

**INFLUENCE OF WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE  
AT THE CABINET AFFAIRS OFFICE, KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE  
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**2018**

## DECLARATION

I Lula Abdulkadir, hereby declare that this research project titled Influence of Work life Balance On Employee Performance at the Cabinet Affairs Office, Kenya, is my original work and has not been presented for any degree in any other university.

Signature.....

Date.....

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**Msc/Hrm**

## SUPERVISOR'S DECLARATION

This MSC Research project prepared by Lula Abdulkadir has been submitted for examination with my approval as the University Supervisor.

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## **DEDICATION**

I dedicate this research project to my spouse, Mr. Bishar, my children; Faiza, Salma, Abdul and my granddaughter Faryal for their support and encouragement during the entire study period.

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## LIST OF ABBREVIATIONS

<b>CAO:</b>	Cabinet Affairs Office
<b>CT:</b>	Compensation Theory
<b>EAP:</b>	Employee Assistance Program
<b>GoK:</b>	Government of Kenya
<b>SPSS:</b>	Statistical Package for Social Sciences
<b>WLB:</b>	Work-Life Balance
<b>EP:</b>	Employee Performance

## ABSTRACT

The objective of the study was to determine influence of work life balance on the performance of employees in Cabinet Affairs Office, Kenya. The research is very useful to the policy makers as it contains very crucial findings that can help the government officials in decision making when it comes to making and implementation of policies on work life balance programs. The Cabinet Affairs Office would find the study a masterpiece and very resourceful as it contains new methodology of flexible work system which would improve the employees' morale hence increase performance. The research piece was guided by spill over theory and compensation theory. The research study then employed descriptive research design which enabled the researcher to fully describe the characteristics of the variable under study. Simple random sampling method was used to come up with 70 respondents who took part in the research in Cabinet Affairs Office. The study covered only middle and lower-cadre level of employees. The primary data was collected by use of semi-structured questionnaire while the Inferential and descriptive statistics was applied to analyze and process the obtained data. Descriptive statistics comprised of frequencies, means, standard deviations, and percentage. The influence of WLB on EP was determined using simple linear regression analysis. The study revealed that work-family priorities affected employee performance at Cabinet Affairs Office. It also found out that the demand at the workplace interfered with employee's family life. The research also revealed that due to high demand of the work, most of the employees had to make changes in order to accomplish their family duties. The long working hours made employees to experience too much stress, many employees experienced job-related stress due to lack of organizational support. The research also found out that supervisors' regular commends on outstanding employees resulted in increased performance above the average hence this increased quality of work performance and most of the employees always surpassed the set work targets. In order for the organization to improve and maintain good performance, it is very prudent that work life balance should well be addressed. This particular research work recommends that Cabinet Affairs Office to give proper attention to processes and procedures in the organizaion. These types of procedures include coming up with professional programs that focus on giving employee adequate skills on how to handle job related challenges resulting to improvement in performance. The research also recommends that the organization should come up with work life balance related policies that should be implemented at departmental level. All policies should well be screened to ensure that they fill the gap existing among the employees. Good amount of resources should be invested in the program to enhance proper implementation as no program can be achieved without backup of good human and financial resources. The research only focused on employees in Cabinet Affairs Office. The future research should focus on other organizations like law courts, county governments among many other firms. The research only focused on the influence of work life balance on performance of employees in Cabinet Affairs Office, the subsequent research work should be done while considering the effect of WLB on job satisfaction of employee in Cabinet Affairs Office. The research also used simple random sampling method to sample the population. This method is costly and time consuming. The subsequent research should consider using non-probabilistic type of sampling as it is less costly and time saving.



## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Redmond et al. (2006) define work-life balance (WLB) as the flexible working schedules that allow both non-parents and parents to make it possible for them to create a balance amid the personal and employment responsibilities. WLB is a crucial concept that concerns different workers in both the public and private industry. It does not just limit one to personal life and the work role. It goes ahead into influencing a person's mental, social, economic, as well as psychological well-being. As per Orugbu et al. (2015), all these issues are shown through an individual's output that consequentially impact employee performance.

Several theories have been introduced by different scholars to elaborate on Work-Life balance. Spill over theory explains that energy behavior and time is very unfavorable if the work-to-family relations are designed for both time and space. It explains that Work-Life Balance occurs when there is high level of flexibility that enables individuals to integrate and overlap family as well as other work responsibilities (Redmond et.al, 2006). The compensation theory on the other hand is aimed at preventing the unfavorable experiences in one area through increased attempts for the pleasant experiences in the other fields (Guest, 2002). The increased participation rate at the place of work while having some time to rest can compensate the worst experiences in the social life, hence enabling one to be able to gain positive energy and do something worthwhile (Bakker & Schaufeli, 2008).

The Cabinet Affairs Office (CAO) has been facing increase in demand to enhance efficiency and be more responsible to its employees and clients. It is through this matter that concerns with remuneration as well as promotion that employee in the Cabinet Affairs

Office who are largely making the employment decisions that concerns how best their potential as well as current place of work can be able to support a balance between their personal life and their paid occupation. This is also in line with 2007 Employment Act which is governed by the employment relationship in Kenya. The act explains the basic employees' rights, establishes the basic conditions of the employment and regulates the matter that deals with children employment. This act offers diverse number of work life balance initiatives that are in line with the employment relationship (court, 2014). Therefore, this particular research work will bring forth the influence of work life balance on employees' performance at the Cabinet Affairs Office (CAO) in Kenya.

