WORK LIFE BALANCE AND EMPLOYEE PERFORMANCE AT THE KENYA PORTS AUTHORITY IN MOMBASA COUNTY, KENYA

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Abstract

Purpose: The main objective was to establish the effects of employees' work-life balance practices on Employee Performance in the Kenya Ports Authority, Mombasa.

Materials and Methods: The study employed descriptive research design. The target population of this study was the entire employee population of KPA which is a total of 6474 employees with four distinct categories. The sample size was 99 respondents. A questionnaire with open-ended and closed -ended questions was designed to collect primary data. The Statistical Package for Social Science (SPSS) was used to help analyze the data and produce descriptive statistics and identify the different factors affecting employee performance. The data was analyzed both quantitatively and qualitatively. The data was analyzed into tables, percentages, pie charts and graphs were also used.

Results: The study established that employee welfare support wielded a significant effect on employee performance. The study also established that, there existed a strong positive correlation between employee dependents care and support. The study also found that, employee leave programs wields positive impact on employee performance. The study also showed that a significant positive correlation exists between flexible work programs and employee performance, which registered an R-value of about 0.678.

Unique contribution to theory, practice and policy: The study recommended that organizations need to facilitate programs that guarantee job security to the employees as the primary strategy for work motivation. Corporate organizations must commit to invest in building decent and well maintained sanitary facilities to elevate standards of hygiene conditions. The organizations need to invest on recreational facilities within the workplace to give employees access to decent work environment.

Key words: *Employees' Work-Life Balance Practices*, *Employee Performance* and *Kenya Ports Authority*

1.0 INTRODUCTION

Kithaka (2015) suggests that often, successful people get absorbed in their careers and hardly ever balance between their work, family and community yet we are all products of a family and a community. Employees have other responsibilities away from their jobs which include family and personal life. Work life balance is therefore an emerging challenge to both employees and employers. A comfortable state of equilibrium should be achieved between an employee's primary roles of their employment position and their private lifestyle, (Pattu S. *et. al* 2013) An employee should enjoy a satisfying personal life outside the work environment. Work-life-balance can be best understood by first defining each of the three words separately.

According to Turner (2017), work is the time and energy people contract to expend to a third party in return for a defined reward. Life is the opportunity to achieve in a diverse range of contexts. Balance is the state where an individual manages real or potential conflict between different demands of his/her time and energy in a way that satisfies his/her need for well-being and self-fulfillment. Work life balance is hereby defined as the need of all individuals to achieve and maintain a balance between their paid work and life outside of work. This refers to the success in managing responsibilities in both areas. Work life balance is not restricted to people with children or partners. Life outside work can also range from childcare to house work, to sports, leisure and self-development activities such as study and exercise programs. Employees need to feel satisfied with the way they divide their time and energy between their paid work and other areas of their lives.

People's sense of work life balance is, to a considerable extent, the product of the environment in which they live and work in. It's about employees having a measure of control over when, where and how they work. A dilemma for many people is how they should manage the competing demands in their work and personal life without any negative effects of work spill over into their personal lives, (Pattu *et al.,* 2013). John *et al.* (2016) argued that the issue of combining work and non- work related activities has been a challenge confronting employers since its impacts employee productivity and the organization as a whole. They again proposed that key research findings have suggested negative consequences in the interaction between work and non- work activities of the employees. This has led to a conflict between their work and life.

The workplace environment is regarded as the primary center employees advance their social lifestyles as they perform duties assigned to them in the workplace (Schmidt-Catran & Spies, 2016). Thus, the workplace social factors, such as the organization culture form important determinants of employee-to-employee relations and interactions and the overall work relations. Employee's welfare should be prioritized in the workplace, as a valuable mechanism of enhancing a strong positive work environment social fabric (Nika, 2016).

For an employee to perform best, he or she needs to be well. Employee wellness is to a greater extent the business of the employer and any organization need to work towards this achievement. There is need for every organization to provide statutory and non-statutory welfare measures for its employees. This is because in spite of all the modern technology which is in wide spread use, human resources still remain the most important factor in the production process (Tiwari,2014).

Every employee has other people who depend on him or her for their survival. Such dependents include: spouse, children and parents who many a times are too old to take care of themselves.

According to Ofori and Natsiful (2015) the work life phenomena has been found prevalent among working mothers. The number of women in workforce is constantly increasing. Such women employees have duties in the organization and the double up as wives and mothers at home. This poses a serious challenge to the organization since child care demands require time and energy from such employees. Child and family care affects the work performance. There is therefore need for organizational support for such employees. Muinde (2013), states that Kenya's organizations are slowly adopting and implementing work life initiatives (WLI) to benefit their employees.

The Kenya Ports Authority

KPA Business Plan 2012/13-2014/15 states that Kenya Ports Authority (KPA) is a statutory body established through an act of parliament in 1978.KPA mandate is to maintain, operate, improve and regulate all scheduled sea ports situated along the Kenya's coastline. The authority is a commercial entity responsible for the Mombasa port and other social infrastructure seaports of Funzi, Kilifi, Lamu, Malindi and Shimoni. It's also responsible for the lake ports and Inland Container Depots (ICDs) of Nairobi, Kisumu and Eldoret. Mombasa port is a natural harbor with 13 general cargo berths with quay length of 2,448 meters. It is a multipurpose port handling containerized cargo, general cargo, dry bulk and liquid bulk. The Mombasa port serves Kenya alongside other countries such as: Uganda, Burundi, Rwanda, Southern Sudan as well as The Democratic Republic of Congo. It is therefore a gate way to the Eastern Africa hinterland (Fatma, 2012).

1.2 Statement of the Problem

Employee performance at the port of Mombasa has posed a great challenge to the management of the port (Nyema, 2014). Increasing cargo at the port of Mombasa has been a two faced experience to the port. On one hand it has been a blessing and a show of fulfilled goals. On the other hand, it has presented a great challenge to the port bearing in mind that the employee performance has not been able to match such growth. This has left the port congested as an indicator of poor employee performance.

The problem of employee performance is a nightmare and monster that has refused to let go the port of Mombasa. Day in, day out, the port stakeholders and management are working round the clock to get a permanent solution that will ease the port of Mombasa from poor employee performance leading to congestion but so far, a solution doesn't seem forthcoming. According to Nyema (2014), the port of Mombasa is the largest and vital gateway for imports and exports to Kenya and its neighboring countries. It further observed that the port is already operating at its maximum capacity for both general and containerized cargo and will continue to suffer progressive declines in operational effectiveness unless both capacity and terminal issues are urgently addressed (KPA, 2010). This highlights the bigger problem with employee performance.

