



**INFLUENCE OF WORK LIFE BALANCE ON EMPLOYEE PRODUCTIVITY IN KENYA; A CASE OF MILIMANI LAW
COURTS NAIROBI**

EVERLYNE MINAYO MUCHITI

**INFLUENCE OF WORK LIFE BALANCE ON EMPLOYEE PRODUCTIVITY IN KENYA; A CASE OF
MILIMANI LAW COURTS NAIROBI**

Muchiti, E., Jomo Kenyatta University of Agriculture & Technology (JKUAT), Kenya

Gachunga, H., Jomo Kenyatta University of Agriculture & Technology (JKUAT), Kenya

Accepted June 5, 2015

ABSTRACT

The changing economic conditions and social demands have changed the nature of work throughout the world. A good balance in work and life can play a phenomenal role in the attainment of personal and professional goals. It has been established employees report that work is a significant source of stress and they typically feel tensed or stressed out during the workday. Ideally, the Work Life Balance concept requires organizations to effectively integrate employees' work and non-work roles such that levels of multiple-role conflict, and the associated stress and job dissatisfaction, are minimized or avoided, flexible schedules and leave programs are stressing out many employees, reducing their job performance and productivity as well as causing broken homes. The purpose of the study was to establish the influence of work life balance on employee productivity in Kenya. The study adopted descriptive survey and case study design. The study targeted 200 employees at Milimani Law Courts, Nairobi. A sample of 67 employees of the target population was considered by use of stratified sampling method. The primary data was collected through the use of questionnaires and secondary data was obtained from published documents such as journals, periodicals, magazines and reports to supplement the primary data. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The information was analyzed to yield qualitative and quantitative data. Quantitative data was analyzed with help of SPSS version 21 and MS excel. The study findings showed that independent variables contributed 77.10%, significantly and positively to employee productivity at judiciary. Flexible working schedule was the most significant factor and had a positive significant relationship at 5% level of significance.

Key Words: *Work Life Balance, Employee Productivity*

INTRODUCTION

Work-life balance, in its broadest sense, is a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Although definitions and explanations vary, work-life balance is generally associated with equilibrium, or maintaining an overall sense of harmony in life (Clarke et al., 2004). The study of work-life balance involves the examination of people's ability to manage simultaneously the multifaceted demands of life. Although work-life balance has traditionally been assumed to involve the devotion of equal amounts of time to paid work and non-work roles, more recently the concept has been recognized as more complex and has been developed to incorporate additional components (Greenhaus et al., 2003).

The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. The way to achieve this is to adopt an approach that is "conceptualized as a two way process involving a consideration of the needs of employees as well as those of employers (Lewis, 2000).

In an attempt to achieve a Work life balance, Western organizations have tended to adopt a limited set of policies such as on-site child-care facilities, on-site gymnasiums, telecommuting opportunities, and even on-site sleeping quarters for the employee and their family (Hyman & Summers, 2004). Each has attempted to increase the flexibility by which employees can enact their work-roles whilst simultaneously enabling them to enact their family-based roles to the minimum extent necessary.

The Employment Act 2007 primarily governs the employment relationship in Kenya. The Act defines the fundamental rights of employees, sets out the basic conditions of employment and regulates matters dealing with the employment of children. The Employment Act provides a number of WLB initiatives that relate to the

employment relationship.

The history of Kenya's Judiciary can be traced to the East African Order in Council of 1897 and the Crown regulations made there under which marked the beginning of a legal system in Kenya. The first Chief Justice of the Kenyan Judiciary, Sir Robert William Hamilton was appointed in 1906. Since then, a total of twenty different persons have occupied the Office of the Chief Justice including the incumbent, Hon. Justice Mr. J.E. Gicheru.

In colonial Kenya, the office of the Chief Justice was exclusively occupied by British nationals. At independence, Sir John Ainley was the Chief Justice who presided over the swearing in of the founding president, Jomo Kenyatta. He served until 1968 when he was replaced by Hon. Justice Dennis Farrel in an acting capacity.

The Judiciary is one of the three equal arms of government. Its chief mission is to resolve disputes in a just manner with a view to protecting the rights and liberties of all, thereby facilitating the attainment of the rule of law. It performs this function by providing independent, accessible and responsive for the resolution of disputes. However at a time of societal transformation heralded by the new constitution and the Judiciary Transformation Framework 2012-2016 which emphasize transformation of the court processes as a key element of Judicial reform, the Kenyan Judiciary is now called upon to do more than simply resolve disputes expeditiously. It must be deliberately repositioned to do the critical role of protecting the constitution, fostering social and political stability and promoting social-economic development. It does so by interpreting and implementing the constitution in a manner that promotes the national value and principles of governance.

Statement of the Problem

A good balance in work and life can play a

phenomenal role in the attainment of personal and professional goals (Friedman & Greenhaus, 2000). However, according to an American psychological organization 2009, 69 % of employees report that work is a significant source of stress and 41% say they typically feel tense or stressed out during the workday.

Lack of family- friendly policies, flexible schedules, Job design, and parental leave are stressing out many employees, reducing their job performance and productivity as well as causing broken homes (De Bruin & Dupuis, 2004). In the community, there is growing concern that the quality of home and community life is deteriorating (Hyman & Summers, 2004). These have resulted to poor employee input and performance, because an employee, who finds it difficult to properly balance his or her family life, tends to also have difficulties managing tasks at his or her workplace, therefore resulting in poor employee performance (Sparks, et al., 2002). According to a major Canadian study by Lowe (2005), one in four employee's experience high levels of conflict between work and family based on work-to-family interference and care giver strain, and if role overload is included, then close to 60% of employees surveyed experienced work family conflict.

