

**WORK LIFE BALANCE AND EMPLOYEE PERFORMANCE  
AMONG ACADEMIC STAFF AT THE UNIVERSITY OF  
NAIROBI, KENYA**

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## DECLARATION

I, the undersigned, declare that this research proposal is my original work and has not been presented to any institution or university other than the University of Nairobi for examination.



Signed: \_\_\_\_\_

Date: 30<sup>th</sup> November 2021

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**D61/27376/2019**

This research project has been submitted for examination with my approval as the University Supervisor.



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## **DEDICATION**

To my parents, Ishmael and Pamela Ouma; for the hard work, the encouragements and the confidence you instilled in me when growing up. You make heaven a happier and brighter place, I always appreciate you.

To my brothers Gad, Robert and Major, I am short of words for you. Thanks for your unending support towards this. May God bless you abundantly.

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## **ABBREVIATIONS AND ACRONYMS**

**CUE** : Commission for University Education

**EAP** : Employee Assistance Professional

**HR** : Human Resource

**ILO** : International Labour Organization

**MNC** : Multi National Corporation

**SPSS** : Statistical Package for Social Sciences

**UON** : University of Nairobi

**WLB** : Work-Life Balance

## **ABSTRACT**

Work-life balance techniques enable workers to effectively manage their job and family responsibilities. This encourages attitudes and behaviours, including organizational dedication, happiness at work and desire to continue working. Organizations have used methods such as flexible working hours, leave policy, family care and support programs to encourage employees to improve performance. The main aim of this research was to analyze the influence of work life balance on performance of academic staff at the University of Nairobi. This research adopted the Spill Over Theory, Work/Family Border Theory and Social Exchange Theory. A descriptive research design was used in this research. The 2220 academic staff at UON served as the research population. Sample size was 339 respondents arrived at using Yamane formula. This research relied on primary data collected through questionnaires. Google forms were made use of in the questionnaire administration. The collected data was converted into quantitative format to make analysis using statistical package for social sciences. The statistics generated were descriptive statistics which included mean and standard deviation and inferential statistics which included both correlation analysis and multiple linear regression. The study revealed a significant positive relationship between Health and wellness programmes, Employee assistance programmes, Leave programmes, Flexible working arrangement and employee performance at UON. Regression analysis revealed that 46.1% of changes in employee performance at UON were attributed to the four variables selected in this study. In conclusion Health and wellness programmes, Employee assistance programmes, Leave programmes, Flexible working arrangement are essential in enhancing employee performance. Based on the findings, flexible working arrangement had the greatest influence on employee performance followed by leave programmes while employee assistance programmes and health and wellness programmes had the least influence. As a result, it is recommended that UON managers and policymakers should continue utilizing work life balance, as this improves their employee performance.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Today's employees confront the challenge of combining work and family life in an increasingly demanding workplace. The problems associated with Work Life Balance (WLB) can influence both employee and employer performance in terms of job satisfaction, mental and physical health. An organization needs to train and maintain valued employees in highly competitive labor market through effective WLB (Obiageli, Uzochukwu & Ngozi, 2015). WLB, according to Aguenza and Som (2015), is one of the elements that drive workers to improve their performance. Techniques for work-life balancing allow employees to properly manage their work and family duties simultaneously. This encourages attitudes and behaviours, including organizational dedication, happiness at work and desire to continue working. Employers have been encouraged to enhance their employee performance via tactics such as flexible schedules, leave policies, and family care and support programs (Kar & Misra, 2016).

This study conceptual relationship was anchored on the Spill Over Theory (Guest 2002), Work/Family Border Theory (Clark 2000) and Social Exchange Theory (Blau, 2009). When it comes to spillover theory, both favorable and adverse experiences/abilities gained at work might be transferred to favorable or bad experiences/abilities at home. The work/family border theory of Clark (2000) depicts workers as everyday border crossers moving between office and home, with major consequences on the amount of integration and the degree of friction between the workplace and the family sphere. The social exchange theory is an illustration of how social exchanges include employee-employer interactions. If the connection is enhanced, an employee may experience a feeling of value paid back by their success at

work. Yasbek (2004) explained this concept as both the company supports work-life balance rules and the workers reimburse the favors with greater energy, leading to increased production.

This study focused on the University of Nairobi. This choice arises because the flexible working conditions are available to faculty members at the university. (UON website, 2018). In addition, the university is committed to wellbeing of the staff as evidenced by their sporting activities and health and wellness programs that are conducted regularly. The university offers psychological counselling to its members of staff and this has been made possible by the availability of accredited counselling psychologists. Despite the best efforts, UoN employees' performance is still a big challenge, especially in the area of absenteeism. The current study intended to establish whether the available WLB practices influences employee performance.

### **1.1.1 Work Life Balance**

Work life balance refers to work schedules which allow employees room to attend their personal and family commitments even as they execute their career duties (Obiageli, Uzochukwu, & Ngozi, 2015). Work life balance has also been defined as managing both work and family assignments without inconveniencing the other (Kar & Misra, 2017). WLB is the extent to which a worker feels satisfied with how his or her needs are met in both work and family aspects of life (Tressa & Manisha, 2016). The current study defines WLB as balancing work and family tasks in a win-win situation.

Different researchers have identified different elements of work/life balance (Poulose & Sudarsan, 2017). Work balance methods include flexible work arrangements, where employees have the right to choose the start/finish time and the required amount of hours, Compressed week in which employees condense tasks usually covered by, work

schedules can range from once a week to just a few days a week; stagger working time and telework (Wynes, 2016); a family-leave system that includes family leave, adoptive leave, compassionate leave, and emergencies leave, among other benefits; employee assistance programmes such as childcare services, financial support and having supportive managers (Kar & Misra, 2017). The health and wellness services, health programs, gymnasiums and sports facilities incorporate other WLB practices (Oludayo, 2015).

Flexible working arrangements, in which employees choose their start/finish time while still completing the required number of hours, and compressed work weeks, in which employees condense work that would normally be completed in one week to a few days a week, are examples of work life balance techniques; staggered working hours and telework (Wynes, 2016); leave programmes for example parental leave, adoption leave, compassionate leave and emergency leave;) welfare programmes such as childcare services, financial support and having supportive managers (Kar & Misra, 2017) . Recreational services incorporate other WLB practices (Oludayo, 2015).

### **1.1.2 Employee Performance**

Employee performance refers to fulfilling specified tasks or assignments assessed against predefined accuracy, completeness, and cost criteria, or to doing exact tasks to attain accuracy and completeness (Ajala, 2016). Saltmarsh and Randell-Moon (2016) report that employee performance refers to employees doing the tasks they are paid to accomplish and effectively complete on the basis of certain assessment criteria. Employee performance may also be described as the amount of efficiency and effectiveness with which employees accomplish their assigned jobs (Manzoor, 2017).

The current study defines employee performance as ability of teaching staff to provide excellent customer service and achieve the set targets.

Workers' performance is an important area in a business, according to studies, because it helps employees to improve and effectively apply their skills for the benefit of the company. It boosts organizational efficiency and improves customer service in every department of a company (Allen & Kiburz, 2017). Organizations must adopt tactics that push employees based on their talent, determination, and strength in order to increase employee performance. This, too, must be assessed based on the outcomes (Kar & Misra, 2016).

Studies indicate that employee performance in a company is a key area that enables employees to develop and utilize their abilities to serve companies successfully. It results in improved organizational efficiency and excellent customer service in each area of a company (Allen & Kiburz, 2017). In order to achieve better workforce performance, companies need to implement methods to challenge people depending on their skill, determination and strength. This should also be assessed on the basis of the findings. This research will evaluate employee performance according to staff productivity, output quality, absenteeism and retention (Wynes, 2016).

### **1.1.3 University of Nairobi**

The establishment of the University of Nairobi dates back to 1947, when a commercial and technological institution was set up in Nairobi in Kenya. By 1949, Kenya, Tanzania and Uganda were developed in order to provide expert training for Member States and three eastern African countries (UON, 2018). Nairobi University College was transformed to the first national university in Kenya in 1970 (UON, 2017). As of

December 2020, there were 84,000 students, 22,220 doctorate students and 5,525 administrative and technical staff (UON, 2020).

