



**WORK LIFE BALANCE PRACTICES AND EMPLOYEE PERFORMANCE IN PUBLIC CORPORATIONS IN KENYA: A
CASE OF NATIONAL HOSPITAL INSURANCE FUND**

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Accepted: June 5, 2024

DOI: <http://dx.doi.org/10.61426/sjbcm.v11i2.2994>

ABSTRACT

Work-life balance is the working arrangements that ensure an employee balances personal and work responsibility. Poor Work-Life Balance is a significant risk that poses risks to the well-being of the employees, their performance, and organizational performance. The study sought to determine the effect of work-life balance practices on employee performance with a focus on employees working at the National Hospital Insurance Fund headquarters in Kenya. The objectives of the research study were to; establish the effect of leave policy on employee performance with a focus on employees in National Hospital Insurance Fund headquarters in Kenya; determine the effect of flexible working arrangements on employee performance with a focus on employees in National Hospital Insurance Fund headquarters in Kenya; establish the effect of employee welfare policies on employee performance with focus on employees in National Hospital Insurance Fund headquarters in Kenya. The research findings shall be helpful to policymakers and in the management of employees of the National Hospital Insurance Fund headquarters. The study adopted a descriptive quantitative research design. The targeted population of the study consisted of employees working at NHIF headquarters, who were 205 employees. The target population was be drawn from Operations, Human Resource, Financial Services, Strategy, Planning & Marketing, ICT, and Beneficiary & Provider Management departments. The researcher adopted the stratified sampling technique to get a representative sample for the research. The sample size was 133 respondents. The researcher used primary data collected using structured questionnaires. Quantitative data was analyzed through IBM SPSS Statistics Version 28. Quantitative data was presented using statistical techniques such as pie charts, frequency tables, and bar graphs. The study investigated the effects of leave policies, flexible work arrangements, and welfare policies on employee performance at NHIF headquarters. The findings revealed significant positive relationships between these policies and employee performance. Effective leave policies allow employees to manage job-related stress and improve productivity, while flexible work arrangements, including remote work and flexible hours, boost morale and retention. Additionally, welfare policies addressing well-being, such as wellness programs and childcare assistance, enhance employee performance. Organizations with these policies tend to see improved performance, highlighting the importance of implementing comprehensive policies to support employees' work-life balance and well-being, ultimately leading to better performance within organizations.

Key Words: *Work Life Balance, Leave Policy, Flexible Work Arrangements, Employee Welfare, Employee Performance*

CITATION: Saipi, J. L., Kirima, L., & Kibati, I. (2024). Work life balance practices and employee performance in public corporations in Kenya: A case of National Hospital Insurance Fund. *The Strategic Journal of Business & Change Management*, 11 (2), 1437 – 1458. <http://dx.doi.org/10.61426/sjbcm.v11i2.2994>

INTRODUCTION

Work-life balance (WLB) is a concept of increasing importance in today's workforce, defined as the flexibility in work schedules that allows individuals, whether parents or non-parents, to achieve equilibrium between their personal and professional responsibilities (Zain, 2019). This issue holds significant relevance globally, affecting a wide range of workers across both the public and private sectors. The impact of WLB extends beyond the boundaries of an individual's professional and personal spheres, infiltrating several dimensions of their psychological, social, economic, and mental well-being (Zain, 2019).

In Africa, including East Africa and Kenya, the trends in WLB are evolving. With rapid urbanization and changing work patterns, there is a growing awareness of the importance of WLB among employers and employees. Organizations in these regions are beginning to implement WLB policies, such as flexible working hours and remote work options, to accommodate the changing needs of their workforce. Nonetheless, as reported by Heijbel et al. (2020), many workers in Africa still face challenges in achieving a satisfactory work-life balance.

In conclusion, the notion of work-life balance entails the joint efforts of society, organizations, and workers (Gálvez, Tirado, & Martínez, 2020). It is imperative for governments and organizations to formulate strategies and implement measures aimed at fostering work-life balance within their workforce. Employers and employees should actively engage in direct negotiations to collectively evaluate and embrace the most appropriate WLB employment practices that cater to the mutual benefits of both the organization and its employees. Continued efforts are needed to promote WLB and ensure that employees around the world have the opportunity to achieve a balance between their personal and professional lives.

Work Life Balance Practices

Numerous specialists have proposed multiple ideas to provide a comprehensive understanding of work-

life balance. The spillover hypothesis suggests that when work-to-family ties are organized in terms of both temporal and spatial aspects, there is a negative impact on energy levels and time allocation. This hypothesis underscores the importance of how work-life balance practices are implemented and their effects on individuals' well-being. Additionally, achieving work-life balance is contingent upon individuals possessing a considerable level of adaptability, facilitating the harmonious integration of personal and professional responsibilities (Le et al., 2020).

The compensatory strategy, as discussed by Bakker and Schaufeli (2022), aims to mitigate negative experiences in one domain by actively seeking out positive experiences in another. This strategy suggests that a higher level of engagement in work, combined with leisure time, can compensate for unfavorable social contacts, enhancing energy levels and facilitating positive outcomes. These concepts highlight the complex interplay between work and personal life and the importance of balance in achieving optimal well-being.

In academia, work-life balance is equally essential, as academics often juggle multiple responsibilities, including research, teaching, and personal commitments. A proper work-life balance is crucial for maintaining mental health, fostering creativity and innovation, and improving job satisfaction among academics. Furthermore, a supportive work environment that promotes work-life balance can lead to higher levels of productivity and engagement among academics, ultimately benefiting the academic institution as a whole (Žnidaršič & Marič, 2021). Despite the extensive research on work-life balance, there is still a need for further exploration, especially in specific organizational contexts such as the National Hospital Insurance Fund in Kenya. This study aims to fill this gap by examining the relationship between work-life balance and employee performance, focusing on the impact of leave policy, flexible working arrangements, and welfare policies. By addressing this gap, the study seeks to

provide valuable insights that can inform organizational policies and practices, ultimately improving employee well-being and performance (Žnidaršič & Marič, 2021).