While several studies (Williams et al., 2000; Clarke et al., 2004; McDonald et al., 2009; Nganga, 2010; Morrison, 2005; Garg & Rastogi, 2006) have been done focusing on different aspects of employee performance and further appreciating the crisis in every organization in terms of employee productivity, all empirical evidences are in short of the actual factors of work-life balance that influences the employee productivity itself. Further, most organizations in Kenya according to a survey by Strathmore Business School 2011, lack policies that support the well-being of employees' families and the Judiciary is not an exception. The Judiciary Transformation Framework 2012-

2016 has led to an increased work load and put a strain on the employees consequently causing an imbalance between work and life of the employees and hence impacting negatively on their performance. Hence it is against this background that this study sought to establish the influence of Work life balance on employee productivity.

Objectives of the study

The general objective of the study was to establish the influence of work life balance on employee productivity in Kenya. The specific objectives of the study were to; Establish influence of flexible working schedules and leave programs on employee productivity in Kenya.

Research Questions

The study sought to answer the following questions;

- I. Do flexible working schedules influence employee productivity in Kenya?
- II. What is the influence of leave programs on employee productivity in Kenya?

Scope of the Study

The study was conducted on Milimani Law Courts employees and the respondents included the Court Registrars, Magistrates and other Judiciary staff who provided pertinent information about the research problem. The study targeted 200 judiciary employees as per to the records available (Judiciary, 2015). A sample size of 67 employees was used in the study. The study also limited itself to two variables which include; flexible working schedules and leave programs.

THEORETICAL REVIEW

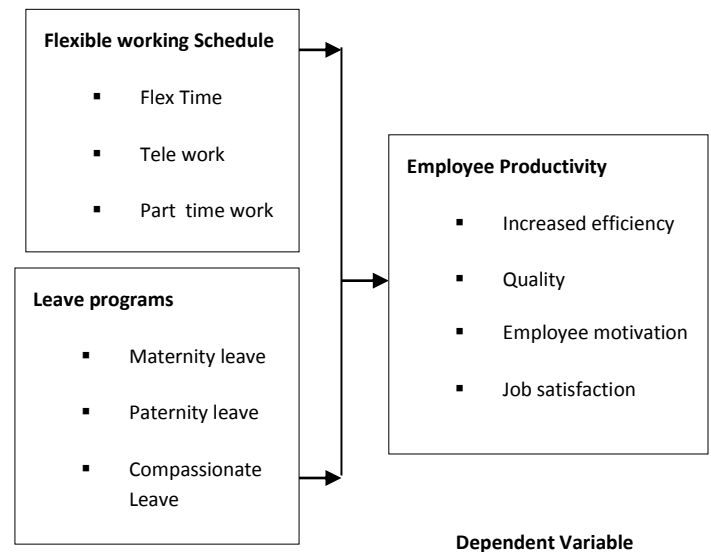
a) Segmentation Theory

The segmentation theory posits that work and family are two distinctive domains and there is no relationship between the two domains, indicating that work and family are separate spheres; which may not influence each other (Edwards & Rothbard, 2000). Segmentation is also viewed as an active psychological process that may be used to manage the boundary between work and family (Rothbard et al., 2005). High segmentation between work and family should bring in better work-life balance. For example an employee who can divide his time, energy and effort efficiently and effectively between the two segments will face lower work-life conflicts. The above theory facilitated understanding of the first objective of the study to establish influence of flexible working schedules on employee productivity in Kenya

b) Compensation Theory

The compensation theory refers to an attempt of making up for shortcomings or deficits in one role through higher involvement in another role (Edwards & Rothbard, 2000). These deficiencies could be the demands or satisfactions that can be fulfilled in another role (Guest, 2002). For example an individual is highly engaged in the work life because of some negative experiences in the non-work life. The sense of doing something Worthwhile and gaining positive energy in non-work life is achieved through higher engagement at workplace and having time for resting. The theory instigated the second study objective to examine the influence of leave programs on employee productivity in Kenya.

Conceptual Frame Work



Independent variables

Figure 1. Conceptual Frame Work

a) Flexible working schedules

Flexible working is defined (by the Financial Times Lexicon) as giving 'employees flexibility on how long, where and when they work. Flexible work hours are designed to keep employee's motivated in a competitive business environment. The flexible schedules permits workers to vary their start and finish times provided a certain number of hours are worked. This can allow them to meet family or personal commitments/emergencies (enable employees to respond to both predictable and unpredictable circumstances), during the day or to reduce their commuting time by starting and ending work before or after the rush hour. When implemented with both employer and employee interests in mind, flexible works schedules can increase efficiency, work focus, and empower individuals to self-manage work time (Halpern, 2005).

b) Leave programs

Family leave encompasses maternity and paternity leave, as well as any other paid or unpaid family leave policies (Cook, 2004). Leave is a period of time that one must be away from one's primary job, while maintaining the status of employee. This contrasts with normal periods away from the workplace and "working from home programs, in that they are considered exceptional circumstances, rather than benefits. Generally such an arrangement has a predefined termination at a particular date or after a certain event has occurred.

c) Employee Productivity

Productivity is critical for the long-term competitiveness and profitability of organizations. Studies have showed that the experience of work-life balance is positively related to employees' performance and organizational performance as well (Parkes et al., 2008). More specifically, work-life balance has been shown to have positive outcomes, such as low turnover intention, improvement of performance, and job satisfaction (Garrard-Leiva et al., 2012). Work-life balance has a positive effect on employee's affective commitment to their organizations (Casper et al., 2011). That is, the experience of work-life balance generates feelings of loyalty to the organization and increases affective commitment. Affective commitment is an emotional attachment to the organizations or the employers which can cause employees to want to remain with the organizations.

The experience of psychological well-being and harmony in life helps employees concentrate on their work, resulting in better performance. Studies have found that work-life conflict is associated with stress, depression, and a variety of stress-related poor health and mental health effects, and that such ill health increases work absenteeism, turnover, and low morale (Emslie et al., 2004).