The main challenge the Kenyan public universities are experiencing is the drastic expansion whilst the funds are decreasing which has resulted to universities having problems such as overcrowding, inadequate physical facilities and staff becoming disillusioned because of various factors such as noncompetitive salaries and also dissatisfaction in terms of non-monetary factors like heavy workload, long working hours, deteriorated working conditions and institutional governance amongst others (CUE Report, 2018).

These are some of the factors that have triggered the movement of staff to the private sector or other immigrating to other countries to look for greener pastures. Over the last decade, University of Nairobi has rapidly increased its enrolment for both regular and self-sponsored students and on the other hand the number of staff has not increased correspondingly and actually there are no replacement of those that leave the institution because of different reasons such as turnover and brain drain (UON, 2020). The balance of working life at Nairobi University must thus be investigated and how this affects employee performance.

## **1.2 Research Problem**

The company's success relies on the effective use of human resources. Enterprises must adopt efforts to balance work and life and recognize that employees have other responsibilities outside their jobs. If not, the business will constantly fail due of personal issues which may compromise corporate existence (Hobson, Delunas, & Kesic, 2018). An investigation of the impact of WLB practices on employee work performance was undertaken by Muchiti and Gachunga (2015) and concluded that WLB improved



employee job performance. Although this may be the case, Mwangi (2017) disagrees, focusing on the impact of work-life balance on the performance of workers at higher education institutions, using Kabarak University as a proxy. Performance of employees is unaffected by WLB, according to the results of the study.

University of Nairobi provides flexible work arrangements to its teaching staff. In addition, the university is committed to wellbeing of the staff as evidenced by their sporting activities and health and wellness programs that are conducted regularly. The university offers psychological counselling to its members of staff and this has been made possible by the availability of accredited counselling psychologists (UON website, 2018). Covid-19 pandemic has brought about the need to incorporate WLB such as flexible work arrangements to survive in the new norm. Universities with better family leave system, employee support services and health and wellness programmes are also likely to have their employees post better performance. The current study investigated whether the WLB at UON enhances employee performance.

Although researches in this field are conducted, there are conceptual, contextual and methodological gaps. Smith and Gardener (2017) investigated the elements that influence employee adoption of WLB initiatives in a big New Zealand corporation. Female employees and younger employees were shown to be more likely to use WLB initiatives. This study presents a conceptual gap as it did not relate WLB with employee performance. Obiageli (2015) investigated employee performance and work-life balance in a few banks in Lagos on a global scale. Employee performance has been shown to benefit from work-life balance. This study presents a contextual gap as it was conducted in Nigeria whose social and economic setting differs from that of Kenya. Muinde (2015) investigated the extent to which horticulture farms in Naivasha, Kenya,

employ WLB. The results revealed that horticulture farms have adopted time and job practices to a considerable extent. The study exhibits a methodological gap as it was descriptive in nature without considering how WLB influences employee performance. This study aimed to address this research gaps by answering the research question; what is the effect of work life balance on employee performance at the University of Nairobi?

### **1.3 Research Objective**

The objective of the study was to determine the effect of work life balance on employee performance among academic staff at the University of Nairobi.

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

This study may be significant to development of WLB theories and the performance of employees by supporting or questioning them by research results. This research may offer insight into the performance of staff and how work/life balance strategies can be utilized to manage it. The study may also form a basis for future research on factors influencing employee retention.

Findings of this study are particularly useful to managers of university of Nairobi and other organizations in general. They will assist businesses understand the WLB variables that influence the performance of employees and how to use them. This will help formulate policies and execute their plans effectively and how they may minimize the difficulties.

Further, policy makers such as government and other regulators such as CUE, could focus on policy decisions that are meant to facilitate and sustain good WLB practices and high employee performance. The research will contribute to improving policies in this area. This may be important to strengthen the guidelines for increasing employee

performance and effectiveness of WLB practice with a view to improving its efficiency for the benefit of the economy.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This section justifies the theoretical foundation and reviews empirical literature on WLB and employee performance with the aim of pinpointing research gaps that will help address the research question.

### **2.2 Theoretical Foundation**

This study conceptual relationship is anchored on the Spill over Theory (Guest 2002), which argues that one's job experiences and talents may carry over into one's personal life in both good and bad ways. The study is also supported by the work/family border theory of Clark (2000) and the social exchange theory.

#### **2.2.1 Spill Over Theory**

Guest's (2002) spillover theory asserts that there is a positive or negative spillage between the workplace micro system and the familial micro system, depending on the context. It is negative spillover if work-family interactions are rigorously organized in terms of time and location, and this is true in terms of time and energy as well as conduct. Work life balance is achieved by employee flexibility, which allows them to balance work and home commitments in both time and space. This leads to positive spillover, which is essential in attaining a work-life balance.

In order to show the link among work and family, the theory of spillover describes the influence of various responsibilities on one another (Suman & Bhavana, 2013). When the stress of a worker in one realm is restored and cannot be contained within that realm as a result of a shortage of resources, the stress of the employee in the other domain is also depleted as a result of this recovery. For instance, work to families overflow happens when an individual has a tough, a tough day at work and comes home yelling

at his or her loved ones. At home, the effects of work-related stress might be felt more acutely (Suman & Bhavana, 2013).

A work-life balance may be achieved when there is a degree of scalability in terms of time and place, there is a positive spillover that is essential for the good balance of work. Many results result from work balance, such as satisfying work and well-being at job, at home and in life, job satisfaction and home, job repercussions, family and friends (Obiageli et al., 2015).

The significance of this theory in the research is that companies should design and execute labor balance programmes, which allow workers to achieve a positive balance of working lives. This theory supports the objective on flexible work arrangements and employee assistance programmes such as child care services. A child's care demands so much attention that it often interferes with employment, which may lead to one obligation overflowing over to the other in a conflict of interest and hence the study's first and third objective that flexible working arrangements and employee assistance programmes influence employee performance at the University of Nairobi.

### **2.2.2 Work/Family Border Theory**

Work and family are the two most important aspects of an employee's life, according to this theory (Clark, 2000). Despite the fact that they are different, work and family are intertwined. Individuals traverse the domains every day and frequently again throughout the day. It says that the responsibilities of each person vary from particular fields of life, such as work/family fields usually divided by geographic, temporal or psychic frontiers. The time limit is spent in the workplace or the home environment. The person naturally determines the psychological limit to distinguish between job and family.

The theory shows that workers are everyday border crossers when they travel between home and office and that has major consequences for integration and the degree of friction between the workplace and the family. The theory therefore focuses on methods used by people to control and limit the fields of work and family (Clark, 2000).

The concept of working family borders explains how individuals manage and negotiate work, family and borders to create balance. The notion that work and family comprise distinct realms or spheres that affect or influence one another is significant in this philosophy. In view of its distinct objectives and cultures, work and home may be likened with two nations where variations in language, what is normal conduct and how to perform tasks exist (Clark, 2000). This idea is particularly important for the research to support the family leave hypothesis, since there are different limits in employment and family activities. Therefore, the second aim of the research is that provisions for family leave affect employee performance at Nairobi University.

### **2.2.3 Social Exchange Theory**

As a consequence of the inspiration they get, workers take activities that they would not have otherwise taken (Blau, 2009). The difference is that it includes both internal and extrinsic components. Social trade thus creates an activity which requires reciprocity and relies completely on trust. Yasbek (2004) describes this Exchange Framework, both as a favor for the employer and as good results for workers. By providing an atmosphere that encourages work-life balance, companies may see increased dedication and engagement from their workers, which lead to increased productivity (Sorensen, 2014).

This theory is an example of the involvement of employees in social interaction. If the connection is enhanced, an employee may experience a feeling of value paid back by

their success at work. Yasbek (2004) explained this concept as both the company supports work-life balance rules and the workers reimburse the favors with greater energy, leading to increased production.

