



**INFLUENCE OF WORK-LIFE BALANCE ON EMPLOYEE PRODUCTIVITY IN GOVERNMENT INSTITUTIONS: A CASE OF THE SUPREME COURT, NAIROBI**

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**ABSTRACT**

*Pressures from an increasingly competitive work environment are leading to conflicting priorities for employers and employees creating considerable stresses for employees trying to cope with work and family responsibilities. Interference between work and non-work responsibilities (work-life conflict) can indicate serious implications including lower levels of job satisfaction and organizational commitment. Implementation of work life balance policies (WLB) at the Judiciary has not been effective. This study sought to establish the influence of work-life balance on employee productivity in the government institutions, with special focus on Supreme Court. The study adopted a descriptive survey. The population for the study was 106 employees of Supreme Court at their office in Nairobi. Data was collected using structured questionnaire. The study used both quantitative and qualitative data. Descriptive statistics were used to analyze the data. The study found that flexible work arrangement and family leaves positively influenced the employee productivity. Work life balance enabled the employees to have balance between work and personal responsibilities and thus strengthened employee loyalty and productivity. Flexible work arrangements was found to enable employees improve their job performance as well as empowering and motivating the employees. Family leaves allow employees to be away from the workplace for a particular period of time in order to deal with family responsibilities as well as improving employees commitment to the organization. The study recommends that different forms of flexible work arrangement to be adopted by the government institutions from basic flextime programs to innovative child-and elder-care programs to have maximum productivity of employees in the institutions. Government institutions should therefore see to it they have different forms of family leave support services to include all cadres of employees. The government through the ministry of labour should formulate policies that are geared towards ensuring that all the government institutions have work-life balance programmes since it was found to positively impact employee productivity.*

**Key Words:** Flexible Work, Family Leaves, Work-Life Balance, Employee Productivity

## INTRODUCTION

The global economy has undergone a major financial and economic crisis, with another weakening in GDP growth since late 2010. This has led to work-life balance taking a central issue for employed parents and employers alike (Wharton & Blair-Loy, 2010). Pressures from an increasingly competitive work environment are leading to conflicting priorities for employers and employees creating considerable stresses for employees trying to cope with work and family responsibilities. A work-life balance survey conducted in 2010 by Community Business reported that Over 75% of 1,000 respondents were suffering from stress and said they didn't have a healthy balance between their personal and Work lives (Wharton & Blair-Loy, 2010).

Increasing levels of stress can rapidly lead to low employee morale, poor productivity and decreasing job satisfactory. More and more employees are experiencing severe stress over workload and work-time pressures (De Bruin & Dupuis, 2014; Greenblatt, 2012). Prior research showed that the benefits of implementing work-life balance policies in organization can significantly address employee retention, job satisfaction, employee morale and productivity (Lockwood, 2013).

Research by De Cieri *et al.*, (2012) shows that organizations that provide workplace culture with the psychological conditions of meaningful (job enrichment, work-role fit); safety (supportive manager and co-workers) and availability (resources available) are more likely to have engaged employees. Work-life balance is increasingly important for engagement and affects retention. By being aware of the unique needs of diverse groups, as well as by recognizing individual differences within these groups, HR can better understand the challenges of increased diversity in the organization's workforce (different generations, more females) and work toward designing and implementing work-life balance policies and

practices to engage diverse employee groups (Kopelman, Prottas, Thompson & John, 2010).

In many western countries like Australia and USA, an increasing number of work life balance policies have been adopted in organization to achieve work-life balance (Saltzstein, Ting & Saltzstein, 2014). Organization which adopted the policies most benefit from reducing absenteeism and improving productivity (Caspe & Harris, 2012). Some researchers also showed that employees with access to the policies express less intention to leave the organization and a higher commitment (Beck & Davis, 2015). The U.K., encouraged by the European Union, has done a much better job than the U.S. in providing formal policies in support of work/life balance. However, achieving a desired balance between work and life has become increasingly complex for the individual due to the blurring of the household-workplace interface (Kossek & Ozeki, 2009).

The aim of the policy is helping employees achieve a better balance between work and the rest of their lives. This includes the use of flexible working arrangements. However, work-life balance does not, necessarily, reflect a commitment by employers to improve the welfare of workers. Work-life balance is an issue of prime concern for both genders, for example, recent survey data (Fleetwood, 2011). Stordeur, D'hoore and Vandenberghe (2011) showed that a substantially higher proportion of employed men than employed women in the United Kingdom work "long hours" (more than 48 hours per week); and empirical evidence suggests that men may experience lower work-life balance than their female counterparts (Perry-Smith & Blum, 2014). Furthermore, it is not only family obligations that constitute an issue in work-life balance. Any types of activities (hobbies, time with friends) that the individual desires to pursue outside one's work obligations pertain to work-life balance.

Indeed, recent survey research indicated that more than half of British employees considered that a better work-life balance was necessary in order to pursue their interests in arts and to engage in sports activities. Australia has taken a similar approach to that of the U.K. in tackling the challenge of work/life balance with a body of national legislation. The Fair Work Act 2009 provides for numerous policies promoting work/life balance including the right to request flexible working arrangements (Wheatley, 2009). During the 2000s some Australian employers realized the benefits of adopting work-life balance strategies to recruit and retain the best employees, (Dex, Smith & Winter, 2015). For employees, it demonstrates an employer's commitment to balance family and work by introducing flexible work arrangements, as well as child care and family and parental leave policies.

In Australia the need for work-life balance was further increased by the changes to organizational structures where flatter, more participative and less hierarchical structures were introduced, and fewer employees were expected to manage increased workloads, (Frone, 2013). Work-life balance initiatives at organizational level directly benefit employers as well as employees. This in turn enhances the job satisfaction, work engagement and work productivity of employees. These direct benefits to employees in turn benefit the over performance of the employee organization. Various monetary losses, direct and indirect, have been cited by authors in work-life balance literature, which can be prevented if more effective work-life balance initiatives are undertaken.

