

**EFFECT OF WORK-LIFE BALANCE ON EMPLOYEE PRODUCTIVITY IN  
UNIVERSITIES IN KENYA**

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## DECLARATION

### Students Declaration

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

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**Sign.....**

**Date.....**

### Supervisor's Declaration

I do hereby confirm that I have examined and approved the master's dissertation by Murithi Fridah Gakii in partial fulfillment of the Master of Business Administration- Human Resource Option.

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## ABSTRACT

The main objective of the study is to find out the effect of work life balance on employee productivity in institutions of higher learning. Work life balance is all about attaining a balance between professional work and other non-work activities; life and family. Work life balance initiatives if well implemented enhance efficiency and thus the productivity of employees' increases. It brings about satisfaction in both the professional and personal life aspects of an employee. The study looked at problems that may arise as a result of poor balance between life and work, or lack of implementation of work life balance as well as the benefits that may be experienced as a result of proper balance between work and life. This study sought to shed light on work life balance practices by Kenyan universities, to establish the level of employee productivity and find out the relationship between work life balance and employee productivity Kenyan Universities .The study sought to achieve four objectives; to determine the effect of flexible working arrangements on employee productivity, to determine the effect of employee health and well- being initiatives on employee productivity, to find out the effect of career development on employee productivity and to assess the effect of leave arrangements on employee productivity. The study used descriptive survey; the research design was stratified random sampling because of the distinctive nature of the population. The sample size was 352 respondents comprising of both teaching and non-teaching employees from KCA University and Jomo Kenyatta University of Technology. The data was collected using structured questionnaires which were administered by the researcher. Data collected was analyzed using both descriptive and inferential statistics. SPSS (21) was used to analyze and results obtained indicated that work life balance initiatives was significant as performance measurement model and the strength of the relationship between employee productivity and each of the independent variable performance measurement had a significant effect on employee productivity. Data analyzed showed good reliability and multi-collinearity was present. Multiple regression analysis was positively significant and presented using tables.

**Key words:** Work life balance, Employee productivity

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## **DEDICATION**

I dedicate this work to my son Ethan Macharia Githinji for the support and that he gave me during the period of my research work. I sincerely appreciate him for his patience and motivation.

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## **ABBREVIATIONS AND ACRONYMS**

ACAS	: Advisory Conciliation and Arbitration Service
BAT	: British American Tobacco
CIPD	: Chartered Institute of Personnel Development
COTU	: Coalition of Trade Unions
EAPs	: Employee Assistance Programmes
EHWP	: Employee Health and Wellness Programmes
FKE	: Federation of Kenyan Employers
FTW	: Family to Work Interference
FWA	: Flexible Work Arrangements
HRM	: Human Resource Management
H.I.V/AIDS	: Human immunodeficiency virus and Acquired immunodeficiency syndrome
JKUAT	: Jomo Kenyatta University of Agriculture
KCAU	: KCA University
R.I	: Role Interference
R.O	: Role Overload
SET	: Social Exchange Theory
UN	: United Nations
USAID	: United States for International Development
WTF	: Work to Family Interference
WLB	: Work Life Balance

## **DEFINITION OF TERMS**

### **Career Development**

Career Development is the development of the capacity and capability of the employees McMahon and Pocock (2011)

### **Employee Productivity**

Employee productivity sometimes known as workforce productivity is an evaluation of the efficiency of an employee or group of employees and is assessed in terms of the output of an employee in a specific period of time .Techtarget, (2014)

### **Employee Health and Wellness**

Employee Wellness Programmes are intervention strategies intended to promote the well-being of employees. They could be curative and preventative in nature Sieberhagen et al (2011)

### **Employee Leave Arrangements**

Leave is a period of time that one must be away from one's primary job, while maintaining the status of employee. Musyoka, Ogutu and Awino (2013).

### **Flexible Working Arrangements**

Flexible working describes any type of working arrangement that gives some degree of flexibility on how long, where and when employees work ACAS (2015)

### **Human Resource Management**

Human Resource Management (HRM) is the term used to describe formal systems devised for the management of people within an organization Armstrong (2009)

### **Work life Balance**

Work Life Balance is the level to which an employee experiences feeling fulfilled and having his or her needs met in both work and non-work aspects of life. Tressa and Manisha, (2016)

## **CHAPTER ONE**

### **INTRODUCTION**

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

The competitive pressures business entities continue to face requires them to give attention to their operational effectiveness for competitive advantage. The effectiveness mainly depends on the performance of the work force Daeley, (2012) and this means that employees are a valuable resource in an organization and are capable of providing competitive advantage.

Lewis, Gambles & Rapaport (2007) give insights into the origin of Work life balance. The concept originated in the Western countries when the number of women entering the labour market grew and brought about focus on working mothers and dual earner families. The stress and burn out associated with workplace changes in the 1980s and 1990s reflected debate around work family conflict. A shift from work family and family friendly policies focusing on women especially mothers to work life, the origin of more recent Work Life Balance discourse began in the 1990s Lewis et al (2007).

Organizations require empowered employees who possess higher competencies and multi tasking skills in order to ensure sustained growth at minimum operational costs. Employees working in organizations of the modern era most often encounter eternal challenge of performing well and are forced devote most of their time at work, however commitment towards self-development, allegiance to family and social life in order to fulfill the demands and duties along with organizational obligations are imperative for any individual employee Poulose and Sudarsan ( 2017) .

##### **1.1.1 The Concept of Work life balance**

In today's competitive world both private and public organizations are facing new challenges regarding continued quality service delivery and creating committed workforce Wainaina, (2015). Currently neither public nor private organization can perform at highest levels unless each and every employee is committed to the organization's goals and objectives Varsha and Bhati, (2012). Organizations have therefore come to realization that employees are the drivers of efficiency and competitive advantage (Lissy and Ventakash (2014). The resource-based view

maintains that human resources can meet the criteria for resources that are valuable, rare, inimitable, and non-substitutable Okemah, (2016).

For organizations to succeed and perform there is need to address the needs of these valuable assets, hence the need to address aspects such as work-life balance and other factors which could have an effect on employees' productivity. Tressa and Manisha, (2016) refer to Work Life Balance as the level to which an employee experiences feeling fulfilled and having their needs met in both work and non-work aspects of life. Through experiencing greater work-life balance individuals detail feeling better in general (for example greater job and personal life fulfillment) and tend to behave in good ways (for example lower turnover and absenteeism). Organizations therefore need to adopt a strategy for improving employees' Work-Life Balance (WLB) to satisfy both the organizational objectives and employee needs Havlovic, (2007). This is to mean that every organization would be interested in bringing about a superior level of productivity from employees.

Mohanty and Jena (2016) in their research explain that the biggest problem faced by working professionals is the inability to balance the demands and pressure at the place of work and demands and pressures at home. To resolve Work-Life imbalance happening among today's professional there are two major issues that need to be understood: Role overload (RO) meaning having too much to do and too little time to do it in limited time frame and Role interference (RI) meaning when incompatible demands make it difficult, if not impossible, for employees to perform all their roles well. According to Patwardhan (2014) role interference in turn consists of two factors; that is work to family interference (WTF), where work interferes with family life and family to work interference (FTW) where family demands such as child and elder care affect work. However, achieving work –life balance may be the main concern and desire of an individual employee: but it is not his or her sole responsibility to be a lone fighter. Employers being the norms and conditions setters at workplace are considered to be facilitators of work-life balance.

Universities are key sources of formal employment and offering Work Life Balance benefits according to Tressa and Manisha (2016) is not enough: the organization and management must stand behind its promotion of proper work-life balance for employees by creating a culture and designing policies that are in support of this initiative. The Kenyan Employment Act of 2007 enforces statutory leaves such as 3 month paid maternity leave (Section 29) and 21 day paid

annual leave (Section 28) and at least one day off each week (section 27). This is not enough as some situations may require employees to take time off in order to take care of non-work issues. The provision of flexible working arrangements and work place facilities such as counseling and crèches are left at the discretion of the employer, Muasya (2016).

According to Aryee (2007), most studies on work life balance are based on Western contexts and this gives the false impression that work-life balance issue is not a problem in sub-Saharan Africa. In the Kenyan context, Strathmore Business School (2011) reported mixed responses on the existence and extent of acceptance of work life initiatives by Kenya 's organizations. Kenyan organizations still have a lot to work on, to be able to reach international standards in enacting work- life policies and practices. Work Life Balance policies are a formal or informal set of terms and conditions which are designed to enable an employee to combine family responsibilities with employment. Muinde (2013) in his research observes that Kenya's organizations are slowly adopting and implementing Work Life balance practices to benefit their employees.

Sarapay (2012); Kim and Wright (2010) give examples of organizations that have roots in the United States of America like the United Nations (UN) in Nairobi, the United States Embassy and the United States Agency for International Development (USAID) that allow their employees free time on Friday afternoons so that employees can run their personal errands. The Coca-Cola headquarters and Safaricom Kenya are also equipped with a sparkling gym to enable their employees to exercise within the organizations Sarapay (2012) British American Tobacco Kenya Limited (BAT) and Safaricom Kenya Limited have introduced telework and invested in baby crèches /day care centers for their employees' babies.

Few organizations have in place Work Life Balance policies that are assumed to deal with the imbalances between the work and life components. They include Flexible work arrangements, wellbeing initiatives, career development opportunities and leave arrangements McMahon and Pocock (2011).

### **1.1.2 Employee Productivity**

Employee productivity can be thought of as how effectively organizations and the people working in them produce value from available inputs, Cheese (2015). According to Joshi and Balyan (2011), Employee Productivity also known as labour productivity is known as the output

per person or system. Samnani and Singh, (2014) define productivity as the ratio of outputs to inputs. It refers to the volume of output produced from a given volume of inputs or resources. If the firm becomes more productive, then it has become more efficient, since productivity is an efficiency measure. Productivity in itself has so many benefits to the organization, Chen, et al (2015) believe that it translates to real income and that means that the firm can meet its duties to customers, suppliers, employees, shareholders and government (taxes and regulation) and still remain competitive or improve its competitiveness in the market place. Onyije (2015) looks at productivity not so differently from other researchers, according to him high productivity levels translate into lower unit costs and it is one of the drivers of success in the organization. It is growing the business in a way where the employees and the employer are satisfied.

