

# WORKLIFE BALANCE PRACTICES AND EMPLOYEE PERFORMANCE IN PUBLIC HOSPITALS: A CASE OF MACHAKOS LEVEL 5 HOSPITAL, MACHAKOS COUNTY KENYA

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**Abstract:** This study aimed at finding out the relationship between work life balance practices and performance of employees in public hospitals, a case which focused on Machakos level 5 hospital. Specifically, the research sought to examine the effect of work conditions, career development, virtual work space and delegation on employee performance at Machakos Level 5 Hospital in Machakos County, Kenya. The study was anchored on Spill over theory, Herzberg Theory and institutional theory. The research utilized descriptive research design. The target population of the study comprised two thousand workers (2000) at Machakos Level 5 Hospital. Stratified random sampling was used to select a sample of 200 respondents representing 10% of the population. Sample size therefore was divided into three strata consisting of Nurses, Doctors and Support staff. Close ended questionnaires were used in collecting the primary data. Data analysis was based on descriptive and inferential statistics. From the multiple regression analysis, an R-square of 0.857 and adjusted R-square of 0.829 was found. Therefore indicating that work life balance (work conditions, career development and delegation) collectively account for 85.7% of the movements in employee performance at Machakos Level 5 Hospital. The study found a coefficient of 0.951 and a corresponding p-value of 0.000 for work conditions. This implies that work conditions have significant positive effect on employee performance. The outcome further revealed a coefficient of 0.632 and a corresponding p-value of 0.000 for career development. Therefore, a unit increase in career development translate into improve employee performance by 0.632. The regression analysis indicates a positive and significant effect of delegation on employee performance as depicted by a coefficient of 0.282 and p-vale of 0.004. The research recommends that work conditions should continually be improved by the management of the hospital. The study further recommends that the hospital management should invest in their employees by sponsoring them to further their studies. Lastly, the recommendation of the study is that work load should be adequately delegated by hospital management.

**Keywords:** Work Life Balance, Work Conditions, Career Development, Delegation, Employee Performance.

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## 1. INTRODUCTION

### 1.1 Background of the Study

Companies globally are largely in the know about the significance of employee performance. Its improvement as regards finding ways of improving employee welfare and performance remains key towards the success of corporations regardless of type and nature of operations (Iskandar & Ahmad, 2014; Walumbwa & Hartnell, 2011). In Africa, the importance of

leadership and dispositional variables to the dynamics of the workplace behaviour has made it a topic that over time had been widely researched and discussed in management particularly in recent times (Kangure, 2014). Employees are regarded as key components of organizations and they play vital roles towards organizational success which cannot be over emphasized (Githinji, 2014). Kenyan firms like other firms recognize employee performance as key ingredients to achieving organizational goals and objectives (Tukunimulongo, 2016). The success of organizations is dependent on the performance of employees; poor performances adversely affect the success of organizations (Kangure, 2014). The attitudes of employees towards institutions which they work for as well as their lives are influenced by balance in work-life (Wainaina, 2015).

### **1.2 Statement of the Problem**

Machakos Level 5 Hospital remains the oldest hospitals in the country which is located in Machakos County and it was built in the year 1922 for purposes of serving soldiers who participated in the First World War. It then after transformed to a health centre by the year 1945 where it has served as a district hospital up to the year 2008. The hospital (Machakos Level 5) has a mission of providing services of equitable accessible, high quality, affordable curative, promotive, preventive and rehabilitative nature via outpatient, inpatient outreaches training as well training services.

Work-life balance forms a vital component of healthy work environment (Fapohunda, 2014). As such, having an efficient work-life balance leads to reduction of stress as well as prevention of burning out in the work environment. Studies on work life balance and employee performance largely concentrated on other countries. The works done in the context of Kenya largely focused on other sectors other than the health sector. This research sought to find out how work life balance as assessed by work conditions, career development and delegation affect employee performance at Machakos Level 5 Hospital in Machakos County, Kenya.

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

This study was guided by the following objectives.

#### **1.3.1 General Objective**

To assess the effect of work life balance on employee performance at Machakos level 5 Hospital.

#### **1.3.2 Specific Objectives**

- i. To establish the effect of work conditions on employee performance at Machakos Level 5 Hospital, Machakos County.
- ii. To ascertain the effect of career development on employee performance at Machakos Level 5 Hospital, Machakos County.
- iii. To determine the effect of delegation on employee performance at Machakos Level 5 Hospital, Machakos County.

