

**RELATIONSHIP BETWEEN WORK-LIFE BALANCE PRACTICES AND
EMPLOYEE PERFORMANCE IN HOMA BAY COUNTY TEACHING AND
REFERRAL HOSPITAL, KENYA**

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**A Thesis Submitted in Partial Fulfillment of the Requirements of the
Degree of Masters in Business Management (Strategic Management), of
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DECLARATION

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DEDICATION

I dedicate this thesis to my parents, spouse and children for their continued spiritual and financial support during my studies.

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ABSTRACT

Work-life balance practices are positive relationship between work and other equal vital activities in life. Inadequate work-life balance practices pose big risks to the employees' well-being. The broad objectives of this study is to determine the relationship between work- life balance practices and employee performance in Homa-Bay County Teaching and Referral Hospital (HBCTRH), while the specific objectives include; to determine the relationship between flexi-time and employee performance, to establish the relationship between telehealth and employees' performance, to determine the relationship between job-sharing and employee performance and to establish the relationship between compressed workweek and employee performance. The study determines the roles played by particular aspects of work-life balance practices in examining employee performance in HBCTRH. The theories underpinning the investigation are Vroom's expectancy theory and Spillover theory. The study has adopted explanatory survey design, Stratum sampling technique is used to select 254 employees who are the respondents from the target population of 696 employees from HBCTRH and Yamane formula (1967) is adopted to drive the required sample size of 254 respondents. The respondents were 227 employees which constitute a response rate of 89.4%. The study has utilized structured questionnaires to gather primary data. The study has adopted the use of a pilot study at the rate of 10%. Cronbach's Alpha test is adopted to test the reliability of the questionnaire and the findings of the reliability test were as follows; flexi-time 0.634, telehealth 0.617, job-sharing 0.620 and compressed workweek 0.707. The data were analyzed using an inferential statistics method of Pearson correlation analysis to determine the relationship between work-life balance practices and employee performance in Homa Bay County Teaching and Referral Hospital. The study shows that, there is a positive relationship between flexi-time, telehealth, job-sharing and compressed workweek and employee performance in HBCTRH. The study concludes that, work-life balance practices are related to employee performance in HBCTRH. Findings of this investigation are expected to guide policy on work-life balance practices to eliminate work-life imbalances at the workplace and to improve employees' performance. The study recommends that Homa Bay County Teaching and Referral Hospital should emphasize the application of work-life balance practices to enhance employee performance. Further investigation should be considered in other major health institutions in the 47 Counties of Kenya to establish if there could be variability in results.

Keywords: Work-life Balance Practices, Employee Performance, Homa-Bay County Teaching and Referral Hospital.

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LIST OF ABBREVIATIONS AND ACRONYMS

CWW	Compressed Work Week
E	Error Term
EU	European Union
FT	Flexi-Time
GoK	Government of Kenya
HBCTRH	Homa- Bay County Teaching and Referral Hospital
HR	Human Resource
JD-R	Job Demands Resources
JS	Job Sharing
K	Kenya
MoE	Ministry of Education
MoH	Ministry of Health
NACOSTI	National Commission for Science Technology and Innovation
P	Performance
PLWD	People Leaving With Disabilities
RII	Relative Importance Index
SPSS	Statistical Package for Social Sciences
T	Time
TH	Telehealth
UK	United Kingdom
USA	United States of America
WHO	World Health Organization
WLB	Work-Life Balance
VIF	Variance Inflation Factor

DEFINITIONS OF KEY TERMS

Compressed Workweek	The practice that encourages the work pattern that allows an employee to work longer shifts in exchange for a reduction in numbers of working days in a work cycle.
Employee Performance in Homa-Bay County Teaching and Referral Hospital	The output of an organization, the work they get to do at any given time with regard to quality, efficiency and effectiveness.
Flexi-time	The practice that allows the employee to determine the start and end times of the working day, so long as a certain number of hours are worked.
Job-sharing	The practice that represents a work arrangement that accommodates two or more employees to jointly work together to fill in one fulltime job with the same responsibilities for the same hours of work-shared.
Telehealth	The distribution of health related services and information via electronic information and telecommunication technologies.
Work-life Balance Practices	The coordination of employees and the employer striving for stable and effective management of the competing demands between work and non-work domains.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Transition on the modality of work is driven by the globalization of services and commodities in force. Therefore these changes have impacted on perception of travel, study, and career and leisure time among others. Multiple public hospital workers are actively working for 24 hours in shift hours, seven days a week and this make a lot of difficulties in achieving healthy lifestyle, travel or study (Universal health care policy, 2020-2030). Work-life balance practices are about people having a measure of control over how to work, where to work and when to work. Work-life balance practices refer to practices developed by organizations, as aspects of their management strategies (Pocock, Skinner, and Williams, 2007).

To achieve work-life balance, an individual right to accomplish life outside and inside paid work is recognized and honored as a tradition to mutual benefit of the business society, community and the very individual employee. Excellent work-life balance practices are accepted for business and some benefits can be valued in monetary terms. These are; improved service delivery, improved customer satisfaction required performance standards, admired motivation rates and reduced absenteeism. Public hospitals and industrial organizations are expected to continuously strive to align their operations to work-life balance practices, to improve their employees' performance. All in all private and public hospitals should treat their employees considerably by taking care of their welfare and thus enhancing their performance (Kiprono, 2018).

Due to the globalization of demand and the persistence of increasing work pressure, work-life balance practices have attracted the attention of organizations. Workers who devote good hours of time for their overall day at job or who sometimes work for extra hours are faced with the multiple challenges of balancing their family-life with the demands of their profession (Odengo and Kiiru, 2019). The key to managing stress lies in that one magic word, “balance”. Many times employees need favorable work environment to achieve their employee performance.

In summary, the work-life balance discussion assumes that individuals have too much rather than too little work, a debilitating long working hours’ culture is said to be pervasive. In examining the work-life balance practices, it is paramount to acknowledge work-life and family-life and at the same time to establish the relationship between the two. Overall, work is assumed to have negative effects on life. However, detailed investigation of the central concern, extending working period, indicates that this assumption is too simplistic. It should be recognized that the premise of a harmful long hours of work culture is misconceived; even more so when workers’ attitudes to any long working hours are examined, (Orogbu, Onyeizugbe, and Chukwuemeke, 2015).

There are two predominant theories that explain the Work-life balance practices. These are Vroom’s Expectancy theory (Vroom 1964) and Spillover theory (Piotrkowski 1979). They provide the basis for implementation of various work-life balance practices. Expectancy theory gives elaborate instructions on how an

individual chooses an elected behavioral option and distinct from another .Wood, Andy, Logar and Riley (2015) assert that institutions and workers are motivated to engage in behaviors that will provide the desirable goals to the organization. This expectancy theory is relevant to this study since it emphasizes the relationship between reward and motivation, which is highly required to influence the employee performance. Spillover theory is applicable in psychological investigation to ascertain the impact of work domain on the home domain and finally transfer on the work related emotions from workers to other family members at home. Guest, (2002) asserts that a positive spillover has been related positively to employee performance and other outcomes. It is, therefore, relevant to this study as it sheds light on factors that cause work conflicts.

Globally developed Countries for example United Kingdom have wholesomely supported work-life balance initiatives while several developing Countries, more so in Africa are yet to embrace practices. (Daniels, 2011). United Kingdom (UK) and European Union (EU) have had falling hours of work (European Commission, 2004). Second, despite the fact that UK has relatively extra working hours compared to other core EU countries, a study by Daniels (2011) concludes that people with direct experience of managing job sharers were likely to be more positive about job-sharing than any other group in the survey of non-job sharers. However, even in dual income families in which both parents work full-time, less than a third of respondents (29 %) in the Australian Survey of Social Attitudes (2003) said that their hours of work are too long. This response is common across all other family types: single parent, neo-traditional and breadwinner, (Mitchell, 2005).

In United States of America, according to Day and Burbach (2018), telehealth has been recognized by the Federal State and the Local Governments, but telehealth is underutilized by government managers. Recommendation of the study is that management of the organizations that practice telecommuting should always consider personal motivation and the environment of the telecommuters as they could affect the quality of work.

In Sri Lanka, According to Mendis and Weerakkody (2017), there is a strong relationship between work-life balance practices and the employees' job satisfaction and a strong relationship between employees' job satisfaction and employees' performance. The study recommends that, employees as well as the management of the Organization should improve the practices of work –life balance so that the Institution will be enable to achieve better and improved performance as well as job satisfaction.

In India, Pooja, Vidyavathi, Keerti and Mamata (2016) study makes us understand the different work-life balance practices followed in organizations. The study concludes that work-life balance practices are most effective when they are properly used to increase the capacity to perform well at work and at home. In addition, Baral & Bhargava (2011) study concludes that practices of work-life balance should be implemented at the organization. The study also suggests that before the adoption of work-life balance the similarity between the organizational values and employees' needs should be considered.

In Africa, Australia and Nigeria, respectively, Deery, Jago, Harris and Liburd (2008) argue that although there is an abundance of research that examine the barriers to obtaining work-life balance anecdotal evidence, there is still a great deal of work to be done in the health sector to encourage employees to achieve a balance. It would appear, given the amount of untaken annual leave in Australia, that employees are reluctant to take the break that they are not only entitled to take but also should take in order to recuperate both emotionally and physically. Ojo, Falola, and Mordi, (2014) studied work- life balance practices and employees perception in Nigeria Banking sectors. The study was to investigate the depth to which work-life are implemented in the organization. The study adopted Questionnaire as an instrument. The study applied 600 responded for survey to analyze the data. Spearman's correlation analysis was used to analyze the data. Findings suggested that there is need to educate employees about different type of work- life balance practices.

Other arguments use an exchange framework and suggest that in return for the 'gift' of work-life balance policies; employees' offer the 'gift' of discretionary effort, thereby increasing productivity. Work-life balance policies can also minimize stress and contribute to a safer and healthier workplace by combating fatigue, thus reducing the chances of accidents occurring in the workplace. There is clear evidence that there is no "one size fits all" business case for work-life balance policies. The larger, econometric studies are less common than the case study work but they do find a correlation between productivity and the presence of work-life balance policies. The evidence of the business benefits of work-life balance policies is reasonably strong,

and increasing. The study adopted the desire for human resource officers to developed work- life balance practices to eliminate work conflicts or work-imbalance. Some of the work-life balance practices Humana Resource Officers are likely to implement are flexi-time, telehealth, job-sharing, compressed workweek, leave policies and part-time engagement among others.

Internally, in Kenya some institutions have implemented the practices of work-life balance to eliminate work and family conflict. According to Kadiegu (2020), there has been a fight for equal rights for both men and women in sharing home responsibilities, especially in dual careers and ageing populations. Long-time back in history, women were known to have their place in the kitchen and with the recent increase in women's participation in wage employment and demand for equality, there is a lot of divorce, single parenthood, infidelity and these are possible results of work-life imbalances, which impact negatively on productivity. Kadiegu (2020) further argues that, the Public Service Commission's female employees practice work-life balance practices relating to time off to take care of family members and to emergencies.

According to Kamau, Muleke, Mukaya and Wagoki (2013), some of the giant institutions, for example, Safaricom Kenya in 2012, ECO Bank in 2013 and multiple commercial banks have been practicing work-life balance practices. Multinational organizations such as Coca-Cola and Safaricom Kenya at the headquarters have initiatives for practices such as flexible working pattern, among others, to enable their employees to balance work and family roles (Sarapay, 2012).

According to Agnes (2016), workplace flexibility initiatives in Kenya are increasingly seen as a critical component of a results-driven workplace. The study suggests that consideration of flexible work arrangement aspects that pertain to employees can greatly influence organization performance. Agnes (2016) further observes that work-life balance practices are not uniform in their intentions or effects. Some work-life balance practices are structured to fit family-life around work by minimizing any outside conflict with work. The study outlines the independent variables which include flexi-time, telehealth, job-sharing and compressed workweek while on the other side of the study it explores the dependent variable which is mainly performance.

1.1.1 Work-life Balance

Work-life Balance practices are Scholarly used in comprehensive way to illustrate practices that were previously known as family friendly, though they have been extended beyond the scope of the family (Obiageli, Uzochukwu and Ngozi, 2015). However, individual scholars define Work-life balance differently using diverse dimension. According to Carlson, Grzywacz, and Zivnuska, (2009) defined Work-life balance as accomplished of role related expectations that are negotiated and shared between an individual and his or her related partner in the work and family domains.

“Work-life balance policies” are policies created by businesses, as part of their human resources or management strategies, (Abubaker, 2015). Work-life balance policies are not uniform in their intentions or effects. Some work-life balance policies are designed to fit people’s lives around work by minimizing any outside interference with work. Intentionally or unintentionally, this can enable a long hour culture, which is unlikely

to be “balanced” with non-work activities. Some work-life balance policies are aimed at fitting work around the other aspects of people’s lives. For example, term-time working has this goal, (Abubaker, 2015).

Dissanaya and Ali (2013) investigated the impact of work-life balance on employees’ performance. The aim of the study was to analyze the relationship between work- life balance and employees’ performance. 96 employees’ were used for the survey and questionnaire was distributed to them in which the data was used to run analysis. Pearson moment correlation was used to analyze the data. The finding of the result was that there is a positive relationship between work- life balance and employees’ performance. Also there is a need for systematic effort to enhance work- life balance of the employees’ to achieve better employees’ performance.

Work-life balance policies can reduce costs by improving staff retention rates. Work-life balance policies can enhance productivity. There are different theories about the connection between work-life balance and productivity. Some argue that policies will decrease negative spill-over from workers’ lives, leading to productivity gains. Policies can also reduce extended hours and fatigue, which have a negative effect on productivity.

Kamau et al. (2013) investigated work-life balance practices on employee’s job performance at eco bank Kenya. The main objective was to determine the effect of organization work-life balance on employees’ performance. Fifty-Five (55) Eco Bank employees’ were drawn through quota sampling method who also responded to survey questionnaires. Spearman’s Correlation Analysis was used to test the candidates’

work-life balance, their performance to the organization. The finding of the empirical study shows that there was correlation between work-life balance and employees' performance.

Typically, Hye, (2014) investigated "the work-life balance and employees' performance: the mediating role of affective commitment" which was aimed at investigating the effect of work- life balance on affective commitment and in role performance. 293 respondents filled the questionnaires which were used for the survey. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including reliabilities and multiple regressions. The finding of the empirical test demonstrated that employee experience of work- life balance increase affective commitment.

Flexi-time is a work-life balance practice that allows the employees to determine the start and end times of their working day, so long as a certain number of hours are worked. This allows employees to create room for family and personal commitments as well as emergencies but still manage to achieve performance in the organization (Ralston and Flanagan, 2014).

Telehealth is the distribution of health related services and information via electronic information and telecommunication technology, e-Health is another related term, used particularly in the United Kingdom and Europe as an umbrella term that includes telehealth, electronic medical records and other components health information technology, (World Health Organization Global Observatory for e-health, 2010). The World Health Organization uses telemedicine to describe all aspects of health care

including preventive care. The American Telemedicine Association uses the term Telemedicine and Telehealth interchangeably, although it acknowledges that telehealth is sometimes used more broadly for remote health not involving active Clinical treatments, (World Health Organization, 2019). Telehealth allows Medical Officer, Clinical Officers, Nursing Officer, Pharmacist, Laboratory Technologist, Public Health Officer, Community Health Officers, Nutrition and Dietetic Officer and Administrative Staff offer services to their customers who are operating to offer services like; advice, reminders, education, intervention, monitoring and remote. The purpose for Global strategy on digital health is to promote healthy lives and wellbeing for everyone, everywhere, at all ages. To deliver its national or regional digital health initiatives must be guided by a robust strategy that integrates financial, organization, human and technological resources, (Global Strategy on Digital Health, 2020-2025).

Telehealth takes the dimension of decentralization to its furthest degree. In order to achieve telecommuting process, however, the organization must install proper practices and procedures while giving proper training to managers, telecommuters and non-telecommuters. Telehealth is not suitable or achievable for all job families but it saves time, monetary and travelling stress for employees. It also allows office collaboration time when the employees come in and employee work-life balance is ensured. Consistent Telehealth has been associated with professional separation, private professional development activities such as interpersonal networking, informal learning, and participating in mentoring relationships (Cooper & Kurland, 2002).

Job-sharing is an independent variable which represents a work arrangement that accommodates two or more employees to jointly work together to fill in one fulltime

job, with the same duties and responsibilities for the same hours of work-shared or divided among them. Job sharing is a practice that support a better work-life balance for working mothers and many types of health caregivers as well as those who need time to focus on health care needs like people with disabilities, It has multiple advantages ranging from but not limited to improving recruiting by attracting quality employees who do not need to work full time, reduces absenteeism and tardiness, give time to deal with family and personal responsibilities. Job-sharing may be achievable where chances for part-time jobs or other work patterns are limited, (Mahdieh *et al.* 2010).