Productivity in the Kenyan Universities has suffered serious decline. Researchers have shown that productivity has not really improved even with the enormous Human Resource Management initiatives such as work life balance at their disposal. Global trends are changing the world of business and according to Awan and Tahir (2015) these trends have compelled organizations to invest in capacity development in order to be more cost effective, innovative and generally more competitive than other industry players. The sources of competitive advantage for these organizations would include financial strength, tangible resources such as production facilities, location advantages, intangible resources and employees. The employee is arguably the most strategic of these resources that the organization could possess. This is because it is the employee that determines how efficiently any of the other resources can be utilized by the organization Mokaya et al (2013) and by implication, an organization could have excellent resources but would still be uncompetitive if it fails to properly invest in ensuring the its employees are well taken of. It is believed that organizations can exploit its employees to achieve competitive advantage by increasing their level of productivity, Ataulah and Sahota, (2014).

There are measures that need to be put in place for employees to be productive. These are Human Resource Management initiatives such as work life balance that will help workers in balancing their work and family demands, Beauregard and Lesley (2008) believe that these initiatives can in turn lead to improved employee productivity and significant business improvements. According to Shankar and Bhatnagar (2010), the current work scenario is marked by intense pressure, constant deadlines, changing demographics; fast pace of change, increased use of technology and the virtual work place. Juxtaposed with this, the increase in average

income and rise in living standards have individuals striving for better work atmosphere, improved family and personal life and amidst these pressures are expected to balance their work and life aspects of their lives. More so generations X and Y are keeping the pressure on companies to devise flexible, innovative options that give high-performing employees more choice and control in managing the competing demands of work and family, Klun (2008).

### **1.1.3 Kenyan Universities**

The demand for University education in Kenya has significantly increased and continues to swell, and Universities being accountable to the public as stakeholders need to guarantee that they offer quality teaching, research and community service to its students. With the increasing numbers of students seeking places in universities, the question of quality is critical and requires urgent attention Gudo (2011).

The Number of Universities in Kenya has grown since the country's independence in 1963, from one (1) to thirty (30) Public Universities and eighteen (18) private Universities, Economic Survey (2016). The demand for education has resulted to establishment of new Universities and expansion of the already existing ones which translates to more work pressures for employees, as Malik (2009) points out that the University education is currently facing challenges it never faced before. These challenges according to Malik include; an increase in number of students, use of technology assessment, different background of students, globalization, learning corporate style, management among others put extra pressure and responsibility on the shoulder of the employees and it is even worse when the institutional factors are not conducive to the employees. According to Kinyanjui 2007, it is paramount that universities build capacities of students and make them succeed as intellectuals, leaders, professionals, researchers and creative human resource. However, stakeholders have expressed growing concern about the quality of university education outcomes, in particular that of the standard of research and student achievements Mbirithi (2007).

### **1.2 Problem Statement**

Work life balance is a relatively new Human Resource Management practice that seeks to strike a balance between work, life and family spheres of an employee. More often employees are faced with two aspects associated with work-life balance –the first is lack of or limited time and



scheduling conflicts, and the other is feeling overwhelmed, overloaded or stressed by the pressures of multiple roles. More often than not demanding workloads and a need to develop and improve skills and at the same time working to fulfill family and personal responsibilities.

Proponents of Work Life Balance argue that when executed well it can enhance both organizational and employee productivity, with this realization organization have been investing heavily in work life balance initiatives such as flexible work arrangements, employee health and wellness, career development and leave arrangements McMahon and Pocock (2011). However, despite the adoption of Work Life Balance programmes in Universities levels of productivity are still low. There is still notable decline in service provision in Universities due to absenteeism, stress burnout, high labour turnover and general dissatisfaction with organizational policies. This is corroborated by Selesho (2014) who found out that retention of workers in higher learning Institutions is a serious concern because a high employee turnover has grave implications for the quality, consistency, and stability of academic enterprises.

Powell (2010) confirms that turnover can have detrimental effects on students and remaining staff members who struggle to give quality services, when positions are vacated and then filled by inexperienced personnel. According to a research carried out by the Inter-University Council of East Africa, (2014) confirms that at least half of the graduates produced by East African Universities are half baked for the job market: the graduates lack employability skills that is , the technical mastery and basic work-related capabilities. Missing examination marks and grades in Kenyan Universities constitute a national disaster and is symptomatic of deeper issues touching on among others human resources, Commission for University Education (2016).

In Kenya, very little research has been done on work-life balance in Institutions of Higher Learning. A number of researches though have been carried out on job satisfaction and organizational commitment. Ntuara (2008) carried out a survey on the relationship between job satisfaction and organizational performance of companies listed in the Nairobi Stock Exchange. She found that job satisfaction had some significance on the listed firm's performance but is minimal as it accounted for only 8.7% of the variance in performance. On the same note, Njenga (2007) found a positive relationship between job satisfaction, organizational commitment and the performance from a study of public secondary schools in Dagoretti, Nairobi. Wang and Walumbwa (2007) found that the availability of flexible work arrangements was associated with increased organizational commitment for banking employees in Kenya, China and Thailand only

when employees perceive their supervisors to exhibit transformational leadership behaviors, including individual consideration.

The studies above do not address the work life balance concept. It is clear that very little study has been done in Kenya on work-life balance, and especially its effects on productivity of university employees in Kenya. There is also no sufficient evidence to show the relationship between the existence of Work Life Balance and the application of these Work Life Balance policies in Kenyan Universities. There is thus a wide gap of knowledge which needs to be filled by this research. From the above background, the study seeks to find out the effect of work-life balance on employee productivity.

### **1.3 Objectives of the Study**

The general objective of this study is to assess the effect of work-life balance on employee productivity.

#### **1.3.1 Specific objectives**

This study seeks to achieve five specific objectives

- i. To find out the effect of flexible working arrangements on employee productivity
- ii. To determine the effect of employee health and well- being initiatives on employee productivity.
- iii. To find out the effect of career development on employee productivity.
- iv. To assess the effect of leave arrangements on employee productivity.

### **1.4 Research Questions**

This study is guided by four research questions

- i. What is the effect of flexible working arrangements on employee productivity?
- ii. What is the effect of employee health and well- being initiatives on employee productivity?
- iii. What is the effect of career development on employee productivity?
- iv. What is the effect of leave arrangements on employee productivity?

### **1.5 Significance of the Study**

The study will be significant in providing relevant information that may assist Universities management in formulation of strategies aimed at increasing employee productivity and

commitment. The findings will also be useful to other learning institutions and other organizations in making policies on HRM that will promote employee productivity and commitment, the findings will also contribute to knowledge in the area of work- life balance and employee productivity as well as serving as an eye-opener to the employees to understand the dynamics of work-life balance to promote healthy living and healthy working atmosphere.

### **1.6 Scope of the Study**

The study focused on the effect of work life balance on employee productivity in Kenyan Universities. The study focused on two universities; Jomo Kenyatta University of Agriculture and Technology (representing public universities) and KCA University (representing private universities). The study took an estimated three months.

### **1.7 Basic Assumptions of the Study**

It was assumed that the respondents would cooperate and give reliable and truthful information to ensure the true picture was captured. It was also assumed that they would return the questionnaires on time. The fundamental assumptions entertained in order to enable the undertaking of this study were that the sample unit that was under focus was a true representation of the population, and that the responses that were collected back from the respondents provided the necessary data for a conclusive and informed outcome.

### **1.8 Delimitations of the Study**

Limitations are conditions beyond the control of the researcher that may affect the conclusions of the study and its applications to other situations. There was likelihood that the respondents would be reluctant to fill the questionnaire for fear of being exposed as the unproductive. It was therefore prudent for the researcher to create rapport from the beginning and assure them confidentiality of the information they gave; that it was purely for academic purposes and advised them not to disclose their identities. A university's workforce being of two distinct divides; the teaching staff that is highly educated and support staff which could include some employees with low education levels, the researcher was faced with challenges when developing the questionnaire that favored both categories of respondents without sounding so complicated or oversimplified for either divide. To ease this challenge, the researcher discussed with the supervisor and sought assistance from questionnaire experts to ensure that the best wording was

achieved; language was achieved as well as encouraging the respondents to ask for clarification when they faced any difficulties with the research instrument.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The review of literature involves the analysis of documents containing information related to the research problem being investigated. Various literatures related to the variables of this study and theories under which this study is grounded and sentiments of various authorities' study is reviewed in this chapter.

#### **2.2 Theoretical Review**

McNutt, (2010) defines a theory as a system of interconnected ideas that condense and organize knowledge about the world. The study will be guided by segmentation theory, role enhancement theory, and spill over theory, social exchange theory and compensation theory.

##### **2.2.1 Role Enhancement Theory**

Flexible work arrangements have been important for work-family studies, because the interface between work and family demands is a significant cause of inter role conflict, defined by Greenhaus and Beutell (1985) as conflict experienced, when pressures arising in one role are incompatible with pressures arising in another role Rau (2003).Greenhaus & Beutell ( 1985) , described eight propositions where the constructs are in conflict in relation to time, role strain, and specific behavior as ; pressures must come from both family and work ; self-identification with roles is necessary ; role salience moderates relationships and is positively related to conflict level; conflict is strongest when there are negatives associated with non-compliance; directionality is based on conflict source ; conflict is related to career success and stage ; external support is related to conflict .