## **2. THEORETICAL REVIEW**

Spill Over Theory was propounded by Guest (2002). Underlying assertions are that various scenarios in spillover exist among the family (micro system) as well as that of the system. This relationship therefore either can be a negative or positive one. In the case where work family interactions are rigid (not flexible) in structure in the context of scope and time, then spill over with respect to behavior, time and energy will likely be a negative one. However, in the case where flexibility occurs within the work-family interactions, it allows for integration and overlap of work by individuals in terms of space and time, thereby leading to a positively influenced spill over which in turn will be key in achievement of work life balance that is health and adequate for maximum employee performance.

Herzberg Theory of Motivation was introduced in 1959 by Herzberg. The theory is known as motivator-hygiene or a two-factor theory. The theory is based on the notion that various factors relating to jobs bring about satisfaction and also other factors exist relating to jobs that prevent the job dissatisfaction. Herzberg put forward that the direct opposite of "Satisfaction" is "No satisfaction" and additionally that of "Dissatisfaction" is "No Dissatisfaction". Hygiene motivational factors serves as the two categories of job factors by Herzberg. The implication of this theory lies on the underlying notion that managers of organizations have to emphasize upon guaranteeing efficient hygiene factors so as to eliminate the chances of dissatisfaction by employees.

## **2.1 Empirical Review**

### **2.1.1 Work Conditions and Employee Performances**

An empirical research was conducted by Simonetta and Manfred (2010) that focused on work life balance and performance (staff experience) at oxford Brookes University. The study focused on a sample of 492 respondents which were drawn from oxford brookes university's staff. Research findings point out that virtual work space is key in influencing the performance of employees. The study noted that it is vital to ensure a balance between personal life and paid work as this ensures improved performance of employees. The study was however focused on oxford Brookes University, whereas the ongoing research focused on Machakos level 5 Hospital, Kenya.

Ojo, Salau and Falola (2014) carried out an empirical analysis on work-life balance practices and employee performance in three (3) key sectors covering the economy of Nigeria which include power, educational, and Banking. The data was sourced from both employees and managers in the three sectors of the economy which constituted the respondents of the study. The banking sector had 586 respondents, the Educational sector had 531 respondents while the power sector had 507 respondents. Research findings revealed that work conditions are significant in predicting the level of employee performance for the three sectors of the economy. The research was however centered on the Nigerian sector whereas this research is on the context of Kenya.

A study was done by Fapohunda (2014) which sought to explore work life balance and its effect on employees' productivity in the health sector of China. The sought to assess the linkage of work life balance and employee productivity. The investigation further sought to investigate if the practice (s) of work life balance lead (s) to declining employee turnover and absenteeism. Two hundred (200) respondents were utilised who cut across the banking industry. Structured questionnaires based on closed ended question was used for the collection of data. Research outcome point out that positive relationship exists among work conditions and employee productivity. The study though on the health sector, was based on the context of China, this research focuses on employee performance in the Kenyan context.

Vishwa *et al.* (2015) carried out an investigation on policies of work life balance and how it affects job satisfaction of employees and performance. The research was based on 240 respondents who cut across managers and employees. Correlation analysis testing association of research variables was done using SPSS. The study results indicated that work conditions correlate with employee satisfaction in job and performance in general. However, correlation analysis was the basis of the study. Correlation analysis and regression analysis were both utilized in the ongoing research. Therefore, filling the methodological gaps.

Wainaina (2015) in the context of Kenya carried out an empirical analysis covering work-life balance practices and organizational commitment while focusing on staff in the academic section of both public and private universities. Cross sectional survey design was utilized where the study population was all staff in the academic section of Kenya's both public and private universities. The study was based on Stratified sampling based on 16 universities where a total of 347 academic staff were the respondents. Collection of data was done with questionnaires, study findings indicate a positive linkage of virtual work space and organizational commitment. The study though carried out in the context of Kenya was however based on the educational sector (private and public universities). This analysis focused on health sector (Machakos level 5 hospital)

### **2.1.2 Career Development and Employee Performance**

Career development remains a vital attribute contributing to employees' performance in an organization. Sakthivel, Kamalanabhanb and Selvarania (2011) carried out an empirical analysis on investigated work life balance reflections on satisfaction of employees for IT firms in India. The purpose of the research was analyzing the linkage between satisfaction of employees and balance in work life. The research instrument was questionnaire which was based on 210 respondents working in IT organizations. The inquiry utilized on correlation and multiple regression analysis. Career development was reported to exert significant and positive effect on employee performances. The study however focused on I.T organizations in India.

