



**WORK LIFE BALANCE AND EMPLOYEE ENGAGEMENT IN COMMERCIAL BANKS IN NAIROBI CITY COUNTY,
KENYA**

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WORK LIFE BALANCE AND EMPLOYEE ENGAGEMENT IN COMMERCIAL BANKS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

This study looked at the influence between of work life balance on employee engagement in commercial banks in Nairobi city county, Kenya. The intended audience consisted of 43 regulated and authorized banks by the Central bank of Kenya. The researcher utilized a questionnaire to gather primary data from bank personnel. When analyzing qualitative data, content analysis was employed to prepare and organize the content of the responses, evaluate and explore the data, and then categorize the responses according to similar themes or patterns for logical categorization. Descriptive statistics, such as percentages, was utilized to help convert raw data into a format that facilitated understanding and interpretation in relation to the study themes. Additionally, to examine quantitative data, inferential statistics like linear regressions were used. For quantitative data, the presentation took the form of tables and graphs with a textual explanation. The study found that work flexibility, employee assistance programs, teleworking arrangement and job sharing had a positive and significant influence on employee engagement in commercial banks in Nairobi City County Kenya. The study concluded that allowing current employees to work flexible schedules can help you retain valuable employees. Offering flexible schedules may assist the organization in attracting more top-tier talent. Employers can benefit from employee assistance programs by lowering absenteeism, workers' compensation claims, health-care costs, accidents, and grievances. Teleworking arrangements can help employees feel more in control of their working lives, which can lead to increased productivity, fewer instances of sickness and absenteeism. Before beginning to implement the employee assistance program, the commercial banks should plan a workable and simple design for it. The commercial banks should provide flexible and remote working options and encourage managers to prioritize productivity over hours. The commercial banks should clearly define the collective role description and responsibilities to ensure the role the employee is serving the bank and that those all-important outcomes or objectives are set out and ensure the skillset of individuals matches.

Key Words: Work-Life Balance, Work Flexibility, Employee Assistance Programs, Teleworking, Job Sharing

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INTRODUCTION

The challenge today is not limited to only keeping talented people, but also completely engaged, having their minds and hearts won over at every step of their careers. Employee engagement has been crucial to company efficiency in recent years. This is becoming more and more popular since it significantly affects employee outcomes and explains why employees are more involved, passionate, and excited about their work than they are with other factors like organizational commitment and job satisfaction (Saks, 2016). In the present workplace, there is a bigger workload, more time pressure, and more challenges to balancing work and personal obligations (Sabatini, Fraone, Hartmann & McNally, 2018). (Lingard, Francis & Turner, 2012). According to research by Salt (2018), an increasing number of workers are under stress from balancing their job and personal lives, which leads to an increase in the number of sick days attributable to psychiatric illnesses.

Work-life balance, in the opinion of Baral and Bhargava (2013), is a very significant phenomenon that worries many people in the commercial and public sectors. Prioritizing one's personal life and professional responsibilities are not enough. Additionally, it has an impact on a person's mental, social, psychological, and economic health. The individual's output reflects all of this, which has an impact on how well they do at work over the long term (Fathima & Sahibzada, 2012). The effectiveness of businesses as well as employee behavior, attitudes, and wellbeing are all impacted by work-life balance, according to Ramesh and Nagapriya (2012). Bank managers may overwork their staff so as to achieve their objectives as a result of the fight for market leadership in the banking industry. Employees may sacrifice their personal lives in an effort to stay with the company by putting in additional hours at work. All of these could result in an adverse social effect, affect how children are raised, and lead to unhappy and disintegrated families (Pomeory, 2013).

The demographics of the workplace have evolved over the past 60 years as more women enter the market and take on occupations with greater responsibility (Galinsky, Aumann, & Ond, 2011). Consequently, most families had to figure out how to balance work and social life. As a result, FWA (Flexible Work Arrangement) have grown in popularity throughout the world as a means of minimizing work-life conflict (Joiner and Bakalis, 2006). The FWAs include telecommuting, job-sharing, flextime, reduced work weeks, and overtime. Employees that participate in scheduling their own start and end times for each day's work are said to be working on "flex time." By beginning work prior to or following rush hour, by beginning work prior to or following rush hour, it is hoped that the employees will be able to meet personal obligations, adapt to both unpredictable and predictable events, and cut down on commute time (Duncan and Pettigrew, 2012).

The term "telecommuting" defines a workplace setting where individuals may on occasion work distantly from their residences without regularly coming to the workplace. This FWA is advantageous to workers since it allows them to schedule their work such that it fits their personal and family needs, which lowers work-related overheads like travel and commute time while also allowing them to work in a less stressful setting uninterrupted. Additionally, this approach provides for workers with impairments who are unable to leave their homes (Hill, Hawkins, Ferris, & Weitzman, 2001).

Nevertheless, Pettigrew & Duncan (2012), argues that three employee subgroups are more inclined to work from home: females, couples, and people with kids. The Family and Work Institute reported that the frequency of telecommuting has considerably increased in recent years. As of 2015, 67% of the surveyed organizations permitted telecommuting, up from 34% in 2005 (Galinsky & Matos, 2014).

Employee engagement is seen by firms as one of the key pillars of their HR strategy in the competitive world of today. According to research, involvement

promotes high performance, high profitability and productivity, a reduction in quitting intentions, enhanced health and well-being, and a reduction in sick days (Emma, Catherine, Rick, Amanda &, Kerstin, 2014). Due to the demand for greater engagement in business, businesses comprehended that to accomplish this, it is vital to retain a better level of employee engagement in order to boost productivity without hiring more people.