In relation to the study there are two major issues that need to be understood to resolve the work-life imbalance happening among today's professional: Role overload (RO) i.e. having too much to do and too little time to do it in limited time frame and Role interference (RI) i.e. when incompatible demands make it difficult, if not impossible, for employees to perform all their roles well. Introduction of Flexible working arrangements has resulted to attracting, recruiting and retaining highly qualified staff to organizations, Shagvaliyeva and Yazdanifard, (2014):

Beauregard and Lesley, (2008). This theory supports the objectives which seek to find out the effect of flexible working arrangements on employee productivity and the effect of leave arrangements on employee productivity.

### **2.2.2 Spill-over Theory**

Spillover is a process whereby experiences in one role affect experiences in the other. Spillover theory hypothesizes the conditions under which the spillover between the work system and the family system is positive or negative. Research shows that if work-family relations are inflexibly structured in time and space, then spillover in terms of time, energy and behavior is generally negative. Research also supports the notion flexibility, which enables individuals to integrate and overlap work and family responsibilities in time and space leads to positive spillover and is instrumental in achieving healthy work and family balance Martinson et al (2003). According to Edwards and Rothbard ,(2000) there are two interpretations of spill over : ( a) the positive association between life and work satisfaction and life and work values , Zedeck, (1992 ) and ( b) transference in skills and behaviors between domains such as when fatigue from work is experienced at home or when family demands interfere with work demands , Repetti, ( 1987). From the literature, it is unmistakable that despite there being WLB policies the reality of working life today is that workers are continuously trying to manage their work and personal lives and in their effort to balance both, it is often the influence or the interference that leads to a positive or negative spillover Bell, Rajendran and Theiler, (2012). Some of spillover effects that have been mentioned in the literature are absenteeism, labour turnover, stress and burnout, job dissatisfaction, improved working relations among others. Spillover theory supports the second objective that seeks to establish the effect of employee well-being on employee productivity.

### **2.2.3 Social Exchange Theory**

Social Exchange Theory (SET) identifies the conditions under which people feel compelled to reciprocate when they benefit from some person's or some organizations actions. The theory is used to understand the quality of the relationship between workers and employers and in promoting performance through pro social behavior, organizational citizenship behavior and extra role performance Lambert & Waxman, (2005). SET explains how successful relationships can be modeled using attraction, communication, expectation formation and norm development,

to induce and maintain commitment Gundlach, Achrol and Mentzer , ( 1995) . Work life balance initiatives influences on the organization versus employee social exchange is most likely to be evidenced in their aggregate use, perceived availability and value. These efforts provide fresh evidence that the basic tenets of SET holds in the work place that positive beneficial actions directed at employees by the organization or its representatives contribute to the establishment of high quality exchange relationships that create obligations for employees to reciprocate in positive beneficial ways Cropanzano & Mitchel ,(2005) .Positive relationships between the employee and the organization can help generate favorable outcomes such as organizational commitment , faster career progression , job satisfaction and organizational citizenship behaviors . Looking at it from the behavioral science point of view, social exchange theory is a behavioral science that conceptualizes mutual exchanges between the employer and the employee.

In relation to the study career development opportunities are believed to be an important determinant of employee – organizational relationship. Career development is conceptualized as consisting four factors; meeting career growth, developing one’s professional abilities and receiving promotions and compensation commensurate with those abilities. Therefore, this forms the basis for evaluating the effect of career development on employee productivity.

## **2.3 Empirical Review**

This section provides a review of related literature from journals and previous research papers on work-life balance and employee productivity.

### **2.3.1 Work-Life Balance and Employee Productivity**

Verma, (2007) defines Work life Balance as an adjustment of pattern of work so that the employee can benefit from a better fit between their work, family and areas of their personal life and in long run hope to achieve sustainable development and profitability. Work life balance means being able to balance career and personal responsibilities. In practice, however the boundary between work and life is often blurred, and many employees struggle to find- and maintain a balance. Fear that cutbacks and layoffs may impact them personally has many employees putting in more hours. Others is using their smart phones to be on call when they are not physically at work. Add to this family obligations and community commitments and it’s easy

to see why so many employees feel overwhelmed, overloaded and overstressed Alterman et al (2010).

According to Tremblay (2009) Work-life balance refers to the idea of linking or combining the professional responsibilities related to employment on the one hand and family or personal responsibilities and activities on the other. The term work-life balance was used mainly by psychologists to refer to role conflicts. Research has brought out three main conflicts: time-based conflict, strain-based conflict, and behavior-based conflict. Time based conflicts result from role overload and the difficulty of balancing the competing requirements of multiple roles. Strain-based conflicts are the result of stress experienced in a role that affects and interferes with participation in another role for example a job interferes with family life or the reverse). Behavior conflicts occur whenever the behavior specific to one role proves incompatible with the behavior expected in another role, and the person concerned does not make the adjustments required to avoid spillover.

Work-life balance according to Davidson, (2014) is experiencing a sense of control and staying productive and competitive at work while maintaining a happy, healthy home life with sufficient leisure. It's also attaining focus and awareness, despite seemingly endless tasks and activities competing for your time and attention. As such in the current work place employees face a greater workload, increasing time pressure and growing obstacles in satisfying both job and personal demands Sabatini et al (2008). At work the demand for efficiency leads more to more tasks which have to be fulfilled in a shorter period of time. Corporate globalization has resulted in an increasing number of business trips for the employees leading to longer periods of absenteeism from families or personal lives Homburg and Bauer, (2007).

Satisfying the two divides of work and family is one of the biggest challenges for modern employees Francis and Turner, (2012). As Bowswell and Olson-Buchanan (2007) stated, increasingly affordable technologies have made it more feasible for employees to keep contact with work. Employees have many ways, such as electronic mails, computers, and mobile phones, which enable them to get their work done beyond the physical boundaries of their office. Employees may respond to an electronic mail or a voice mail after work hours or during the weekend, generally while not officially on the job. Researchers have found that workers who take their work roles to be an important component of their individuality will be more likely to apply these communication technologies to work while in their non-work domain. Gerbert,



(2010) argues that many people expose themselves to the so-called job stress, because the hard worker enjoys a very high social recognition.

Porter and Lawler (2008) state that work-life balance policies define how the organization intends to allow employees greater flexibility in their working patterns so that they can balance what they do at work with the responsibilities and interests they have outside work. The policy indicates how flexible work practices can be developed and implemented. It emphasizes that the number of hours worked must not be treated as a criterion for assessing performance. It sets out guidelines on specific arrangements that can be made such as flexible hours, compressed working week, term-time working contracts, working at home, and special leave for parents and carers, career breaks and various kinds of child care.

Muinde (2013) in his research observes that Kenya's organizations are slowly adopting and implementing Work-Life Balance practices to benefit their employees. Several organizations have in place WLB policies that are believed to deal with the imbalances between the work and life components. These are work place support systems or rather the measures the organization has put in place to support work-life balance. They vary from organization to organization, and can be customized to suit different work environments, McMahon and Pocock (2011). They include Flexible work arrangements, wellbeing initiatives, career development opportunities and leave arrangements.

Employee productivity sometimes referred to as workforce productivity is an assessment of the efficiency of a worker or group of workers. It is evaluated in terms of the output of an employee in a specific period of time and because much of the success of any organisation relies upon the productivity of its work force, employee productivity is an important consideration for organisations, Techtarget (2014)

Productivity is every organizations major goal. Productivity is critical for the long term competitiveness and profitability of organizations and as the National Research Business Institute (2017) puts it, low output workers indicate a serious problem within an organization, forcing companies to adapt innovative techniques such as work-life balance policies to increase employee productivity. The experience of work-life balance is positively related to employees' performance and organizational performance as well. Parkes et al, (2008). Work-life balance has been shown to have positive outcomes, such as low turnover intention, improvement of performance and job satisfaction. Leiva et al (2012)

Every organization and business wants to be successful and have desire to get consent progress. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To achieve prosperity, organizations design different strategies to compete with the competitors and for increasing productivity of the organizations: one of the strategies being work-life balance. Maduka (2015); Muchithi (2015)

It is paramount for organizations to recognize that employees are human and therefore need support in order to boost their productivity. Competing demands between work and life have assumed a greater role in productivity. Some organizations have come up with proper work life balance practices but have failed to ensure that the practices are being used to good effect.

According to Beauregard & Henry (2008), there have been indications that good work-life balance practices will assist employees in balancing their work and family demands which in turn lead to enhanced productivity and significant business improvement. Other notable positive effects of work-life balance practices are on recruitment, retention, attendance including turnover intention and productivity.

The work foundation CIPD, (2008) suggests that implementing work-life balance requires managers to shift the way that they measure staff performance, requiring more effort in judging performance and output rather than time spent during the job. Managers clearly have to learn how to manage at a distance. But all this needs to be supported by the organizational culture. To thrive, work-life balance needs a supportive organizational culture that has sympathetic values and practices at its core.

### **2.3.2 Flexible work Arrangements and Employee Productivity**

The context in which work takes place is changing rapidly, creating new challenges and opportunities. Traditional ways of working are no longer valid, as the landscape of work is redefined by advanced technologies, changing demographics and rapid globalization, Cooke (2012). With advanced technologies the nature of work is becoming more complex and technology –dependent creating a need for employees to manage their own working styles and time. It has also seen an increase in collaboration where new technology platforms are facilitating greater collaboration and enabling new forms of virtual working.

Changing demographics has seen older workers work for longer, requiring organizations to accommodate an ageing workforce or face losing important knowledge and skills. Generation X

and Y are the newest cohorts that bring with them new values and expectations around working life that demand more flexibility in their roles and more social approach to work Cooke (2012). With the large number of women entering management over the next decades, it is incumbent on organizations to develop corporate human resource policies that will minimize the current stresses and strains, which are particularly being experienced by working women with families. Rapid globalization has brought its share of demands. High customer expectations presents organizations with new opportunities but capturing these opportunities and meeting customer demands requires a 24/7 culture. Sustainable growth or expansion too is a major demand of globalization. In combination these forces are creating an urgent need for flexibility. Each force represents a growing level of complexity and meeting this complexity requires a more agile approach to work. Flexible working arrangements have recently gained a lot of attention from organizations and in addition some researchers argue that flexible working practices facilitate work-life balance and with shifting family patterns such practices are beneficial for both women and men, Thomson (2008): Hofacker and Konig (2013).