Furthermore, work-life balance practices are influenced by various factors, including changing demographics, increased competitiveness, globalization, and improvements in technology. The primary objective of implementing work-life balance policies is to mitigate work-life conflicts and improve workers' perceptions of their firms (Ganiyu, et.al., 2020). These practices encompass several components, such as flexible work arrangements, compressed work weeks, staggered work hours, and the flexibility to work remotely (Belcourt et al., 2022). Additionally, family leave systems, welfare programs, and health and wellness initiatives are integral components of strategies aimed at achieving work-life balance (Preena, 2021). These practices have been shown to promote employee well-being, job satisfaction, and organizational performance in both global and African contexts, including Kenya, by creating a positive work environment, reducing stress levels, and enhancing employee engagement and productivity.

Employee Performance

Employee performance is closely tied to the ability to complete specific tasks accurately while adhering to established standards related to accuracy, completeness, and cost limitations. Research underscores the pivotal role of employee performance within any organization, as it enables staff members to utilize their skills more effectively for the benefit of the company. Across all sectors of a corporation, it bolsters organizational efficiency and elevates the quality of customer service (Kalogiannidis, 2020). To enhance employee performance, organizations must devise strategies that challenge employees based on their aptitude, perseverance, and resilience, with the outcomes being utilized for assessment purposes. As per Saltmarsh and Randell-Moon (2019), performance is defined as an individual's capacity to carry out

tasks according to specified requirements. For a company to achieve its objectives and maintain competitiveness, employees must be fully engaged in terms of performance. This necessitates employees delivering exceptional customer service, while management must formulate strategies to ensure employees are content in their current roles.

Studies show that organizations are implementing various strategies to ensure effective employee performance. One approach is the use of performance management systems that offer a well-organized structure for establishing transparent performance standards, offering consistent feedback, and executing performance assessments. As per the insights of Aguinis and Cascio (2019), these systems serve to harmonize the objectives of individuals with those of the organization, pinpoint areas that require enhancement, and acknowledge and incentivize top performers.

Training and development programs are another essential initiative taken by organizations. These programs aim to enhance employee skills, knowledge, and capabilities, thereby improving performance. Noe et al. (2019) emphasizes the importance of investing in employee training and development to ensure a competitive advantage. These programs can cover various aspects, such as technical skills, leadership development, and communication skills, to equip employees with the necessary tools to. In addition to providing training, corporations acknowledge the need of consistent feedback and coaching. The provision of timely and constructive feedback to workers is beneficial as it allows them to gain insight into their strengths and areas for growth, hence facilitating the enhancement of their performance (Chaunduri et. al., 2020). The provision of coaching, whether administered by supervisors or specialized coaches, facilitates the growth of workers' abilities and aids in the resolution of obstacles they may encounter. Aguinis and Cascio (2019) suggest that the provision of appropriate feedback and coaching has a

significant role in fostering employee motivation, engagement, and performance enhancement.

Work Life Balance Practices and Employee Performance

The research done by Pun, Chan, Wang, and Slade (2019) proved that a standard workweek of forty-four hours was implemented in the United States. During this era, research predominantly focused on the influences of work on the household, with limited consideration of work's influence on other life domains, indicating a narrow research focus. According to Mas-Machuca, Berbegal-Mirabent, and Alegre (2022), life may be delineated into discrete components such as family, work, leisure, and social life. The notion of balance, which entails a complete dedication to every life function, was proposed by scholars such as Brough and Timms (2020). Sirgy and Lee (2020), expanded upon the interaction between the home and work domains by introducing the role balancing hypothesis. This theory posits that people strive to have meaningful experiences in both their work and family responsibilities. According to Zain (2019), there is a reciprocal relationship between women's job experiences and home life, as well as between men's family experiences and employment. Alex (2023) synthesized the spillover hypothesis, which asserts that individuals might experience both favorable and unfavorable consequences in both their professional and personal spheres. This idea provides a complementary perspective to the compensation hypothesis, positing that bad experiences in one area may be counterbalanced by pleasant experiences in another domain. In 2022 Vaziri, Wayne and Casper proposed an alternate perspective that posited the attainment of balance via the reduction of conflict within each individual position. Nevertheless, extensive engagement in a particular domain may result in a limited availability of time to meet the obligations of the other position, hence inducing stress.

The concept of work-life balance encompasses a multifaceted interaction between many dimensions of an individual's life, including both advantages

and difficulties, as well as the possible repercussions that may arise from an imbalance within distinct sociocultural temporal contexts. The challenges associated with achieving a harmonious work-life balance have implications for both businesses and workers alike. According to a study by the Department of Trade and Industry (2019), a lack of work-life balance (WLB) has negative consequences for companies, such as increased rates of absenteeism, greater employee turnover, elevated recruiting and training expenses, diminished performance, and an upsurge in sick leave. According to Adkins and Premeaux (2019), inadequate work-life balance (WLB) may have detrimental impacts on employees' mental well-being, organizational productivity, and overall happiness with both their personal and professional lives.

Profile of National Hospital Insurance Fund

According to the National Insurance Fund Act, number 9 of 1998, the National Hospital Insurance Fund (NHIF) is a state-owned organization. The Fund was a department of the Ministry of Health from 1966 before this legislative revision. NHIF was initially designed to provide health insurance coverage to civil servants (Nyambweke, 2020). Over the years, its mandate has expanded to include other formal and informal sector employees, as well as voluntary contributors. By strategically pooling resources and procuring healthcare in conjunction with stakeholders, the Fund is tasked to promote access to high-quality healthcare servants (Nyambweke, 2020). The National Health Insurance Fund (NHIF) prudently manages contributions from members across both the formal and informal sectors of the economy to guarantee financial risk protection against the costs of healthcare services for all citizens of Kenya (Muguna, 2021).

The NHIF operates through a system of contributions and benefits. Eligible individuals and dependents make regular contributions to the fund, which are then used to provide healthcare benefits (Muguna, 2021). The contributions are based on income and are deducted from employees' salaries

or wages. NHIF channels these funds to provide a comprehensive array of medical services, encompassing inpatient care, outpatient care, maternity services, and specialized treatments. To ensure effective operations and governance, the NHIF is guided by various policies and regulations. The fund operates under the NHIF Act of 1998, which outlines its objectives, functions, and responsibilities (Mwangi, 2020). The Act establishes the legal framework for the NHIF and enables it to administer and regulate healthcare financing in Kenya. In addition to the Act, the NHIF is also guided by the National Health Insurance Regulations, which provide further details on contributions, benefits, and procedures.