The compressed workweek is a work-life balance practice that encourages the work pattern that allows people to work longer shifts in exchange for a reduction in the number of working days in their work cycle for example on a weekly or biweekly basis. The organization that practices compressed workweek makes employees enjoy in terms of additional days off work for example, longer weekends, allowing “mini vacations” and reduced travelling time, whereas employers can extend their daily working hours, with less need to resort to overtime, (Venkata and Srinivas, 2015).

Kenyan’s Health care sector received an excellent boost following the promulgation of the Kenya Constitution, (2010), Article 43(1)a states that “every person has the right to highest attainable standard of healthy which include the right to health care services, including reproductive healthcare” with intent to improving the Health Management Standards. The health care industry consists of the public and private sectors. Homa- Bay Teaching and Referral Hospital is one of the Public Hospital that

is undergoing under series of problems which result to poor employee performance. The key challenges that have been witness area, increased responsibilities at work, working under longer hours, increased responsibilities at home, time pressure, labour turnover, financial pressure, lack of e-connection and inadequate work-life balance practices among others, (Kiche, 2018 and Homa Bay County Health Services Committee, 2021) these form a need to adopt new work-life balance practices which were however impeded by some challenges, hence the hospital had to formulate ways of dealing with this challenges to ensure employees performance.

1.1.2 The Public Health Care Sector in Kenya

Public health care sector plays an important role in the day to day operation of public sector that enables the concrete development and management of the country's economy. Public health care governance is divided into two levels; national and county. At the national level, the Ministry of Health (MoH) is taking charge of the overall operation. At the county level, specifically Homa Bay County Government, Department of health is taking charge and managing the operation and employee performance in HBCTRH (Ministry of Health, 2014).

The study is to determine the relationship between work-life balance practices and employee performance in HBCRTRH. Work-life balance practices are not new ideas and have been practiced by other organizations (Golden, 2008) and this has been achieved because of global technological promotion. A number of the work-life balance practices sub-variables in cooperated in employee performance in HBCTRH

currently include; flexi-time, telehealth, job-sharing and compressed workweek. Lonnie (2011), in his study, revealed that more emphasis has been delegated to telecommunicating.

1.1.3 Homa Bay County Teaching and Referral Hospital

Homa Bay County Teaching and Referral hospital was established in the year 1969 under the assistance of the British Government, Department of Health, County Government of Homa Bay, (2020). Until 2013, the hospital had been operating under the National Government of Kenya and it was referred to us as Homa Bay District Hospital. After promulgation of the new Constitution of Kenya 2010, it was renamed as Homa Bay County Teaching and referral Hospital (Homa Bay County Health Services Act, 2020). Referral facility is an institution that provides health care services at a lower level compared to the National health care facilities in Kenya. Most referral hospitals fall under level 4 or 5 of the health system and they lack enough skills and adequate equipment to provide the total health services, (Ministry of Health, 2014). County Teaching and Referral hospitals are co-owned by the national government and county governments. Teaching facilities like Kenya Medical Training College belong to the national government while referral facilities belong to the county governments as devolved units. Homa Bay County Teaching and Referral Hospital belongs to the category of the devolved units and for it to provide services it has to acquire support from the national healthcare givers who are well equipped or have extra human capital in their areas of specialization, (Homa Bay County Health Service Act 2020).

For long time HBCTRH have experience several challenges including but not limited to major resource constraints, working longer hours, increased responsibility at work, increased responsibility at home, under staffing, lack of enough machine, financial constraints and imbalance work-life balance practices, (Kiche, 2018 and Homa Bay County Health Services Committee, 2021). With urbanization, traffic jams and inflation, employees are torn between commuting to work, juggling heavy workload, managing relationship and family responsibilities and off work interests including “side hustles”. After working tirelessly to get all done, employees end up forgoing a healthy diet, physical fitness and families related issues and all these result in poor performance (work-life imbalance).

In summary, it has been noticed that the health services in public hospitals in Kenya are of poor quality (Akacho, 2014). Homa Bay County Teaching and Referral Hospital is a public health care facility located in Homa Bay Town constituency within Homa Bay Town Ward. Some of the services offered at the facility include internal medicine and related disciplines, pediatrics and related disciplines, surgery and related disciplines and finally, obstetrics and gynecology. Homa Bay County Teaching and Referral Hospital operates on 24 hours a day for 7 days in a week, with a capacity of 300 beds. This study will therefor seek to understand the clear relationship between work-life balance practices and employee performance and the role played by each Work-life balance practices in employee performance.

1.1.4 Employee Performance

Employees' performance in a firm is a very important area in the workplace. It can help the firm increase and utilize the capacity of the human resources it has. It translates into good service delivery and interaction in which affects every area of the organization. To achieve this organization need to make policies that will encourage employees' performance. An employees' performance depends on or is a consequence of some combination of practices, ability, effort, and opportunity. But, the measurements can be done in terms of service delivered, outcomes or results produced, (Decramer, Smolders, and Vanderstraeten, 2013).

Employee performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period, (Baral, & Bhargava, 2011). According to this definition employee performance is set of outcomes produced during a certain time period. Hence the researchers have developed the working definition of employees' performance for study purpose is that, "achievement of targets of the tasks assigned to employees' within particular period of time". Employee performance is not only related to the action but also involves judgment and evaluation process, Edler, Georghiou, Blind and Uyarra, (2012). According to Decramer, Smolders, & Vanderstraeten, (2013) employee performance is related to that which the individual that is hired do in fulfilling his / her duties and the activities that can be examined and measurable are reflected. An organization needs high performance of its employees', so as to meet its goal and be able to achieve competitive advantage, (Thévenon, 2011). According to Business Dictionary, (2015) employees' performance is the job related activities expected of a worker and how well those activities were executed.

The organization success depends on the employees' performance. Therefore, it is important for a manager to create a well-rounded approach to managing and coaching its workforce. Homa-Bay Teaching and Referral Hospital is a service delivery industry and its main aim is to satisfy their customer. The service employees' renders to the customer and employees' performance is interrelated. When employees' provide excellent customer service, they are exceeding job expectations. The popularity of an organization's service is based in part on the level of service received by the customer. For service industry the business is based almost solely on their employees' performance. That is why management must look for various ways in improving employees' performance. Several business managers normally review some performance measure types to assess things like outcome, performance and operating efficiency to get an exemplary objective sense of how their organization is operating and whether the achievement is required, (Liu, Love, Smith, Regan and Sutrisna, 2014).

The study noted that at a given time the employee performance in HBCRTH and work-life balance practices working environment can be splinted into the following sub-units; level of service delivery, level of customer satisfaction, performance standards, level of motivation and level of absenteeism. With statistical evidence in this study, Homa Bay County Teaching and Referral Hospital is not performing as per the report released on April 27, 2021, Homa Bay County Health Services Committee, (2021).

Employee performance is essential for long term operations and their positive output in the organization (Chow & Howe, 2006). Customer satisfaction is the level of acceptability by the client. Performance standard is a management tool that is accepted in measurement of the required quality and quantity at work. Broadly, performance standards are set around yield and effectiveness. Majority of leaders determine performance standards by posing specific performance assumption. According to Edler, *et al.* (2012) employee performance is a set of achievements in a given period.

1.2 Statement of the Problem

The importance of Work-life balance practices and employee performance has emerged to become an important dimension in the contemporary Human Resource Management, (Employment Act 226). Imbalanced work-life is a risk to employees' well-being, productivity, organizational effectiveness, organizational ranking as well as the employee performance. It is generally in the public domain that health provision services in Homa Bay County Teaching and Referral Hospital are wanting, (Homa Bay County Health Services Committee Report, 2021). The committee argued that Homa Bay County Teaching and Referral hospital is not in a condition where patients would be granted their attainable health standards and employees failed to provide essential health services.

A number of challenges and conflicts continue to be witnessed during the several multiple strike notices right from the conception of HBCTRH and published report from the Ministry of Devolution and National Planning, (2015). This can be described

as; imbalanced work-life practices, major resource constraints, working longer hours, increased responsibility at work, increased responsibility at home, under staffing, lack of enough machine and financial constraints (Kiche, 2018 and Homa Bay County Health Services Committee Report, 2021).

It has been observed that the public health sector service delivery in Kenya is very poor; there have been increased responsibilities at work, working longer hours, increased responsibility at home and having children, (Universal Health Care Policy, 2020-2030). Homa-Bay Teaching and Referral Hospital is one of the public health sectors in Kenya. From the above statements it is evidence that not much regarding work-life balance practices in the health care sector especially in HBCTRH has been done. This study noted a theoretical gap, Asif, Shuana and Syed, (2014) conducted a study on impact of work-life balance practices on employees performance productivity and job-satisfaction in private sector University and used four independent variables namely; compressed workweek, flexible starting time, time off for family emergencies and reduced working hours. This study failed to include telehealth which is one of the important work-life balance practices used in Homa Bay Teaching and Referral Hospital. In the context of HBCTRH no research study has been published on the relationship between work-life balance practices and employee performance, hence the research gap. How is the relationship between work-life balance practices and employee performance in HBCTRH, Kenya?

1.3 Objectives of the Study

1.3.1 General Objective of the Study

The general objective of the study is to determine the relationship between work-life balance practices and employee performance in Homa Bay County Teaching and Referral Hospital.

1.3.2 Specific Objectives of the Study

Broad objective of the study is broken down into the following specific objectives:

- i. To determine the relationship between flexi-time and employee performance in Homa-Bay County Teaching and Referral Hospital.
- ii. To establish the relationship between telehealth and employee performance in Homa-Bay County Teaching and Referral Hospital.
- iii. To determine the relationship between job- sharing and employee performance in Homa-Bay County Teaching and Referral Hospital.
- iv. To establish the relationship between compressed workweek and employee performance in Homa-Bay County Teaching and Referral Hospital.

1.4 Hypotheses of the Study

The study is guided by the following null hypotheses.

Ho₁ There is no relationship between flexi-time and employee performance in Homa Bay County Teaching and Referral Hospital.

Ho₂ There is no relationship between telehealth and employee performance in Homa-Bay County Teaching and Referral Hospital.

Ho₃ There is no relationship between job-sharing and employee

performance in Homa-Bay County Teaching and Referral Hospital.

HO₄ There is no relationship between compressed workweek and employee performance in Homa-Bay County Teaching and Referral Hospital.

1.5 Scope of the Study

The study aims to determine the relationship between work-life balance practices and employee performance in Homa Bay County Teaching and Referral Hospital. The study is undertaken at Homa Bay County Teaching and Referral Hospital in Homa Bay County because the hospital has persistence performance issues, Homa-Bay County Health Services Committee, (2021). Homa-Bay County Teaching and Referral Hospital is surrounded by the following eight Sub County Hospitals; Makongeni Sub County Hospital, Kendu Bay Sub County Hospital, Rachuonyo Sub County Hospital , Ramula Sub County Hospital, Rangwe Sub County Hospital, Ndhiwa Sub County Hospital, Suba South Sub County Hospital and Suba North Sub County Hospital. The independent variables used are flexi-time, telehealth, job-sharing and compressed workweek and the dependent variable is employee performance.

1.6 Significance of the Study

Theoretically, this study adds to the available knowledge on work-life balance practices especially to the public health care sector. It seek to more specifically help the public health sectors in identification of the relationship in work-life balance practices and employees performance in the public hospitals. Globally, International

Community especially the World Health Organization will use the outcome of the study in benchmarking because operations in the public health sectors are homogenous. The National Government of Kenya especially the Ministry of Labour, will use the study to formulate the policy on implementation of the work-life balance practices in the health sector in Kenya and this will be of great help to Human Resource Department in implementation of the policies. Non-Governmental Organizations will use the recommendation of the study to heighten the employee performance. Homa-Bay County Teaching and Referral Hospital will use the finding of this study useful in strategic decision marking when implementing the work-life balance practices for better employee performance. Individual employees of HBCTRH will find this study useful by putting into practice the work-life balance policies and this will reduce work-family conflict and thus improves the overall employee performance. The study is a practical relevance to the academia in work-life balance practices and employee performance because the findings of this study will act as source of knowledge to support literary citation as well develops topics for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Literature Review

The scholar Brathwaite, (2003) in his study explained the theoretical literature review as a mandatory requirement to scholars where two or three theories are selected to fit the title of the research study and this will enable the research investigator to conceptualize the topic in its totality. Because the study used more than one variable, two theories will support the different limitations of each other this is because no one theory can best explain in totality any study, therefore one theory is not sufficient to support the study. The investigator utilized two relevant theories; Vroom's expectancy and Spillover theory.

2.1.1 Vroom's Theory

Vroom's Expectancy Theory Motivation is best describe as a process. With research pioneered by Edward C.Talman, (1930) and developed by Victor H. Vroom, (1964). Vroom Theory provides an explanation of why individual chooses one behavioral option over the others. Vroom developed a model of motivation based on individual needs and motivation. The purpose of this theory is that the people are motivated to do something because they think there action will lead to their desired goals (Redmond, 2010). Vroom Theory suggested that motivation is dependent upon the perceived association between performance and outcome and individuals modify their based on their calculations of anticipated outcomes, (Chen &Fang, 2008). The theory states that individuals have different sets of goals and can be motivated if they believe that; there

is a positive correlation between efforts and performance, favorable performance will result in a desirable reward and the reward will satisfy an important need. The desire to satisfy the need is strong enough to make the effort worthwhile (Lawler, Porter. L., Vroom, 2009). Expectancy Theory also confirmed that an increased effort would lead to increased performance given the employees as the right tools and knowledge to get job done. He suggests that employees work for different reasons and these reasons can change over time. Vroom explained that flexi-time working pattern is important due to its supports in determining the organization productivity.

Vroom's Expectancy clearly explained the three concepts namely, the valence concepts asserts that employee performance may be strengthen through rewards, innovations and low employees' turnover, the second concepts was expectancy where the employees' will be motivated by having the ability, job satisfaction and customer satisfaction which increases employees' productivity and thus better employee performance. The final concepts were the instrumentality where an employees' was rewarded for being innovative and productive. Expectancy theory assumed that the behavior results from choices among alternatives whose purpose was to maximize pleasure and minimize pain. He uses the variables expectancy, instrumentality and valence to account for this.

In Marquette University, Jay Caulfield, (2007) used expectancy theory as a framework for his research study. The study was to investigate the motivational factors that may lead to students providing anonymous feedback to teachers. Vroom theory has been more effective in predicting motivation when the subject is being studied and more

discretion in performance a task. The current research has been done from the theoretical perspective. Vroom theory has been useful in explaining the initiative new behaviors depend on values the individuals have increased by particular outcome or goal, (Wood, *et al.*, 2015). Institutions and workers in them are motivated to engage in behaviors that will lead to desirable outcomes.

Research study was conducted by Richard Johnson at the University of Toledo's Criminal Justice department in order to elucidate patrol officers drug arrest activity and find ways to influence work outcome, (Johnson, 2009). The investigator developed Four Hypothesis based on the expectancy, instrumentality, valence and overall motivation. The First Hypothesis was that the Officers will make more drug arrest if they are given direct expectation to do so. Second, officers who have the proper capabilities through sufficient training and equipment will make more arrest. Thirdly, Officers who have opportunity by way of their shift or time between calls will make more arrest and finally, officers who perceive that their department and supervisors will provide more rewards if they make more drug arrest will more likely be more productive, (Johnson, 2009). Some scholars argue that Vroom's' theory appears to be idealistic because quite a few individuals perceive a high degree of correlation between performance and reward. They argue that the application of this theory is limited as a reward is not directly correlated with performance in many organizations, (Cynthia, 2018).

The study considered the Vroom's expectancy theory to be the best for this study because of its realization in the employee performance. When applying Vroom theory

within the Institution, an evaluation can be made in regard to two factors that lead to valence: The expectations of individual and belief that their actions will lead to the reward. To utilize the Vroom theory accurately, the within subject research methods is used to evaluate the motivations of the employees in HBCTRH. The method of expectancy theory calculates the difference in motivational levels between tasks of one individual and of another. By utilizing expectancy theory, HBCTRH is capable of understanding the vital of demonstrating appreciation for their employees and the outcome. Their employees will perform stronger and so more loyalty towards the institution. Motivating scores to be considered and this will use flexi-time working patterns. It also brings out clarity between independent variables like compressed workweek and flexi-time which employers expect will improves dependent variables like productivity, bring excellent service delivery, reduce employee turnover. In Conclusion, Vroom expectancy theory is one of the strongest theory that enables the researcher to elucidate motivation. Vroom expectancy theory is relevant to this study because it emphasizes on the relationship between reward and motivation which is highly required to influence the employee performance.

2.1.2 Spillover Theory

Spillover theory was developed by Piotrkowski in the year 1979. The Spillover theory explained the relationship between work and family. The Spillover is used in psychological research to examine to impact of the work domain on the home domain, and consequently, the transference of work-related emotions from the employee to others at home, (Guest, 2002). The ways in which well-being can be

transferred have been categorized into two different mechanisms; spillover and crossover. Guest, (2002) explained that Spillover theory work between the family micro system and work micro system.