Flexible working describes any type of working arrangement that gives some degree of flexibility on how long, where and when employees work. According to Advisory, Conciliation and Arbitration Service (2015) organizations are under constant pressure to produce goods and services of the right quantity and at the right price, as when customers want them. To meet these demands sometimes new ways of working have to be found to make the best use of staff and resources. Flexible patterns of work can help to address these pressures by maximizing the available labour and improving customer service. Organizations should have a 'duty of care' to protect their employees from risks to their health and safety. These risks might include stress caused by working long hours or struggling to balance work and home life.

However, the provision of flexible working arrangements is left at the discretion of the employer Muasya 2016; Advisory, Conciliation and Arbitration Service (2015) and again not all flexible working arrangements will be suitable in all workplaces. Ortega (2009) points out that employers give employees flexible work arrangements in order to improve performance rather than attend to their family concerns hence a dilemma to employees because flexible work arrangements are given at the discretion of the employer. The employer controls the employees working arrangements hence they cannot exercise choice over working arrangements.

There are three major forms of flexible work arrangements: flexibility in the scheduling of hours

at the place of work, and the numbers of work hours. Flexibility in the scheduling of hours usually includes flexi-time, compressed workweek, and scheduling of breaks and overtime. Flexi-time means that employees work a certain number of core hours, but they can vary their start and stop times as long as they work the equivalent of a full work week. Compressed workweek means working longer hours each day to reduce the number of days in a workweek and taking a day off, job sharing which means sharing a full-time job between two employees. Flexibility in the place of work allows employees to perform tasks at places other than their primary workplace during their work schedule. Working from home is the most common example, Chen (2015); Beauregard and Lesley (2008).

The International Labour Organisation (ILO) Convention on hours of work, points out that flexible work arrangement is a contentious issue but Lambert, Marler and Gueutal (2008) observe that employers are increasingly granting their employees some level of autonomy and work flexibility to control and manage themselves as to when and where they work from. According to Agha, Azmi and Irfan (2017), non-standard hours of work have a negative bearing on work life balance, and if an employee works 46 hours or more in a week then that employee will often experience a burn-out hence poor productivity. The introduction of flexible work arrangements policies has resulted to attracting, recruiting and retaining highly qualified staff to their organizations research by Shagvaliyeva and Yazdanifard (2014): Bueauregrad and Lesley (2008). With employees' ability to schedule their work, they feel that employers care about their well being and non-working lives Casper and Harris (2008). This leads to increased job satisfaction and employer resulting to higher work commitment increased productivity and reduced employee turnover and absenteeism .

Benefits of flexible work arrangements initiatives are quite vast for employees. But despite their apparent advantages some employees, mostly men think that such practices result in lower income and higher employment insecurity Hofacker and Konig (2013) , others see the flexible work arrangements as a way to develop their organizational commitment, while women associate flexibility with the work- life balance improvement. Evidence suggests that flexible working practices fit women more than men and are more likely to be employed by women due to the ideology beliefs of motherhood Lewis and Humbert 2010. Previous researches also assert that women request and access the flexible working hours more frequently than men Skinner and Pocock, (2011). However due to changing demographics and gender norms as well as rise in

women work-force, flexible work arrangements are slowly being utilized by men these days as they fulfill work-life responsibilities Hofacker and Konig (2013).

### **2.3.3 Employee Health and Wellness Programmes (EHWP) and Employee Productivity**

Wellness management strives to meet the health and wellness of employees. Employees and their dependants should benefit from Employee Health and Wellness Programmes assistance provided by employers to manage their physical and emotional wellbeing as they spend many hours of their lives at the work place and work concerns cannot be seen as separate from their personal and social lives, Pillay and Terblanche (2012). Chronic health conditions including those resulting from Human immunodeficiency virus and Acquired immunodeficiency syndrome HIV/AIDS, trauma, substance abuse and relationship problems are some of the concerns that filter into the job environment and influence absenteeism, accidents and general productivity Makgato (2016).

Work place wellness management programme has its origin from Employee Assistance Programme (EAP). Historically the Employee Assistance Programme mainly supported individual wellness, through counseling, childcare assistance and such educational efforts as stress management, managing change, and their wellness promotion strategies Pillay and Terblanche (2012). According Sieberhagen et al (2011) Employee Wellness Programmes are intervention strategies intended to promote the well-being of employees. They could be curative and preventative in nature. The purpose of introducing a wellness programme in an organization is to create an awareness of wellness issues, to facilitate personal change and health management and to promote a healthy and supportive workplace. Wellness Management is a priority in today's organization due to increasing recognition that the health, safety and wellness of employees directly impact on the productivity of the entire organization.

Roche and Rolley (2011) and Juniper et al (2011) explain that an employee's wellbeing is a holistic ideal and includes individual factors that aid happiness such as personal growth, purpose in life, positive relationships with others and social contribution and it is also about the environment that we live in. According to Kanjere, Thaba and Makgato (2014), wellness has a three dimensional concept: Health and wellbeing can refer to the actual, physical and health of employees as defined by symptomology and epidemiological rates of physical illnesses and diseases; which can refer to mental, physiological or emotional aspects of employees as indicated

by emotional states and epidemiological rates of mental illness and diseases. In addition to the two dimensions are societal dimensions of health and well-being, such as alcoholism and drug abuse rates and their consequences.

Physical wellness according to Employee Health and Wellness Framework (2008), is the ability to maintain a healthy quality of life that allows individuals to get through their daily activities without undue fatigue or physical stress and the ability to recognize that behaviors have a significant impact on our wellness and adopting healthful habits that include routine checkups, balanced diet, exercise among others while avoiding destructive behaviors like drug and substance abuse. Wellness programmes have become common in most organizations with the most frequently targeted behaviors exercise and weight loss and dietary practices Cavico et al (2014).

Psychosocial wellness can be seen as the traditional Employee Assistance Programmes (EAPs) focusing on preventing and addressing psychosocial hazards such as stress, physical and emotional violence, overload, substance abuse among others, through risk assessments and policies as well as organizational, environmental and individually focused interventions. This definition deduces concerns like health, marital, family, financial, alcohol, drug, legal, emotional burnout, stress, bereavement or the personal factors that may affect productivity. Steinmann (2008); Terblanche and Pillay (2012).

The implementation of wellness programme by organizations ensures that they stay ahead of their competitors, as they will continuously improve. Employees who are physically healthy are more resilient and deal more effectively with stress producing factors such as work overloads, work pressure and job insecurity. A key reason behind the implementation of wellness programme has been to improve employee health, reduce organizational costs, improve morale and thus lower illness-related absenteeism rates. However, organizations rarely evaluate the effectiveness of these programmes in meeting these goals Parks and Steelman (2008).

McClearn et al (2010) note that many employees and their families are negatively affected by drug and alcohol abuse. These abuses directly affect job productivity and service delivery as they are projected in prolonged absenteeism. Absenteeism is the single largest source of lack of productivity in business in the United Kingdom (U.K).

In his research Ally (2009), indicated that employers cited increased absenteeism, reduced productivity and increased healthcare as the consequences of employee substance abuse. Other

causes of absenteeism include serious accidents and illness, low morale, poor working conditions, boredom on the job, lack of job satisfaction, inadequate leadership and supervision, personal problems, (financial, marital, substance abuse, child care among others), poor physical fitness, inadequate nutrition, transportation problems, stress and work load Babatia (2008).

Organizations can realize improved productivity and reduced levels of absenteeism by monitoring absence and supporting health and wellbeing of employees. This can be by implementing proactive health and absence management policies intended to empower employees to take responsibility of their own health and wellbeing.

Employees have young children, and childcare support is crucial for the reconciliation of work and personal life. Childcare facilities serve an important purpose in that they are designed to take care of children and contribute to the working parents WLB, Njoroge (2014). According to Tinuke (2008), childcare assistance can boost output and drive among employees. It also reduces turnover, accidents and absenteeism. Vlems (2008), concurs that the demand for childcare options as a means of helping employees achieve WLB is becoming more and more imperative. Child care options include crèche, day-nursery, after school childcare, teen care among others.

In the U.K and other Western countries, local authorities are obligated to secure sufficient childcare support for working parents and those making transition to work if there is no other person who is willing to provide the care, however in Kenya there is no legislative framework for employer-supported childcare. The social situation according to Njoroge (2014) regarding childcare is different in the two countries. In Kenya, many employees make use of house managers, nannies or house helps to assist in caring for their children. This at times is unsettling and stressful for working parents, with Kenya having been identified as a major point of origin, transit and destination of victims of trafficking particularly women and children, National Crime Research Centre (2014).

According to Tinuke (2014) there are various vital machineries organizations can encourage and put in place to improve Employee Health and wellness; stress management; change management; technology management and leisure management. Self-management is the acknowledgement that competently using the gaps in our lives is critical, and that handy resources, time and life are limited. It implies becoming commanders of our own lives. However self-management can be taxing, mostly in getting proper sleep, exercise, and nutrition. Time management involves making the best possible use of one's day and the sustaining assets that can be called up. Time

management is augmented through suitable goals and perceiving not only what is crucial but what is urgent.

Stress is the way one responds to change. It affects the function of the nervous system, cardiovascular system and the brain, so that if an individual is overwhelmed by overstimulation of these systems they end up in a state of chronic stress activation. It consists of an individual's physical, social, spiritual, intellectual, and environmental wellbeing, Bloona (2007).