In their narrative review, (Beauregard and Henry, 2009) observed evidence for a positive effect of organizational work-life balance practices on recruitment, retention, attendance (including turnover intention), and productivity. One explanation is that employees reciprocate with increased loyalty, effort and productivity in exchange for the organization's practical assistance with managing work-life demands, and in appreciation for the organization's indication of care and concern as demonstrated by work-life policies and practices (Beauregard and Henry, 2009). There is a wealth of information that outlines the advantages of offering flexible and special leave arrangements to employees in terms of improving staff recruitment, reducing turn-over, absenteeism and the costs associated with all this as well as increasing employee satisfaction and productivity:

Empirical Review

a) Flexible Working Schedules

According to research from the Families and Work Institute, employees with greater control over work schedules are more likely to show increased engagement, retention, job satisfaction and overall well-being (Powers, 2004). According to Hill et al., (2010), flextime assists employees to manage their work and family responsibilities by allowing them to reduce work-family conflict and to improve functioning and performance at work and at home. Similarly, according to Dalcos and Daley, (2009), flex time allows employees to choose when, where and for how long they engage in work-related tasks. Flextime usually means that each working day has a core of six hours surrounded by a 'flexibility band' in which employees may exercise their discretion (Robbins et al., 2004).

Studies examining groupings of flexible working arrangements has associated employee

participation in these arrangements with higher levels of self-reported focus, concentration, and motivation (Williams et al., 2000), Chow and Keng-Howe's (2006) study of workers in Singapore revealed that the more flexible their schedules, the greater their self-reported productivity.

A study of the '100 Best Companies for Working Mothers' by Meyer, Mukerjee, and Sestero (2001) revealed that organizations offering work-life balance practices enjoyed increased profit rates. This was particularly the case for the practices of family sick leave and telework, which were related most strongly to increased profits. The authors posited that telework encouraged longer work hours by employees who were constantly available for work and who no longer needed to commute.

The European Working Conditions Survey found that 85% of those working less than 30 hours per week were satisfied with their work-life balance. Furthermore, part-time workers and those working less than 35 hours a week reported the lowest levels of both physical and psychological health problems (Clarke et al., 2004). While part-time work is likely to reduce general experiences of work-life conflict, it is also widely observed that part-time hours often involve work that is lower paid and less secure, involving less autonomy and skill discretion (McDonald et al., 2009). Hence, reduced hours may improve work-life outcomes, but other important aspects of job quality, opportunity and financial security are substantially reduced.

Ng'ang'a (2010) carried out a study on international non-governmental organizations in the health sector in Kenya which recommends the adoption of quality WLB practices. The proposed WLB initiatives include compressed work schedules, alternative work schedules, job sharing, childcare facilities, wellness programmes and telecommuting. The study noted an increase in employee motivation and

productivity in the organizations that adopted these WLB initiatives. Flexible working schedules positively influence employee productivity at the Judiciary.

b) Leave Programs

In a study of parents' transition back to paid work after the birth of a child, Brough et al., (2009) observed that parents with little or no access to paid parental leave (at the time of the study, prior to recent legislative changes) were more likely to return to work due to financial pressures. They also reported a range of negative outcomes on their personal health and wellbeing (including child attachment) and in the work sphere (reduced satisfaction and attachment). Some fathers reported difficulty accessing parental or recreational leave, and this was perceived to affect father-child attachment and also increase pressure for their partners as the primary caregivers.

Kamau et al., (2013) study of WLB practices and the effect on employee job performance at Eco Bank Kenya concluded that FWAs improve employee job performance. Further, the presence of employee assistance programmes at ECO Bank improved employee performance, as well as employee attendance rates. Leave policies were also found to impact performance by reducing work-related stress. Based on the findings, the study proposed the amendment of existing labour laws to include mandatory employee welfare programs facilitated by employers. Parental leave programmes positively influence employee productivity at the Judiciary

c) Employee productivity

Several empirical studies have supported that employees' experience of work-life balance contributes to favorable evaluation of their organizations and affective commitment (Muse et al., 2008). Similarly, work interference with family and family interference with work are

negatively related to affective commitment (Allen et al., 2000). Organizational interest in the management of the Work life balance is derived from evidence that there is little doubt any more that there is a clear connection between the way people are managed and organizational performance and that with the onset of predicted skill-shortages, the ability to offer effective Work life balance employment opportunities may become a source of competitive advantage (Purcell, 2002).

Studies examining groupings of flexible working arrangements has associated employee participation in these arrangements with higher levels of self-reported focus, concentration, and motivation (Williams et al., 2000). Chow and Keng-Howe's , (2006) study of workers in Singapore revealed that the more flexible their schedules, the greater their self-reported productivity.

Critique of Literature

Konrad&Mangel ,(2000), found no relationship between a composite measure of 19 work-life initiatives and productivity. However, while there is not strong evidence for the universalistic approach forwork-life policies regarding their effects on job performance; Perry, Smith&Blum (2000), provide evidence for the configuration approach. Specifically, organizations with a greater range of work-family policies (including leave policies, traditional dependent care and less traditional dependent care) had higher organizational performance, market performance and profit-sales growth.

Furthermore, the research has been dominated by North American and North European academics. This reflects the fact that the contemporary debate is partly about affluence and its consequences and according to Crompton (2006), Work Life Balance may be a misleading phrase as it implies that employees

have managed to achieve balance between their work and personal life, which is not the case. It is also argued that the conceptualization of work-life balance is not applicable to all types of people, for certain low income workers the concept of work-life balance may be unthinkable if they must struggle to find enough work to make ends meet (DeBruin & Dupuis, 2004).

Employees may work longer hours because flexible arrangements increase their availability for work and reduce their commuting time, or because they are exchanging leisure time for flexibility. There is also ambiguity around the definition of work. The term work often refers to paid employment but may also refer to that which includes unpaid work at home and in the community (Eby et al., 2005). Greenhaus et al., (2003) have also questioned the self-evident assumption that work-family balance always leads to favorable outcomes since according to them this is an empirical question which has not yet been firmly answered due to miscellaneous definitions of work-family balance.

