

EFFECT OF WORK-LIFE BALANCE ON ORGANIZATION PERFORMANCE IN COUNTY GOVERNMENTS OF WESTERN KENYA

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Abstract: Western Kenya Counties continue to experience a range of challenges brought about by devolution hence unable to strike a balance between work and non-work domains in the organization so as to remain competitive in the global industry. Therefore, this study establish the effect of work-life balance on organization performance in County Governments of Western Kenya. The study was anchored on work boarder theories. Positivism paradigm philosophy formed the basis for study design. Mixed research design involving cross-sectional survey and descriptive correlational research designs were adopted in the study. 1, 826 employees were targeted out of which 328 respondents were sampled. Stratified sampling and simple random sampling techniques were employed to enable the researcher to select the respondents of the study in Kakamega, Vihiga, Busia and Bungoma Counties. The study used questionnaires and interview schedule to collect data. The data collected was analyzed using descriptive and inferential statistics. Inferential analysis involved the use of Pearson Product Moment correlation coefficient and regression models while descriptive analysis involved the use of percentage, mean and standard deviation. The study found out that work-life balance contributes to 16.8% of the variability on organization performance and had a statistically significant and positive effect on organization performance. It was therefore recommended that county governments should formulate, develop and implement work-life balance practices so as to realize improved organization performance.

Keywords: County Governments, Organization Performance, Work-life Balance.

1. INTRODUCTION

1.1 Research Objective

To establish the effect of work-life balance on organization performance in County Governments of Western Kenya.

1.2 Research Hypothesis

H₀: Work-life balance has no significant effect on organization performance in County Governments of Western Kenya.

1.3 The Scope of the Study

This study was conducted in county governments of Western Kenya, that is, Kakamega, Vihiga, Bungoma and Busia counties. The study was limited to establish the effect of work-life balance on organization performance in County Governments of Western Kenya.

1.4 Conceptual Framework

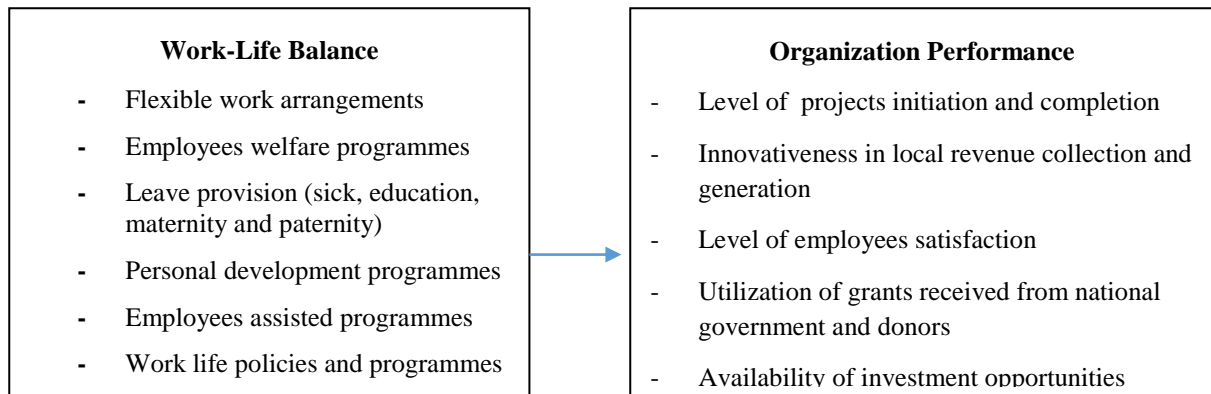


Figure 1: Conceptual Framework

Source: Researcher (2019)

2. THEORETICAL FRAMEWORK

2.1.1 Work Boarder Theory

Clark's (2000) posits that work boarder theory aims at explaining how workers manage and negotiate the family and work spheres so as to attain the balance between the two. Work boarder theory states that a person has specific domain of life where they perform their different roles in work and in family that are separated by temporal, physical and psychological boarders. The theory emphasizes on the crossing of boarders between home and work. The boarders crossing can results to undesirable conflicts which lowers organization performance hence there should be striking a balance between non-work activities like family life, health and social life on one end and work duties on the other end (Bellavia & Frone, 2005). The theory posits that there should be some level of flexibility and permeability of the boundaries between the family and a work domain that brings about segmentation and transition to reduce conflicts between the domains (Bellavia & Frone, 2005).

2.2.1 Work-life Balance and Organization Performance

Muleke, Wagoki, Kamau, and Mukaya (2013) conducted a study on work-life balance practices on employee job performance at ECO bank Kenya. The study found that work-life balance practices results to improvement in job performance hence proposed that amendment to the existing labour laws is needed in order to include mandatory employee welfare programs which should be facilitated by employers. Muli, Muathe and Muchiri (2014) examined the effect of family support services and employee's performance within commercial banks in Nairobi County. The study found out that there is a positive effect of family support services and employee's performance. Mwebi and Kadaga (2015) investigated the effect of flextime work arrangement on employee performance in Nairobi CBD Commercial Banks. The study found out that flextime work arrangement has a positive significant influence on employee performance in commercial banks within Nairobi County.