### **2.3.4 Career Development and Employee Productivity**

Career development practices are key strategic considerations for all organizations regardless of size, sector, market or profile. The development of the capacity and capability of the employees has a fundamental impact on efficiency, effectiveness, morale and profitability of an organization. High performing organizations increasingly pay close attention to the validity of their recruitment practices and are becoming equally vigilant about developing their employees' career in order to ensure they achieve optimum performance both in the present and the future, Mwanje, 2010. According to McMahon and Pocock (2011) Career development includes apprenticeship and graduate programs, further education assistance, performance management, training and development aligned to performance management and professional associations /industry memberships, promotion, salary increments and research opportunities.

Greenhaus et al (2010) explains that career development is a continuous process of work life. Career development benefits not only the individual but also the organization. The development of employees for future positions; an organization is assured of a supply of qualified, committed employees to replace the higher level employees who may exit.

Competition for student numbers amongst universities has led to job requirements such as mandatory overtime, shift work, on call requirements and evening / weekend /holiday coverage imposed on employees' personal and family life, Agha et al (2017). Accordingly, non-standard hours of work have a negative bearing on WLB, and if an employee works 46 hours or more in a week then that employee will often experience a burn-out hence poor productivity. On the other hand, increasing accountability of academics, mounting pressure to publish research, rising workloads, frequent restructuring, use of short-term contracts and additional external scrutiny are also believed to contribute to rising job stress, Swift et al (2009).

Academic staff are also dealing with pressures of competing demands such as teaching balancing



teaching with research and attempting to balance traditional workloads with the international markets and via online methods, Briggs (2009). Academics are also required to bring money into the university through research grants or publications Swift et al (2009).

Recent research has shown career development to be an important determinant of employee – organizational relationship: a relationship that ties career development to important outcomes such as organizational commitment. Weng Et al (2010). Weng's (2010) multi-dimensional conceptualization of career development suggests that career development consists of four factors: meeting career goals, developing one's professional abilities, and receiving promotions and compensation commensurate with those abilities.

Kakui (2016) notes that many employees have been trained but have remained stagnant with little evidence of career advancement. Career revolves three basic themes that include advancement in career position; source of stability within single occupational field and evolving sequence of a person's work experience. Progression of careers has many barriers which may include organizational culture and family issues. The organizational and managerial values in organizations tend to be characterized by stereotypical views of an employee's attributes, preferences and commitments. These in turn influence decisions about who is suitable for particular a position, who is seen to have potential, who is preferred for a training session, who is entitled to research sessions and so forth (Acheampong, 2013).

Tymon et al (2011) suggests that employees can improve their perceived career success by balancing long and short term goals, improving their competence, and communicating openly with their managers. Pope (2009) further explains that career development process starts with the individual getting to know him/her and then matching their interests, aspirations and skills with options for study and work.

### **2.3.5 Leave Arrangements and Employee Productivity**

Leave is a period of time that one must be away from one's primary job, while maintaining the status of employee. In the Kenyan context, the government of Kenya is responsible for all workers through the ministry of labour, Musyoka, Ogutu and Awino (2013). It has the duty to set regulations on minimum pay, leave programmes, health and safety of employees among others. It is therefore the duty of the government in consultation with Federation of Kenyan Employers (FKE) and Coalition of Trade Unions (COTU) to come up with basic conditions that

will help reduce stress and improve among other things productivity. The conditions include hours of work, annual leave, maternity leave, sick leave, housing, water, food and medical attention. Pertaining leaves and off days Kihagi (2016) explains that the Kenyan Employment Act enforces statutory leaves such as 3 month paid maternity leave and 21 day paid annual leave, 10-day paternity leave, at least 1 day off each week, and seven days of fully paid sick leave.

However, an employee may require to take time off work under exceptional circumstances such adoptive parental time, educational/study leave, care giving, compassionate leave, jury service, school open days, emergency services among others. Zakirova (2011) explains that studying may provide an opportunity for employees to advance their careers and give a clearer understanding of their jobs. The organization benefits from retaining experienced employees who can apply new knowledge and rejuvenate their engagement with their work. Therefore, study leave is designed to support workers to undertake full-time or part time study to improve their qualifications or performance in their work. Njoroge (2014) concurs that study leave is a means through which employees can meet needs and keep up with the advances of modern society. Study leave enables continuing education and training. Currently Kenya is under obligation to develop and implement a policy that promotes the granting of paid education leave, as stipulated under International Labour Organization convention, however no rules or regulations have been passed.

Compassionate leave is supportive of employees when they need to respond to urgent domestic misfortunes which may include bereavement or situations where a close relative or friend is seriously ill or has been involved in an accident Njoroge (2014). In their research Boushey and Glynn (2012) note that though it may seem counterintuitive , providing paid family and medical leave when people cannot work due to care giving responsibilities helps keep people employed .In the short term it keeps people away from work , but in the long term it reduces the number of people who have to quit their jobs when they need time off to care for a seriously ill family member or when they need time off to take care of a seriously ill family member or when they have a new child. The reality is that most employees have care giving responsibilities at one time or another.

## **2.4 Knowledge Gap**

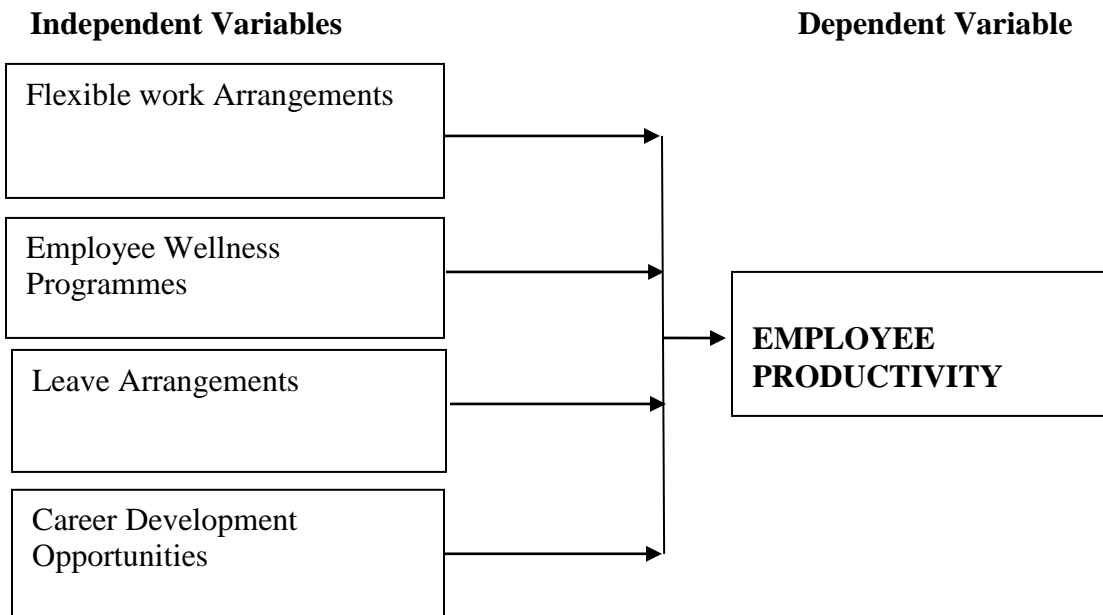
Work Life Balance being a social concept often advocates for employees to find the right

balance between their work and non-work roles, while organizations are scrutinized on putting in place a variety of work life practices and policies that can foster work place well-being. However, gaps in heightening its meaning, the dominance of role conflict realities (that is role overload and role interference) are producing detrimental consequences on the outcomes of Work Life Balance. This has been due to contemporary challenges such as the increasing number of female participation and dual career families within various forms of employment, the integration of technology, extended working hours with the contention that many employees are spending longer hours at work due to the competitive labour markets, current global recessions, increasing flexible employment contracts and job insecurities. This can be termed as conceptual gap which has made it difficult for Human Resource Managers to implement Work Life Balance initiatives.

## 2.5 Conceptual Framework

Conceptual framework explains the relationship between independent variables and dependent variables.

**Figure 2.1: Conceptual Framework**



## 2.6 Operationalization of Variables

The two variables in this study; namely, work-life balance ( independent variable) , and employee productivity ( dependent variable) are operationalized as shown in Table 1

**Table 2.1: Operational of Variables**

Definition of Variables	Type	Indicators	Measurement
Employee Productivity	Dependent	<ul style="list-style-type: none"> <li>• Efficiency</li> <li>• Quality</li> <li>• Timeliness</li> <li>• Effectiveness</li> </ul>	Nominal
Flexible work schedules	Independent	<ul style="list-style-type: none"> <li>• Flexibility in working hours</li> <li>• Teleworking</li> <li>• Compressed workweek</li> <li>• Job sharing</li> <li>• Time-in lieu</li> </ul>	Nominal
Employee Health and Wellness Programmes	Independent	<ul style="list-style-type: none"> <li>• Availability of health and wellness programmes</li> <li>• Balanced diet</li> <li>• Time management</li> <li>• Enough rest</li> <li>• Stress Management</li> <li>• Counseling</li> </ul>	Nominal
Employee Leave Arrangements	Independent	<ul style="list-style-type: none"> <li>• Health costs</li> <li>• Parental leave</li> <li>• Care giving leave</li> <li>• Compassionate leave</li> <li>• Family time</li> </ul>	Nominal
Career Development Opportunities	Independent	<ul style="list-style-type: none"> <li>• Sponsorships</li> <li>• Research grants</li> <li>• Promotions</li> <li>• Increase in income</li> <li>• Achieving objectives</li> <li>• Training</li> </ul>	Nominal

*Source: Author (2017)*

## **2.8 Research Hypothesis**

In order to attain the objectives of the study, this research tested the following null hypothesis

H<sub>01</sub>: There is no significant relationship between flexible working arrangements and productivity of an employee.