The NHIF has implemented several policies and initiatives to enhance its services and expand coverage. It has introduced various healthcare programs to cater to different segments of the population, including the Linda Mama program, which offers free maternity services to expectant mothers (Mwangi, 2020). The NHIF has also partnered with healthcare providers and facilities across the country to ensure a wide network of accessible services for its beneficiaries. Moreover, the fund has embraced technology by launching an online platform that allows members to access information, make contributions, and check eligibility for benefits.

One of the foundations for Kenya to achieve Universal Health Coverage has been highlighted in the Kenya Vision 2030 as Social Health Insurance. In order to achieve universal health care, the government has been pushing for changes to be made to the National Hospital Insurance Fund (NHIF) (Kabia et.al., 2022). Since 2013, these reforms have included NHIF structural adjustments to improve the organization's effectiveness and responsiveness to customer needs, a review of contribution rates, an expansion of the benefit package to include outpatient coverage and new packages aimed at addressing non-communicable conditions, and the implementation of strategies to increase member enrollment (Kabia et.al., 2022).

According to the NHIF Strategic Plan 2018–2022, the organization contributes about 10% of total health spending in the nation.

Statement of the Problem

Employees encounter a multitude of work-related challenges, largely due to a lack of balance between work life and personal life. Stress is a prevalent issue that afflicts a significant portion of the workforce, often attributed to the many roles and obligations that workers have in both their professional and personal lives (Bruck et.al., 2022). When individuals experience an imbalance between their professional obligations and domestic duties, it can lead to discord between the two domains. Inadequate management of this conflict may result in elevated levels of stress and contribute to the development of depressive symptoms. The issue of work-life balance has become a significant concern in contemporary society, with notable effects on performance in their respective firms. The concept of balance is a matter of worldwide concern that has significant implications for both organizational success and human well-being and performance (Lula, 2018).

The research conducted by Mwangi (2020) aimed to examine the impact of work-life balance (WLB) on employee performance within Institutions of Higher Learning, with a special emphasis on Kabarak University. The findings suggest a positive association between the conflict arising from competing work and family priorities and the performance of employees. Mwangi (2020) illustrated that employee performance was largely influenced by social life and the challenges individuals faced away from work rather than work-related challenges. The research indicated that employees tend to be driven away from work and focused on personal life, hence the poor performance. Similarly, Karuhi & Aila (2023) examined the relationship between work-life balance and employee engagement within a state-owned enterprise in Kenya. The findings indicated that employee engagement was positively influenced by workplace regulations, peer support,

and organizational culture. The study's results revealed a level of complexity in employee engagement that had not been previously acknowledged, suggesting that the impact of supervisors alone may be restricted unless accompanied by a supportive corporate culture, cohesive team dynamics, and effective policies that help find a balance between work life and personal life, hence improving performance.

The topic of work-life balance and the tensions it entails has been extensively examined in scholarly literature (Chemirmir, Musebe, & Nassiuma, 2019). While recognizing the valuable contributions of previous studies that have explored the relationship between work-life balance practices and employee performance, it is crucial to acknowledge that these investigations were carried out in industries different from the operational environment of the National Hospital Insurance Fund in Kenya. The extent to which the results from the previous study correctly represent the National Hospital Insurance Fund in Kenya may be constrained by the unique attributes of each sector. The main aim of this study was to fill the current gap in knowledge by examining the relationship between work-life balance and employee performance at the National Hospital Insurance Fund in Kenya, specifically focusing on the impact of leave policy, flexible working arrangements, and welfare policies on this correlation. Despite the wealth of literature on work-life balance and its impact on employee performance, there remains a significant empirical gap in understanding how specific organizational policies and practices, such as leave policy, flexible working arrangements, and welfare policies, influence this relationship. While existing studies have provided valuable insights into the general association between work-life balance and employee performance, there is a lack of research that delves deeper into the specific mechanisms through which these organizational factors affect employee outcomes, particularly in the context of the National Hospital Insurance Fund in Kenya.

Moreover, the existing literature primarily focuses on the relationship between work-life balance and employee performance from a broad perspective, often overlooking the nuanced differences that may exist across different industries and organizational settings. The National Hospital Insurance Fund operates within the healthcare sector, which has its own unique challenges and demands. Therefore, it is essential to conduct research that is tailored to the specific context of this sector to fully understand the impact of work-life balance on employee performance. By addressing this empirical gap, this study aims to contribute to the existing body of knowledge by providing valuable insights that can inform organizational policies and practices at the National Hospital Insurance Fund and similar healthcare institutions in Kenya.

Objectives of the Study

The main objective of this study was to evaluate the effects of work-life balance measures on employee performance in Public Corporations in Kenya: A case study of the National Hospital Insurance Fund in Kenya. The study was guided by the following specific objectives;

- To establish the influence of leave policy on employee performance within the National Hospital Insurance Fund.
- To assess the influence of flexible working arrangements on employee performance within the National Hospital Insurance Fund.
- To examine the influence of employee welfare policies on employee performance within the National Hospital Insurance Fund.

The study's research questions were;

- How does leave policy at the National Hospital Insurance Fund affect employee performance?
- How does implementing flexible working arrangements enhances the performance of employees at the National Hospital Insurance Fund?

- How do employee welfare policies affect staff performance at the National Hospital Insurance Fund?

LITERATURE REVIEW

This study anchored only on two relevant theories, namely the Spill over Theory and the Role Theory.

