment and job satisfaction mediate the relationship between work life initiatives and employee performance in studies in the developed economy (Kehoe & Wright, 2010). The pertinent issue in this study is to establish whether employee behaviours mediate the relationship between work life initiatives and employees performance in the Kenya's commercial banks.

Based on the empirical review above, issues of workplace work life initiatives and programmes are not organisational concepts but existing continuum which needs to be developed and implemented where they limited in practice. This implies that in order to create family friendly workplace HR managers must design and implement

with the help of supervisors, benefits and policies that help employees solve the preliminary work life issues such as conflicts and work and non – work responsibilities. The issues are discussed as barriers and known to interfere with effective service efficiency and productivity (Agarwala, 2007). It is neither clear whether WLI in the Kenya's commercial banks is still a concept or has been embraced WLI as a continuum.

This research deduces that work life initiatives through a chain effect process lead to the desired organisational objectives. However, the mechanism through which HR practices affect organisations performance is left unclear and especially in the Kenya's commercial banks. The lack of adequate research in this area prompted this research.

2.5 Conceptual Framework

The independent variable in this research is the work life initiatives which are indicated by flexible work arrangement, HR financial incentives and HR Work family support services and spirituality at work. The dependent variable is employee performance, the mediating variable being employee behavioural outcomes and the moderating variable is perceived supervisor support measured in leadership.

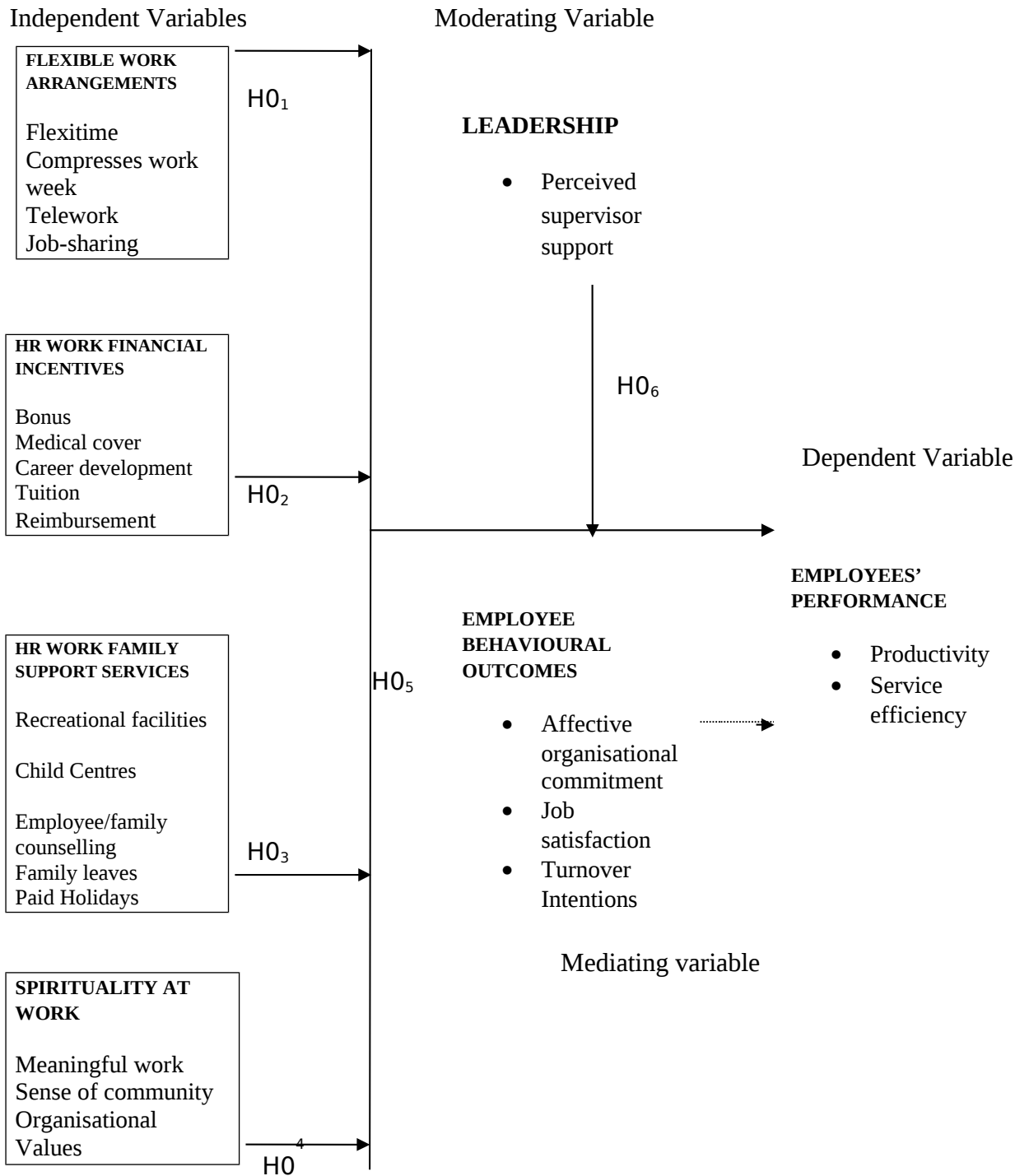


Figure 2.2: Conceptual Framework
 Source: (Author, 2014)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design and its philosophical orientation. It covers the empirical model, measurement of variables, and operationalization of variables. It also covers the target population, the sampling techniques and sample size and how it was determined. The chapter also gives a description of the data collection methods and instruments showing their reliability and validity. Finally, the chapter discusses how data was analyzed.

3.2 Research Philosophy

Hatch and Cunliffe (2006) observe that individuals make sense of situations based on their individual experiences, memories and expectations. Epistemology is concerned with what is acceptable knowledge hence this research determines how people are able to know reality and use symbols to accurately describe and explain the reality. The researcher is also able to compare the respondents' claims and ascertain the truth. A positivist research paradigm as recommended by Creswell (1998) was appropriate for this research as there was empirical verification of the findings obtained; also the cause and effect analysis was done. The paradigm was suitable as it allowed for hypothesis and theory testing. It is also important to understand how individuals think and feel and how they communicate verbally and non-verbally (Easterby-Smith, Thorpe & Jackson, 2008).

This study therefore, was based on the positivist view that human behaviour should be conducted in the same manner as studies in natural sciences. This research sought to study the effects from the employees' point of view and gather their reactions on how their performance has been changed by benefits received from their employers. This research revolved around work life initiatives in organisations and how the initiatives influence people behaviour to react in a certain way to organisations providing the initiative.

This means that in this study the researcher presented figures in an effort to explain which mechanisms lead to creating employee performance. The purpose was to gather information, opinions, and feelings of how flexible work arrangements, HR financial incentives, HR work family support services and spirituality at work influence the participant's performance. The research aimed at understanding and recommending ideas on how to solve work life balance issues according to the classical policy view.

3.3 Research Design

The study used descriptive research design and an explanatory research using cross-sectional survey design. According to Sekaran and Bougie (2009) there is no single perfect design, hence the researcher used these two designs to achieve the optimal results as recommended by Saunders, Lewis and Thornhill (2009). The purpose of using a descriptive design is to provide an accurate description of an observation and

that it accommodated the use of a cross-sectional survey strategy to be used (Sekaran & Bougie, 2009). The explanatory research design looks for explanations of the nature of certain relationships and investigates the cause effect relationship between variables (Saunders *et al.*, 2009).

The case in this study is that the choice of a survey design is specifically cross-sectional. This design allowed collection of quantitative data from a sizeable population in an economical way (Mugenda & Mugenda 2003; Saunders *et al.*, 2009).

3.4 Empirical Model

There are several models which could be used in analysing quantitative data; logit, probit, discriminant analysis and regression models. Logit, probit and discriminant analysis models are suitable when the dependent variable is binary (Field, 2009). Therefore, regression model was preferred for this study as recommended by Muthen and Muthen (2007) because the dependent variable is continuous. Multiple regression analysis was used to regress step by step the relationship between the various variables to understand the strength of each predictor variable and get the suitable variables to regress against dependent variable (Field, 2009).

To strengthen the relationship between work life initiatives and employees' performance employee biographic characteristics were included in the study. Quazi, Koh, Huang and Khoo, (2011) observe that employees individual differences contribute by strengthening the relationship between the work life initiatives and

performance. The variables were included in the multiple regression models as control variables.

The multiple regression models estimated are;

$$PERFORMANCE = \beta_0 + \beta_1 FWA + \beta_2 HRFI + \beta_3 HRWFSS + \beta_4 SAW + \beta_5 AGE + \beta_6 SEX + \beta_7 CHILD + \beta_8 POS + \beta_9 TEN + e \dots \dots \dots 3.1$$

Where,

β_0 = Constant

β_1 to β_9 = The slope

FWA = Flexible work arrangements

HRFI= HR financial incentives

HRWFSS = HR work family support services

SAW = Spirituality at work

AGE = Age of the respondent

SEX = Gender of the respondent

CHILD = Life stage of the respondents children

POS = (Position) Position held by the respondent in the organisation

TEN = (Tenure) Number of years of service in the organisation

E = Error term

To accommodate the moderating variable Keppel and Zedeck (1989) analysis procedure was used. Since the moderating and mediating variables were defined as the mean of the responses in section C and D (see appendix B) the moderating and

mediating variables were treated as continuous variables. To establish the effect of leadership as a moderating variable on the relationship between the independent variables and the or determine whether it is simply an explanatory variable and gives an indirect effect to the relationship. The following multiple regressions were to be estimated.

First model 3.1 as shown above was estimated as the base model to determine the relationship between the dependent variable and the independent variables. Secondly, model 3.2 which included leadership as the moderating variable was estimated.

$$PERFORMANCE = \beta_0 + \beta_1 FWA + \beta_2 HRFI + \beta_3 HRWFSS + \beta_4 SAW + \beta_5 AGE + \beta_6 SEX + \beta_7 CHILD + \beta_8 POS + \beta_9 TEN + \beta_{10} LEAD + e \dots \dots \dots 3.2$$

Where,

LEAD = Leadership

Finally model 3.3 was estimated to give the direction and effect of the moderator variable on the independent variables and its total effect on the dependent variable.

$$PERFORMANCE = \beta_0 + \beta_1 FWA + \beta_2 HRFI + \beta_3 HRWFSS + \beta_4 SAW + \beta_5 AGE + \beta_6 SEX + \beta_7 CHILD + \beta_8 POS + \beta_9 TEN + \beta_{10} LEAD + \beta_{11} LEAD.FWA + \beta_{12} LEAD.HRFI + \beta_{13} LEAD.HRWFSS + \beta_{14} LEAD.SAW + e \dots \dots \dots 3.3$$

Where,

LEAD.FWA = Leadership × Flexible work arrangements

LEAD. HRFI = Leadership × HR financial incentives

LEAD.HRWFSS = Leadership × HR work family support services

LEAD.SAW = Leadership × Spirituality at work

According to MacKinnon, Fairchild and Fritz, (2007) if β_{11} to β_{14} in model 3.3 are not significant but β_{10} in model 3.2 is significant then leadership is just an explanatory variable. However, if β_{11} to β_{14} in model 3.3 are significant then leadership is a moderator whose effect and direction are given by the β_i 's.

To establish whether employee behavioural outcomes mediate the independent variables and the dependent variable the three models were to be estimated as recommended by Baron and Kenny (1986). First model 3.1 was estimated as the base model to determine the relationship between the dependent variable; employee performance and the independent variables; flexible work arrangements, HR financial incentives, HR work family support services and spirituality at work. Secondly, model 3.4 which establishes the relationship between the mediator (employee behavioural outcomes) and the independent variable (flexible work arrangements, HR financial incentives, HR work family support services and spirituality at work) were to be estimated.

$$M = \beta_0 + \beta_1 FWA + \beta_2 HRFI + \beta_3 HRWFSS + \beta_4 SAW + \beta_5 AGE + \beta_6 SEX + \beta_7 CHILD + \beta_8 POS + \beta_9 TEN + e \dots \dots \dots 3.4$$

Where,

M = Employee behavioural outcomes

Lastly model 3.5 was estimated to establish whether there was complete, partial or no mediation between the independent variables and dependent variable.

$$PERFORMANCE = \beta_0 + \beta_1 FWA + \beta_2 HRFI + \beta_3 FSS + \beta_4 SAW + \beta_5 AGE + \beta_6 SEX + \beta_7 CHILD + \beta_8 POS + \beta_9 TEN + \beta_{10} M + e \dots \dots \dots 3.5$$

The following decision criteria were to be used.

Table 3.1 Mediation Decision Making Criteria

OUTCOME		CONCLUSION
1.	$\beta_1 - \beta_4$ are significant in model 3.1	Complete mediation
	$\beta_1 - \beta_4$ are significant in model 3.4	
	$\beta_1 - \beta_4$ are not significant and β_{10} is significant in model 3.5	
2.	$\beta_1 - \beta_4$ are significant in model 3.1	Partial mediation
	$\beta_1 - \beta_4$ are significant in model 3.4	
	$\beta_1 - \beta_4$ in 3.1 are significant but more than $\beta_1 - \beta_4$ in 3.5 significant or not significant and β_{10} is significant in model 3.5	
3.	$\beta_1 - \beta_4$ are not significant in model 3.1	No Mediation
	$\beta_1 - \beta_4$ are not significant in model 3.4	
	$\beta_1 - \beta_4$ in 3.1 are significant and equal to $\beta_1 - \beta_4$ in 3.5 and β_{10} is not significant in model 3.5	

Source: Baron and Kenny, (1986)

3.5 Operationalization and Measurement of Variables

The study variables were given operational meaning as given in Table 3.1 below.