Kamau, Muleke, Makaya and Wagoki, (2013) did an investigation on work life balance and employees job performances with focus on Ecobank Kenya. The thrust of the research was establishing work life balance effect on performances of employees. Questionnaires were used and the respondents of the study comprised of Fifty-Five (55) employees drawn from Eco Bank with the use of quota sampling. The study utilized correlation methods which was utilised in testing respondents work life balance and how it affects performances. The results of the study indicated that career development

has positive correlation with employees performances for Ecobank Kenya. The investigation was however based on correlation analysis, notably, the ongoing research proposes to utilize both regression as well as correlation methods. The study also focused on the banking sector (Ecobank) which notably has varying contextual characteristics when compared to the health sector. The current study focused on the health sector.

Hye (2013) did a research investigating work life balance influences on employees performances. The study used questionnaires which were based on 293 respondents. Research data analysis was done via multiple regression method which was done by SPSS. Research instruments' validity as well as reliability was ensured. Research outcome point out that career development is direct and significant in predicting the level of employee performance.

Dissanayaka and Ali (2013) carried out an empirical analysis on balance in work life balance and its impact on employees performances in organizations in Sri Lanka. The investigation sought to assess the work life balance nexus with performances of employees for Sri Lanka. Ninety six (96) employees formed the respondents of the study. The questionnaires were employed in collecting data which were thereafter administered to respondents. Pearson moment correlation was utilized and outcome the study indicated that a direct nexus exists between career development and employee performances. The research recommended that systematic effort be put towards improving balance in employees' work life so as to ensure high or better employee performance. The study however was focused on organizations in Sri Lanka and the study was based on correlation methods. Notably, correlation technique only ascertains the level of association between variables. In filling the contextual and methodological gaps, the emphasize of this research was Kenya and it further carried out regression analysis which provided the extent and nature by which career development and other work life balance components determine employees performances.

Ojo *et al.* (2014) did an enquiry on work-life balances and employee performances in the Nigerian economy. The research concentrated on three main sectors of the economy (power sector, educational sector and banking sector). The 1624 respondents of the study comprised of 1624 workers who cut across the three sectors of interest. Based on regression methods, outcome indicated a direct influence of careers development on employee performance in the Nigerian economy. Research recommendation was that focus be put on balancing employee work life as this will in turn translate into improve employee performance and subsequently organizational performance. The study was however on the Nigerian economy, unlike this research which was focused on Machakos, Kenya.

### **2.1.3 Delegation and Employee Performance**

Delegation is an important concept in ensuring the optimal performances of employees within an organization (Gayathri & Ramakrishnan, 2013). Sakthivel *et al.* (2011) did an investigation of the reflections of work life balance reflections towards the satisfaction of employees. The study aimed at ascertaining the link between balance in employees work life and satisfaction of employees. The research instruments (questionnaires) were given to the study respondents which were two hundred and ten (210) in number selected from IT firms. Using SPSS for analysis, correlation methods were applied. Research outcome indicated high correlation between delegation and satisfaction of employees in IT companies. The research however was based on correlation methods and the ongoing research applied both correlation as well as multiple regression methods.

Dissanayaka and Ali (2013) did a research on work life balance and performances of employees. The purposes of the research was therefore to assess the underlying linkages between balance in work life balance and performances of employees. Ninety six (96) workers were considered and questionnaires were administered to these workers. Correlation techniques were used and the outcome pointed out that there are direct linkages of work life balances and performances of firm employee. The recommendation was the enhancement of balance in work life for purposes of improvement performances of employees.

An investigation by Azeem and Akhtar (2014) was done with the main aim of assessing work life balance and its underlying influence on the satisfaction of job by employees based on Healthcare institutions in Pakistan. Questionnaires were therefore given to two hundred and seventy five (275) workers (respondents) within the health sector. SPSS was applied to test correlations as well as reliabilities. Research results provided that the health sector workers are committed to their jobs given a certain level of work life balance. Delegation of work improves balance in the work life of workers thereby enhancing their performances as well through job satisfaction. The health sector of Pakistan was the study focus.