Additionally, the use of family-friendly provisions such as regular leave entitlements, flexibility and part-time work may inadvertently indicate less career commitment, reducing the likelihood of career progression (Hosking and Western, 2008). While part-time work is likely to reduce general experiences of work-life conflict, it is also widely observed that part-time hours often involve work that is lower paid and less secure, involving less autonomy and skill discretion (Bardoel et al., 2007). Hence, reduced hours may improve work-life outcomes, but other important aspects of job quality, opportunity and financial security are substantially reduced.

Research Gap

The review of the relevant research in the employee productivity shows that scholars have identified the critical variables that have been

linked to work life balance such as, leave programs, flexible working schedules (Schutte&Eaton,2004;Williamsetal. 2004; Morrison,2005;Nganaga,2010). Although a number of studies have found these variables to have significant impact on employee productivity, several studies have argued that these variables only provide partial insight into enhancing employee performance and that alternative new variables should be brought into work life dynamics (Mc Donald et al,2009; Gargi& Rastogi,2006).

Additionally, the above mentioned scholars have concentrated their studies in the developed countries and this leaves a gap for the researcher to carry out the same in a developing country like Kenya. In particular, Chow &Keng-Howe's , (2006)) carried out a study of workers in Singapore revealed that the more flexible their schedules, the greater their self-reported productivity. With regard to recreation leave, a nationally representative survey of working Australians observed clear links between lacks of uptake of full recreational leave entitlements and higher work-life interference for women and parents, with the strongest association observed for working mothers (Skinner and Pocock 2013). Further, not many studies were identified that examined the relationship between work- life balance and employee productivity. Finally, the other gaps identified included; no records were available to this study to show any research on work- life balance on employee productivity in Kenya; there were no clear records on studies showing the influence of leave programs and flexible working schedules on employee productivity in Judiciary. This study therefore sought to fill these gaps.

RESEARCH METHODOLOGY

Research Design

The research adopted both descriptive research design on Judiciary and a case study approach. Descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals (Orodho,2003). Thomas (2011) refers to a case study as an analysis of persons, events, decisions, periods, projects, policies, institutions or other systems that are studied holistically by one or more methods. This helps the researcher to gain a sharpened understanding of why the instance happened as it did and what might become important to look at more extensively in future research.

Target Population

The target population of interest in this case study was 200 Milimani Law court employees. For the purpose of the research, the study undertook to have the study target population to be the Mililani Law court employees only who provided pertinent information sought by the study. The study target population was divided into three categories.

Sample size and Sampling Technique

An appropriate sample size was calculated. A representative sample size with known confidence and risk levels was selected, based on the work of Yamane (1967) formula. An appropriate response rate (sample size) was determined.

Table 1: target population and sample size

Stratum	Population(N)	Sample size(n)
Magistrates	40	13
Executive officers	60	20
Court assistants	100	34
Total	200	67

Research Instruments

The study used questionnaire as the research instrument. This is because of their simplicity in the administration and scoring of items as well as data analysis (Baron, 2007). The study utilized quantitative and qualitative questionnaire that was developed for generating information on key variables of interest from the targeted respondents in this study. The research also undertook desk review of existing information about the study areas and collected qualitative data through in-depth interview from respondents who were conversant with the subject through various interactions or experiences.

Data Collection Method

The study collected both primary and secondary data during the study. Primary data was collected using questionnaires that were given to Milimani Law court employees (magistrates, executive officers and court assistants) who formed units of observation for the study. These respondents were specifically targeted for their ability to provide pertinent information to the study. The questionnaire contained both structured and unstructured questions. This is because of their simplicity in the administration and scoring of items as well as data analysis

(Babbie, 2009). The secondary data comprised of materials that were desirable, current, accurate, sufficient and relevant and were collected from library text books, internet and magazines and personnel file in the Milimani Law courts.

Data Analysis and Presentation

To ensure easy analysis, the questionnaires were coded according to each variable of the study to ensure accuracy during analysis. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS) version 21 and excel. This technique gave simple summaries about the sample data and present quantitative descriptions in a manageable form, (Orodho, 2003). Together with simple graphics analysis, descriptive statistics formed the basis of virtually every quantitative analysis to data, (Kothari, 2005).

The study further adopted a multiple regression model at 5% level of significance and 95% level of confidence to establish the strength and direction of the relationship between the independent variables (flexible working schedules and leave programs) and the dependent variable (employee productivity). The employee productivity at Milimani law courts was regressed against four variables namely flexible working schedules and leave programs. The equation was expressed as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon,$$

Where;

Y= Employee productivity in judiciary, β_0 = constant (coefficient of intercept), X_1 = Flexible working schedules; X_2 = Leave programs; X_4 = Job design; ϵ = error term; $\beta_1 \dots \beta_2$ = regression coefficient of two variables.

An Analysis of Variance (ANOVA) was also used to measure statistically the significance in predicting how flexible working schedules and leave programs influence employee productivity in

Kenya. The test of significance involved the use of squared moment correlation coefficient, the R square, as a measure of significance. The coefficient is a standard measure of an assumed linear relationship between variables. A coefficient of value between (+ve) 0.5 and (-ve) 0.5 or higher indicates a strong relationship and by extension a significant variable in influencing the trend of the dependent variable.

The findings were presented using tables, charts and graphs for further analysis and to facilitate comparison. This generated quantitative reports through tabulations, percentages, and measure of central tendency. Descriptive statistics such as measures of central tendency and dispersion along with percentages were used to organize and summarize numerical data whose results were presented in tables, pie charts, column and bar graphs for easy interpretation of the findings (Kothari, 2008).