There are 42 fully regulated commercial banks and One mortgage finance firm, according to data given by the Central Bank of Kenya. Out of these 43 financial institutions, 39 commercial banks and the mortgage financing institution are held by private investors, and the remaining 3 commercial banks are majority-owned by the Government of Kenya. Twenty-five of the thirty-nine banks are privately owned, and the mortgage financing is provided by local investors, indicating that Kenyans are the majority stockholders. The other fourteen are owned by foreign nationals. The Central Bank of Kenya (CBK) is tasked with creating the regulations, guidelines, and legislation that govern commercial banks, microfinance institutions, credit bureaus, mortgage finance businesses, and other participants in the banking industry. It guarantees the financial systems' stability, effectiveness, and efficiency (CBK, 2015).

The CBK has characterized banks into three tiers: large, medium, and small banks, depending on their size. Between 2006-2009, a bank was categorized as large if its asset base was greater than Kshs.15 billion, medium if it was between Kshs.5 billion and Kshs.15 billion, and small if it was below Kshs.5 billion (CBK, 2006). A total of 19 large banks, 14 medium banks, and 12 minor banks made up Kenya's banking sector as of December 2009. In terms of deposits, net assets, and net advances, the big banks held a combined market share of more than 80%. (CBK, 2009). As of December 2009, huge banks controlled the majority of Kenya's commercial banking market. Beginning in 2010, CBK classified banks based on the composite market share index (CMSI), which includes deposits, net-assets, and

advances (CBK, 2010). A bank is categorized as large, medium, or small depending on its CMSI, with a CMSI of over 5% being considered large, one percent to 5% being considered medium, and one percent or less being considered tiny. According to this classification, there were 23 small banks between 2010 and 2014, 15 medium-sized banks, and six large banks.

Statement of the Problem

Allen, McAndrews, and Strahan (2012) claim that as rivalry in the banking sector grew, most institutions were forced to innovate in order to survive. Asari et al. (2011) highlight that this intense competition was felt on a global scale. Banks employed technology to enable them to implement strategies aimed at increasing customer satisfaction through the provision of improved services and products while simultaneously decreasing operating expenses in order to survive in the volatile market climate.

According to reports, banking sector employees frequently leave their current employers in search of better possibilities at other financial institutions or abroad. This is due to the fact that certain banks have longer working hours, an increase in workload, inadequate leadership, job insecurity, a terrible work environment, unsatisfactory compensation, and insufficient work-life balance. Due to this, many highly competent workers having remarkable expertise, aptitude, and understanding have left the industry in search of possibilities elsewhere (KBA, 2015). Reduced retention rates are a result of higher turnover, as Mbugua et al. (2015) found in their analysis on retention in Kenyan commercial banks, 12.5% of staffs felt that income revenue was high. According to the poll, 40.0% of workers were undecided about whether they wanted to remain employed by their separate banks, while 50% of responders said they would look for work somewhere else if there was an opportunity and 70% declared they would take any superior or more desired job elsewhere.

These results demonstrate that there is an issue with staff engagement, and commercial banks must work

very hard to assure retention. As stated by Mukururi and Ngari (2014), inadequate handling of this crucial HR function could result in high labor turnover or raise employee desire to quit, and banks may suffer significant expenses as a result of poor retention. According to Kamau et al (2013).s study on the impact of work-life balance policies on employees' job performance at Eco Bank Kenya, 69% of employees said their jobs were a major cause of stress., and 41% said they experienced anxiety and tension while working. It has been discovered that conflict between work and non-work responsibilities reduces the quality of work and family life, which has an impact on employee engagement, productivity, and absenteeism (Kamau et al., 2013). Consequently, this study was to be conducted in commercial banks to help resolve these issues because they have a significant impact on the economy.

Objectives of the Study

The objective of the study was to ascertain the effects of work life balance on employee engagement in commercial banks in Nairobi City County, Kenya. The specific objectives were:

- To assess the effects of work flexibility on employee engagement in commercial banks in Nairobi City County Kenya.
- To ascertain the effect of employee assistance programs on employee engagement in commercial banks in Nairobi City County Kenya.
- To evaluate the effect of teleworking arrangement on employee engagement on commercial banks in Nairobi City County Kenya.
- To ascertain the effect of job sharing among employees on employee engagement in commercial banks in Nairobi City County Kenya

The following research questions guided the study

- Does work flexibility influence employee engagement in commercial banks in Nairobi City County Kenya?
- Does employee assistance programs influence employee engagement in commercial banks in Nairobi City County Kenya?
- Does teleworking arrangement influence employee engagement on commercial banks in Nairobi City County Kenya?
- Does job sharing among employees influence employee engagement in commercial banks in Nairobi City County Kenya?

LITERATURE REVIEW

Theoretical Review

The Border Theory/Work-Family Border Theory

The border theory also referred to as the work-family border theory is amongst theories on which the case for work-life initiatives and it creates behavioral predictions for workers. Regarding work-family balance, Clark (2000) referred to this notion as being novel. To him, it "explains how individuals manage and negotiate the work and family spheres and the borders between them in order to attain balance. Central to this theory is the idea that 'work' and 'family' constitute different domains or spheres which influence each other. Given their contrasting purposes and cultures, work and home can be likened to two different countries where there are differences in language or word use, differences in what constitutes acceptable behaviours and differences in how to accomplish tasks". It also differs from boundary theory in that its definition of borders goes beyond cognitive categories to encompass tangible lines that divide the events, locations, and individuals related to work from those associated with family".