2.0 LITERATURE REVIEW

2.1 Theoretical Framework

Role Theory

Proponents in this theory believe that life has multiple roles and that such multiple roles are always conflicting since human beings find it difficult to perform them successfully. This is due to the conflicting demand of such roles (Payne, 2015). These conflicting roles are related to work, family and community and they lead to work-life conflict.

Hyung *et al*. (2013) gives a solution to the role theory. They propose that an understanding of the conservation resource model/theory. This model suggests that human beings make an effort to gain and retain resources since abundant resources can improve their wellbeing (Thies & Breuning, 2012). They added that there is a wide range of resources that individuals cherish ranging from: material objects, personal characteristics, social conditions and energies. The material objects include homes and clothes while personal characteristics include self -esteem. Social conditions are family and social support while energies include vigor, money and time.

This theory gives a solution to work life conflict and especially in the area of employee welfare. The availability of such resources contributes positively to the employee performance through work life harmony established. An organization therefore needs to invest into ensuring that their employees develop and maintain such resources since this motivates them. This in turn lead to improved employee performance since conflicting role according to the role theory will be harmonized.

Maslow's Hierarchy of needs

Abraham Maslow who is an American psychologist is the major proponent of this theory (Nyameh, 2013). He adds that Maslow in his scientific work "Theory of Human Motivation" published in 1943 and 1970 came up with a five level model of human needs. He called it the hierarchy of human needs. Human wellbeing is bounded by the fulfillment of a given set of needs given in an ascending order. The author continues to note that this theory is relevant in every sector of business even today.

The five levels of human needs from level one to five are: physiological needs, safety needs, love and belonging (affiliation/social), esteem needs and self - actualization needs, (Zeynep& Mert ,2014). According to this theory, Maslow argues that the third level of needs called affiliation /social needs take the form of family, friends, relationships, love and community. He adds that employees will always desire to belong to clubs and families and they will have roles in such groups. In an organization, safety needs may be satisfied through job security, benefit programs and safe and healthy working conditions. A balance of the employee's roles at work place and roles outside the work place lead to work life harmony and an employer should seek such a balance which will in turn enhance the employee's performance.

Level four in the hierarchy of human needs according to Maslow is self -esteem needs. According to Ogolla (2013) human beings have a need to be respected, accepted and valued by others. He adds that human being will often be involved in a profession or hobby to gain respect, reputation and recognition. A low esteem will build up from an imbalance of needs here regarding work and non -work activities hence causing a conflict. A balance on the other hand

will lead to work-life harmony which in return leads to improved employee performance at the work place.

2.2 Empirical Review

Tiwari (2014) notes that employee welfare is an area of social welfare conceptually and operationally which covers a broad field and connotes a state of well-being, happiness, satisfaction, conservation and development of human resources which in return leads to motivation of employee. It therefore enriches employees. Employee welfare includes several services, benefits and facilities offered to employees by their employers. Such benefits may be monetary or non -monetary and they include: allowances, housing, transportation, medical/insurance and food. It also stretches to include industrial harmony and relations (Kumar, 2016). He adds and elaborates the benefits to include: providing physical and mental health to the workers and improving intellectual cultural conditions of life of employees. The second benefits include: increase of employee productivity as well as improving the image of the organization. This reduces employee absenteeism and turnover. The third benefit is to the society. Health, efficiency and happiness of each one in the society represent the general wellbeing of all. This raises the standards of industry and labor in a country.

Tammy *et al*. (2013) conducted a study on the work-family conflict and flexible work arrangements: Deconstructing flexibility. They used a meta-analysis design to clarify what is known about the relationship between flexible work arrangements and work family- conflict. The study findings were that the direction of work-family conflict and the specific form of flexibility make a difference in the effects found. According to these scholars, the significant effects were small in magnitude.

Wayan *et al.* (2016) argues that apart from an organization giving direct compensation to its employees, it also extends indirect compensation. This includes benefits for workers beyond the salary or wages fixed, either in cash or goods. Indirect compensation may be as a holiday allowance, health insurance, vacation, leave, and others.