In the year 2009, due to job related stress, US industry lost \$150 billion per year on account of direct and indirect health related costs (Golden & Jorgensen, 2014). Estimation of the costs of absenteeism due to high work-life conflict in Canada has been put at \$10 billion a year, (Duxbury & Higgins, 2014). A study of the '100 Best Companies for Working Mothers' by Meyer,

Mukerjee, and Sestero, (2011) revealed that organizations offering work-life balance practices enjoyed increased profit rates. This was particularly the case for the practices of family sick leave and tele-work, which were related most strongly to increased profits. The authors posited that tele-work encouraged longer work hours by employees who were constantly available for work and who no longer needed to commute. Another proposed explanation was that offering family sick leave might allow firms to pay lower wages, if workers viewed the leave as compensation for less pay.

In response to the current situation, the Kenya employers have recognized the importance of having work life balance policies in the organization. The government encouraged private organizations and social services to deliberately introduce the family friendly policies in the workplace of Kenya to help employee to balance their work and life. The arrangement of five-day work week in Kenya Government has been smoothly implemented (Njiru, 2008). The literature has suggested that the adoption of formal family-responsive policies may not have the desired effects if there is no supportive organizational culture (Kossek & Ozeki, 2009). Therefore, if lack of supervisor and organizational support is shown from the research findings, then companies considering family-responsive policies should take steps to promote a corporate culture that values or at least accepts the necessity and potential long-term benefits of the policies. Organizational culture is often cited as the key facilitator or barrier to work-life policies. Thompson, Beauvais, & Lyness, (2004) with cultural norms often over-riding formal policy intentions.

A study of the '100 Best Companies for Working Mothers' by Meyer, Mukerjee, and Sestero, (2007) revealed that organizations offering work-life balance practices enjoyed increased profit rates. This was particularly the case for the practices of

family sick leave and telework, which were related most strongly to increased profits. The authors posited that telework encouraged longer work hours by employees who were constantly available for work and who no longer needed to commute. Another proposed explanation was that offering family sick leave might allow firms to pay lower wages, if workers viewed the leave as compensation for less pay. This wage/benefit tradeoff hypothesis is supported by the results of Baughman, DiNardi, & Holtz-Eakin, (2003), who found in their survey of 120 organizations that the provision of flexible sick leave, flexible scheduling policies, and on-site childcare was associated with significantly lower entry-level salaries. This research evidence strongly suggests the importance of achieving work life balance. A growing number of progressive firms have recognized the critical significance of work life balance and designed corporate policies and programmes to empower and assist employees in fulfilling their major life responsibilities.

#### **Employee Productivity and The Supreme Court**

According to Chow & Keng-Howe (2010), the productivity of employees varies diversely due to rapidly changing environmental needs. Thus an employee performs at an optimum level when such an individual has professional needs that are catered to by various factors of job design present. This would increase the productivity of the employee. Increased flexibility of skills, faster career and individual growth, appropriate methods of learning and challenging work greatly enhance employee productivity. Productive employees generally indicate a high level of job contentment and showcase efficient job design (Eaton, 2013).

Pfeffer (2014) states that an organization is formed to achieve goals or results through optimize employee productivity and this effort is best achieved when it is a collective effort. As such, each individual needs to have a job that appropriately

meets the needs of the individual. Employee productivity has been a critical factor in the success of organizational endeavors, be it projects or organizational functions. Pierce and Newstrom (2012) states that in aiming to meet goals such as high profitability, effective labour relations and high productivity, an organization should make the most of their human resources.

The Supreme Court was established by Article 163 of the Constitution of Kenya 2010, which was promulgated in August 2010. The Supreme Court is composed of the Chief Justice, who is the president of the court; the Deputy Chief Justice, who deputizes for the Chief Justice and is the vice-president of the court; and five other judges. This court has exclusive original jurisdiction to hear and determine disputes relating to the elections of the President of Kenya. It also has appellate jurisdiction to hear and determine appeals from the Court of Appeal and any other court or tribunal as prescribed by national legislation that relates to interpretation or application of the constitution of Kenya or to matters of general government importance.

The transformation in the judiciary has seen judges work for long hours, work over the weekend as they try to beat deadline in the delivery of judgments. This has resulted into work family conflict in the judiciary. The Judicial Service Commission has not recognized the importance of having work life balance policies in the Judiciary. The Judicial Service Commission does not encourage Judiciary to introduce the family friendly policies in the workplace to help employee to balance their work and life.

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

A good balance in work and life can play a phenomenal role in the attainment of personal and professional goals (Friedman & Greenhaus, 2010). However, according to an American psychological

organization 2009, 69 % of employees report that work is a significant source of stress and 41% say they typically feel tense or stressed out during the workday. Lack of family- friendly policies, flexible schedules, Job design, and parental leave are stressing out many employees, reducing their job performance and productivity as well as causing broken homes (De Bruin & Dupuis, 2004).

According to a study by Halpern (2014), 67% of the employees involved in the study indicated that there was growing concern that the quality of home and community life is deteriorating, owing to poor work life balance. According to Spinks, (2014) the transformation has resulted to poor employee input and performance, because an employee, who finds it difficult to properly balance his or her family life, tends to also have difficulties managing tasks at his or her workplace, therefore resulting in poor employee performance. According to a major Canadian study by Lambert (2014), 25% of employee's experience high levels of conflict between work and family based on work-to-family interference and care giver strain, and if role overload is included, then close to 60% of employees surveyed experienced work family conflict.

According to the judiciary annual report (2016), during the FY 2014-15, 1507 backlog of cases filed were concluded. In a bid to promote dispensation of justice, a total of 1,289 well researched legal opinions in all civil disputes were prepared within 3 days. There was a 55% increase in the total number of matters handled compared to the previous period. During the period under review, 240 inspections were conducted resulting to more than 600 cases being registered and 157 cases determined for the same period (Judiciary of Kenya Annual report, 2016). During the period Between the FY 2012/13 and FY 2013/14, the Supreme Court handled 46 matters, the pending Supreme Court applications increased from 2 to 27 (1250 per cent

increase), pending advisory opinions did not change and the pending petition cases increased from two cases to 17 (750 per cent increase(Judiciary of Kenya, 2015). During the period FY 2013/14 and FY 2014/15, 61 cases were filed while 47 were resolved. The Supreme Court registered a CCR of 77 per cent in FY 2014/15 up from 40 per cent registered in the previous review period (Judiciary of Kenya, 2016). From the annual reports, it is clear that there is an improvement in the productivity of the Judiciary which may be attributed to work-life balance.