### **1.1.1 Work-Life Balance**

Eby et al (2005) remark that work-life balance affects employee's well-being, organizational effectiveness, attitudes, and behaviors. Many institutions in the banking sector are competing for market leadership, and this may compel top management officials to heap excess workload on their employees to attain their targets. Workers put in more efforts to try to balance this workload with their personal lives (Bakker & Schaufeli, 2008).

With such, it goes beyond into affecting the way children are brought up, resulting in poor social life as well as unhappy and broken families. Many people encounter the problem of trying to balance family and work life in today's ever demanding work environment. Even with the global pursuit for WLB, only a small percent of scholars has come up with an acceptable meaning of this phenomenon. According to Higgins et al. (2004), work-life balance doesn't imply an equal balance. Instead, it entails adjusting the working schedules to permit workers to blend employment with other duties including caring for the elderly or children.

Work-life balance is a mixture of connections among various fields of a person's life, the pros, and cons that accompany it, or one-sidedness may influence different societal stages. The problems that come with work-life balance do not only affect the employee, but also the company. With regard to employers, the disadvantages of poor WLB manifest itself through absenteeism, recruitment and training costs, poor performance, higher employee turnover, and sick leave (Department of Trade and Industry, 2001). To employees, the effect can be unfavorable on mental health, individual performance in an organization, as well as life and work satisfaction (Guest, 2001).

From the viewpoint of the employee, work-life balance refers to getting a balance between work and family duties. Russell and Bowman argue that employers perceive the advantages of the working conditions that they offer to aid staff even out the work and family domains as benefits of work life. Traditionally, the theory of work-life dispute concentrated on the effect of family needs on employment. But today, the concept extends to include the effect employment pose on family well-being, individual relationships, and stress (Russell & Bowman, 2000). When experiences at work place interfere with family life, we encounter work-to-life conflict. This type of dispute emerges due to interpersonal conflict at the workplace, unsupportive management, inflexible working hours, as well as high work overload. On the other hand, family-to-work conflict takes place when work life is interfered with family life such as unsupportive family members, an interpersonal dispute within the family, as well as care for both the elderly and children (Baral & Bhargava, 2010).

The aim of this research project is to investigate the effect of WLB on the performance of the employee in the public sector. Also, the study will seek to introduce appropriate

employment activities to aid the staff have access to improved WLB that can offer tangible benefits to both the person and organization (Baral & Bhargava, 2010). With better work-life balance, employees may feel more in control of their working life hence resulting in less stressed-happier employees, increased production rate, and lower absenteeism. Finally, the study sought to determine ways of promoting good work-life balance in the provision of public service.

### **1.1.2 Employee Performance**

Employees are highly valued asset in any firm (Baral & Bhargava, 2010), explains that a successful and productive business can easily be achieved by actively engaging employees in the process of improving the performance. Michael Armstrong, (2007) defines performance in terms of output; “the achievement of the set quantified objectives. Performance is how best an employee is achieving his or her job requirements. High performance rate emanates from the appropriate behavior and effective application of knowledge, skills and expertise. Not all employees are equal in their working; some have high working capabilities regardless of incentives while others may need occasional jump-start. If well handled with a lot of effectiveness, the result can be even greater hence improving the employees’ morale (Wilderom & Maslowski, 2000).

The environment that motivates performance need to change the way employees’ function as the traditional mode of training is not effective to enhance change. Hammer & Champy, (1993) puts a lot of emphasis on the job in the work environment that is reengineered as it requires employees who can think and make their own independent decisions hence making them to be self-directed. The existing employees should be able to come up with skills that is required by the reengineered environment through education focused

processes rather than focusing on training of task skills. Out of two of the 14 points of the quality management focuses on building of employees' skills (Walton, 1986). The personal variable that are very important to building of performance capacity has been classified into the personality variables, level of cognitive functions, attitude towards work and level of motivation. These variables are interpreted as the intrinsic to the employees (Lawler & Porter, 1987).

## **1.2 Research Problem**

Poor WLB is a global issue that greatly affects organizational performance as well as individual well-being and performance. More often than not, employees encounter difficulties in trying to find a balance between their social life and responsibilities at the workplace. Mwangi (2007) posits that competing demands amid home and work life have taken on the increased relevance for workers over the past decades. This is because of changes in the workplace and demographic factors such as long working hours, use of more complicated communication technology that allows immediate contact within the working environment, an aging population, as well as high numbers of women in the labor force (Beauregard & Henry 2009).

In recent years, a host of valuable studies have been carried out on WLB and its relationship with other parameters like employee's performance and wellbeing. To begin with, Kluczyk (2013) investigated the effect of WLB on the employee's well-being within the private sector. The findings from this study showed the presence of unfavorable effects of poor WLB as indicated through increased levels of family-work and work-family dispute on family gratification. In another study, Orogbu et al. (2015) researched on WLB and performance of employees among chosen commercial banks in Nigeria. The study

outcomes indicated that policies touching on leave drive the ability of employees in the efficient and effective delivery of services (Deery & 2015).

Locally, Mwangi (2017) researched on the impact of WLB on the performance of employees in Institutions of Higher learning, a case for Kabarak University. The study findings showed that employee performance is influenced by work-family priorities dispute. Elsewhere, Msabaa (2017) studied the effect of WLB on staff turnover intent among Kenyan global humanitarian firms. In the study, it was discovered that global organizations that serve humanity in Kenya had implemented a variety of WLB activities. The activities entail those associated with employee benefits, turnover intent, employee assistant programs, and flexible working timetables.