There are different types of leaves accorded to an employee which may be paid or unpaid. According to the employment Act (2012) an employee in Kenya is entitled for not less than 21 working days after being in service for 21 consecutive months with the same employer as their annual leave. The act also allows the employer with the consent of the employee to divide the leave days into different parts to be taken at different intervals. This leave is also recognized by the ILO recommendations number 132 which entitles an employee to 3 weeks paid leave each year.
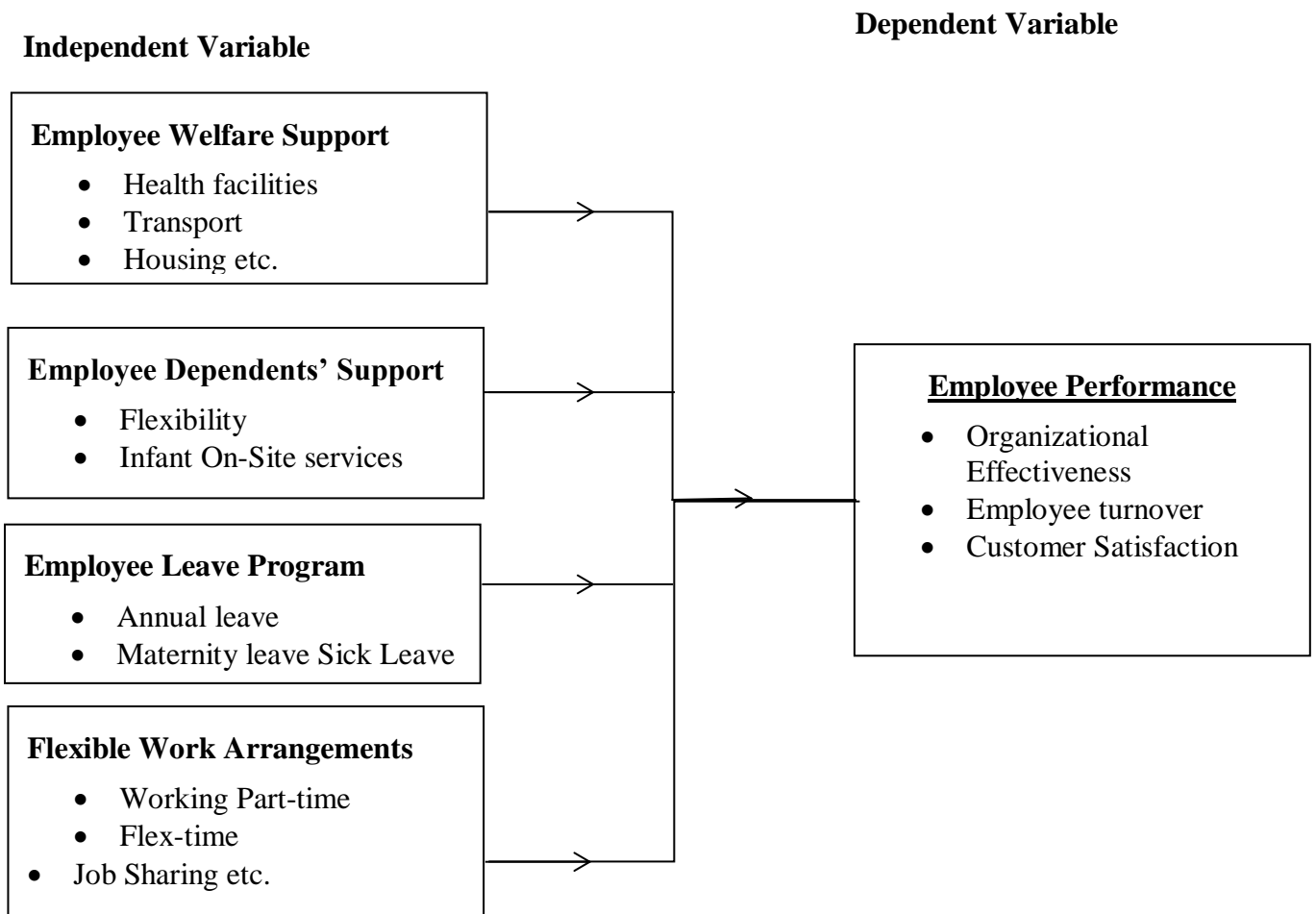
According to Deshwal (2015) flexible working arrangements refer to the working patterns which are different from the normal working patterns. These can involve changes to the hours an employee works as well as the times an employee is required to work or their places of work. In addition, Deshwal (2015) argues that several studies have shown that the employees who are given opportunities to work more flexibly have been found to be more dedicated and productive and they are better able to manage their lives outside of work. Tammy *et al*. (2013) records that there are two levels of flexibility namely: flextime and flex place respectively. Flextime is however more beneficial to an organization compared to flex place since with flex place, boundaries both psychological and physical which are important to work tend to get blurred

according to Tammy *et al.* (2013). The most common flexible working options include: working part time, flexi-time working, job sharing, compressed work weeks and shift working among others.

2.3 Conceptual Framework

This study had independent variables as employee welfare support, employee dependents care and support, employee leave programs and flexible work arrangements. The framework illustrates the effects of these independent variables on employee performance which is the dependent variable.

Figure 1 Conceptual Framework

Independent Variable

Dependent Variable

Employee Welfare Support

- Health facilities
- Transport
- Housing etc.

Employee Dependents' Support

- Flexibility
- Infant On-Site services

Employee Leave Program

- Annual leave
- Maternity leave Sick Leave

Flexible Work Arrangements

- Working Part-time
- Flex-time
- Job Sharing etc.

Employee Performance

- Organizational Effectiveness
- Employee turnover
- Customer Satisfaction

Source: Author (2018)

3.0 METHODOLOGY

This study used descriptive research design method. The target population of this study was the entire employee population of KPA which is a total of 6474 employees with four distinct categories. The sample size was 99 respondents. A questionnaire with open-ended and closed - ended questions was designed to collect primary data. The Statistical Package for Social Science (SPSS) was used to help analyze the data and produce descriptive statistics and identify the different factors affecting employee performance. The data was analyzed both quantitatively and qualitatively. The data was analyzed into tables, percentages, pie charts and graphs were also used.
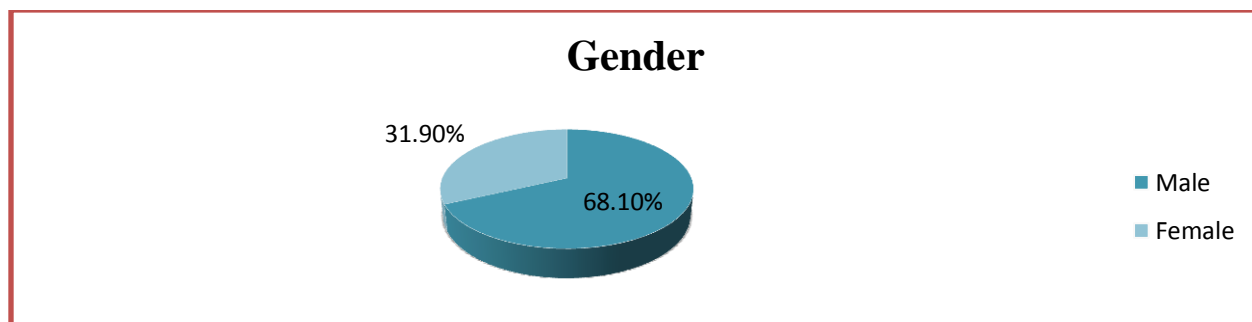
4.0 RESULTS

4.1 Demographic details

Demographic information presents the respondents background data, which include; gender, age, education level, department and the respondents work experience in the current profession.

4.1.1 Gender

The data presented in figure 1 highlights the distribution of respondents by gender computed in frequencies and percentages.
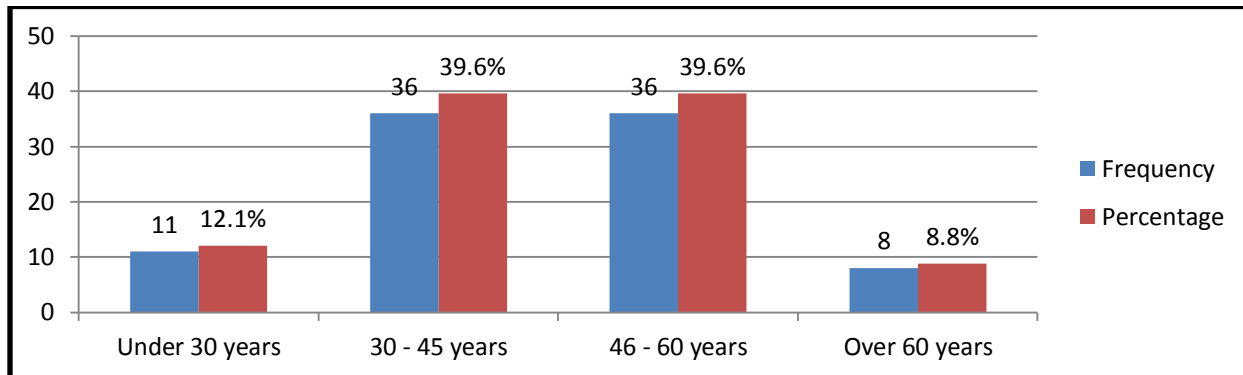

Figure 1 respondents distribution by gender

The findings in Figure 1 show that the majority of the respondents, 62 (68.1%) were male, whereas about, 29 (31.9%) were female. The findings indicate that there's a significant imbalance in gender ratio, however the legally acceptable rate of 30% gender rate is attained in the public organizations.