While several studies (Gajendran & Harrison, 2010; Morris & Madsen, 2011) have been done focusing on different aspects of employee performance and further appreciating the crisis in every organization in terms of employee productivity, all empirical evidences are in short of the actual factors of work-life balance that influences the employee productivity itself.

Further, most organizations in Kenya according to a survey by Strathmore Business School (2011), lack policies that support the well-being of employees' families and the Judiciary is not an exception. The Judiciary Transformation Framework 2012-2016 led to increased work load and put a strain on the employees consequently causing an imbalance between work and life of the employees and hence impacting negatively on their performance. It is therefore against this background that this study sought to establish the influence of work-life balance on employee productivity in the government institutions, a case of Supreme Court.

### **Objectives of the study**

The general objective of the study was to establish the influence of work-life balance on employee productivity in the government institutions, a case of Supreme Court. The study was guided by the following specific objectives:

- To determine the influence of flexible work arrangement on employee productivity in the Supreme Court.
- To assess the influence of family leaves on employee productivity in the Supreme Court.

## LITERATURE REVIEW

### Theoretical Review

Work life balance has been recognized at theoretical and organizational level as being important in organizational performance, productivity and increases job satisfaction (Halpern, 2014; Houston & Waumsley, 2013). The academic body of knowledge regarding work life balance is guided by a variety of theories (Morris & Madsen, 2011).

### Border Theory

Border theory considers the degree to which individuals are seen as integral members of their workplace communities as a critical indicator of the options and support they are likely to have in their efforts to maintain balance between the work and non-work spheres. In border theory, work and home represent two distinct spheres; in fact, Clark (2014) likened them to two countries, each with its own culture. She emphasized borders or lines of demarcation between domains, the point at which domain-relevant behavior begins or ends and included several kinds of borders, addressing a gap observed in earlier theories.

Physical borders such as the walls of one 's workspace, temporal borders such as one 's work schedule, and the psychological borders that dictate when one 's thoughts, behaviors, and emotions are suitable in one domain and not the other, are all taken into account in border theory (Hughes & Bozionelos, 2011).

Clark (2014) described border theory as one that encompasses the human interaction, and this is most evident in her explanation of the concept of central participation. Central participation is a

critical element in border negotiations. Within border theory, central participants of a particular domain are those persons who have internalized the values of that domain, demonstrated competence in their responsibilities within that setting, have a connection with other central participants, and have personally identified with the responsibilities of the given domain (Greenhaus & Powel, 2010). These attributes give central participants advantages that are not available to border-crossers, whose participation is viewed as peripheral. These advantages help them to attain a sense of balance more easily (Greenhaus, Collins & Shaw, 2013). Because of their competence, connections, and commitment, central participants have influence. (Greenhaus & Powel, 2012) advised that this influence provides the power to negotiate and make changes to the domain and its borders. This means that central participants typically have more autonomy and options, which makes it easier for them to achieve a sense of balance between the work and home spheres.

Dillman (2010) noted some limitation in Clark's (2014) border theory, first the theory focuses solely on the two domains of work and family. Although Clark (2014) focuses on family and work, she often refers to one domain as work and the other as home which is broader than families. Also, in defining the nature of borders her language suggests that other domains might exist in one's life. Clark (2010) stated that, permeability is the degree to which other domains may enter. Her reference to domains, in plural, encourages one to view the concepts of border crossing and central participation being relevant to employees, how they might develop support networks at work, and how these relationships might extend into their personal lives (Eby, Casper, Lockwood, Bordeaux & Brinley, 2014).

## Compensation Theory

The Compensation theory proposed that workers try to compensate for the lack of satisfaction in one domain (work or home) by trying to find more satisfaction in the other (Lambert, 2010). The converse is also true. If unhappiness or job dissatisfaction at work is transferred to the family, spillover comes into effect (Grover & Crooker, 2015). Ospina, Schall, Godsoe and Dodge (2014) also concluded that men “look to their homes as havens, look to their families as sources of satisfaction lacking in the occupational sphere”. Two forms of compensation have been distinguished (Edwards & Rothbard, 2010).

First, a person may decrease involvement in the dissatisfying domain and increase involvement in a potentially satisfying domain (Lambert, 2010). Second, the person may respond to dissatisfaction in one domain by pursuing rewards in the other domain (experiences that may fulfill the person’s desires). The latter form of compensation can be either supplemental or reactive in nature. Supplemental compensation occurs when individuals shift their pursuits for rewarding experiences from the dissatisfying role to a potentially more satisfying one. Individuals with little autonomy at work seek more autonomy outside of their work role (Gryzywacz, 2014).

On the other hand, reactive compensation represents individuals' efforts to redress negative experiences in one role by pursuing contrasting experiences in the other role such as engaging in leisure activities after a fatiguing day at work (Edwards & Rothbord, 2014). Evidence for compensation has been found in a number of studies. Rothbard, Phillips, and Dumas (2015) found that women who experienced negative effects from family were more engaged with their work, as confirmed by the compensation theory. It means that such women enjoy their work and that actually compensates for the unhappiness experienced at home (Isaac & Michael, 2011).

## Psychological Contract Theory

Work-Life Conflict can also be explained by using Psychological Contract Theory. In the context of the psychological contract is the individual employee's subjective believe in the reciprocal obligations between the employee and the organization, it is possible that employees may not feel obliged to ‘repay’ their organization's provision of work-life practices with an increase in positive, work related behaviours or attitudes. Instead, they may perceive that access to such practices is an entitlement, rather than an example of favorable treatment. 'The Psychological Contract' is an increasingly relevant aspect of workplace relationships and wider human behaviour (De Cieri, Holmes & Pettit, 2005).

Descriptions and definitions of the Psychological Contract first emerged in the 1960s, notably in the work of organizational and behavioural theorists Chris Argyris and Edgar Schein. Many other experts have contributed ideas to the subject since then, and continue to do so, either specifically focusing on the Psychological Contract, or approaching it from a particular perspective, of which there are many. The Psychological Contract is a deep and varied concept and is open to a wide range of interpretations and theoretical studies.

