



WELFARE PROGRAMS ON THE EMPLOYEE PERFORMANCE IN THE ENERGY AND PETROLEUM REGULATORY AUTHORITY IN KENYA

Mutuku, P. N., & Makhamara, F.

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¹ Mutuku, P. N., & ² Makhamara, F.

¹ Master Student, School of Business, Kenyatta University [KU], Kenya

² Doctor, Lecturer, School of Business, Kenyatta University [KU], Kenya

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ABSTRACT

Workplace policies that ensure an individual may balance personal and professional obligations. The happiness of staff, their confidence, and the effectiveness of the firm as a whole are seriously threatened by poor welfare programs. The study's goal was to examine the relationship between staff performance at Nairobi, Kenya's Energy and Petroleum Regulatory Authority and welfare programs. The Spillover Theory, Compensation Theory, and Role Theory served as the study's pillars. A descriptive research design was used for this investigation. 160 personnel from the following directorates—Corporate Services, Petroleum and Gas, Economic Regulations, Electricity and Renewable Energy, Public Education Advocacy, and Consumer Protection—were included in the targeted population. A total of 101 employees, including 17 from Corporate Services, 15 from Petroleum and Gas, 20 from Economic Regulation, 20 from Electricity and Renewable Energy, and 29 from Public Education, Advocacy and Consumer Protection made up the sample size, which was 30 percent of the target population. To gather information for the sample, the study employed a semi-structured questionnaire with both closed- and open-ended questions. The questionnaire was sent to the respondents using a drop-and-pick approach. Before being used with the participants, the instrument underwent a preliminary evaluation for reliability and validity. SPSS was used to evaluate and report the data that have been gathered. Data was evaluated using statistical analysis like frequency and percentage. Frequency analysis was employed in the data presentation. Additionally, a correlational and multiple logistic analysis was performed to ascertain the connection between employee and their work-life balance. The study results presented that the company employed an efficient leave policy. The company allowed time off to assist employees care for my dependent. The authority adheres to the employment contract's leave policy, and extends employees yearly leave by giving them more time off. The results indicated that EPRA encourages looking at difficulties in different dimensions, creativity in problem solution, treats employees well, and recognizes the employee's strengths and abilities are different from other. The results indicated that there was professional therapy offered to employees by EPRA. EPRA offers moderate good daycare options, gives permission to take time off to assist and care for a sick family member. The study concluded that changes in welfare programs had significant effect on employee performance.

Keywords: Welfare Programs, Employee Performance, Energy and Petroleum Regulatory Authority

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BACKGROUND

According to Evans, Puce, and Barsoux (2012), growing rivalry among firms as a result of technology and globalization innovation has led to an emphasis on work-life balance strategies to improve job performance. In order to maintain successful employee performance by avoiding Work-Life conflicts, it is wise for human resource officers to maximize employees' contributions to the company's goals and objectives (Kamran and Nasir 2018). Redmod et al. (2006) defined work/-life balancing (W LB) as flexible hours that allow both mothers and people who aren't children to find a balance between their and work responsibilities.

According to studies sponsored by the UK government, rigid schedules and long hours are linked to ill health, a disorganized family life, and reduced productivity of employees (Arrowmith, 2011). Despite evidence showing a statistically favorable association between full resolution and employees' productivity, advanced countries like the UK have increasingly embraced made by mixing efforts. However, the majority of poor countries, particularly in Africa, have not. Some businesses in Kenya, such as ECO Banks, Britam, and Standard Chartered Bank have implemented work- life balance programs to ease employee strain and improve performance. These programs aim to lessen job conflicts that might have a detrimental impact on employees' performance. Daycare facilities, men's and women's healthcare facilities, houses of worship, and Leisure for nursing moms are just a few of the amenities.

All throughout COVID-19 emergency situation, several employees were required to work from homes. At initially, it was observed that certain individuals had particular assumptions about the potential benefits of working from home as a factor supporting work/-life balance. But, since employees could contact the company by email or phone at any time, it was anticipated that they would work after hours and be accessible after hours. Uncertainty and investing quality time with family were often causes of additional stress. Mistakes

have been made that made the issue of resolutions up worse because many firms and individuals weren't ready for this unexpected transition. Additionally, the COVID-19 disaster scenario has given us some crucial lessons.