Clark (2000), opines this is a theory on work-family balance that asserts that are many methods to achieve work-family balance, based on factors such as how comparable the professional and personal

spheres are to one another and how firm the boundaries between them are. The interaction between work and family in contemporary societies is better understood by border theory, which is a more recent theory than boundary theory (Chen et al., 2005). In Clark's (2000) theory, permeability and flexibility are the primary attributes that define borders. The term "permeability" describes how much the line separating work and family permits the psychological or behavioral characteristics of one area to bleed over into another. In other words, permeability refers to the state of being physically present in one area while psychologically or behaviorally playing a different role, such as working from home or attending to family matters while at work. When the boundaries between the physical and temporal realms are unclear, which is frequently the situation with telecommuters, permeations frequently occur. It is possible to transfer both innovative ideas and negative emotions between other domains (Evans and Bartolome, 1980).

Social Exchange Theory

The Theory originated from the works of Homans (1958). The theory views human exchanges and interactions as a kind of results-driven social behavior. The SET's fundamental concept is cost and rewards, meaning, the comparison of the two (cost and reward) drive human decisions and behavior. According to Blau (1964), Social exchange is a two-pronged, reciprocal and gratifying transactions or merely commercial process. SET has been one of the few significant conceptual models for explaining workplace conducts where workers not only desire a reciprocally valuable but also a fair affiliation with their employer (Chin & Hung, 2013). The sharing of reciprocal favors with the prospect of future rewards is known as social trade (Aryee, Budhwar, & Chen, 2002). This organized organizational endeavour for the betterment of workers is reciprocated back by employees in the form of positive outlook, attitude and behaviours (Hannah and Iverson, 2014).

The process of social exchange can be described as one where participants engage in reciprocal interactions with others to acquire valuable

resources (Molm, 1997). Upon assessment and investigation at the organizational level, this theory views the interactions between an employer and an employee as taking place between agents who participate in trade transactions throughout to create an exchange relationship (Hannigan, Sinclair, & Tetrick, 1995; Settoon et al., 1996). It is crucial to claim that an organization and its employees can develop an exchange connection where the corporation acts as a single entity by providing support enterprises, plans, and strategies. When this occurs, there will inevitably be an exchange of pledges between these parties, with the worker agreeing to uphold higher moral standards of professionalism and organizational ethos and the company supporting her determination to help her workforce (Sinclair et al., 1995; Armeli, Eisenberger, Fasolo & Lynch, 1998). The relationship that might be established between the employee and his immediate superior is another level of trade. Here, the worker pledges to put forth a lot of effort for the immediate supervisor, and the immediate superior, on the other side, agrees to support the worker primarily by fostering a work-life balance. Previous researches have revealed benefits of positive interactions between employees and the organization.

Spill Over Theory

Aldous (1969), Piotrkowski (1979), Staines (1980), and Crouter (1984) are among the advocates of the spill-over theory (Guest, 2002). The spillover theory is founded on asymmetrically porous boundaries between the home and the workplace. It is focused on issues interrelated to work and family (Piotrkowski, 1979). The parameters under which there is a spillover between the household microsystem and the workplace microsystem are explained by the spillover hypothesis, according to Guest (2002). Beneficial or harmful spillovers are possible. If interactions between family and work are strictly time- and place-scheduled, the spillover in regards to energy, behavior, and time will be detrimental. Every time there is flexibility so that a worker can mix and overlap personal and

professional duties in both space and time, it has a beneficial knock-on effect. This is necessary for one to lead a balanced, healthy life (Guest, 2002).

Guest (2002), asserts that the work-life balance is affected by elements in both the workplace and the social environment. The culture at work, the demands at home, and the demands at work are illustrations of situational variables. Individual factors of work orientation, on the other hand, include age, career stage, gender, coping energy, personality, and the amount to which one's home or place of employment is the center of one's life interest. Both subjective and objective factors can affect how well work and life are harmonized. Objective indications include things like the number of hours worked and free time spent without obligations. Conversely, the states of balance or imbalance are represented by subjective indicators. In addition, the guest asserted that striking a balance can be accomplished by giving each commitment—home and work—equal importance or by allowing one of them to take the lead voluntarily. Spillover happens when two different aspects of life interact. Additionally, benefits of work-life balance include productivity at work and at home, overall life happiness, an impact on people's relationships with friends and family and coworkers, and general wellbeing (Guest, 2002). According to this hypothesis, the spillover effect causes a conflict between personal and professional obligations. As a result, it is pertinent to this study as it provided insight on the causes of work-life conflicts.

Expectancy Theory

The theory of motivation was postulated by Victor Vroom in 1964 based on ordinary intellect psychology of workers, as well as observes that workers are aggravated to take action when there is an anticipation that their actions can result in attainment of preferred outcomes (Parijat&Bagga, 2014). Vroom (1964) recommended that the enthusiasm to employment depends on the relations stuck amid anticipation, instrumentality as well as valence. Anticipation is a personnel conviction to working effortlessly will result in a fulfilling level of

work performance. Instrumentality is a worker's certainty to a triumphant performance will be followed as a result of rewards. Valence is the worth that an individual hold with admiration to rewards. All these factors are well considered to influence motivation in a common approach.

The expectancy theory is a process theory contrary to the need theory. It has to do with the diversity of views, worries, and actions of employees, as well as their attitudes and behaviors in the workplace (Purvis, Zagenczyk & McCray, 2015; George & Jones, 2012). This theory concentrates primarily on the subjective evaluations of an employee and their workplace. Based on the aspirations of the staffs, it evaluates their job (Purvis, Zagenczyk & McCray, 2015). According to the theory, there are two main issues that need to be addressed. The first issue is that staffs are only inspired to put up their best efforts for an organization if they are certain that the final product will achieve a particular level of performance (George & Jones, 2012). This point out that motivation to carry out the task properly will be low or absent if the workforce members lack confidence in their capacity to execute at a given level (George & Jones, 2012).