FINDINGS AND DISCUSSION

Response Rate

The study targeted a sample size of 67 respondents from which 53 filled in and returned the questionnaires making a response rate of 79.10 % while 14 that is 20.90 % did not return or returned partially filled questionnaires.

Reliability analysis

The standard minimum value of alpha of 0.7 is recommended (Amin, 2005) as the minimum level for item loadings. The findings were as shown in table 4.2;

Table 2; Reliability analysis

Variable	Number of valid items	Cronbach's alpha	Cronbach's Alpha Comments
Flexible working schedules	6	0.8856	Accepted
Leave programs	10	0.8777	Accepted

From the results as shown in table 2; the constructs used in the study were for every objective which formed a scale. Amin (2005) established the Alpha value threshold at 0.7, thus forming the study's benchmark. The table shows that Flexible working schedules had the highest reliability ($\alpha = 0.8856$), followed by Leave programs ($\alpha = 0.8777$). This illustrates that all the two variables were reliable as their reliability values exceeded the prescribed threshold of 0.7.

Demographic Information

Gender of Respondents

The research went further to establish the gender of the respondents from the identified areas of study. From the results it was found out that 50.94% of the respondents were male and 49.06% were female. This infers that majority of the respondents were male working in the study area. The high percentage of male respondents may be attributed to the opinions commonly held about gender roles in judiciary that they are initiated and managed by men and may reflect the impact of advocacy for gender mainstreaming in the judiciary sector.

Age of respondents

From the findings the highest percentage of the respondents 54.72% was 31 to 40 years of age, 24.53% for 41 to 50 years, 7.75% for 18 to 30 years and 13.21% above 50 years. This implies that majority of employees in the judiciary are young and understands the influence of work life balance on employee productivity in judiciary.

Respondents' Level of Education

From the results most of the respondents (23.45%) had acquired certificate level of education, 44.45% of the respondents stated to have bachelors, 15.55% had high O/A level, 16.55% cited to have acquired post graduate level of education and 10.25% had no formal education but hands on skills experience.

Duration of service

From the findings most of the respondents (45.55%) had worked for 10 - 20 years, 15.55% for 1 – 10 years, and 38.90% for more than 20 years. This implies that the respondents had worked for a relatively considerable period to give credible information in Judiciary relating to this study.

Analysis of the variables

a) Flexible working schedules

The first objective of the study was to examine the influence of flexible working schedules on employee productivity in Kenya.

Flexible working schedules on employee productivity in Judiciary

The study sought to establish influence of examine the influence of flexible working schedules on employee productivity in Kenya. The findings were as shown in table 4.8;

Table 3: Flexible working schedules on employee productivity in Judiciary

	Frequency	Percentage
Yes	15	28.30
No	38	71.70
Total	53	100

From the study findings in Table 3; the majority (71.70%) of the respondents agreed that flexible working schedules were not applicable in judiciary while 28.30% cited that flexible working schedules were applicable in judiciary. This infers that flexible working schedules were not applicable in judiciary.

Extent to which flexible working schedules influence employee productivity in Judiciary

The respondents were further asked to indicate the extent to which flexible working schedules influence employee productivity in Judiciary.

From the results of the study, the majority of the respondents (45.45%) stated that flexible working schedules did influence employee productivity in Judiciary to a low extent; 33.35% to a low extent; 12.25% to moderate extent; 3.80% to a great extent and 5.15% a very great extent.

Statements on flexible working schedules influence employee productivity in Judiciary

The study sought to establish the extent to which the respondents agreed or disagreed with the following aspects of flexible working schedules influence employee productivity in Judiciary A scale of 1-5 was used. The scores "Strongly agree" and "Agree" were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq \text{Agree} \leq 2.5$). The scores of 'Neutral' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq \text{Neutral} \leq 3.5$). The score of "Disagree" and "Strongly disagree" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq \text{Disagree} \leq 5.0$). The results were presented in mean. The mean was generated from SPSS version 2.1 and is as illustrated in Table 4.9:

Table 4: Flexible working schedules influence employee productivity in Judiciary

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean
Workplace doesn't provide technological resources that allow me to work from home if I have family affairs to attend to.	19	15	11	2	6	1.6
Employees always finish work on time because of flexible work schedule.	25	12	12	2	2	4.4
Part time working schedule affects level of employee productivity	19	15	11	2	6	1.2
Long daily and weekly working hours causes conflicts between my work and my relationships with my family.	20	14	11	2	6	1.5

From the results in table 4; respondents agreed that Workplace doesn't provide technological resources that allow me to work from home if I have family affairs to attend to by a mean of 1.4; Part time working schedule affects level of employee productivity by a mean of 1.2; Long daily and weekly working hours causes conflicts between my work and my relationships with my family and disagreed that employees always finish work on time because of flexible work schedule. This infers that lack of these factors of flexible working schedules influence employee productivity in judiciary negatively. The findings are in line with literature review by Davies (2008) who states flexible working schedules

motivates employees and is an important factor that positively enhances employee productivity.

b) Leave Programs

The second study objective was to explore the influence of leave programs on employee productivity in Kenya.

Leave programs on employee productivity in Judiciary

The study sought to establish the influence of leave programs on employee productivity in judiciary. The findings were as shown in table 4.13;

Table 5: Leave Programs on employee productivity in Judiciary

	Frequency	Percentage
Yes	32	58.49
No	21	39.61
Total	53	100

From the study findings in Table 5; the majority (58.49%) of the respondents agreed that leave programs did influence employee productivity in Judiciary while 39.61% posited that leave programs did not influence employee productivity in Judiciary. This infers that leave programs are an important factor on employee productivity in judiciary.