Table 3.2 Operationalization and Measurement of Variables

Category	Variable	Indicators	Operationalization	Measurement
Dependent Variable	Employee performance	Productivity	Ability of Attaining and improving output and performance due to the initiatives received	Continuous

		Service efficiency	Ability to provide services as required by the customer and the employer.	Continuous
Independent variable	Flexible work Arrangements	Flexitime	Starting and finishing a day's work at the employees' convenient time.	Aggregated index of 1-5 point scale
		Compressed work week	Squeezing the weeks workload into lesser days	
		Telework	Working away from the office i.e at home	
		Job-sharing	Sharing a full-time job with another employee	
Independent Variable	HR Financial Incentives	Bonus	Financial tokens as appreciation for good work	Aggregated index of 1-5 point scale
		Medical Cover	Health insurance either full or partial coverage	
		Career development	Opportunities for growth	
		Tuition Reimbursement	Refund of fees to graduated students	
Independent variable	HR Family Support Services	Recreational facilities	Off-work Places for relaxing	Aggregated index of 1-5 point scale
		Child Centres	crèches	
		Employee counselling	Employee and family Counselling services	
		Family leaves	Off days to spend with family	
		Paid holidays	Holidays financed by the employer	

Independent Variable	Spirituality at work	Engaging work	Feeling that one is doing a job that fits with their values and beliefs	Aggregated index of 1-5 point scale
		Sense of community	Connecting with other employees for common purpose	
		Organisational values	Norms, beliefs and values upheld in the organisation	
Moderating variable	Perceived supervisor support	Leadership	Ability to Support, re-interpret and implement HR policies by the supervisor	Items on a 1-5 scale
Mediating Variable	Employee Behaviour outcomes	Affective organisational commitment	Emotional attachment for the employer	Aggregated index of 1-5 point scale
		Job satisfaction	Comfort and job contentment	
		Turnover Intentions	Urge to leave the employer at the slightest opportunity	

Source (Author, 2012)

3.6 Target Population

The target population are all the employees of commercial banks in Kenya. According to CBK (2011) there are 43 commercial banks in Kenya with approximately a total population of 30,056 employees located across the Country.

The CBK supervisory report indicates that 12 percent of these employees are based in Nairobi County (CBK, 2011).

3.7 Sampling Design and Procedure

3.7.1 Sampling Technique

Multiple sampling techniques were used in the research in order to effectively answer the research objectives (Teddlie & Yu, 2007). Proportionate stratified random sampling technique was used to select the required sample from the target population of 3607 employees drawn from the four strata of the management, supervisory, clerical and secretarial and support staff. In addition, purposive sampling was used to pick 43 HR managers for validation of the self reported responses from employees. The commercial banks in Kenya are divided into the following departments; the management, supervisory, clerical and secretarial and support staff sections as indicated in Table 3.3.

Table 3.3 Distribution of Target Population

Category	Frequency	Percentage (%)
Management Cadre	843	23
Supervisory level	722	20
Clerical and secretarial	1802	50
Support staff	240	7
Total	3607	100

Source (CBK, 2011)

Table 3.3 shows the categories of the employees as per the management levels; employees at the management level are 23%, those at the supervisory level are 20%, and those at the clerical and secretarial level are 50% finally employees at the support level are 7%.

The sample size was determined by use of Yamane (1967) formula for calculating sample size.

The formula is $n = \frac{N}{1 + N(e)^2}$

Where n = sample size, N = population size e = error term

$N = 3607$, $\epsilon = .05$ hence,

$$n = \frac{3607}{1 + 3607 (.05)^2}$$

$$= 360$$

Based on the Yamane formula the sample size was 360 employees at 95 percent level of certainty that translates to 10.1 percent of the total population. Table 3.4 shows the distribution of the sample size.

Table 3.4 Distribution of Sample Size

Category	Frequency	Multiplier effect (10.1%)	Sample frequency	Percentage (%)
Management Cadre	843	0.101	81	23
Supervisory level	722	0.101	73	20
Clerical and secretarial	1802	0.101	182	50
Support staff	240	0.101	24	7
Total	3607	0.101	360	100

Source (Author, 2012)

Table 3.4 shows that 23% respondents were from the management level, 20% respondents were from the supervisory level, 50% from the clerical and secretarial level and 7% support staff.

3.8 Data Collection Instruments

This study used both secondary and primary data. Secondary data was collected using a document review guide. A semi-structured questionnaire was used to collect primary data. While an interview schedule was used to obtain additional information from the HR managers.

The questionnaire was developed based on review of HRM studies done, for instance the affective commitment scale by Meyer and Allen (1991); leader member exchange leadership (LMX) questionnaire by Bass and Avolio (2000). The questionnaire included both structured and semi-structured questions and consists of five main categories which are; individual factors covering item 1 to 9, work life initiatives covering items 10 to item 35, moderating variable questions from 36 to 43, mediating variable with items 44 to 60, productivity covered items 61 to 74 and service efficiency covered item 74 to 83. In addition, information was obtained from the HR managers using an interview guide which had one section covering 19 items.

3.8.1 Data Collection Procedures

Data collection procedures started by obtaining a permit from the Ministry of Higher Education Science and Technology (Appendix F). The researcher proceeded and dropped the questionnaires with a copy explaining the specific objectives to the office of the HR managers who then distributed the questionnaires to the respondents. The filled responses were picked later within a specified time from the bank officials, data collection took approximately 10 weeks.

3.8.2 Validity and Reliability of Instruments

3.8.2.1 Validity

A pilot test was carried out with ten selected respondents who were selected from the target population. The ten respondents did not form part of the final sample size. The

purpose of the pilot test was to test face and content validity of the instrument. In addition, expert opinion was also considered to check for face and content validity. To make the variable turnover intentions more reliable the experts recommended a modification by using positive questions unlike using reverse questions which can confuse the respondents. Face validity was improved by adding the appropriate instructions to the questionnaire. The questionnaire was also commended by the cooperative bank HR manager to be good evaluation instrument that can be adopted by banks to evaluate their work life initiatives programmes in the institutions. This validation and positive comment improved the face validity of the instrument.

3.8.2.2 Reliability

Reliability concerns the degree to which the scores are free from random measurement errors. Cronbach's alpha was used to estimate internal consistency reliability by determining how items of the instrument relate to each other and to the entire instrument. A cronbach's alpha 0.7 is enough to confirm whether variables are reliable (Sekaran & Bougie, 2009). However, Field (2009) argues that a cronbach's alpha value equal or great than 0.5 is regarded to be an indication of reliability. Therefore, the researcher considered coefficient alpha greater than 0.5 to indicate reliability of the research instrument. The results for all the items are summarized in Table 3.5.

Table 3.5 Test of Reliability of the Instrument

Questionnaire context	Number of Items	Reliability (Cronbach Alpha score)	Comment
Flexible work arrangements	6	0.6299	Reliable
HR financial incentives	7	0.7739	Reliable

HR work family support Services	5	0.7287	Reliable
Spirituality at work	8	0.9012	Reliable
Leadership	7	0.9322	Reliable
Affective organisational commitment	8	0.7086	Reliable
Job satisfaction	2	0.9793	Reliable
Turnover intentions	2	-2.95	Not reliable
Productivity	13	0.8454	Reliable
Service efficiency	6	0.7021	Reliable
Overall reliability	64	0.8001	Reliable

Source: (Pilot study, 2012)

Table 3.4 shows that flexible work arrangements had a reliability of (.6299), HR financial incentives (.7739), HR work family support services (.7287), spirituality at work (.9012), leadership (.9322), affective commitment (.7086), job satisfaction (.9793), productivity (.8454), and service efficiency (.7021). The Turnover intentions variable lacked internal consistency with a cronbach alpha of (-2.94) hence this variable was dropped from the questionnaire. However, the overall instrument had a cronbach alpha value of 0.8001 which is a good indication of a reliable research instrument.

3.9 Data Analysis and Presentation

Once questionnaires were received back, they were physically checked and coded. Quantitative data was analysed using descriptive statistics and inferential statistics (Field, 2009). Descriptive statistics was used to summarise data on the demographic characteristics and obtain percentages, mean and standard deviation on the level of agreement or disagreement to the research questions (Sekaran & Bougie, 2009).

Inferential statistics was carried out using multiple regression models as suggested by Muthen and Muthen (2007), the regression models tested the strength of the predictor variables. Once the strength of the predictors was determined, the variables that determined the model best were used in the step by step method to run the multiple regression to determine the predictors that best predict the dependent variable this is as recommended by Boxall *et al.*, (2011), that it is not prudent to consider individual HR practices as all employment relationships are based on some minimum number of human resource practices. To facilitate the regression model, weighted averages were computed using the following equation.

$$C_i = \frac{\sum f_i w_i}{\sum f} \quad 3.6$$

Where,

C_i = Composite Index for Variable i . The variables for which indices were computed are work life initiatives, employee behaviour, and employee performance.

f = Total Number of Respondents who responded to the respective section of the Questionnaire.

W_i = The Relative Weight given to each Component in a particular Variable.

i = Total Number of Components that comprised the specific Variable

Greene (2002) points out that the relationship between the dependent variable and the independent variable should satisfy the assumption of normality, linearity, homogeneity of variance (heteroskedasticity) and multicollinearity. To meet these conditions and to further eliminate the extreme values from the data set there was identification of univariate and multivariate outliers which was done through regression analysis (Field, 2009). However, before testing normality, studentized residues and mahalanobies distances D^2 which uses χ^2 distribution to show how far each set of scores is from the group means adjusting for correlation of the variables was used. As recommended by Burdinski, (2000) cases with studentized residues greater than or less than 3 were omitted as well as p values less than 0.05.

According to Greene (2002) none of the methods for testing normality is absolutely definitive, the researcher used the rule of thumb that a variable is reasonably close to normal if its skewness and kurtosis have values between -1.0 and + 1.0 as recommended by Myoung (2008). Linearity of variables was tested using correlation coefficients as suggested by Cohen, West and Aiken, (2003) and further linearity analysis was performed for specific regression equations using Ramsey specification test. The Ramsey specification test null hypothesis states that the P value should be greater than 0.001 for the model to be linear otherwise it is non-linear hence mis-specified.

Homogeneity of variance was tested using the Breusch-Pagan statistics as recommended by Warner (2008) where the Breusch-Pagan null hypothesis states that there is constant variance. Finally, multicollinearity was tested using the tolerance and variance inflation factors (VIF) as recommended by Field (2009). Multicollinearity poses a problem for multiple regression models since as collinearity increases the standard error of coefficients also increases making them less trustworthy. It also limits the size of R and makes it difficult to assess the individual importance of a predictor.

In order to make inferences, meaning was drawn from the descriptive statistics and inferential statistics. Stata version 11.0 was used to aid in data analysis and the results were presented in form of tables for easy understanding and interpretation. Data gathered from responses to the open questions in the interviews schedule were subjected to qualitative data analysis as presented in Table 4.11 It was further used to explain the findings. Qualitative data was edited and assembled into short sentences and listed under the stated categories (Sekaran & Bougie, 2009).

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents results of data analysis. The data was collected between the months of February to May 2013. The chapter is structured as follows; presentation of the analysis of the response rate results, presentation of the descriptive statistics and finally the presentation of the inferential statistics.

4.2 Analysis of the Response Rate

The researcher distributed 360 questionnaires out of which 241 were received from the field, 4 questionnaires were rejected due to incompleteness. The questionnaires that were accepted as correctly filled were 237 which translate to a response rate of 65.8%. In addition, 26 HR managers were interviewed in a period of 10 weeks resulting to a response rate of 60%. This response rate is acceptable for this study. Rogelberg and Stanton (2007) assert that when cross – sectional studies of survey design are conducted at the individual level, the expected response rate is 50%. Ibid (2007), furthermore argue that those studies carried out at the organisational level, the appropriate response rate is between 35 – 40%. Therefore, the above response rates meet this criterion hence was appropriate for this study.

4.3 Descriptive Statistics

Biographic characteristics of the respondents in terms of the sex, age, education level, child stage of respondent's children, position and tenure are presented in Table

4.1. Descriptive statistics in relation to the level of agreement or disagreement is also presented.

4.3.1 Biographic Characteristics

The researcher wanted to find out the characteristics of the respondents who participated in this study. The results are presented in the Table 4.1 below.

Table 4.1 Characteristics of the Respondents

Sex	Frequency	Percent
Male	109	45.9
Female	128	54.1
Expected respondents	360	
Total	237	100.0
Age		
21- 30 Years	123	51.9
31- 40 Years	86	36.3
41-50 Years	27	11.4
51-60 Years	1	.4
Expected respondents	360	
Total	237	100.0
Education Level		
Certificate	2	.8
Diploma	21	8.9
Degree	134	56.5
Masters	75	31.6
Others	5	2.1
Expected respondents	360	
Total	237	100.0
Child Stage		
0-5 Years	151	63.7
6-18 Years	60	25.3
Adults	17	7.2
Multiple	9	3.8
Expected respondents	360	
Total	237	100.0
Position		
Management level	52	21.9
Supervisory level	73	30.8
Clerical and Secretarial	81	34.2
Support Staff	31	13.1
Expected respondents	360	
Total	237	100.0
Tenure		
Below 1 Year	22	9.3
2- 3Years	38	16.1
4-5 Years	59	25.0
6-7 Years	45	19.1
Above 7 Years	72	30.5
99.00	1	.4
Total	237	100.0

Source: (Survey Data, 2013)

Table 4.1 shows the frequency distribution and percentages of the biographic characteristics of the respondents. Female respondents had the highest percentage rate of 54.1% while the male respondents were 45.9% this indicates that there is a balance between the two genders hence likely of obtaining balanced findings. 51.9% of the respondents were aged between 21 -30 years being the highest respondents while those aged between 51- 60 years got .4% rate response this implies that the most active age of employees were involved in this study. 56.5% had university first degree and 31.6% had a Masters degree hence moderately educated respondents. 63.7% of the respondents either had children aged between 0-5 years and only 3.8% had children in more than one life stage. 31.2% were in the clerical and secretarial positions in their respective organisations while 30.5% had stayed for a period exceeding seven years in the banks therefore; there is a possibility of good response from the point of understanding the banks systems.

4.3.2 Flexible Work Arrangements

Employees were asked to rate flexible work arrangement on a scale of 1 to 5, where 1 is strongly disagree and 5 strongly agree. Percentages, mean and standard deviation were then computed for the variable as given in Table 4.2.

Table 4.2 Flexible Work Arrangements

Response in scale of 1 - 5							
Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Bank offers flexibility of when to start and finish the day's work	32.5	29.5	11.4	19.4	7.2	2.39	1.309
Bank allows working for longer days per week to get a day off	42.2	33.3	9.7	10.1	4.6	2.02	1.161
There is tele-working	28.3	35.4	15.2	15.2	5.9	2.35	1.207
Duties and responsibilities are co-shared	8.9	16	16	50.6	8.4	3.34	1.118
flexible work arrangements are valued	24.5	21.5	21.5	23.2	11	2.76	1.342
Aggregate Scores						2.572	1.227

Source: (Survey Data, 2013)

Table 4.2 shows that the aggregate $M = 2.572$; $SD = 1.227$ implies that there is a high variation on whether there is flexible work arrangements in the bank, the low mean value indicates that few people agree on the availability of FWA. Co-sharing of work among employees received the highest rating at 50.6% and a mean of 3.34. This implies that team work is encouraged and duties and responsibilities are shared among employees. There is a strong indication that there is less job flexibility in the banking sector as 32.5% and a mean of 2.39 strongly disagree that the bank offers flexibility of when to start, where to work from and when to finish a days' work. There is also an indication that there is a less compressed work arrangement in the banking industry with a relatively low percentage of 42.2% and a mean of 2.02. The

findings show that there are low percentages and mean values on when to start and finish a days' work, on compressed work week, tele-working and the value of the available flexibility arrangements. Hence, findings indicate that there is minimal job flexibility in the banking sector.