Spillover concerns the transmission of states of well-being from one domain of life to another is a process that takes place at the intra-individual level, thus within one person but across different domains. The experiences that are transferred from one domain to the other can be either negative or positive. Whenever there is flexibility such that employee can integrate and overlap family and work responsibilities in space and time, a positive spillover is experienced, which is crucial in attaining healthy work-life balance. The ingredient of determinants includes the demand for work, culture of work, demand for home and culture of home. The theory of spillover will control work-related stress or family-life so that it cannot interfere with the work-life or family-life, (Guest, 2002). Acs, Audrestch, Braunerhjelm and Carlsson, (2008) from the Institute for Development Strategies in London, used Spillover theory as a framework for his research study. This study was contemporary theories of entrepreneurship generally focuses on the decision making context of an individual.

This study bridge the gap between the entrepreneurship and economic literature on opportunity by developing a knowledge spillover theory of entrepreneurship. The basic argument is that knowledge created endogenously via research and design results in knowledge spillovers. Such spillovers give rise to opportunities to be identified and exploited by entrepreneurs. The results show that, there is a strong relationship

between knowledge spillovers and new venture creation. The Spillover theory adopted the scarcity hypothesis to explain negative spillover. The main argument here is that since people have a limited, fixed amount of resources (e.g., energy, time, machine, finance), problems may arise when different roles draw on these same resources. For example, when both family and work roles draw on the scarce resource of time, it is likely that one of these roles is compromised due to a lack of available time. A different framework, the role expansion hypothesis has been used to explain positive spillover. According to this hypothesis, individuals generate resources (e.g., positive mood, skills, knowledge, and policies) and opportunities from the multiple roles they are engaged in. These, in turn, can be used in both life domains to improve functioning and promote growth, (Guest, 2002).

The Spillover theory best explains the relationship between the job-sharing and employee performance. One of the most important implications of the spillover is that employers should not only focus on interventions that mitigate family demands that conflict with work roles (e.g., child care programs, alternative work schedules), but also on practices that impact working conditions (i.e. job demands and resources) and how they influence family life. Research has shown that, in general, positive spillover is positively related to job resources (e.g., social support, autonomy, feedback). Also, positive spillover has been related positively to employee performance and other outcomes, (Guest, 2002).

The assumption of spillover theory occurs when there is the interference of one sphere of life with the other work-life related duties (Orogbu, Onyeizugbe and

Chukwuemeke, 2015). The relevancy of Spillover theory to this study is that, the institutions are expected to adopt positive work-life balance practices that will enable employees' to have a positive balance which will make them be more efficiently and effectively committed to achieving the employee performance. On the same note, the theory explains the conditions under which there is conflict between work-life and family-life responsibilities as a result of spillover effect. It is therefore relevant to this study as it shed lights on factors that caused work conflicts.

In summary, HBCTRH finds the Spillover theory applicable to their situation since the theory explain the relationship between job sharing as independent variable and the employee performance in HBCTRH as the soul dependent variable. Homa Bay County Referral employees will use the spillover to combine skills and experience at the same time reduce burnout and thus will increase the employee performance.

2.2 Review of Empirical Literature

The studies globally show that both public and private institution need work-life balance practices for example Flexi- time, telehealth, job-sharing and compressed work week to minimize the poor work-life imbalance and to improve the positive sides in the organization like increase level of service delivery, increased in employee morale, reduction of absenteeism, increase in customer services and positive employee commitment, and finally to improve production which leads to high employee performance (Hughes, 2007; Todd, 2004).

2.2.1 Flexi-time and Employee Performance

Kiprono, (2018) investigated the flexible working arrangement on the employee performance in Kericho County Teaching and Referral Hospital. This study was to determine and examine the effect of shift working arrangement on organization performance in Kericho County Referral Hospital. The specific objectives were; to investigate the effects of shift working arrangements on employee performance, assess the influences of part time working on employee performance and to determine the influences of flexi-time on employee performance. Exploiting a sample size of 104 respondents, the dissection obtained Cronbach's Alpha Coefficient of 0.77 utilizing SPSS to scrutinize the quantitative data coupled with correlation and liabilities. The study found that Flexi-time slightly upset the employees in the organization on the period of work. The assessment consummates that work shift, part time and temporary contract significantly whetted positively to employee performance in the organization. The study recommended the utilizing of temporary contract in the organization as strategy of a Flexi- time work.

Agnes, (2016) influence of flexible working arrangement on organization performance in the banking industry in Kenya. The study examines to determine the influence of flexible work practices on organization discharge. The study resolves to adjudge the influence of flexi- time on organization discharge. The sample size of 43 bags and 348 interviewee were considered. Multiple liner regression analysis was adopted to analyze the facts so that the study could determine the influence of flexible working pattern on the organization performance. The study found that workplace flexibility initiatives are increasingly seen as vital in the components of a results-driven

workplace. The research study realize that the research problems identified in the present study could be handle because the study is to determine the relationship between the flexi-time and employee performance in Homa Bay County Teaching and Referral Hospital at the same note the past study was to arbitrate the influence of flexible work practices on the organization performance. The research gap was identified in the past study in that, the study adopted multiple linear regressions and the present study bridged the study gap by adopting the Pearson correlation which is considered to be simple and effective in the analysis. The study came into the conclusion that consideration of flexible working arrangement aspects that pertains to employees' can greatly influences the performance. The study recommended that Homa Bay County Teaching and Referral Hospital should explore the use of flexi-time working arrangement to maximize their employee performance.

Dilhani and Dayarathna (2016) conducted a study on impression of work-life balance practices on employees' performance in female machine operators on Sri Lankan apparel sector. The definite objectives were to explore if work-life balance practices influence significantly the employee performance. The data were coolheaded from a random selected sample of 108 female machine operators by stewarding structured questionnaire, which grooved of the 32questions/ statement with 5 point scale. Findings float that a high correlation exists between work-life balance practices and employees' performance of the female machine operators. Further proportionately family supportive work provisions highly impression on employee performance than three of other proportion. Final outcome of the study discloses that arrangements, flexible working arrangements and family supportive work provision positively

impression on employees' performance. A final decision shows that, work-life balance practices of organizations positively impact on their employees' performance. The advisement recommended that, flexible working arrangement and family spur sustenance positively convey to the employee performance.

Vishwa *et,al.*,(2015) explore empirical analysis of work-life balance practices and its influence on employees job satisfaction and performance. The aspiration of the study was to review the relationship between work-life balance practices and employees job satisfaction. The specific objectives include assessing whether flexible work practices, leave provisions, family welfare policies and job design influence employee's job satisfaction and performance in commercial banks in considerably bigger cities and metro cities of India. Using a sample size of 60 respondents, the study adopted descriptive design using both open and closed ended questions. The study revealed that each of the work- life balance practices on its own is a predictor of job satisfaction. It was concluded that the influence of work-life balance practices on employees' job satisfaction in the Indian Banking sector has been successfully pertinacious and specifically the flexibility policies, job design options, welfare policies and their leave provisions have been investigated. Recommendation was that a separate analysis for employee's job satisfaction in other sectors is recommended.

Muhammad, (2015) conducted a study on Influence of work-life balance on employees performance: Moderated by Transactional Leadership in Pakistan. The study aimed to determine the influence of work-life balance on employee performance in education sector of Pakistan. The specific objective was to investigate the

moderating effect of transactional leadership on relationship between work life balance and employee performance. The sample size consists of 150 respondents. The study adopted a quantitative data collection technique. The study found that flexible work arrangement influence employee performance at education sector of Pakistan and an increase in flexible work arrangement would positively influence employee performance. The study concludes that flexible work arrangement influence employee performance. The study recommends that there is need for organization to enhance their flexible of work schedule strategies as it was found that an increase in flexible work arrangement would positively influence employee performance.

2.2.2 Telehealth and Employee Performance

Uchenna, Uruakpa, & Uche, (2018) examine a study on the influence of telecommuting on employees' performance in Owerri, Imo State, Nigeria. The broad objective of the study was exploring the impact of telecommuting on employees' performance. The defined objective was to agitate if an arrangement that enables employees to work at home has positive relationship with better quality of work and certain weather an arrangement to work at agreed location has significant relationship with speedy service delivery. Using a sample size of 100 employees and Spearman rank correlation to analyze the data, the study established that telecommuting enrich employees' performance within the organization. The study concluded that there are other variables capable of improving the quality of work of employees than telecommuting. The study recommended that managements of the organizations that practice telecommuting should always consider personal motivation and environment

of the telecommuters as they have has the capacity to affect the quality of their work and managers of telecommunication out-fits should continue with the arrangement that allows employees to work at a greed location since it has be found to have significant relationship with speedy service delivery but also ensure that, there is a strong mechanism on ground to monitor the activities of the telecommuters. Recommendation of the study was that management of the organization that practice telecommuting should always consider personal motivation and the environment of the telecommuters as they could affect the quality of work.

Day and Burbach, (2018) on their research study on telework considerations for Public mangers with strategies for increasing utilization in the United State of America. The purpose of the study was to investigate the depth of teleworking in public organization while the specific objective of the study was to determine if an arrangement that enable employees to work at home has a positive relationship with a better quality of work and approved whether the arrangement that allows employees work at agreed location has significance relationship with speedy service delivery. The study used sample size of 100 respondents and Spearman rank correlation was adapted to analyze the data. The study came into conclusion that Managers who encourage employees' to telework must rely upon communication technologies to connect with and influence team members who may be functionally, cognitively, and culturally diverse. Recommendation of the study was that the management of organizations that practice telecommuting should always consider personal motivation and the environment of the telecommuters had they could affect the quality of work.

Pauline, (2016) conducted a study on the influence of flexible work practices on employee performance in public department in the ministry of interior and coordination of National Government, Embu County. The aim of the study was inaugurate the influence of flexible work practices on employee performance in the ministry. The categorical objective were to: incorporate the complement to which telecommuting influences employees performance in the public sector, determine the complement to which compressed hours influence employees performance in public sector, and investigate the complement to which flexi- time influences employees performance in public sector. Expending a sample size of 50 employees and liner regression analysis, the study discovered that telecommuting and compressed work did not influence performance. The study culminate that telecommuting was not convenient practices for employees in this organization and other forms of flexi-time should be versant. The study recommended that use of telehealth practices has positive relationship with employee performance in an organization.

Mendis and Weerakkody, (2017) conducted a study on the impact of work-life balance on employees performance with reference to telecommunication industry in Sri Lanka. The general objective of this study was to identify the relationship between work-life balance and employee's performance in the telecommunicating industry. The main objective of this study is to identify the relationship between work-life and job satisfaction, and to identify the mediation effect between work-life balance and employee performance. Using a sample size 100 facts were aggregated through questionnaire method and analyzed through SPSS 15.0 software to find out the relationship between variables. Findings of the study reveal that there is a strong

relationship between work-life balance and employee performance, a strong relationship between work-life balance and employee performance. In conclusion the study would like to emphasize that; to improve WLB in an organization, support from both management and employees is very important. Recommendations would be given for the employees and management of the organization to improve WLB in order to enhance the employee performance and the employee job satisfaction of the organization telehealth in public organization while the specific of objectives of the study was to determine if an arrangement that enables employees' to work at home has a positive relationship with a better quality of work and approve whether an arrangement that allows employees' to work at agreed location has significance relationship with speedy service delivery.

Mwangi et al. (2017) investigated the implications of work-life balance on employees' performance in institutions of higher learning. The broad objective of the study was to examine the work-life balance on employees' performance in the institutions of higher learning at Kabarak University. Distinctive objectives were assembling the effect of work-life priorities conflicts on organizations performance and to inspire how employee reassures programs impact organization performance. Using a sample size of 70 interviewee the study adopted descriptive technique, particularly a case study to analyze the data. The study established that work family priorities conflict professed the performance of employees'. The study therefore consummate that work-life balance is a crucial aspect of work and family which should be hold to vitalize the organization performance. The study recommended that, it should embrace such circumference as flexible working arrangement and also telecommuting where

employees can do their duty from home so that they can have time to cater for their family issues.

2.2.3 Job-sharing and Employee Performance

Mahdiah, Mona, Ali and Samira, (2010) conducted a research study on the feasibility of job-sharing as a mechanism to balance the work and life of female entrepreneurs. The objective of the study was to investigate the effect of job-sharing on organization performance. The sample size of 223 respondents was used in the study and the study adopted a theme analysis to analyze the collected data. The finding of the study was that 44% of the sample believed that job-sharing would not devalue the responsibility. The research study realize that the research problems identified in the present study could be handle because the study is to determine the relationship between job-sharing on performance of Homa Bay County Teaching and Referral Hospital at the same note the past study was to identify the effects of job sharing on organization performance. The gap was identified in the past study in that the study adopted theme analysis for data analysis and the present research study bridged the research gap by adopting the Pearson correlation analysis for data analysis which is considered to be the most appropriate for the present study due to its ability of accuracy, simplicity and effective in the analysis. Homa Bay County Teaching and Referral Hospital could, therefore, consider job sharing as key in the realization of the performance of HBCTRH and the past study was found to be very significant to improve the current situation in the study. The study concluded that when the manger is competent, just and kind, female entrepreneurs can be innovative and flourish their

talents which are found to be most significant to the present study in increasing the employee performance. The study recommended that to apply job-sharing to reduce work-home contrast so that we can enjoy both the presence of women while their personal life is not damaged and this recommendation is found to be applicable to the study of job-sharing on employee performance.

Daniels, (2011) conducted a research study on an investigation into the feasibility of job-sharing in senior roles and recommendations for the best practices for its implementation within the global corporation in United Kingdom (UK). The main objectives were to study assess the feasibility of job-sharing in senior client-facing leadership roles within global corporations and identify best practices and obtain a sufficient understanding of success to develop practical, content-rich toolkits for prospective job shares and employers wishing to understand and implement job-sharing at a senior levels. Sample size of 303 respondents was used and the study implored quantitative and qualitative data collection method to analyze the data. The study found that job-sharing in a senior role is slightly easier, hard to generalize but, at the senior level what you are working on is less short sharp stuff, less immediate deliverables and more strategic. The research study realize that the research problems identified in the present study could be handle because the study is to determine the relationship between the independent variable and the dependent variable at the same note the past study was to identify the effects of independent variable and the dependent variable. The gap was identified in the past study in that the study adopted internet link for data collection and the present study bridged the gap by using the closed questionnaire for data collection which is considered to be the most appropriate

for the present study due to its ability to provide information on large group of sample size with little cost effective manner and it's also enables the investigator to obtain a heap accurate exposition about a section of the study. The research identified that the most common drivers for job sharing included family changes, organizational restructuring, reduced working hours before retiring, and accommodating other dimensions of life. The research is found to be useful in examining if Homa Bay County Teaching and Referral Hospital employees can increase its performance. The study concludes that people with direct experience of managing job sharers were likely to be more positive about job-sharing than any other group in the survey of non-job sharers which is significant to the present study. Recommendation of the study was that there was a possible perception gap by gender where men think it is easier to get access to the right support than women and the past study was found relevant to the present study of job sharing on employee performance.

Obliageli, Uzochukwa and Ngozi, (2015) conducted a study on work-life balance and employee performance in selected commercial banks in Lagos State. The specific objective of this study is to determine the extent to which leave policy affects service delivery which is also in line with the research question and hypotheses. The study adopts a descriptive survey research design, the sample size is 262 using Taro Yamane's formula. Findings revealed that leave policy motivate employee ability to deliver services efficiently and effectively. This empirical literature will be relevant to the current study in that, it explores that leave allowance which is one of the work-life balance practices increases the employee performance. Briefly work-life balance practice is an essential factor in escalation of employees' performance. The study

recommends that, administrators of those commercial banks should priorities creating contrast work-life balance stimulus that will enrich employees' performance.

Ojo, Falola and Mordi, (2014) study the philosophy of work-life balance policies and practices in three sectors of Nigerian economy namely: The banking, educational and power sector. The variety of work-life balance dynamism available in three sectors were investigated and the barriers to accomplishment of the work-life balance stimulus were identified. Quantitative method was adopted to examine the work-life balance practices in three sectors of the Nigerian economy. This was realized by using an in-depth case study analysis of these sectors. The data set involved responses from administrators and workers in the banking sector with 586 copies of questionnaires received. The educational sector involved both administrator and workers with 531 copies of questionnaires re-attained while, 507 copies retrieved from power sector. The findings divulge that there is gamut in-terms of how interviewee perceive the cognizance of work- life balance. The SPSS was adopted to scrutinize data including ANOVA .There is an expansive gap between cooperate between work-life balance practices and employees understanding of the concept, the paper indicates some policy suggestion policy which would philanthropy the implementation of work-life balance policies in the study sector. This study recommended that job sharing has a positive relationship with employee performance in educational sectors.