Primarily, the Psychological Contract refers to the relationship between an employer and its employees, and specifically concerns mutual expectations of inputs and outcomes whereby the employee expects outcome from an employee and an employee expect an input from the employer (Czarniawska, 2008). The Psychological Contract is usually seen from the standpoint or feelings of employees, although a full appreciation requires it to be understood from both sides. Simply, in an employment context, the Psychological Contract is the fairness or balance (typically as perceived by the employee) between: How the employee is treated

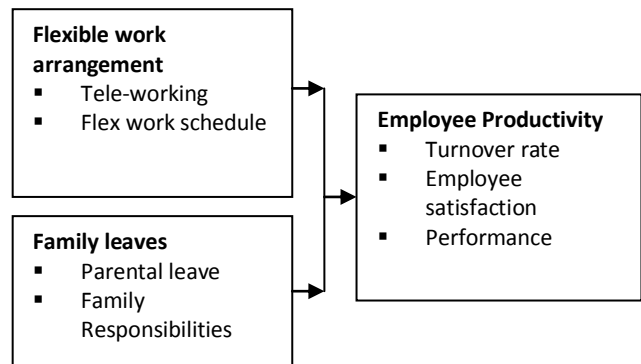


by the employer, and what the employee puts into the job.

Some research has begun to address the relationship between the psychological contract and remote working and part time working (Lev, 2011). Recent UK research (Lev, 2011) suggests that employees now have a higher sense of entitlement to flexible working arrangements than in the past (at least in Britain), and that they feel the psychological contract may be violated when flexible working or work-life benefits are not available to them. Pocock (2008) looked at the impact of work-life issues on the psychological contract for younger employees, some of whom accepted a balanced lives contract in which employees accept lack of long term security and less than optimum conditions in exchange for flexibility and reasonable hours, in order to accommodate their family or personal lives.

Psychological contract theory is a potentially useful tool in work-life research as it provides a way of considering employees and employer's expectations of work-life support, balance and valuations in the context of their other expectations of the working relationship. It shows the mutual relationship between employee and employer. In this case the employer has to value the presence of its employees and also employees should use the work-life benefits well (Polkinghorne, 2008). An employee's perception of the employer's compliance with the psychological contract affects their work and intention to remain with the organization. Employees who believe that they are treated fairly and their work is valued are more likely to be more productive and continue their employment than workers who believe the employer violated the contract in some way, such as a manager not keeping a promise to the employee.

## Conceptual Framework



**Independent Variable**      **Dependent Variable**  
**Figure 1: Conceptual Framework**

### Flexible Work Arrangement

FWAs, defined as an alternative to the “standard” workday Rau (2013), include flexible and restructured full-time options (flextime, compressed workweeks), reduced work-time options (part-time, job sharing, and leaves of absence) and off-site options (telecommuting) (Turban & Keon, 2013). By offering FWAs, organizations are supporting employees to reconcile their dual work-life responsibilities, and in doing so have helped “sustain” their workforce. Indeed, FWAs are connected to a number of positive outcomes for employees who access them, including better mental health, and reductions in stress, burnout, turnover, and absenteeism and increases in retention, loyalty, job satisfaction, innovation, creativity, and performance (Wang & Walumbwa, 2011).

Tele-Working: Telework is a terms that is often used to describe employees who periodically, regularly, or exclusively perform work for their employers from home or another remote location that is equipped with the appropriate computer based technology to transfer work to the central organization (WWR, 2011). A number of reports indicate that telework arrangements are becoming

more common (Konrad & Mangel, 2010) due to a number of advantages that are possible for individuals and organization. Employees typically view telecommuting as an opportunity to remain in the workforce and still attend to family issues, reduce on commuting time, increase job autonomy, achieve flexible working hours, and obtain valuable training in information and communication technologies. Research suggests that employers might gain more satisfied employees, which could translate into increased retention, reduced employee relocation costs, lower absentee rates, and greater organization performance (McDonald, Guthrie, Bradley & Shakespeare-Finch, 2014).

**Flexible Work Schedule:** Studies using self-report measures of productivity often find a positive association between flexible work schedule and performance among employees (Kossek & Nichol, 2012), and formal participation in flexible work schedule programs has also been related to improved performance ratings from supervisors (Kossek & Nichol, 2012). In their review of flexible work schedule studies, Premeaux, Adkins and Mossholder (2011) found productivity increases of between 10% and 30%, and Moss, (2011) qualitative research among flexible work schedule and their managers also yielded positive reports of increased performance.

Gajendran and Harrison (2011) meta-analysis reveals an association between flexible work schedule and supervisor ratings or archival records of job performance. However, the results of Honeycutt and Rosen (2011) indicate that more time spent flexible work schedule is related to lower productivity, rather than increased performance. This relationship was moderated by responsibility for initiation of flexible work schedule arrangements; employees in employee-initiated or mutually-initiated rather than supervisor-initiated flexible work schedule arrangements reported higher levels of productivity.

### **Family Leaves**

Family leave policies allow employees to be away from the workplace for a particular period of time in order to deal with family responsibilities (Wise & Bond, 2013). Lambert, (2014) case study research found that employee using family leaves on a voluntary basis resulted in greater self-reported productivity and efficiency for chartered accountants. Chow and Keng-Howe's (2010) study of workers in Singapore revealed use of family leaves increase productivity; Batt and Valcour (2013) also found positive effects of family leaves on productivity in their meta-analysis. Chow and Keng-Howe's (2010) study concluded that a more limited amount of family leaves was optimal in predicting improved performance, with employees specifying in advance what hours they would work, rather than varying their leaves on an ad hoc basis.

**Parental Leave:** Parental leave is the break from employment just after a child is born to enable mothers and father to be at home to support and care for his partner and child (Beauregard, 2010). According to Kirrane and Buckley (2013) use of parental leave especially paternal leave provisions is low among staff with career aspirations due to the belief that taking such leave will be interpreted as a lack of commitment to the organization. This premise is supported by Auerbach (2010), who studied 1,360 Norwegian working fathers and found that as men progress up the managerial career ladder, they exhibit a reduced tendency to use the paternity leave to which they are entitled. In a study of 463 professional and technical employees in biopharmaceutical firms, Frolick, Wilkes and Urwiler (2013) found that the provision of parental leaves improved employees reduces on absenteeism, but only to the extent that employees felt free to use the practices without negative consequences to their work lives - such as damaged career prospects.