Ng'ang'a (2010) conducted a research on the international non-governmental Organizations in the health sector in Kenya which supports the adoption of the quality life balance practices. The initiatives include alternative work schedule, wellness programs, job sharing and telecommuting. Azeem & Akhtar (2014) researched on the effect of work life balance and job satisfaction on the commitment of healthcare employees. The research discovered that perceived work-life balance fosters job satisfaction leads to organizational commitment among the employees in long run.

Kangure (2014) examined the association existing between work life balance and the employee engagement in the Kenyan state corporation. The research discovered that work place policy, support from coworkers and corporation culture positively contribute to the employees' engagement. The research revealed a new level of dimension in the engagement of employees in such a way that supervisor did not seem to have a lot of effect unless they are supported by culture, team of co-workers and policies. From the above

research work, very little has been done on Work-Life Balance on employee performance at the Cabinet Affairs Office in Kenya. Therefore, the research sought to answer the question; what is the influence of work-life balance on employee performance at the Cabinet Affairs Office in Kenya (Dixon & Sagas, 2007).

### **1.3 Research Objective**

To determine the effect of Work Life Balance on the performance of employees at the Office of Cabinet Affairs.

### **1.4 Value of the Study**

The outcomes from this research project will be useful to the Cabinet Affairs Office in understanding the work-life balance and may come up with policies that would aid in accelerated performance. Similar Departments in the GoK would also find the findings from this study useful as it can be used as a benchmark for the WLB in other economic sectors.

Policy Makers will also find the findings useful in formulating policies that would aid in enhanced performance in the public sector. The policies can be formulated in line with the recommendations from this study.

The findings would be useful to future Researchers since it forms a basis on which other studies can be undertaken on the effect of WLB on the performance of employees at the Cabinet Affairs Office, Kenya.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This part offers a summary of past research works examined on the effect of WLB on employee performance. The key areas addressed in this part include a review of empirical studies, theoretical framework and the summary of the research gap and literature review.

### **2.2 Theoretical Foundation**

Presented in this part are different theories that was employed to shed light on the effect of WLB on the general staff performance. The two main theories that guided the study include Compensation Theory and Spill over Theory.

#### **2.2.1 Spill over theory**

Guest (2002) claims that spillover model details situations under which spillover amid the micro family network and micro work network takes place: either negative or positive. Spillover concerning energy, behavior, and time is unfavorable if the work-to-family relations are firmly designed for both space and time. Conversely, positive spill over-instrumental in attaining healthy WLB takes place when there is flexibility that allows people to integrate and overlap family as well as work responsibilities.

Factors affecting work-life balance are present in both home and work environments (Guest, 2002). Background factors include but not limited to work culture and demands of both home and work. Personal factors are personality, age, life, career stage, gender, individual coping and control, energy, and work orientation. The study parameters are within background factors and include service delivery and leave policy. Service delivery is work's demand whereas leave policy is the work culture (Dixon, & Sagas, 2007).



Work life balance can be in subjective and objective nature. Subjective indicators are basically the state of imbalance and balance while objective indicators may include hours of free time or uncommitted outside work and hours of commitment or work. According to Guest (2002), a state of balance is attained when work or home dominates by choice or when equal weight is given to both home and work. When one area of life interferes with other areas, a spillover is reported. It is also common when there are many consequences of WLB including the performance at home and work, influence on family, friends and at work, the general life at home and workplace, as well as personal welfare and satisfaction (Hyman, & Summers, 2004).

This theory is relevant to this study project since companies are required to embrace positive policies of work-life balance that enables the staff to gain a positive WLB that will make them be fully committed to attaining institutional goals (Dixon & Sagas, 2007).

### **2.2.2 Compensation Theory (CT)**

Compensation theory is the efforts aimed at preventing unfavorable experiences in one area via increased attempts for pleasant experiences in another field. Edwards and Rothbard (2005) give an example of compensation theory concerning a dis-satisfied employee who concentrates more on family than work-life hence diverting human resources. According to Guest (2002), these inadequacies could be the satisfactions or demands that can be met in another duty. For instance, a person is highly involved in the work life due to a number of unfavorable experiences in social life. Increased participation at the workplace and having time to rest compensates for worst experiences in social life and enables one to gain positive energy and do something worthwhile (Dixon, & Sagas, 2007).

Guest (2002) proposes that compensation is two-folded: reactive and supplemental. While reactive compensation takes place when unfavorable work experiences are compensated for in positive home experiences, supplemental compensation takes place when favorable events are inadequate at work and are thus practiced at home. Compensation theory posits that an indirect association amid life and work exists. An implication for this is that workers try to fill out the voids from one area with gratification from another domain. A study by Clark (2000) also discovered a compensatory association amid life and work responsibilities for those in the employment sector. Clark (2004) found that women who encountered unfavorable family effect were more committed to their work is in line with the compensation theory.