3. RESEARCH METHODOLOGY

The study used Positivist research philosophy. In this study, the researcher adopted a mixed research design involving cross-sectional survey research design and descriptive correlational research deign to establish the effect of work-life balance on organization performance in County Governments of Western Kenya. The study targeted county government employees from County Public Service Board members, County Chief Officers, Directors, Human Resource Officers and employees from 9 county departments in Western Kenya Counties. Out of a target population of 1,826, the study obtained a sample size of 328 employees using Yamane Taro (1967) formula. This study employed probability sampling techniques involving stratified and simple random sampling methods. In this study, questionnaires and interview schedule were used to collect data. Questionnaires were administered to 319 employees while interview was conducted to 9 employees comprising of County HR officers and Members of County Public Service Board. Pilot study was conducted to determine the study instrument validity and reliability. The study utilized descriptive and inferential statistics to analyze data. The researcher also conducted diagnostic tests before conducting regression analysis. The study results were presented using frequency distribution tables.

4. RESULTS AND DISCUSSIONS

4.1 Response Rate

Table 1: Response rate of respondents

		Frequency	Percentage
Valid	Correctly filled questionnaires	259	81.2%
	Not returned	60	18.8%
Total		319	100

Source: Field data (2019)

According to Saunders *et al.* (2009), a response rate of between 30% to 50% is considered reasonably high to be used to analyze data. The study response rate of 81.2% is thus regarded adequate for data analysis.

4.2 Inferential analysis

4.2.1 Effect of Work-life Balance on Organization Performance

Table 2: Effect of Work-life balance on Organization Performance Regression Results

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.410^a	.168	.165	.77376		
a. Predictors: (Constant), Work Life Balance						
ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	31.177	1	31.177	52.074	.000^b
	Residual	153.869	257	.599		
	Total	185.046	258			
a. Dependent Variable: Organization Performance						
b. Predictors: (Constant), Work Life Balance						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	2.046	.192		10.629	.000
	Work Life Balance	.469	.065	.410	7.216	.000

a. Dependent Variable: Organization Performance

Source: Field data (2019)

From Model summary results in Table 2, it is observed that there is a high positive correlation between work-life balance and organization performance ($R=0.410$). The results also depict that 16.8% of the variance in organization performance can be explained by variability in work-life balance ($R^2=0.163$). The regression model did not explain 83.2% of variation in organization performance as a result of other factors that the study did not consider. The findings of the study imply that work-life balance is a positive predictor of organization performance. The study beta results reveal that one positive unit change in work-life balance effectiveness leads to a change in organizational performance at the rate of 0.469 (46.9%).

Since the t-statistic is significant, the study rejected the null hypothesis and concluded that work-life balance has a significant and positive effect on organization performance in County Governments of Western Kenya. The study findings are consistent with previous studies that found out work-life balance results to positive and significant effect on organization performance (Muleke *et al.*, 2013; Muli *et al.*, 2014; Mwebi and Kadaga (2015). In corroborating the study

findings, it was noted during the interview with HR officers and members of PSB that county government provides some of the work-life balance packages especially those mandated by the Employment Act, 2007 like the leave programs.

5. SUMMARY OF STUDY FINDINGS AND CONCLUSION

5.1 Summary of the findings

The study found out that county governments rarely provide and sometimes does not provided work-life balance programmes apart from leave program like maternity, paternity, sick and education leave that is mandatory and provided for in the Constitution of Kenya 2010 and the labour laws under Employment Act, 2007. The study revealed that employees are rarely provided with; employees assisted programmes like stress management programmes and payment of medical expenses; opportunities for personal development; and flexible work arrangement. The study correlation analysis revealed that work-life balance had a significant and a high positive effect on organization performance of county governments of Western Kenya at 99% confidence level hence there was a strong evidence to support the assertion that providing work-life balance programmes to employees enhances county performance.

Regression results depicted that 16.8% of the variance in organization performance can be explained by variability in work-life balance implying that work-life balance is a predictor of organization performance. The study beta results reveal that one positive unit change in work-life balance effectiveness leads to a change in organizational performance at the rate of 46.9%. Since the t-statistic is significant, the study reject the null hypothesis and concluded that work-life balance has a significant and positive effect on organization performance in County Governments of Western Kenya.

5.2 Conclusions and Recommendation.

The study showed that work-life balance had a significant and a high positive effect on organization performance. In this spirit, it is recommended that for county and organization performance, total work-life balance packages should be provided to the employees. These programmes entails; leave provision, providing staff with opportunities for personal development; having flexible work arrangement in the organization including flexible work schedules, part-time work arrangement, provision of personal development programmes and putting in place welfare programmes like child care services, dependents assistance and sponsored vocation.

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