## Employee Productivity

Having work life balance policies in the organization is connected to a number of positive outcomes for employees who access them, including reductions in stress, burnout, turnover, and absenteeism and increases in retention, loyalty, job satisfaction, innovation, creativity, and productivity (Meyer, Mukerjee & Sestero, 2011). Studies using self-report measures of productivity often find a positive association between telework and performance among employees (Gajendran & Harrison, (2011), and formal participation in telework programs has also been related to improved performance ratings from supervisors (Meyer, Mukerjee & Sestero, 2011). In their review of telework studies, Pitt-Catsouphes and Marchetta (2014) found productivity increases of between 10% and 30%, and Frolick *et al.*'s (2013) qualitative research among tele-workers and their managers also yielded positive reports of increased performance.

Milkovich and Gomez (2010) also found positive effects of flexible work schedules on productivity in their meta-analysis. On the other hand, in reviewing the results from studies conducted by Ospina, Schall, Godsoe & Dodge (2014) concluded that a more limited amount of flexibility was optimal in predicting improved performance, with employees specifying in advance what hours they would work, rather than varying their schedule on an ad hoc basis. Shepard *et al.* (2010) collected information from 36 pharmaceutical companies in the U.S., covering an 11-year period, which indicated that the use of flexible work hours is associated with an increase of approximately 10% in firm productivity.

Rau and Hyland (2013) offer a dissenting view regarding the causal effect of work-life practices on firm productivity. In a survey of 732 medium-sized manufacturing firms in the USA and Europe, they found that while the number of work-life balance

practices on offer was positively associated with both higher productivity and better management practices, the relationship with productivity disappeared after controlling for the overall quality of management as evidenced by practices such as better shop-floor operations or performance-based promotion systems. This would suggest that organizations offering a wider range of work-life practices to employees are also more likely to institute high quality management practices, which may be confounding the link between work-life practices and organizational performance.

With regard to contextual performance, the perceived usefulness of available practices has been found to predict increased organizational citizenship behavior (Lambert, 2010). Use of and satisfaction with work schedule flexibility has been associated with increased organizational commitment and reduced turnover intentions (Houston & Waumsley, 2013), and voluntary reduced hours have been linked to greater job satisfaction, loyalty, and organizational commitment (Rau & Hyland, 2013).

In a study of the 'virtual office', Callentine's (2014) participants attributed an increase in job satisfaction to increased flexibility in the location and timing of their work. Teleworkers in Rau and Hyland (2013) also reported higher levels of job satisfaction. The availability of organizational resources, including flexible work hours, has been linked to job satisfaction and organizational commitment for women and for all employees with family responsibilities, regardless of whether or not these resources are being used (Roehling, Roehling & Moen, 2014).

Similarly, an analysis of the (2012) Workplace Employee Relations Survey by Dex, Smith and Winter (2013) found that organizations offering parental leave enjoyed above average labour productivity and that the provision of flexible work

hours and telework was associated with reduced turnover. In their meta-analysis, Gajendran and Harrison, (2011) found that telework was associated with increased job satisfaction and reduced intentions to turnover, with these relationships partially mediated by lower levels of work-life conflict. Availability of work-life balance practices has also been related to increased affective commitment and decreased turnover intentions (Halpern, 2014).

Perry-Smith and Blum (2014) found that parental leave; childcare information and referral, flexible work hours, and financial assistance with childcare predicted both increased affective commitment to the organization and decreased turnover intentions among all employees, not just users of the practices. A few studies have identified moderators of the practice availability – job attitude link. Kossek and Ozeki's (2013) review suggests that the provision of flexible work hours will be positively related to organizational commitment only if employees perceive the flexibility as increasing their control over their time.

## **Empirical Review**

### **Influence of flexible work arrangement on employee productivity**

Lightbody (2012) in his study "Flexible and compressed workweek schedules" found that flexible work schedules had positive effects on both job satisfaction and satisfaction with work schedule. Furthermore, telecommuting is associated with increased job satisfaction and reduced intentions to turnover, with these relationships partially mediated by lower levels of work-life conflict and results into organizational performance. Lightbody (2012) found that individuals with high levels of work-life conflict were more attracted to organizations that offered flexible working hours, while individuals with lower levels of conflict between work and life were more attracted to

organizations that provided employee preferences for segmentation versus integration of work and family roles predicted attraction to work-life practices, with employees who preferred to keep their work and family lives separate being more satisfied with the provision of flexible hours rather than onsite childcare.

Llewellyn, (2009) found that for men, the availability of work-life practices was associated with higher organizational commitment only when perceived organizational support was high. For women, there was a positive link between practices and commitment regardless of levels of perceived organizational support. Work-Life Conflict is a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect (Mouritsen & Johanson, 2010). It is when one role interferes with individual effectiveness in the other role (Greenhaus, 2010). Thus work-life conflict can be referred to as work-life interference, and the reduction of work-life conflict can be established by introducing work-life balance.

Forsyth and Polzer-Debruyne (2011) conducted a survey of 1187 employees of organizations in New Zealand and found that employee's perception that employers were providing support for work life balance, improved their job satisfaction and reduced work pressures. This, in turn, reduced their intentions to leave. The study provided evidence that initiatives which staff interprets as supporting their work life balance can have consequences for the organization; staff turnover is likely to reduce as a consequence of reduced intention to leave.

Pal and Saksvik (2012) in a cross cultural study of 27 doctors and 328 nurses from Norway and 111 doctors and 136 nurses from India, found that predictors of job stress were different for doctors and nurses in India and Norway. In the case of Norwegian nurses, work family conflict was one of the predictors of job stress while in the case of

Indian nurse's high family work conflict was one of the predictors of job stress.