### **2.2.3 Work- life Balance and Employee Performance**

Obstruction amid non-work and work roles has a host of unfavorable consequences as noted from the literature. Regarding job attitudes, workers with increased levels of both life-work and work-life conflicts have the propensity of showing lower levels of company commitment and employment gratification. Greenhaus et al. (1997) argue that the behavioral consequences of both directions of divergence are reduced performance, higher turnover, increased absenteeism, and reduced work effort. All these types of conflicts have also been related to the reduced level of energy and general health as well as increased stress and burnout cognitive problems like lower alertness and lack of concentration. Tausig and Fenwick (2001) remark that whereas a great deal of WLB studies concentrates on the family roles of employees, we also have many researchers works that focus on commitments to community and friends' groups, extending the affected populace to online

workers. This implies that work-life conflict can have negative consequences to the performance of employees (Forsyth & Debruyne, 2007).

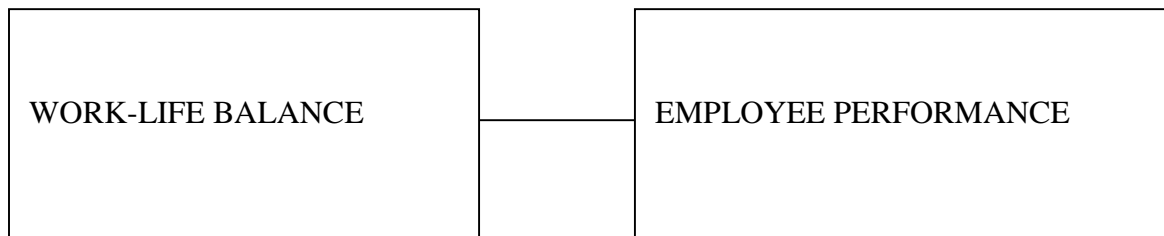
A report by Human Resources and Social Development Canada (2006) conducted on a majority of government bodies and firms, such problems to firms can be dealt with through implementation of programs that aid in the management of work-life dispute. This standpoint suggests that WLB activities can aid workers in finding a moderate course amid family and work demands that in the end may result in significant business improvements and enhanced employee productivity. These practices are aimed at eliminating or reducing degrees of work-life conflict hence increasing organizational effectiveness and employee performance through helping workers obtain third-party assistance with caregiving roles and by allowing them to arrange their time so as to strike a balance between the demands of the family and work (Hyman & Summers 2004).

### **2.3 Conceptual Framework**

Clarke et al. (2007) define the conceptual framework as a visual drawing that summarizes the primary study variables, key factors, or concepts as well as the alleged connections among them. In this study, a conceptual framework helped the researcher to develop the knowledge and an understanding of the concept under investigation. The theoretical expectations in this research is that work-life balance is an independent variable hence they influenced the employee performance (dependent variable).

Independent Variable

Dependent Variable



**Fig. 1: Conceptual Framework**

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

Discussed in this part are different stages that was followed in accomplishing the research project. The chapter offers a general frame for the techniques and procedures to be employed in the gathering and analyzing the data.

### **3.2 Research Design**

According to Creswell & Clark (2007), research design is the blue print that details how the researcher collected data that is relevant to the question under research. The research adopted descriptive research design. The descriptive survey method was conducted among employees of the Cabinet Affairs Office.

### **3.3 Target Population**

A target population is a bundle of things, objects, people, or cases with several shared observable features (Mugenda & Mugenda 2003). It is a particular population about which a piece of information is to be gathered. Welman and Mitchelle (2005) further define the target population as a complete set of things or cases from which a sample can be drawn. As per Gray (2004), a target population should consist of a number of observable features that the investigator seeks to take a broad view of the study outcomes. The research targeted a total population of 320 employees in Cabinet Affairs Office.

### **3.4 Sampling Design**

Cooper and Schindler refer sampling design as the complete list of all components of the study population from which the representative units shall be taken.

The process of selecting units from a given populace that indicates the sort of sample to be utilized is known as sampling. The desired number of participants were chosen from the target population so as to comprise a sample. Simple random sampling method was used in this research. According to Cooper and Schindler (2006), a sample size of no less than 30 participants or elements is necessary for generalization purposes. This study therefore, used a sample of 70 employees to take care of non-response. The study covered only middle and lower-cadre level of employees.

### **3.5 Data collection**

Sekaran (2003) defines data collection as the whole procedure of obtaining information regarding a concept by use of certain tools designed for gathering the information. The primary data was collected from the Cabinet Affairs Office by use of a semi-structured questionnaire. The questionnaire consisted of three sections. Section one consisted of demographic data, section two consisted of questions relating to work life balance and section three consisted of questions on employees' performance. The questionnaires were administered to the respondents face to face while adhering to the highest level of ethics and confidentiality during the data collection process.

### **3.6 Data Analysis and Presentation**

According to Sekaran (2005), data analysis involves diverse number of related operations that are performed with the main goal of making a summary of data collected and organizing them in the way that they can answer the research question. This type of operation included editing, classifying data, coding as well as tabulation of data. This also entailed ordering, manipulating and making summary of data to answer the research question. The data was then cleaned, checked for accuracy, edited and well coded before

being analyzed using Statistical Package for Social Sciences (SPSS) version 21. The collected data was analyzed by using descriptive statistics to accomplish the research objective.

Inferential and descriptive statistics was applied to analyze and process the obtained data. Descriptive statistics comprised of frequencies, means, standard deviations, and percentages. The influence of WLB on EP was determined using simple linear regression analysis.

The study further made use of multiple regression analysis to determine the strength of relationship existing between independent variables (Work-family priorities, job stress and employee assistance programs) and dependent variable (employee performance).