Omolara, (2012) conducted a study on the influence of work-life balance on Health Care Alliance Ireland during turbulent times. The study aim to inspire the influence of work-life balance on health care Alliance Ireland. The broad objective was to critically

analyze the effect of the on-going economic crisis on the employees' work-life balance practices at Health Service Executive, Ireland. The specific objectives were; explore the current work-life balance practices followed at Health Care Alliance with a focus on Clerical Officers and health advisors, to understand work-life balance of employees during ongoing recession and examine the complement to which effective work-life balance practices will result in a better employee performance, to evaluate employee satisfaction towards the current work-life balance practices at Health Care Alliance and to present appropriate recommendations to improve work-life balance strategies of an organization in order to overcome any potential drawbacks on the current work-life balance practices at Health Care Alliance. The sample size consists of 35 respondents. The study adopted a survey data collection technique. Findings and related causes propose that the implementation of effective work-life balance practices will not only enhance employee motivation and commitment towards organizational goals but also affect employee productivity. The study concludes that effective work-life balance practices are a two-way business tool that not only enables individuals to manage both their personal and professional roles but it also enables organizations to save financial costs and resources by managing workforce effectively in accordance with rapidly changing business conditions. The study recommends that there is a need for an organization to enhance work-life balance practices strategies as it was found that an increase in work-life balance practices would positively influence employee performance.

2.2.4 Compressed Workweek and Employee Performance

Venkata and Srinivas, (2015) conducted a research study on assessing the effects of compressed workweek strategy on transportation network performance of the Charlotte Metropolitan area, North Carolina. The specific objective of the study was to provide an impartial meeting ground for carriers, Government officials, university researchers suppliers, and others seeking exchange of information and ideas related to both passenger and freight transportation. Using the sample size of 100 respondents, the study adopted a regression analysis to analyze the data. The study finding assisted practitioners understand the change in transportation network performance measures with an increase in the percentage of employees' that are part of the strategy. The investigator realized that there was a common research problems identified in the present study and past study in that both studies were looking for the relationship and significant of the independent variable and dependent variable. The past study had a research weakness in that the sample size of 100 was too low and this was considered to be a weak sample size while the present study had the sample size of 254 which is considered to be good. The gap was identified in the past study in that the study adopted Regression analysis and the present study adopted the Pearson correlation to bridge the gap in the research study. Pearson correlation analysis is considered to be accurate, simple and effective in the analysis. The study concluded that compressed workweek strategy helps relieve congestion during the peak hours by increasing traffic speed and decreasing volume-to capacity ratio, thereby decreasing travel time on links connected to downtown area. The study is useful in helping the employees to increase their performance of HBCTRH by achieving maximum level of employee's morale, rate of employee's turnover, amount of commuting cost, level of production service

among other benefits. The study recommended that the strategy and method discussed in the study could be implemented to examine the effects of compressed work strategy on decentralized local areas or high office activity areas.

Asif, Shuana and Syed, (2014) conducted the research study on the impact of work-life balance practices on employees' performance productivity and job-satisfaction in private sector University in Pakistan. The purpose of the study was to discuss the literature of work and family policies in Pakistan and to the specific place were the education sectors. Objective of the study was to know how different education sector in Pakistan have approached the work-life balance agenda and examine the actual outcomes for both employees' and employers. Sample size of 45 interviewee was accepted and the study implored Chi-square test and regression analysis methods to analyze the data. The study finding was that work-life balance practices have significance positive relationship with job satisfaction and this increase the organization productivity. The conclusion was made that work-life balance practices had practical implications for universities that are interested in implementing work-life practices shortly. The study recommended that the results support and encourage more work-life policies in private universities of Pakistan.

Patricia, (2010) investigated the role of Work-life balance practices in order to improve organizational performance at Babes-Bolyai University, Cluj-Napoca, Romania, (German). The general objective was to establish if work-life balance practices can be considered as a strategic management tool that influences the decisions that may improve individual performance and organizational performance. Using a sample size of 70 employees, the study adopted a descriptive technique, specifically a case study to

analyses the data. The study adopted a descriptive design and specific case study. The results of a number of studies reviewed in this paper show the outcomes and the benefits of implementing work-life balance practices not only for employees themselves but also for their families, organizations and society. The study, therefore, concluded that work-life balance is an important aspect of work and family which should be embraced to improve employee performance. The study provided that it should carry through such circumstances working arrangements and also telecommuting where employees can work from home so that they can have time to cater to family issues.

Pooja *et al.* (2016) conducted a study on Work-life balance policies, practices and its impact on organizational performance in India. The specific objective was; to know the different work-life balance policies/practices in the organization and the importance of these policies to the employees, to know the benefits of work-life balance and ways to increase productivity and to find out the challenges for introducing flexible work arrangement, to analyze the barriers in achieving work-life balance and to understand the impact of work-life balance on organizational performance. The facts were gathered from a randomly selected sample of 50 respondents. Findings suggest that as a work-life balance routine benefits everyone, that is to say, the business, though simplest recruitment, excellent retentions and better service delivery, the economy as the labour market grows knowledge and learned people are available to work parents and career who can spend quality time at work. The final result of the study reveals that this study basically made us understand the different work-life balance practices followed in the organization also helped us to understand the importance of the

different practices followed in the organization. An overall conclusion of WLB practices are most effective when they enhance employees' autonomy and increase their capacity to perform well in work and in a family situation. The study recommended that implementation of different types of work-life balance practices improves the employee performance.

Ricky, Matt, Stephen and Ly, (2008) on their study on policy analysis of compressed workweek at the University of Nevada, Las Vegas. The objective of the study was to examine the effects of compressed workweek on organization performance. The study also focuses on gathering information on policies and practices on compressed workweek that would affect organization performance. The study adopted the survey method to analyze the data. The findings show that data from this survey points out three important factors; workers are not satisfied with the amount of time for home, if given a choice all workers would choose to work compressed workweek and workers of the standard eight-hour shift did not report low levels of job satisfaction. These findings are relevant since research conducted by Glass & Estes has shown that the work-family conflict is related to decreased productivity, absenteeism, and turnover (Facer and Wadsworth, 2008). The investigator realized that there was a common research problem identified in the present study and past study. The past study had an aim to determine the effects of compressed workweek on organization performance while the present study is checking on the determination of the relationship between work-life balance and employee performance in Homa Bay County Teaching and Referral Hospital and the end result is to solve the problem of imbalance work-life. The gap was identified in the past study in that the study adopted survey method of

data collection and the present study bridged the study gap by adopting the closed questionnaire method in data collection which was considered to be less expensive and competent to administer in an immense population; it is therefore, the interviewee has adequate time to read, understand and answer the questionnaires accordingly. The study concludes that the data in this study suggests three factors that cannot be overlooked; workers are not satisfied with the amount of time for home life; if given a choice, workers would choose to work a compressed workweek; and workers of the standard eight-hour shift did not report low levels of job satisfaction therefore this study is significant to the present study to increase the employees' performance in Homa Bay County Teaching and Referral Hospital. The study recommended that compressed workweek can reduce the level of mobile source pollutants entering the atmosphere and this is found to be much applicable to the present study and to the point performance of HBCTRH.

2.3 Summary of the Literature Review.

From the literature reviewed in this study, it is clear that empirical studies on work-life balance practices differ from authors to author. It is also quite clear that the studies on the relationship between work-life balance practices and employee performance do not share the same concepts, methodology, approach or ways of evaluation and attain deeper understanding of specific silent factors determining the relationship between work-life balance practices and employees performance. Further to that, it is apparent that although a few researchers have been done in areas related to this study, there is no specific researcher that has been done to address the specified issues. The current

study highlights the relevant elements into variables applicable to work-life balance practices in Homa Bay County Teaching and Referral Hospital with the aim of determining the relationship between work-life balance practices and employee performance.

On the basis of literature reviewed in this study, there are extraneous advantages than disadvantages genuine to work-life balance although different scholars have conflicting views on the relationship of work-life balance practices and employees performance. Many scholars in the literature review mentioned in the empirical literature review in this study supports that work-life balance practices have impact, influence, effects or relationship on employee performance in their views as follows; after the review of the expectancy theory is a concern with the model of motivation based on individual needs and motivation. The theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and minimize pain. The theory appears to be idealistic because quite a few individuals perceive a high degree of correlation between employee performance and reward. This is not obviously demining that work-life balance is a compromise to the balance. There are other factors that can justify the Expectancy theory. The Expectancy theory approves motivating scores to be considered and this will use flexi-time working patterns. It also brings out clarity between independent variables like compressed workweek and flexi-time which employers expect will better dependent variables like service delivery, customer satisfaction, performance standards, motivation and reduced absenteeism, hence employee performance. An appraisal of the theories spillover is predicaments with the balance of work with personal life. This consents

the flexible work still but does not set the margin on the matter of the balance of work with the family life. The spillover theory focus on the size of work, stress in work and other work related fatigue can be passed on family life or the other way round. This is not obviously the significance that flexi works is a compromise to the balance. There are other proposals that can justify the spillover theory. Spillover theory support flexi-work, shift work, part-time work arrangement does not support temporary contract arrangement since its only succor the employer rather than the employee.

According to Kiprono, (2018) concluded that shift, part time and temporary contract significantly sacrifices positively to employees' performance in the organization, Agnes, (2016) concluded that that workplace flexibility initiatives are increasingly seen as vital in the components of a results-driven workplace, According to Dilhani and Dayarathna, (2016) concluded, work-life balance practices of organizations positively results on their employees performance. Vishwa *et al*, (2015) concluded the influence of work-life balance policies on employees job satisfaction in the Indian banking sector has been successfully pertinacious and particularly the flexibility policies, job design, choice and their leave provisions have been investigated. Muhammad, (2015) concluded that flexible work arrangement influence employee performance.

According to Uchenna, Uruakpa, & Uche, (2018) concluded that there are other variables capable of improving the quality of work of employees than telecommuting, Day and Burbach, (2018) concluded that Managers who encourage employees' to telehealth must rely upon communication technologies to connect with and influence team members who may be functionally, cognitively, and culturally diverse on the

same note the study is useful in helping the employees to increase their performance, Pauline, (2016) concluded that, telecommuting was not satisfactory for employees in this organization and other forms of flexi- time should be acquainted. Mendis and Weerakkody, (2017) concluded that there is need to improves work-life balance practices on performance and according to Mwangi *et al.* (2017) concluded that work life balance is an important aspect of work and family which should be embraced to improve organization performance

According to Mahdiah *et al.* (2010), when managers are competent, just and kind, female entrepreneurs can be innovative and flourish thin talents which are found to be most significant to the present study. Daniels, (2011) concluded that, people with direct experience of managing job-sharing were likely to be more positive about sharing than any other group in the survey of non-job sharers which is significant to the present study, Obliageli, Uzochukwa and Ngozi, (2015) concluded that work-life balance practice is an important factor in increasing employee performance, Ojo, Falola and Mordi, (2014) concluded that a wide gap between corporate work-life balance practices and employees' understanding of the concept; the paper suggests some policy implications which would aid the implementation of work-life balance policies in the studied sectors and according to Omolara, (2012) concluded that effective work-life balance practices are a two-way business tool that not only enables individuals to manage both their personal and professional roles but it also enables organizations to save financial costs and resources by managing workforce effectively in accordance with rapidly changing business conditions.

Venkata and Srinivas, (2015) concludes that, the study enable them in controlling the traffic and thus relieve congestion during peak hours by increasing traffic speed and decreasing volume to capacity ratio, thereby decreasing time on links connected to downtown and finally, Asif, Shuana, and Syed (2014) concluded that the study has practical implications for universities that are interested in implementing work-life balance policies in the near future, Patricia, (2010) concluded that work-life balance is an crucial spectacle of work and family which should be hold to boost organizations performance Pooja *et al.*, (2016) concluded that, work-life balance practices are most effective when they enhance employees' autonomy and increase their capacity to perform well in work and in a family situation and finally according to Ricky *et al.* (2008), concluded that, data in this study suggest factors that cannot be overlooked. It is therefore in the same notion that this studies justifies for the reason to undertake the research on relationship between work-life balance practices and performance in Homa Bay County Teaching and Referral Hospital.

2.4 Conceptual Framework

Based on the conceptual literature review, the following independent variables have been identified: flexi-time, telehealth, job-sharing and compressed workweek which has relationship with employee performance in HBCTRH. The study therefore emphasizes employees performance is measured in terms of level of service delivery, level of customer satisfaction, level of performance standards, level of motivation and level of absenteeism as function of work-life balance practices are measured in term of flexi-time, telehealth, job-sharing and compressed workweek. The conceptual framework further explains the indicators to be tested in each variable. Work-life

balance practices are therefore the independent variables while employee performance is the dependent variable. Figure 2.1 presents the conceptual framework of this study.

**INDEPENDENT VARIABLES
VARIABLE**

DEPENDENT

WORK-LIFE BALANCE PRACTICES

EMPLOYEE

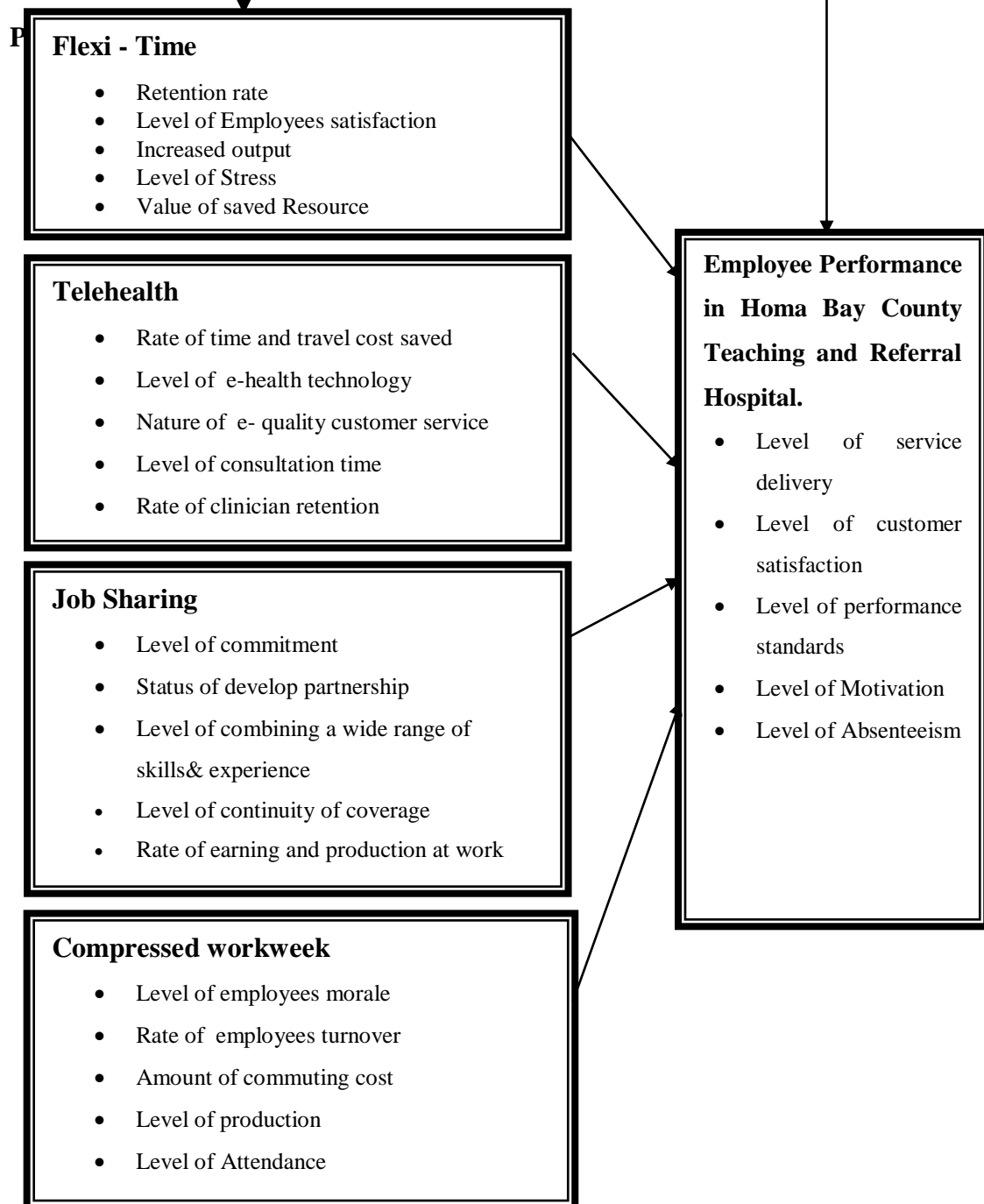


Figure 2.1. Conceptual Framework of WLBP and EP
Source: Researcher, 2019

2.4.1 Conceptualization of Independent Variables

Flexi-time is a work pattern in which employees can vary the start of the duty and the duty termination period while the performance remains satisfactory. Generally, it gives the employees as individuals or as a team the freedom to establish the beginning and the final times of their work day. Flexi-time allows individuals to plan their work around their family-life. Flexi-time whose indicators are retention rate, level of employee's satisfaction, increased output, level of stress and value of saved resources, if enhanced well will result to the relation to the employees performance in HBCTRH. In a normal situation, flexi-time has a direct relationship with the employee performance (Kiprono, 2018)

Telehealth is more common in the daily life operation in the current century for employees to perform their regular assignments from home instead of operating from their usual workplace. This work pattern is known as "telehealth or Telecommunicating". Telehealth enjoys some advantages in that staff can perform their official duties and responsibilities from home and therefore it also helps employees to expel other work-related expenses. Telehealth whose indicators are rate of time and travel cost saved, level of e-health technology, nature of e-quality customer service, level of e-consultation time, rate of clinician retention if enhanced correctly, will contribute to relationship between telehealth and employee performance. The study straightforward that there is an existence relationship between telehealth and employee performance, (Day and Burbach, 2018).