Lambert et al. (2010) also indicated that advances in the theory of social exchange imply that employee involvement and initiative may be encouraged by family benefits via a perceived responsibility to do more in return for greater advantages. People function best if they can combine their job and other areas of life. The research objective anchored here is on the health and wellness programmes when companies set up programs with the assumption that their workers would produce favorable results hence the forth objective that health and wellness influences employee performance at the University of Nairobi.

### **2.3 Work Life Balance Practices and Employee Performance**

There has been a huge amount of work-life balance. Employer performance is positively influenced by WLB initiatives such as condensed hours and flexibility; paid maternity leaves; paid leave for dependent; study and paternity leave; part-time work; and home travel. A recent study by Mwangi (2017; Kabarak University as a proxy) found that work-life balance has a negative impact on workers' performance at higher education institutions (IHEs). The findings revealed that WLB does not have a statistically significant influence on employee performance.

WLB practices, according to Aguenza and Som (2015), are one of the variables that motivate workers to improve their performance. A well-established work-life balance strategy may help people better manage both their professional and personal lives. As a result, employees are more engaged in the workplace, more satisfied with their jobs, and more likely to stick around. Flexible work schedules, vacation policies, family

leave and employee assistance programs are some of the strategies that companies are introducing to encourage workers to perform better (Kar & Misra, 2016).

When it comes to flexible work arrangements, Armstrong (2014) defines them as those that deviate from customary patterns. Working from home, job-sharing and flexible hours are among the ways in which this might be accomplished. In addition to enhancing productivity and reducing employment expenses connected with recruiting, these approaches allow for more adaptability (Armstrong, 2014). Telework, often known as telecommuting, implies that the use of current technologies and telecommunications may continue to be in contact with businesses (Clemence, 2015). Shorter work week means that workers may work more hours in a compressed time to spend the day off (Wynes, 2012). Work schedules that allow workers to choose their arrival and departure times provided they are available during the key hours and work their expected number of days per week is another flexible option (Wynes, 2012).

Family leave is a technique that allows workers to look after legal or informal family members. Family obligations, whether or not such tasks include caring for a kid or other dependent family members, interfere with the function of the person. Family is an important aspect of life for most individuals throughout their lives (Mungania, 2017). Individuals may have duties that extend transcend their close relatives, such as obligations to their parents, grandparents, siblings, spouses, or other significant others, as well as responsibilities to their in-laws. It is thus essential to not overlook the variety of family duties. There is evidence that taking care of different types of family employees affects family and well-being (Mungania, 2017). Companionship and emergency leave allow workers to take care of other family obligations such as health care and schooling, allowing them to achieve their bare minimum requirements.



Employee morale and work satisfaction will therefore improve as a result of this (Okumbe, 2010).

Work-based intervention programs are designed to assist employees identify and solve personal challenges (marital, economic or emotional problems; familial problems; drug/alcohol addiction) that may have an adverse effect on employee performance. Support programs for employees are usually sponsored by firms. It may also include services such as fundamental legal assistance and references, support in the adoption or localisation of senior services (Mwangi et al., 2017). Employee support services may be targeted to workers as well as their immediate family members (SHRM, 2015). Employee assistance programs sometimes include child care services, such as day care, which are offered by groups for children in families that need additional care outside of the house while they are working (Anderson & Geldenhuys, 2011). Employers realized that happier and more productive workers may achieve a comprehensive approach to well-being. The Employee Assistance Professional Association (2012) Describe the EAP as a resource agency utilizing specific essential technologies to enhance employee efficiency and work environment by avoiding, detecting, and addressing personal and productive issues.

Wellbeing care and wellness workplace programs are activities that improve the physical and emotional health of workers in companies. Programs such as annual family get-togethers, sporting events, excursions, consultations, and access to fitness and sports amenities are all possibilities (Mokaya and Gitari, 2012). According to Weldon and Muathe (2014), the demand for health and wellness centers is steadily increasing in the twenty-first century. Recreational facilities at workplaces have become a major investment for many companies. There is also a growing number of sports and

entertainment venues sprouting up all around the city. The long-term benefits of such facilities include a boost in morale, a reduction in absenteeism, and a boost in productivity.

#### **2.4 Empirical Studies and Knowledge Gaps**

In India, Neelam (2020) conducted a study with 100 employees from both firms to compare the work-life balance of women in educational institutions and IT industries. It was discovered that working hours for women IT workers in Mumbai are not always consistent, and that they fluctuate depending on the nature of the project assigned to them. Young married women in their early thirties or late twenties with children were also shown to be more anxious as they struggled to reconcile work and family life. The most pressing demands for them at the home were seen to be baby care and managing household duties. In addition, they had their spouse work a 9 to 6 schedule, relying heavily on housemaids, and some of them had their children in crèches. Women in education are much happier than women in the IT industry, because work pressure is the main source of life imbalance in the IT industry, but family duties are the main source of life imbalance in education. According to the research, in order to reach professional greatness, a woman working in the IT business must grasp the reality on the ground and strike a balance between work and personal life. This study was conducted in India whose social setting is different from Kenya and therefore a conceptual gap.

In the United States, a study by Ruhm and Baum (2016) used a qualitative method for assessing the labor market effects of paid holidays in California. The study included interviews with written remarks on employee leave issues. The results show that compensated workers are motivated and reinforced when returning to work. The results

further show that it extends indirect pay as well as direct remuneration for its workers. This comprises rewards for employees above their set pay or wage, in cash or in products while serving their days off. Indirect compensation may be for holiday, medical, holiday, leave among others. This study reveals a methodological gap as it was qualitative in nature and therefore need for a qualitative study.

In Nigeria, a research carried out by Obiageli, Uzochukwu and Ngozi (2015) on the "Work life balance and employee success for listed banks in Lagos State" demonstrates that there is a strong connection between policy departure and personnel services. 19.45% strongly agreed that service delivery will improve following leave grants. 40.21% agreed that service delivery improved. It shows a widespread consensus that the performance of employees may connect to corporate vacation policies. This study presents a conceptual gap as it only focused on leave system leaving a gap on other WLB practices.

In Ghana, Ofori's (2015) research focuses on childcare responsibilities and the performance of employees: the moderating impact on team support. The research focuses on the impact of child care on the performance of women. The investigation was carried out in Ghana. The data demonstrate that childcare obligations have a detrimental impact on working moms' performance. Team support, on the other hand, seems to attenuate the detrimental relationship between childcare and employee performance, according to study. The research has a conceptual flaw since it only looked at one component of WLB procedures.

Locally, Muinde (2015) used a census research approach to investigate the extent to which horticulture farms in Naivasha, Kenya, employ work-life balance solutions. According to the study's findings, horticulture farms in Kenya have embraced a high

number of time and job-related tactics, but location and reward-related strategies have been used to a lower extent. According to the study, horticulture farms in Naivasha use work-life balance approaches based on location and job benefits only infrequently, whereas those based on time and job are regularly used. According to the study, job-related and perks-related habits should be given more attention because they receive lower ratings than activities connected to time and place. The study exhibits a methodological gap as it was descriptive in nature without considering how WLB influences employee performance.

Mwebi and Kadaga (2015) investigated how flextime work conditions in Nairobi Commercial Banks affected employee performance. This study used a descriptive survey design. Of a target group of 1074 Nairobi CBD workers, 291 respondents from various strata were selected using a proportional, stratified sample approach (support staff, secretarial and clerical, supervisory and management). Flextime work arrangements at commercial banks in Nairobi's central business area, according to the study's findings, have an impact on employee performance. According to the paper, banks and other businesses should include flextime work arrangements in their WLB policies because it has been found to boost employee performance in financial institutions in Nairobi's central business area. This study presents a contextual gap as it focused on financial institutions whose nature of operations is quite distinct from universities.