The general public has the opportunity to think about what cooperation truly implies and how it may function among customers and businesses. In order to ensure the both long term financial success of companies and the creation of regulations that encourage employees' right to a welfare programs employers must address new issues. welfare programs is important for employee growth, fulfillment, and company loyalty, especially when it's necessary for a long time, such as with COVID-19. When workers receive assistance in creating a good welfare program, they tend to be more motivated to do respective jobs successfully (Ramakrihan, 2020).

Employee Performance

Any business values its employees highly. As per (Bhardwaj, 2019), actively involving staff in the process of quality management would make it simple to run a profitable and productive firm. Performance is described by Michael Mccann (2007) as "the accomplishment of the established quantifiable objectives." Performance measures how well a worker is meeting the demands of their position. The right actions and efficient use of information, skills, and experience lead to high performance rates. Not all workers are created equal; while some have excellent productivity levels independent of rewards, others can occasionally require a boost. The outcome may be much bigger if managed skillfully and effectively, which would raise staff morale (Wildeom & Malowski, 2016). Labor productivity is crucial to a business survival since it plays a crucial role in attaining its targets and goals. All policies in a company should be focused on enhancing personnel performance as a consequence of the fact that firms investigate methods of inspiring its workforce. According to Pak, Mituhashi, Fey, and Bjokman (2013), a group's performance criteria are used to gauge the

performance of workers. Effectiveness is the accomplishment of a certain task as judged against established or preset quality, thoroughness, budget, and clear provision. Only when a workers feel that achieving that specific aim or goal would benefit both the business and herself will they be able to execute as quickly and efficiently as possible.

This research will examine employee therapy, free medical services, and staff training as welfare initiatives. The study's final section on family obligations concentrated on parenting and taking care of the elderly. According to Armstrong (2004), the foundation of worker welfare schemes is primarily the concept of a group's social duty to people who work for it. To fulfill their objectives, offer the items and services they specialize in, and so gain a competitive edge, organizations require highest productive workers. Gayle & Bock (2004) claim that in order to maintain their workers' levels of motivation, businesses offer welfare amenities. There are two types of employee welfare benefits: constitutional and non-statutory safety nets (Cole, 2002). The statutory programs are those that must be offered by a company in order to comply with the regulations controlling the safety of its employees. These include rules pertaining to welfare, health, and safety. The non-statutory programs vary from one organization to another and from one sector to another. The entire purpose of wellbeing programs is to boost an organization's efficiency, develop productive, content workers, and foster positive interpersonal relationships in order to sustain industrial harmony.

A close relative who meets the criteria to be a covered mother or father under the Household is the duty of the employee. The results of empirical research on the impact of family obligations on job performance are conflicting. According to research done on Canadian people in the private sector by Harrison, Hanley, and Lee (2009), the perception of both job and family life is lowered when there is a dispute between the two. The results of the organization, like as productivity, turnover, and absenteeism, are negatively impacted as a result.

The results of this study suggest that having family obligations has a beneficial effect on employees' performance.

Statement of the Problem

A major problem in the world today is poor Welfare programs, which has a significant impact on both individual and organizational results. Employees frequently struggle while attempting to strike a balance between their social lives and obligations at work. The achievement of one's career and personal objectives can be greatly aided by striking a healthy balance between work and life (Fridman & Grenhaus, 2018). Nevertheless, a 2020 American psychological survey found that 41% of staff members tense up or worried out throughout the workweek and that 69percent of the total of people think that job is indeed a significant cause of stress. Numerous employees are under stress due to a lack of relatives rules, flexible hours, work design, and parental leave, which results in decreased job efficiency and productivity as well as broken households (DeBruin, 2016). As per Spinks (2017), the change has led to poor employee input and productivity since a worker who struggles to strike a healthy balance between work and home life likely to also struggle to manage duties at his or her place of employment. There have been various issues that are affecting employee performance at the Energy Petroleum Regulatory Authority and this includes inability to manage heavy workload which is causing occupational stress. (Robbins, 2016). Additionally, there are discriminatory employment circumstances, such as weekend shifts, shift troubles, excessive days, misallocation of resources, safety concerns, and random transfers of personnel without proper consideration for their welfare (EPRA Review Report 2020). Among the problems that are influencing job performance are uncertainty in power and authority, engagement rules, and a lack of involvement in decision-making. Policies touching on welfare programs are lacking and not adhered to and this is what drives the ability of employees to be efficient and effectively deliver services (Delore 2018).