The findings agree with Ortega (2009) argument that when job flexibility is controlled by the employer and employees do not have the autonomy to make their own schedules, hence, they do not value the flexibility as arranged by their supervisors. Further the findings are in agreement with Menezes and Kelliher (2011) observation that flexible work arrangements elucidate mixed results among employees.

4.3.3 HR Financial Incentives

The respondents were required to rate their level of agreement or disagreement with the statements on HR financial incentives from a scale of 1 to 5. Strongly disagree is 1 while 5 is strongly agree. The results are in Table 4.3.

Table 4.3 HR financial Incentives

Source: (Survey Data, 2013)

Response in scale of 1 - 5							
Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Provision of bonuses	18.6	12.2	11	36.7	21.5	3.3	1.417
Overtime payments	36	20.8	11.9	22.5	8.9	2.47	1.4
Reimbursement of academic fees	46.8	19	11.4	13.9	8.9	2.19	1.382
Availability of medical cover	1.7	7.2	10.5	37.6	43	4.13	0.981
Attendance of seminars and conferences	6.8	12.2	21.5	43.5	16	3.5	1.107
Back to school opportunities	4.2	11.4	19	45.1	20.3	3.66	1.056
Incentives relief family expenses	15.6	13.1	28.3	32.1	11	3.1	1.23
value of financial incentives	6.3	6.3	29.1	41.4	16.9	3.56	1.046
Aggregate Scores						3.239	1.2024

Table 4.3 shows that 45.1% and a mean of 3.66 agree that employees can go back and attend academic courses without victimisation by the supervisor. However, they strongly disagree with a percentage of 46.8% and mean of 2.19 that they are reimbursed the academic fees that they spend to self develop their skills and knowledge. Employees strongly agree with a percentage of 43% and a relatively high mean of 4.13 that medical cover is available to employees. Generally, they agree with a percentage of 41.4% and mean of 3.56 that they value all the financial incentives offered to them.

The findings are in agreement with the assertion that employees react positively towards financial incentives as they act as motivators (Lingham, 2008; Webster, 2011). The general level of agreement towards HR financial incentives implies that to a large extent employees value the incentives offered during employment. The aggregate $M = 3.239$; $SD = 1.2024$, the mean value is high implying that a moderate

number of employees agree on the benefits of HR financial incentives and that they draw individual value from the rewards received.

4.3.4 HR Work Family Support Services

The respondents were asked to indicate their level of agreement or disagreement towards HR work family support services. The responses were rated in a scale of 1 to 5, 1 being strongly disagree and 5 strongly agree. The results are given in Table 4.4.

Table 4.4 HR Work Family Support Services

Source: (Survey Data, 2013)

Response in scale of 1 - 5							
Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
There are Childcare facilities in Banks	42.6	22.4	13.9	14.8	6.3	2.2	1.301
Nursing mothers enjoy flexible working arrangements	25.3	20.7	24.9	23.2	5.9	2.64	1.25
The bank sponsors recreational facilities	27.8	26.6	19.4	21.5	4.6	2.49	1.234
Family leaves are given to attend to family matters	17.3	14.3	21.5	36.3	10.5	3.08	1.273
Needful employees can access counselling facilities	18.1	19.4	20.7	27.8	13.9	3	1.328
There is full or partial paid holidays	42.6	17.3	10.1	19.4	10.5	2.38	1.45
Aggregate Scores						2.632	1.306

Table 4.4 shows that the aggregate $M = 2.632$; $SD = 1.306$, the mean value is low and there is a wide variation on the responses as indicated by the standard deviation. Therefore the implication for the values is that employees are neutral about the utilisation of the HR work family support services within the organisation. Employees agree that they receive family leaves to attend to family responsibilities

with 36.3% and mean of 3.08. There is relatively low agreement (27.8% and mean of 3.0) that employees can access counselling facilities. There is also a general feeling of disagreement that HR work family support services are available within the banking industry. Employees strongly disagree that childcare facilities are provided with a percentage of 42.6% and mean of 2.2, and strongly disagree that they enjoy either partly or fully paid holidays.

4.3.5 Spirituality at work

The respondents were asked to rate their level of agreement or disagreement towards statements concerning spirituality at work in the organisation. The statements were in a scale of 1 to 5, 1 being strongly disagree and 5 is strongly agree. The results are given in Table 4.5.

Table 4.5 Spirituality at work

Responses in scale of 1-5							
Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
There is a match work requirements and employees values	5.9	11.8	36.7	35.4	10.1	3.32	1.008
Employees can fulfil personal interests	5.5	8.9	25.7	43.9	16	3.56	1.038
Spiritual beliefs play a role in decision making	1.3	6.3	24.9	43	24.5	3.83	0.914
Employees are inspired to work better	6.3	8	23.6	41.4	20.7	3.62	1.093
There is community work	3	8	22.4	51.5	15.2	3.68	0.929
There is strong co-worker interpersonal relations	3	7.6	24.5	51.1	13.9	3.65	0.915
There is team work	4.6	8	36.7	39.2	11.4	3.45	0.958
Employees fit well into the organisation culture	5.1	7.2	32.5	44.3	11	3.49	0.959
Aggregate Scores						3.58	0.977

Source: (Survey Data, 2013)

Table 4.5 shows that the aggregate mean is $M = 3.58$; $SD = 0.977$, the standard deviation is closer to zero and there is a high mean, this means that employees agree that their spiritual connectedness in terms of inner self, value and integrity plays a major role on their performance. Respondents agree that they feel as members of a community with a value of 51.5% and mean of 3.68, and that they fit well in the culture of the banks with a percentage of 44.3% and mean of 3.49. The respondents also agree that there is a strong co worker interpersonal relation given by a percentage of 51.1 and mean of 3.65.

The findings seem to be in agreement with the argument by Dean and Fornaciari (2009) that spirituality at work creates a humanistic work environment conducive for productivity and creativity of employees. The findings support the assertion that spirituality at work models a framework to a strong organisational culture (Giacalone & Jurkiewicz, 2004). Finally, as suggested by Javanmard (2012) employees exhibit a sense of meaning which is important in helping them to work in solidarity and as a community.

4.3.6 Leadership

The responses were on the level of agreement or disagreement on statements based on the perceived support of supervisors. The results are given in Table 4.6.

Table 4.6 Leadership

Source: (Survey Data, 2013)

Response in scale of 1 - 5							
Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Supervisor listen to employees problems	5.1	4.6	25.7	52.3	12.2	3.62	0.938
Supervisor learn about employees needs	6.3	20.7	28.7	32.9	11.4	3.22	1.095
Supervisor make employees feel comfortable	5.1	18.6	28.7	38	9.7	3.29	1.038
Supervisors can be depended on	6.8	13.1	27.8	41.8	10.5	3.36	1.055
Supervisors delegate work for absent employees	7.2	8.4	22.8	49.4	12.2	3.51	1.048
Supervisors consult with employees	8.5	13.1	29.7	38.6	10.2	3.29	1.088
Supervisors manage departments as teams	7.6	6.8	25.3	49.4	11	3.49	1.032
Aggregate Scores						3.40	1.042

Table 4.6 shows that there is an agreement on the feelings about perceived supervisor support as the $M = 3.40$; $SD = 1.042$. This implies that some employees perceive the

supervisors to be carrying out their duties effectively, while a larger number of the employees differ on that opinion as indicated by the high standard deviation. There is however an agreement that employees receive the supervisory guidance from their supervisors and feel that 52.3% and mean of 3.62 of respondents feel that supervisors are willing to listen to their problems related to work and family responsibilities. 49.4% and mean of 3.51 respondents agree that supervisors share their duties to co workers when they are away attending to personal issues. Supervisors also seem to be managing departments as team with a percentage agreement of 49.4%.

The positive finding on the statements on perceived supervisor support are critical for employees' performance and is supported by Lambert and Waxman (2005) argument that positive perception on supervisor support is a good indicator of favourable treatment which prompts reciprocal positive actions by employees.

4.3.7 Affective Commitment

Employees were asked to rate their level of affective commitment on a scale of 1 to 5, where 1 is strongly disagree and 5 strongly agree. The percentages and mean scores are presented in Table 4.7.

Table 4.7 Affective Commitment

Statement	Response in scale of 1 - 5					Mean	Standard Deviation
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
Willingness to stay in the organisation for a long time	18.6	24.1	33.8	17.3	6.3	2.69	1.148
Employee attend to bank problems as their own	12.7	22.9	27.5	33.1	3.8	2.92	1.104
Feelings as part of the banking community	17.7	39.7	26.2	13.9	2.5	2.44	1.018
Favourable feeling towards the bank	5.9	8.4	34.2	41.8	9.7	3.41	0.981
Readiness to stay working for the bank	19.4	30	27.8	17.3	5.5	2.59	1.144
Disruption of personal life by leaving the bank	20.3	31.2	24.9	16	7.6	2.59	1.195
Cannot leave the bank at any time	12.8	31.2	32.5	17.1	6.4	2.73	1.088
Guiltiness of leaving the bank	27.5	25.8	26.3	14.8	5.5	2.45	1.196
Aggregate Scores						2.73	1.109

Source: (Survey Data, 2013)

Table 4.7 shows that the aggregate mean $M = 2.73$; $SD = 1.109$ there is a neutral feeling about the level of commitment among the respondents. The employees although they vary on their opinions of being committed to the bank, the commitment level is short term. However, 41.8% respondents state that they have favourable feelings towards the bank, 33.8% and 34.2% have neutral responses that they are happy to spend the rest of their live working for the bank and have favourable feelings respectively. The findings indicate that respondents do not neither agree nor disagree that they would be willing to work in the banks for a long period. This could be attributed to the short term nature of HR services that the banks offer. The findings that 31.2% respond that their personal lives would not be disrupted if they left the bank indicate that the employees can easily disassociate themselves from employment. The overall implication agrees with Nishii *et al.*,

(2009) that employee commitment is gained when employees perceive the work life initiatives in the intended manner.

4.3.8 Job Satisfaction

The responses were based on the level of job satisfaction experienced by the employees. The statements were rated using a likert scale of 1 to 5, where 1 is strongly disagree and 5 strongly agree. The results of the responses are given in Table 4.8.

Table 4.8 Job Satisfaction

Response in scale of 1 – 5							
Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Employees are satisfied with their jobs	5.9	14.3	29.5	42.6	7.6	3.32	1.007
Employees like working in the banks	7.6	6.3	31.6	46.4	8	3.41	0.994
They are happy to be associated with the bank	5.1	2.5	24.5	54.4	13.5	3.69	0.918
Aggregate Scores						3.47	0.973

Source: (Survey Data, 2013)

Table 4.8 shows that the aggregate score for job satisfaction is a $M = 3.47$; $SD = 0.973$, the finding shows that employees agree that they like working in the banks, the HR managers hence need to improve on the systems that enhance employee satisfaction. Therefore, is a general level of agreement that employee's are satisfied with their jobs in the banks. 54.4% with a mean of 3.69 agree that they happy to be

associated with their respective banks while 46.4% and mean of 3.41 state that they generally like working in the bank. The level of agreement could be attributed towards the work life initiatives offered during employment or the perceived supervisor support received from the leaders.

4.3.9 Employee Productivity

Respondents were asked to rate their level of agreement or disagreement on statements related to their productivity. The statements were in a scale of 1 to 7, where 1 is strongly disagree and 7 strongly agree. The results are given in Table 4.9.

Table 4.9 Employee Productivity

Response in scale of 1 – 7									
Statement	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree	Mean	SD
FFWA allows time for more productive activities	0.8	0.8	3	20.3	29.5	31.6	13.9	5.27	1.156
Employees can balance work and non work responsibilities	0.8	0	4.2	7.6	30	43	14.3	5.52	1.056
Co working gives better output	0	2.5	2.1	11.9	32.6	36.4	14	5.70	1.066
Employees meet formal performance requirements with the help of their supervisors	0	1.7	2.1	6.3	28.3	42.6	19	5.65	1.033
Employees increase their output to get higher incentives	0	0.8	1.3	8.9	31.2	37.6	20.3	5.64	0.997
Individual values and a team culture help employees work better	0	0.8	1.7	7.6	25.7	46.8	17.3	5.68	0.960
Long serving employees output is higher	0.4	0	1.3	6.4	27.5	37.3	27.1	5.81	0.994
Performance is not affected by individual and family responsibilities	0	1.3	0.8	6.8	23.6	45.6	21.5	5.78	0.985
HR services make employees remain employed for long	0	0.8	1.7	9.3	26.2	39.2	22.4	5.70	1.037
Dependence on work life services increases productive time	0	0.4	1.3	6.3	28.3	38.4	25.3	5.79	0.964
Job flexibility do not affect productivity	0	0	4.2	10.5	22.4	32.9	29.5	5.74	1.130
Employees accomplish tasks with the supportive culture	0	1.7	2.1	8.9	27.8	30.8	29.1	5.71	1.136
Furthering Academic qualification improves output	0.8	0.4	2.5	9.3	21.9	38.4	26.6	5.73	1.137
Aggregate Scores								5.67	1.050

Source: (Survey Data, 2013)

Table 4.9 indicates that the aggregate mean is $M = 5.67$; $SD = 1.050$, this implies that the employees agree that work life initiatives lead to higher levels of output, this is supported by the standard deviation which indicates a lower level of disagreement on the effect of WLI on productivity. Respondents generally state that their output is positively influenced by the work life initiatives and supervisor help. 46.8% and mean of 5.68 agree that their individual values and a team culture help employees work better. The findings also reveal that 42.6% and mean of 5.65 responses agree that supervisors help employees meet their performance requirements. While 45.6% and mean of 5.78 respond that their output is not affected by the interruptions of work, individual and family responsibilities 38.4% agree that dependence on work life services increases their output as they can concentrate more on work.