Empirical Review

Work Flexibility and Employee Engagement

Armstrong (2014), argues that Flexible work arrangements are among deviate from the customary setups. This entails re-evaluating outdated employment documents and utilizing practices like job sharing, flexible scheduling, and working from home. These procedures offer flexibility targeted at boosting profitability and lowering occupation costs related to hiring, among other things. When given the option by their supervisors to work part time, employees report fewer conflicts between work and home, little to nonexistent stress, and improved efficiency, according to Fatima and Sahibzada's (2012) research on Determinants of Work Life Balance amongst University Lecturers in Pakistan. They are also able to address personal concerns separately from the

organization, which allows them to focus fully when they are on job. As a result, there is an improvement in performance and higher staff productivity. The study, however, concentrated on the variables affecting the work-life balance of university lecturers working in Pakistan.

In a study on procedural decisions relating to work-life balance, Chang, McDonald, and Burton (2010) came to the conclusion that flexible working arrangements give employees greater ways to predict their work, which increases productivity. Therefore, it may be summed up as the flexibility of employees to control their working environments and schedules in order to fully take advantage of chances for work-life balance while also benefiting the company. Part-time work policies have garnered the attention of most experts as amongst the pleasantest strategies for working families, according to Kim and Wiggins (2011). When a company commits to the idea of a part-time arrangement, it increases employee trust in the company, allowing for the greatest possible level of employee participation in duties. According to Mwangi (2016), part-time employment is also advantageous to workers since it promotes a healthy work-life balance. However, rather than employing a case study from a private university, the study used the Supreme Court of Nairobi, a government institution.

In a study on the correlation between flexible Work schedules and the commitment of nurses in Kenyan public hospitals, Muchiti and Gachunga (2015) explored the impact of work-life balance on worker productivity in Kenya. Descriptive survey and case study designs were employed in the study. The study focused on 200 nurses working in public hospitals, and a sample size of 67 was obtained using a stratified sampling technique. The results showed that employee productivity was considerably and favorably impacted by work-life balance approaches.

Employee Assistance Programs and Employee Engagement

Gathatwa, Waiganjo, and Oloko (2016) suggest in a study on the association between workplace stressors and a company's efficiency in Kenya's flower sector that counseling is a service provided to employees who are going through challenges and need specific help to overcome them. Conflicts at work, absenteeism, decreased productivity, accidents, and job termination may result from unresolved issues or problems. As a result, employees who participate in counseling receive assistance in examining and resolving their issues and developing a strategy that will enable them to meet both their professional and personal objectives.

Kamau et al (2013) 's exploration on the impact of WLB procedures on employee job performance at Eco Bank Kenya is cited by Muchiti and Gachunga (2015). The investigation came to the conclusion that WLB enhanced worker performance. Additionally, employee punctuality and productivity were both increased at ECO Bank thanks to the provision of employee help services. According to the survey, firms must provide mandated employee welfare programs under current labor regulations.

Kinyili (2015) investigated the impact of HRM procedures on staff retention in government health facilities in the County of Machakos. There were just a few flex working programs in the health facilities in the County, according to the study's analysis of the impact of work-life balance policies on employee retention. It was suggested that the county government and other organizations look at the elements affecting the workplace.

Teleworking Arrangement and Employee Engagement

Rofcanin et al. (2017) investigated the connection between employee engagement and supervisor-rated performance and family-supportive supervisor actions as perceived by employees. They discovered that firms frequently relied on their managers to carry out family-supportive manager behaviors as

they thought suitable. According to the study, an increase in these behaviors led to improved employee engagement and better performance ratings from supervisors (Rofcanin et al., 2017). It has been studied similarly and can be considered as a supervisor behavior to encourage families to have access to flexible work schedule.

Major et al. (2008) conducted a survey of 863 teleworking United States government employees to investigate the effects of teleworking on worker dependent care, work experience, and job performance. They claimed that those who looked after elderly dependents missed work twice as frequently as non-caregivers. They also stated arriving late more frequently. In terms of turnover, caregivers for the elderly were 10% quite inclined to resign in a timely manner to spend more time caring for their elderly dependents. When questioned, teleworkers stated that having more time at home reduced caregiver stress and improved job satisfaction. In fact, 89% of respondents said they felt less stress related to child care, and 97% said teleworking improved their work-life balance (Major et al., 2008).

Manoocherhi and Pinkerton (2003), opines that AT&T teleworkers put in an extra hour per day on the job on average. British Telecom's teleworking arrangement showed a 20% productivity boost, whereas Best Buy's reported a 35% productivity rise (Church, 2015). In a related study involving call center workers, Bloom et al. (2015) discovered that staff members who opted to work from home recorded a 13% improvement in performance. They ascribed their greater productivity to the comfort of working from home. Although their managers were worried that increased productivity would result in a drop in work quality, the teleworkers' quality of work was actually maintained (Bloom et al., 2015).