Objective of the Study

Investigating how welfare programs affect the performance at Kenya's Energy and Petroleum Regulatory Authority in Kenya.

LITERATURE REVIEW

Theoretical Review

This study anchored on Spillover theory, compensation theory and role theory.

Spill over Theory: Aldus (1969), Piotrkowski (1979), Stains (1980), and Croter (1985) are among the supporters of the spill- over hypothesis (Guet, 2002). The spill over theory is based on the unevenly porous barriers between family and work in this situation. It is concentrated on topics of work and family (Piotkoski,1979). According to Guet (2002), this spillover theory explains the conditions in which there is a spill between the home system and the work place chronosystem. Spillover effects might be either negative or good. If relationships between family and work are rigidly time- and space-structured, the excess of energy, behavior, and time will be negative. Flexibility that allows a worker to mix and overlap personal and professional duties in terms of both place and time has a beneficial spillover effect. This is necessary to lead a healthy, balanced life(Guet,2002).According to Guest (2002), the circumstances of both the workplace as well as the home are what influence the work -life balance. The environment at work, the requirements at family, and the expectations at work are examples of contextual factors. Personal differences, on the other hand, include national working, the degree to which a person's place of residence or place of employment serves as the center of their interests in life, as well as their age, stage in their 2.2.2

Compensation Theory: According to the Compensation hypothesis, people would attempt to make up for their lack of happiness in one area (such as their jobs or personal lives) by seeking out more fulfillments in another (Lambert, 2010). The opposite is also accurate. Spillover occurs if discontent or job dissatisfaction at the workplace is

brought home to the family (Grovr & Cooker, 2015). Men "look to their houses as hideaways, turn to their families as sources of happiness absent in the occupational realm," according to Ospia, Shall, Godsoe, and Dodge's (2014) analysis. There are two types of compensation that can be identified (Edwards & Rohbard, 2010). First, a people may become less involved in the unsatisfying area and more involved in one that could be fulfilling (Lambet, 2010). Second, the individual may seek incentives in a different category (interactions that could satisfy the person's desires) in response to unhappiness in the first. The latter type of compensation may be reactive or additional in character. When people change their aspirations of rewarding experiences from an unsatisfying position to one that may be more gratifying, this is known as supplemental compensation. People who don't have much freedom at work want for more freedom outside of their job (Gryzywacz, 2014). Conversely, reactive compensation refers to people's attempts to make up for bad encounters in one job by seeking positive experiences in the other, such as partaking in leisure pursuits after a taxing day at work (Edwads & Rothbod, 2014). Numerous studies have revealed evidence for compensation. According to the compensation theory, Rothbad, Phillip, and Duma(2015) discovered that women who had negative consequences from family were much more involved at work. This theory therefore supports variables of employee performance career, and gender.

Role Theory: Jacob L. Morno, Tacott Pasons, George Herbet Med, and Ralph Linon are the supporters of the role ideas (Micele, 2007). According to the role hypothesis, each employee has a role that they play at work and at home that is dependent upon by other employees. A person will still have successful in playing the part if they live up to these expectations (Katz and Kahn, 1966). The behavioral approach, according to Kan (1964), Wole, Snoek, and Rosethal (1961), links the harmony among life and work with the many roles that people, both

men and women, must perform in everyday life. Kanter (1977), building on Khan's (1964) research, was able to demonstrate that family and there is consensus that family and job have an impact on one another, either negatively or constructively, as per Plek (1977). Other factors that impact work-life balance include task, emissions, anxiety, opportunity, mindset, and conduct. Additionally, some researchers suggest that the tension that results from the interaction among jobs and family differs theoretically and practically from one another (Wiley, 1987). The behavioral approach is pertinent to the research because it places emphasis on the connection between family and work obligations, which, if out of balance, can result in disagreements.