4.1.2 Age distribution

The data presented in figure 2 highlights the respondent's distribution by the age group, computed in frequencies and percentiles.
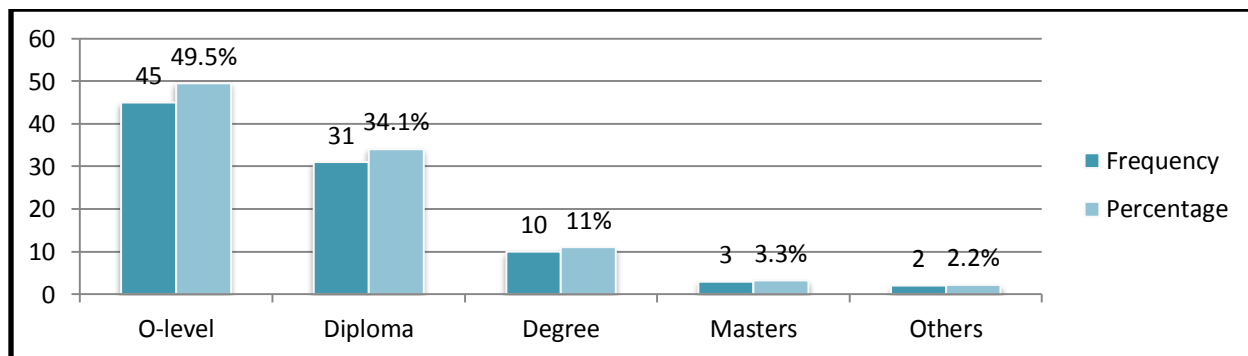
Figure 2 respondents distribution by age

The findings shown in figure 2 indicate that majority of the respondents, about 36 (39.6%) was shared between those in the age of 30 – 45 years and the age group, 46 – 60 years. about 11 (12.1%) of the respondents indicated to be under the age of 30 years. The findings also show that, about 8 (8.8%) of the respondents indicated to be above 60 years of age. The study findings indicate that public organizations have maintained a moderate level of diversity in gender distribution. This implies that, maintaining diversity in fender distribution contributes positively in enhancing employee work life balance in public organizations.

4.1.3 Education level

The data in figure.3 highlight the distribution of the respondents in terms of academic attainment with the computation based on frequencies and percentages.
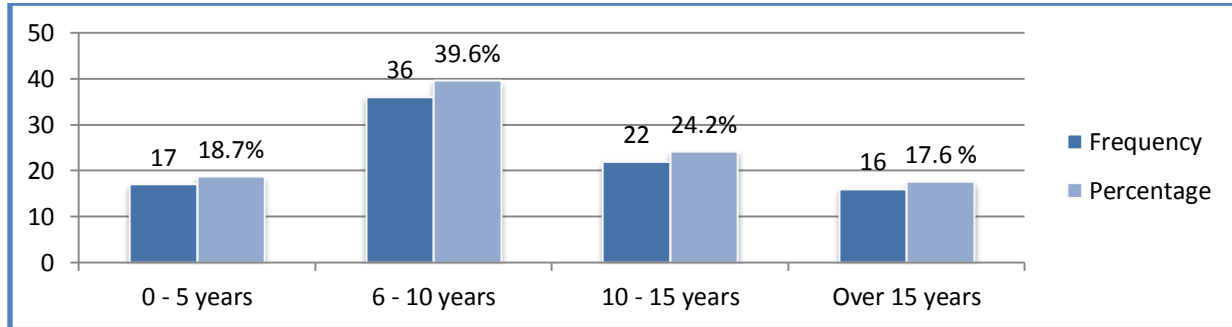

Figure 3 respondents distribution by education level

The findings in figure 3, show that majority of the respondents, about 45 (49.5%) have attained education to the o-level. The findings also show that, about 31 (34.1%) indicated to have attained a diploma, about 10 (11%) indicated to have attained a bachelor's Degree and about 3(3.3%) have attained a Master's degree. The findings show that, a marginal 2 (2.2%) of the respondents indicated to have other academic qualifications. These findings imply that, attainment of basic academic attainment positively impacts on the progressive standard work life balance approach in ensuring positive employee performance.

4.1.4 Experience

The data presented in figure 4 highlight the respondents feedback on work experience with computations deduced in frequencies and percentages.
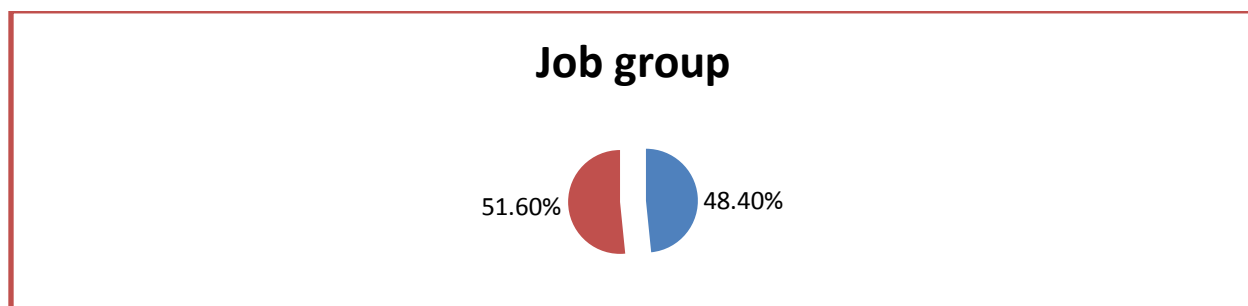

Figure 4 respondents distribution by work experience

The findings in figure 4 highlight that the distribution of respondents by work experience recording a normal distributions. The findings indicate that majority of the respondents, about 36 (39.6%) had a working experience of 6 – 10 years. The findings, also show that about 22 (24.2%) had a working experience of 10 – 15 years, about 17 (18.7%) of respondents indicated to have a working experience of below 5 years. About, 16 (17.6%) of the respondents they indicated to have a working experience of over 15 years. The findings imply that, ensuring diversity in the distribution of employees in terms of work life balance positively impacts on employee performance and job productivity.