Spill-Over Theory

Noteworthy advocates of the Spill Over Theory include Aldous (1969), Piotrkowski (1979), Staines (1980), Crouter (1984), and Guest (2002). The Spill Over Theory is based on the concept of uneven and permeable borders that are present between the domains of home and work. The study emphasizes elements that are associated with both job and family dynamics (Piotrkowski, 1979). According to Guest (2002), the spillover model is a framework that identifies instances when spillover takes place between the family network at the micro level and the work network at the micro level, with potential outcomes that may be either good or negative. Negative spillover occurs when there is a rigorous separation of work and family interactions in terms of energy, conduct, and time. On the other hand, positive spillover, which promotes the attainment of a harmonious work-life equilibrium, arises when there exists a degree of adaptability that enables people to seamlessly integrate and interconnect their familial and occupational obligations.

The existence of elements that influence the balance between work and personal life may be seen in both household and professional settings. Background influences include several elements, including the dominant work culture and the concurrent demands originating from both the home and work spheres. Personal variables include a range of factors, including but not limited to personality characteristics, age, life stage, career stage, gender, individual coping strategies and control, energy levels, and work orientation. The characteristics examined in this research pertain to the background elements and cover service delivery, which refers to the job needs, and leave

policy, which represents the corporate work culture (Dixon & Sagas, 2007).

The assessment of work-life balance may be examined from subjective and objective perspectives. Subjective indicators pertain to the perceived equilibrium or disequilibrium, while objective indicators include quantitative factors such as the quantity of leisure time or unallocated time apart from work, and the number of hours devoted to labor. Guest (2002) posits that a condition of equilibrium is attained when people choose to emphasize either their professional or personal lives, or when they assign equal significance to both spheres. The phenomenon of spillover occurs when there is an interference between different domains of an individual's life. The prevalence of work-life balance issues is particularly notable due to the multitude of ramifications it entails. These consequences encompass its effect on individual performance in both domestic and professional spheres, its influence on familial, social, and professional relationships, the overall quality of life experienced at home and in the workplace, as well as personal well-being and satisfaction (Hyman & Summers, 2004). The idea discussed in this research is important as it emphasizes the significance of firms implementing work-life balance policies that facilitate workers in attaining a desirable work-life balance. This, in turn, results in increased dedication towards organizational objectives (Pasamar, 2020).

The Role Theory

According to Van der Horst (2016), the concept of role theory may be traced back to the pre-1900 period, however the name "role" did not gain widespread use until the 1930s. The underlying principle of role theory posits that people adopt several roles throughout their lives, each of which carries with it a set of expectations dictating appropriate behavior. According to Banton (1996), a role may be defined as the expected patterns of conduct associated with a certain social position. According to role theory, the positions that people

occupy in their professional and personal lives are interconnected with other persons who rely on the successful execution of these responsibilities. Therefore, the fulfillment of these expectations by an individual indicates the achievement of success in performing the designated function (Katz & Kahn, 1966). Expanding upon the aforementioned basis, Khan (1964) and Wolfe, Snoek, and Rosenthal (1961) have linked the balance between work and personal life to role theory, emphasizing the contradictory expectations connected with the different roles assumed by individuals of both genders in their everyday existence. Kanter (1977) expanded upon the research conducted by Khan (1964) to illustrate the mutual reliance between family and work, highlighting the inherent interrelated nature of these two domains. Pleck (1977) also agreed that there is a reciprocal relationship between family and job, whereby one domain may have both beneficial and detrimental effects on the other. Nevertheless, work-life balance is influenced by several factors, including job requirements, role norms, stress levels, temporal limitations, individual attitudes, and behavioral patterns. Moreover, it has been observed by some academics that the conceptual and empirical aspects of the interplay and conflicts between family and work exhibit distinct variations (Wiley, 1987). The inclusion of role theory in this

research is relevant as it emphasizes the significance of comprehending the interplay between work and family obligations, which may lead to conflicts if not well managed.

Conceptual Framework

A conceptual framework explains, either graphically or diagrammatically or even in narratives form, the main things to be studied, the key factors, constructs or variables and the presumed relationship among them (Murphy, Shaw and Casey, 2015). The basic objective of a conceptual framework is to provide clear definitions and categorizations of pertinent ideas within research, while also elucidating the interrelationships among these concepts. This research will examine the independent variable of Work-Life Balance efforts, which includes leave regulations, flexible work arrangements, and welfare laws. On the other hand, the variable that is influenced or affected by other factors in this study will be referred to as the dependent variable, specifically focusing on employee performance. Work life balance policies include leave policies, such as annual leave, medical leave, study leave. Flexible working arrangements include policies such as allowing employees to enjoy Flextime, telework and job sharing. Welfare practices include programs such as employee counseling, free health programs and employee training (Alex & Kaur 2023).

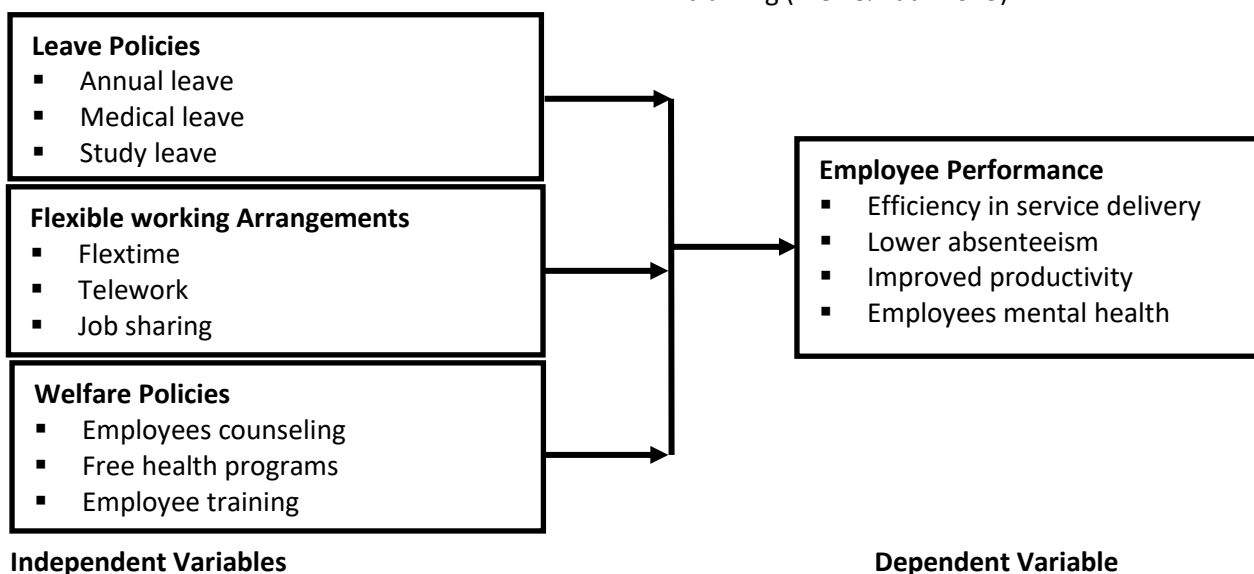


Figure 1: Conceptual Framework
Source: Author (2024)