Empirical Literature Review

Welfare Programs and employee performance

Chihongaki (2019) looked at how welfare payments and programs affected workers' efficiency in the public sector using the Tanzanian Ludewa Town Council as a case study. Finding out how social welfare and perks affect employees' productivity at Ludewa District Council was the study's particular goal. Through basic random sample and purposeful sampling techniques, 47 respondents were chosen. Primary and secondary sources were employed as an information source in the case study design. Utilizing Matlab and Excel, qualitative data were used to examine the quantitative results, while qualitative approach was used to study the descriptive method. The findings of the study demonstrate the range of welfare benefits offered by Ludewa District Municipality. The workman's comp program, health and well-being benefits including programs, pay increases, job stability promotions, housing allowances, burial arrangements, and meals are among these advantages. The study also discovered that welfare benefits and programs significantly affect workers' productivity. The research suggests that in order to improve the delivery of social benefits, the government should make sure that it allots

sufficient funding. Employee complaints will be less frequent as a result, and job productivity will rise. This research is different from the present study in that it was carried out on hospital staff in Tanzania. This research included a case study.

Muru (2016) looked into how welfare benefits impacted the productivity of Kenyan public sector workers. Parametric research methods were employed in the study. There were 213 employees overall in the Public Service Commission, including management and support personnel. The sample for the study consisted of 137 members of the general population. Inquiries containing both closed- and ajar questions were used to collect data for the study. The study's conclusion involved a determination of the effect of health and well-being efforts on staff productivity in the government sector. According to the study's conclusions, safety and health initiatives and programs for employees' welfare had an effect on work in the public sector. The study gives management staff members of the Hiring Commission advice to leave a positive first impression.

In an effort to clarify the role worker social welfare (health insurance and payment) play in enhancing performance at work at oil and gas enterprises in Enugu state, Nigeria, Appropriate efforts and Onuoha (2021) conducted this study. The results of this study showed that in order for employees to be more productive, they require a particular set of advantages and psychological demands, such as freedom and function fulfillment. Staff welfare is crucial to fostering a sense of appreciation and contentment, which will undoubtedly increase productivity and reduce turnover rates for employees. As a result, the study found that employee wellbeing practices were positively related to job performance and advised oil and gas enterprises to pay closer attention to staff retention in order to improve work efficiency. This study was conducted in contrast to the current study since it was a case.

Conceptual Framework

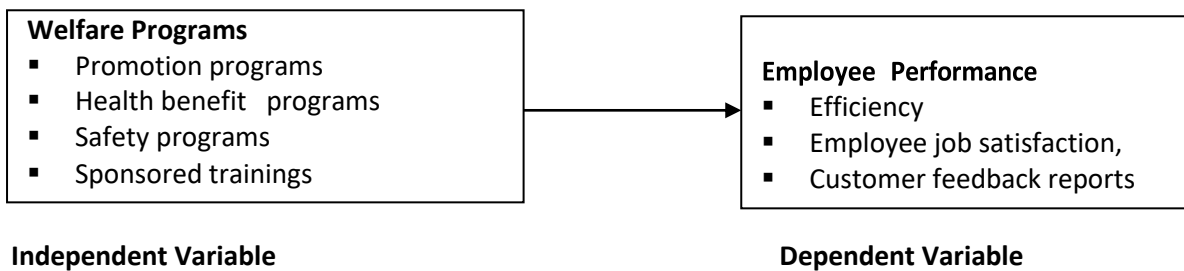


Figure 1: Conceptual Framework

Source: Researcher (2022)

METHODOLOGY

Research Design: According to Mugenda (2008), a research method is a strategy, plan, or framework that will be used in the study to help carry out this study. This study described the impact of work-life balancing on organizational effectiveness without requirement for factor modification; hence a survey-based descriptive approach was employed. A descriptive study design may include mixed, qualitative, or quantitative approaches, according to Zikmund (2008). The methodology will be ideal for this research since it aided in the data collection necessary to characterize the nature of the present

circumstances of the topic under investigation and provide answers to questions about its current state.