Job-sharing is a work arrangement that enables two or more people to jointly fill in and perform the same fulltime job while sharing the same duties and responsibilities. Job sharing is usually considered when chances for irregular work patterns like part-time or other work arrangements are scarce. Shared job also speeds up the development of partnership, where job sharers can experience mutual support. Job sharing is a practice that support a better work-life balance for working mothers and many other caregivers as well as those who need time to focus on other family life activities. Job sharing, whose indicators is level of commitment, status of develop partnership, level of combining a wide range of skills and experience, level of continuity of coverage and also rate of earning and production at work if enhanced perfectly, will contribute to performance (Mahdieh *et. al*, 2010).

Compressed workweek is a work practice where employee works extra time in exchange for reduced work schedules in their work plan. For example, the employee can desired to work on a week or couple of week and get off working days in compensation to the extra hours worked in a week or couple of weeks. Pauline (2016) examined that the frequently variety of compressed hours is made up of ten hours per day making forty hours for four days. The employee could therefore be in eversion to take a day off either Monday or Friday. The indicators incorporated in the variable of compressed workweek is level of employees morale, rate of employees turnover, amount of commuting cost, level of production and level of attendance and if enacted well will relate to the performance. The study done on compressed workweek and

employee performance reveals the significant relationship between the compressed workweek and employee performance (Venkata and Srinivas, 2015).

2.4.2 Conceptualization of Dependent Variable

Dependent variable for the study is employees' performance in HBCTRH whose indicators are level of service delivery, level of customer satisfaction, level of performance standards, level of motivation and level of absenteeism which realize the relationship of work-life balance practices. Kamau et al, (2013) concluded that there is a significant relationship between work-life balance practices and employee performance.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 The Model

Using Pearson correlation analysis the researcher applied 5% significance level of statistics to test the research questions. Pearson correlation analysis measures how much the observed values of a particular given sample are related to the expected results. Pearson correlation analysis is applied to circumference the degree of correlation between independent variable and dependent variables.

The Pearson correlation is considered relevant for the study to identify the variables inter-relation. The study adopts the Pearson product-moment correlation coefficient to establish the degree of association between two variables, and uses the Pearson correlation analysis to determine the strength and the direction of the relationship between the work-life balance practices and performance in HBCTRH, (Saunders, Lewis and Thornhill, 2017).

Pearson Correlation coefficient is estimated by the following formula:

$$r_i = \frac{S_{x_iy}}{\sqrt{S_{x_i x_i} S_{yy}}} \dots\dots\dots \text{Model}$$

3.1

Where;

r_i - denotes the level of correlation;

$$-1 \leq r_i \leq 1$$

The formula return a value between -1 and 1, where: 1 indicates a strong positive relationship, -1 indicates a strong negative relationship and a result of zero indicates no relationship at all. The correlation coefficient, denoted by r , is a measure of linear relationship between independent variables and performance in HBCTRH, (Ratner, 2009).

X_i - denotes the i^{th} independent variables

S_{x_iy} -denotes covariance between y and X_i

$S_{x_ix_i}$ - denotes variance i^{th} of the independent variables

S_{yy} - denotes variance y of the independent variables

3.2 Research Instrument

A questionnaire was the main data collection tool in the study. A questionnaire incorporate a formalized number of questions useful in gathering information from the respondents in the study. The investigator adopted the questionnaire to aggregate the quantitative primary data from the respondents from HBCTRH .The nature of the primary data collected from the respondents guided the selection of the questionnaire and this made the research study to be more efficient and effective as argued by the scholar Mugenda and Mugenda, (2012).

Questionnaire also facilitates data analysis, both descriptive and inferential analysis. The questions were organized running a 5-five-point likert-type response scale,secure at 5- ‘Strongly Agree’ 4 - ‘Agree’ 3 – ‘Neutral’, 2 – ‘Disagree’ and 1 - ‘Strongly disagree.’ The research tool comprised of close-ended questions based on a 5- point

likert scale. In the likert scale, the arithmetic mean was used to get the index. This enabled the researcher to assess employees' attitude towards the relationship between work-life balance practices and employee performance by asking the respondents how strongly they agree or disagree with series of statements. The results obtained from primary data analysis were tested for correctness with the help of two parameters as validity and reliability.

3.2.1 Data Collection Procedures

The study accupied both qualitative and quantitative methods of study during data gathering, empathetically, the researcher considered the use of primary data. Data were obtained by adopting self -administrated close ended questionnaire as the data instrument from the interviewee of Homa-Bay Teaching and Referral Hospital. Questionnaires has data collection instrument was easy to formulate and administrate. The study provides simple and revealed approach to examine the employees' perception, Mugenda and Mugenda (2012).

The study adopted one tone interview technique whereby the respondents went towards the registration desk for data gathering and asked to willingly participate in the study. The informed consent form was then circumstantiated to the participant in a language they understood best and enquired to sign if ready and willing to participate in the research study. Data collection was done between a period of one week and the sample was bushed. The study adopted document analysis method as a research tool purposively because is an efficient and effective way of gathering data

3.2.2 Validity of the Research Instrument

Validity is worried with the meaningfulness of the research apparatus, Drost, (2011). This is the complement to which a research instrument circumference what is designed to measure, Ng'ang'a, Kosgei & Gathuthi, (2008). To establish the complacent validity of the research instrument the researcher sought concentration of experts of the study particularly the Lecturers in the school of Business and Human Resource Development on a assorted section in the questionnaire as instruments for the data gathering.

3.2.3 Reliability of the Research Instrument

Reliability explains the consistency of measurement. It is frequently examined by using the Cronbach's Alpha (Gabarino & Holland, 2009). To ascertain reliability, a test-retest of the questionnaire was administered within a two-week interval. The accepted value of Cronbach's alpha is 0.7; however, values above 0.6 are also accepted (Griethuijsen, Eijck and Haste, 2015; Taber, 2018). Table 3.1 summarizes the reliability test.

Table 3.1: Reliability Test

Variables	Cronbach's Alpha	Numbers of Questions (%)
Flexi-time	0.634	5
Telehealth	0.617	5
Job-sharing	0.620	5
Compressed workweek	0.707	5
Employees performance in	0.597	5

Source: researcher, 2020

Reliability test results are obtained as follows; flexi-time has a coefficient of 0.634, telehealth 0.617, job-sharing 0.620 and compressed workweek 0.707 on the other hand, employee performance in HBCTRH and 5 questions of employee performance reliability are 0.597. The study qualified and passed the acceptable Cronbach's Alpha threshold and this reveals that this is positive reliability of research. Therefore as per the data in Table 3.1, the overall reliability of the study is acquired.

3.3 Research Design

This study adopted the explanatory survey design. Creswell, (2012) state that research design is an catch up which resolve to give answers to research hypothesis. The explanatory survey design is a flexible correlational approach used to investigate a wide range of topics, specifically for this study explanatory survey design aims to establish the relationship between the work-life balance practices and employee performance in HBCTRH by describing how they exist with each other while analysing the relation of individual variables on the dependent variable, making it fall under the category of survey research. Explanatory surveys design often employs the questionnaire as a tool for data collection. This design was satisfactorily as it is established the views of the interviewee about their involvement, attitude, values, perception and behavior. It has also been reflected as one of the best approach available to the social scientists interested in gathering original data for purposes of examining a larger population, (Kothari, 2010). The study was conducted at HBCTRH

located at former Homa Bay District Hospital near Homa Bay County Government Offices.

3.3.1 Target Population

The study targets a population of employees working in HBCTRH which consists of 696 employees. This population is suitable for the study since all the family of employees' is represented giving recognizable picture of work-life balance practices among the health workers. Disintegration of the population is represented in table 3.2

Table 3.2 Target Population

S/N	Category	Population (N)
1	Medical Officer	46
2	Clinical Officer	88
3	Nursing Officer	184
4	Pharmacist	52
5	Laboratory Technologist	66
6	Public Health Officer	54
7	Community Health Officer	55
8	Nutrition and Dietetic Officer	50
9	Administrative Staff	101
	Total	696

Source: Health Administrative Office, Homa Bay County 2019

3.3.2 Sampling Techniques

This study applies stratified sampling technique to select employees from HBCTRH .The study got responses from the target population of 696 employees from the

hospital exploiting stratified sampling techniques. Stratified sampling was consummated to elite the departments and the category of the departmental staff to be included in the sample. A stratified sampling process revealed the subgroups in the population and their proportions and chooses from each sub-group to form a sample. The targeted population was first divided into strata, namely: medical officers; clinical officers; nursing officers; pharmacist; laboratory technologist; public health officers; community health officers; nutrition and dietetic officers and administrative staff. Stratified sampling procedure was considered best for this study because it is dispassionate way of selecting a sample from a given population since every attender is given an commensurate chance to participate and it ease of assembling the sample.

3.3.3 Sample Size

According to Mugenda and Mugenda, (2012), sampling refers to the act, processor technique of selecting a suitable representative part of the population for determine parameters to assume the whole. Sample of the each and every employee was computed by adopting the Yamane formula ($n = \frac{N}{1+N(e)^2}$). Yamane formula is the most appropriate to this study because it calculate the sample which the results are of good representation of the population (Yamane, 1967). The Yamane equation was adopted as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n =The desired Sample size of the study; N =the estimate of population size of the study; and e =the desired accuracy at 0.05 level.

$$n = \frac{696}{1 + 696(0.05)^2}$$

$$n = 254$$

Table 3.3 Distribution of Sample

S/ N	Category	Population (N)	Determination of Sample Size as per each Stratum	Sample Size (S)
1	Medical Officer	46	46/696 x 254	17
2	Clinical Officer	88	88/696 x 254	32
3	Nursing Officers	184	184/696 x 254	67
4	Pharmacist	52	52/696 x 254	19
5	Laboratory Technologist	66	66/696 x 254	24
6	Public Health Officer	54	54/696 x 254	20
7	Community Health Officers	55	55/696 x 254	20
8	Nutrition and Dietetic Officers	50	50/696 x 254	18
9	Administrative Staffs	101	101/696 x 254	37
	Total	696		254

Source: Researchers, 2019

The sample size from each stratum was determined appropriately in the study.

3.3.4 Pilot Testing

This study uses pilot sample size of 25 employees. This was 10% of the sample size. The pilot study was ushered at Makongeni sub- county hospital within Homa- Bay County Teaching and Referral hospital because of the commonalty coverage, uniformity of services, municipality location in this geographical location, the policy framework and the challenges facing the Makongeni sub County Hospital are shared, (Homa Bay County Health Services, 2021, Kiche 2018 and Homa Bay County Health

Service Act 2020). The respondents were issued with the close-ended questionnaire and later collected after being filled. The pilot study sample of 10% was considered sufficient in line with Ritchie, Lewis and Elam, (2003) who recommend the use of (2-10) % of the study population for populations of 10-300. Table 3.4 presents the composition of the pilot study sample.

Table 3.4: Piloting Frame

S/N	Category of Respondents	Pilot Population	Pilot Study Size	Percentage (%) of Pilot Sample
1	Medical Officer	29	2	6.9 %
2	Clinical Officer	39	4	10.2 %
3	Nursing Officers	93	8	8.6 %
4	Pharmacist	7	1	14.3 %
5	Laboratory Technologist	19	2	10.5 %
6	Public Health Officer	5	1	20.0%
7	Community Health Officers	8	1	12.5%
8	Nutrition & Dietetic Officers	4	1	25.0%
9	Administrative Staffs	50	5	10.0%
	Total	254	25	9.8%

Source: Researchers, 2019

3.4 Data Analysis

Data analysis was done upon completion of data collection. The data from Homa-Bay County Teaching and Referral Hospital were coded dependent on the responses to fit the nonconformity valid in the SPSS tool which was adapted to analysis of quantitative data and deductive method was involve for analysis for analyzing qualitative data based on a structured that is predetermined by the investigator. Questions were applied as a guided for analyzing data.

Research was performed by running frequencies and tabulation of the variable, after which a Pearson correlation was run to inspire P- value and significant levels out of which conclusion were discovered. Descriptive statistic was applied to describe the status of both the independent and dependent variable. The study adopted a 5- likert skill to show the level of agreement or disagreement. Response from Relative Importance Index (RII) were applied to inform the determination and for triangulations. Presentation of data was achieved through narrative substitute and clarification of the findings. The frequencies and likert scales are thereafter used to compute the Relative Importance Index of each statement on the independent variables, using the formula;

$$\frac{5n_5+4n_4+3n_3+2n_2+1n_1}{A*N}$$

Whereby:

n₅=number of respondents for strongly agree, n₄=number of respondents for agree, n₃=number of respondents for neutral, n₂=number of respondents for disagree,

n_1 =number of respondents for strongly disagree and A = (Highest weight) =5 and N = (Total number of Respondents) =227)

3.5 Data Presentation

The result of the study were presented using descriptive and frequency tables

3.6 Measurement of Variables

The respondents were asked to react to multiple statements referring to various indicators of each variable in the study. The first independent variable; flexi-time was measured by assessing the five indicators as follows; level of retention rate, level of employees satisfaction, increased production, level of stress and value of saved resources. The second independent variable; telehealth was measured by assessing the five indicators; rate of time and travel cost saved, level of e-health technology, nature of e-quality customer service, level of consultation time and rate of clinician retention . Third independent variable; job-sharing is measured using the five indicators such as level of commitment, status of develop partnership, level of combining a wide range of skills and experience, level of continuity of coverage and rate of earning and production at work and finally the fourth independent variable; compressed workweek is measured by using the five indicators; level of employee's morale, rate of employee's turnover, amount of commuting cost, level of production and level of attendance.

The dependent variable which is the employee performance in HBCTRH is measured by assessing the following five indicators; level of service delivery, level of customer satisfaction, level of performance standards, level of motivation and level of

absenteeism. The researcher measured the study variables majorly using the ordinal measurement in a five item likert scale table ascribed with quantitative values to make the data manageable to statistical analysis. The study uses the ordinal level of measurement because it allows the researcher to make accurate judgment about values as used to the variable compared to other values assigned to the same variable.

The correlation is used to find out the variables inter-relation. The study has used descriptive statistics (frequencies, frequency percentages and statistical mode) to identify the aggregate patterns in the study variables for a total of 227 observations. This study uses statistical mode because its biggest advantages is that it can be applied to any type of data, whereas both the mean and median cannot be calculated for nominal data. It is also not affected by extreme values in datasets with quantitative data. Thus, it can provide the insights into almost any data set despite the data distribution; this is in line with Siddharth K, (2009). The views of the respondents are captured in a 5-point likert scale to show the respondents' levels of agreement or disagreement with the statements put to them where [5=strongly agree (SA), 4=agree (A), 3=neutral (N), 2=disagree (D) and 1=strongly disagree (SD)].

3.7 Ethical Consideration

The study considered the ethical standards by taking the responsibility for the value of self-esteem and self-respect of the respondents. This study took into account the following ethical considerations; the researcher was commissioned by Graduate School, National Commission for Science Technology and Innovation (NACOSTI), Homa-Bay County Ministry of Education and Homa-Bay County Ministry of Health, hence warranting that all code of

behavior is noticeable. Informed consent from the interviewee in the study was sought, so as to gain determination and trust in the objectives of the study which was purely of academic nature and observation of confidentiality was very essential especially for interviewee who recommended to remain anonymous for either official reason or personal reason.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Response Rate

The study objective is to determine the relationship between work-life balance practices and employee performance in HBCTRH. It adopted a case study in which the HBCTRH work-life balance practices were examined in depth using an interview guide and documented information.

The primary data was obtained from the employees of HBCTRH who are charged with the responsibilities of formulation and implementation of work-life balance practices. The obtained data was analyzed using content analysis based on the four objectives of the study. The study also adopted the Relative Importance Index to make the assessment of work-life balance practice capabilities; RII method is used in this study in order to conduct analysis on the survey results for capabilities. The study used both descriptive analysis and inferential analysis to determine relationship between work-life balance practices and employee performance in HBCTRH.

Two hundred and fifty four (254) research instrument tools were distributed to employee of HBCTRH .Out of these, two hundred and twenty seven (227) questionnaires were duly filled and collected back, yielding a response rate of 89.4%.

This response rate is considered a good one for the study since, according to Punch (2005), a response rate should be over 80% of the sample size.