METHODOLOGY

The study adopted descriptive research design that was of importance in gaining deeper insights in regards to effect of work life balance measures. The present study used a descriptive quantitative research design. Descriptive design seeks to collect information about variables without changing the environment or manipulating any variables so they can look at a possible cause and effect and develop the causal relationship between variables (Baker, 2017). The descriptive design may be used to develop theory, identify problems with current practice, make judgments, and determine what others in similar positions do. The target population was drawn from employees working in different departments within the NHIF headquarters. The focus of this research was a population size of 205 individuals. Table 1 displays the demographic characteristics of the study's target population. Data analysis started by examining the collected questionnaires to ensure they are accurately and comprehensively filled. Data cleaning was done to ascertain that analysis only include questionnaires that were sorted and found out to be accurately filled. After examination of questionnaires, coding was carried out as well as entering the responses into a software application. Statistical Package for Social Sciences (SPSS) software version 24 assisted in the analysis of data.

The research project uses diagnostic test to check assumptions, identify outliers, assess the fit of a model, or evaluate the quality of data. The diagnostic test includes tests for validity and normality for the valuables of work life balance and its effects on employee performance at NHIF headquarters. Inferential Analysis is used to make inferences about the population based on a sample. Common inferential statistical methods include t-tests, chi-square tests, ANOVA, and regression analysis. The researcher used regression analysis and ANOVA to conclude the effect of Work Life Balance on employee performance at NHIF based on a sample of data collected using correlation analysis that was used to measure the strength and

direction of the relationship between variables. Inferential statistics was used to examine the influence of age, gender, family background, and education level demographic factors.

Furthermore, a multiple linear regression analysis was applied to the data. The model equation is expressed as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

Whereby;

Y = Employees' performance

α = Constant

$\beta_1, \beta_2, \beta_3$ = Regression Coefficients of determination

X1 = Leave Policy

X2 = Flexible Working Arrangements

X3 = Welfare Policies

ϵ = Error term

FINDINGS

Effects of Leave Policy and Employee Performance

In reporting Effects of Leave Policy and Employee Performance, this study sought to find out participant's level of agreement with various statements related to how Leave Policy affects employee performance. Strongly Disagree, Disagree, neutral, Agree, Strongly Agree, Likert scale findings together with mean and standard deviation were used to demonstrate the results.

According to the findings, in the first statement: My employer gives me leave to care for and support my dependents had a mean of 4.4750 and a standard deviation of .5494. The second statement: My institution observes the leave policy in employment agreement had a mean of 4.4250 and a standard deviation of .5893. The third statement: Sick leave helps me to take care of my emotional and mental health had a mean of 4.3000 and a standard deviation of .7949. The fourth statement: Study leave allows me to take time- off for study to improve on my personal growth had a mean of 4.3750 and a standard deviation of .7341. The fifth statement: There is a paid maternity/paternity leave in this Organization had a mean of 4.4500 and

a standard deviation of .6591. Finally, the sixth statement: Annual leave helps me to reduce work-related stress had a mean of 4.3167 and a standard deviation of .7557. The computed average mean for the respondents' views on the Effects of Leave

Policy and Employee Performance is 3.97 (SD = 0.72), indicating that respondents agree that Leave Policy wield an influence on the performance of employees

Table 1: Effects of Leave Policy and Employee Performance

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
My employer gives me leave to care for and support my dependents	0.0%	0.0%	2.5%	47.5%	50.0%	4.4750	.5494
My institution observes the leave policy in employment agreement	0.0%	0.0%	5.0%	47.5%	47.5%	4.4250	.5893
Sick leave helps me to take care of my emotional and mental health	0.0%	2.5%	13.3%	35.8%	48.3%	4.3000	.7949
Study leave allows me to take time- off for study to improve on my personal growth	0.0%	2.5%	7.5%	40.0%	50.0%	4.3750	.7341
There is a paid maternity/paternity leave in this Organization	0.0%	0.8%	6.7%	39.2%	53.3%	4.4500	.6591
Annual leave helps me to reduce work-related stress	0.0%	2.5%	10.0%	40.8%	46.7%	4.3167	.7557

Flexible Work Arrangements and Employee Performance

Similarly, this study reports the results participants' level of agreement with various statements related to Flexible Work Arrangements and Employee Performance. Again, Strongly Disagree, Disagree, neutral, Agree, Strongly Agree Likert scale results together with mean and standard deviation were used to indicate participants' level of agreement (Table 2). According to the findings, in the first statement: I can decide the start and finish times for specific tasks assigned had a mean of 4.0083 and a standard deviation of .8648. In the second statement: My duties and responsibilities are co-shared had a mean of 4.6750 and a standard deviation of 3.7844. In the third statement: I can work for long hours per week to get a day off had a mean of 3.2250 and a standard deviation of 1.3313.

To the fourth statement: Sometimes I can work while at home through telecommunication had a mean of 4.3917 and a standard deviation of .6520. To the fifth statement: NHIF employs some part-time employee who helps us with the backlog had a mean of 4.4500 and a standard deviation of .6060. To the sixth statement: NHIF offers flexible working arrangements had a mean of 4.2917 and a standard deviation of .8033. Finally on the seventh statement: I can pool my leave days to enable me adequate time to attend to personal and family matters had a mean of 4.2750 and a standard deviation of .9071. The computed average mean for the respondents' views on the Flexible Work Arrangements and Employee Performance is 3.84 (SD = 0.824), indicating that respondents agree that Flexible Work Arrangements wield an influence on the Employee Performance.