Further, 38.4% agree that extending their academic qualifications helps them give better output than those who do not attempt going back to school. 36.4% agree that it is better to work with co workers as it gives better output than individually.

4.3.10 Service Efficiency

Respondents were asked to rate their level of agreement of disagreement on statements on their service efficiency. The statements were rated on a scale of 1 to 7, where 1 is strongly disagree and 7 strongly agree. The results are presented in Table 4.10

Table 4.10 Service Efficiency

Statement	Response in scale of 1 - 7						Mean	Standard Deviation
	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree		
Services offered are of high image		2.1	7.6	24.5	37.1	28.7	5.83	1.00
Services contribute to profits		3.0	6.3	23.6	43	24.1	5.79	0.977
Services are offered at the promised time		1.3	9.7	22.8	43.9	22.4	5.76	0.950
Services are provided right at the first time		2.5	6.8	21.9	44.3	24.5	5.81	0.965
Employees are always ready and willing to help	0.8	2.1	9.3	25.7	41.8	20.3	5.66	1.023
Employees instil confidence in our services		1.3	6.3	26.2	48.1	18.1	5.76	0.868
Employees are pleasant, courteous and friendly	0.4	1.3	8.9	27.4	43.5	18.6	5.68	0.947
Employees are knowledgeable, and competent		1.3	7.2	19.8	45.6	26.2	5.88	0.922
Services are highly appreciated by customers		0.4	4.6	24.1	39.7	31.2	5.97	0.882
Aggregate Scores							5.79	0.948

Source: (Survey Data, 2013)

The aggregate score in Table 4.10 shows that the $M = 5.79$; $SD = 0.948$, this is an indication that more than 50 % of the employees agree that their service behaviours are highly influenced by the WLI received from the employer. The result is supported by the low standard deviation showing that only a few employees vary in their opinions. However, 48.1% and mean of 5.76 responses agree that employees are able to instil confidence on the services offered to customers. In addition, the extent to which respondents agree that they are knowledgeable and competent is 45.6% with a mean of 5.88 while those who agree services are provided right at the first time a customer approaches for a service is 44.3% and mean of 5.81. The findings imply that there is a general level of agreement that employees are able to

offer quality services to customers, the level of agreement is attributed to the work life services provided to the employees.

4.4 Qualitative Data Analysis

Semi structured questions were analysed and presented into themes as presented in Table 4.11.

Table 4.11 Qualitative Data Analysis

Factor	Description
Flexible work arrangements	Many employees stated “ <i>i can only come late to work only after seeking permission from the HOD</i> ”. Generally the respondents feel that they do not have the ability to influence their own working schedules. Flexitime, compressed week and tele-work received lesser support than co- sharing of work.
HR financial incentives	The respondents feel that the incentives are most profitable to employees who have served for a longer period of time. HR managers reported that most of the incentives suit employees at higher positions. “ <i>benefits are only given to managers</i> ”
HR work family support services	Generally employees are happy about the work family support services and explain that they assist in balancing work and family responsibilities. “ <i>I would be happy coming to work with my baby</i> ” and “ <i>I seek for referral to see a doctor outside the banks medical recommended list of doctors</i> ”
Spirituality at work	Most banks norms and values are acceptable to most employees and the sense of belonging help in teamwork. “ <i>I hold my values dear</i> ”

Supervisors	<p>“<i>My supervisor is supportive, but cannot make his own decisions</i>”</p> <p>Respondents reported that supervisors were supportive, although most of them are more inclined to performance than to personal needs of employees.</p>
Personnel documents	<p>The attendance sheet and diary logs did not show a matrix of time variations for employees but showed a consistent pattern of reporting to work and leaving in the evening.</p>

Source: (Survey Data, 2013)

Table 4.11 shows that generally employees state that they do not have control over work arrangements as to when to start and end their days work. This is a clear indication that the schedules are controlled by their supervisors. The attendance register showed that there was consistent work schedule for most employees. The control of work schedules by supervisors findings agree with Golden (2007) results that in most organisations job flexibility is minimal and only 11% employees are able to fix their own work schedules across companies.

The respondents also reported that they felt that the financial incentives made sense only to employees who had served for a long period of time in the bank. This could be the case as argued by Nickell *et al.*, (2001) and Nunnally and Kaur (2010) that employees are required to increase organisational profitability in order to get financial gains from the organisation. To achieve financial incentives is therefore is a long term objective which is not favourable to employees.

They agreed that the HR work family support services were good for their work and family responsibilities. The findings are in agreement with Bosibori *et al.*, (2012) that welfare services add value to employees and help in balancing work and family responsibilities. In addition, employees reported that they accept the norms and values of their banks respectively and that the organisational culture was acceptable to them. The findings imply that the positive responsive organisational culture supports productivity and efficiency; this is as argued by Oginde (2011), that Kenya's financial sector has a supportive organisational culture.

The respondents stated that the supervisors were supportive in balancing their responsibilities although not as expected since the supervisors are also required to ensure that the employees perform in their jobs. Therefore, the support given was less as expected due to performance requirements. This implies that the supervisors have weak concern for employees' welfare and more concern for performance. The findings therefore, are in line with Kuvaas and Dysvik (2010) observation that supervisor's commitment can rescue or sabotage the intended HR policies and the degree of organisational performance.

4.5 Test of Hypotheses

To draw inferences about the population on the basis of the sample there was need to empirically analyse the data using a regression model. The study used the multiple linear regression models to test the effect of the independent variables on the

dependent variable. However, before testing the research hypotheses it was important to carry out diagnostic tests to meet the basic regression assumptions. This was necessary in order to accurately estimate regression models as recommended by Greene (2002).

4.5.1 Diagnostic Test

As argued by Greene (2002) regression can only be accurately estimated if the basic assumptions of multiple linear regressions are observed. In this regard testing of normality, linearity, homogeneity of variance, and multicollinearity was important, the tests and results are presented below.

4.5.1.1 Normality of variables

After omitting the outliers, 10 cases were omitted, for multiple regression the valid ratio of cases to independent variable is 5 to 1, therefore, the 227 valid cases, with 4 independent variables gives a ratio of 56.75 to 1 which satisfies the minimum requirement of the preferred ratio of 15 to 1 (Field, 2009). The test results of normality test are presented as shown in Table 4.12.

Table 4.12 Results of Normality Diagnostic Test

Variable Statistics	Descriptive	Statistical Values	Std. Error	Comment
Productivity				Normally distributed
	Skewness	0.196	0.172	
	Kurtosis	-0.623	0.342	
Service efficiency				Normally distributed
	Skewness	-0.482	0.172	
	Kurtosis	-0.75	0.342	
Commitment				Normally distributed
	Skewness	0.287	0.172	
	Kurtosis	-0.649	0.342	
Job satisfaction				Normally distributed
	Skewness	-0.189	0.172	
	Kurtosis	-0.556	0.342	
				Normally distributed
Leadership	Skewness	-0.382	0.172	Normally distributed
	Kurtosis	-0.525	0.342	
HR financial incentives				Normally distributed
	Skewness	-0.595	0.172	
	Kurtosis	-0.868	0.342	
Spirituality at work				Normally distributed
	Skewness	-0.033	0.172	
	Kurtosis	-0.884	0.342	
Flexible work arrangements				Normally distributed
	Skewness	0.266	0.165	
	Kurtosis	0.659	0.329	
HR work family support services				Normally distributed
	Skewness	-0.375	0.165	
	Kurtosis	-0.158	0.329	

Source: (Survey Data, 2013)

Table 4.12 shows that the variables were normally distributed with skewness and kurtosis values ranging between -1.0 and +1.0. The values are productivity (skewness .196, kurtosis .623), service efficiency (Skewness -.482, kurtosis -.750) commitment (skewness .287, kurtosis -.649), job satisfaction (skewness -.189, kurtosis -.556) leadership (skewness -.382, kurtosis -.525).

HR financial incentives values are (skewness of -.595, kurtosis -.868), Spirituality at work also satisfies the normality assumption with (skewness -.033, kurtosis -.884), for flexible work arrangements (Skewness 0.266 and Kurtosis -0.659) and family support services (Skewness-0.375 and Kurtosis 0.158). The normality tests results for all the variables were as recommended by Myoung (2008) to have values between -1 and + 1. This implies that the research variables are normally distributed and therefore further tests can be carried out on the data.

4.5.1.2 Linearity

To meet the assumption of linearity, the linear relationship of the independent variables on the dependent variables was tested using the correlation coefficient as suggested by Greene, (2002) and Cohen, West and Aiken (2003). The linearity results are shown in Table 4.13.

Table 4.13 Results of Linearity Test

		Performance	Conclusion
HR work family support services	Pearson Correlation	-0.306	Linear
	Sig. (2-tailed)	.000	
	N	227	
Flexible work arrangements	Pearson Correlation	-0.409	Linear
	Sig. (2-tailed)	.000	
	N	227	
HR financial incentives	Pearson Correlation	-0.565	Linear
	Sig. (2-tailed)	.000	
	N	227	
Spirituality at work	Pearson Correlation	0.324	Linear
	Sig. (2-tailed)	.000	
	N	227	

Source: (Survey Data, 2013)

Table 4.13 shows that there is a linear relationship between the independent variables and dependent variable measures. HR work family support services ($R = -0.306$, $P = .001$), $P < 0.001$; flexible work arrangements where ($R = -0.409$, $P = 0.001$), $P < 0.001$; HR financial incentives ($R = -0.565$, $P = 0.001$), $P < 0.001$ and spirituality at work ($R = -0.324$, $P = .001$) $P < 0.001$.

The correlation coefficients for the four independent variables were statistically significant with P values < 0.001 . This is an indication of a linear relationship between each individual independent variable and the dependent variable as recommended by Field (2009). Therefore, the linear regression is suitable and can be

estimated in this study hence the proposed models 3.1, 3.2, 3.3 3.4 and 3.5 can accurately be estimated.

4.5.1.3 Homogeneity of variance

Homogeneity of variance assumes that the variance of the dependent variable is roughly the same at all levels of the independent variable. The results are given in Table 4.14.

Table 4.14 Results of Homogeneity of Variance

Test of Homogeneity of Variance						conclusion
		Levene Statistic	df1	df2	Sig.	
Service Efficiency	Based on Median	.479	4	195	.751	P >0.05, hence equal variance
Productivity	Based on Median	.185	4	195	.946	P >0.05, hence equal variance

Source: (Survey Data, 2013)

Table 4.14 shows that the levene statistic for service efficiency is (.479, P = .751) where $P > .05$ and Productivity levene statistic is (.185, P = .946) $P > .05$. Based on the probability associated with the levene statistic for service efficiency and productivity are greater than the level of significance at .05. Warner (2008) recommends that the probability for the levene statistic should be greater than .05 to meet the homogeneity assumption. Hence the homoscedasticity assumption is satisfied indicating that the variance for service efficiency and productivity is not constant. Therefore, the regression model for this study is suitable for analysis.

4.5.1.4 Multicollinearity Test

To determine whether multicollinearity would pose a problem, regression analysis was conducted; tolerance and variance inflation factors (VIF) are given below in Table 4.15.

Table 4.15 Results of Multicollinearity Test

Model		Coefficients	
		Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
	HR financial incentives	.446	2.241
	HR work family support services	.454	2.204
	Spirituality at work	.663	1.509
	Age	.236	4.240
	Position	.316	3.161
	Flexible work arrangements	.476	2.099
	Life stage of children	.809	1.235
	Tenure	.502	1.991
	Mean VIF	.428	2.335

a. Dependent Variable: performance

Source: (Survey Data, 2013)

Table 4.15 shows that the VIF for HR financial incentives = 2.241, family work support services = 2.204, spirituality at work = 1.509, age = 4.240, position = 3.161, flexible work arrangements = 2.099, child life stage = 1.235 and tenure = 1.991. The mean VIF for the variables is 2.335. Table 4.5 shows that the variables have a VIF that is less than 10 and tolerance value more than 0.1 ruling out the possibility of multicollinearity (Field, 2009). Therefore, the results imply that there was no multicollinearity problem among the variables and hence the level of multicollinearity in the model can be endured.

First, H0₁, H0₂, H0₃, and H0₄ were estimated using stepwise and forced entry method to test the effect of work life initiatives on service efficiency and productivity. Further, to establish the effect of work life initiatives on employees’ performance, the independent variables; flexible work arrangements, HR financial incentives, HR work family support services and Spirituality at work were fitted in the multiple regression equation 3.1.

H0₁: There is no statistically significant relationship between flexible work arrangements and employee performance.

H0₂: There is no statistically significant relationship between HR financial incentives and employee performance.

H0₃: There is no statistically significant relationship between HR work-family support services and employee performance.

H0₄: There is no statistically significant relationship between spirit at work and employee performance.

4.5.2 Regression Results for Work Life Initiatives on Service Efficiency

Model 3.1 was estimated to determine the effect of the work life initiatives on service efficiency. The regression results are presented in Table 4.16.

$$PERFORMANCE = \beta_0 + \beta_1FWA + \beta_2HRFI + \beta_3HRWFSS + \beta_4SAW + \beta_5AGE + \beta_6SEX + \beta_7CHILD + \beta_8POS + \beta_9TEN + e.....3.1$$

Table 4.16 Results for Work Life Initiatives on Service Efficiency

Regression Results: Dependent variable Service efficiency
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		statistic	P-Value
R Squared		0.499	
Adjusted R Square		0.479	
F-Statistic (df, n)	(9, 217)	24.06	0.000
Ramsey specification test	(3,214)	21.95	0.000
Breusch-Pagan (Heteroskedasticity test)		11.67	0.0006
	Coefficients	Statistics	P-Value
Constant	3.278	10.05	0.000
HR work family support services	1.087	4.17	0.000
Flexible work arrangements	0.047	0.90	0.370
HR financial incentives	3.244	5.09	0.000
Spirituality at work	0.137	2.77	0.006
Child life stage	0.011	0.79	0.428
Sex	-0.015	0.74	0.463
Age	0.170	2.81	0.05
Position	0.282	3.70	0.000
Tenure	-0.023	0.95	0.346

Source: (Survey Data, 2013)

Table 4.16 show that the adjusted R^2 is 47.9%, the mean VIF is 2.13 and the F statistic is 24.06 $P = 0.001$ where $P < .005$. Therefore, the model explains 47.9% variation in the dependent variable the rest 52.1 % can be explained by the variables not fitted in the model.