Table 4.1: Response Rate

Response	Frequency	Percentage (%)
Returned	227	89.4%
Unreturned	27	10.6%
Total	254	100%

Source: Researcher, 2020

4.2 Demographic Characteristics

The study systematically analyzed the demographic characteristics of the respondents starting from the gender of the respondents, age of the respondents, marital status of the respondents, duration of service of the respondent at HBCTRH nature of employment of the respondent job designation of the respondent and the education level of the respondents.

4.2.1 Respondent to Gender

The respondents were required to mark their respective gender in the research instrument. Table 4.2 revealed the results as showed.

Table 4.2: Respondent to Gender

Variables	Attributes	Frequency(N)	Percentage (%)
Gender	Male	115	50.66
	Female	112	49.34

Total 227 100%

Source: Researcher, 2020

The data collected indicate that the gender was approximately equally spread, 115(50.66%) of the respondents were male while 112(49.39%) of the respondents represents the female in the study. This indicators are appropriate balance between the two gender and cost of compliance with cost of constitution of Kenya, 2010 which requires that no gender should be more than two third of the other gender in any set up of the organization.

4.2.2 Response to Age

The interviewee were enquired to clearly mark their age gird and the consequences were as shown in table 4.4

Table 4.3: Response to Age

Variables	Attributes	Frequency(N)	Percentage (%)
Age	20-30	96	42.29
	31-40	87	38.33
	41-50	33	14.54
	Above 51	11	4.85
	Total	227	100%

Source: Researcher, 2020

The results of the study revealed that majority of the respondents 96(42.29%) were from the age bracket of 20-30, 87(38.33%) from the age group of 31-40, 33(14.54%)

respondents were from the age group of 41-50 and finally, the least, 11(4.85%), were from the age group of 51-60. This indicates that majority of the respondents were youths with low experience in the work environment and that they require more relevant work-life balance practices to enable them reduce level of work conflict to improve employee performance.

4.2.3 Response to Marital Status

The respondent's equality in marital status representation is analyzed in table 4.4

Table 4.4: Response to Marital Status

Variables	Attributes	Frequency(N)	Percentage (%)
Marital status	Married	133	58.59
	Single	94	41.41
	Total	227	100%

Source: Researcher, 2020

According to the study on response to marital status, the majority of the respondents, 133(58.59%), were married while 94(41.41%) were single. This indicates that, majority of the respondent must have to be compelled to balance work and family in order to reduce work conflict due to the general family demand.

4.2.4 Duration of Service

The respondents were required to mark their duration of service in Homa Bay County Teaching and Referral Hospital and the results was shown in table 4.5

Table 4.5: Response to Duration of Service

Variables	Attributes	Frequency(N)	Percentage (%)
Service Period	Less than 1 year	42	18.5
	1-5 Years	157	69.16
	5 Years and above	28	12.33
	Total	227	100%

Source: Researcher, 2020

The data was analyzed and the results revealed that 157(69.16%) had served for a period between 1-5 years, 42(18.5%) had served for less than one year and the least representation of 28(12.33%) had served for 5 years and above. The majority of the respondents had served between 1-5 years while the lowest group of respondents had served for 5 and above years. This implies that there is high employee's turnover in the Hospital.

4.2.5 Response to Nature of Employment

The nature of employment is analyzed in table 4.6

Table 4.6: Response to Nature of Employment

Variables	Attributes	Frequency(N)	Percentage (%)
Employment Nature	Permanent	96	42.29
	Contract	131	57.71

Total

227

100%

Source: Researchers, 2020

The study revealed that the majority of the respondents in the study 131(57.71%) were employed on contract basis while 96(42.29%) of the respondents were employed on the permanent basis. This indicates that there is high level of under employment and these results to work-life conflict in the hospital which leads to strike due to high level of workload responsibilities.

4.2.6 Response by Job Designation

Job designations as represented in Homa-Bay County Teaching and Referral Hospital are analyzed in table 4.7

Table 4.7: Response by Job Designation

Variables	Attributes	Frequency(N)	Percentage (%)
Job Designation	Medical Doctor	14	6.16
	Nursing Officers	62	27.31
	Clinical Officers	28	12.33
	Laboratory Technologist	16	7.04
	Public Health Officer	22	9.69
	Pharmacists	18	7.92
	Community Health Officer	18	7.92
	Nutrition & Diabetics Officers	15	6.60
	Administrative Staffs	34	14.97

Total	227	100%
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Source: Researcher 2020

The study required that, the respondents mark their job designation. The summarized analysis of table 4.7 explained the results which revealed that 62(27.31%) of the respondents were nurses, 28(12.33%) were clinical officers and 16(7.04%) were laboratory technologists. Further, the data indicate that 15(6.06%) of the respondents were nutrition and diabetes officers, 18(7.92%) were pharmacists and a similar number 18(9.92%) of community health officers. 22(9.69%) were public health officers, and 14(6.16%) were medical doctors. 34 (14.97%) of the respondents were distributed among other staff members. Other staff members comprised of administrative staffs. This implies that the institution had the entire cadre required to delivery services in the health facility.

4.2.7 Response to the Level of Education

The respondent's analyzed results on the level of education as shown in table 4.8

Table 4.8: Response to Level of Education

Variables	Attributes	Frequency(N)	Percentage (%)
Education Level	KCSE	12	5.29
	Certificate	21	9.25
	Diploma	113	49.78
	Higher National Diploma	27	11.89

Bachelor Degree	44	19.38
Master's Degree	10	4.41
Total	227	100%

Source: Researcher, 2020

The results of the study revealed that 113(49.78%) of the respondents were Diploma holders, 44(19.39%) of the respondent had Bachelor degrees, 27(11.89%) of the respondent achieved the Higher National Diploma while 21(9.25%) had attained Certificates, 12(5.29%) of the respondents had attained KCSE and finally the smallest sample size of 10(4.41%) had attained Master's Degree qualification. This indicates majority of the employees had the requisite professional education to perform their work.

4.3 Descriptive Analysis of Work-life Balance Practices

This section of the study covers work-life balance practices in HBCTRH in Kenya. Four variables of work-life balance practices in this study are namely: flexi-time, telehealth, job-sharing and compressed workweeks are considered in this study. According to the questionnaire survey and based on the interviews carried out at HBCTRH as described in chapter 3 of this study, the data analysis was carried out quantitatively in this chapter. The entered data analysis of the assessment of the relationship between Work-life balance practices and employee performance are given.

In this chapter 4, based on the objectives, all four independent variables and the dependent variable were assessed generally to determine the relationship between Work-life balance practices and employee performance in Homa Bay County Teaching and Referral Hospital. Based on the ranks obtained in the study analyzed, the capabilities were categorized as high level, medium level and low level ranking. The three ranking categories were as follows; Low level (RII < 50%), Medium level RII (50% < RII < 70%) and High level (RII > 70%). It is a weighted average method in which the average rank for each question is calculated and then the rank for each capability is derived from the average has been assessed based on the questions in the questionnaire. According to the quantitative analysis, completed as described the results are summarized in the table: 4.9, 4.10, 4.11, 4.12 and table 4.13.

4.3.1 Flexi-time and Employee Performance

The first specific objective of the study was to determine the relationship between Flexi-time and employees performance in HBCTRH. The respondents were requested to tell the extent to which they agree or disagree with the statement: Flexi-time work arrangement is related to employee performance in HBCTRH.

Flexi-time was broken down into five indicators; retention rate, employee satisfaction, level of output, level of stress and value of saved resource. Respondents were asked to evaluate the statement for each of the five indicators of flexi-time. The results were analyzed and presented to show relative importance index, ranking level, frequency

and percentage for each response in each statement. The respondents are summarized in table 4.9

Table 4.9: Flexi-time and Employee Performance

Statement	SD	D	N	A	SA	A*N	RII	RANK
There is high Employees' retention rate	1 (0.44%)	3 (1.32%)	12 (5.29%)	94 (41.41%)	117 (51.54%)	1135	0.79	5
The level of employees' satisfaction	4 (1.76%)	8 (3.52%)	12 (5.29%)	115 (50.66%)	86 (37.89%)	1135	0.83	4
Increased output	2 (0.88%)	5 (2.2%)	12 (5.29%)	113 (49.78%)	95 (41.85%)	1135	0.85	1
Level of stress	0 (0.00%)	3 (1.32%)	19 (8.37%)	113 (49.78%)	92 (40.53%)	1135	0.85	1
Value of saved resource	2 (0.88%)	5 (2.2%)	14 (6.17%)	128 (56.39%)	78 (34.36%)	1135	0.84	3

Source: Researcher, 2020

Flexi-time is represented by the following indicators; retention rate, and levels of employee's satisfaction, increased output, and level of stress and value of saved resources. Interviewee was questioned to demonstrate their perception on the relationship between employee retention rate and employee performance in HBCTRH. The results showed that 117(51.54%) strongly agreed, 94(41.41%) agreed, 12(5.29%)

neutral, 3(1.32%) disagreed and 1 (0.44%) strongly disagreed. The study further shows that 211(92.95%) of the respondents strongly agreed or agreed that there is a relationship between employees retention rate and employee performance in HBCTRH.

On the level of employees satisfaction, 4(1.76%) strongly disagreed, 8(3.52%) disagreed, 12(5.29%) remained neutral, 115(50.66%) agreed, while 86(37.89%) strongly agreed. These responses suggest that workers believe that there is a relationship between employees' satisfaction and employee performance in Homa-Bay County Teaching and Referral Hospital, 201(88.55%) of the respondents agreed or strongly agreed with the statement that employees satisfaction is related to employee performance in HBCTRH . On the statement on increased output, the results show that, 2(0.88%) strongly disagreed, 5(2.2%) disagreed, 12(5.29%) remained neutral, 113(49.78%) agreed, while 95(41.85%) strongly agreed. The study revealed that the majority of the respondents in the study 208(91.63%) agreed or strongly agreed with the statement that the increased output is related to performance of Homa-Bay County Teaching and Referral Hospital. The statement is accepted by the majority of the respondent in HBCTRH, 208(91.63%).

For the statement that level of stress is related to employee performance in Homa-Bay County Teaching and Referral Hospital the study notes that none of the respondents strongly disagreed. However, 3(1.32%) disagreed, 19(8.37%) remained neutral, 113(49.78%) agreed while 92(40.53%) strongly agreed. The study shows that 205(90.31%) of the respondents agreed or strongly agreed with the statement that reduced level of stress is related to employee performance in HBCTRH, 205(90.31%).

On the last question on flexi-time, the respondents were asked if there is high rate of value of saved resource in HBCTRH due to implementation of flexi-time. 2(0.88%) strongly disagreed, 5(2.2%) disagreed, 14(6.17%) remained neutral, 128(56.39%) agreed while 78(34.36%) strongly agreed. The results of the study reveal that 206(90.75%) of the respondents agree or strongly agree that there is a relationship between value of saved resource and employee performance of HBCTRH. The indicators of the independent variable, flexi-time will be represented by retention rate because it has the most frequent distinct value of 211(92.95%) in the dataset. From the relative importance index values, it was apparent that the respondents attached to increased output and the once attached to the level of stress as a factor that have relationship on employee performance in Homa-Bay County Teaching and Referral Hospital, (RII=0.859). Based on the research findings level of stress is at the high level (RII > 70%) compared to other indicators of the flexi-time as the independent variable in the study.

4.3.2 Telehealth and Employee Performance

The second specific objective of the study was to determine the relationship between telehealth and employee performance in Homa-Bay County Teaching and Referral Hospital. The respondents were requested to tell the extent to which they agree or disagree with the statement: telehealth working arrangement is related to employee performance in Homa-Bay County Teaching and Referral Hospital.

Telehealth was broken down into five indicators; rate of time and travel cost saved, level of e-health technology, nature of e-quality customer service, level of e-consultation time and rate of clinician retention. Respondents were asked to evaluate

the statement for each of the five indicators of telehealth. The results were analyzed and presented to show relative importance index, ranking level, frequency and percentage for each response in each statement. The respondents are summarized in table 4.10

Table 4.10: Telehealth and Employee Performance

Statement	S	D	N	A	S A	A*N	RII	RAN
								K
There is time and travel cost saved	3	8	20	113	83	1135	0.833	3
	(1.3%)	(3.5%)	(8.8%)	(49.8%)	(36.6%)			
There is excellent types e-health technology	1	2	25	103	96	1135	0.856	1
	(0.4%)	(0.9%)	(11.0%)	(45.4%)	(42.3%)			
Telehealth improvement e-quality customer service	1	3	31	103	89	1135	0.843	2
	(0.4%)	(1.3%)	(13.7%)	(45.4%)	(39.2%)			
The level of e-consultation time is recommended	2	9	29	122	65	1135	0.810	4
	(0.9%)	(4.0%)	(12.8%)	(53.7%)	(28.6%)			
The rate of clinician	13	16	29	112	57	1135	0.762	5
	(5.7%)	(7.0%)	(12.8%)	(49.3%)	(25.1%)			

retention is)

recommended

Source: Researcher, 2020

Telehealth is represented by the following indicators; rate of time and travel cost saved, level of e-health technology, nature of e-quality customer service, level of e-consultation time and rate of clinician retention. The respondents were asked to show their perception of the relationship between rate of time and travel cost saved and employee performance in Homa-Bay County Teaching and Referral Hospital. The results showed that 83(36.6%) strongly agreed, 113(49.8%) agreed, 20(8.8%) neutral, 8(3.5%) disagreed and 3 (1.3%) strongly disagreed. The study further shows that 196(86.4%) of the respondents strongly agreed or agreed that there is a relationship between rate of time and travel cost saved and employee performance in HBCTRH.

On the types of e-health, 1(0.4%) strongly disagreed, 2(0.9%) disagreed, 25(11.0%) remained neutral, 103(45.4%) agreed, while 96(42.3%) strongly agreed. These responses suggest that workers believe that there is a relationship between types of e-health and employee performance in Homa-Bay County Teaching and Referral Hospital 199(87.7%) of the respondents agreed or strongly agreed with the statement that level of e-health technology is related to employee performance in HBCTRH. On the statement on nature of e-quality customer service, the results show that, 1(0.4%) strongly disagreed, 3(1.3%) disagreed, 31(13.7%) remained neutral, 103(45.4%) agreed, while 89(39.2%) strongly agreed. The study revealed that the majority of the respondents in the study 192(84.6%) agreed or strongly agreed with the statement that the nature of e-quality customer service is related to performance of HBCTRH. The

statement is accepted by the majority of the respondents in Homa-Bay County Teaching and Referral Hospital; 192(84.6%).

For the statement that level e-consultation time is related to employee performance in Homa-Bay County Teaching and Referral Hospital, the study notes that, 2(0.9%) of the respondents strongly disagreed. However, 9(4.0%) disagreed, 29(12.8%) remained neutral, 122(53.7%) agreed while 65(28.6%) strongly agreed. The study shows that 187(82.3%) of the respondents agreed or strongly agreed with the statement that level of e-consultation time is related to employee performance in HBCTRH 187(82.3%).

On the last question on telehealth, the respondents were asked if rate of clinician retention is recommended in HBCTRH due to implementation of telehealth. 13(5.7%) strongly disagreed, 16(7.0%) disagreed, 29(12.8%) remained neutral, 112(49.3%) agreed while 57(25.1%) strongly agreed. The results of the study revealed that 169(74.4%) of the respondents agree or strongly agree that there is a relationship between rate of clinician retention and employee performance in HBCTRH. The indicators of the independent variable, telehealth will be represented by level of e-health technology because it has the most frequent distinct value of 199(87.7%) in the dataset. From the relative importance index values, it was apparent that the respondents attached to level of e-health technology as a factor that have relationship on employee performance in Homa-Bay County Teaching and Referral Hospital (RII=0.856). Based on the research findings level of e-health technology is at the high level (RII> 70%) compared to other indicators of the telehealth as the independent variable in the study.

4.3.3 Job-sharing and Employee Performance

The third specific objective of this study was to determine the relationship between job sharing and employee performance in Homa-Bay County Teaching and Referral Hospital.

The respondents were requested to tell the extent to which they agree or disagree with the statement: job-sharing work arrangement is related to employee performance in Homa-Bay County Teaching and Referral Hospital.