4.1.5 Job Group

The data presented in figure 5 highlight the distribution of respondents by job group, with computations based on frequency distribution.

Figure 5 respondents distribution by job group

The findings computed in figure 5 show that, about 47 (51.6%) of the respondents were in the job group HG3, and about 44 (48.4%) of the respondents indicate to be in the job group HG4. The findings imply that there exists a fairly balanced distribution in the job groups within the public organizations such as KPA.

4.2 Descriptive statistics on employee welfare support

The data presented in table 1 highlights the respondent's views on the influence of employee welfare support on employee performance computed using measures of central tendencies including means, standard deviation and variance.

Table 1 welfare support factors measures of central tendencies

Employee welfare support factors	Mean	Std. Deviation	Variance
The organization provides you with all medical services.	2.59	1.247	1.555
The company has taken adequate preventive measures to eliminate all possible accidents at the place of work.	1.75	.693	.480
Sanitary and hygiene facilities are enough and are well maintained.	1.74	.892	.796
There are canteens and restrooms near you as you work.	1.76	.891	.794
Your employer provides housing facilities or pays adequate housing allowance.	3.01	1.225	1.500
The organization has buses which pick and drop you near your place of residence.	1.64	1.049	1.100
The organization trains you and takes care of your furthering education.	2.56	1.176	1.382
You are able to access adequate recreational facilities owned and ran by the organization e.g. sports club and gym.	1.95	1.320	1.741

The findings in table 1 show that, there exists moderate access to medical services, recording a mean of 2.59 (standard deviation =1.247). The computed findings indicated that public organizations have committed very little efforts in elimination of all possible accidents at the place of work (mean = 1.75, SD = 0.693). The respondents expressed displeasure with the existing state of hygiene facilities at the public corporate organizations (mean = 1.74, SD = 0.892). The respondents indicated that they have no close proximity to canteens and restrooms at the place of work (mean = 1.76, SD = 0.891). The respondents expressed moderate appreciation for access to recreational facilities owned and ran by the organization e.g. sports club and gym, with a mean of 3.01 (SD = 1.225).

The findings indicate the respondents expressed displeasure in lack of organization planned commuting programs for buses to pick and drop employees to workplace and back to their residencies, with a mean of 1.64 (SD = 1.049). The respondents expressed moderate approval for the organizations effort in training and taking care of the employee's interests to further their level of education, with a mean of 2.56 (SD = 1.176). The respondents expressed displeasure in lack of access to housing facilities and lack of sufficient housing allowance (mean = 1.95, SD = 1.320).

The findings demonstrate that employees draw high value on the approach through which an organizations in facilitating access to employee welfare support. Employees appreciate it when

organization commits to take care of their welfare through responding enhancing their levels of commitment and productivity.

4.2.1 Correlation test between welfare support and employee performance

The correlation test examined the association test between employee welfare support on performance. The data in Table 2 highlight the correlation test between welfare support and the level of employee performance.

Table 2 Bi-variate correlation between welfare support and employee performance

		Welfare support	Employee performance
Welfare support	Pearson Correlation	1	.563[**]
	Sig. (2-tailed)		.000
	N	91	91
Employee performance	Pearson Correlation	.563[**]	1
	Sig. (2-tailed)	.000	
	N	91	91

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

The correlation test presented in Table 2, indicate that the R-value deduced in the test, is 0.563, performed at 0.01, significance level. This indicates that there exists a strong positive correlation between employee welfare support and employee performance within an organization. The study deduces p- value of 0.000 thus p value if below significance level (p= 0.000, p < 0.01). This implies that the correlation is significant and can be inferred in a larger scope.

4.2.2 Regression test between welfare support and employee performance

Regression test was carried out to measure the level of independence between welfare support and employee performance.

Table 3 ANOVA for employee welfare support and employee performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.485	1	5.485	32.009	.000[b]
	Residual	11.824	89	.171		
	Total	17.310	90			

a. Dependent Variable: employee performance
b. Predictors: (Constant), employee welfare support

The findings in Table 3 show the analysis of variance results for the regression test between employee welfare support versus employee performance. The test recorded Fischer statistical test, $F (1, 89) = 32.009$, which indicates that there exists significance variance in means for the employee welfare support factors and employee performance. The test recorded a p-value of 0.000 at significant level 0.01 ($p = 0.000$, $p < 0.01$). This indicates that there exists significant statistical association between employee welfare support and employee performance.

Table 4 Coefficients table for the employee welfare support

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.562	.451		3.462	.001
	organization culture	.600	.106	.563	5.658	.000

a. Dependent Variable: employee performance

The coefficients Table 4 presents the linear regression test outcome for the employee welfare support and employee support. The regression equation for this test is $Y = \beta_0 + \beta_1 X_1 + e$, where Y = employee performance, β_0 = constant, β_1 = beta coefficient for employee welfare support and X_1 = employee welfare support.

The computed regression equation for this test is; **Y (employee performance) = 1.562 + 0.6X$_2$.** The findings imply that, for every unit change in employee welfare support, contributes to a 0.6 units change in employee performance, which is significant at 0.01 significance level (p = 0.000, p < 0.01). This indicates that the results in this test can be inferred to a large population.

4.3 Descriptive statistics on employee dependents care and support

The study sought to examine the impact of employee dependents care and support on employee performance. The data captured in table 5, highlight respondents views on the effect of dependents care on employee performance computed using measures of central tendencies, notably, mean, standard deviation and variance.

Table 5 employee dependents care factors measures of central tendencies

Employee dependents care factors	Mean	Std. Deviation	Variance
Your organization allows flexible work start and finish time.	1.67	1.023	1.046
The organization accommodates breastfeeding at work through a special facility.	1.12	.390	.152
The organization takes full medical responsibility of your spouse, children and others under your care.	2.59	1.563	2.444
Breastfeeding mothers have been involved in absenteeism due to taking care of infants	4.31	.920	.846
Issues concerning your dependents have often taken your concentration off work, while at work.	4.16	.947	.897
Proper dependents care from your employer improves your performance.	4.60	.652	.425
If breastfeeding mother are able to breastfeed from a close proximity or facility within the organization, their performance will be improved.	4.51	.673	.453

The findings presented in Table 5, highlight respondents views on employee dependents care factors on the employee performance in their duties within the organization. The respondents

expressed displeasure in lack of flexible start and finish time in tasks execution within the company, recording a mean of 1.67 (standard deviation =1.023). The respondents expressed disapproval for lack of facilities to accommodate working mums who would wish to breastfeed their kids at the precincts of their work place (mean = 1.12, SD = 0.390). Respondents indicated to have a moderate access to medical services offers by the organization to the respondents dependents especially the immediate family members including, spouse and children (mean = 2.59, SD = 1.563). Respondents agree that, sometimes the breastfeeding mothers have been involved in absenteeism due to taking care of infants, with a mean of 4.31 (standard deviation = 0.920).