HR work family support services coefficient is positive and statistically significant at (1.087, $t = 4.17$ and $P < .001$); flexible work arrangements coefficient is positive and not significant at (0.047, $t = 0.90$ and $P = .370$) $P > .001$; HR financial incentives coefficient is positive and statistically significant at (3.244, $t = 5.09$, and $P < .001$) and spirituality at work coefficient is also positive and significant at (.137, $t = 2.77$ and $P < .05$). The life stage of children coefficient was not significant at (.011, $t = .79$ and $P = .428$), sex coefficient was negative and not significant at (-0.015, $t = .74$ and $P = .463$), age of the respondent coefficient was positive and significant at (.0170, t

= 2.81 and $P < .05$), position coefficient is positive and significant at (.282, $t = 3.70$ and $P < .001$) and tenure coefficient is negative and not significant at (-0.023, $t = .95$ and $P = .346$).

Ramsey specification test statistic is 21.95 with a p value of 0.001, where $P < .05$ indicating that the coefficients on the variables are jointly zero and can be rejected at the 5% level. This is in spite of the fact that the individual t- statistics are insignificant. This shows that the null hypothesis which states that the correct specification is linear is therefore rejected (Studenmund, 2001). It also be noted that when the F statistic is significant then there is a specification error (Patterson, 2000). Since the model is not well specified, using a step by step analysis to fit the variables in the model, variables that contributed to the non linear results were dropped from the model and omitted in further analysis models. The variables that were dropped are flexible work arrangements, spirituality at work and age.

The Breusch Pagan statistic is 11.67 with a P value of 0.0006 where $P < .05$ indicating that there is heteroskedasticity. Therefore, we reject the null hypothesis that there is constant variance. In order to ensure proper model specification and address heteroskedasticity, a robust model of 3.1 was estimated. The results are shown in table 4.17. Due to the non- constant variance in the error term and model misspecification the regression results were spurious and could not be interpreted.

Table 4.17 Robust Regression Results for Work Life Initiatives on Service Efficiency

Regression Results: Dependent variable Service efficiency			
		statistic	P-Value
R Squared		0.4477	
F-Statistic (df, n)	(5, 221)	39.93	0.000
Ramsey specification test	(3, 218)	4.39	0.0051
	Coefficients	Statistics	P-Value
Constant	4.53	27.76	0.000
HR work family support services	0.739	3.45	0.000
HR financial incentives	2.588	4.18	0.000
Child life stage	0.020	1.51	0.131
Sex	-0.012	0.64	0.524
Position	0.369	9.19	0.000
$P = 4.53 + .739HRWFSS + 2.588HRFI + .020 CHILD - .012 SEX + .369 POS$ Where, P = Service Efficiency, HRWFSS = HR work family support services, HRFI = HR financial incentives CHILD = life stage of respondents children, SEX = Gender of the respondent, POS = Position of the respondent			

Source: (Survey Data, 2013)

Table 4.17 shows that the R^2 is 44.77% which shows that the model explains 44.77% of variations in the dependent variable the rest are explained by the variables not fitted in the model. The F statistic is 39.93 with a P value of 0.001; therefore, the explanatory variables are jointly significant in explaining variations in the dependent variable. The Ramsey specification test statistic has a P value of 0.0051 > 0.005 we fail to reject the null hypotheses which states that the correct specification is linear, hence, the model is not mis-specified. Since the study estimated a robust model, heteroskedasticity was addressed. Hence, standard normal test such as t statistics and P values can be used to test the significance of the coefficients in the regression model.

The constant coefficient is significant at 4.53 $P = 0.001$, < 0.05 , implying that the independent variables jointly explain the variations in service efficiency. HR work family support services coefficient is significant at $= 0.739$, $t = 3.45 > 1.96$, $P < 0.05$ this indicates that there is a relationship between HR work family support services and service efficiency, HR financial incentives coefficient is significant at $= 2.588$, $t = 4.18 > 1.96$, $P = 0.001 < 0.05$, implying that there is a relationship between HR financial incentives and service efficiency.

Child life stage coefficient is not significant at $= 0.020$, $P=0.131$ that shows that it does not matter the life stage of the respondents children, sex coefficient is also not significant at $= -0.12$, $P= 0.524$, meaning that differences in gender does not affect service efficiency and position coefficient is significant at $= 0.369$, $t = 9.19$ greater or less than ± 1.96 , $P = 0.001 < 0.05$ implying that the position held by the employee affects service efficiency of that particular employee.

According to the regression model estimated, taking the independent variables (HR work family support services and HR financial incentives) constant at zero, the service efficiency of the employees is 4.53. The findings also reveal that taking all other independent variables at zero, a unit increase in HR work family support services will lead to a 0.739 increase in service efficiency and a unit increase in HR financial incentives will lead to a 2.588 increase in service efficiency.

HR work family support services results are positive (0.739) and significant this indicate that there is a positive relationship between family work support services

and service efficiency. The findings imply that the presence of HR work family support services in the banks could lead to better efficiency by the employees. These findings are supported by similar results by Mumford and Budd (2006). The findings also agree with Bosibori *et al.*, (2012), that HR work family services have a positive effect on employee's service efficiency.

Based on these findings there is an indication that employees value the HR work family support services obtained from the employer. The findings are supported by the social exchange theory of mutual exchange relationship. Employees' service behaviours to be efficient are affected to the services received. The support services seem to create mutually reinforcement effects on employees who tend to reciprocate positively hence improving their service efficiency.

On the HR financial incentives findings indicate that there is a positive and significant relationship between the HR financial incentives and service efficiency. This implies that the presence of HR financial incentives positively relate to service efficiency. This seems to be in agreement with Lingham, (2008), Aquinis (2009) and Adam (2010), that there is a positive association between HR financial incentives towards employees' efficiency.

The ultimate goal of HRM is increase employees quality of service and efficiency, the findings on HR financial incentives indicate that employees participate in mental calculations about the costs versus benefits. The perceived value is then equated to

the effort an employee is willing to expend in the organisation. This is supported by the equity theory of comparing the employees input to the output.

The findings also show that the life stage of the respondent's children coefficient is positive but not significant; this implies that service efficiency of employees is not affected by the life stage of their children. On the other hand the sex of the employees is both negative and not significant indicating that the gender of the employee does not influence service efficiency. The position held by the respondent is positive and significant; this could imply that the higher the position held by the employee the better they offer their services. This is expected because employees in higher levels of management are expected to provide better services and are expected to be more efficient.

The interview with the HR managers revealed that the presence of HR financial incentives such as bonuses, low interest loans and medical cover have positive influence on the employees service efficiency. They also reported that HR work family services such as the recreational facilities such as gym and sports clubs also counselling facilities and family leaves give employees time off to relax hence employees are able to give better services to the banks customers.

4.5.3 Regression Results for Work Life Initiatives on Productivity

Model 3.1 was again regressed to determine the effect of the independent variables on productivity. The results are presented in Table 4.18.

Table 4.18 Results for Work Life Initiatives and Productivity

Regression Results: Dependent variable productivity			
		statistic	P-Value
R Squared		0.5394	
Adjusted R Square		0.5247	
F-Statistic (df, n)	(7, 219)	36.64	0.001
Ramsey specification test	(3,216)	2.27	0.0818
Breusch-Pagan (Heteroskedasticity test)		1.98	0.1594
	Coefficients	Statistics	P-Value
Constant	3.076	8.45	0.000
HR work family support services	0.113	2.25	0.025
HR financial incentives	6.670	9.11	0.000
Sex	-0.014	0.62	0.538
Child	0.534	7.95	0.000
Position	-0.347	4.08	0.000
$P = 3.076 + .113 \text{ HRWFSS} + 6.670 \text{ HRFI} - .014 \text{ SEX} + .534 \text{ CHILD} - .347 \text{ POS}$ Where, P = Productivity, HRWFSS = HR work family support services, HRFI = HR financial incentives CHILD = life stage of respondents children, SEX = Gender of the respondent, POS = Position of the respondent			

Source: (Survey Data, 2013)

Table 4.18 indicates that the adjusted R^2 is 52.47%, this shows that the model explains 52.47% variation in the dependent variable the rest are explained by the error term. The F statistic is 36.64, and $P = 0.001$ where $P < .005$. Hence, the independent variables are jointly significant in explaining variations in the dependent variable. In addition, the Ramsey specification test statistic is 2.27 with a p value of 0.0818 hence we fail to reject the null hypothesis that the correct specification is linear therefore model has no misspecification. The Breusch Pagan statistic is 1.98 with a P value of 0.1594 therefore we reject the null hypothesis that there is constant variance. Therefore the regression is both reliable and non-spurious.

The constant coefficient is positive and significant at 3.076, $t = 8.45 > 1.96$ and P value = $0.001 < 0.05$, HR work family support services is positive and significant at 0.113, $t = 2.25 > 1.96$ and $P = 0.025 < 0.05$, HR financial incentives is also positive and significant at 6.670, $t = 9.11$ and $P = 0.001$. The sex coefficient is negative and not significant at -0.014 $t = 0.62$ and $P = 0.538$, life stage of children coefficient is positive and significant at 0.534, $t = 7.95$ and $P = 0.001$ while that of position is negative and significant at -0.347, $t = 4.08$ and $P = 0.001$.

According to the regression model estimated in Table 4.18, taking the independent variables (HR work family support services and HR financial incentives) constant at zero, the productivity of the employees is 3.076. The findings reveal that taking all other independent variables at zero, a unit increase in HR work family support services will lead to a 0.113 increase in productivity and a unit increase in HR financial incentives will lead to a 6.670 increase in productivity.

The HR work family support service has a positive coefficient and is significant indicating that family work support services and productivity have a positive relationship. This implies that the presence of HR work family support services in the organisations positively influence the work effort of employees therefore improving their productivity. The findings are in agreement with Priti (2009), who argues that HR practices have a positive effect on productivity. The findings are also supported by Anja-Kristin and Laura (2011) that the presence of HR work family support services in the organisation has a positive relationship with organisational

productivity as employees can concentrate on their jobs better when their family responsibilities and needs are well catered.

The HR financial incentives coefficient is positive and significant implying that HR financial incentives significantly affect employee's productivity. The findings are in agreement with Herman (2007), assertion that presence of HR financial incentives play a motivational role in improving employee's productivity. This is supported by Wright and McMahan (2011) that the provision of HR financial incentives to employees gives them a positive feeling that the organisation cares about their financial needs. The findings are expected as employees are more settled in work when their financial needs are taken care of by the employer hence they can concentrate on their job therefore improving their productivity.

The findings also report that position coefficient is negative and significant this indicates that there is an inverse but significant relationship between position and productivity. This implies that as the position of the employee increases their productivity decreases, it is expected that employees at higher levels produce less results than those at the lower levels since their output is dependent on employees below them. On the contrary, the results about the life stage of the children are positive and significant. This indicates that the life stage of children has a positive effect on the productivity levels of employees. This means that the age of children matters on how much time and energy the employee spends on their job. The findings are supported by a number of empirical research that work life initiatives have a positive effect on employees output. Golden (2007) observes that employers

do not fully support job flexibility hence productivity levels of employees is uncertain. However, Purcell *et al.*, (2009) and Allen *et al.*, (2013) support that work life initiatives have an effect on the output levels of employees.

The HR managers interviewed confirmed that employees especially at the support level and clerical and secretarial level gradually start to be more productive. This happens when they get integrated into the organisation system and consequently begin accessing the HR financial incentives such as loans and bonuses; the thirteenth payment.

4.5.4 Regression Results for Work Life Initiatives on Employee Performance

Weighted average for employee performance was computed from the two measures; service efficiency and productivity using model 3.6. The regression results are presented in Table 4.19.

$$C_i = \sum f_i w_i \div \sum f_i \quad \dots \dots \dots 3.6$$

Table 4.19 Results for Work Life Initiatives on Employee Performance

Regression Results: Dependent variable Employee Performance			
		statistic	P-Value
R Squared		0.4044	
Adjusted R squared		0.3882	
F-Statistic (df, n)	(6, 220)	24.90	0.000
Ramsey specification test	(3, 217)	3.76	0.0116
Breusch Pagan (Heteroskedasticity)		10.73	0.0011
	Coefficients	Statistics	P-Value
Constant	3.991	13.95	0.000
HR work family support services	0.077	1.91	0.058
HR financial incentives	5.208	8.35	0.000
Child life stage	0.025	1.76	0.079
Sex	-0.0119	0.95	0.344
Position	0.212	3.83	0.000
Tenure	-0.057	2.61	0.010

Source: (Survey Data, 2013)

Table 4.19 shows that the adjusted R² is 38.82%, this shows that the model explains 38.82% variation in the dependent variable the rest are explained by the variables not fitted in the model. The F statistic is 24.90, and P = 0.001 where P < .005. Hence, HR work family support services and HR financial incentives variables are jointly significant in explaining variations in the dependent variable. In addition, the Ramsey specification test statistic is 3.76 with a p value of 0.00116 therefore; we fail to reject the null hypothesis that the correct specification is linear this implies that the model has no misspecification. However, the Breusch Pagan statistic is 10.73 with a P value of 0.001 therefore we fail to reject the null hypothesis that there is constant variance. To avoid spurious regression results a robust model treating heteroskedasticity was estimated as shown in table 4.20.

Table 4.20 Robust Regression Results for Work Life Initiatives on Employee Performance

Regression Results: Dependent variable employee performance			
		statistic	P-Value
R Squared		0.4044	
F-Statistic (df, n)	(6, 220)	22.88	0.000
Ramsey specification test	(3, 217)	3.76	0.0116
	Coefficients	Statistics	P-Value
Constant	3.991	16.30	0.000
HR work family support services	0.077	2.40	0.017
HR financial incentives	5.208	8.30	0.000
Child life stage	0.025	1.83	0.068
Sex	-0.0119	0.94	0.349
Position	0.212	4.18	0.000
Tenure	-0.057	3.05	0.000
$P = 3.991 + .077HRWFSS + 5.208HRFI + .025CHILD - .0119SEX + .212POS - .057TEN$			
<p>Where, P = Employee Performance, HRWFSS = HR work family support services, HRFI = HR financial incentives CHILD = life stage of respondents children, SEX = Gender of the respondent, POS = Position of the respondent, TEN = Tenure.</p>			

Source: (Survey Data, 2013)

Table 4.20 shows that the R^2 is 40.44% which shows that the model explains 40.44% of variations in the dependent variable the rest are explained by the error term. The F statistic is 22.88 with a P value of 0.001; therefore, the explanatory variables are jointly significant in explaining variations in the employee performance. The Ramsey specification test statistic has a P value of 0.0116 > 0.001 we fail to reject the null hypotheses that the model is not mis-specified. Since the study estimated a robust model, heteroskedasticity was addressed. Hence, the standard normal test such as t statistics and P values can be used to explain the significance of the coefficients in the regression model.