Job-sharing was broken down into five indicators; level of commitment, status of develop partnership, level of combining a wide range of skills and experience, level of continuity of coverage and rate of earning and production at work. Respondents were asked to evaluate the statement for each of the five indicators of job-sharing. The results were analyzed and presented to show relative importance index, ranking level, frequency and percentage for each response in each statement. The respondents are summarized in Table 4.11

Table 4.11: Job-sharing and Employee Performance

Statement	S	D	N	A	S A	A*N	RII	RANK
There is more commitment	3 (1.3%)	4 (1.8%)	20 (8.8%)	105 (46.3%)	95 (41.9%)	1135	0.85	2
I am always able to facilitate development of partners	2 (0.9%)	6 (2.6%)	21 (9.3%)	102 (44.9%)	96 (42.3%)	1135	0.85	3
There is combined wide range of skills and experience	1 (0.4%)	2 (0.9%)	28 (12.3%)	92 (40.5%)	104 (45.8%)	1135	0.86	1
There is continuity of coverage when one partner is on sick leave or holiday	3 (1.3%)	8 (3.5%)	30 (13.2%)	121 (53.3%)	65 (28.6%)	1135	0.80	5
There is adequate earning and production at work	3 (1.3%)	14 (6.2%)	18 (7.9%)	113 (49.8%)	79 (34.8%)	1135	0.82	4

Source: Researcher, 2020

Job-sharing s represented by the following indicators; level of commitment, status of develop partnership, level of combining a wide range of skills and experience, level of

continuity of coverage and rate of earning and production at work. The respondents were asked to show their perception of the relationship between level of commitment and employee performance in Homa-Bay County Teaching and Referral Hospital. The results showed that 95(41.9%) strongly agreed, 105(46.3%) agreed, 20(8.8%) neutral, 4(1.8%) disagreed and 3(1.3%) strongly disagreed. The study further shows that 200(88.2%) of the respondents strongly agreed or agreed that there is a relationship between level of commitment and employee performance in HBCTRH.

On the status of develop partnership, 2(0.9%) strongly disagreed, 6(2.6%) disagreed, 21(9.3%) remained neutral, 102(44.9%) agreed, while 96(42.3%) strongly agreed. These responses suggest that workers believe that there is a relationship between develop partners and employee performance in Homa-Bay County Teaching Referral Hospital, 198(87.2%) of the respondents agreed or strongly agreed with the statement that status of develop partnership is related to employee performance of Homa Bay County Teaching and Referral Hospital. On the statement on level of combining a wide range of skills and experience, the results show that, 1(0.4%) strongly disagreed, 2(0.9%) disagreed, 28(12.3%) remained neutral, 92(40.5%) agreed, while 104(45.8%) strongly agreed. The study revealed that the majority of the respondents in the study 196(86.3%) agreed or strongly agreed with the statement that the combined wide range of skills and experience is related to employee performance in HBCTRH. The statement is accepted by the majority of the respondents in Homa-Bay County Teaching and Referral Hospital; 196(86.3%).

For the statement that level of continuity of coverage is related to employee performance in Homa-Bay County Teaching and Referral Hospital, the study notes that 3(1.3%) of the respondents strongly disagreed. However, 8(3.5%) disagreed, 30(13.2%) remained neutral, 121(53.3%) agreed while 65(28.6%) strongly agreed. The study shows that 186(81.9%) of the respondents agreed or strongly agreed with the statement that level of continuity of coverage is related to employee performance in HBCTRH 186(81.9%). On the last question on job-sharing, the respondents were asked if rate of earning and production of work in HBCTRH due to implementation of job-sharing. 3(1.3%) strongly disagreed, 14(6.2%) disagreed, 18(7.9%) remained neutral, 113(49.8%) agreed while 79(34.8%) strongly agreed.

The results of the study reveal that 192(84.6%) of the respondents agree or strongly agree that there is a relationship between earning and production at work and employee performance in Homa-Bay County Teaching and Referral Hospital. The indicators of the independent variable, job-sharing will be represented by more commitment because it has the most frequent distinct value of 200(88.2%) in the dataset. From the relative importance index values, it was apparent that the respondents attached to combined wide range of skills and experience as a factor that have relationship on employee performance in Homa- Bay County Teaching and Referral Hospital (RII=0.860). Based on the research findings, combined wide range of skills and experience is at the high level (RII> 70%) compared to other indicators of the job-sharing as the independent variable in the study.

4.3.4 Compressed Workweek and Employee Performance

The fourth specific objective of this study was to determine the relationship between compressed workweek and employee performance in Homa Bay County Teaching and Referral Hospital. The respondents were requested to tell the extent to which they agree or disagree with the statement: Compressed workweek work arrangement is related to employee performance in Homa-Bay County Teaching and Referral Hospital.

Compressed workweek was broken down into five indicators; level of employees' morale, rate of employee turnover, amount of commuting cost, level of production and level of attendance. Respondents were asked to evaluate the statement for each of the five indicators of compressed workweek. The results were analyzed and presented to show relative importance index, ranking level, frequency and percentage for each response in each statement. The respondents are summarized in Table 4.12

Table 4.12: Compressed Workweek and Employee Performance

Statement	S	D	N	A	S A	A*N	RII	Rank
Compressed workweek improves level of employee's morale.	6	11	28	92	90	1135	0.81	2
	(2.6%)	(4.8%)	(12.3%)	(40.5%)	(39.6%)		9	
Compressed workweek reduces rate of employee's turnover.	4	26	32	95	70	1135	0.77	5
	(1.8%)	(11.5%)	(14.1%)	(41.9%)	(30.8%)		7	
Compressed workweek reduces amount of commuting cost	6	16	32	99	74	1135	0.79	4
	(2.6%)	(7.0%)	(14.1%)	(43.6%)	(32.6%)		2	
Compressed workweek improves level of production.	3	10	30	126	58	1135	0.79	3
	(1.3%)	(4.4%)	(13.2%)	(55.5%)	(25.6%)		9	
Compressed workweek improves level of attendance.	4	11	17	87	108	1135	0.85	1
	(1.8%)	(4.8%)	(7.5%)	(38.3%)	(47.6%)		0	

Source: Researcher, 2020

Compressed workweek is represented by the following indicators; level of employees' morale, rate of employees' turnover, amount of commuting cost, level of production and the level of attendance. The interviewees were quizzed to express their perception on the relationship between level of employees' morale and employees' performance in HBCTRH. The results showed that, 90 (39.6%) strongly agreed, 92(40.5%) agreed, 28 (12.3%) neutral, 11 (4.8%) disagreed and 6 (2.6%) strongly disagreed. The study further shows that 182(80.1%) of the respondents strongly agreed or agreed that there is a relationship between level of employees' morale and employee performance in Homa Bay County Teaching and Referral Hospital.

On the rate of employees' turnover, 4(1.8%) strongly disagreed, 26(11.5%) disagreed, 32(14.1%) remained neutral, 95(41.9%) agreed, while 70(30.8%) strongly agreed. These responses suggest that workers believe that there is a relationship between rate of employees' turnover and employee performance in Homa-Bay County Teaching and Referral Hospital 165(72.7%) of the respondents agreed or strongly agreed with the statement that rate of employees' turnover is related to employee Performance in HBCTRH. On the statement on amount of commuting cost, the results show that, 6(2.6%) strongly disagreed, 16(7.0%) disagreed, 32(14.1%) remained neutral, 99(43.6%) agreed, while 74(32.6%) strongly agreed. The study revealed that the majority of the respondents in the study 173(76.2%) agreed or strongly agreed with the statement that the reduced amount of commuting cost is related to employee performance in HBCTRH. The statement is accepted by the majority of the respondents in Homa-Bay County Teaching and Referral Hospital 173(76.2%).

For the statement that, level of production is related to employee performance in Homa- Bay County Teaching and Referral Hospital the study notes that 3(1.3%) of the respondents strongly disagreed. However, 10(4.4%) disagreed, 30(13.2%) remained neutral, 126(55.5%) agreed while 58(25.6%) strongly agreed. The study shows that 184(81.1%) of the respondents agreed or strongly agreed with the statement that improves level of production is related to employee performance of HBCTRH 184(81.1%). On the last question on compressed workweek, the respondents were asked if level of attendance in HBCTRH due to implementation of Compressed workweek. 4(1.8%) strongly disagreed, 11(4.8%) disagreed, 17(7.5%) remained neutral, 87(38.3%) agreed while 108(47.6%) strongly agreed.

The results of the study reveal that 195(85.9%) of the respondents agree or strongly agree that there is a relationship between level of attendance and employee performance in Homa-Bay County Teaching and Referral Hospital. The indicators of the independent variable, compressed workweek will be represented by level of attendance because it has the most frequent distinct value of 195(85.9%) in the dataset. From the relative importance index values, it was apparent that the respondents attached compressed workweek improves level of attendance as a factor that have relationship on employee performance in Homa-Bay County Teaching and Referral Hospital (RII=0.850). Based on the research findings level of attendance is at the high level (RII> 70%) compared to other indicators of the compressed workweek as the independent variable in the study.

4.3.5 Employee Performance

The broad objective of this study is to model the relationship between work-life balance practices and the employee performance in Homa Bay County Teaching and Referral Hospital. The respondents were requested to tell the extent to which they agreed or disagreed with the statement; employee performance in Homa Bay County Teaching and Referral is related to work-life balance practices.

Employee performance in Homa Bay County Teaching and Referral Hospital was broken down into five indicators; level of turnover, level of customer satisfaction, level of performance standards, level of motivation and level of absenteeism. Respondents were asked to evaluate the statement for each of the five indicators of employee performance in Homa-Bay County Teaching and Referral Hospital. The results were analyzed and presented to show relative importance index, ranking level, frequency and percentage for each response in each statement. The respondents are summarized in Table 4.13

Table 4.13: Employee Performance

Statement	S	D	N	A	S A	A*N	RII	Rank
There is low level of service delivery	1	6	9	86	125	1135	0.888	1
	(0.4%)	(2.6%)	(4.0%)	(37.9%)	(55.1%)			
I am always able to meet customer satisfaction	3	6	17	99	102	1135	0.856	2
	(1.3%)	(2.6%)	(7.5%)	(43.6%)	(44.9%)			
I am always able to meet my performance standards	4	10	24	87	102	1135	0.840	3
	(1.8%)	(4.4%)	(10.6%)	(38.3%)	(44.9%)			
I am happy with the level of motivation	5	25	24	91	82	1135	0.793	5
	(2.2%)	(11.0%)	(10.6%)	(40.1%)	(36.1%)			
There is low level of absenteeism	7	6	28	114	72	1135	0.809	4
	(3.1%)	(2.6%)	(12.3%)	(50.2%)	(31.7%)			

Source: Researcher, 2020

Employee performance in Homa-Bay County Teaching and Referral Hospital is represented by the following indicators: level of service delivery, level of customer satisfaction, level of performance standards, level of motivation and level of absenteeism. The interviewee was interviewed to express their perception on the relationship between level of service delivery and work- life balance practices. The result showed that, 125 (55.1%) strongly agreed, 86 (37.9%) agreed, 9 (4.0%) neutral, 6 (2.6%) disagreed and 1 (0.4%) strongly disagreed. The study further shows that 211(93.0%) of the respondent strongly agreed or agreed that there is a relationship between level of service delivery and work-life balance practices.

On the other hand, customer satisfaction, 3(1.3%) strongly disagreed, 6(2.6%) disagreed, 17(7.5%) remained neutral, 99(43.6%) agreed, while 102(44.9%) strongly agreed. These responses suggest that workers believe that there is a relationship between customer satisfaction and work-life balance practices. 201(88.5%) of the interviewee agreed or strongly agreed with the assurance that customer satisfaction is related to work-life balance practices. On the statement on level of performance standard, the results show that, 4(1.8%) strongly disagreed, 10(4.4%) disagreed, 24(10.6%) remained neutral, 87(38.3%) agreed, while 102(44.9%) strongly agreed. The study revealed that the majority of the respondents in the study 189(83.2%) agreed or strongly agreed with the statement that the performance standard is related to work-life balance practices. The statement is accepted by the majority of the respondents in Homa-Bay County Teaching and Referral Hospital 189(83.2%).

For the statement that level of motivation is related to work-life balance practices, the study notes that 5(2.2%) of the respondents strongly disagreed. However, 25(11.0%) disagreed, 24(10.6%) remained neutral, 91(40.1%) agreed while 82(36.1%) strongly agreed. The study shows that 173(76.2%) of the respondents agreed or strongly agreed with the statement that level of motivation is related to work-life balance practices 173(76.2%). On the last question on performance of Homa-Bay County Teaching and Referral Hospital the respondents were asked if low level of absenteeism in HBCTRH due to implementation of work-life balance practices. 7(3.1%) strongly disagreed, 6(2.6%) disagreed, 28(12.3%) remained neutral, 114(50.2%) agreed while 72(31.7%) strongly agreed.

The results of the study reveal that 186(81.9%) of the respondents agree or strongly agree agreed that, there is a relationship between level of absenteeism and work-life balance practices. The indicators of the dependent variable, performance will be represented by able to achieve work target because it has the most frequent distinct value of 211(93.0%) in the dataset. From the relative importance index values, it was apparent that the respondents attached to level of service delivery as a factor that have relationship on work-life balance practices ($RII = 0.888$). Based on the research findings level of service delivery is at the high level ($RII > 70\%$) compared to other indicators of the employee performance of Homa Bay County Teaching and Referral Hospital as the dependent variable in the study.

4.4 Pearson Correlation Analysis

Inferential analysis was used to determine the core objective of the study. Correlation analysis was wielded to analyze the relationship between work-life balance practices and employee performance in Homa- Bay County Teaching and Referral Hospital. This section presents results of statistical tests for relationship between work-life balance practices and employee performance of the facility. Pearson's product moment correlation tests are chosen in order to assess whether there is a relationship between work-life balance practices and employee performance in Homa Bay County Teaching and Referral Hospital. The method is chosen because a 5 point likert rating scale is used in the questionnaire and this produces non-continuous (discrete) data, which cannot be used in regression analysis.

The objective of this study is to determine the relationship between work-life balance practices and employee performance in Homa Bay County Teaching and Referral Hospital. Work-life balance practices are measured using flexi-time, telehealth, job-sharing and compressed workweek. Employee performance in Homa Bay County Teaching and Referral Hospital is measured by level of service delivery, customer satisfaction, performance standard, motivation and absenteeism. Correlation of the variables is run using Pearson product moment correlation to establish the extent to which various independent variables are correlated with themselves and with the dependent variable. The results indicate that, apart from compressed workweek and job-sharing which have a correlation of 54.6%, all other pairs of variables have correlations below 50%, which suggests that they are fairly independent. The results indicate that correlation between variables fall below 50%, and therefore, they are

fairly independent. SPSS was used to establish the percentages of correlation. Results of Pearson correlation analysis are presented in Table 4.14

Table 4.14: Pearson Correlation Matrix (FT, TH, JS and CWW)

		Performance	Flexi-time	Telehealth	Job-sharing	Compressed Workweek
Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	227				
Flexi-time	Pearson Correlation	.230**	1			
	Sig. (2-tailed)	.000				
	N	227	227			
Telehealth	Pearson Correlation	.303**	.378**	1		
	Sig. (2-tailed)	.000	.000			
	N	227	227	227		
Job-sharing	Pearson Correlation	.245**	.298**	.381**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	227	227	227	227	
Compressed Workweek	Pearson Correlation	.350**	.401**	.475**	.546**	1
	Sig.(2-tailed)	.000	.000	.000	.000	
	N	227	227	227	227	227

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher, (2020)

The study reveals a positive relationship of 0.230 between flexi-time and employee performance in Homa-Bay County Teaching and Referral Hospital which is a significant relation at the 0.000 level. The null hypothesis one (H_{01}) represented is rejected because $p < 0.05$. Thus, there is a statistical evidence to show that flexi-time and performance are positively related. The fact that $p < 0.05$ suggests that flexi-time and performance are significantly related. The context of this study, relationship between flexi-time and employee performance in HBCTRH straightforward that, when flexi-time carefully implemented there will be improved employee performance in HBCTRH. This result supports the work of Kiprono, (2018) which concluded that, work shift part time and temporary contract significantly subsidize positively to employees performance in the facility.

The study shows that, there is a positive relationship of 0.303 between telehealth and performance in Homa-Bay County Teaching and Referral Hospital which is, significant at the 0.000 level. The second null hypothesis (H_{02}) is rejected because $p < 0.05$. That is to say there is statistical evidence to show that telehealth and performance in Homa-Bay County Teaching and Referral Hospital are positively related. In the context of this study, relationship between telehealth and employee performance in Homa-Bay County Teaching and Referral Hospital established that, when telehealth carefully implemented there will be improved employees' performance in HBCTRH. This finding is supported by the results of Mendis and Weerakkody (2017), whose study found strong relationships between all the independent variables and the dependent variable.

There is a positive relationship of 0.245 between job-sharing and the performance of Homa-Bay County Teaching and Referral Hospital, which is significant at the 0.000 level. The null hypothesis three (H_{03}) is rejected because $p < 0.05$. Thus, there is statistical evidence to show that job-sharing and performance of Homa-Bay County Teaching and Referral Hospital are positively related. The context of this study, relationship between job sharing and employee performance in HBCTRH straightforward that, when job sharing carefully implemented there will be improved employee performance in HBCTRH. This result supports the working of concurred with Daniels (2011) study, which concluded that employees with direct experience of sharing and managing shared jobs are likely to be more positive about job-sharing than any other group, and to be able to use the work-life balance practice to improve their productivity.