Job Sharing and Employee Engagement

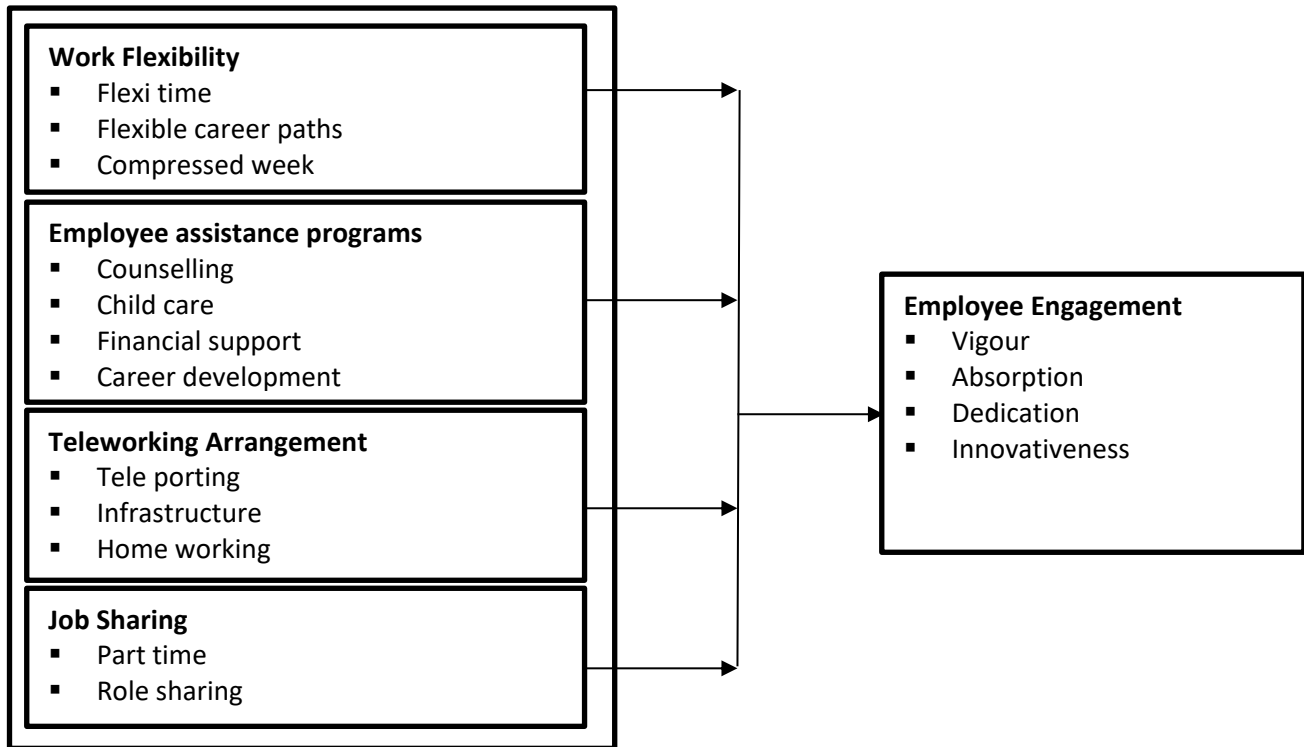
Co-workers refer to two or more individuals working together in an organization including supervisors.

Co-worker support is a term used to describe the relationship between employees working together in the same hierarchical level; because workers spend more time with their colleagues than supervisors (Hasan & Subhani, 2011). Co-worker support occurs when co-workers help each other to complete organizational tasks through encouragement and information sharing (Bateman, 2009). Moreover, co-workers provide emotional support during a personal crisis. This moral support is essential in overcoming all tragedies. Since co-workers are in constant contact with each other, they significantly impact the conduct and performance of individual employees (Yang, et al., 2015).

In a study on the impact of coworker support and abusive supervision on job engagement, Poon (2011) looked at the impact of coworker support. 140 employees from a sample of Malaysian workers in various organizations were surveyed. Coworker support was positively correlated with job engagement, as per the results of multiple regression analysis, although the two variables did not cooperate to forecast work engagement.

Kirby and Krone (2002) investigated the opinions of workers at a financial company about the application and use of work-life balance rules. They discovered that the attitudes of coworkers provided evidence of how constructs of work-life benefits were influenced by things like expectations of business travel for workers including and excluding family obligations, individualistic and meritocratic orientations, and traditional divisions between the government and the private sectors. Employees who took advantage of work-life rules therefore experienced animosity from coworkers and realized the need to "use" and "abuse" them in order to hide their use and avoid being perceived as a less dedicated worker (Boles, Howard, & Donofrio, 2001; Litrico, & Lee, 2008).

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

In this study, a descriptive research design was employed. This is a detailed strategy for how a study was carried out in accordance with the results necessary to adequately address the research questions. The Central Bank of Kenya's 43 regulated and registered banks will make up the target population (CBK, 2015). Since their headquarters are in Nairobi City County, these banks were all found there. 36,212 employees from all the banks will be the study's target group (CBK, 2015). A stratified random technique was adopted to select the sample for this study. The stratified random sampling procedure assumes that each strata in the population is included in the survey and is more precise at representing demographic characteristics. The sample size was 194 respondents. Self-administered surveys were used to gather primary data. Validity and Reliability. The Likert Scale

ensured that the researcher collects data that is objective. The reliability of the questionnaire was assessed through Cronbach's alpha, according to the researcher. The study utilized both qualitative and quantitative methods to analyze data. The questionnaires were coded into a database, compiled and analyzed through SPSS.

FINDINGS AND DISCUSSIONS

Descriptive Analysis Results

Work Flexibility

The study sought to assess the effects of work flexibility on employee engagement in commercial banks in Nairobi City County Kenya. The respondents were required to rate their level of agreement on a list of statement describing work flexibility of commercial banks in Nairobi City County Kenya. The results are presented in Table 1.

Table 1: Work Flexibility

	M	SD
My desire to work for this bank is facilitated by my flexible work schedule	4.09	0.875
My bank allows me time to start work at varying times	3.94	1.058
The organization permits workers who are not capable of working full-time to local arrangements with other workers.	4.53	0.467
Staff members are permitted to switch shifts and have flexible start and finish times provided they put in the bare minimum of effort.	4.55	0.451
Compressed working hours exist in this bank	4.01	0.967
I utilize compressed working hours	3.70	1.288

Source: Research Data (2023)

The results as presented in Table 1. indicate that the respondents strongly agreed that; Staff members are permitted to switch shifts and have flexible start and finish times provided they put in the bare minimum of effort (M=4.55, SD=0.451) and that the organization permits workers who are not capable of working full-time to local arrangements with other workers (M=4.53, SD=0.467). Armstrong (2014), argues that Flexible work arrangements are among deviate from the customary setups. This entails re-evaluating outdated employment documents and utilizing practices like job sharing, flexible scheduling, and working from home. These procedures offer flexibility targeted at boosting profitability and lowering occupation costs related to hiring, among other things.