Target population: A targeted population is a collection of people, occasions, or objects that the researcher is interested in studying (2016). All Electricity and Gas Regulatory Authority workers working in the Nairobi City Council offices were the study's target demographic. This comprised of employees in functional areas in the company i.e. Product development department, Finance and Administration, Human resource management, technical support and supply chain departments.

Table 1: Target Population

Cadre	Population
Corporate Services	56
Petroleum & Gas	49
Economic Regulation	68
Electricity and Renewable Energy	67
Public Education, Advocacy and Consumer Protection	98
TOTAL	338

Source: Human resource management Department (2022)

Sample and sampling technique: Sampling is the process of choosing particular items from a wider population. According to Zikmund (2011), a sample is a group of items or objects used in a study to reflect the real target population. To finish the sample process, a stratified sampling approach divides the target population into smaller groups (Cozby, 2018). The stratified sampling strategy was used in this investigation. The study proportionately chose a sample at random for each stratum. Each

EPRA employee had an equal chance to participate in the study thanks to this method's objectivity. Oloko and Traipse (2009) claim that in order to apply study results, a sample size of 10%, 20%, or 30 percent of total of the target group should be selected using stratified sampling. In this instance, the study used 80 employees, or 50 percent of total of the target audience, out of a maximum of 160 employees.

Data Collection Instrument: In this study, primary and secondary data both used. The respondents were asked to complete a semi-structured questionnaire in order to gather primary data. Both closed-ended and open-ended questions on the questionnaire contained both qualitative and quantitative data. The close-ended questions were accompanied by a Likert scale to aid in grading the replies. Secondary data was offered via books, journals, tabloids, magazines, and the internet. More people may be able to reply to the survey.

Data Collection Procedure: In the study, Questionnaire was given out using the dump & pick approach. The procedure comprised of physically providing research tools to study respondents and having them retrieve them later (Mugenda, 2003). In order to optimize the number of effective replies, the participants had two weeks to complete the surveys. The drop and pick technique of administering the survey was justified by the fact that perhaps the target participants have a variety of responsibilities inside the organization and would need to make time to reply to the survey questions as conveniently as possible. Quantitative information was also looked for online, in corporation books, periodicals, and managerial reports.

Pilot Study: This study conducted a pilot study on 10 percent of the target population from a different department i.e. quality assessment department. The respondents involved in the pilot study did not participate in the main study. Pilot study helped in making any changes to the instrument before the main data collection.

Validity of Research Instruments: The study used content construct validity and made use of the supervisors who were also consulted by the researcher for advice on the questionnaire's content.

Reliability of Research Instruments: Experiments to determine the dependability condition of the survey tool was also part of the study. In general, dependability refers to the degree to which a research tool produces accurate results when a related study was conducted. The tools durability status was evaluated using the Cronbach's Alpha Reliability test. Alpha values of 0.7 and higher show strong internal consistency and were acceptable (Tavakol & Dennick, 2015). Cronbach's Alpha values of 0.7 and above were acceptable for this investigation.

Data Analysis and Presentation: The primary analysis of the research employed both inferential and descriptive statistics. In order to analyze the qualitative information gathered, descriptive study were used. The primary methods thought to be beneficial in illuminating the type, scope, orientation, and intensity of correlations between work -life balancing and performance outcomes were correlation or multiple regression analysis.

FINDINGS AND DISCUSSIONS

Response Rate

The response rate is defined as the percentage of the administered questionnaires that were returned. Since 65 out of a total of 80 questionnaires were filled out, the response rate was 81%. Peil (1995) asserts that a study reaches the ideal proportion for a competent research endeavor when the response rate exceeds 50%. Thus, the response rate was adequate to help carry out descriptive analysis and make inferences.