The study reveals that compressed workweek has a positive relationship of 0.350 with the performance of Homa-Bay County Teaching and Referral Hospital, which is significant at the 0.000 level. The null hypothesis (H_{04}) is rejected because $p < 0.05$. This is to say that statistical evidence shows that compressed workweek and performance of Homa- Bay County Teaching and Referral Hospital are positively related. The context of this study, relationship between compressed workweek and employee performance in Homa Bay County Teaching and Referral Hospital established that, when compressed workweek carefully implemented there will be improved employees' performance in Homa-Bay County Teaching and Referral Hospital. The result supports the findings of scholars Venkata and Srinivas, (2015).

Employee performance in Homa-Bay County Teaching and Referral Hospital is more positively related to: compressed workweek, $r = 0.350$, $p < 0.000$ than to telehealth, $r = 0.303$, $p < 0.000$; job-sharing $r = 0.245$, $p < 0.000$; and flexi-time, $r = 0.230$, $p < 0.000$.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the Findings

The study was based on the relationship between work-life and employee performance in Homa Bay County Teaching and Referral Hospital, Kenya. Scholars in work-life balance and employee performance have focused on private/ public sectors in various parts of the globally and in Kenya; the focus has been on commercial banks and large corporations and to some extent public institutions like public hospital in Kericho County and National Government, the ministry of Interior and National Coordination, Embu County. Therefore, less has been done on Government institutions in Kenya, yet even Government employees continue to suffer work/home related conflict which negatively affects their employee performance. It is on this basis that this study sought to determine the relationship between work-life balance practices and employee performance in HBCTRH. The study was carried out purposively to determine the relationship between work-life balance practices and employee performance and the aim of the study was to provide a better understanding of employees' attitudes and perceptions towards the unclear relationship between work-life balance practices and employee performance.

The broad objective of the study was to determine the relationship between work-life balance practices and employee performance in Homa Bay County Teaching and Referral Hospital, Kenya. The specific objectives were; to determine the relationship between Flexi-time and employee performance in Homa-Bay County Teaching and

Referral Hospital to establish the relationship between telehealth and employee performance in HBCTRH, to determine the relationship between job sharing and employee performance in HBCTRH, and finally to establish the relationship between compressed workweek and employee performance in Homa Bay County Teaching and Referral Hospital.

5.2 Conclusions

The broad objective of this study is to determine the relationship between work-life balance practices and employee performance in Homa-Bay County Teaching and Referral Hospital. The findings are expected to guide policy and practice in addressing work-life imbalance at the workplace to promote performance in the hospital. The findings of this study are expected to guide policy on work-life balance practices to eliminate work-life imbalances at the workplace and finally to improve performance. The result of the study indicates that each and every work-life balance practices on its own is predictor of employee performance. The study also found that there is a positive relationship between work-life balance practices and performance in HBCTRH and therefore concludes that work-life balance practices are significantly related to employee performance in Homa- Bay County Teaching and Referral Hospital

5.2.1 Flexi-time and Employees Performance.

The First specific objective of the study was to determine the relationship between the flexi-time and employee performance in Homa-Bay County Teaching and Referral Hospital. Results of the study exhibits that, Flexi-time has a positive relationship with the employee performance in HBCTRH. The finding ($r=0.230$, $p<0.05$) shows that flexi-time is significantly related to employee performance in HBCTRH. The study finally indicates that the finding on flexi-time and employee performance in HBCTRH had a positive relationship and was statistically significance ($P=0.000$).

The study concludes that there was a relationship between flexi-time and employee performance in HBCTRH. This leads to rejection of the null hypothesis and adoption of the alternative hypothesis that there was relationship between flexi-time and employee performance. These findings concur with the observation made by Kiprono, (2018), that flexi-time leads to a positive employee performance in an organization.

5.2.2 Telehealth and Employee Performance

The second specific objective of the study was to establish the relationship between telehealth and employee performance in Homa-Bay County Teaching and Referral Hospital. The study reveals a positive relationship between telehealth and employee performance in HBCTRH. The results ($r=0.303$, $p<0.05$) show that telehealth is significantly related to employee performance in HBCTRH. The study finally established that, the finding on telehealth and employee performance in HBCTRH had a positive relationship and was statistically significance ($P=0.000$).

The study consummate that there is a relationship between telehealth and employee performance in HBCTRH. This leads to rejection of the null hypothesis and adoption of the alternative hypothesis that there is a relationship between telehealth and employee performance. These findings concur with the observation made by Day and Burbach, (2018), that telehealth leads to a positive employee performance in an organization.

5.2.3 Job- sharing and Employee Performance

The third particular objective was to determine the relationship between job-sharing and employee performance in Homa-Bay County Teaching and Referral Hospital. This study findings show that job-sharing has a positive relationship with employee performance in HBCTRH. The results ($r=0.245$, $p<0.05$) show that job-sharing is significantly related to employee performance in HBCTRH. The study finally indicates that the finding on job sharing and employee performance in HBCTRH had a positive relationship and was statistically significance ($P=0.000$).

The study consummate that, there is relationship between job-sharing and employee performance in HBCTRH. This leads to rejection of the null hypothesis and adoption of the alternative hypothesis that there is a relationship between job sharing and employee performance. These findings concur with the observation made by Mahdiah *et al*, (2010), that flexi-time leads to a positive employee performance in an organization.

5.2.4 Compressed Workweek and Employee Performance

The fourth specific objective of the study was to establish the relationship between compressed workweek and employee performance in Homa Bay County Teaching and Referral Hospital. Results show that compressed workweek has a positive relationship with performance of HBCTRH. The results ($r=0.350$, $p<0.05$) show that compressed workweek significantly related to employee performance in HBCTRH. The study finally indicates that the finding on compressed workweek and employee performance in HBCTRH had a positive relationship and was statistically significance ($P=0.000$).

The study concludes that there was a significance relationship between compressed workweek and employee performance in HBCTRH. This leads to rejection of the null hypothesis and adoption of the alternative hypothesis that there is a relationship between compressed workweek and employee performance. These findings concur with the observation made by Venkata and Srinivas, (2015) that compressed workweek leads to a positive employee performance in an organization.

5.3 Recommendations

The following recommendations are granted to uphold the Facility management utilizes the relationship between work-life balance practices and employee performance in HBCTRH and to consider work-life balance practices as a positive tool in management decision making.

The study recommends that, since there is a positive relationship between flexi-time and employee performance in Homa-Bay County Teaching and Referral Hospital, the employer should allow the employees to practice flexi-time since it's a variable which promotes employee retention in an organization, increases the level of employee satisfaction, increases the output, reduces level stress and finally improves employee performance.

The study recommends that, since there is a positive relationship between Telehealth and employees' performance in HBCTRH, Telehealth delivered health care has several advantages, including cost saving, convenience and ability to provide care to people with mobility limitation or those in rural areas who do not access local doctors, clinician and other health facility staffs to provide direct services. Telehealth basically promotes e-health activities which according to the report from the findings of this study, massive increase in the use of telehealth help maintain some health care access during the COVID-19 pandemic, with specialists like behavioral health provides seeing the highest telehealth utilization relative to other provider.

The study recommends that, since there is a positive relationship between job-sharing and employee performance in Homa-Bay County Teaching and Referral Hospital, the employer should allow the employees to practice job sharing since, it is a practice that support a better work-life balance for working mothers and many other groups of care givers as well as those on health care needs, in-service trainings among other issues. Job sharing have several advantages to both employees and employers but not limited to, improves recruiting by attracting qualified employee, who do not need to work full

time like doctors, it also reduces absenteeism and tardiness and finally job sharing will give employees time to deal with family and personal responsibilities and this will promote the employee performance in the health facility.

The study recommends that, since there is a positive relationship between compressed workweek and employee performance in Homa Bay County Teaching and Referral Hospital, the employer should allow the employees to practice compressed workweek since, it is a practice that will provide a simple solution for increased work responsibilities and increased home responsibilities when it occurs either at work or home, additionally day off affords employees a better work-life balance. Compressed workweek also allows the employer to reduce cost in that in order to avoid overtime concerns, non-exempt staff opting to work a compressed workweek should plan to take time off earned with week it was earned and reduce commuting time. In a compressed work week, a 40 Hours week is compressed into fewer days usually four instead of regular 5 days. Finally the study recommends the use of compressed workweek in Homa-Bay County Teaching and Referral Hospital because this will reduce the number of the employees being at work at the same time and promote social distancing during this corona virus (COVID-19) Pandemic.

5.4 Recommendation for Further Studies

The focus of the study was to determine the relationship between work-life balance practices and employees' performance in Homa-Bay County Teaching and Referral

Hospital which gave the study such a narrow scope that may result to misleading conclusion given that management philosophies differ from facility to facility. It should be prudent to carry out further studied under different context and scope. Therefore, the researcher recommends that a similar study to be carried out in different forty seven Counties Referral Hospital in order to determine the findings could be similar.

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APPENDIX I: Questionnaire for Respondents from HBCTRH, (K)

Dear Respondent,

Part A: Introduction and Background

The research tool is intended to collect data on the relationship between work-life balance practices on performance in Homa Bay County Teaching and Referral Hospital, Kenya for which you are part of the sample size. Kindly mark your response by filling in the black spaces or tick where appropriate. All the information shall be treated with the utmost good faith and will only be used for the purpose of this study.

Part B: Demographic characteristics of the respondents.

1. Gender

Male Female

2. Age

Between 20- 30 Between 31- 40

Between 41-50 Above 51 Years

3. Indicate your Marital Status as appropriate

Married Single

4. Indicate your period of service at Homa Bay County Teaching and Referral Hospital

Less than One year 1-5 Years 5 Years and above

]

5. Please tick your current Nature of Employment, where appropriate at HBCRH.

Permanent Contract

6. Current Job Designation at Homa Bay County Teaching and Referral Hospital

Medical Doctor [] Nursing Officer [] Clinical Officer []
 Laboratory Technologist [] Public Health Officer [] Pharmacists []
 Community Health Officer [] Nutrition and Diabetics Officer []
 Administrative Staff []

7. Highest Academic /Professional Qualification (Level of Education)

KCSE [] Certificate [] Diploma []
 Higher National Diploma [] Bachelor Degree [] Master’s Degree []

Part C: Work-life Balance Practices Measures

The participants are required to indicate the extent to which each of the following statements applies to you. Key: Use a scale of 1-5, Where (5- Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly disagree)

C1: Flexi-time and Employee Performance	5	4	3	2	1
1. There is high Employees’ retention rate					
2.The level of employees’ satisfaction is recommended					
3.There is increased output					
4. There is reduced level of Stress					
5. There is high value of saved resources					
C2:Telehealth and Employee Performance					
6. There is time and travel cost saved					
7.There is excellent types of e-health technology					
8. Telehealth improves e-quality of customer service					

9. The level of e-consultation time is recommended					
10. The rate of clinician retention is recommended					
C3:Job-Sharing and Employee Performance					
11. There is more commitment					
12.I am always able to facilitate development of partners					
13.There is combined wide range of skills and experience					
14.There is continuity of coverage when one partner is on sick leave or holiday					
15.There is adequate earning and production at work					
C4: Compressed Workweek and Employee Performance					
16. Implementation of CWW improves level of employees morale					
17.Implementation of CWW reduces the rate of employees turnover					
18. Implementing CWW reduces amount of commuting cost					
19. Implementation of CWW improves the level of production					
20.Implementation of CWW improves level of attendance					

Part D: Employee Performance

The respondent is required to indicate the extent to which each of the following statements applies to you. Key: Use a scale of 1-5, Where (5- Strongly Agree, 4- Agree, 3-Neutral, 2-Disagree, 1-Strongly disagree)

D1: Employee Performance	5	4	3	2	1
21. There is low level of service delivery					
22. I am always able to meet customer satisfaction					
23.I am always able to surpass my performance standards					
24.I am happy with the level of motivation					
25. There is low level of absenteeism					

APPENDIX II: Request Letter to Carry Out Research

Philip Orwa Auka
MBM/6414/2015
School of Business, Human Resource and Development
Rongo University
P O Box 103-40404,
Rongo, Kenya.
12th February, 2020

The Medical Superintendent / CEO,
Homa Bay County Teaching and Referral Hospital, Kenya.
P O Box 52-40400
Homa Bay.

RE: REQUEST TO CARRY OUT RESEARCH AT HOMA BAY COUNTY TEACHING AND REFERRAL HOSPITAL, KENYA

Following the approval from the Ministry of Health Homa Bay County, Reference no. MOH/RA/VOL.IV/05 Dated 10th February, 2020, I hereby request your office to carry out research from 19th to 21st February 2020 during working periods only.

The purpose of this letter is to request your office to inform the staffs for that this exercise that will be carried out and they are identified as the most valued respondent to this research project.

Attached please find copies of the relevant authorities from MoH-Homa Bay County, NACOSTI, MoE-Homa Bay County and Rongo University School of Graduate studies for your necessary action.

Thank you

Yours Faithfully,

Philip Orwa Auka
0721995017

CC.
County Director of Health
Homa Bay County.

Appendix III: Acceptance Letter



DEPARTMENT OF HEALTH OFFICE OF THE CHIEF EXECUTIVE OFFICER

Telegram: **MEDICAL** Homa Bay
Telephone: Homa Bay 21291
Fax: 059-21456.
EMail: homabayctrh@gmail.com

HOMA BAY COUNTY TEACHING
AND REFERRAL HOSPITAL
P.O. BOX 52, 40300
HOMABAY

Ref: HIB/MED/B/10/VOL.7/79

Date: 18th February, 2020

Philip Orwa Auka
C/O Rongo University
Student Reg. No. MBM/6414/2015
ID No. 20003139

RE: ACCEPTANCE TO CONDUCT RESEARCH

Your request to carry out Research on '*Effects of Work-Life Balance Practices on Organization Performance in Homa Bay County Teaching and Referral Hospital*' has been approved for a period of three (3) days with effect from 19th to 21st February, 2020.

You will report to the Human Resource Management Officer In – Charge of the facility for further instructions.


Kindly note that during this period you are required to adhere to the rules and regulations of the hospital.


Thank you.



DR. L. KOCHOLLA
CHIEF EXECUTIVE OFFICER
HOMABAY CTRH

APPENDIX IV: Research License


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

RefNo: 366409 Date of Issue: 06/February/2020

RESEARCH LICENSE

(The license area is obscured by a large dashed 'X')


This is to Certify that Mr.. philip orwa auka of Rongo University, has been licensed to conduct research in Homabay on the topic: EFFECTS OF WORK-LIFE BALANCE PRACTICES ON ORGANIZATION PERFORMANCE IN HOMA BAY COUNTY REFERRAL HOSPITAL, KENYA for the period ending : 06/February/2021.

License No: NACOSTIP/20/3791

366409
Applicant Identification Number

(Signature)
Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

APPENDIX V: Research Authority Letter



MINISTRY OF EDUCATION

STATE DEPARTMENT FOR EARLY LEARNING & BASIC EDUCATION

Telegrams: "SCTIOOLING" Homa Bay
Telephone +
When replying please quote
cdehomabay@gmail.com

COUNTY DIRECTOR OF EDUCATION
HOMA BAY COUNTY
P.O BOX 710
HOMA BAY
DATE: 6th FEBRUARY, 2020

REF: MOEST/CDE/HBC/ADM/11/VOL. II/41


MR. PHILIP ORWA AUKA
RONGO UNIVERSITY

RE: RESEARCH AUTHORIZATION.

Following your application for authority to carry out research on "*Effects of work – life balance practices on organization performance in Homa Bay County Referral Hospital, Kenya*" I am pleased to inform you that you have been authorized to undertake research in Homa Bay County for the period ending **6th February, 2021.**

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the County Director of Education Office after completion both the soft copy and hard copy.

Thank you in advance.


COUNTY DIRECTOR OF EDUCATION
HOMA BAY COUNTY
P.O. BOX 710-40300, HOMA BAY
Email: cdehomabay@gmail.com
MILLICENT M. NYABUNGA
FOR: COUNTY DIRECTOR OF EDUCATION

Cc.

1. County Commissioner
Homa Bay County.



APPENDIX VI: Research Authority Letter

MINISTRY OF HEALTH

Telegrams: "MOH" Homa Bay
Telephone: 21039
When replying please quote



OFFICE OF THE DIRECTOR
HOMA BAY COUNTY,
P.O. BOX 52,
HOMABAY.

REF:MOH/RA/VOL.IV/05

10th February 2020

Philip Orwa Auka
MBM/6414/2015
School of Business, Human Resource and Development
Rongo University
P O Box 40404, Rongo Kenya

RE: AUTHORITY TO CONDUCT RESEARCH

Following your request to collect data on your research title, "*Effects of Work-Life Balance Practices on Organization Performance in Homa Bay County Teaching & Referral Hospital*", has been granted for the period ending February 2021

You will be required to adhere to the hospital's norms and regulations, and involve both the County Health Management Team and hospital's staff during the research period, and we expect to get communication on your findings at the hospital level and by the undersigned at the end of the research period.

Wish you all the best in your research.

p.p. Dr.Gordon Okomo
County Director of Health
HOMABAY COUNTY