The respondents agreed on the statements that; their desire to work for this bank is facilitated by their flexible work schedule (M=4.09, SD=0.875),

compressed working hours exist in this bank (M=0.967), their bank allows them time to start work at varying times (M=3.94, SD=1.058) and that they utilize compressed working hours (M=3.70, SD=1.288). According to Mwangi (2016), part-time employment is also advantageous to workers since it promotes a healthy work-life balance. However, rather than employing a case study from a private university, the study used the Supreme Court of Nairobi, a government institution.

Employee Assistance Programs

The study sought to ascertain the effect of employee assistance programs on employee engagement in commercial banks in Nairobi City County Kenya. The respondents were required to rate their level of agreement on a list of statement describing employee assistance programs of commercial banks in Nairobi City County Kenya. The results are presented in Table 2.

Table 2: Employee Assistance Programs

	M	SD
The organization has systems in place to advise staff on how to pursue future opportunities there.	4.57	0.427
The company permits workers to take time off from work to handle personal matters, but they are guaranteed a job once they return.	4.50	0.499
Employees receive instruction and training on the value of good health.	3.21	1.786
The company frequently arranges ongoing employee counseling and health initiatives.	4.55	0.445
I am more able to take care of my health thanks to the support of my manager.	3.40	1.580
Rest breaks are permitted for workers in between shifts.	4.22	0.775
The bank has favorable medical plans for employee	3.19	0.807
Child care assistance is provided in this bank	3.56	1.438
The bank provide employees with subsidized loans	3.48	1.576
I am less likely to miss work because of childcare responsibilities at home thanks to on-site child care options.	4.30	0.677

Source: Research Data (2023)

The results as presented in Table 2 indicate that the respondents strongly agreed that; the organization has systems in place to advise staff on how to pursue future opportunities there (M=4.57, SD=0.427), the company frequently arranges ongoing employee counseling and health initiatives (M=4.55, SD=0.445) and that the company permits workers to take time off from work to handle personal matters, but they are guaranteed a job once they return (M=4.50, SD=0.499). The respondents agreed on the statements that; they are less likely to miss work because of childcare responsibilities at home thanks to on-site child care options (M=4.30, SD=0.677), rest breaks are permitted for workers in between shifts (M=4.22, SD=0.775) and child care assistance is provided in this bank (M=3.56, SD=1.438).

The respondents indicated to a moderate extent on the statements that; the bank provide employees with subsidized loans (M=3.48, SD=1.576), they are able to take care of my health thanks to the support

of their manager (M=3.40, SD=1.580), employees receive instruction and training on the value of good health (M=3.21, SD=1.786) and that the bank has favorable medical plans for employee (M=3.19, SD=0.807). Milot and Borkenhagen (2018) indicate that EAP offers an employee assistance program that supports human resource goals in order to improve employee's job performance, attendance, productivity and job satisfaction and also assists the organization and its managers to address performance, productivity and behavioral issues.

Teleworking Arrangement

The study sought to evaluate the effect of teleworking arrangement on employee engagement on commercial banks in commercial banks in Nairobi City County Kenya. The respondents were required to rate their level of agreement on a list of statement describing teleworking arrangement of commercial banks in Nairobi City County Kenya. The results are presented in Table 3.

Table 3: Teleworking Arrangement

	M	SD
The bank supports a flexible work schedule that allows me to handle other personal matters.	4.20	0.796
I wish I could have more time to take care of family issues.	3.94	1.059
I constantly become frustrated with my employment because I can't manage my work and family commitments.	4.52	0.475
There are occasions when I can work from home since the bank allows teleworking.	4.61	0.383
Telecommuting increases productivity within an organization.	4.57	0.427
Teleworking exposes me to family –work interference	4.01	0.966

Source: Research Data (2023)

The results as presented in Table 3. indicate that the respondents strongly agreed that; there are occasions when they can work from home since the bank allows teleworking (M=4.61, SD=0.383), Telecommuting increases productivity within an organization (M=4.57, SD=0.427) and that they constantly become frustrated with their employment because they can't manage their work and family commitments (M=4.52, SD=0.475). According to Bhattacharya and Mittal (2020) the teleworking arrangement has positive associations with employee engagement and employee performance. In addition, remote work has been

emphasized as policies that can support sustain a balance between work and life, health and safety of workers and efficiency.

The respondents agreed on the statements that; the bank supports a flexible work schedule that allows them to handle other personal matters (M=4.20, SD=0.796), teleworking exposes them to family – work interference (M=4.01, SD=0.966), they wish they could have more time to take care of family issues (M=3.94, SD=1.059). Regions and Tourism (2018) stated that teleworking produce better work quality in terms of attractiveness and productivity

due to better concentration, less distraction, and less driving times to the office, and thus saving time for getting the work done.