The findings indicate that respondents agree that issues concerning their dependents have often disrupted them while at work, with a mean of 4.16 (standard deviation =0.947). The findings indicate that respondents strongly agreed that facilitation of proper dependents care by the employer significantly improved on employee performance (mean = 4.60, SD = 0.652). The respondents strongly agreed that if breastfeeding mothers are able to breastfeed from a close proximity or facility within the organization, their performance will be improve (mean = 4.51, SD = 0.673).

Evidence adduced to the computed results above indicated that the facilitation of care and support for the employee's immediate dependents positively impacted on the employee levels of work commitment.

4.3.1 Correlation test between dependents care and employee performance

The study performed a correlation test to examine the level of association and dependence between employee dependents care and employee performance. The data in Table 6 highlight the correlation results between dependents care and employee performance.

Table 6 Correlation between dependents care and employee performance

		Dependents care	Employee performance
Dependents care	Pearson Correlation	1	.658**
	Sig. (2-tailed)		.000
	N	91	91
Employee performance	Pearson Correlation	.658**	1
	Sig. (2-tailed)	.000	
	N	91	91
**. Correlation is significant at the 0.01 level (2-tailed).			

The findings in table 6 indicate the R-value deduced for the study is 0.658, at significance level 0.000. This indicates that there exists a strong positive correlation between employee dependents care and employee performance. The findings record a p-value of 0.000, which is less than significance value (p = 0.000, p< 0.01). This indicates that the findings are significant and can be inferred to a large sample.

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4.3.2 Regression test between employee dependent care and performance

Regression test was carried out to measure the level of independence between employee dependents care and employee performance.

Table 7 Analysis of variance for employee dependence care

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.503	1	7.503	52.787	.000[b]
	Residual	9.807	89	.142		
	Total	17.310	90			

a. Dependent Variable: employee performance

b. Predictors: (Constant), dependents care

The findings in table 7 highlight the computed results for analysis of variance between employee dependents care and employee performance at 0.01, significance level. The computed Fischer statistic, F (1, 89) = 52.787 (p = 0.000, p < 0.01). This implies that there exists a significant statistical association between employee dependents care and employee performance.

Table 7 Coefficients for dependents care versus employee performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.780	.459		1.700	.004
	Dependents care	.796	.110	.658	7.265	.000

a. **Dependent Variable: employee performance**

The coefficients table 7 highlights the linear regression test outcome for the employee dependents care and employee support. The regression equation for this test is $Y = \beta_0 + \beta_2 X_2 + e$, where Y = employee performance, β_0 = constant, β_2 = beta coefficient for employee dependents care and X_2 = dependents care.

The computed regression equation for this test is; **Y (employee performance) = 0.780 + 0.796X_2.** The findings imply that, for every unit change in employee dependents care, contributes to a 0.796 units change in employee performance, which is significant at 0.01 significance level (p = 0.000, p < 0.01). This implies that the results in this test can be inferred to a bigger data set.

4.4 Descriptive statistics on employee leave programs

The study examined the effect of employee leave programs on employee performance. The data in table 8 highlights the descriptive results outcome for the respondent's opinions on the influence of employee leave programs on employee performance.

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Table 8 employee leave programs factors measures of central tendencies

Employee leave programs	Mean	Std. Deviation	Variance
Your organization allows you a 3 week paid annual leave every year.	4.65	.603	.364
You enjoy maternity/paternity leaves.	4.62	.610	.373
Maternity an paternity leaves come with full pay	3.29	1.292	1.668
The organization grants study leave.	2.78	1.120	1.253
Employees are allowed paid sick leave.	4.31	.907	.823
Leave and vacations improve employee performance	4.66	.621	.386
Your annual leave comes with an allowance	4.42	.684	.468
Employee leave improves his/her performance	4.82	.383	.147

The findings in table 8 highlight the respondent's views on the influence of employee leave programs on employee performance. The respondents strongly agreed that, presently they are able to access 3-week paid leave, with a mean of 4.65 (Standard Deviation = 0.603). The respondents strongly affirmed to support the current arrangements for maternity/paternity leaves, with a mean of 4.62 (SD = 0.610). The findings indicate that, respondents moderately affirm the pay benefits accrued for paternity leaves (mean = 3.29, SD = 1.292). Further the respondents moderately disputed the present levels of access to study leaves, with a mean of 2.78 (SD = 1.120).

The findings show that, there exists sufficient agreement in accruing remuneration benefits for sick leaves, with a mean of 4.31(SD = 0.907). The respondents strongly agreed that extending access to leaves and vacations contributed to improved employee performance, with a mean of 4.66 (SD = 0.621). The findings indicate that, the respondents are presently comfortable with the existence of paid annual leaves (mean = 4.42, standard deviation = 0.684). The findings of the study, indicates that respondents agree that extending work leaves significantly contributes to improved performance (mean = 4.42, SD = 0.684).

The findings deduced show immense positive benefits accrued in terms of enhanced levels of employee productivity, thanks to provision of different types of work leaves. The findings further indicates that modern day employee is aware of their rights on access to all remuneration packages for different kinds of leaves as scribed by the ILO employment guidance (ILO, 2010)and the provisions of the Kenya employment Act of 2012 (GOK, 2012).

4.4.1 Correlation test between employee leave programs versus employee performance

The study performed the correlation test between the employee leave programs and the levels of employee performance to examine the level of independence or dependence between the two variables. The data presented in Table 9 highlights the correlation results for the employee leave programs and employee performance.

Table 9 Bi-variate correlation between leave programs and employee performance

		Leave programs	Employee performance
Leave programs	Pearson Correlation	1	.704[**]
	Sig. (2-tailed)		.000
	N	91	91
Employee performance	Pearson Correlation	.704[**]	1
	Sig. (2-tailed)	.000	
	N	91	91

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

The findings in table 9, show that the R-value deduced in the test is 0.704 (p = 0.000). This indicates that there exists strong positive correlation between employee leave programs (+0.704) and the employee performance and is significant at 0.01 significance level.