The research employed the following regression model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where Y= employee performance

X1=Work family priorities

X2=Job stress

X3=Employee assistance programs

$\beta_0$  is the coefficient intercept

## CHAPTER FOUR: DATA ANALYSIS, INTERPRETATIONS AND DISCUSSION

### 4.1 Introduction

This chapter discusses the interpretation and presentation of the findings obtained from the field. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive and inferential statistics was used to discuss the findings of the study.

### 4.2 Response Rate

The study targeted a sample size of 70 respondents from which 66 filled in and returned the questionnaires making a response rate of 94.3%.

**Table 4.1: Response Rate**

	Questionnaires Administered	Questionnaires filled & Returned	Percentage
Respondents	70	66	94.3

*Source: (Survey Data, 2018)*

This response rate was satisfactory to make conclusions for the study as it acted as a representative. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assessment, the response rate was excellent.

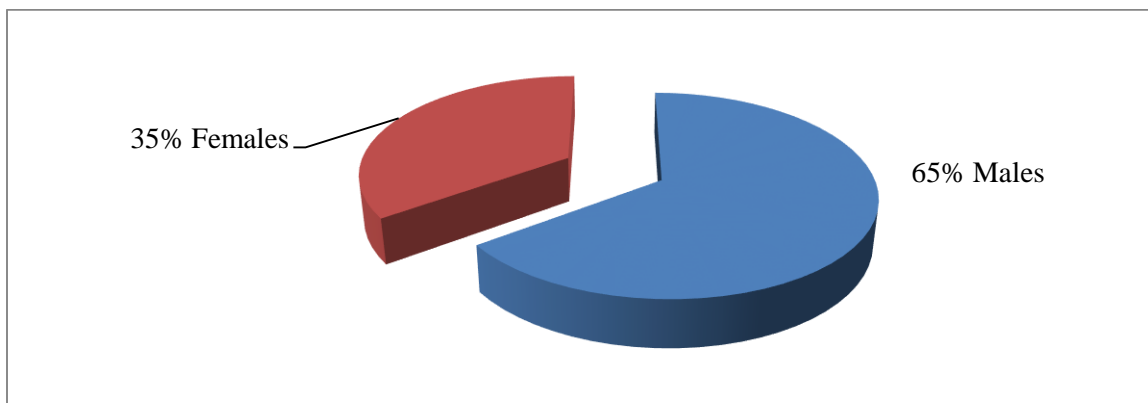


### 4.3 Demographic Information

The study started by analyzing the respondent's background information. The areas sought under this category included gender category, age group, educational qualifications and period of service.

#### 4.3.1 Gender Category

Survey participants were required to indicate their gender. This was sought in view of ensuring fair enjoyment of male and female respondent's. The findings on this assessment are presented in figure 4.1 below

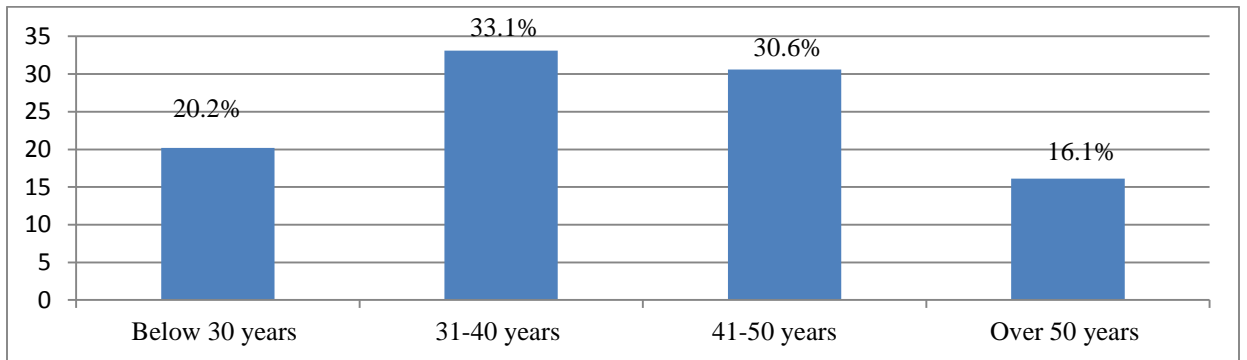


**Figure 4.2: Distribution of respondents by gender**

Majority of the respondents (65%) were male, whereas 35% of the respondents were female. This implies that this study was dominated by male however the findings also show substantial representation of female gender thus implying that both the findings of this study did not suffer from gender biasness.

### 4.3.2 Age bracket

Respondents were required to indicate their age group. This was sought in view of capturing view held by participants from different age sets.