Job Sharing

The study sought to ascertain the effect of job sharing among employees on employee engagement

Table 4.: Job Sharing

	M	SD
The bank permits employees those cannot work full-time local arrangements with other employees.	3.58	1.418
My duties can be co-shared	4.06	0.881
My coworkers support my growth in both my personal life and job.	4.27	0.627
I frequently refer to my coworkers as "us" rather than "they"	3.64	1.355
My coworkers are interested about how I balance my work and personal obligations.	4.58	0.419
I have a great sense of interpersonal bond with my coworkers.	4.60	0.397
I am inspired to achieve more because the company promotes teamwork among its employees.	4.55	0.448
Job sharing enables me to complete my work early so that I can take care of my personal matters.	4.51	0.486
I'm honored to be a member of my present team.	3.82	1.175

Source: Research Data (2023)

The results as presented in Table 4. indicate that the respondents strongly agreed that; they have a great sense of interpersonal bond with their coworkers (M=4.60, SD=0.397), their coworkers are interested about how they balance their work and personal obligations (M=4.58, SD=0.419), they are inspired to achieve more because the company promotes teamwork among its employees (M=4.55, SD=0.448) and that job sharing enables them to complete their work early so that they can take care of their personal matters (M=4.51, SD=0.486). Ngambi (2018) indicated that job sharing is usually implemented by companies that want to attain success and increase revenue by keeping their staff happy with employee engagement programs.

The respondents agreed on the statements that their coworkers support their growth in both their personal life and job (M=4.27, SD=0.627), their duties can be co-shared (M=4.06, SD=0.881), they

in commercial banks in commercial banks in Nairobi City County Kenya. The respondents were required to rate their level of agreement on a list of statement describing job sharing of commercial banks in Nairobi City County Kenya. The results are presented in Table 4.

are honored to be a member of their present team (M=3.82, SD=1.175), they frequently refer to their coworkers as "us" rather than "they" (M=3.64, SD=1.355) and that the bank permits employees those cannot work full-time local arrangements with other employees (M=3.58, SD=1.418). According to Saeed (2016) job sharing ensures that the job will always get done, even if one of the team members takes a personal or sick day, or goes away on a vacation. The other employee will continue working during that time.

Employee Engagement

The study sought to find out employee engagement in commercial banks in commercial banks in Nairobi City County Kenya. The respondents were required to rate their level of agreement on a list of statement describing employee engagement of commercial banks in Nairobi City County Kenya. The results are presented in Table 5.

Table 5: Employee Engagement

	M	SD
I often offer ideas to enhance the performance of my team, department, or organization.	3.57	0.428
I consistently go above and beyond what is necessary for my job.	4.06	0.937
I am happy to announce to others that I work for this organization.	3.80	1.186
I am very passionate about my work.	4.37	0.629
At work, I feel like I could burst with energy.	4.46	0.535
I consider my work to be meaningful and fulfilling.	4.04	0.955
I find it challenging to separate myself from my work.	3.54	1.458
I'm inspired by my job.	4.09	0.908
I really want to go to work when I first wake up.	3.62	1.378

Source: Research Data (2023)

The results as presented in Table 5. indicate that the respondents agreed that; at work, they feel like they could burst with energy (M=4.46, SD=0.535), they are very passionate about their work (M=4.37, SD=0.629), they are inspired by their job (M=4.09, SD=0.908), they consistently go above and beyond what is necessary for their job (M=4.06, SD=0.937), they consider their work to be meaningful and fulfilling (M=4.04, SD=0.955). Lazonick (2014), argues that businesses around the world are unable to match their profits, productivity, and workplace engagement. As a result, several of the executives of

major multinational corporations work to match their businesses' talent strategies.

Inferential Analysis Results

To determine how one variable influenced the other, the study used inferential analysis, which included correlation analysis and regression analysis. The findings are summarized below.

Correlation Analysis

To quantify the relationship between the independent and dependent variables, correlation analysis was performed. Table 6. summarizes the findings.

Table 6: Correlation Analysis

		Work flexibility	Employee assistance programs	Teleworking arrangement	Job sharing	Employee engagement
Work flexibility	Pearson correlation	1				
	Sig. (2-tailed)					
	N	174				
Employee assistance programs	Pearson correlation	0.253	1			
	Sig. (2-tailed)	0.331				
	N	174	174			
Teleworking arrangement	Pearson correlation	0.128	0.119*	1		
	Sig. (2-tailed)	0.341	0.103			
	N	174	174	174		
Job sharing	Pearson correlation	0.408	0.371	0.411	1	
	Sig. (2-tailed)	0.109	0.604	0.096		
	N	174	174	174	174	
Employee engagement	Pearson correlation	0.712	0.830	0.793	0.647	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	174	174	174	174	174

Source: Research Data (2023)

The results as presented in Table 6. indicate that work flexibility, employee assistance programs teleworking arrangement, job sharing and employee engagement all had a strong relationship with employee engagement, with Pearson's r values of 0.712, 0.830, 0.793, and 0.647, respectively. This means that a change in the independent variable has

a positive and significant effect on the dependent variable.

Regression Analysis

To estimate the relationship between the dependent and independent variables, regression analysis was used. Tables 7, 8, and 9 show the results.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801	.735	.728	1.119

Source: Research Data (2023)

The adjusted R-squared accounts for the model's number of terms. Importantly, its value rises only when the new term improves model fit more than would be expected by chance alone. As a result of the findings in Table 7, the value of adjusted R square is 0.728(72.8), indicating the extent to which work

flexibility, employee assistance programs teleworking arrangement, job sharing influenced employee engagement. As a result, other unstudied variables account for the remaining 27.2% of employee engagement.

Table 8: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	201.334	4	50.334	830.943	.001
	Residual	10.237	169	.061		
	Total	211.271	173			

Source: Research Data (2023)

The model was significant, with a level of significance of 0.000, which is less than 0.05, according to the results. Furthermore, at the 5% significance level,

the statistical F calculated value was 830.943, which was greater than the statistical mean square value, indicating that the model was significant.