The constant coefficient is constant is significant at 3.991 $t = 16.30$ greater or less than ± 1.96 , and P value = 0.001, indicating that the predictor variables are significant and jointly explain the variations in the dependent variable. HR work family support services coefficient is also significant at 0.077, $t = 2.40$ and P value = $0.017 < 0.05$, hence reject the null hypothesis and state that there is a statistical significant relationship between HR work family support services and employee performance.

HR financial incentives coefficient is significant at 5.208, $t = 8.30$ greater 1.96 and P value = $0.001 < 0.05$, hence reject the null hypothesis and state that there is a statistical significant relationship between HR financial incentives and employee performance. The control variables contribute to the significance of the model although the life stage of respondents children coefficient is positive and not significant at 0.025, $t = 1.85$ less than 1.96, and P value = $0.068 > 0.05$, and the sex coefficient is negative and not significant at -0.0119, $t = 0.94$ less than 1.96, and P value = 0.349. Tenure coefficient is negative and statistically significant at -0.057, $t = 3.05$ and P value = 0.001 and position coefficient is positive at 0.212, $t = 4.18$ and P value = 0.001.

The regression model estimated in Table 4.10 show that taking the independent variables (HR work family support services and HR financial incentives) constant at zero, the performance of the employees is 3.991. The findings also reveal that taking all other independent variables at zero, a unit increase in HR work family support

services will lead to a 0.077 increase in performance and a unit increase in HR financial incentives will lead to a 5.208 increase in performance.

HR work family coefficient was found to be statistically significant implying that HR work family support services is positively related to employee's performance. The findings imply that there is a positive relationship between the HR work family support services and employees performance. This seem to be in agreement with Cayer (2003), findings that work family policies create an integration between the work and family domains resulting in improved productivity of employees and service efficiency. The findings are supported by Jones and McKenna (2002), Eaton (2003), Roberts *et al.*, (2004) and Mumford and Budd (2006) that presence of work family support services create greater performance through reducing work family conflicts, increased job satisfaction, and increased employee commitment.

HR financial incentives coefficient was positive and significant implying that HR financial incentives variable is positively related to employee performance. The findings are in support of the assertion by Webster (2011) and by Wright and McMahan (2011) that HR financial incentives are powerful tools that influence employees' attitudes and behaviours which drive them towards the desired organisational goal which is performance.

The child coefficient was found not to be significant indicating that there is no relationship between the life stages of the respondents children with their

performance. Sex coefficient was also found to be insignificant and negative, this implies that there no relationship between sex and employee performance.

Position coefficient was found to be positive and significant this was expected. It implies that there is a positive relationship between the employees' position and performance. Finally, tenure coefficient was found to be negative and significant implying that tenure is inversely related to employee performance. This was expected since long serving employees tend to perform less than those looking forward to build their careers and grow in the organisation.

Empirical literature is supported by the findings that provision of work life initiatives to employees creates a mutually reinforcing effect and a profitable exchanges for the organisation. HR work family support services and HR financial incentives independent variables help in rejecting the null hypotheses by stating that there is both a positive and statistically significant relationship between work life initiatives and employees performance

The personnel files **revealed that both male and female performance was equal; there was fair competition between the two sexes. The documents also revealed the employees at the lower levels of the organisation have**

better service efficiency and productivity records than their counterparts at the higher positions in the organisation. This phenomenon could be explained that the lower level employees frequently interact with the customers and are required to give the progress reports to the seniors.

Hypothesis 5: There is no statistical significant effect of employee behavioural outcomes on the relationship between work-life initiatives and employee performance.

4.5.5 Regression Results for Employee Behavioural Outcomes

To test the mediating effect of employee behavioural outcomes on the relationship between work life initiatives and employee performance model 3.4 and 3.5 were estimated. Using model 3.6, a composite index was computed between affective organisational commitment and job satisfaction. The computed index was hence used to run model 3.4 and 3.5. The regression results for model 3.4 are presented in Table 4.21.

Table 4.21 Regression Results for WLI and EBO

Regression Results: Dependent variable Employee Behavioral Outcomes			
		statistic	P-Value
R Squared		0.3273	
Adjusted R squared		0.3090	
F-Statistic (df, n)	(6, 220)	17.84	0.000
Ramsey specification test	(3, 217)	2.52	0.0587
Breusch Pagan (Heteroskedasticity)		1.66	0.1973
	Coefficients	Statistics	P-Value
Constant	1.400	3.92	0.000
HR work family support services	0.393	7.79	0.000
HR financial incentives	1.974	2.54	0.012
Child life stage	-0.007	0.39	0.0694
Sex	0.010	0.40	0.692
Position	-0.0372	5.38	0.000
Tenure	0.060	2.21	0.028

Source: (Survey Data, 2013)

$$M = \beta_0 + \beta_1 FWA + \beta_2 HRFI + \beta_3 HRWFSS + \beta_4 SAW + \beta_5 AGE + \beta_6 SEX + \beta_7 CHILD + \beta_8 POS + \beta_9 TEN + e \dots \dots \dots 3.4$$

$$PERFORMANCE = \beta_0 + \beta_1 FWA + \beta_2 HRFI + \beta_3 FSS + \beta_4 SAW + \beta_5 AGE + \beta_6 SEX + \beta_7 CHILD + \beta_8 POS + \beta_9 TEN + \beta_{10} M + e \dots \dots \dots 3.5$$

Table 4.21 shows that R² is 32.73% and the adjusted R² is 30.90%, this shows that the model explains 30.90% variation in the mediating variable the rest are explained by the error term. The F statistic is 17.84 and P = 0.001 where P < 0.05. Hence, HR work family support services and HR financial incentives variables are jointly significant in explaining variations in employee behavioural outcomes variable. In addition, the Ramsey specification test statistic is 2.52 with a p value of 0.0587 hence we fail to reject the null hypothesis that the model has no misspecification. The Breusch Pagan statistic is 1.66 with a P value of 0.01973 therefore we fail to reject

the null hypothesis that there is constant variance. Therefore the regression is both reliable and suitable for further analysis.

The HR work family support services coefficient is positive and significant at 0.393, $t = 7.79$ greater than 1.96 and $P \text{ value} = 0.001 < 0.05$. This implies that there is a positive relationship between HR work family support services and the mediating variable. HR financial incentives coefficient was also found to be positive and significant at 1.974, $t = 2.54$ greater than 1.96 and $P \text{ value} = 0.001 < 0.05$. This indicates that there is a positive relationship between HR financial incentives and the mediating variable. In the third regression analysis model 3.5 was estimated. The regression results are presented in Table 4.22.

Table 4.22 Regression Results for WLI, EBO and EP

Regression Results: Dependent variable Employee Behavioral Outcomes			
		statistic	P-Value
R Squared		0.4391	
Adjusted R squared		0.4212	
F-Statistic (df, n)	(7, 219)	24.49	0.000
Ramsey specification test	(3, 216)	3.06	0.0292
BreuschPagan (Heteroskedasticity)		3.76	0.0511
	Coefficients	Statistics	P-Value
Constant	6.967	32.96	0.000
HR work family support services	0.042	0.94	0.348
HR financial incentives	-0.498	8.48	0.000
Child life stage	0.026	1.89	0.060
Sex	-0.019	0.96	0.338
Position	0.241	4.18	0.000
Tenure	-0.061	2.85	0.005
Employee behavioral outcome	0.112	2.11	0.036
$P = 6.967 + .042HRWFSS - .498HRFI + .026CHILD - .019SEX + .241POS - .061TEN + .112EBO$			
Where, P = Employee behavioral outcomes, HRWFSS = HR work family support services, HRFI = HR financial incentives CHILD = life stage of respondents children, SEX = Gender of the respondent, POS = Position of the respondent, TEN = Tenure, EBO = Employee behavioral outcome.			

Source: (Survey Data, 2013)

$$PERFORMANCE = \beta_0 + \beta_1FWA + \beta_2HRFI + \beta_3HRWFSS + \beta_4SAW + \beta_5AGE + \beta_6SEX + \beta_7CHILD + \beta_8POS + \beta_9TEN + e.....3.1$$

$$M = \beta_0 + \beta_1FWA + \beta_2HRFI + \beta_3HRWFSS + \beta_4SAW + \beta_5AGE + \beta_6SEX + \beta_7CHILD + \beta_8POS + \beta_9TEN + e.....3.4$$

$$PERFORMANCE = \beta_0 + \beta_1FWA + \beta_2HRFI + \beta_3FSS + \beta_4SAW + \beta_5AGE + \beta_6SEX + \beta_7CHILD + \beta_8POS + \beta_9TEN + \beta_{10}M + e.....3.5$$

Table 4.22 shows that the adjusted R² is 42.12%, this shows that the model explains 42.12% variation in the dependent variable the rest are explained by the variables not fitted in the model. The adjusted R² before mediation was 30.90%. According to MacKinnon, Lockwood, Hoffman, West, and Sheets, (2002), first the results of the

two regression models are interpreted using the R^2 . This is done before and after mediation to confirm whether the data supports the hypothesis using the R^2 .

MacKinnon *et al.*, (2007) observe that the interpretation is done as: (r) is the non-mediated or direct effect, while (r - r') is the mediated or indirect effect. If the treatment coefficient (r') is zero when the mediator is included in the model, then the relationship is entirely mediated by the mediating variable. If, however, the absolute size of the direct effect between the independent variable and the dependent variable is reduced after controlling for the mediator variable, but the direct effect is still significantly different from zero, the mediation effect is said to be partial.

According to the above rule, the direct effect in model 3.1 is .3273 while the mediated effect is (.4391 - .3273) is .1118 and is significant at $t = 2.11$, $P < .05$. Based on R^2 judgement, at this point the study can state that employee behavioural outcomes partially mediate the relationship between work life initiatives and employee performance. However, according to Baron and Kenny (1986) and MacKinnon *et al.*, (2007) to make substantive conclusions on the mediating effect, the difference between the beta coefficients of the predictor variable should always be confirmed.

The t statistic is 24.49, and $P < .001$. Hence, HR work family support services and HR financial incentives variables are jointly significant in explaining variations in the dependent variable. HR work family coefficient is positive and not significant at (.042, $t = .94$ and $P = .348$), HR financial incentives is negative and significant at

(-.498, $t = 8.48$ and $P < .001$). child coefficient is positive and not significant at (.026, $t = 1.89$. and $P > .001$), sex coefficient is negative and not significant at (-.019, $t = .96$ and $P > .001$), position coefficient is positive and significant at (.241, $t = 4.18$ and $P < .001$), tenure coefficient is negative and significant at .05 at (-.061, $t = 2.85$ and $P < .05$) and employee behavioural outcome is positive and significant at .05 at (.112 $t = 2.11$ and $P < .05$). The difference in the predictor coefficient is shown in table 4.23.

In addition, the Ramsey specification test statistic is 3.06 with a p value of 0.0292 therefore; we fail to reject the null hypothesis that the model has no misspecification. The Breusch Pagan statistic is 3.76 with a P value of 0.0511 therefore we fail to reject the null hypothesis that there is constant variance. The results of the three regression models model 3.1, 3.4 and 3.5 are summarised in Table 4.23.

Table 4.23 Summary of Regression Results for the Mediating Effect

Variable	Model 3.1 Base Model (step 1)		Model 3.4 (Step 2Mediation)		Model 3.5 (Step 3,after Mediation)		Significance of Change
	Coefficient β	P value	Coefficient β	P value	coefficient β	P value	
HR financial incentives	5.208	0.000	1.400	0.000	-0.498	0.000	P= 0.001, $\alpha < 0.05$ $C > C^1$
HR work family support services	0.077	0.017	0.393	0.000	0.042	0.348	P = 0.348, $\alpha > 0.05$ $C > C^1$
Employee behavioral outcomes	-	-	-	-	0.112	0.036	P = 0.036, $\alpha < 0.05$ change is significant
R ² (r-r ¹)	0.3273				0.4391		0.1118

Source: (Survey Data, 2013)

Table 4.23 shows that the first results under model 3.1 the HR financial incentives coefficient was positive and significant at 5.208 and P value = 0.001 < 0.05 while that of HR work family support services coefficient was found to be positive and significant at 0.077 and P value = 0.017 < 0.05. In the second model 3.4, HR financial incentives coefficient was positive and significant at 1.400 and P value = 0.001 that of HR work family support services coefficient was positive and significant at 0.393 and P value = 0.001 < 0.05.

In the third model 3.5, the regression output shows that the mediating coefficient variable is positive and significant at 0.112 and P value = 0.036 < 0.05. According to Baron and Kenny (1986) the results of the three regression models are interpreted using the coefficient of the independent variables before and after the mediation and the significant level of the mediator variable after mediation. The interpretation is

done as; $C > C^1$ where, HR financial incentives coefficient in model 3.1 is $5.208 > -0.498$ in model 3.5 and significant at a P value of 0.001 in both models, while, HR work family support services coefficient in model 3.1 is $0.077 > 0.042$ in model 3.5 where in model 3.1 the p value significant at 0.017 and not significant in model 3.5 with a P value of 0.348. Finally, the coefficient of the mediating variable is positive and significant at 0.112 and P value = 0.036.

Considering the R^2 value in the two models, in the non mediated relationship between work life initiatives and the employee Performance, the R^2 value is 0.3273 in model 3.1, while under the mediated relationship, the R^2 value increases to 0.4391 in model 3.5. This indicates a stronger empirical explanatory power on the relationship between work life initiatives and employee Performance in the banking sector when the mediating variable of employee behaviour outcomes is introduced.

According to the above criterion and as presented in Table 3.1 the model satisfies the three conditions of partial mediation where in model 3.1 the coefficients are significant, model 3.4 the coefficients are also significant and in model 3.5, the coefficients are expected to be greater than coefficients in model 3.1 whether significant or not but the mediating coefficient must be significant. This implies that employee behavioural outcomes have a partial mediating effect on the relationship between the independent variables and the dependent variable. Therefore, we reject the null hypothesis and state that there is a statistical effect of employee behavioural

outcomes on the relationship between work life initiatives and employee performance.

The findings are supported by Nishii and Wright (2008) who argue that employee attitudes and behaviour such as affective commitment and job satisfaction mediates the relationship between HR practices and performance. The findings are also in agreement with the argument by Kehoe and Wright (2010) that employee behavioural outcomes do not completely but partially mediate the relationship between HR practices and performance.