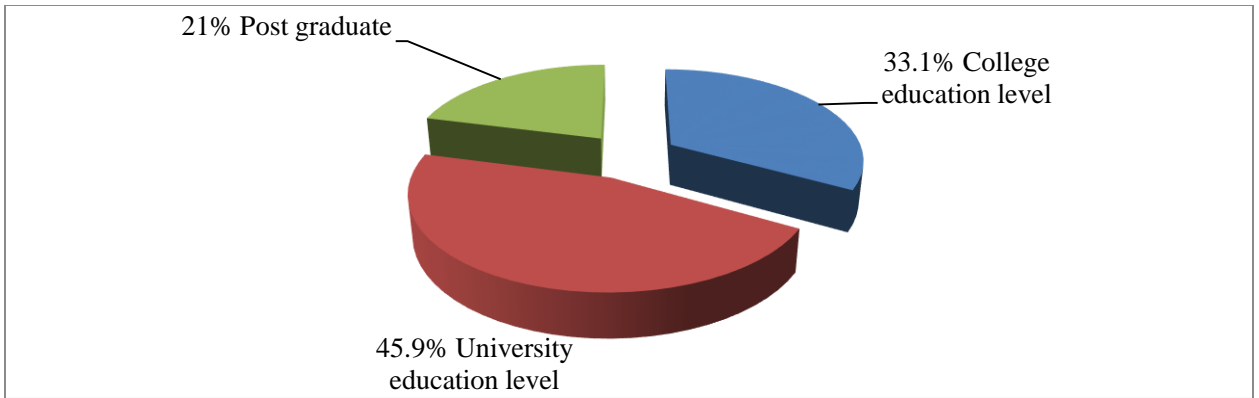


**Figure 4.2: Distribution of respondents by Age group**

The findings show that most of the respondents (33.1%) were aged between 31 to 40 years (30.6%) of the respondents was aged between 41 to 50 years, (20.2%) of the respondents was aged between below 30 years whereas (16.1%) of the respondents were aged above 50 years. This implies that respondents of various age groups were fairly involved in this study and therefore the findings of this study did not suffer from age group bias.

### 4.3.3 Level of Education

Respondents were required to indicate their highest educational qualifications; results are presented in figure 4.3 below

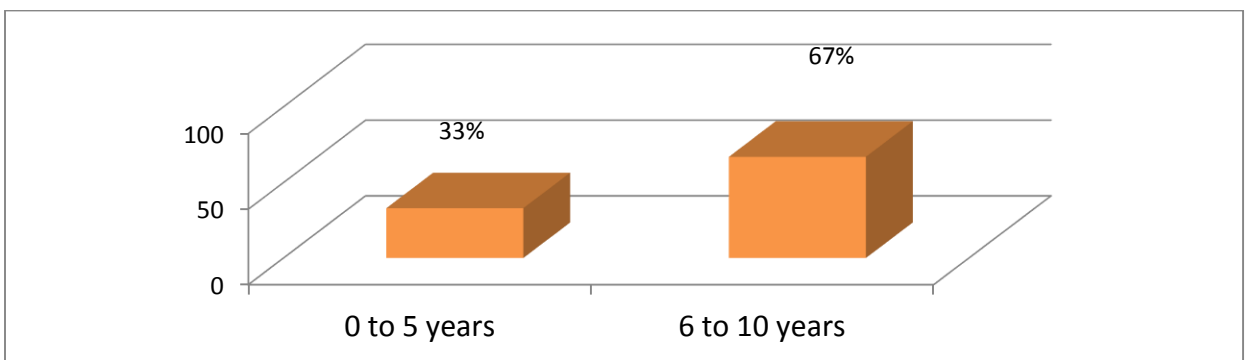


**Figure 4.3: Composition of the Respondent by Highest level of education**

Results in the above figure shows that most of the respondent's (45.9%) held bachelors degree education level, (33.1%) held college diploma certificates whereas (21%) held post graduate education. This implies that all of the respondents were well educated and therefore they were in a position to articulate the required information with ease.

**4.4.4 Period of service in the Cabinet Office**

Participants were further required to indicate the period which they had served the Cabinet Office. Results are as shown in figure 4.4 below



**Figure 4.4: Classification of the Respondents by Length of Service**

The findings presented in the above figure show that, 67% of the respondents had served the Cabinet Office for a period of 6 to 10 years, whereas 33% of the respondents had served the organization for less than 5 years.

#### 4.5 Work life Balance

The study sought to determine the extent to which respondents agreed with the following statement relating to effect of work-Life Balance on employee performance at Cabinet Affairs Office.

**Table 4.2: Means and Standard Deviations for Measures of Work Life Balance**

	N	Mean	Std Dev
I am in dilemma to balance work and family	66	3.75	0.47
The demand at my workplace interferes with my family life	66	4.12	0.22
Things that I want to do at home are not done because of demand of work in my workplace	66	3.85	0.14
Due to high demand of the work, I have to make changes in order to accomplish my family duties	66	4.08	0.14
I am straining to achieve my family duties due to pressure at work	66	3.77	0.25

*Source: (Survey Data, 2018)*

From the findings, majority of the respondents agreed that the demand at the workplace interferes with employee's family life (M = 4.12, SD=0.22), due to high demand of the work, most of the employees have to make changes in order to accomplish their family duties (M =4.08, SD=0.14), things that employees wanted to do at their homes, were poorly executed because of demand of work in their workplace (M =3.85, SD=0.14), considerable number of employees were straining to achieve their family duties due to pressure at work(M =3.77, SD =0.25) and that many of the employees were in dilemma to balance

work and family (M =3.75, SD =0.47). These findings are in support of the research findings by Tausig and Fenwick (2001)

That a good work/life balance can enable employees to feel more in control of their working life and lead to increased productivity, lower absenteeism, improvements in employee health and well-being.