H<sub>0 2</sub>: There is no significant relationship between employee health and well- being initiatives and productivity of an employee.

H<sub>0 3</sub>: There is no significant relationship between career development and productivity of an employee.

H<sub>0 4</sub>: There is no significant relationship between leave arrangements and productivity of an employee.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter provides a detailed description of the methods and approaches that was adopted in conducting this study. This includes the research design and subject selection. The type and sources of data are explained, as well as the methods of data collection and how reliability and validity will be ensured. The chapter also provides an explanation of how study variables will be measured; how data will be analyzed and presented.

#### **3.2 Research Design**

The researcher used a descriptive survey that involves collecting and comparing data from phenomena as at the time of study. This research design also allowed patterns of convergence to develop and corroborate the overall interpretation of the relationships between the study variables. It is considered to be robust for effects of relationship studies and suitable for studies that aim to analyze a phenomenon, situation, problem attitude or issue by considering a cross-section of the population at one point in time Mugenda and Mugenda (2008). The descriptive cross sectional research design has been used in previous studies amongst others by Muindi (2014) and Kidombo (2007). According to Cooper and Schindler (2003) if the research is concerned with finding out what, when, and how much of the phenomena, descriptive research design is found to be appropriate.

#### **3.3 Target Population**

The unit of analysis was University employees from two Universities; KCA University and Jomo Kenyatta University of Agriculture and Technology, Main Campus. The target population in this study was a total number of one thousand and ninety four (2682) permanent staff, with 244 from KCA University , KCA University Human Resource Management Office (2017) and 2438 from Jomo Kenyatta University of Technology , Jomo Kenyatta University of Technology Human Resource Management Office ( 2017) from both teaching and non-teaching sections .KCA University is preferred because it is most proximate to the researcher , a private university

and staff work three trimesters a year without a break and with the recent placement of government sponsored students , work load has increased.

Jomo Kenyatta University of Technology was preferred because it is one of the largest public universities offering many courses running both trimester and semester systems and despite having a summer break lecturers prefer to teach part time in the May-August trimester to earn extra pay .

**Table 3.1: Population Size**

<b>Institution</b>	<b>Teaching Staff</b>	<b>Non-Teaching Staff</b>	<b>Total</b>
KCAU	68	176	244
JKUAT	871	1567	2438
Total	939	1743	2682

*Source: Author (2007)*

### 3.4 Sampling Procedure and Sample Size

A stratified random sampling was appropriate for this study since the two categories of employees have distinct characteristics. The teaching staff and support staff was sampled taking into consideration the number of departments and sections they work such that every section/department had an equal chance of being represented. According to Kasomo (2006), 10-20 % sample is acceptable and therefore the researcher took a sample size of 20% from both organizations, translating to 10% from each organization as tabulated below;

**Table 1.2: Sampling Frame and Sample Size**

<b>Institution</b>	<b>Teaching Staff</b>	<b>Non-Teaching Staff</b>	<b>Total</b>	<b>Sample Size</b>
KCAU	68	176	244	151
JKUAT	871	1567	2438	344
Total	939	1743	2682	495

*Source: Author (2017)*

### **3.5 Data Collection Instruments**

The study relied on primary data that was collected using a semi structured questionnaire.

Mugenda and Mugenda (2003), define questionnaire as a list of items that address specific objectives and research questions. The questionnaire elicits respondents views on various items developed to measure each variable. The questionnaire includes open ended questions, nominal scale and five point likert scale items developed from various literature sources that have studied similar variables. The questionnaire is structured into different sections to capture data on employee productivity, organizational commitment and work-life balance flexible working hours, employee wellness programmes, leave arrangements, career development opportunities and the opinion section.

Once the respondents had been identified, they were physically contacted and handed over the questionnaire or alternatively, the questionnaire was posted/dropped and later picked from their place of work. A covering letter for the researcher was attached to the questionnaire to show the authority given to the researcher to collect data from KCAU and JKUAT employees.

### **3.6 Pilot Test**

To test reliability and validity the questionnaire instrument was developed based on items that have previously been used by other researchers with acceptable tested reliability levels and the researcher piloted test the questionnaire using a conveniently selected sample of five (5) employees at KCA University and 5 employees from Jomo Kenyatta University of Agriculture and Technology and the tool was good for use.

### **3.7 Validity of Research Instruments**

According to Mugenda and Mugenda (2003), validity is the accuracy and meaningfulness of inferences, which are based on the research results. While validity, has various dimensions, the researcher tested face content and construct validity of the research instrument since a research instrument is said to be valid if it measures what it is supposed to measure. According to Coopers and Schindler (2003) validity test shows the extent to which a measure or a set of measures correctly represents the concept in the study. The researcher liaised with individuals who have knowledge in research, especially in human resource field to help ascertain whether the questions in the draft questionnaire are suitable in obtaining the required information according



to research objectives useful in this study. This helped to verify structure, sequence, meaning and questions.

### 3.8 Data Analysis

Major characteristics of the sample was presented by descriptive analysis while the tests of normalcy and linearity was conducted because use of multiple regression and correlation requires that the sample data is normally distributed and has homogeneity of variance. Pearson Moment Product Correlation (r) will be used to explore relationships between the variables, specifically to assess both the direction (positive or negative) and strength of the relationship between the variables. The researcher used SPSS computer programme to analyse data.

A multiple regression analysis was conducted to determine the expected relationships between WLB, and employee productivity. The regression analysis provided estimate equations to predict the magnitude of the dependent variable and provide values for the predictor variables as shown in the equation below ;

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon$$

Where Y= the dependent variable (Employee productivity)

$\beta_0$  = intercept (showing levels of productivity in the absence of WLB)

$\beta_1, \beta_2, \beta_3, \beta_4$  = coefficients

$x_1$  = the independent variable (Flexible Working Arrangements)

$x_2$  = the independent variable (Employee Wellness Programmes)

$x_3$  = the independent variable (Leave Arrangements)

$x_4$  = independent variable (Career Development Opportunities)

$\varepsilon$  = error term

### 3.9 Diagnostic Tests

The study used diagnostic tests that included tests for reliability test, multicollinearity test and regression coefficient test.

### **3.9.1 Reliability of test**

The Cronbach's alpha ( $\alpha$ ) test will be adopted in testing the reliability of the instrument. Cronbach's alpha  $\geq 0.7$  that Sultan and Wong (2010) interpreted to mean the instrument provides a relatively good measurement tool hence reliable. According to Mugenda & Mugenda (2003), reliability is the measure of the degree to which a research instrument yields consistent results after repeated trials. Reliability will be increased by testing and retesting methods, where the questionnaire will be given repeatedly to the same group and improvements made on it as suggested.

### **3.9.2 Multicollinearity**

Multicollinearity is a state of very high intercorrelations or inter-associations among two or more of the independent variables. It is therefore a type of disturbance in the data, and if present in the data the statistical inferences made about the data may not be reliable. A correlation matrix is the conventional check for multicollinearity (Field, 2009). The correlation matrix measures the nature and strength of relationship between the explanatory variables informed the study.

### **3.10 Ethical Considerations**

Ethical considerations will be adhered to during the process of data collection. The data collected will remain confidential, and privacy of respondents will be respected. The researcher will seek to have a formal meeting with the Human Resource Managers of both learning Institutions to seek permission to carry out research in the organisations and to allow employees some few minutes to respond to the questionnaire. A student introductory letter will be obtained from KCA University to facilitate the researcher carry out data collection exercise.

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

This chapter presents the research results and findings based on the data collected and analyzed. The structure of this chapter is on the basis of the research objectives and the research questions. All questionnaires returned by the respondents were usable for data analysis. The duly completed questionnaires were edited and coded. The research findings are presented in form of tables.

#### 4.2 Response Rate

The study required a good respondent rate to ensure that information provided by the respondents was well represented by respondents was adequate. A sufficient number of questionnaires were returned out of the total number of what was issued and had to be verified for adequacy for data processing, Borg & Gall (2008). 352 participants out of the 495 sample participants filled-in the questionnaires making a response rate of 71.1%. Reasonable response rate was achieved after the researcher made physical visits to remind the respondents to fill-in the questionnaires. Statistically, 70% and over was deemed excellent sample response rate and the researcher can proceed with data analysis (Babbie & Earl 2009).

**Table 4.1 Response Rate**

Response	Frequency	Percentage
Filled questionnaires	352	71.1
Un returned questionnaires	143	28.9
Total	495	100

*Source: Author 2017*

## 4.3 Demographic Characteristics

### 4.3.1 Gender of the respondents

According to the study, 50.3% of the respondents were female while only 49.7% of the respondents were male. This response indicates that there is equal distribution of gender. In addition, it shows that both genders were fairly involved in this study and thus the findings of the study did not suffer much from gender bias.

**Table 4.2: Gender 1**

Gender	Frequency	Percent
Male	175	49.7
Female	177	50.3
Total	352	100.0

*Source: Author 2017*

### 4.3.2 Distribution of Respondents by age

The study requested the respondents to indicate their age category, from the findings 39.8% of the respondents were aged between 26 to 40 years, 37.5% of the respondent indicated they were aged between 41 to 60 years, 20.7% of the respondents indicated they were aged between 20 and 25 years, whereas 2.0% of the respondents indicated that they were aged above 60 years. The statistics indicate that the work force is a mix of both relatively young and mature employees. This implies they are experienced and still productive.

**Table 4.3: Age of the Respondent**

Age	Frequency	Percent
Above 60 yrs	7	2.0
41-60 yrs	132	37.5
26-40 yrs	140	39.8
20-25yrs	73	20.7
Total	352	100.0

### 4.3.3 Distribution of respondents by level of education

The findings show that majority of the respondents had post-graduate education with 63.1%, followed by undergraduate 24.7%, while 12.2% tertiary.