4.4.2 Regression test between employee leave programs and employee performance

The regression test was performed to evaluate the exiting level of independence between employee leave programs and performance.

Table 10 ANOVA for employee leave programs and employee performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.589	1	8.589	67.962	.000[b]
	Residual	8.721	89	.126		
	Total	17.310	90			

a. Dependent Variable: employee performance

b. Predictors: (Constant), leave programs

The findings in Table 10 present the test outcome for the analysis of variance (ANOVA) between employee leave programs and employee performance at significance level 0.01. The test deduces a Fischer statistical value of $F (1, 89) = 67.962$, which indicates that there exists significant level of variation in means for the independent and the dependent variable. The test deduces a p-value of 0.000 (p = 0.000, p < 0.01). This implies that there exists a significant statistical association between employee leave programs and employee performance.

Table 11 coefficients for employee leave programs on employee performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.087	.368		2.956	.004
	Leave programs	.728	.088	.704	8.244	.000

a. Dependent Variable: employee performance

The findings in table 11 presents the coefficients test results for the impact of employee leave programs on employee performance. The regression equation for this test is $Y = \beta_0 + \beta_3 X_3 + e$, where Y = employee performance, β_0 = constant, β_3 = beta coefficient for employee leave programs and X_3 = employee leave programs.

The computed regression equation for this test is; **Y (employee performance) = 1.087 + 0.728X₃.** The findings imply that, for every unit change in employee leave programs, contributes to a 0.728 units change in employee performance, which is significant at 0.01 significance level (p = 0.000, p < 0.01). The computed results are statistically significant which means that they can be inferred to a larger population.

4.5 Descriptive statistics on flexible work arrangements

The final objective of this study was to examine the influence of flexible work arrangement on employee performance. The data in table 12 highlights the respondent's views on the effect of flexible work arrangements on employee performance computed in means, standard deviation and variance.

Table 12 flexible work arrangements factors measures of central tendencies

Flexible work arrangement factors	Mean	Std. Deviation	Variance
Job sharing improves employee performance.	4.66	.636	.405
You enjoy compressed work weeks.	1.76	.940	.883
Shift working improves your performance.	4.32	.697	.486
You are allowed to work at home at times as well as have a flexible reporting time.	1.49	.656	.431
You have been absent from work due to family related issues	4.38	.610	.373
You have been forced to cheat concerning lateness and absenteeism	3.78	1.104	1.218
You enjoy flex place(working away from office e.g. at home)	1.50	.890	.792
Flexible work arrangements influence employee performance positively	4.57	.685	.470

The findings in table 12 presents the respondent's feedback on the influence of flexible work programs factors on employee performance. The findings indicate that, respondents strongly agree that, integration of job sharing initiatives contributes to improved levels of employee performance, recording a mean of 4.66 (SD = 0.636). The findings indicate that the respondents expressed dismay with compressed work weeks, with a mean of 1.76 (standard deviation = 0.940). The respondents indicated to be in agreement that integrating shifts in normal working schedules results in improved work performance, with a mean of 4.32 (SD = 0.697). The respondents expressed lack of flexible work programs that facilitated the employees schedules to work from home, with a mean of 1.49 (SD = 0.656).

The findings indicated that, respondents have at times been forced to miss work due to pressure on family related issues, recording a mean of 4.38 (SD = 0.610). Respondents were in agreement

that at times they have been forced to cheat on lateness and absenteeism, with a mean of 3.78 (SD = 1.104). Respondents rejected the need for flex work arrangement which could them to work away from the office (mean = 1.50, SD = 0.890). The findings show that respondents strongly agree that flexible work arrangements influence employee performance positively, with a mean of 4.57 (SD = 0.685).

The findings show that integration of flexible work programs have resulted in positivity amongst respondents on work commitment. Computed results show that respondents welcome some aspects of flexible work arrangements such as shifts, which positively impacts on their work delivery.

4.5.1 Correlation test between flexible work programs and employee performance

The correlation test was performed to examine the influence of flexible work programs on employee performance. The correlation test sought to assess the level of association between the independent variable flexible work arrangements and the dependent variable which is employee performance. The data in table 13 highlight the correlation test results.

Table 13 correlation between flexible work arrangements and employee performance

		Flexible work arrangements	Employee performance
Flexible work arrangements	Pearson Correlation	1	.678**
	Sig. (2-tailed)		.000
	N	91	91
Employee performance	Pearson Correlation	.678**	1
	Sig. (2-tailed)	.000	
	N	91	91
**. Correlation is significant at the 0.01 level (2-tailed).			

The results presented in Table 13 indicate that the two-tail correlation test between flexible work arrangements and employee performance deduce an R-value of 0.678, and a p-value of 0.000. This indicates that, there exists a strong positive correlation, between flexible work arrangements and employee performance and the test is statistically significant at significance level 0.01 (p= 0.000, p< 0.01).

4.5.2 Regression test between flexible work arrangements and employee performance

The regression test was carried out to examine the level of independence between flexible work arrangements and employee performance.

Table 14 ANOVA for flexible work arrangements on employee performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.950	1	7.950	58.609	.000[b]
	Residual	9.360	89	.136		
	Total	17.310	90			
a. Dependent Variable: employee performance						
b. Predictors: (Constant), flexible work arrangements						

The findings in Table 14 highlight the computed analysis of variance results for the regression test between flexible work arrangements and employee performance at significance level 0.01. The findings indicate that, the test records a Fischer statistic value of, $F(1, 89) = 58.609$, which implies that there exist significant variance in means for the dependent and the independent variables. The test deduces a p-value of 0.000 ($p = 0.000$, $p< 0.01$), which imply that, there exist significant statistical association between flexible work arrangements and employee performance.

Table 15 Coefficients for flexible work arrangements and employee performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.115	.392		2.844	.006
	Flexible work arrangements	.708	.092	.678	7.656	.000
a. Dependent Variable: employee performance						

The findings in table 15 highlight the coefficients table deduced from the regression test between flexible work arrangement and employee performance. The regression equation for this test is Y (employee performance) = $\beta_0 + \beta_4 X_4 + e$, where Y = employee performance, β_0 = constant, β_4 = beta coefficient for flexible work programs and X_3 = flexible work programs.

The computed regression equation for this test is;

Y (employee performance) = 1.115 + 0.708X_4.