Table 2: Flexible Work Arrangements and Employee Performance

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard Deviation
I can decide the start and finish times for specific tasks assigned	0.0%	3.3%	26.7%	35.8%	34.2%	4.0083	.8648
My duties and responsibilities are co-shared	0.0%	3.3%	5.8%	44.2%	45.8%	4.6750	3.7844
I can work for long hours per week to get a day off	10.8%	23.3%	21.7%	20.8%	23.3%	3.2250	1.3313
Sometimes I can work while at home through telecommunication	0.0%	0.8%	6.7%	45.0%	47.5%	4.3917	.6520
NHIF employs some part-time employee who helps us with the backlog	0.0%	0.0%	5.8%	43.3%	50.8%	4.4500	.6060
NHIF offers flexible working arrangements	0.0%	4.2%	9.2%	40.0%	46.7%	4.2917	.8033
I can pool my leave days to enable me adequate time to attend to personal and family matters	0.8%	5.0%	9.2%	37.5%	45.8%	4.2750	.9071

Welfare Policies and Employee Performance

Similarly, this study reports the results participants' level of agreement with various statements related to Welfare Policies and Employee Performance. Strongly Disagree, Disagree, neutral, Agree, Strongly Agree Likert scale results together with mean and standard deviation were used to indicate participants' level of agreement (Table 3). According to the findings, in the first statement: Breastfeeding mothers enjoy flexible working arrangements to take care of their babies had a mean of 4.4500 and a standard deviation of .5920. In the second statement: Childcare facilities are available for nursing mothers had a mean of 4.6500 and a standard deviation of .5129. In the third statement: There is adequate provision of recreational facilities in the institution had a mean of 4.4167 and a standard deviation of .7400. To the fourth statement: Professional counseling services

are available to employees had a mean of 4.6000 and a standard deviation of .5250. To the fifth statement: Family leaves are given to attend to family issues had a mean of 4.6167 and a standard deviation of .5215. Finally on the sixth statement: NHIF arranges for a wholly or partly paid holiday from time to time had a mean of 4.3667 and a standard deviation of .7552. The computed average mean for the respondents' views on the Flexible Work Arrangements and Employee Performance is 3.84 (SD = 0.824), indicating that respondents agree that Flexible Work Arrangements wield an influence on the Employee Performance. The computed average mean for the respondents' views on the effect Welfare Policies and Employee Performance is 3.75 (SD = 0.833), indicating that respondents agree that teamwork activities wield an influence on the performance of insurance companies the e claim system.

Table 3: Welfare Policies and Employee Performance

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard Deviation
Breastfeeding mothers enjoy flexible working arrangements to take care of their babies	0.0%	0.0%	5.0%	45.0%	50.0%	4.4500	.5920
Childcare facilities are available for nursing mothers	0.0%	0.0%	1.7%	31.7%	66.7%	4.6500	.5129
There is adequate provision of recreational facilities in the institution	0.0%	2.5%	7.5%	35.8%	54.2%	4.4167	.7400
Professional counseling services are available to employees	0.0%	0.0%	1.7%	36.7%	61.7%	4.6000	.5250
Family leaves are given to attend to family issues	0.0%	0.0%	1.7%	35.0%	63.3%	4.6167	.5215
NHIF arranges for a wholly or partly paid holiday from time to time	0.0%	2.5%	9.2%	37.5%	50.8%	4.3667	.7552

Inferential Statistics

Correlation Analysis

Correlation test was performed to test the strength of linear relationship between variables independently. The results in Table 4 presents the results for the correlation analysis that was conducted to evaluate the nature of the existing

relationship between effects of leave policy and Employee Performance among employees at NHIF headquarters. It shows that leave policies were significant to the employee performance, and there existed a positive linear relationship between leave policy and employee performance ($r=0.112$, $p<0.05$).

Table 4: Correlations

		EPM	LPM
EPM	Pearson Correlation	1	.112
	Sig. (2-tailed)		.223
	N	120	120
LPM	Pearson Correlation	.112	1
	Sig. (2-tailed)	.223	
	N	120	120

Regression Analysis

As briefly explained in the inferential analysis introduction section, this study also conducted a regression analysis to examine the relationship between the study variables as well as to test hypotheses of the study independently. However, prior to testing the study hypothesis, the regression

analysis provided a model summary output and ANOVA output. Regarding the model summary result, the outcome in Table 5 presents the results for the regression model summary analysis that was conducted to evaluate the nature of the relationship between the effects of leave policies and employee performance. It shows a 1.3% of the

variance in employee performance in the NHIF headquarters was accounted for by the effects of leave policies ($R^2=0.013$). This indicates a relationship a positive relationship between the

variables. The low R squared shows that there were other factors that determined employee performance at the NHIF headquarters rather than just the effects of leave policy.

Table 5: Model Summary between effects of Leave Policy and Employee Performance among employees at NHIF headquarters

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.112 ^a	.013	.004	.28383	

a. Predictors: (Constant), LPM

Similarly, the regression analysis further provided ANOVA results which illustrated the overall significance of the model in explaining variances. Table 6 presents the results for the Analysis of Variance (ANOVA) analysis that was conducted to evaluate the nature of the relationship between the

effects of leave policy and employee performance among employees at NHIF headquarter. It shows that effects of leave policies could significantly predict employee performance among employees at NHIF headquarters ($F(1,119) = 1.431$)

Table 6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.121	1	.121	1.431	.699 ^b
	Residual	9.506	118	.081		
	Total	9.627	119			

a. Dependent Variable: EPM

b. Predictors: (Constant), LPM

Finally, the regression analysis provided a regression analysis coefficient results to demonstrate that combined effects or relationships between independent and dependent variables of the study. Also, the study established regression coefficients results to test the hypothesis of the study individually as shown in Table above.

H₀₁: Leave Policy do not have a significant influence on Employee Performance, the results in showed a significant positive relationship between Leave Policy and Employee Performance ($B=0.126$, $p=0.024$). The findings, therefore, confirms that the study accepted the stated alternative hypothesis and concluded that there is a significant and positive effect of Leave Policy on Employee Performance.