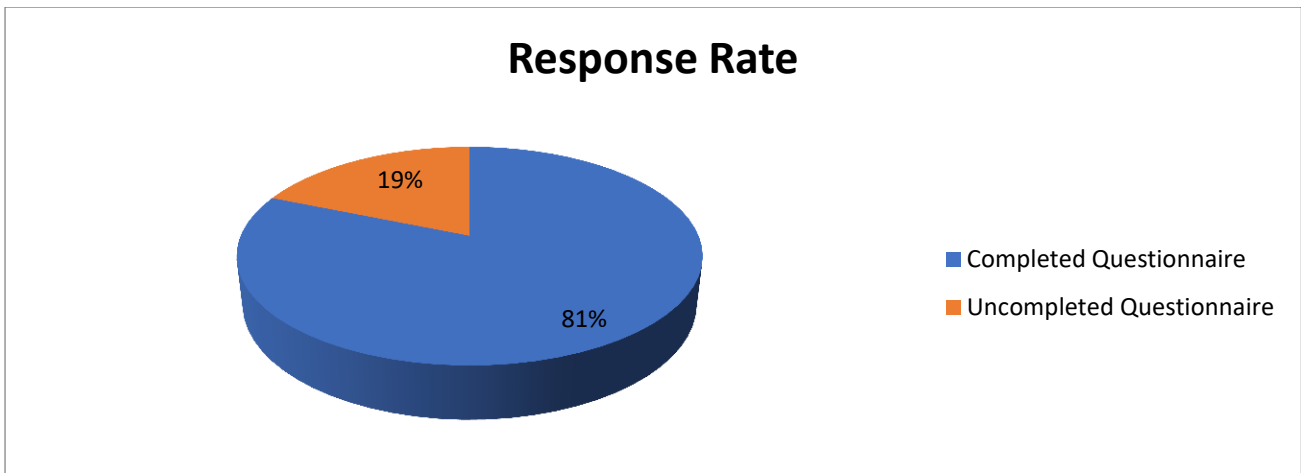


Figure 1: Response Rate
Source: Researcher (2022)

Reliability Tests

The section below presents the findings of the reliability test using the Cronbach Alpha score.

Table 2: Reliability Tests

Variables	Alpha Coefficient	Items	Comments
Welfare Programs	0.788	6	Reliable
Employee Performance	0.800	6	Reliable
Average	0.791		

Source: Researcher (2022)

Employee performance received an Alpha score of 0.800, welfare programs received an Alpha score of 0.788. The Cronbach's alpha values for all five research variables were much greater than the threshold of 0.7 imposed by the researchers, indicating that they were all dependable (Tavakol & Dennick, 2011). Additionally, a credible research instrument can be used because the cumulative alpha index for all 31 items across the five study

variables was 0.791, which is within acceptable limits.

Demographic Characteristics

This section contains information about the respondent's gender, age, and working experience.

Gender of the Respondents

The respondents were asked a question about their gender, and the results are displayed in Table 3.

Table 3: Gender of the Respondents

		Frequency	Percent
Valid	Male	46	70.8
	Female	19	29.2
	Total	65	100.0

Source: Researcher (2022)

There were 70.8% male respondents and 29.2% female respondents, as shown in Table 3. The survey shows that in the Electricity and Gas Regulatory Authority workers working in the Nairobi City Council offices looked at, there were more male

employees than female employees.

Age of the Respondents

The study's goal was to determine the respondents' ages. Table 4 in the report contained the findings.

Table 4: Age Brackets

		Frequency	Percent
Valid	Below 25 Years	16	24.6
	26 to 45 Years	16	24.6
	46 to 55 Years	12	18.5
	56 to 65 Years	10	15.4
	Over 65 Years	11	16.9
	Total	65	100.0

Source: Researcher (2022)

Table 4 shows that the majority of respondents 24.6% and 24.6% were in the age bracket below 25 years and 26 to 45 respectively. The second highest number of employees 18.5% had 46 to 55 years, 15.4% of respondents were between 56 and 65 years and over 65 years were 16.9%. The majority of responses were below the age of 45, indicating that they had sufficient energy and time to respond to the questions.