#### 4.5.1 Job Stress

The study sought to determine the extent to which respondents agreed with the following statements assessing on job related stress

**Table 4.3: Means and Standard Deviations for Measures of job related stress**

Statements	N	Mean	Std Dev
My supervisor’s style causes stress to me at my workplace	66	3.96	0.25
I usually work on only one task at a time to avoid too much stress	66	1.28	0.21
Long working hours make me experience too much stress	66	4.10	0.11
The organizational changes don’t cause me job stress	66	1.38	0.87
I experience job stress because of lack of organizational support	66	3.88	0.39

**Source:** (Survey Data, 2018)

From the findings, majority of the respondent’s agreed that Long working hours made employees to experience too much stress (M =4.10, SD=0.11) supervisor’s style caused stress to some of the employees at the workplace (M =3.96, SD=0.25) and that they experience job stress because of lack of organizational support (M =3.88, SD=0.39) However respondent’s disagreed that Employees usually work on only one task at a time to avoid too much stress(M =1.28, SD=0.21) and that organizational changes don’t cause them job stress(M =1.38, SD=0.87) These findings are in support of the research findings

by Forsyth & Debruyne, (2007) When stress makes working for a company an unpleasant experience, employees begin to look for new jobs or consider retirement.

#### 4.5.2 Employee Assistance Program

The study sought to determine the extent to which respondents agreed with the following statements assessing on employee assistance programs and work-family priorities.

**Table 4.4: Means and Standard Deviations for Measures of Employee assistance programs**

	N	Mean	Std Dev
I experience less stress because my organization has employee assistance program	66	1.74	0.41
I experience less stress because my organization has immediate family employee program	66	1.88	0.43
My organization’s holistic approach to wellness has helped reduce stress.	66	1.97	0.29

*Source: (Survey Data, 2018)*

Results presented in table 4.4 shows that majority of the respondents disagreed that (M = 1.74, SD=0.41), Employees experience less stress because their organization has immediate family employee program (M = 1.88, SD=0.43) and that their organization’s holistic approach to wellness has helped reduce stress. (M = 1.97, SD=0.29). These findings go hand in hand with the research findings by Hyman & Summers, (2004) that employee assistance programs provide an outlet to help them resolve these issues, or at least learn to cope with them so they won't impact job performance.

### 4.5.3 Employee Performance

Respondents were required to indicate extent to which each of the following statements relates to employee performance.

**Table 4.5: Findings on Measures of employee performance**

Statements	N	Mean	Std Dev
The quality of work performance is always high.	66	3.99	0.23
My supervisor has regularly commended me for an outstanding performance	66	4.35	0.18
I always surpass work target	66	3.96	0.47
Compared to my work colleagues, I have always performed above the average	66	4.02	0.33

*Source: (Survey Data, 2018)*

Results presented in table 4.5 show that majority of the respondents agreed that supervisors regularly commended individual employee for an outstanding performance ( $M = 4.35$ ,  $SD = 0.18$ ), compared to the other work colleagues, most of the employees interviewed felt that they have always performed above the average ( $M = 4.02$ ,  $SD = 0.33$ ) the quality of work performance is always high ( $M = 3.99$ ,  $SD = 0.23$ ) and that most of the employees always surpassed the set work targets ( $M = 3.96$ ,  $SD = 0.47$ ). These findings support the research findings by Dixon and Sagas, (2007) strong positive relationship between work life balance and employee performance.

## 4.6 Regression Results for The Effect of Worklife Balance on Employee Performance

**Table 4.6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.847	.717	.721	.223

*Source: (Survey Data, 2018)*

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable. From the findings in the table 4.6 the value of adjusted R squared was 0.721 an indication that there was variation of 72.1 percent in employees performance, due to Work Life Balance (work family priorities, job stress, and employee assistance programs) at 95 percent confidence interval. This shows that 72.1 percent changes in employee performance is accounted for by worklife balance, (work family priorities, job stress and employee assistance programs). R is the correlation coefficient which shows the relationship between the study variables. From the findings shown in the table 4.6, it is notable that there exists strong positive relationship between the study variables as shown by the correlation coefficient (R=0.847).

**Table 4.7: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	3.444	2	1.722	4.071	.001 <sup>b</sup>
1	Residual	26.649	63	0.423		
	Total	30.093	65			



From the ANOVA statistics, the regression model significance ( $F=4.701$ ,  $P<0.05$ ) which is an indication that the data was ideal for use of a regression model. The calculated value was greater than the critical value ( $4.071>2.46$ ) an indication that work family priorities, work family priorities, job stress, and employee assistance programs jointly had effect on employee performance.

**Table 4.8: Coefficients**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.343	.098		3.500	.003
1 Work Family Priorities	.421	.132	-.419	3.189	.011
Job Stress	-.536	.087	-.461	-6.161	.021
Employee Assistance Programs	.423	.116	-.962	3.647	.016

*Source: (Survey Data, 2018)*

From the data in table 4.8, the established regression equation is

$$Y = 0.343 + 0.421X_1 - 0.536X_2 + 0.423X_3$$

The above regression equation reveals that, holding Work Life Balance (work life priorities, job stress and employees assistance program) to a constant, the level of employee performance would be 0.343, a unit increase in Work Life Balance would enhance employee performance by a coefficient of 0.421, a unit increase in job stress would decrease employee performance by a coefficient of -0.536, and that a unit increase in employee assistance programs would enhance employee performance by a coefficient of 0.423 all the variables were significant at ( $p<0.05$ ).