Type of leave programs influence employee productivity in Judiciary

The respondents were further asked to indicate the type leave programs offered and influence employee productivity in Judiciary. The information is as shown in Figure 2;

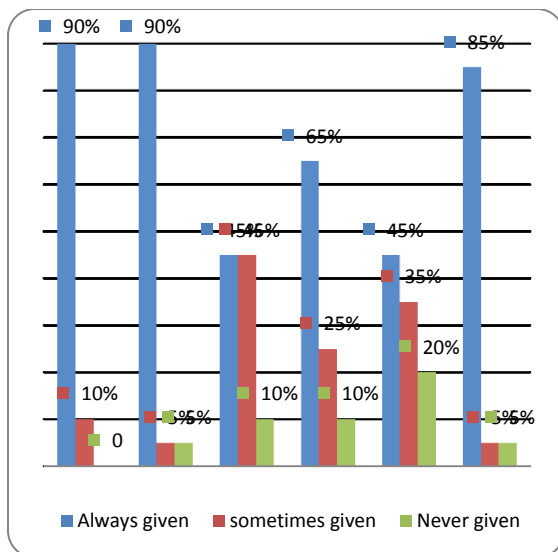


Figure 2: Type of leave programs

From the results of the study in Figure 2: paternity, maternity, study, sick, recreational and compassionate leaves are always given and influence employee productivity in judiciary. This implies that that type of leave programs determine employee productivity in Judiciary. These findings agree with Boles & Lynch (2004) argument that leave programs influence employee productivity positively.

Extent to which leave programs influence employee productivity in Judiciary

The respondents were further asked to indicate the extent to which leave programs influence employee productivity in Judiciary. The information is as shown in Table 4.14;

Table 6: Extent to which leave programs influence employee productivity in Judiciary

Extent	Respondents	
	Frequency	Percentage
Very great extent	24	41.46
Great extent	19	46.34
Moderate extent	9	7.31
Low extent	1	2.43
Very low extent	1	2.43
Total	53	100

From the results of the study in Table 6, the majority of the respondents (46.34%) stated that leave programs influenced employee productivity in Judiciary to a great extent; 41.46% to a very great extent; 7.31% to moderate extent; 2.43% to a low extent and 2.43% a very low extent. This means that that leave programs influenced employee productivity in Judiciary to a great extent. These findings agree with Boles & Lynch (2004) argument that leave programs influence employee productivity positively.

c) Employee Productivity at Judiciary

The study, additionally, sought to establish the influence of work life balance on employee productivity. The findings were as shown in Table 6.

Table 6 : Work life balance on employee productivity in Judiciary

	Frequency	Percentage
Yes	30	56.60
No	23	43.40
Total	53	100

From the study findings in Table 6; the majority of the respondents (56.60%) agreed that work life balance did influence employee productivity in Judiciary while 43.40% posited that work life balance did not influence employee productivity in Judiciary. This concludes that work life balance is an important factor on employee productivity in judiciary. This is in tandem with a study by Oswald (2012) who states that work life balance on employees of organization influence employee productivity an organization.

Measures of employee productivity at Judiciary

The study sought to establish about the improved efficiency, quality, job satisfaction, and employee motivation in employee productivity in judiciary. According to the

findings it shows that most of the respondents indicated that improved efficiency, quality, job satisfaction and employee motivation to employee productivity to a great extent. This implies that these factors are a good measure of employee productivity at Judiciary. The findings are in agreement with literature review by Leblebici (2012) who states that improved efficiency, quality, job satisfaction and employee motivation is a good measure of employee productivity in Judiciary.

Regression Analysis

The study adopted a multiple regression analysis to establish the relationship of independent variables and dependent variable, employee productivity at Judiciary. The study applied SPSS version 21 to code, enter and compute the measurements of the multiple regression. The results are shown in Table 7:

Table 7: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901 ^a	.811	.771	.2102

a. Predictors: (Constant) Flexible working schedules, Leave programs

The coefficient of determination (Adjusted R^2) 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 in Judiciary) that is explained by all two independent variables (Flexible working schedules, Leave programs). According to the two independent variables studied, they explain only 77.10% of the influence on the Flexible working schedules, Leave programs as represented by adjusted R^2 . This therefore means that factors not studied in this research contribute 22.90% on the influence employee productivity in Judiciary.

Analysis of Variance (ANOVA)

Table 8 Analysis of Variance^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.788	2	5.697	33.0548	.0002 ^b
	Residual	8.2728	50	.17235		
	Total	123.148	52			

a. Dependent Variable: Employee productivity in Judiciary

b. Predictors: (Constant), Flexible working schedules, Leave programs

Critical Value=12.654

The ANOVA statics in Table 8 the study established the regression model had a significance level of 0.2% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-Value) was less than 5%.The calculated value was greater than the critical value (33.0548>12.654) an indication that Flexible working schedules, Leave programs influence employee productivity. The significance value was less than 0.05 indicating that the model was significant.

Regression Coefficients

Table 4.18:Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	12.578	2.065		2.339	.001
	Flexible working schedules	.893	.156	.235	3.366	.001
	Leave programs	.551	.336	.309	2.269	.005

a. Dependent Variable: Employee productivity in Judiciary

The researcher conducted a multiple regression analysis so as to determine the relationship between the dependent variable and independent variables. The general form of the equation was to predict Employee productivity in Judiciary from Flexible working schedules, Leave programs is:

$Y = 12.578 + 0.893X_1 + 0.551X_2$. Therefore, from the findings the established regression is Employee productivity in Judiciary = $12.578 + (0.893 \times \text{Flexible working schedules}) + (0.551 \times \text{Leave programs})$. This is obtained from the Coefficients table, from above regression equation; the study found out that when all independent variables (Flexible working schedules, Leave programs) are kept constant at zero the Employee productivity in Judiciary will be at 12.578. A one percent change in Flexible working schedules will lead to (0.893%) variations in the Employee productivity in Judiciary and one percent increase in Leave programs will lead to (0.551%) variations in the Employee productivity in Judiciary. This concludes that flexible working schedules contributes more to Employee productivity in Judiciary followed by leave programs respectively.