## **2.5 Summary of Literature Review and Knowledge Gaps**

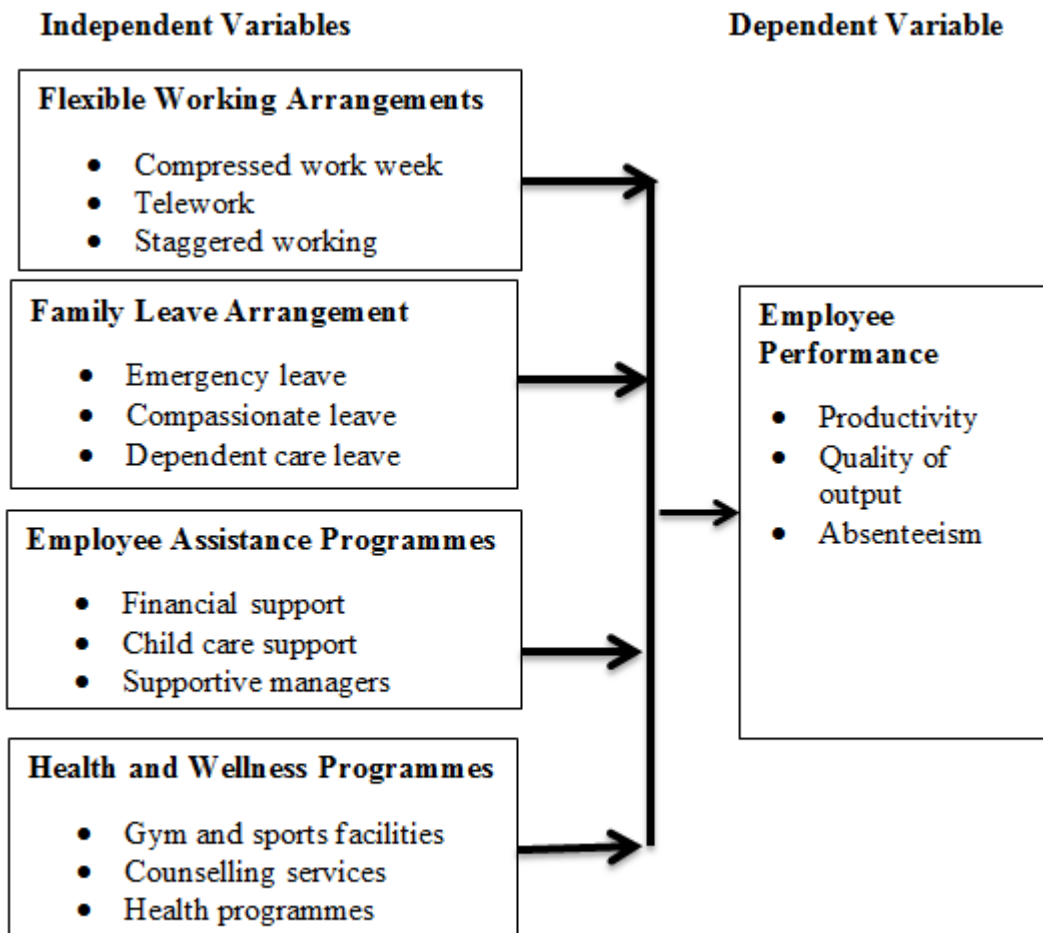
This section includes a theoretical background, an empirical overview, a conceptual model, a summary, and a discussion of research limitations as well and research gaps are all covered in this part. An overview of the study's theoretical framework is provided

in the theoretical framework. Empirical review demonstrates how the present research relates to previous studies, as well as the results and suggestions of those studies, whereas conceptual framework displays a map illustrating the relationship between independent factors and dependent variables. Helped identify gaps in the literature that needed to be addressed to improve upon the issue under investigation via an empirical evaluation.

Although researches in this field are conducted, there are conceptual, contextual and methodological gaps. Conceptually, previous research have various practical WLB methods and the findings rely on the proxies employed (Mwangi, 2017). Moreover, most prior research focused on WLB practices' impact on other dependent variables including corporate turnover and commitment of employees (Msabaa, 2017). In context, prior research were performed at different settings and not in Nairobi University (Keino & Kithae, 2016; Keitany, 2014). This study aimed to address such research gaps by examining the impact of WLB on employee performance of workers at the University of Nairobi.

## **2.6 Conceptual Framework**

Introduce the sub item.....as shown in Figure 2.q



**Figure 2.1: Conceptual Framework**

**Source: Researcher, 2021**

From figure 2.1 it is clear that .....

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

In this chapter, the manner in which the study was undertaken is briefly discussed. This chapter contains several subsection including research design, targeted population, Data acquisition and data collecting technique and final analysis.

### **3.2 Research Design**

The study used a descriptive research approach. On the basis of the notion that this research was designed to provide a clear explanation of WLB and employee productivity, and the link between these two study concepts. Both descriptive and quantitative methods were used in this investigation. A systematic questionnaire was used in conjunction with all of the research components in order to acquire quantitative data, and this was the assumption on which that statement was based. Burns and Burns (2008) claim that quantitative methods may be reduced to an inferential technique that can be used to derive inferences about connections in a specific group of people. This design has been used before by Mwangi (2017).

### **3.3 Population of the Study**

Target population denotes the total items, groups or people possessing similar characteristics (Khumar, 2005). In this study, the 2220 UON academic staff as at December 2020 constituted the basis of the study's population.

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

In this investigation, the sample size was obtained by using the formulas proposed by Yamane, with assumption of 95% of confidence level.

$$n=N/(1+Ne^2)$$

Where,  $n$  = sample size,  $N$ = study population, 2220 in this case,  $e$ = alpha level of 0.05  
Substituting these values in the above equation gives 339 respondents that were used as the sample size for the current study.

In this study stratified random sampling was used. Cooper and Schindler (2013) indicate that stratified sampling increases the statistical efficiency of the survey, offers sufficient data for the analysis of different sub-populations and allows different testing methods to be included in various strata. This strategy helps the researcher to segment the sample into relevant, mutually exclusive strata. The employees were divided according to their college. The University of Nairobi has six colleges and respondents were selected from each of this college using simple random sampling.

### **3.5 Data Collection**

The type of data which collected normally dictates the research instrument used. Data collected via questionnaires in this instance were primary, hence a questionnaire was employed to gather it. The primary data was important in addressing the real condition of the association amongst dependent and independent variables. The justification for using questionnaire is because it is an easy way of acquiring information in a limited time period as well as it is cost effective.

The questionnaire was composed of close ended questions. All employees in the selected sample were issued with the questionnaires. In the first component, respondents' personal information was collected, followed by data on WLB procedures and finally, staff performance was examined in the third section of the questionnaire. Five point Likert Scale were used to collect data of the closed ended questions. The respondents gave their opinion on the 1 to 5 scale. A Google form was used to administer the questionnaire.



### 3.6 Data Analysis

The primary data was coded and input in SPSS for analysis. Descriptive statistics such as rates, percentages, mean and standard deviations were utilized for evaluating descriptive research components. In deriving inference for the whole population, the researcher used regression and correlation analysis. The influence of working life on organizational efficiency was investigated using a linear multiple regression model. The performance of the employee was the dependent variable with flexible working arrangements, leave schemes, employee care and health and wellness programs as independent factors. The multiple regression pattern utilized was:

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

Where;

**Y** = Employee performance

**$\alpha$**  = Constant Term

**$\beta_i$**  = Variable Beta Coefficient

**$X_1$**  = Flexible working arrangement

**$X_2$**  = Leave programmes

**$X_3$**  = Employee assistance programmes

**$X_4$**  = Health and wellness programmes

**$\varepsilon$**  = Error term

# **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS**

## **4.1 Introduction**

This chapter covers the process of analyzing and interpreting data, as well as discussing the findings. Consequently, the part is divided into five subsections: the study's genesis, targeted response rate factors, detailed demographic features; statistical descriptions; statistical inferences; and a discussion of how these findings are to be interpreted and argued for. Specifically, this chapter explains the platform for data display, analysis, and interpretation that is used throughout the chapter.

## **4.2 Response Rate**

For surveys, the response rate is the number of replies divided by the number of respondents. As a percentage, response rates are sometimes referred to as completion or return rates. Data about the response rate for this study is shown in Table 4.1

**Table 4.1: Response Rate**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Returned	225	66.37
Unreturned	114	33.63
Total	339	100

Source: Study Findings (2021)

Table 4.1 shows that a total of 339 questionnaires were given out to members of the University of Nairobi's teaching faculty, who comprised the study's sample. A response rate of 66.37 percent was obtained from the 339 questionnaires that were sent to the participants. As stated by Cooper and Schindler (2013), a research with a response rate of 50% or above is adequate for analyzing and draw inferences. This study had a response rate of 80%.