Voydanoff (2014) used a differential salience-comparable salience approach to examine the effects of work demands and resources on work to family conflict and facilitation. While the majority of work-life balance research focuses on employees' family responsibilities, there are also a number of studies that recognize commitments to friends and community groups, expanding the affected population to virtually all employees (Beauregard, 2010; Hamilton, Gordon, & Whelan-Berry, 2010). The implications for organizations are clear: work-life conflict can have negative repercussions for employee performance.

Onyango (2013) conducted a study on the factors that influence the use of flexible working arrangements in organizations in Kenya. The study objectives were to establish how employee and business needs do influence flexible working arrangements, to examine how company objectives and policies do influence flexible working arrangements at SONY Sugar Company, to find out the extent to which seasonality of the operations of the company do influence flexible working arrangements and to determine the extent to which employee motivation influence flexible working arrangements at SONY Sugar Company. The study adopted qualitative research method and the research design was a descriptive survey. Given that the research was non-experimental, the method of data collection involved use of questionnaires. The target population for data collection included selected employees at all organizational levels and the managers at SONY Sugar Company. A total sample size of 140 non-managerial employees was selected from a population size of about 1400. 11 managers were also sampled in the study. Sampling was done through a combination of proportionate stratified random sampling and simple random sampling. The data was collected through the use of two questionnaires; one for low cadre employees

and the other for top management. Analysis of data involved use Statistical Package for Social Sciences (SPSS). The company offers flexitime, staggered hours, part-time work, compressed work week and annualized hours. The FWAs used by individual employee are often initiated by the employees themselves by forwarding requests to the human resource department.

### **Influence of family leaves on employee productivity**

Kadiegu (2015) conducted a study to determine work-life balance practices among female employees in the Judicial Service Commission, Kenya. The objective of the study was to determine work-life balance practices among female employees in the Judicial Service Commission, Kenya. The study adopted a descriptive research design. Data was collected from the female employees of the Judicial Service Commission using a self-administered structured questionnaire. It was analyzed using descriptive statistics, like the mean and the standard deviation. The researcher used MS Excel and SSP as the tool for data analysis. The results of the study indicate that the Judicial Service Commission female employees practice work-life balance practices relating to: time- time off to take care of family members and attend to emergencies. Sehrish (2015) did a study on the impact of family leave on Employee Productivity: An Empirical Investigation from the Banking Sector of Pakistan. The study objectives were to identify the impact of flexible working hours on employee productivity, to ascertain the effect of compressed work weeks on employee productivity and to Explore the influence of telecommuting on employee productivity and to investigate the effect of family leave programs on employee productivity. This study is explanatory in nature, based on the philosophy of post-positivism. It was a quantitative study for which inductive approach was used. To verify if people, at large, feel the importance of family leave balance practices, a

critical factor in driving employee performance, a survey in the form of a structured questionnaire was distributed among the bankers who typically work 9-10 hours a day. The data was then tested through SPSS statistical tools to assess if work life balance practices have any relationship with the way employees perform at work or not. Study reveals that, family would impact employee performance positively. A happy employee will be self-driven to work compared to an unhappy employee who is striving to get the right balance between work, family and self. This study aims to help this employee, his family and his employer.

Heather and Glynn (2012) did a study on the effects of Paid Family and Medical Leave on Employment Stability and Economic Security. The study found that offering paid leave will allow men to take time away from work at the same time as their female partners, rather than potentially having to wait until after she has returned to work in order to avoid a total loss of family income. Worker's behavior after returning to work is often just as important as the length of time they take off. When employees return to work but reduce their hours, it not only impacts their current wages but also their chances for advancement and future career prospects. Social Security cares helps correct that problem.

### **Employee productivity**

Nzevela (2011) conducted a study on the role of training on employee productivity and the factors that influence training in Kenyatta Market. The study was be guided by four objectives, to assess the role of education on employee productivity, to find out the effect of employee training in relation to productivity, to investigate the impact of employee salary, fringe benefit and working conditions in relation to productivity and to explore the effect of employee age on productivity. It was found out that the above factors have a major role to play in employee productivity. The study adopted a descriptive survey method. It was carried out at

Kenyatta market in Nairobi. All the employers that train their employees and those that employed people who had attained a K.C.S.E level of education reported better productivity in terms of service provision and profit margins. The same was also reported for those who offered higher salaries. Habarurema (2016) conducted a study on the effect of motivational system on productivity of employees in private universities. A case study of Marist International University College (MIUC). The study was conducted with the main objective of establishing the effect of motivational system on employees' productivity in private universities of Kenya. A case study of Marist International University College (MIUC) a constituent of CUEA. This MIUC has been over the years put in place the motivational system plans to improve employees' productivity. However, the effect of these plans has to be investigated. The study had the following specific objectives: to establish the relationship between rewards system, and employees' productivity in private universities, to identify the relationship between recognition and employees productivity in private universities, to determine the influence of leadership style on employees' productivity in private Universities, to determine the effect of communication on employees' productivity in private universities. Census method brought out the aspect of accuracy and reliability to this study, because, each and every individual participated to this study. Census method was chosen because the population was small, less than 100. The researcher administered the questionnaire to each respondent, and the return of questionnaire was 100%. The findings of this study were that employees' productivity depended on motivational system. Rewards would be given according to the individual performance. There was a significant correlation between independent variables and dependent variables. Money was not only the tool for motivation; other tools were effective

communication, leadership, rewards system and recognition.

Makau (2013) conducted a study on Effect of performance appraisal on employee productivity in the health institutions in Yatta District, Machakos County. Specifically the researcher intended to find out whether the process of performance appraisal helps to improve the productivity of employees in the health institutions through giving feedback, focusing on targets, influencing attitudes, enhancing motivation and offering job security. The research also undertook to find out whether all the ranks in the institutions were involved in the process when it's done, and if not all, then who among them conducts the exercise. The project used descriptive survey design and studied the government and mission health institutions in Yatta district. It was found that performance appraisal does take place in the institutions though at different intensities in the different centers. Also, giving of feedback varied from institution to institution. The employees however were of the opinion that the whole process of appraisal is very important and should be taken seriously in order to enhance the productivity in the various institutions. Feedback after every appraisal session was said to be very important to the improvement of performance. Performance appraisal also enabled the employees to focus on the targets set for them. When done well, it would also influence positive attitude towards the job and also enhances motivation to the employees as well as increasing the job security among the employees.