At 5% level of significance and 95% level of confidence, flexible working schedules showed a 0.001 level of significance, and leave programs had a 0.005 level of significance; hence the most significant factor was flexible working schedules.

Summary of the Findings

Flexible Working Schedules

From the study it was revealed that flexible working schedules influenced positively employee productivity at judiciary. The study found out that it influenced employee productivity at judiciary to a great extent. The study also established that respondents agreed technological resources that allow flex time,

part time and timework influenced employee productivity at judiciary. The variable was statistically significant at the 0.05 level of significance and influence was of great strength on employee productivity at judiciary.

Leave Programmes

Further the study established that leave programmes (sick leave, maternity leave, compassionate leave, recreational leave, study leave) determine employee productivity at judiciary. These leave programs influenced employee productivity at judiciary to a great extent. According to regression analysis the variable was most significant and showed there was a significant positive relationship as it was statistically significant at the 0.05 level of significance.

Employee Productivity

The study revealed that majority of respondents indicated employee productivity at judiciary was good and rated that the measures of employee productivity such as improved efficiency, quality, job satisfaction and employee motivation measure employee productivity to a great extent. Finally the respondents agreed to a very great extent that flexible working schedules, and leave programs influence the employee productivity at judiciary.

Conclusions

The study concludes that flexible working schedules and leave programs determine the employee productivity at judiciary. The flexible working schedules plays a critical role as it was the most significant factor followed by leave programs equally played a significant role in influencing employee productivity at judiciary. The study also concludes that 77.10% of the flexible working schedules, leave programs that are variables under study accounted for employee productivity at judiciary.

Further, the study also revealed that flexible working schedules such as part time, telework and flexible time work are great determinants of employee productivity; therefore the study concludes that flexible time schedules had a positive influence on employee productivity at judiciary. Finally, the study revealed that leave programs such as paternity, maternity, study, sick, recreational and compassionate when offered to employees influence employee productivity to a great extent. Certainly this goes a long way to improve employee ability and productivity at judiciary. This study concludes that leave programs had a positive influence on employee productivity at Judiciary.

Recommendations

The study recommends that there is need to address flexible time schedule related issues for employees to enhance employee productivity at judiciary. This can be implemented by having part time work, telework and flexible time at judiciary as they influence positively employee productivity as determined in the study.

Finally, the study recommends that there is need for management to formulate leave programs such as paternity leave, maternity leave, study leave, compassionate leave, sick

leave and recreational leave that can encourage employee productivity at judiciary.

Suggestions for further research

Since this study sought to establish the influence of work-life balance on employee productivity in Kenya, it is evident that globally most studies are done in industries and companies in United States, Nigeria, and South Africa among others and scanty studies are available in Kenyan organization set up. More so very little has been undertaken to explore work-life balance on employee productivity related to government institutions reason why the researcher call for further studies to be undertaken in Kenya. The researcher also recommends further studies on effectiveness of work-life balance policies and programs in organizations and initiatives related to employee satisfaction and encourage more studies on work-life critical approaches, discursive approaches, practitioner/consultant approach and work-life theories to build up more scholarly work in this field. Similar studies should also be conducted on the other contemporary trends in HR Management to provide realistic and contextual solutions to these work-life balance challenges in Human resource Management.

REFERENCES

- Al-Ahmadi, H., (2009), Factors Affecting Performance of Hospital Nurses in Riyadh Region, Saudi Arabia. *International Journal of Health Care Quality Assurance*, 22 (1), 40-54.
- Armstrong, M. (2002). *A handbook of human resource management practice*: London, Kogan page.
- Baron, S., Gong, F., & Pfirman, D. (2007). Expanding our understanding of the psychosocial work environment
- Bassey, M., (2002), Motivation and Work -Investigation and Analysis of Motivation Factors at Work.
- Beauregard, T. A. (2006). Predicting interference between work and home: *A comparison of dispositional and situational antecedents*. *Journal of Managerial Psychology*, 21(3), 244-264.
- Boles, M., Pelletier, B., & Lynch, W. (2004). The relationship between health risks and work productivity. *Journal of Occupational and Environmental Medicine*, 46(7), 737-745.
- Bond, F. W. (2010) 'How can job design improve worker well-being and workplace performance?' Institute for Employment Studies, 40th Anniversary Conference.
- Burton, W., Chen, C., Conti, D., Pransky, G., & Edington, D. (2004). Caregiving for ill dependents and its association with employee health risks and productivity. *Journal of Occupational and Environmental Medicine*, 46(10), 1048-1056.
- Brough, P., & Kelling, A. (2002). Women, work & well-being: *the influence of work-family and family-work conflict*. *The New Zealand Journal of Psychology*, 31(1), 29-39.
- Brough, P, O'Driscoll, MP and Biggs, A (2009). Parental leave and work-family balance among employed parents following childbirth: *An exploratory investigation in Australia and New Zealand*, *Kotuitui: New Zealand Journal of Social Sciences Online*, 4(1): 71-87.
- Campion et al., (2005), Work Redesign: *Eight Obstacles and Opportunities*. *Human Resource Management*, 44(4), 367-390.
- Casper, W. J., & Harris, C. M. (2008). Work-life benefits and organizational attachment: *Self-interest utility and signaling theory models*. *Journal of Vocational Behavior*, 72, 95-109.
- Chow, I. H., & Keng-Howe, I. C. (2006). The effect of alternative work schedules on employee performance. *International Journal of Employment Studies*, 14(1), 105-130.
- Clark SC (2000). Work/family border theory: *a new theory of work/family balance*.
- Clements-Croome, D., Kaluarachchi, Y. (2000) *An Assessment of the Influence of the In-door Environment on the Productivity of Occupants in Offices Design, construction and Operation of Healthy Buildings*: 67-81.
- Cook, A. (2004). Corporate decision-making process: *How organizations decide to adopt work/life initiatives: A Sloan Work and Family Encyclopedia entry*. Retrived February 21, 2007, from http://wfnetwork.bc.edu/encyclopedia_entry.php?id=225&area=academics.
- Cooper, C. D., & Kurland, N. B. (2002). Telecommuting, professional isolation, and employee development in public and private organizations. *Journal of Organizational Behavior*, 23, 511-532.