H₀₂: Flexible Work Arrangements do not have significant influence Employee Performance. The findings demonstrated in Table above showed that

there is a positive relationship between Flexible Work Arrangements with ($B=.247$, $P=0.006$). The study, thus, accepted the alternative hypothesis and rejected the null hypothesis. The conclusion was that there is a significant and positive effect of training intervention on performance.

H₀₃: There is a significant and positive effect of Welfare Policies on Employee Performance, this study tested the third hypothesis of the study. The regression coefficient results demonstrated that there is a strong and significant positive relationship between teamwork activities on performance E-Claims systems in Kenya ($B=0.399$, $P=0.000$).

DISCUSSIONS

Effects of Leave Policy on Employee Performance Among Employees at NHIF Headquarters

Positive and employee supportive leave policies are key in lasting employee performance. The findings are in tandem with Obiageli, Uzochukwu, and Ngozi

(2020) study on the impact of work-life balance on employee performance in selected commercial banks in Lagos that notes that their positive correlation between leave policies and the level of service given by employees. Organizations' leave policies typically include various entitlements such as annual leave, maternity leave, paternity leave, and sick leave. These policies ensure that employees have the privilege of taking a predetermined period of time off, often measured in days or hours, during which they are authorized to be away from their professional duties without facing negative consequences. The leave programs are implemented in each calendar year and ensuring seamless functioning of the organization. Organization that follows the leave policy create a good and effective work environment that ensures their employees find a balance between their work and personal life. It ensures that employees do not drag their personal issue to work enabling them to them to put the required effort and focus in their assigned duties hence enhancing their performance.

Leave polies and effective work-life balance reduces work –related stress and lead to improvements in employee's overall performance. The findings align with a study conducted in 2023 by Kamau, Mukaya, and Wagoki, which investigated the impact of work-life balance practices on the job performance of employees at Eco Bank Kenya. The research concentrated on examining how employee performance is affected after taking leave. It demonstrated that taking a vacation from work helps reduce job-related stress among workers, leading to subsequent improvements in their overall performance. Employees benefit greatly from vacations and time off from regular schedules because it gives them a chance to relax, refuel, and break free from job-related stress and tensions. This helps them return to work with fresh enthusiasm and determination. Employees who take frequent breaks from work are able to reduce burnout, which in turn promotes better mental health and wellbeing, higher levels of productivity and job

satisfaction, and ultimately benefits the business as a whole. A clear definition of the leave policies within organization is also vital for the employees as it enables them to prepare for what's coming ahead. Organization with such policies are often characterized by employees who offer quality services with effective turn-around time as they are often organized and goal driven.

Performance, growth, and profitability within an organization are significantly influenced by work-life balance practices, such as leave policy. This finding aligns with research conducted by Allen and French, 2023 which investigated the correlation between "Work-Family Human Resource Bundles" and people's views of organizational performance. The study revealed that organizations adopting a more extensive range of work-family policies showed higher market performance and growth.

A generous and flexible leave policy is often beneficial to employees especially in the competitive job market as employees often prefers stable and eco-friendly working environments. In organization with effective leave policies, employees are likely to stay in the organization reducing turnover rates. Organizations that offer a well-designed and effectively communicated leave policy often attract top talents hence attracting top talents ensuring improved organizational performance.

Effects of Flexible Work Arrangements and Employee Performance Among Employees at NHIF Headquarters

Employees prefer flexible work arrangements for maximize their performance. The findings are tandem with a study done by Bond, Thompson, Galinsky, & Prottas (2022), that emphasized on the need for flexible work arrangements. The study found that flexible work arrangements are necessary because of the changing nature of the market, the advancement of technology, the evolution of family structures, the rise in the number of women in the workforce, the prevalence of single-parent households, and the growing

burden of providing care for the elderly. Employees at NHIF headquarters expressed a strong preference for flexible work arrangements believing that the flexibility will improve their performance and overall job satisfaction. Various flexible work arrangements such as the ability to better balanced work and personal life, reduces stress and improves overall well-being as the employees get to be more productive and focused during work hours as they are able to choose the times and locations that works best for them.

Flexible work arrangement offers more anatomy to employees ensuring increased productivity. The findings agree to the study by Weideman and Hofmeyr, 2020 stated that businesses are utilizing flexible work arrangements to give employees greater liberty. Employers may find a better balance between their personal and professional lives by having more control over their schedule and location thanks to this. Employees with flexible work schedules are better able to manage their time and create productive workspaces. It allows employees to capitalize on their peak performance time and reduces distraction leading to increased output and efficiency. Having flexible work arrangements give freedom to the employees and makes them have the sense of control over their work arrangements leading to higher job satisfactions and lower turnover rates.

Flexible work arrangements allow employees to achieve a harmonious balance between work obligations, personal life, family duties, and organizational commitments. This finding is supported by a study conducted by Peters, Tijdens, and Wetzels (2004), which asserts that the implementation of flexible work arrangements has a significant influence on employees' mobility. Flexible work arrangement plays a pivotal role in ensuring employees better manage their time and responsibilities. The ability to adjust work schedules increases employees' sense of control leading to a greater job autonomy and motivation. It allows employees to navigate their personal and professional lives more effectively, leading to

increased productivity, job satisfaction and organizational commitment benefiting both the employees and the organization as a whole.

Flexible work arrangements, such as adopting remote work, have favorable effects on employees. This finding aligns with research by Menezes and Kelliher (2019), which suggests that empirical evidence indicates that the adoption of flexible work arrangements has advantages for employees, mostly attributed to cost savings. Flexible work arrangements eliminated the need for day-to-day commuting and saves employee's time. This enables employees feel more satisfied with their jobs and more engaged with their work and maximizing their output.

Effects of Welfare Policies on Employee Performance Among Employees at NHIF Headquarters

Welfare policies within organizations are pivotal in employee performance. They encompass a diverse array of services such as provision of sport facilities, saving welfare programs, sick clubs, medical treatments, opportunities for adequate training, supervision and consoling services. According to the study, these services play a key role in the employee performance within an organization. The study aligns with research by Singh (2009), indicating a strong correlation between the quality of an employee's work life and the provision of welfare measures. The main goals of welfare policies inside companies are to improve workers' overall health and to provide a supportive and comfortable work environment.