Kinoti (2012) conducted a study on the perceived relationship between motivation practices and employee productivity at KCB. Primary data was used for this research and data was collected using a semi-structured questionnaire. The target population was the top level managers, middle level managers, clerical staff, contract staff and support staff respectively. It was established that the respondents agreed that the management provided

opportunity for them to develop personally and professionally, they also agreed that training opportunities increased employee motivation. The study established that the employees thought that job security offered them job satisfaction and motivation. The results from the Pearson moment correlation coefficient established a positive relationship between motivation factors and employee productivity at KCB. The correlation matrix indicated that compensation was highly correlated with conducive working environment (.627) and also highly and positively correlated with interesting and challenging work as indicated by a coefficient of (.793). Employee productivity was highly correlated to compensation (.698) and conducive working environment with a coefficient of (.735).

Mwenda (2013) carried out a study on the perceived factors that affect employees' productivity within Redeemed Integrated Development Agency (RIDA). Specifically, the research sought to assess how the working environment in RIDA affects employees' reward & motivation, communication, involvement of employees in decision making and job satisfaction. This research adopted a descriptive census survey design where the researcher collected data from the entire population, which was then analyzed. This design was chosen because the researcher was only involved in identifying the characteristics of the population and how their perception affects their productivity. The researcher further explored possible correlations between perceived factors in working environment and how they affect employees' productivity. The data that was collected was analyzed both quantitatively and qualitatively and the results of the analysis were presented in form of charts, graphs and tables. The findings were discussed in efforts to answer the research question. RIDA staff recognizes that good working environment is essential in improving the

organizations performance, productivity and in attainment of its goals.

### **RESEARCH METHODOLOGY**

This study adopted a descriptive survey design. Kothari, (2008) describes descriptive research as including survey and facts finding enquiries adding that the major purpose of descriptive research is description of affairs as it exists at present. A case study research design was adopted. The study considered case study design suitable since data was gathered from a single source; Supreme Court. The target population of this study was 106 employees at the Supreme Court. The study used a census where all the 106 target population was used as the sample size. According to Israel (2012) when a population is less than 200 a census survey is best fit for the study. Data was collected using structured questioners. Secondary data was collected through reviews of both empirical and theoretical data from books, journals, magazine and the internet. 10% of the target population was used in the pilot test. Content validity which was employed by this study was a measure of the degree to which data was collected using a particular instrument represents a specific domain or content of a particular concept. In order to check reliability of the results, the study used Cronbach's alpha test which was based on internal consistency. The study used both quantitative and qualitative data the instrument that was adopted had both open-ended and close-ended questions. Inferential statistics such as correlation and regression analysis were used to make inferences from the data. The analysis was done using Statistical Package for Social Sciences (SPSS, version 22) which is comprehensive and offer extensive data handling capacity and a host of statistical analysis to analyze the data.

### **DATA ANALYSIS, INTERPRETATIONS AND PRESENTATION**

This chapter presents the research findings and the discussions thereof. Data was analyzed using descriptive and inferential statistics and presented in tables and charts and graphical presentation.

The study sampled 106 respondents from which 91 filled in and returned the questionnaires making a response rate of 85.8%. This response rate was satisfactory to make conclusions on the influence of work-life balance on employee productivity in the government institutions, a case of Supreme Court. A pilot study was carried out to determine reliability of the questionnaires. Reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency and establishes if items within a scale measures the same construct. The index alpha was computed using SPSS and measured the average of measurable items and its correlation. The results showed that family leaves had the highest reliability followed by flexible work arrangement.

On the quest for respondents' gender the study found that 53.8% of the respondents were male while 46.2% of the respondents were female. This is an implication that the study did not suffer from gender bias since both gender were included in the study. The study requested the respondents to indicate their age. From the study findings, 42.9% of the respondents indicated 30-40 years, 31.9% indicated 41-50 years, 14.3% indicated above 50 years while 11% indicated below 30 years. The study sought to find out respondent's marital status. From the study findings majority of the respondents (74.7%) were married, 11.0% were single, 4.4% were divorced while 9.9% of the respondents had other marital status. The study sought to find out the working experience of the respondents. According to the findings 48.4% of the



respondents had worked in their current position for 5-10 years, 25.3% for a period of more than 10 years, 20.9 for 1-5 years while as 5.5% of the respondents had worked in their position for less than 1 year. Thus majority of the respondents had worked on their positions for considerable period of time hence were in a position to provide reliable information. The study also sought to find out respondents level of education. From the findings, majority of the respondents (52.7%) had bachelor's degree, 26.4% of the respondents were at masters level, 9.9% of the respondents were at diploma level, 7.7% had PhD while 3.3% of the respondents had secondary certificate. Thus the respondents had the basic knowledge to understand and respond to the questions.

### **Descriptive statistics**

#### **Influence of Flexible Work Arrangement on Employee Productivity**

On statements relating to the influence of flexible work arrangement on employee productivity, respondents agreed that; tele-work had enabled them solve work problems while they were away from work, their manager was aware of the importance of flexible work arrangement for the team performance, the organization had flexible working arrangements that assisted in performance improvement, they were clear that this was their time when they were at job and didn't come in early, flexible work schedule had enabled them to increase their working for the organization, tele-work had encouraged them to continue performing well for the organization, their manager might think less of their devotion to the organization if asked to have flexible work schedule, the demands related to their position in the workplace encourage them to take up flexible work schedule. The respondents were however neutral on statements that tele-working has enabled them continue taking care of their work responsibility while at home taking care

of their family and that if they had not been able to avail of flexible work schedule, they would not have been able to take on extra responsibilities. Similarly Konrad & Mangel (2010) denotes that organizations have adopted flexible work arrangements due to a number of advantages that are possible for individuals and organization. Employees typically view telecommuting as an opportunity to remain in the workforce and still attend to family issues.

The study further sought to find out other ways in which flexible work arrangement had enabled employees improve their job performance. Respondents revealed that flexible work arrangement had empowered and motivated them. It had their retention reduced levels of sickness absence. Similarly, McDonald, Guthrie, Bradley & Shakespeare-Finch, (2014) notes that employers might gain more satisfied employees, which could translate into increased retention, reduced employee relocation costs and lower absentee rates.