The HR managers through the interview guide seem to support that employee's attitudes and behaviours towards the organisation and work are key and very critical in the banking sector. This is because the sector is purely a service industry and prone to dynamic changes in customer preferences hence employees the need for positive employee attitude and stable behaviour. Therefore, to maintain a competitive advantage the employees need to be highly committed and satisfied with their jobs. The HR managers agree that WLI helps to strengthen the relationship between the employees' attitudes and behaviours with performance, hence, affective commitment and job satisfaction among employee are important factors to uphold by organisations.

Hypothesis 6: There is no statistical significant effect of leadership on the relationship between work life initiatives and employee performance.

4.5.6 Regression Results for Leadership Variable

To test the moderating effect of leadership on the relationship between work life initiatives and employee performance, the first model to be estimated was 3.2, where the leadership as the moderator variable is introduced into the model. The regression results are presented in Table 4.24.

Table 4.24 Regression Results for Work Life Initiatives and Leadership

Regression Results: Dependent is Employee Performance			
		Statistic	P-Value
R Squared		0.4993	
Adjusted R squared		0.4833	
Ramsey reset test	(3, 216)	2.39	0.0694
F-Statistic (df, n)	(7, 219)	31.20	0.000
Breusch Pagan (heteroskedasticity)		5.96	0.0146
	Coefficients	Statistics	P-Value
Constant	2.814	8.79	0.000
HR work family support services	0.125	3.30	0.000
HR financial incentives	5.585	9.69	0.000
Child life stage	0.021	1.62	0.106
Sex	-0.023	1.21	0.227
Position	0.317	5.92	0.000
Tenure	-0.068	3.35	0.000
Leadership	0.277	6.44	0.000

Source: (Survey Data, 2013)

$$PERFORMANCE = \beta_0 + \beta_1 FWA + \beta_2 HRFI + \beta_3 HRWFSS + \beta_4 SAW + \beta_5 AGE + \beta_6 SEX + \beta_7 CHILD + \beta_8 POS + \beta_9 TEN + \beta_{10} LEAD + e \dots \dots \dots 3.2$$

$$PERFORMANCE = \beta_0 + \beta_1 FWA + \beta_2 HRFI + \beta_3 HRWFSS + \beta_4 SAW + \beta_5 AGE + \beta_6 SEX + \beta_7 CHILD + \beta_8 POS + \beta_9 TEN + \beta_{10} LEAD + \beta_{11} LEAD.FWA + \beta_{12} LEAD.HRFI + \beta_{13} LEAD.HRWFSS + \beta_{14} LEAD.SAW + e \dots \dots \dots 3.3$$

Table 4.24 shows that the adjusted R^2 is 48.33%, this shows that the model explains 48.33% variation in employee performance variable the rest are explained by the variables that are not fitted in the model. The F statistic is 31.20, and $P = 0.001$ where $P < .005$. Hence, HR work family support services and HR financial incentives variables are jointly significant in explaining variations in employee performance. In addition the Ramsey specification test statistic is 2.39 with a p value of 0.0694 hence we fail to reject the null hypothesis that the model has no misspecification. In addition, the Breusch Pagan statistic is 5.96 with a P value of 0.0146 therefore we fail to reject the null hypothesis that there is constant variance. Thus results are reliable and can be used to make inferences.

Table 4.24 shows that leadership variable is positive and significant at (0.277, $t = 6.44$ and $P < 0.001$). this implies that leadership variable is significant when introduced into the model 3.2. therefore, this satisfies the first explanatory condition where the variable should be significant (MacKinnon *et al.*, 2007). Secondly, model 3.3 was estimated where the product of leadership variable and the work life initiatives variables were used to estimate the moderating effect. The regression results are presented in Table 4.25.

Table 4.25 Regression Results for the Moderating effect

Regression Results: dependent variable is Employee Performance			
		statistic	P-Value
R Squared		0.5003	
Adjusted R squared		0.4796	
Ramsey reset test	(3, 214)	2.52	0.0587
F-Statistic (df, n)	(9, 217)	24.14	0.001
Breusch Pagan (heteroskedasticity)		6.72	0.0095
	Coefficients	Statistic	P-Value
Constant	1.720	0.42	0.672
HR work family support services	0.453	0.71	0.478
HR financial incentives	6.233	0.73	0.0467
Child life stage	0.021	1.59	0.114
Sex	-0.023	1.21	0.226
Position	0.323	5.87	0.001
Tenure	-0.064	2.94	0.004
Leadership	0.588	0.49	0.624
Leadership.HR financial incentive	-0.182	0.07	0.943
Leadership.HR work family support services	-0.095	0.51	0.609
$P = 1.720 + .453HRWFSS + 6.233HRFI + .021CHILD - .023SEX + .328POS - .064TEN + .588LEAD - .182LEAD.HRFI - .095LEAD.HRWFSS$			
<p>Where, P = Performance, HRWFSS = HR work family support services, HRFI = HR financial incentives CHILD = life stage of respondents children, SEX = Gender of the respondent, POS = Position of the respondent, TEN = Tenure, LEAD = Leadership, LEAD.HRFI = Leadership X HR financial incentives, LEAD.HRWFSS = Leadership X HR work family support services.</p>			

Source: (Survey Data, 2013)

Table 4.25 shows that the coefficients for the interactive terms are all not significant where HR financial incentives coefficient is (1.720, t = 0.42 and P value = 0.672), and HR work family support services coefficient is (0.453, t = 0.71 and P value = 0.478). Leadership coefficient is also not significant at (0.588, t = 0.49 and P value = 0.624). Mackinnon *et al.*, (2007) observes that when the coefficients in model 3.3 are not significant and the leadership coefficient in model 3.2 is significant there is

no moderating effect. Table 4.26 presents the summary in the change of the coefficient significance when leadership is introduced in the model as a product of worklife initiatives.

Table 4.26 Summary for the Leadership Moderating Effect

Variable	Model 3.2 (Before Moderation)		Model 3.3 (After Moderation)		Significance of change	Implication of change
	coefficient	P value	Coefficient	P value		
HR financial incentives	5.585	0.000	1.720	0.672	P =0.0672, α > 0.05	Leadership is an explanatory variable, Before, P = 0.001, α < 0.05
HR work family support services	0.125	0.000	0.453	0.478	P = 0.478, α > 0.05	
Leadership	0.277	0.000	0.588	0.624	P = 0.624, α > 0.05	

Source: (Survey Data, 2013)

Table 4.26 shows that HR financial incentives coefficient is significant before moderation at (5.585, $P < .001$) and not significant after moderation at (1.720, $P > .001$), HR work family coefficient is significant before moderation at (.125, $P < .001$) and not significant after moderation at (.453, $P > .001$) while that of leadership is significant before moderation at (.277, $P < .001$) and not significant at (.588, $P > .001$). Therefore, based on the moderation rule by Mackinnon *et al.*, (2007), leadership is just an explanatory variable. Therefore, we fail to reject the null hypothesis and state that there is no statistical significant effect of leadership on the relationship between work life initiatives and employee performance.

The findings were expected that leadership does not moderate the relationship between work life initiatives and employee performance rather it is an important explanatory variable. Indeed it is an explanatory variable since the R^2 improves from 49.93% in model 3.2 to 50.03% in model 3.3. The findings were expected because supervisor support is availed at an individual and group level which its intention is to control individual and group attitudes and behaviours and hence not a direct effort towards employee performance. The findings are supported by Wang and Walumbwa (2007) and O'Neill *et al.*, (2009) argument that leadership strengthens employee attitudes and behaviours such as commitment and satisfaction which in turn leads to employee performance.

Furthermore, the findings also seem to be in agreement with the interview with HR managers who argue that although the line managers work close with the employees, the supervisors fail to assist employees in interpreting HR policies, solving work life conflicts, sharing employees' responsibilities as well as implementing the HR policies. Therefore, this implies that the lack of supervisor support at the individual level affects the performance of the employees negatively.

The implication of an indirect moderating effect of perceived supervisory support in the relationship between work life initiatives and performance of employees in the commercial banks in Kenya is supported Kuvaas and Dysvik (2010) argument that supervisors have a bigger role of transforming HR policies into practice. The indirect

effect of supervisory role findings concurs with the existing theoretical dilemma in HRM regarding the contribution of leaders towards performance (Armstrong, 2006). The findings are also supported by Muchiri (2011) that Sub-Saharan leaders follow paternalistic and patrimonial leadership behaviours.

The findings however, are supported by the role theory and specifically the LMX that employees have individual expectations from their supervisors. LMX argues that when individual expectations are met, employees associate their efficacy with the level of support received (Cropanzano *et al.*, 2011). The findings hence report that the employees expectations are not effectively met by the supervisors therefore, there is a gap on the orientation of supervisors and the HR management can ensure that all the supervisors are effectively trained on the essential skills of ensuring effective leadership.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion and contributions of the study to knowledge, recommendations and areas for further research.

5.2 Summary

Since political independence in 1963, the Kenya government has pursued the creation of friendly employment policies. The government has developed interventions targeted at employment relationships; the interventions are contained in vision 2030 to ascertain sustained employment growth in the country. Development of the countries human capital is a government imperative under the second vision 2030 medium term plan of 2013 through to 2017 to improve organisational efficiency.

It is on this basis this sought to establish the effect of WLI and the role of leadership on employees' performance within the banking industry in Kenya. The specific objectives were; to determine the effect of flexible work arrangements on the employee performance; to analyse the effect of HR financial incentives on the employee performance; to determine the influence of HR work family support services on the employee performance; to establish the influence of spirituality at work on the employee performance; to determine the moderating effect of leadership on the relationship between work life initiatives and employee performance and

finally to investigate the moderating effect employee behavioural outcomes on the relationship between work life initiatives and employee performance.

Earlier research notwithstanding the scarcity of studies in this area and especially in the banking sector indicated that there are mixed results on the effect of employees' performance in the banking sector in Kenya. These studies as stated earlier have a focus on samples collected from outside Kenya. Due to governmental and organisational diversity a research was appropriate in Kenya so as to determine the relationship between the perceptions on the provision of work life initiatives on employees' performance.

The research used a descriptive explanatory survey research design. Data was collected using a semi – structured questionnaire, interview schedule and a document review guide. The model specification was tested using Ramsey specification test, Breusch pagan (heteroskedasticity) and VIF (multicollinearity) test. The research tested six hypotheses using three multiple regression models. The findings indicated that the relationship between work life initiatives and employees performance is positive and statistically significant. Hence, work life initiatives have an effect on employees at the individual and group level and also extends on influencing employees' performance.

Flexible work arrangements were found not to be significant; hence they do not contribute towards employees' performance. HR financial incentives were reported to have a positive and significant effect on service efficiency, productivity and employees performance. In addition, HR work family support services were found to have a positive and significant effect on service efficiency, productivity and employees' performance. However, spirituality was found to be insignificant and therefore it is not an important factor affecting employees' performance.

Leadership was found to be an explanatory variable in the relationship between work life initiatives and employees' performance. On the other hand, employees' affective commitment and job satisfaction were found to be partially mediating the relationship between work life initiatives and employees performance.

Finally, the findings found out that control variables such as position, life stage of the employee's children, sex and tenure of an employee in the organisation played a key role in contributing to the significance of the model. For example, position of an employee had a positive and significant relationship with service efficiency, productivity and employees' performance. Similar findings were reported for the life stage of the respondent's children on productivity however the life stage of the children did not contribute towards service efficiency. Consequently, tenure was also found to be positive and significant in influencing the employees' performance. It is also important to note that employees' performance is not affected by gender.

5.3 Contributions of the Study to Knowledge

The study sought to establish the individual and combined effect of WLI on employees' performance in the banking industry in Nairobi, Kenya. Prior studies in developed countries have established that there is a significant relationship between HR practices and employees' performance. In Kenya's context, studies have revealed that HR practices have a statistically significant relationship with performance. However, the studies have considered HR practices based on the functions of HRM such as training and development, recruitment and selection, performance appraisal and reward and compensation HR practices. This study contributes to empirical literature by revealing that complimentary HR practices such as HR financial incentives and HR work family support services have a positive statistical significant relationship with employees' performance.

Secondly, the study contributes to empirical literature by revealing five significant variables that are important in influencing employees' performance in the banking industry namely; HR financial incentives, HR work family support services, leadership, affective commitment and job satisfaction.

In addition, the study contributes to knowledge by justifying the importance of HR investment in human capital. The positive and statically significant findings of HR financial incentives and HR work family support services provide the justification that work life initiatives have a mutually reinforcing effect on the employees and the

greatest beneficiary is the organisation. Therefore, HR managers have a justification that investment in human capital is not an expenditure, a cost or a liability but a beneficial venture to the organisation which can be pursued and crucial to the attainment of organisational goals.

The study adds towards the behavioural theories especially the social exchange theory whereby employees' performance can be obtained using developmental initiatives. The findings show that desirable employees' behaviours and attitudes can be obtained through mutual positive reinforcement exchanges. Hence, in addition to the mutual exchanges, the study incorporates the possibility of developmental humanistic aspect to the social exchange theory.

Finally, the study gives a study model where HR financial incentives, HR work family support services and leadership can be looked at as independent variables, affective commitment and job satisfaction as mediating variables and employees' performance as the dependent variable measured through service efficiency and productivity.

5.4 Conclusion

Employees' performance is very critical in any organisation, in this study; the researcher examined the effect of work life initiatives and the role of leadership in

influencing employees' performance. The following conclusions were made based on the findings of the study.

Flexible work arrangements was found not to be significant therefore the study concludes that work flexibility does not contribute towards employees' performance. However, HR financial incentives were found to be positive and statistically significant, hence it contributes towards employees' performance in the banking sector. HR work family support services were found to be positive and statistically significant; this implies that HR work family support services are is an important factor that contribute towards employees' performance. Spirituality was found not to be significant therefore this factor is not an important factor influencing employees' performance.

Leadership was found to be positive and significant; this revealed that leadership is an explanatory variable rather than a moderating variable. Hence, it indirectly contributes to the relationship between work life initiatives and employees' performance. Finally, affective commitment and job satisfaction were found to be positive and significant thus partially mediating the relationship between work life initiatives and employees' performance. Therefore, the affective commitment and job satisfaction are important parameters affecting employees' performance.

5.5 Recommendations for Policy Implications

From the findings of this study, several policy implications can be drawn for effective management of HR policies in the Banking sector in Kenya. The recommendations can also be generalised to other sectors in the country. The policy implications are presented as per the study objectives.