### 3. RESEARCH METHODOLOGY

Descriptive research design was utilized. Mugenda and Mugenda (2013) described descriptive survey as processes which entail collection of data for testing hypothesis or answering research questions. The current study used stratified random sampling design because it gives a chance for each member of the population to be chosen. Cooper and Schindler (2009) put forward that a sample making around 10% of the population is satisfactory and thus, reliable. 200 employees from the hospital (Machakos Level 5) were sampled for this investigation. Based on primary data, multiple regression analysis was used in line with the following equation:

$$EP = \beta_0 + \beta_1 WC + \beta_2 CD + \beta_3 DE + e$$

Where:

EP - Employee Performance

X<sub>1</sub> – Work conditions

X<sub>2</sub> – Career Development

X<sub>3</sub> – Delegation

β<sub>0</sub> - Constant

β<sub>1</sub> – β<sub>4s</sub>= Coefficients

e<sub>it</sub>= Error term

### 4. RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Response Rate

The study found that out of 200 targeted respondents, 157 responded which translated to 78 percent. Mugenda and Mugenda (2013) asserted that a response of 50% rate is viewed to be adequate and that of 60% considered to be good while that of 70% and above viewed as very good. Going by this assertion, the response rate (78%) is very good for subsequent analysis.

#### 4.2 Correlation Test

The study undertook a correlation test for purposes of ascertaining the nature and extent of association between the independent and dependent variables of the study.

**Table 4.1: Correlation Results**

		Employee performance	Work conditions	Career development	Delegation
<b>Employee performance</b>	Pearson	1			
	Sig. (2-tailed)				
<b>Work conditions</b>	Pearson	.526**	1		
	Sig. (2-tailed)	.000			
<b>Career development</b>	Pearson	.412**	.153	1	
	Sig. (2-tailed)	.000	.055		
<b>Delegation</b>	Pearson	.353**	.001	-.121	1
	Sig. (2-tailed)	.000	.994	.130	

\*\* . Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data, 2020

The results from the correlation test in Table 4.1 reveal that the three work life balance variables had significant and positive correlation with employee performance. The correlation coefficient of work conditions is 0.526 with a corresponding p-value of 0.00 which imply a positive and significant correlation. A study by Vishwa *et al.* (2015) which was analysed using correlation established a positive correlation between work conditions and employee performance. The current study thus reinforces the previous findings.

Additionally, career development has a correlation coefficient of 0.412 and a corresponding p-value of 0.00 which indicates that there is a significant and positive correlation between career development and employee performance. The findings are consistent with that of Sakhivel *et al.* (2011) which using correlation analysis also established that there is a positive correlation between career development and employee performance. A study by Dissanayaka and Ali (2013) using pearsons moment correlation also found similar results.

Furthermore, delegation has a significant and positive correlation with employee performance at Machakos Level 5 Hospital, Machakos County as shown by the coefficient of 0.353 and a p-value of 0.00. The findings are consistent with that of Azeem and Akhtar (2014) which established using correlation analysis that delegation is strongly and positively correlated with employee performance.

### 4.3 Model Summary

The model summary depicting the strength of the model is presented in Table 4.2.

Table 4.2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.926 <sup>a</sup>	.857	.829	.52654
a. Predictors: (Constant), Work conditions, Career development, Delegation				

Source: Survey Data, 2020

Table 4.2 presents statistics for model summary of the study. As indicated in the Table 4.2, the model has an R-square of 0.857 and adjusted R-square of 0.829. Therefore indicating that work life balance (work conditions, career development and delegation) collectively account for 85.7% of the movements in employee performance at Machakos Level 5 Hospital, Machakos County.

### 4.4 Analysis of Variance (ANOVA)

The study carried out analysis of variance and the result presented in Table 4.3.

Table 4.3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.532	3	8.177	29.877	.000 <sup>b</sup>
	Residual	41.876	153	.274		
	Total	66.408	156			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Delegation, Work conditions, Career development						

Source: Survey Data, 2020

The analysis of variance presented in Table 4.3 indicates that the model yielded a p-value of 0.000, thus indicating significance. As such, the model used was therefore adequate for data estimation.