- Cooper, D. R., & Schindler, P. S. (2006). *Business Research Methods* (third ed.). New York: McGraw-Hill.
- Davies, M.L. (2008). Gender, education, extremism and security, *Compare: A journal of comparative education*, 38(5): 611-625
- De Bruin, A. & Dupuis, A. (2004). Work-life balance? *Insight from non-standard work. New Zealand Journal of Employment Relations*. 29(1): 21-37.
- Eby, L.T., Casper, W. J., Lockwood, A., Bordeaux, C., Brinely, A. (2005). Work and family research Content analysis and review of the literature, *Journal of vocational Behavior*, 66, 124-139.
- Garg, P. & Rastogi, R., (2006), New Model of Job Design: Motivating Employees' Performances. *Journal of Management Development*, 25(6), 572-587.
- Grant, A. M. (2007). Relational job design and motivation. *Academy of Management Review*, 32(2), 393–417.
- Greenhaus JH, Collins KM, Shaw JD (2003) .The relation between work-family balance and quality of life. *J Vocat Behav* 63:510–531.
- Greenberg J & Baron A.R (2000) "*Behaviour in Organisations*", Prentice Hall, Vol. 8, pp. 188-215
- Halpern, D. F. (2005). How time-flexible work policies can reduce stress, improve health, and save money. *Stress & Health: Journal of the International Society for the Investigation of Stress*, 21(3), 157-168. doi:10.1002/smi.
- Hayman, J (2010). Flexible work schedules and employee well-being, *New Zealand Journal of Employment Relations* (Online), 35(2): 76–87.
- Higgins, C., & Duxbury, L. (2005). Saying "No" in a culture of hours, money and non-support. *Ivey Business Journal*, 69(6), 1-5.
- Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2001). Finding an extra day a week: *The positive influence of perceived job flexibility on work and family life balance. Family Relations*, 50, 49-58.
- Houston, D. M., & Waumsley, J. A. (2003). Attitudes to flexible working and family
- Judge TA, Bono JE, Ilies R, Gerhardt MW (2002). Personality and leadership: A qualitative and quantitative review. *J Appl Psychol* 87:765–780.
- Konrad & Mangel (2000). The impact of work-life programs on firm productivity. *Strategic Management Journal*, 21(12), 1225-1237.
- Kodz, J., Harper, H., & Dench, S. (2002). Work-life balance: *Beyond the rhetoric*. Institute for Employment Studies Report 384. London: IES.
- Kothari C. R. (2008). *Research Methodology: Methods and Techniques* .(2nd ed). Age International Publishers: New Delhi.
- Kumar, C. (2000). *Research Methods*. (2nd edn.). New York: Harper and Row.
- Lambert, S. J. (2000). Added benefits: *The link between work-life benefits and organizational citizenship. Academy of Management Journal*, 43, 5, 801-815.

Leblebici, D. (2012). Impact Of Workplace Quality On Employee's Productivity: Case Study Of A Bank In Turkey. *Journal of Business, Economics*, 1, 1.

Morrissey, TW and Warner, ME 2011. An exploratory study of the impacts of an employer-supported child care program, *Early Childhood Research Quarterly*, 26(3): 344–354.

Mugenda, O. M, &Mugenda, A. G. (2003).*Research Methods: Quantitative and QualitativeApproaches*, African Centre of Technology Studies, Nairobi.

Ng'ang'a (2010). 'Quality of Work Life Practices among International Non-Governmental Organizations in the Health Sector in Kenya' (MBA thesis, University of Nairobi 2010)

Oswald, A. (2012). *The effect of working environment on workers performance: the case of reproductive and child health care providers in Tarimedistrict*(Doctoral dissertation, Muhimbili University of Health and Allied Sciences).

Wang, P., &Walumbwa, F. (2007). Family-friendly programs, organizational commitment, and workwithdrawal:*the moderating role of transformational leadership. PersonnelPsychology* 60,397-427.

Ochieng H.(2006).The flexible workplace . *Human Resource Management journal for the Human Resource Professional*.

O'Driscoll, M., Poelmans, S., Spector, P., Kalliath, T., Allen, T., Cooper, et al (2003). Family-responsive interventions, perceived organizational Work-Life Practices and Organizational Performance 47 and supervisor support, *work-family conflict and psychological strain InternationalJournal of Stress Management*, 10(4), 326-344.

Payne, SC, Cook, AL and Diaz, (2012). Understanding childcare satisfaction and its effect on workplace outcomes: *The convenience factor and the mediating role of work-family conflict, Journal of Occupational and Organizational Psychology*, 85(2): 225–244

Perry-Smith, J. E., & Blum, T. C. (2000).Work-life human resource bundles and perceivedorganizational performance. *Academy of Management Journal*,43(6),1107-1117.

Skinner, N and Pocock, B (2013). Paid annual leave in Australia: *Who gets it, who takes it and implications for work-life interference, Journal of Industrial Relations*, <jir.sagepub.com/content/early/2013/08/20/0022185613491680.full.pdf+html>.

Strazdins, L., Shipley, M., Clements, M., Obrien, L., & Broom, D. (2010) Job quality

and inequality: *Parent's jobs and children's emotional and behavioural difficulties. Social Science & medicine* 70, 2052-2060.

Torrington, D., Hall, L., and Taylor, S. (2009), *Human Resource Management* 7th Ed. London: Prentice Hall. London: Prentice Hall