The findings imply that, for every unit change in flexible work programs, contributes to a 0.708 units change in employee performance, which is significant at 0.01 significance level ($p = 0.000$, $p < 0.01$). The computed results are statistically significant which means that they can be inferred to a larger population.

4.6 Multivariate linear regression analysis

The study carried out a multivariate regression analysis so help in evaluating the existing levels of independence between the independent variables namely; employee welfare support, employee dependent care support, employee leave programs and the flexible work arrangements, whereas the dependent variable is the employee performance.

Table 16: the model summary table for Multivariate regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776[a]	.602	.578	.3228942
a. Predictors: (Constant), welfare support, dependents care, leave programs, flexible work arrangements				

The results presented in Table 16, presents the model summary for the regression test, for independence analysis. The test deduces the R-square value, R = 0.777. This indicates that, there

exists a strong positive correlation between the work life balance factors, notably; welfare support, dependents care, leave programs and flexible work arrangements and the employee performance. The R-square value deduced is 0.602. This implies that, work life balance factors, namely; welfare support, dependents care, leave programs and flexible work arrangements account for about 60.2% in variability for the employee performance. This also indicates that, 39.8% of variability in employee performance can be attributed to factors external to the independent variables.

Table 17 Analysis of Variance for work life balance factors

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.429	4	2.607	25.006	.000[b]
	Residual	6.881	86	.104		
	Total	17.310	90			

a. Dependent Variable: employee performance

b. Predictors: (Constant), welfare support, dependents care, leave programs, flexible work arrangements

The results in Table 17 present the analysis of variance (ANOVA) between the independent variable and the dependent variable. The test deduces that, the Fischer statistical value, $F (4, 66) = 25.006$. This implies that there exist substantive variance in means of both the independent and the dependent variables. The test deduces a p-value of 0.000, which is below the significance value of 0.01 (p=0.000, p < 0.01). This implies that, there exists a significant statistical association between the independent variables, notably; welfare support, dependents care, leave programs and flexible work arrangements and employee performance.

Table 18 Coefficients for the work life balance factors

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.006	.425		.014	.009
	Welfare support	.208	.116	.196	1.790	.007
	Dependents care	.195	.155	.162	1.262	.001
	Leave programs	.379	.139	.367	2.739	.008
	Flexible work programs	.196	.136	.188	1.440	.000

a. **Dependent Variable: employee performance**

The findings in Table 18, presents the coefficients table for the regression test, examining the level of independence between the independent and the dependent variables. The findings indicate that, all the p-values, including; p = 0.007, p = 0.001, p = 0.008 and p = 0.000 for independent variables, namely; welfare support, dependents care, leave programs and flexible work arrangements respectively. This implies that the test results are all significant at, 0.01 significance level.

The regression test adopted for this study is; $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$

where, Y = employee performance, β_0 = constant, X_1 = welfare support, X_2 = dependents care and support, X_3 = leave programs and X_4 = work arrangements, whereas $\beta_{1,2,3,4}$ represents the beta values for independent variables, welfare support, dependents care, leave programs and flexible work arrangements.

Therefore the regression equation, deduced is;

$$Y = 0.006 + 0.208X_1 + 0.195X_2 + 0.379X_3 + 0.196X_4$$

This outcome implies that, for every unit change recorded for employee welfare support, a 0.208 unit change is recorded for the employee performance, for a unit change adduced to employee's dependents care and support, contributes to 0.195 unit change in the employee performance. The results further show that, for a unit change in employee leave programs, contributes to a 0.379 units change in employee performance. Finally, the results show that, for a unit change in flexible work arrangements, results to a 0.196 units change in employee performance.

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The study concludes that employee welfare support wield a positive impact on employee performance. Giving employees special access to a comprehensive medical cover builds employee motivation in performing their duties within the organization. The state of sanitary facilities and the levels of hygiene within the organization have an effect on the levels of employee performance, with better hygiene and access to recreational facilities contributing to boosting employee morale. Availability of higher education enhancement programs contributes to higher levels of employee morale which positively impact on the level of job performance.

The study concludes that presently, the lack of in-house facilities to enable working mum's breastfeed their babies has damped employee morale and motivation to undertake their duties. Furthermore, the lack of breastfeeding facilities within place of work, at times forces working mums to skip work and stay at home to take care of their infants. Employee dependents issues, such as medical emergencies and other personal needs have contributed to significantly disrupting employees from work, dampening the ability to effectively perform their duties to the optimal level. Employees gain significant motivation and morale to execute their responsibilities when their companies commit to support their dependents.

The study concludes that, employees who benefit from paid leaves, holidays and vacations enjoy have higher work motivation. Arranging for special needs leaves such as paternity/maternity leaves is necessary initiative to boost employees morale when they return back from such work breaks and significantly contributes in enhancing their work rate and task execution efficiencies. Organizations that set aside funds that guarantee paid sick leaves, positively impacts on employee's morale when they return to work. Finally, offering employees study leaves, positively impacts on the levels of motivation to work and commit to their employing organization. This result in enhanced levels of operational efficiency contributed by the enhanced levels of skills and knowledge gained from increased level of academic attainment.

The study concludes that integrating flexible work arrangements by putting in place arrangement such as job sharing, workload reduction, workplace shifts boosts employee morale and commitment to perform their duties. Corporate organizations have advanced little commitment towards facilitating 'work from home' programs among employees which highlights organizations need for continued overall operational supervision. Family matters and personal home issues significantly contribute to disruptions on employee work schedules negatively impacting on the level of job productivity and employee performance.

5.2 Recommendations

The study found medical support to have a significant influence employee work motivation and work commitment. The study recommends for the adoption of comprehensive healthcare programs which are geared towards guaranteeing access to decent health services for all the employees. Organizations need to facilitate programs that guarantee job security to the employees as the primary strategy for work motivation. Corporate organizations must commit to invest in building decent and well maintained sanitary facilities to elevate standards of hygiene conditions. The organizations need to invest on recreational facilities within the workplace to give employees access to decent work environment.

The study recommends for organizations to commit investments in extending employee dependents care programs such as healthcare insurance programs, education and general family support programs. The organizations also need to invest in facilities that offer employees, such as working mum's a place where they can breast feed their babies or an in-house daycare centers that will enable working mums who wish to bring their infants at work have a place to take care for them.

The study makes a recommendation that corporate organization's put together plans to facilitate access to paid leaves together with all the benefits in allowances. Corporate organizations need to put together plans that ensure employees have privilege to paid leaves such as; paternity/maternity leaves, sick levels and study leaves.

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