NHIF headquarters have adopted the use welfare programs as a way to enhance employee performance within their organizations. This finding aligns with a study conducted by Manzini and Gwandure (2021) that indicates that many organizations use employee wellbeing programs as a strategy to enhance employee performance. Availability of financial workshops and financial assistance helps employees in managing the finances effectively. Employers may foster a pleasant work environment that encourages

employee engagement, productivity, and job satisfaction, which in turn increases motivation and dedication to work, by aligning welfare policies across the firm. The research also aligns to a study conducted Lagat, Mutai, and Kosgey (2019) to examine the significance of employee wellbeing and its consequent impact on performance, which showed an improvement in employees wellbeing subsequently leads positive impact on employee performance.

Employees who participate in the organizations' welfare program have higher levels of engagement, motivation and increased performance in their respective roles. This finding is supported by research conducted by Kamau, Mukaya, and Wagoki (2023) at ECO Bank in Kenya. The study showed that the implementation of employee support programs resulted in a noticeable influence on individual employees, ultimately leading to enhanced employee performance. Welfare policies such as counseling services, employees' access of gym facilities, health screening helps employees improve their physical and mental health, thus enhancing their performance.

Workplace welfare initiatives increase employee attendance rates, which boosts output in turn. The finding is consistent with the research by Kamau, Mukaya, and Wagoki (2023), which found that the implementation of employee welfare policies helped workers effectively manage personal matters without adversely impacting their productivity within the organizational context. Effective welfare policies help in creating a supportive and inclusive work environment improving the employee attendance and the organization retention rate. This is vital in ensuring that the organization setup is made of committed and ensuring not only the individual's performance but also improving the organizations performance at large.

CONCLUSIONS

Effects of Leave Policy on Employee Performance

The study sought to investigate the effects of leave policies on employee performance among employees at NHIF headquarters. The findings established that there is a significant positive relationship between available leave policies and the employee performance at NHIF headquarters. Therefore, the study concludes that with effective leave policies, employees are more inclined to be in state where they improve their productivity as they get time to break free from job-related stress and reset hence improving their productivity. Employees are likely to embrace organizations with effective leave policies that allows them to find a work-life balance, reflecting the substantial impact in their performance within the organizations. This underscores the importance of effective leave policies and their influence improved employee performance.

Effects of Flexible Work Arrangements on Employee Performance

The study sought to investigate the effects of flexible work arrangements on employee performance at NHIF headquarters. The finding indicated that there is a significant relationship between flexible work arrangements and employee performance. Therefore, the study concludes that when organization offers flexible work arrangements, such as employees working remotely, full-time or part-time, and organization offering employees to work in their flex time, which allows employees to choose their start time and end times and other arrangements such sharing responsibility helps employees to boost their morale, productivity and retention, ensuring there's improved employee performance. In conclusion, having flexible work arrangements within organizations can be a pivotal strategy in ensuring improved employee performance within organizations.

Effects of Welfare Policies on Employee Performance

The study sought to examine the effects of welfare policies on employee performance at the NHIF headquarters. The results established that there is a

significant relationship between welfare policies and employee performance. Welfare policies such as wellness programs, childcare assistance, financial planning support and comprehensive healthcare benefits provided by organizations helps in addressing various aspects of employees' well-being resulting to an improvement in their performance. This underscores the importance of the welfare policies within organizations in ensuring employee performance. In conclusion, welfare policies can be pivotal strategy in encouraging and ensuring there's improved employee performance within the organization.

RECOMMENDATIONS

Effects of Leave Policy on Employee Performance

The study established a significant relationship between effects of leave policies and employee performance. Therefore, this study recommends that organizations should consider implementing flexible leave policies that cater for diverse employee needs. This will help empower employees to take time off when need without negative repercussions, reducing work related stress and improving overall job satisfaction. This can be achieved by incentivizing businesses and organizations to promote a culture that values work-life balance and recognized the importance of taking time off. This might entail urging staff members to utilize their vacation days and providing a good example for others by taking time off yourself as a leader. Companies may also think about putting regulations in place like "no" to emailing after work hours, which will likely lead to improved employee performance and general performance within the organization

Effects of Flexible Work Arrangements and Employee Performance

The study established a significant relationship between flexible work arrangement and employee performance. Therefore, the study recommends that organizations should adopt clear and inclusive flexible work arrangements policies that outlines the available options and guidelines that ensure

employees are aware and understand their options for flexible work. Organizations should provide training and support managers and employees on how to set clear expectations, communicate effectively and maintain productivity while working flexibly. This can be through regular reviews and evaluation of the impact of flexible work arrangement through collecting feedback from employees, analyzing performance metrics and adjusting policies that ensure flexible work arrangements contribute positively to employee well-being and performance. Ensuring organizations offers flexible work arrangements is pivotal in boosting the morale and improving employee performance.

Effects of Welfare Policies and Employee Performance

The study established a significant relationship between the effects of welfare policies and employee performance. Therefore, the study recommends that organizations should consider implementing comprehensive welfare policies that prioritize employee well-being. Through the provision of the welfare policies, organizations will improve employees' morale, reduce absenteeism and increase productivity. Organizations should focus on creating a supportive and inclusive work culture that values employee well-being. This can be done through offering trainings to managers on how to support their team members, and offering a platform where the employees can provide their feedback on the welfare policies. Organizations should also consider offering resources and support for mental health and work-life balance to promote a healthy work environment. Prioritizing employee welfare and creating a supportive work environment within organization enhances employee performance and overall success within the organization.

Recommendation for Further Studies

The study focused on examining the effects of work-life balance practices on employee performance in public corporation in Kenya; A case of National Hospital Insurance Fund. The study was

conducted among the employees in different departments within the NHIF headquarters and thus recommends further research should be explored on the effects of work-life balance on employee performance with other organizations for comparison. The study also recommends further

studies on different types of work-life balance practices practiced in different set ups to help create strategies and practices that ensures improved employee performance within organizations.

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