Since HR financial incentives were found to be positive and significant, at the organisational level, HR managers should consider offering financial incentives as a reward for recent or past individual and unit performance improvements. Alternatively, financial incentives can be offered as a discretionary employee or group benefit or as a perk to foster performance. This can be improved by introducing an automatic hybrid system interlinking financial performance and rewards to ensure that employees are rewarded in proportionate to their effort.

At the national level, the Banks top management can lobby the Ministry of Labour and Human Resource Development (MOLHRD) to encourage organisations to set aside money specifically for providing bonuses to high performing employees at the end of each financial year. Furthermore, to enhance the development of the counties human resources as stated in the second vision 2030 medium term plan of 2013 -2017, the government through MOLHRD should set aside budget allocations to award the best performing institutions.

HR managers in the banking industry should expand the spectrum of support services coverage to include all cadres of employees. Further, standardise work family support services in the sector, since HR work family support services were found to be influencing employees' performance. In addition, HR managers need to create a supportive organisational culture by conducting training sessions on effective utilisation of support services, developing communication and awareness programs within the organisation. Banks can also introduce quality management systems to track the utilisation of the services by employees.

At the National Government level, HR practitioners should lobby the MOLHRD to make it compulsory for organisations to have work family support services. This can further be supported by including support services by the Ministry in the employment Act for legal compliance by organisations.

Leadership was found to be an explanatory variable but not a moderator variable that means it contributes indirectly towards the relationship between work life initiatives and employees' performance. Hence, the Bank top management should revise the available leadership training framework for training managers to include supervisors so as to get the required skills on transformational leadership and transactional leadership skills, this will lead to effective leadership qualities at all levels of management that will influence employees' performance.

Institutions such as universities should mainstream their leadership at all levels of management through training and recruitment of like minded leaders so as to align leadership capabilities with the strategic intent of the institutions. Further, the Commission for Higher Institutions (CHE) should mandate the academicians and curriculum developers of institutions of higher learning to give a priority to leadership programs and mainstream leadership courses in the curriculum.

Affective commitment and job satisfaction were found to be positive and significant; they partially mediate the relationship between work life initiatives and employees' performance. Therefore, HR managers need to lobby top management of the Banks to establish programs such as stock options and especially deferred share payments to employees as a mechanism of ensuring commitment. Finally, HR managers should develop training programs focusing on employees' behaviour and attitude.

5.6 Recommendations for Further Research

The researcher recommends that future research should be directed towards validating the results of this study by conducting a similar research in other sectors in Kenya by collecting data from different sources. In addition, future research should consider using a longitudinal survey method.

Lastly, the researcher also recommends a further study to pursue the effect of leadership substitutes as a moderating variable between work life initiatives and employee behavioural outcomes since leadership was found to have an indirect effect on the relationship between work life initiatives and employees' performance.

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Appendix A: Cover Letter

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Dear Informants,

I am currently conducting a PhD study on “*Work life initiatives and employees’ performance within the banking industry in Nairobi County, Kenya*”. The study is purposely directed to employees of the 43 commercial banks in Kenya to collect their view on the work life initiatives meant to help them manage the boulder less work and family issues and responsibilities.

Participating in this survey is voluntary and the job of the participant will not be affected by filling the questionnaire or not filling it. The survey takes approximately 45 minutes to complete. Additional information is also encouraged to make this study more meaningful. All the provided information will be treated with confidentiality and information will be presented as a group data in the final report and used for academic purposes only.

I appreciate your time and support in completing this study, a final copy will be availed on request.

Yours faithfully,

Jedidah V. Muli (Adm. No. D86/CTY/21727/2010)

Mobile Number: 0725 318 199

Appendix B: Questionnaire
(To be filled by the respondents)

Email id: jedidah.vika@gmail.com

Mobile No: 0725-318199

The purpose of this questionnaire is to collect data on “*work life initiatives and performance of employees of commercial banks in Kenya*” the questionnaire consists of four sections. Ensure you respond to all the statements, it takes at least 20 -30 minutes to fill.

Instructions: Response to be based on the last 12 months.

SECTION A: Demographic details and General information>

1. Names (Optional)

2. Sex (Tick as appropriate)

Male

Female

3. Age (Tick as appropriate)

Below 21

21 – 30

31 – 40

41 – 50

Above 50

4. Educational qualification (Tick as appropriate)

Certificate

Diploma

Degree

Masters

Others (Specify)

5. Banks Name (optional)

6. Life stage of children(the ages of the employees children)

(0 – 5) Years

(6 – 18) Years

(Adults living away from home)

(If in more than two stages, specify)

7. Position held in the bank (Tick as appropriate)

Hr Manager

Management level

Supervisory level

Clerical and Secretarial

Support staff

8. Number of years of service to the current bank (Tick as appropriate)

Below 1 year

1-2 Years

2 – 4 Years

4 – 5 years

Above 5 years

SECTION B: Work Life Initiatives

As the employee answer the following questions on your level of agreement or disagreement basing on the extent to which work life initiatives (flexible work arrangements, Hr financial incentives, Hr support services, spirituality at work) that you receive from the bank affect your performance.

- 1. Strongly Disagree (S.D)
- 2. Disagree (D)
- 3. Neutral (N)
- 4. Agree (A)
- 5. Strongly Agree (S.A)

9. This question refers to the flexible work arrangements.

(TICK ONLY ONE ASNWER)

Factor	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. strongly Agree
The bank offers flexibility of when to start and end the day's work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The bank allows working for longer days per week to get a day free/off	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In my bank, we	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

share information electronically without boundaries of where the information is sent from					
My duties and responsibilities are core-shared	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I value the flexible work arrangements offered by the bank	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

As an employee I am able to adjust my daily or weekly working hours in a way that best fit my preferences_____

Do you believe that the bank supports flexible work arrangements?

Yes No

10. This part refers to the Hr Financial incentives received from the employer

(TICK ONLY ONE ANSWER)

Factor	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. strongly Agree
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The banks provides bonuses when and whenever it realises profits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The bank provides overtime payment to employees after working hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The bank reimburses university fees fully or partially to employees who join and complete their studies while serving the bank	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical cover is available to all employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The bank often sends its employees for seminars and conferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees can go back to school without victimization by the supervisors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The incentives received relief a big burden to my family expenses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I value all the financial incentives offered by the bank	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comment on the administration of financial incentives to employees'

11. This part refers to the Family support services received.

(TICK ONLY ONE ANSWER)

Factor	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. strongly Agree
Childcare facilities within or by an external service provider are available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nursing mothers enjoy flexible working arrangements to take care of their new born babies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The bank sponsors recreational facilities and provides free access to stated sports clubs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family leaves are given to attend to family matters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Needful employees can access counselling facilities covered by the bank	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I enjoy full or partly paid holidays from my employer time to time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What are the general views of the support services provided by the bank?

Are there some support services that employees feel they are most beneficial than others?

12. This part represents the employees drive by spirit and team spirit

(TICK ONLY ONE ANSWER)

Factor	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. strongly Agree
I experience a match between the requirements of my work and my values and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a sense of personal mission in life which my work helps me to fulfil	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My spiritual beliefs play an important role in everyday decision that I make at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I receive inspiration and guidance from a higher power about my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel like i am part of a community at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I share a strong sense of purpose and meaning with my co-workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

about our work					
I experience a real sense of trust and personal connection with my co-workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that I fit well into the culture of this institution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION C: Moderating Variable

Answer the following questions on your level of agreement or disagreement basing on the extent to which you perceive the support of your supervisor to affect your performance.

1. Strongly Disagree (S.D)
2. Disagree (D)
3. Neutral (N)
4. Agree (A)
5. Strongly Agree (S.A)

13. This part refers to the assistance and support you receive from your immediate supervisor

(TICK ONLY ONE ANSWER)

Factor	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. strongly Agree
My supervisor is willing to listen to my problems in juggling work and non-worklife	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor takes the time to learn about my personal needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor makes me feel comfortable talking to him/her about my conflicts between work and nonwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can depend on my supervisor to help me with scheduling conflicts if I need it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can rely on my supervisor to make sure my work responsibilities are handled when I have unanticipated non work demands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

My supervisor asks for suggestions to make it easier for employees to balance work and non work demands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor is able to manage the department as a whole team to enable everyone's need to be met.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Explain how else your supervisor help you in attaining a work life balance _____

SECTION D: Mediating Variable

As the employee answer the following questions on your level of agreement or disagreement basing on the extent to which work life initiatives that you receive from the bank affect your individual behaviour in terms of commitment to the bank, and Job satisfaction_

15. This part will indicate your level of affective commitment to the bank.
 1. Strongly Disagree (S.D)
 2. Disagree (D)
 3. Neutral (N)
 4. Agree (A)
 5. Strongly Agree (S.A)

(TICK ONLY ONE ANSWER)

Factor	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. strongly Agree
I would be very happy to spend the rest of my career in this organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I really feel as if this bank problems are my own.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do not feel like “part of the family” in this bank	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This bank has a great deal of personal meaning to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It would be very hard for me to leave this bank right now even if I wanted to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Too much of my life would be disrupted if I decided to leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do not feel any obligation to remain with this organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I would feel guilty if I left this organisation now.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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16. This will indicate your level of job satisfaction

(TICK ONLY ONE ANSWER)

Factor	1. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. strongly Agree
In general I am satisfied with my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, I like working here	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am happy to be associated with this bank	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Instructions: Response to be based on the last 12 months.

EMPLOYEES PERFORMANCE

As the supervisor answer the following questions on your level of agreement or disagreement basing on the extent to which work life initiatives (flexible work arrangements, Hr financial incentives, Hr support services, spirituality at work, and leadership) affect your subordinates behavior in terms of their (*commitment, and satisfaction*)and their contribution to their performance.

NOTE : Response is based on the last 12 months

1. Strongly Disagree (S.D)
2. Disagree (D)
3. Slightly Disagree (S.D)
4. Neutral (N)
5. Slightly Agree (S.A)
6. Agree (A)

time							
Workplace flexibility do not affect productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees fulfil the tasks in their job demands with a supportive culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a direct relationship between employees productivity and the initiatives received from the bank	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees who take up extra college education and learning opportunities have better outputs than those who have not.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Do you believe that work life initiatives help increase employees productivity?

Yes

No

instill confidence in our services through their behaviour							
Employees are pleasant, courteous, and friendly to employees and customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our employees are knowledgeable and competent to answer specific queries and requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services of this bank are highly appreciated by our customers, family members and/ or relatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for your commitment to this point

Appendix C: Interview Guide

(For HR Managers)

1. HR managers Name (Optional) _____
2. The Organisations Name _____
3. What are some of the initiatives offered by the bank at the time of this interview?
4. Are all the employees aware of the initiatives provided by the bank?
5. What are some of the potential benefits of work life initiatives to the employees?
6. Do HR managers carry out exit interviews? Are some of the reasons connected with work life initiatives?
7. Do you think if actually employees move from bank to bank in search of better initiatives?
8. How are the WLI related to employees performance?
9. Given a scale of 1 – 5 1 been strongly disagree and 5 been strongly agree how will you rate the effect of the WLI on employees performance?
10. To what extent has the provision of the initiatives have actually affected employees' performance?
11. Do you feel that due to the presence of the initiatives employees are able to meet work deadlines?
12. Is the bank able to achieve its targets through a more settled workforce? To what levels.
13. Discuss whether employees regard or appreciate the initiatives.
14. Do employees enjoy utilising the initiatives?
15. Are employees willing to offer services to customers regardless of the time of the day?
16. How willing are employees ready to take up responsibilities of their workmates when they are away from duty?
17. How would you rate the quality of the services offered by the employees to customers.
18. Would you say that the initiatives have created teamwork among the employees? To what extent?

19. Kindly suggest as the HR manager what other issues affect employees performance.

Appendix D: Document Review Guide

1. Performance Appraisal documents

2. Attendance register
3. Personnel Manuals
4. Employee dairy Logs
5. Leave registers

Researchers/ Organisations	Country	Year	HRM Initiatives/ Factor investigated	Critique
Beauregard and Lesley	UK	2009	Flexible work arrangements, dependent care, family or personal leaves/ ability to attract new members, reduced work life conflicts, retention, commitment and productivity.	The study was a business case which has shown strong arguments from different researchers some of which were longitudinal studies. The business case has discussed the positive and negative associations of HR initiatives and organisational performance both at individual and organisational level.
Lambert	USA	2000	Perceived benefits usefulness, perceived organisational support.	The method of analysis used was structural equation modelling which is a good model for statistical analysis. The respondents were drawn from different races and ethnic backgrounds this provided a basis for generalising the results of the study
Quazi, Koh, Huang, Khoo	Singapore	2011	Flexible work arrangements, child care facilities, employee support schemes, perceived supervisor support	This study used hierarchical regression analysis that indicated that both perceived availability and utilisation of work life initiatives were positively related to job satisfaction, commitment and negatively associated with turnover intentions. A questionnaire was developed from scales developed by other researchers and were tested for content validity and clarity by 20 subject experts, this is a large number which is good for any research. The study suggested a further study to incorporate moderating and mediating variables such as gender differences and perceived

Lilian, Menezes and Kelliher	UK	2011	Flexible working arrangements, related outcomes and employee outcomes	organisational support. The study looked at performance at the organisational level, and individual level which they mostly inferred from large surveys done making it secondary data hence the mixed findings reported. Generalising the findings is therefore a problem for this study.
Oginde	Kenya	2011	Organisational citizenship behaviours (OCB)	The research was carried out in the financial sector with a large response rate of 80%. The hypothesis was tested by use of multiple regression models and bivariate correlation test, the two analyses gives a good triangulation. The findings indicated that spirituality alone is a low predictor of OCB hence needs to be combined with other variables for a strong association.

Source: Author (2012)

Appendix F: Research Permit

PAGE 2 PAGE 3

Research Permit No. **NCST/RCD/14/013/353**

THIS IS TO CERTIFY THAT: Date of issue **4th April, 2013**

Prof./Dr./Mr./Mrs./Miss/Institution Fee received **KSh. 2,000**

Jedidah Vika Muli

of (Address) Kenyatta University


P.O.Box 43844-00100, Nairobi

has been permitted to conduct research in

Location

District

Nairobi County



on the topic: Effect of work life initiative on employee performance within the Banking Sector in Nairobi County, Kenya

Applicant's Signature **National Secretary**

for a period ending 31 December 2013. **National Council for Science & Technology**