Descriptive Analysis Results

The research calculates the sample's overall metrics

using the standard deviation. The data acquired from one of the study's components served as the basis for the statistical tests. In this situation, the quantitative data analysis of the study was built on the key feature of the complete sample.

Welfare Programs on Employee Performance

The paragraph presents results related to employee welfare programs in EPRA. The results were summarized in the table 5.

Table 5: Descriptive Statistics on Employee Welfare Programs

	Mean	Std. Deviation
There is professional therapy offered to employees.	3.8231	.50335
My employer offers good daycare options	3.0538	.48188
My employer gives me permission to take time off to assist and care for a sick family member.	4.0125	.4997
Programs for employee wellness are helpful, particularly during times of illness and mourning	4.3231	.50335
Aggregate Score	3.8031	.49707

Source: Researcher (2022)

The overall mean score for the employee welfare programs was 3.8031, or "Agree" on a Likert scale. A low level of variability was also indicated by the aggregated standard deviation score of 0.49707, which shows that many employees' replies converge around the mean. Additionally, the mean value of the employee welfare programs pointer ranged from 3.0538 to 4.3231. Similar to the key indicator replies, the employee welfare programs indicators' standard deviations for those responses ranged from 0.48188 to 0.50335, showing little fluctuation. The stated sample mean was a strong and accurate indication of the population mean due

to the low variability, allowing for generalizations. The results indicated that there was professional therapy offered to employees by EPRA. The EPRA offers moderate good daycare options, gives permission to take time off to assist and care for a sick family member. Majority of the respondents indicated that the welfare programs for employee wellness were helpful, particularly during times of illness and mourning. The study results agree with Chihongaki (2019) that the workman's comp program, health and well-being benefits including programs, pay increases, job stability promotions, housing allowances, burial arrangements, and

meals are among these advantages. The study also discovered that welfare benefits and programs significantly affect workers' productivity. Muru (2016) pointed out that health and well-being

efforts significantly affect staff productivity. The study agrees with Onuoha (2021) that employee wellbeing practices were positively related to job performance.

Table 6: Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.485	3.810		3.014	.004
	Welfare Programs	2.098	.951	1.146	2.207	.031

a. Dependent Variable: Employee Performance

Source: Researcher (2022)

The findings indicated that welfare programs had the greatest impact on employee performance in EPRA (B=2.098, Sig=0.00). The results indicated that welfare programs had a significant effect on employee performance. A unit change in welfare programs resulted to 2.098 units changes in employee performance. The changes in responsibilities in a family had no significant effect on employee performance according to the results in Table 6. The study results support Chihongaki (2019) that welfare benefits have a significant effect on employee performance. The study by Muru (2016) supported that programs for employees' welfare had a significant effect on employee performance. The study findings support Onuoha (2021) findings that staff welfare significantly affects employee performance.

CONCLUSIONS AND RECOMMENDATIONS

The results indicated that there was professional therapy offered to employees by EPRA. The EPRA offers moderate good daycare options, gives permission to take time off to assist and care for a sick family member. Majority of the respondents indicated that the welfare programs for employee

wellness were helpful, particularly during times of illness and mourning. The workman's comp program, health and well-being benefits including programs, pay increases, job stability promotions, housing allowances, burial arrangements, and meals are among these advantages.

The study concluded that welfare programs had a significant effect on employee performance. Family responsibilities had insignificant effect on employee performance.

The study advises that the EPRA should make sure that it allots adequate resources in order to improve the delivery of social benefits. As a result, there will be fewer employee complaints and more job productivity. According to the survey, financial institutions ought to pay greater attention to issues like childcare, parenting, and the ability of employees to balance work and family obligations because these things define an employee's role at home and consequently have an impact on performance. As a result, the company may develop family-friendly programs and guidelines to take into account the many duties that staff employees have to their families.

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