Table 9: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.711	.108		6.583	.000
	Work flexibility	.834	.350	1.647	2.383	.000
	Employee assistance programs	.660	.234	2.709	2.821	.000
	Teleworking arrangements	.790	.227	4.375	3.480	.000
	Job sharing	.773	.291	1.009	2.656	.000

Source: Research Data (2023)

Table 9 showed that if work flexibility, employee assistance programs teleworking arrangement, job sharing are all held constant, employee engagement in commercial banks in Nairobi City County Kenya would be at 0.711.

Employee engagement = 0.711 + 0.834 (work flexibility) + 0.660(employee assistance programs + 0.790 (teleworking arrangements) + 0.773 (job sharing).

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The study sought to assess the effects of work flexibility on employee engagement in commercial banks in Nairobi City County Kenya. The study found that work flexibility had a positive and significant influence on employee engagement in commercial banks in Nairobi City County Kenya. Staff members are permitted to switch shifts and have flexible start and finish times provided they put in the bare minimum of effort, the organization permits workers who are not capable of working full-time to local arrangements with other workers and their desire to work for this bank is facilitated by their flexible work schedule.

The study sought to ascertain the effect of employee assistance programs on employee engagement in commercial banks in commercial banks in Nairobi City County Kenya. The study revealed that employee assistance programs had a positive and significant influence on employee engagement in commercial banks in Nairobi City County Kenya. The organization has systems in place to advise staff on how to pursue future opportunities there, the company frequently arranges ongoing employee counseling and health initiatives and that the company permits workers to take time off from work to handle personal matters, but they are guaranteed a job once they return.

The study sought to evaluate the effect of teleworking arrangement on employee engagement on commercial banks in commercial banks in Nairobi City County Kenya. The study established that that teleworking arrangement had a positive and

significant influence on employee engagement in commercial banks in Nairobi City County Kenya. There are occasions when they can work from home since the bank allows teleworking, telecommuting increases productivity within an organization, they constantly become frustrated with their employment because they can't manage their work and family commitments and that the bank supports a flexible work schedule that allows them to handle other personal matters.

The study sought to ascertain the effect of job sharing among employees on employee engagement in commercial banks in commercial banks in Nairobi City County Kenya. The study established that that job sharing had a positive and significant influence on employee engagement in commercial banks in Nairobi City County Kenya. They have a great sense of interpersonal bond with their coworkers, their coworkers are interested about how they balance their work and personal obligations, they are inspired to achieve more because the company promotes teamwork among its employees and that job sharing enables them to complete their work early so that they can take care of their personal matters.

CONCLUSIONS

The study concluded that allowing current employees to work flexible schedules can help you retain valuable employees. Offering flexible schedules may assist the organization in attracting more top-tier talent. Allowing flexible work schedules is one of the best ways to empower employees and show respect for them because they feel trusted to get their work done no matter how, when, or where it happens

The study concluded that employers can benefit from employee assistance programs by lowering absenteeism, workers' compensation claims, health-care costs, accidents, and grievances. Furthermore, they can address safety and security concerns, boost employee productivity and engagement, and cut costs associated with employee turnover. An employee assistance program can assist a troubled

employee by offering support as well as a forum to discuss their problems. As a result, the employee's stress levels improve, which has a positive impact on coworkers.

The study concluded that teleworking arrangements can help employees feel more in control of their working lives, which can lead to increased productivity, fewer instances of sickness and absenteeism, a happier, less stressed workforce, employees feeling valued and that their personal and/or family life is important, improvements in employee mental health and well-being, more engaged employees, greater employee loyalty, commitment, and motivation, employees who are less likely to leave, and so on.

The study concluded that job sharing enables the employees to retain the level of responsibility/strategic weight of a full time position, enjoy the flexibility of part time hours, exchange of skills and knowledge between job sharers, keep a level of seniority with their organization while changing the structure of their hours, meet the demands of a challenging role while upholding an improved work/life balance and leads to stronger relationships with their job share partner.

RECOMMENDATIONS

The study recommended that commercial banks should introduce flexible schedules because a flexible schedule means that employees can choose at what time they arrive at work, and at what time leave, as long as they complete the required hours. The commercial banks should offer remote work possibilities to increase the mutual trust between employer and employees. Consider part-time arrangements to employees who prefer to work part-time in order to have the time to tend to various obligations. This can be achieved by agreeing on the schedule that works best for the bank and the employees.

The study recommended that before beginning to implement the employee assistance program, the commercial banks should plan a workable and

simple design for it. The banks should aim to define goals for the employee assistance programs in their operations while maintaining some flexibility to include necessary changes in a structured manner. Create program target outcomes so that the organization can maximize the program's effectiveness.

The study recommended that the commercial banks should provide flexible and remote working options and encourage managers to prioritize productivity over hours. Encourage employees to take breaks, go for a walk, or even work in a different part of the office; set aside break-out rooms or spare desks for workers to use. Examine the assignment of duties to ensure that individuals have manageable workloads. Allow employees to give back while working in order to make them feel good about themselves and their workplace.

The study recommended that the commercial banks should clearly define the collective role description and responsibilities to ensure the role the employee is serving the bank and that those all-important outcomes or objectives are set out and also ensure the skillset of individuals matches. The commercial banks should determine how to divide the role because having both a collective and individual role descriptions, which are checked against each other, will keep everyone focused on requirements and expectations. The banks should also ensure the individual responsible for direct management of the job sharers is given practical support, particularly around goal setting, performance management, conflict handling and potential models for the job share.

Suggestions for Further Studies

The study suggests that further studies should be carried out that focus on other measures of work life balance to address the remaining 27.2% of employee engagement. In addition, the study context was commercial banks in Kenya. Therefore, further studies can be done focusing on other financial institutions.

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