### 4.5 Multiple Regression Analysis

This section presents the regression analysis of the study which sought to establish the effect of each of the work life balance variables on employee performance at Machakos Level 5 Hospital, Machakos County. The regression output is encompassed in Table 4.4

Table 4.4: Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-2.986	.727		-4.106	.000	-4.423	-1.549
	X1	.951	.154	.425	6.188	.000	.647	1.254
	X2	.632	.154	.284	4.108	.000	.328	.936
	X3	.282	.097	.187	2.896	.004	.090	.474
a. Dependent Variable: Employee performance								

Source: Survey Data, 2020



#### 4.6 Interpretation of Findings

The regression results in Table 4.4 that in the absence of work life balance, employee performance at Machakos Level 5 Hospital, Machakos County decreases by 2.986. The study sought to establish the effect of work conditions on employee performance at Machakos Level 5 Hospital, Machakos County which was the first specific objective of the study. The findings in Table 4.10 revealed a coefficient of 0.951 and a corresponding p-value of 0.000 for work conditions. This implies that work conditions have significant positive effect on employee performance at Machakos Level 5 Hospital, Machakos County. Therefore, a unit increase in work conditions leads to a 0.951 improvement in employee performance at Machakos Level 5 Hospital, Machakos County. The study findings can be linked to the notion that better work conditions provide enablement for employees to put in their best and as such high employee performance. The findings are notably consistent with those of previous studies. Dissanayaka and Ali (2013), Ojo *et al.* (2014), Vishwa *et al.* (2015) Wainaina (2015).

The study sought to ascertain the effect of career development on employee performance at Machakos Level 5 Hospital, Machakos County. The results in Table 4.10 revealed a coefficient of 0.632 and a corresponding p-value of 0.000 for work conditions. Therefore, a unit increase in career development translate into improve employee performance by 0.632. This implies that work conditions have significant positive effect on employee performance at Machakos Level 5 Hospital, Machakos County. Career development enhances the skills and expertise of workers which in turn is expected to improve employee performance.

The study findings of the effect of career development on employee performance are line with those of previous studies such as Sakthivel *et al.* (2011) Kamau *et al.* (2013), Hye (2013) Dissanayaka and Ali (2013), Ojo *et al.* (2014).

The study sought to determine the importance of delegation on employee performance at Machakos Level 5 Hospital, Machakos County. The study findings in Table 4.10 indicates a coefficient of 0.282 and p-vale of 0.004 which is significant at 0.05 level of significance. Therefore, a unit increase in delegation brings about improvement in employee performance by 0.282. Based on this result, delegation has positive and significant effect on employee performance at Machakos Level 5 Hospital, Machakos County. This can be attributed to the notion that delegation entails the assigning of responsibilities to different workers therefore with individuals focusing of specific tasks, employee performance is improved. The study findings notably collaborate those of previous researches which include the studies by. Dissanayaka and Ali (2013) Azeem and Akhtar (2014) Fapohunda (2014).

### 5. CONCLUSION AND POLICY RECOMMENDATIONS

The study concludes that work conditions have significant effect on employee performance at Machakos Level 5 Hospital, Machakos County. The study recommends that work conditions should continually be improved by the management of the hospital. This can done improving the welfare of workers and a well as hospital facilities. The study further concludes that career development significantly affect employee performance at Machakos Level 5 Hospital, Machakos County. The study recommends that the hospital management should invest in their employees by sponsoring them to further their studies. This can further be done encouraging employees to attend seminars and workshops.

The study also concluded that delegation has significant effect on employee performance at Machakos Level 5 Hospital, Machakos County. The recommendation of the study is that work load should be adequately delegated by hospital management. Proper delegation results in each employee concentrating on specific tasks or responsibilities assigned to them and as such enhancing the performance of employees at Machakos Level 5 Hospital, Machakos County.

#### 5.1 Suggestions for Further Research

The study sought to establish effect of work life balance on employee performance at Machakos level 5 Hospital. Other studies can be done on other categories of hospitals in Kenya as this can be used for comparison purposes which will further enhance effective policy making. Further researches can consider government policy and how it moderates the linkages between work life balance and employee performance at Machakos level 5 Hospital.

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