#### **4.7 Discussion of the Findings**

The study revealed that work-family priorities affected employee performance at Cabinet Affairs Office. Descriptive results also showed that the demand at the workplace interferes with employee's family life (M = 4.12). Due to high work demand, most of the employees have to make changes in their work in order to accomplish their family duties (M =4.08). Things that employees wanted to do at their homes, were poorly executed because of demand at their workplace (M =3.85), considerable number of employees were straining to achieve their family duties due to pressure at work (M =3.77) and that many of the employees were in dilemma on how to balance work and family demands (M =3.75). These findings support the research findings by Tausig and Fenwick (2001) that a good work/life balance can enable employees feel more in control of their working life. This leads to increased productivity, lower absenteeism, improvements in employee health and well-being.

The study found that long working hours made employees to experience too much stress (M =4.10) supervisor's style caused stress to some of the employees at the workplace (M =3.96) and that they experience job stress because of lack of organizational support (M =3.88). However respondents disagreed that employees usually work on only one task at a time to avoid too much stress(M =1.28) and that organizational changes do not cause them job stress(M =1.38) These findings are in support of the research findings by Forsyth & Debruyne, (2007) When stress makes working for a company an unpleasant experience, employees begin to look for new jobs or consider retirement.

The study revealed that employee assistance programs and work-family priorities affected performance of employees within the Office of Cabinet Affairs, however respondents disagreed that they experience less stress because the organization has employee assistance program; employees experience less stress because the organization has immediate family employee program (M = 1.88,) and that the organization's holistic approach to wellness has helped reduce stress. (M = 1.97). These findings go hand in hand with the research findings by Hyman, & Summers, (2004) that employee assistance programs provide an outlet that helps them resolve these issues, or at least learn to cope with them so they will not impact their job performance.

Results further shows that supervisors regularly commended individual employee for an outstanding performance (M = 4.35), compared to the other work colleagues, most of the employees interviewed felt that they have always performed above the average(M = 4.02), the quality of work performance is always high (M = 3.99) and that most of the employees always surpassed the set work targets (M =3.96). These findings go hand in hand with the research findings by Dixon and Sagas, (2007) who found strong positive relationship between work life balance and employee performance.

The above regression equation reveals that, holding Work Life Balance(work life priorities, job stress and employees assistance program) to a constant, the level of employee performance would be 0.343, a unit increase in Work Life Balance would enhance employee performance by a coefficient of 0.421, a unit increase in job stress would decrease employee performance by a coefficient of -0.536, and that a unit increase in employee assistance programs would enhance employee performance by a coefficient of 0.423 all the variables were significant at ( $p < 0.05$ ).

## **CHAPTER FIVE: SUMMARY CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

From the data collected and analyzed, the following discussion, recommendation as well as conclusion were established. The response was fully based on the objectives of the research sought to establish the influence of work life balance on employee performance at Cabinet Affairs Office in Kenya.

### **5.2 Summary of the Findings**

The research revealed that work-family priorities affected employee performance at Cabinet Affairs Office. Descriptive results also revealed that the demand at the workplace interferes with employee's family life. The research also found out that due to high demand of the work, most of the employees have to make changes in order to accomplish their family duties. The study also revealed that long working hours made employees to experience too much stress. Many employees revealed that they experience job related stress due to lack of organizational support. These findings are in support of the research findings obtained by Forsyth & Debruyne, (2007) When stress makes working for a company an unpleasant experience, employees begin to look for new jobs or consider retirement. The research found that employee assistance programs and work-family priorities affected performance of employees within the Office of Cabinet Affairs.

The research also found out that supervisors regularly commended on individual employee for an outstanding performance. This resulted in performance above the average, increased quality of work performance and most of the employees always surpassed the set work targets. These findings are in support of the research findings by Tausig and Fenwick

(2001) that a good work/life balance can enable employees to feel more in control of their working life and lead to: increased productivity, lower absenteeism, improvements in employee health and well-being.

### **5.3 Conclusion of the Study**

The research concluded that work life balance affects the performance of employees in Cabinet Affairs Office. The study also concluded that long working hours made employees to experience much stress. The study also concluded that employee assistance programs and work-family priorities affected performance. The research also concluded that regular commends of supervisors regularly on individual employees with outstanding performance improved the overall performance.

### **5.4 Recommendations of the Study**

In order for the organization to improve and maintain good performance, it is very prudent that work life balance should well be addressed. This particular research work recommends that Cabinet Affairs Office to give proper attention to processes and procedures in the organizaion. These types of procedures include coming up with professional programs that focus on giving employee adequate skills on how to handle job related challenges resulting to improvement in performance.

The research also recommends that the organization should come up with work life balance related policies that should be implemented at departmental level. All policies should well be screened to ensure that they fill the gap existing among the employees. Good amount of resources should be invested in the program to enhance proper implementation as no program can be achieved without backup of good human and financial resources.

### **5.5 Limitations of the Study**

The research also used simple random sampling method to come up with the research sample. This method is costly and time consuming hence non probabilistic sampling method would have been used. The approach of the respondents was most likely to be very reluctant in the process of providing information fearing that the sought information would be used against them. The researcher handled the problem by handing them an introduction letter from the university that assures them that the information they gave will be treated as private, confidential and will purely be used for academic purposes.

### **5.6 Areas suggested for further Studies**

The research only focused on employees in Cabinet Affairs Office. The future research should focus on other organizations like law courts, county governments among many other firms. The research only focused on the influence of work life balance on performance of employees in Cabinet Affairs Office, the subsequent research work should be done while considering the effect of WLB on job satisfaction of employee in Cabinet Affairs Office. The research also used simple random sampling method to sample the population. This method is costly and time consuming. The subsequent research should consider using non-probabilistic type of sampling as it is less costly and time saving.

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