**Figure 4.4: Respondent by Highest level**

Highest level of education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tertiary and below	73	20.7	20.7	20.7
	Undergraduate	140	39.8	39.8	60.5
	Post Graduate	132	37.5	37.5	98.0
	Other	7	2.0	2.0	100.0
	Total	352	100.0	100.0	

*Source: Author 2017*

### 4.3.4 Distribution of respondents by working section

The study sought to find out the working section of the respondents, the findings shows that 37.1% of the respondents work in teaching section and 62.6% worked in administrative section.

**Table 4.5: Section of Respondent**

Section of work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Teaching	131	37.1	37.2	37.2
	Administration	221	62.6	62.8	100.0
	Total	352	99.7	100.0	
Missing	System	1	.3		
Total		353	100.0		

*Source: Author 2017*

#### 4.4 Descriptive Statistics

This division represents the descriptive outcomes on Flexible work schedules, employee health and wellness programs, Employee leave arrangements and Career development opportunities. Analysis was undertaken to determine the extent to which the independent variables affect the dependent variable in a five point Likert scale. The range was ‘strongly disagree (1)’ to ‘agree’ (5). The scores of agreeing had score of less than 2.5 on the continuous Likert scale, ‘Neutral’ represented a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale while the score of both disagree and strongly disagree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale. A standard deviation of > 0.9 implies a significant difference on the impact of the variable among respondents

##### 4.4.1 Flexible working arrangements

The first objective of the study was to determine the effect of flexible working arrangements on employee productivity. The results presented in table 4.6 shows that the respondents were in agreement with the flexible working arrangements (Means=4.24). The standard deviations were below 0.9 which indicates that there was low variation among the respondents on implementation of internal control systems.

**Table 4.6:Flexible working Arrangements**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
There are part time working arrangements where I work less than eight hours a day	352	1.00	4.00	1.4290	.58525
There are staggered hours of work where start and end times differ	352	1.00	4.00	1.4062	.58203

I often take time off to compensate for extra hours worked	352	1.00	5.00	1.5057	.63153
There are arrangements to share one full time job by employees	352	1.00	5.00	1.7131	.94284
Home working/teleworking is often allowed in my organization	353	1.00	5.00	1.7224	.91824
The Flexible working arrangements is my employer's initiative	352	1.00	5.00	1.8352	1.05199
Valid N (listwise)	352				

*Source: Author 2017*

#### 4.4.2 Employee health and wellness programmes

From table 4.7, the study sought to establish the level at which the respondents were familiar with health and wellness programmes. The findings reveal that majority of the respondents agreed that they were aware about health and wellness programmes. This is shown by the average score of 1.5 <score>2.5. They also strongly agreed that they were familiar with the health and wellness programmes and they are conscious of their personal health and are allowed to take a rest occasionally as indicated by mean score of 1.46. There was high variability for some of the statements with standard deviation greater than 0.9 while for majority of the statements there was low variability.

**Table 4.7: Employee wellness programmes**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Employee Wellness programs are available in my organization	352	1.00	5.00	1.5511	.73783
You are conscious of personal health by having a proper balanced diet	352	1.00	5.00	1.5426	.74985
You are conscious of personal health ; You take rest occasionally	352	1.00	5.00	1.4631	.71116
You get enough sleep as required	352	1.00	5.00	1.4631	.69084
You manage your time well by prioritising work	352	1.00	5.00	1.8040	1.04796
I manage to keep stress levels under control while at work	352	1.00	5.00	1.7813	1.04070

My health costs have significantly reduced	352	1.00	5.00	1.5057	.67090
Valid N (listwise)	352				

*Source: Author 2017*

#### 4.4.3 Employee leave arrangements

The study sought to establish the level at which the respondents were informed of employee leave arrangement as shown below.

**Table 4.8: Employee leave arrangements**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I manage to spend enough time with my family	352	1.00	5.00	1.5540	.74912
Parental leave is available in your organization	352	1.00	5.00	1.5653	.79259
Care giving leave is available	352	1.00	5.00	1.6563	.89857
Compassionate leave is available in your organization	352	1.00	5.00	1.4602	.71501
Study leave is available in your organization	352	1.00	5.00	1.7017	1.08036
Valid N (listwise)	352				

*Source: Author 2017*

From the table 4.8 above many respondents agreed that they were familiar with their organization's leave arrangements. This is indicated by the majority of average score lying at interval [1.4602 and 1.7017]. Majority of them agreed that they are given leave in their organizational where they work. They agreed to have been given care giving leave, study leave and compassionate leave by their employer.

#### 4.4.4 Career development

This study sought to find out whether the respondents were aware about employee plan on improving their career such educational. Majority strongly agreed that they had knowledge and were aware of the employees plan on fostering their career development such as provision of



educational sponsorships, promotion once one upgrades his or her skills. In addition, they were aware of mentorship programmes provided by the organization they are working in. The respondents agreed that they had knowledge on the training provided by the employer. The findings as shown in table indicated by mean score of 1.44, 1.36, 1.87 and 1.72 respectively. They also agreed that career development provided by employee results to personal growth and has led to rise of one's income this is evident by mean score of 1.89 and 1.61 respectively

**Table 4.9: Career development**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Educational sponsorships are available in my organisation	352	1.00	5.00	1.4432	.67698
I am assured of promotion once I upgrade my skills	352	1.00	5.00	1.3608	.61133
I am aware of employee mentorship programmes in my organisation	352	1.00	5.00	1.8665	1.01936
Career development has resulted in personal growth	352	1.00	5.00	1.8949	1.04474
There are sufficient training opportunities at your place of work	352	1.00	5.00	1.7244	.89677
There has been significant improvement in my income	352	1.00	5.00	1.6051	.77737
Valid N (listwise)	352				

*Source: Author 2017*

#### **4.4.5 Extent of agreement with statements on employee productivity**

The study sought to find the extent of agreement with the statements relating to employee productivity. The findings of the study showed that majority of the respondents indeed agreed that income levels have improved as shown by average score of 2.23, also the respondents felt that the employers have empowered them to make major decisions in their work place as indicated by 2.38. The respondents also agreed that there is high productivity since they were less complaints by customers in the organizational as indicated by the mean of 1.93. They also agreed that the employer provides enough training to improve productivity of the organization

and communicates on expected outcomes on time as shown by score of 2.12 and 2.37 respectively.

**Table 4.10: Employee productivity**

	N	Minimum	Maximum	Mean	Std. Deviation
General income levels in my organization have improved	352	1	3	2.23	.672
I feel empowered to make major decisions	352	1	3	2.38	.629
I complete my tasks on time	352	1	3	2.37	.667
There is evidence of high rating by students of services provided.	352	1	3	1.89	.764
There are minimal customer complaints in my organization	352	1	3	1.93	.831
There are sufficient training opportunities in my organization to boost productivity	352	1	3	2.12	.790
Communication on expected outcome is made on time	352	1	3	2.37	.676

*Source: Author 2017*

## 4.5 Inferential statistics

### 4.5.1 Correlation Analysis

The relationship between the dependent and the independent variable indicators were examined using correlation analysis. The statistic used was Pearson correlation coefficient (r) and p-value analysis. A correlation was perceived significant when the probability value was below 0.05 (p-value  $\leq$  0.05). Correlation values (r) close to zero meant a weak relationship and r close to one meant a strong correlation existed. Table 4.11 below represents the results of the correlation

analysis. The results revealed that Flexible working arrangement and employee productivity are positively and significantly related ( $r=0.385$ ,  $p=0.00$ ). The table further indicated that Employee wellness and employee productivity are positively and significantly related ( $r=0.284$ ,  $p=0.000$ ). It was also established that Employee leave arrangements and employee productivity were positively and significantly related ( $r=0.143$ ,  $p=0.007$ ). Similarly, results showed that career development and employee productivity were positively and significantly related ( $r=0.615$ ,  $p=0.000$ ). This implies that an increase in any unit of the independent variables leads to an improvement in employee productivity.

**Table 4.12: Correlation Analysis**

		Employee productivity	Flexible working arrangement	Employee wellness programmes	Employee leave arrangement	Career development
Employee productivity	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	352				
Flexible working arrangement	Pearson Correlation	.385**	1			
	Sig. (2-tailed)	.000				
	N	352	352			
Employee wellness programmes	Pearson Correlation	.284**	.184**	1		
	Sig. (2-tailed)	.000	.001			
	N	352	352	352		
Employee leave arrangement	Pearson Correlation	.143**	.285**	.531**	1**	
	Sig. (2-tailed)	.007	.000	.000		
	N	352	352	352	352	
Career development	Pearson Correlation	.615**	.437**	.317**	.406**	1**
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	352	352	352	352	352

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

*Source: Author 2017*

#### 4.5.2 Regression Analysis

The results in table 4.13 below represent the fitness of model used for the model regression in elucidating the study phenomena. The Coefficient of determination explains the extent to which

changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (employee productivity) that is explained by all the four independent variables (flexible working arrangements, employee wellness, employee leave and career development). The four independent variables studied explain only 57.1% of employee productivity. This therefore means that other factors not studied in this research contribute 42.9% of the employee productivity.

**4.13: Model Fitness**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.756 <sup>a</sup>	.571	.566	.33412	.571	115.410	4	347	.000

*Source: Author 2017*

**4.5.3 Analysis of Variance**

In statistics significance testing the p-value indicates the level of relation of the independent variable to the dependent variable. If the significance number found is less than the critical value also known as the probability value (p) which is statistically set at 0.05, then the conclusion would be that the model is significant in explaining the relationship; else the model would be regarded as non-significant. Table 4.9 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. Further, the results imply that the independent variables are good predictors of employee productivity. This was supported by an F statistic of 115.41 and the reported p value (0.000) which was less than the conventional p value of 0.05 at the of 0.05significance level.