#### **Influence of Family Leaves on Employee Productivity**

The study requested the respondents to indicate their level of agreement on the statements relating to influence of family leave and employee productivity. According to the study findings, most of the respondents agreed that the institutions' family leave policies allowed employees to be away from the workplace for a particular period of time in order to deal with family responsibilities and that family leave offered in the institution improved their commitment to the organization as an employee in each case. Respondents agreed that they worked hard because they were not denied any benefit because of taking leaves, they had put much effort for the organization because it gave extended paternal and maternal leave for the employees. They further agreed that the reason why they were still working for the organization was because it offered study leaves to employees and that family

leave enabled the employees to concentrate on family matters adequately which ensured concentration during working time thus better performance in each case. The respondents agreed that the employees in the institution were satisfied with their job since the institution offered family leave, that limited amount of family leaves upheld the production of the employees and they were always thinking about work while on leave. Respondents also agreed that they continued using organization facilities whenever they were on leave. The finding concurred with those of Keng-Howe's (2010) who found that workers in Singapore revealed use of family leaves increase their productivity. Similarly Smith and Winter (2013) found that organizations offering parental leave enjoyed above average labour productivity.

### **Employee Productivity**

To evaluate employee productivity as influenced by work life balance, respondents were presented with 10 statements on five point likert scale and asked to rate their agreement with each statement. From the findings, majority of the respondents agreed that; since the introduction of work life balance the employee's productivity had really improved in the organization, they always finished their work on time because of flexible work schedule, they put more effort in their work because it offered flexible work schedule, they had always done better for the supreme court because they had enough time for their family and friends, tele-working had increased their work output and overall organization productivity, flexible working schedule had enabled the organization to expand than before and that in their free time they still dealt with their duties. The study further revealed that the respondents were neutral on the statements that working at home had increased their overall work performance and that due to work related duties, they had to make changes to their plans for family activities. However the respondents disagreed with the statement that

the amount of time their job took up made it difficult to fulfill family responsibilities. The respondents' opinions had minimal variations, the low standard deviations in all the statements. The findings concurs with Meyer, Mukerjee & Sestero, (2011) who contends that having work life balance policies in the organization is connected to a number of positive outcomes for employees who access them, including reductions in stress, burnout, turnover, and absenteeism and increases in retention, loyalty, job satisfaction, innovation and creativity.

## **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **Summary of findings**

#### **Influence of Flexible Work Arrangement on Employee Productivity**

On the influence of flexible work arrangement on employee productivity, the study found that tele-work had enable employees solve work problems while they were away from work 1, the employees managers were aware of the importance of flexible work arrangement for the team performance, Supreme Court had flexible working arrangements that assisted in employee performance improvement and flexible work schedule had enabled them to increase their working for the organization .Tele-work had encouraged employees to continue performing well for the organization. From the findings the demands related to employees' position in the workplace encouraged them to take up flexible work schedule. The study further revealed that flexible work arrangement had enabled employees improve their job performance as well as empowering and motivating the employees.

## **Influence of Family Leaves on Employee Productivity**

On the influence of family leaves on employee productivity, the study found that the institutions' family leave policies allowed employees to be away from the workplace for a particular period of time in order to deal with family responsibilities and that family leave offered in the institution improved their commitment to the organization as an employee. Employees worked hard because they were not denied any benefit because of taking leaves. Further the study revealed that employees had to put much effort for the organization because it gave extended paternal and maternal leave for the employees. The reason why employee were still working for the organization was because it offered study leaves to employees and that family leave enabled the employees to concentrate on family matters adequately which ensured concentration during working time thus better performance in each case. The employees in the institution were satisfied with their job since the institution offered family leave and the limited amount of family leaves upheld the production of the employees.

## **Conclusions**

### **Influence of Flexible Work Arrangement on Employee Productivity**

Based on the first objective to determine the influence of flexible work arrangement on employee productivity in the Supreme Court the study determined that tele-work had enable employees solve work problems while they were away from work. The managers were aware of the importance of flexible work arrangement for the team performance. Supreme Court had flexible working arrangements that assisted in employee performance improvement and flexible work schedule had enabled them to increase their working for the organization. The study further

revealed that flexible work arrangement had enabled employees improve their job performance as well as has empowering and motivating the employees.

### **Influence of Family Leaves on Employee Productivity**

Based on the findings the study concluded that the supreme Court family leave policies allowed employees to be away from the workplace for a particular period of time in order to deal with family responsibilities and that family leave offered in the institution improves their commitment to the organization as an employee. Employees worked hard because they were not denied any benefit because of taking leaves. Further the study revealed that employees put much effort for the organization because it gave extended paternal and maternal leave for the employees. The family leave enabled the employees to concentrate on family matters adequately which ensured concentration during working time thus better performance.

## **Recommendations**

Based on the findings the study recommends makes the following recommendations;

Flexible work arrangements had been found to enable employees improve their job performance as well as empowering and motivating the employees. The study recommends that different forms of flexible work arrangement to be adopted by the government institutions from basic flextime programs to innovative child-and elder-care programs to have maximum productivity of employees in the institutions. The institutions should implement a flexible labor time system where employees can choose work time based on their preferences and these benefit programs will likely influence employees' emotions and

perceptions in that they will feel the organizational support of caring about their well-being which will lead to improved employee productivity.

The study revealed that family leave allowed employees to be away from the workplace for a particular period of time in order to deal with family responsibilities as well as improving employees commitment to the organization. Government institutions should therefore see to it they have different forms of family leave support services to include all cadres of employees.

The government through the ministry of labour should formulate policies that are geared towards ensuring that all the government institutions have work- life balance programmes since it had been found to positively impact the employee

productivity. This can be made possible by making it compulsory for organisations to have work family support services which can further be supported by including support services by the government in the employment Act for legal compliance by organisations.

### **Suggestions for Further Studies**

The study focused on the influence of work-life balance on employee productivity in the government institutions, a case of Supreme Court. There is need for a similar study to be conducted in the private institutions so as to establish the influence of work-life balance on employee productivity in the private sector.

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