### 4.3 Demographic Analysis

This section describes the background information of the respondents derived from Part A of this study's questionnaire which included; gender, marital status, age, education level, employment terms, and work experience. Employee performance is linked to demographic characteristics, according to Alkahtani (2015), who found this correlation.

#### 4.3.1 Gender Representation

It was necessary to elicit information on the gender of the intended respondents. For this study, we wanted to see whether there was any correlation between gender and academic achievement.

**Table 4.2: Gender Distribution**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	121	53.78%
Female	104	46.22%
<b>Total</b>	<b>225</b>	<b>100%</b>

Source: Research Findings (2021)

There were 53.78 percent men in the study, whereas 46.22 percent of those polled identified themselves as females. University of Nairobi seems to support gender diversity since the survey indicated that there was no significant difference in the percentage of male and female workers targeted by respondents.

#### 4.3.2 Age of the Respondents

The survey asked participants to choose their age range as a target demographic. For this study, we wanted to see whether employees' age had an effect on their productivity.

**Table 4.3: Age Distribution**

<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
------------	------------------	-------------------

21-30	10	4.4%
31-40	80	35.5%
41-50	45	20%
51 and Above	90	40%
<b>Total</b>	<b>225</b>	<b>100%</b>

Source: Research Findings (2021)

As shown in Table 4.3, the majority of respondents (40 percent) were between the ages of 51 and above, while 35.5 percent were between 31 and 40, 20 percent were between 41 and 50, and only 4.4 percent were under the age of 21. In spite of the random distribution of participants, there seems to be an unequal distribution of ages among participants.

### 4.3.3 Education Level

In the survey, participants were asked to describe their schooling extent. Employees' educational level was studied to see whether it had an effect on their performance.

**Table 4.4: Education Level**

<b>Education</b>	<b>Frequency</b>	<b>Percentage</b>
PhD	150	66.7%
Masters	75	33.3%
<b>Total</b>	<b>225</b>	<b>100%</b>

Source: Research Findings (2021)

Table 4.4 provides a breakdown of the educational backgrounds of the participants. While 66.7 percent were PhD holders, just 33.3 percent were Master's degree holders, according to the findings. Respondents with bachelor's degrees were not included in the study. This can be explained by the fact that qualification for teaching staff at the University level is at least a Master's degree.

#### 4.3.4 Employment Terms

Targeted respondents were asked to describe their current job situation. This was done to see whether the conditions of an employee's employment had any effect on their performance. The study established in Table 4.5 that 81.78% of respondents were employed on permanent terms whereas 18.22% were employed on a contract basis. The small percentage of the contract respondents can depict that universities mainly hire their employees on permanent terms.

**Table 4.6: Employment Terms**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Permanent	184	81.78%
Contract	41	18.22%
<b>Total</b>	<b>225</b>	<b>100%</b>

Source: Research Findings (2021)

#### 4.3.5 Work Experience

The target respondents were requested to specify their work experience with their respective current employers. This was to determine if duration of working under one employer has any bearing on the performance of employees.

**Table 4.6: Work Experience**

<b>Number of years</b>	<b>Frequency</b>	<b>Percentage</b>
5 and below	6	2.67%
6-10 years	16	7.11%
11-15 year	39	17.33%
16-20 year	58	25.78%
21 and above	106	47.11%
<b>Total</b>	<b>225</b>	<b>100%</b>

Source: Research Findings (2021)

Table 4.6 shows the various years the respondents had worked for their current employer. The highest proportion of the respondents that constitutes 47.11% had

worked for their employers for the period of 21 years and above. Over the course of 16 to 20 years, 25.78 percent of respondents had worked for their present employers, while 17.33 percent had worked for their current companies for 11 to 15. 7.11 percent of those surveyed had worked for between six and ten years, while just 2.67 percent had worked for their companies for less than five years, according to the results of the survey. In spite of the random distribution of the respondents' job histories, the unequal distribution of work experience might be an indicator of bias. Employees who have worked longer for one employer have low chances of leaving work.

#### 4.5 Analysis of Study Variables

This section presents descriptive results in means, as well as standard deviations for every variable under investigation.

##### 4.5.1 Flexible Working Arrangement

The study sought to investigate the degree of flexible working arrangement at UON. Table 4.7 shows the mean and standard for flexible working arrangement indicators.

**Table 4.7: Descriptive Statistics for Flexible Working Arrangement**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
In order for me to be able to plan my work and personal time, I must be present throughout the company's main working hours.	225	4.24	0.55
There are a handful days each week that I may work granted that I meet the quota of hours per week.	225	4.21	0.73
When I need to take care of personal things before or after work, I am sometimes given the opportunity to do so.	225	4.03	0.63
Even though I work in an office, I am not required to sit there. In certain cases, I'm permitted to work from my home or other location outside of my office.	225	3.55	0.86
Employees who are unable to work full-time may make local agreements with coworkers via the firm.	225	4.45	0.50
At any moment, I am permitted to leave my workplace.	225	4.33	0.53
<b>Overall mean Score</b>	<b>225</b>	<b>4.14</b>	

The results revealing that most of the participants concurred that UON enables employees to make local arrangements with colleagues when they cannot work in full time (Mean=4.45, std. dev=0.5). The findings further revealed that at any moment, employees are permitted to leave my workplace (Mean=4.33, std. dev=0.53). Respondents further agreed in order for employee to be able to plan their work and personal time, they must be present throughout the company's main working hours (Mean=4.24, std. dev=0.55). Additionally, findings discovered that there are a few days each week that employee may work granted that they meet the quota of hours per week (Mean= 4.21, std. dev=0.73). The findings, furthermore, showed that when employees need to take care of personal things before or after work, they are sometimes given the opportunity to do so. (Mean=4.03, std. dev=0.63). Lastly, the findings revealed that even though they work in an office, they are not required to sit there. In certain cases, they are permitted to work from my home or other location outside of my office (Mean=3.55, std dev=0.86). The overall mean was 4.14 implying that flexible working arrangement is being practiced at UON to a great extent.

#### 4.5.2 Leave Programmes

The research sought to establish the extent of leave programmes at UON. Table 4.8 shows the mean and standard for leave programmes indicators.

**Table 4.8: Descriptive Statistics for Leave Programmes**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
I'm free to schedule my yearly leave exactly as I want it to go.	225	4.00	0.55
The policy of compassionate leave is used by employees when they have to take time off for urgent personal reasons	225	3.91	0.67

In the event of a family emergency, I am permitted to take a few hours or many days off work to respond to the situation	225	3.82	0.80
I have no problem juggling the demands of my job and my family's needs.	225	3.85	0.78
At work, I am permitted to communicate with my dependant and close family members whenever I choose.	225	3.97	0.58
In general, my employer allows employees to take care of pressing personal matters.	225	3.82	0.83
<b>Overall Mean Score</b>	<b>225</b>	<b>3.90</b>	

**Source: Field Data (2021)**

The findings showed that employees are free to schedule their yearly leave exactly as they want it to be (Mean=4.0, std. dev=0.55). The findings further noted that at work, employees are permitted to communicate with their dependant and close family members whenever they choose (Mean=3.97, std. dev=0.58). Similarly, findings showed that the policy of compassionate leave is used by employees when they have to take time off for urgent personal reasons (Mean=3.91, std. dev=0.67). The findings further showed that employees have no problem juggling the demands of their job and their family's needs. (Mean=3.85, std dev=0.78). Furthermore, findings showed that UON usually provides us time to deal with important personal issues (Mean=3.82, std. dev=0.80). Finally, findings showed that in the event of a family emergency, I am permitted to take a few hours or many days off work to respond to the situation (Mean=3.82, std. dev=0.83). The overall mean was 3.90 indicating that on average, UON practice leave programmes to a great extent.