**Table 4.13: Analysis of Variance**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.537	4	12.884	115.410	.000 <sup>b</sup>
	Residual	38.738	347	.112		
	Total	90.275	351			

*Source: Author 2017*

#### **4.5.4 Regression Coefficients**

Regression of coefficients results in table 4.14. As regards flexible working arrangements, the results show that;  $T=0.3.689$  and  $p\text{-value} = 0.000$  since  $p < 0.05$  at the  $\alpha = 0.05$  level of significant there exist enough evidence to conclude that the flexible working arrangements is less than 0.005, hence, that appreciating the study conclusion that flexible working arrangements is useful as a predictor of employee productivity. Employee health and wellness was equally tested and from these results  $T=4.207$ ,  $p\text{-value}=0.000$  at  $\alpha = 0.05$  level of significant; there exist enough evidence to conclude that Employee health and wellness is not zero and hence Employee health and wellness is useful as a predictor of employee productivity. As regards to employee leave, the results show that;  $T=-4.926$  and  $p\text{-value} = 0.000$  since  $p < 0.05$  at 0.05 level of significant there exist enough evidence to conclude that the employee leave arrangements is less than 0.005, hence appreciating the study and concludes that employee leave arrangements is useful as a predictor of employee productivity. Finally, career development was tested and the result  $T=12.166$   $p\text{-value}=0.000$  then at 0.05 level of significant; there exist enough evidence to conclude that the career development is not zero and hence, that career development is useful as a predictor of employee productivity.

The multiple linear regression models is as shown below;

**Table 4.14: Regression of Coefficients 1**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.511	.093		5.472	.000
	Flexible working	.179	.049	.166	3.685	.000
	Employeehealthandwellness	.193	.046	.201	4.207	.000
	Employee leave	-.239	.049	-.246	-4.926	.000
	Career development	.583	.048	.579	12.166	.000

*Source: Author 2017*

From the data, the established regression equation was

$$Y = 0.511 + 0.179x_1 + 0.193x_2 - 0.239x_3 + 0.583x_4$$

The model shows Flexible working arrangement had a positive coefficient, which showed that they were directly proportional to employee productivity. This means that a unit increase in flexible working arrangements increases employee productivity with 0.179 units. A unit increase in employee health and wellness will increase employee productivity by 0.193. a unit increase in employee leave arrangements will result in a .239 decline in employee productivity. And finally an increase in career development will result in 0.583 increase in employee productivity. The results obtained in table 4.14 indicated that when all the variables are zero, employee productivity will increase by unit.0.511

In conclusion, the inferential statistic showed that employee productivity had a positive relationship explained by independent variables, except for employee leave which had a negative impact on the independent variable.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter gives reports on the summary of the findings, the conclusions and the recommendations. This is done with reference and in line with to the objectives of the study.

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

This section provides a summary of the findings from the analysis. This is done in line with the objectives of the study.

##### **5.2.1 Flexible working arrangements**

The first objective of the study was to establish the effect of flexible working arrangement on employee productivity. The findings revealed that flexible working arrangement had a positive and significant effect on the employee productivity. This is also supported by the statements which majority of the respondents agreed.

##### **5.2.2 Employee health and wellness**

The second objective of the study was to establish the effect of employee health and wellness on employee productivity of Kenyan Universities. Results reveal that employee health and wellness has a positive and significant impact on employee productivity. Employee health and wellness programmes affect many of the other factors that impact employees such as their health and motivation.

##### **5.2.3 Employee leave arrangements**

The third objective of the study was to establish the effect of employee leave arrangements on employee productivity. The leave arrangements have a significant but negative effect on employee productivity. This may be explained by the fact or perception that employees must be

physically present to score highly on productivity. An increase in leaves means absence from work hence the negative impact.

#### **5.2.4 Career Development**

The forth and the last objective was to establish the effect of career development on employee productivity. The regression results revealed that career development opportunities have a positive and significant effect on employee productivity.

#### **5.3 Conclusions**

The conclusion of this study is that a well balanced work-life work environment has a positive impact on employee productivity. The employee productivity indicators of flexible working arrangements, employee health and wellness programmes, leave arrangements and career development have significant impact on the dependent variable.

#### **5.4 Recommendations**

The following recommendations based on the study findings are suggested to help boost the employee productivity. The study established that employee productivity was affected by the independent variables. It is therefore recommended that the human resource departments should emphasize on flexible working arrangements, employee health and wellness programmes and career development. The study recommends that the management take the responsibility of motivating employees towards better productivity by equipping the human resource department with adequate resources to enable it to develop effective annual plans that would provide the basis for staff motivation. This would enhance employee productivity and boost overall organizational performance.



### **5.5 Limitations of the study**

The study was limited by time and resources constraints. Some officers were reluctant to fill in the questionnaires and some did not surrender them at all. Some of the questionnaires issued were not given back

### **5.6 Areas for Further Studies**

The purpose of this study was to investigate the factors influencing employee productivity and we conclude that leave arrangements, career development, flexibility of working hours, employee health and wellness programs only explain 57.1% variation on employee productivity from research conducted in two universities. The studies therefore suggests that a future research should be carried out with the aim of establishing factors influencing employee productivity in all universities in Kenya as well as seek to achieve explaining 100% variation on employee productivity.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRE

#### SECTION 1 - RESPONDENTS PROFILE

Please tick as appropriate

1. Gender of respondent

Male  Female

2. Age of the respondent

20-25  26-40

41-60  Above 60

3. Highest level of education

Tertiary and below  Undergraduate

Post Graduate  Other

4. How long have you worked in your organisation ?

1-5years  6-10 years

11-20 ears  Above 20 Years

5. Section of work

Teaching  Administrative

#### SECTION 2 - FLEXIBLE WORKING ARRANGEMENTS

Using a scale of 1-5; where 5= (SD) Strongly Disagree, 2= (D) Disagree. 3= (N) Neutral, 2= (A) Agree, and 1= (SA) Strongly Agree. Please tick in the box which best describes your agreement or disagreement level on each statement in the table below.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. There are part time working arrangements where I work less than eight hours a day					
2. There are staggered hours of work where start and end times differ					
3. I often take time off to compensate for extra hours worked.					
4. There are arrangements to share one full time job by employees					
5. Home working/teleworking is often allowed in my organization					
6. The Flexible working arrangements is my employer's initiative.					

### **SECTION 3 - EMPLOYEE WELLNESS PROGRAMMES**

Using a scale of 1-5; where 5= (SD) Strongly Disagree, 4= (D) Disagree. 3= (N) Neutral, 2= (A) Agree, and 1= (SA) Strongly Agree. Please tick in the box which best describes your agreement or disagreement level on each statement in the table below.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. Employee Wellness programmes are available in my organisation					
2. You are conscious of personal health by having a proper balanced diet					
3. You are conscious of personal health ; You take rest occasionally					
4. You get enough sleep as required					



5. You manage your time well by prioritising work					
6. I manage to keep stress levels under control while at work					
7. My health costs have significantly reduced					

#### **SECTION 4 - EMPLOYEE LEAVE ARRANGEMENTS**

Using a scale of 1-5; where 5= (SD) Strongly Disagree, 4= (D) Disagree. 3= (N) Neutral, 2= (A) Agree, and 1= (SA) Strongly Agree. Please tick in the box which best describes your agreement or disagreement level on each statement in the table below.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. I manage to spend enough time with my family					
2. Parental leave is available in your organization					
3. Care giving leave is available					
4. Compassionate leave is available in your organization					
5. Study leave is available in your organization					

#### **SECTION 5 -CAREER DEVELOPMENT**

Using a scale of 1-5; where 5= (SD) Strongly Disagree, 4= (D) Disagree. 3= (N) Neutral, 2= (A) Agree, and 1= (SA) Strongly Agree. Please tick in the box which best describes your agreement or disagreement level on each statement in the table below.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. Educational sponsorships are available in my organisation					
2. I am assured of promotion once I upgrade my skills					
3. I am aware of employee mentorship programmes in my organisation					
4. Career development has resulted in personal growth					
5. There are sufficient training opportunities at your place of work					
6. There has been significant improvement in my income					

### **SECTION 6. -EMPLOYEE PRODUCTIVITY**

Using a scale of 1-5; where 5= (SD) strongly Disagree, 4= (D) Disagree. 3= (N) Neutral, 2= (A) Agree, and 1= (SA) Strongly Agree. Please tick in the box which best describes your agreement or disagreement level on each statement in the table below.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. General income levels in my organisation have improved					
2. I feel empowered to make major decisions					
3. I complete my tasks on time					
4. There is evidence of high rating by students of services provided.					

5. There are minimal customer complaints in my organisation					
6. There are sufficient training opportunities in my organisation to boost productivity					
7. Communication on expected outcome is made on time					

**APPENDIX II: - TIME PLAN**

Phase	Description	MONTH (2017)										
		1	2	3	4	5	6	7	8	9	10	11
1	Data collection 3 weeks	■	■	■								
2	Data analysis 2 weeks				■	■						
3	Result writing 2 weeks						■	■				
4	Report writing 2 weeks								■	■		
5	Compilation and presentation.										■	■

### APPENDIX III: - BUDGET

<b>Item</b>	<b>Cost (Kshs)</b>
Printing of 50 pages @ Kshs. 30	1,500.00/-
Photocopy 5 copies @ Kshs. 100.	500.00/-
Binding 5 copies @ Kshs. 50	250.00/-
Traveling Expenses	5,000.00/-
Contingency	5,000.00/
Stationery	3,000.00/-
Total	15,250.00/-
Data collection	5,000.00/-
Books and reading material	5,000.00/-
Data analysis and computer runtime	5,000.00/-
Printing 100 pages @ Kshs. 30	3,000.00/-
Reproduction 10 copies @ Kshs. 40	400.00/-
Binding 10 copies @ Kshs. 50/-	5,000.00/-
Miscellaneous expenses	10,900.00/-
<b>GRAND TOTAL</b>	<b>48,650.00/-</b>