#### **4.5.3 Employee Assistance Programmes**

The research sought to establish the extent of employee assistance programmes in UON. Table 4.9 displays the mean as well as standard for employee assistance programmes indicators.



**Table 4.9: Descriptive Statistics for Employee Assistance Programmes**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
Scholarships and sponsorships are offered to all employees without regard to their status.	225	4.21	0.69
Counseling services are available at my company.	225	2.03	0.63
A study leave with pay is permitted at my university.	225	4.03	0.52
My employer frequently hosts free health screenings and health checkups for its employees.	225	2.42	0.55
Career advancement is encouraged by the structure/mechanism in place at my workplace.	225	4.33	0.225
Employees may take a break from their workstations with tea and refreshments provided by my employer.	225	2.21	0.75
<b>Overall Mean Score</b>	<b>225</b>	<b>3.21</b>	

**Source: Field Data (2021)**

The findings showed that respondents disagreed with the statement that UON frequently hosts free health screenings and health checkups for its employees (Mean=2.42, std. dev=0.55). The findings also discovered that UON Career advancement is encouraged by the structure/mechanism in place at workplace (Mean=4.33, std. dev=0.225). The findings also show that scholarships and sponsorships are offered to all employees without regard to their (Mean=4.21, std. dev=0.69). Additionally, findings revealed that respondents disagreed that UON offers counseling services (Mean=2.03, std. dev=0.63). Further, findings shown that the university allows for paid study leaves (Mean=4.03, std. dev=0.52). The overall mean was 3.21 suggesting that employee assistance programmes in UON is practiced to a moderate extent.

#### **4.5.4 Health and Wellness Programmes**

The research sought to establish the extent of health and wellness programmes at UON. Table 4.10 shows the mean and standard for Health and wellness programmes indicators.

**Table 4.10: Descriptive Statistics for Health and Wellness Programmes**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
Employees at my company are taught about the necessity of being physically active and healthy by our employer	225	2.21	0.73
There is a gym in my immediate proximity, as well as other sports activities.	225	2.03	0.63
Employees get a discounted gym membership price at a location of their choices or at a location designated by the employer.	225	2.55	0.86
My employer often organizes family-friendly events and fun days for us to participate in.	225	2.33	0.53
I have plenty of time to participate in any sports activity.	225	3.25	0.75
When we take a break from work, we are urged to engage in indoor activities.	225	2.98	0.67
<b>Overall mean Score</b>	<b>225</b>	<b>2.56</b>	

**Source: Field Data (2021)**

The respondents disagreed with the statement that UON often have family fun days sponsored by the employer (Mean=2.33, std. dev=0.53). Respondents were also found to be somewhat in agreement that employees have plenty of time to participate in any sports activity (Mean=3.25, std. dev= 0.75). Additionally, employees at UoN are taught about the necessity of being physically active and healthy by UoN (Mean= 4.21, std. dev=0.73). The descriptive results also revealed that respondents disagreed with the statement that there is a gym in their immediate proximity, as well as other sports activities. (Mean=2.03, std. dev=0.63) whereas when employees take a break from work, they are urged to engage in indoor activities (Mean=2.98, std. dev=0.67). Lastly, the findings revealed that employees do not get a discounted gym membership price at a location of their choices or at a location designated by the employer. (Mean=2.55, std dev=0.86). On average, the results revealed that UON has adopted Health and wellness programmes moderately as proved by 2.56 as mean.

#### 4.5.6 Employee Performance

The mean as well as standard deviation for precise attributes of employee performance are as indicated in Table 4.11.

**Table 4.11: Descriptive Statistics for Employee Performance**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
Students have lodged just a few formal complaints against me, which have been linked to me.	225	4.24	0.64
I am consistently successful in meeting my targets.	225	4.08	0.55
The university's student population has increased dramatically.	225	4.00	0.55
I am consistently driven to work, and as a result, I am pleased with my job.	225	3.91	0.67
I always relate well with other employees	225	3.82	0.80
My performance appraisals have always been higher than average.	225	3.85	0.78
I am constantly in a position to provide excellent service to my students.	225	3.82	0.83
<b>Overall Mean Score</b>	<b>225</b>	<b>3.95</b>	

**Source: Field Data (2021)**

The findings showed that students have lodged just a few formal complaints against academic staff (Mean=4.24, std. dev=0.64). Similarly, findings showed that respondents are consistently successful in meeting their targets (Mean=4.08, std. dev=0.55). The outcomes also showed that the university's student population has increased dramatically. (Mean=4.0, std. dev=0.55). The conclusions further noted that employees are consistently driven to work, and as a result, they are pleased with my job (Mean=3.91, std. dev=0.67). The conclusions further shown that performance appraisals have always been higher than average (Mean=3.85, std dev=0.78). Furthermore, employees always relate well with other employees (Mean=3.82, std. dev=0.80). In addition, the employees are constantly in a position to provide excellent service to the students (Mean=3.82, std. dev=0.83). The overall mean was 3.95

implying that on average, UON has enhanced employee performance to a great magnitude.

#### 4.6 Inferential Statistics

This section contains the inferential statistics for all of the variables. Pearson correlations and multiple regressions were used as inferential statistics. All of the variables were correlated using Pearson correlations, and the connection between the UON's employee performance and work life balance was examined using regression.

##### 4.6.1 Correlation Analysis

The Pearson correlation illustrates the connection between each of the indicated independent factors and the result/related variable. The coefficient  $r$  was determined and whether the connection was positive or negative. Table 4.12 sums up the findings.

**Table 4.12: Correlation Results**

	Employee performance	
	Pearson 's correlation	P
Flexible working arrangement	0.844	0.000
Leave programmes	0.712	0.000
Employee assistance programmes	0.560	0.000
Health and wellness programmes	0.428	0.000

**Source: Field Data (2021)**

According to Pearson coefficients and P-values, the connection among flexible working arrangements and employee performance is both favorable and statistically significant, according to the research ( $r=0.844$ ,  $p<0.05$ ). This is evidence that providing employees with a flexible work environment leads to greater employee performance. A strong and significant association between employee performances and leave programmes was

revealed by a 0.712 Pearson correlation coefficient as well as a 0.000 P-value. This is a sign that better leave programmes lead to higher employee performance at UON.

Furthermore, the correlation findings show a strong and significant relationship between employee performance and employee assistance programmes as evident by 0.560 as Pearson correlation coefficient as well as a 0.000 P-value. This is an indication that a rise in employee assistance programmes yields an increase in employee performance at UON. Finally, the correlation findings reveal a significant connection between UON employee performance and health and wellness programmes by 0.428 as Pearson correlation coefficient as well as a 0.000 P-value. This is an indication that improvement in health and wellness programmes is linked to an increase in UON employee performance.

#### 4.6.2 Regression Analysis

The impact of each of the four chosen predictor variables on UON employee performance, as shown in table 4.13, 4.14 and 4.15, was utilized for multiple linear regression analyzes.

**Table 4.13: Model Fitness**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679a	.461	.407	.396676

a. Predictors: (Constant), Health and wellness programmes, Flexible working arrangement, employee assistance programmes, Leave programmes

**Source: Field Data (2021)**

The R square of 0.461 in Table 4.13 shows that leave programme, health and wellness programme and flexible working arrangement at UON account for 46.1% of academic staff performance, while the other 53.9% is explained by elements not included in the investigation. The value R=0.679 postulates a significant connection between employee

performance and the predictor factors at UON (leave programme, health and wellness programme and flexible working arrangement).

**Table 4.14: Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.381	4	1.345	8.550	.000b
	Residual	6.294	220	.157		
	Total	11.675	224			

a. Dependent Variable: Employee performance  
b. Predictors: (Constant), Health and wellness programmes, Employee assistance programmes, Leave programmes, Flexible working arrangement

**Source: Field Data (2021)**

The whole model is statistical significance, as evidenced by a F value of 8.550 and a 0.000 p value in Table 4.14. The extent of the effect of Health and wellness programmes, Employee assistance programmes, Leave programmes, Flexible working arrangement on employee performance at UON is demonstrated by regression coefficient results.

**Table 4.15: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.351	.225		6.011	.000
	Flexible working arrangement	.274	.075	.330	3.646	.001
	Leave programmes	.252	.016	.238	3.181	.004
	Employee assistance programmes	.219	.075	.204	2.376	.019
	Health and wellness programmes	.199	.085	.192	2.346	.021

a. Dependent Variable: Employee performance

**Source: Field Data (2021)**

The multiple regression model used is illustrated below:

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

Where,

Y denoted employee performance

$\beta_0$  denoted the constant

$X_1$  represented flexible working arrangement

$X_2$  represented leave programmes

$X_3$  denoted employee assistance programmes

$X_4$  denoted health and wellness programmes

$\varepsilon$  was the error term when there was assumed normal distribution

$\beta_1, \beta_2, \beta_3, \beta_4$  denote independent variable coefficients

The regression model was substituted as below.

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

$$Y = 0.351 + 0.274X_1 + 0.252X_2 + 0.219X_3 + 0.199X_4$$

Interpretatively, a unit change in health and wellness programmes, employee assistance programmes, leave programmes, flexible working arrangement will lead to a 0.199, 0.219, 0.252 and 0.274 change in employee performance at UON respectively, whereas variables that were not part of this research remained unchanged. The four factors included in this research were critical for improving UON' employee performance. It is evident that the most essential element is flexible working arrangement ( $\beta_1=0.274$ ) while the least important was health and wellness programmes ( $\beta_4=0.199$ ). It was also shown that if the four variables chosen for this research were held constant, employee performance would still be significant ( $\beta = 0.351, p < 0.05$ ). This implies that policy makers and management should ensure they enhance health and wellness programmes, employee assistance programmes, leave programmes, flexible working arrangement as this will improve employee performance.

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

The outcomes of the investigation were evident that presence of positive and substantial association between flexible working arrangements and employee performance. This is a sign that flexible working arrangement leads to improved employee performance. This study finding concurs with Mwebi and Kadaga (2015) who investigated how flextime work conditions in Nairobi Commercial Banks affected employee performance. A descriptive survey approach was utilized in this investigation. Of a target group of 1074 Nairobi CBD workers, 291 respondents from various strata were selected using a proportional, stratified sample approach (support staff, secretarial and clerical, supervisory and management). Flextime work arrangements at commercial banks in Nairobi's central business area, according to the study's findings, have an impact on employee performance. According to the paper, banks and other businesses should include flextime work arrangements in their WLB policies because it has been found to boost employee performance in financial institutions in Nairobi's central business area.

The findings also show a strong, positive and significant connection between UON leave programmes and employee performance. Clearly, this is proof that improved leave programmes leads to increased employee performance at UON. These findings support a study by Obiageli et al (2015) on the employee success and Work life balance for listed banks in Lagos State demonstrates that there is a strong connection between policy departure and personnel services. 19.45% strongly agreed that service delivery will improve following leave grants. 40.21% agreed that service delivery improved. It shows a widespread consensus that the performance of employees may connect to corporate vacation policies.



Moreover, the results of the correlation indicate a strong, positive and substantial connection between UON' employee performance and employee assistance programmes. This shows that increased employee assistance programmes results in improved performance from employees. The outcomes corroborate with Ofori's (2015) research which focuses on childcare responsibilities and the performance of employees: the moderating impact on team support. Child care has been shown to have an effect on women's work performance, according to the study. In Ghana, the research was conducted. Working moms' performance is inversely correlated with their childcare obligations, according to the research. However, research has shown that team support may mitigate the harmful effects of caregiving on employees ' performance.

Finally, the correlation findings reveal a positive connection between UON employee performance and health and wellness programmes. This indicates that improved health and wellness programmes are related to an increase in UON employee performance. The outcome is in accordance with Muinde (2015) who used a census research approach to investigate the extent to which horticulture farms in Naivasha, Kenya, employ work-life balance solutions. According to the study's findings, horticulture farms in Kenya have embraced a high number of time and job-related tactics, but location and reward-related strategies have been used to a lower extent. According to the study, horticulture farms in Naivasha use work-life balance approaches based on location and job benefits only infrequently, whereas those based on time and job are regularly used. According to the study, job-related and perks-related habits should be given more attention because they receive lower ratings than activities connected to time and place.

It is also consistent with Guest's (2002) spillover theory, which claims that there is spillover between the work micro system and the family micro system, which may be

both positive and negative. Time, energy, and behavioral spillover are all negatively affected when work-family relationships aren't flexible. Employees who are able to balance their job and family commitments in terms of time and space are better equipped to achieve a work-life balance.

There's a lot of overlap between working family border theory and this theory, which describes how people manage their time between family life and work to establish balance. The notion that work and family comprise distinct realms or spheres that affect or influence one another is significant in this philosophy. In view of its distinct objectives and cultures, work and home may be likened with two nations where variations in language, what is normal conduct and how to perform tasks exist (Clark, 2000). This idea is particularly important for the research to support the family leave hypothesis, since there are different limits in employment and family activities.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The research findings are provided for the study in this chapter. The section also covers conclusions of the study and recommendations. This part also includes the consequences and recommendations of the future study.

#### **5.2 Summary**

The primary research objective was to evaluate the influence of work life balance on performance of academic staff at UON. The research was backed by three theories: namely; spill over theory, work/family border theory and the social exchange theory. Likert scale questions were used to represent employee performance, which was a dependent variable. Health and wellness programmes, Employee assistance programmes, Leave programmes, Flexible working arrangement were the independent variables. Descriptive research design was applied. 339 UON employees comprised the study sample. Descriptive and inferential analyses were conducted. The findings are discussed in this section in line with research objectives.

One of the study independent variables was flexible working arrangement and how it influences employee performance at UON. The results revealed that UON practice flexible working arrangement to a large degree. The correlation outcomes exhibited a positive as well as significant connection in regards to employee performance and flexible working arrangements. The findings of the regression showed that a unit change in flexible working arrangement would have a significant positive effect performance of employees.

The research also attempted to determine the effects of leave programs on academic staff performance at the UoN. The descriptive analysis revealed that UON have a favorable leave programmes to a significant degree. The link in regards to employee performance and leave programmes which was studied using correlation analyzes and the findings showed that the two variables were positively and significantly related. Regression results revealed that an improvement in leave programmes resulted in improved employee performance. This shows the employee performance at UON is significantly affected by leave programmes.

The research also attempted to determine the effects of employee assistance programs on academic staff performance at the UoN. The descriptive findings show that UON enjoys favorable employee assistance programmes to a moderate extent. The findings of a correlation research showed a strong and significant connection between employee assistance programmes and employee performance. The findings of the regression analyzes revealed a significant positive effect of employee assistance programmes on employee performance. Increased participation in employee support programs is associated with improved employee performance, according to the findings of the study.

The study's also sought to assess how health and wellness programmes at UON influenced employee performance. The results of the descriptive analysis revealed that UON enjoys health and wellness programmes to a moderate extent. Health and wellness programmes have a connection with employee performance, according to the correlation analysis. The relationship was also moderate and statistically significant. Regression analysis reveals a positive and significant effect of health and wellness

programmes on employee performance. UON employee performance increases as a result of an increase in health and wellness programmes.

### **5.3 Conclusion**

From the results of this research, flexible working arrangement has favorable effects on employee performance at UON. According to the results of regression and correlation there is a favorable connection between flexible working arrangement and UON employee performance. According to the research results, UON leave programmes had a positive impact on employee performance. The research indicates that UON favorable leave programmes leads to an increase in employee performance. The findings are confirmed by regression and correlation analyses, showing a favorable connection between UON employee performance and leave programmes.

The research also indicates that employee assistance programmes at UON has a positive impact on employee performance. Regression and correlated results corroborate the findings that demonstrate a positive connection between the employee assistance programmes and UON employee performance level. The research also found that health and wellness programmes at UON has a favorable effect on employee performance. The results of correlation and regression show a strong positive relationship between health and wellness programmes and employee performance.

### **5.4 Recommendations for Policy and Practice**

The results show that the UON practice of flexible working arrangement has a beneficial impact on the employee performance. The research recommends the need for universities and other organizations in general to continue practicing flexible working arrangement practices as this will enhance their employee performance. It is imperative

that policymakers devise measures to encourage flexible work arrangements in organizations like UON.

According to the findings, UON leave programmes had a positive effect on employee performance. The study recommends the need for universities and other organizations in general to continue practicing leave programmes practices as this will enhance their employee performance. Policymakers should develop regulations that will help institutions like UON improve their leave programs.

Employee performance at UON was positively influenced by employee assistance programmes, according to the findings of this study. The research recommends the need for universities and other organizations to increase their investments in employee assistance programmes practices as this will enhance their employee performance. Policymakers should develop rules that will improve employee support programs at institutions such as the UON.

Employee performance at UON was positively influenced by health and wellness programmes, according to the study findings. The research recommends the need for universities and other organizations in general to invest in health and wellness programmes practices as this will enhance their employee performance. The development of policies to improve health and wellness programs at institutions such as the UoN is a priority for policymakers.

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

This study focused on how work life balance influences performance of academic staff at the University of Nairobi. The study therefore did not take into account the non-academic staff that also plays a significant role in achieving the overall goal of the

university. The study focused on only academic staff because of the distinct differences between the two groups.

Primary data was utilized in this study. To minimize the number of likely outliers, a structured questionnaire was used in the research. This may, however, pose the issue of biased data collecting because the respondents in question are restricted in how and how much they should provide. In this respect, the researcher made sure that the data collecting instrument enables complete data gathering which meets study aims as easily as feasible.

In addition, several of the respondents were skeptical about participating in the research. The researcher rectified this issue by obtaining required permission, authorization and permissions from the authorities concerned, including but not limited to the organization and the University. In addition, ethical concerns were taken into account. Finally, the researcher stated willingness to share the study with interested participants.

### **5.6 Suggestions for Further Research**

The  $R^2$  showed a variation of 46.1% which implies that other variables not considered in this study explains 53.9% of changes in employee performance. As a consequence, future study may concentrate on other variables that are likely to influence employee performance such as compensation and organization culture. Policymakers would be able to devise and firmly implement an effective apparatus to improve employee performance by determining how each of the factor influences employee performance.

The study focused on performance of academic staff at the University of Nairobi. Further studies can be conducted on WLB and performance of non-teaching staff at the University of Nairobi. A comparative study can also be conducted showing the

similarities and differences between the two categories of staff at the University of Nairobi.

The research aimed to identify factors that influence employee performance at UON. Similar investigations may be carried out in other universities or organizations in other sectors such as manufacturing, insurance among others. A cross-sectional research may also be performed for comparative reasons among many firms in a certain industry or across sectors.



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## APPENDICES

### **Appendix I: Introduction Letter**

Dear Sir/Madam,

My name is Joan Ouma. I am a student at the University of Nairobi undertaking a course for the award of a degree in Master of Business Administration. I wish to conduct a research titled. *“WORK LIFE BALANCE AND EMPLOYEE PERFORMANCE AMONG ACADEMIC STAFF AT THE UNIVERSITY OF NAIROBI”*. A questionnaire has been developed to assist gathering relevant information for this study. I will ask you a few questions to assist in completion of this study. In order to protect your privacy, we will only use the information you submit for educational reasons. Participation in the study is voluntary.

Many thanks for your acceptance with regards to participation in this study

Yours Faithfully,

**Joan Ouma**

## **Appendix II: Research Questionnaire**

The purpose of this survey is to obtain information on UON employees' work-life balance and performance. Kindly go through the questions and answer in best of your capability. The information collected will be used strictly for academic purpose

### **Instructions**

The questionnaire should not contain your name.

For each question mark a single answer (box).

### **PART A: BACKGROUND INFORMATION**

1. Gender:

Male ( )      Female ( )

2. Age:

20- 29 years ( )    30 – 39 years ( )    40– 49years ( )    50years and above ( )

3. Highest education level:

Bachelor Degree ( )    Master's Degree ( )    PhD ( )

4. What are your terms of employment? Permanent ( ) Contract ( )

5. Working experience with the current employer:-

5 and below ( )    6 – 10 ( )    11 – 15 ( )    16 – 20 ( )    21 and above ( )

### **PART B: WORK LIFE BALANCE PRACTICES**

#### **Flexible Working Arrangement**

6. Please tick to what degree you are agreement or disagreement with each assertion in accordance with the following questions. Consider giving your response a score from 1 to 5, with 5 signifying strong agreeing, 4 denoting agreeing, 3 representing neutrality, 2 expressing disagreeing, and 1 denoting strong disagreeing.

Statement	1	2	3	4	5
In order for me to be able to plan my work and personal time, I must be present throughout the company's main working hours.					
There are a handful days each week that I may work granted that I meet the quota of hours per week.					
When I need to take care of personal things before or after work, I am sometimes given the opportunity to do so.					
Even though I work in an office, I am not required to sit there. In certain cases, I'm permitted to work from my home or other location outside of my office.					
Employees who are unable to work full-time may make local agreements with coworkers via the firm.					
At any moment, I am permitted to leave my workplace.					

## Leave Programmes

7. Please tick to what degree you are agreement or disagreement with each assertion in accordance with the following questions. Consider giving your response a score from 1 to 5, with 5 signifying strong agreeing, 4 denoting agreeing, 3 representing neutrality, 2 expressing disagreeing, and 1 denoting strong disagreeing.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
I'm free to schedule my yearly leave exactly as I want it to go.					
The policy of compassionate leave is used by employees when they have to take time off for urgent personal reasons					
In the event of a family emergency, I am permitted to take a few hours or many days off work to respond to the situation					
I have no problem juggling the demands of my job and my family's needs.					
At work, I am permitted to communicate with my dependant and close family members whenever I choose.					
In general, my employer allows employees to take care of pressing personal matters.					



## Employee Assistance Programmes

8. Please tick to what degree you are agreement or disagreement with each assertion in accordance with the following questions. Consider giving your response a score from 1 to 5, with 5 signifying strong agreeing, 4 denoting agreeing, 3 representing neutrality, 2 expressing disagreeing, and 1 denoting strong disagreeing.

Statement	1	2	3	4	5
Scholarships and sponsorships are offered to all employees without regard to their status.					
Counseling services are available at my company.					
A study leave with pay is permitted at my university.					
My employer frequently hosts free health screenings and health checkups for its employees.					
Career advancement is encouraged by the structure/mechanism in place at my workplace.					
Employees may take a break from their workstations with tea and refreshments provided by my employer.					

Because I can turn to my employer for support in both my professional and personal life, I don't feel overwhelmed by the demands of both.					
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### Health and Wellness Programmes

9. Please tick to what degree you are agreement or disagreement with each assertion in accordance with the following questions. Consider giving your response a score from 1 to 5, with 5 signifying strong agreeing, 4 denoting agreeing, 3 representing neutrality, 2 expressing disagreeing, and 1 denoting strong disagreeing.

Statement	1	2	3	4	5
Employees at my company are taught about the necessity of being physically active and healthy by our employer					
There is a gym in my immediate proximity, as well as other sports activities.					
Employees get a discounted gym membership price at a location of their choices or at a location designated by the employer.					
My employer often organizes family-friendly events and fun days for us to participate in.					

I have plenty of time to participate in any sports activity.					
When we take a break from work, we are urged to engage in indoor activities.					
My employer regularly sponsors interdepartmental gaming competitions, which we participate in on a regular basis.					

**PART C: EMPLOYEE PERFORMANCE**

10. Please tick to what degree you are agreement or disagreement with each assertion in accordance with the following questions. Consider giving your response a score from 1 to 5, with 5 signifying strong agreeing, 4 denoting agreeing, 3 representing neutrality, 2 expressing disagreeing, and 1 denoting strong disagreeing.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Students have lodged just a few formal complaints against me, which have been linked to me.					
I am consistently successful in meeting my targets.					
The university's student population has increased dramatically.					

I am consistently driven to work, and as a result, I am pleased with my job.					
I always relate well with other employees					
My performance appraisals have always been higher than average.					
I am constantly in a position to provide excellent service to my students.					

Thank you for your co-operation