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

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A Thesis Project submitted to the school of Business in partial fulfilment of the requirements for the award of the Degree of Master of Business Administration (Human Resource Management Option) of African Nazarene University

JUNE, 2024

DECLARATION

I declare that this document and the research that they describe are my original work and that they have not been presented in any other university for academic work.

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DEDICATION

I dedicate this work to my wife Martha Lenaipa, and my children Vincent Lempiris, Sabastian Itumpungwa, Joy Nasheru, and Silantoi Lengewa.

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I want to thank the Almighty God for his guidance and protection, for having brought me this far. Special thanks go to my supervisors, Dr. Lucy Kirima and Dr. Irene Kibati who have provided invaluable feedback and immense support throughout the journey. Thank you for your patience, guidance, and support. I have benefited immensely from your wealth of knowledge and the precision of details. May this work be living proof that hard work, patience, persistence, and prayers can make you actualize your dreams I am also grateful for the support received from the African Nazarene Community. I have greatly benefited from the valuable insights gained during lectures, the dedicated support provided by the staff, and the enriching learning experiences shared with my fellow students. This journey has proven to be highly rewarding and valuable. Finally, I would like to thank my family for their financial and moral support for the achievement of this research.

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ABSTRACT

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

DEFINITION OF OPERATIONAL TERMS

Employee performance: The Employee's favorable outcome in terms of efficiency and productivity at the workplace.

Flextime: Convenient time for an employee to report and leave their workstation.

Organizational performance: Attainment of an organization's Human Resource Management goals and objectives reflected in the employees' performance and retention.

Work-Life- Balance: Work-life balance is the absence of work-family conflict or the intensity or rate of recurrence with which family interferes with work and work interferes with family.

Work-life -initiatives: These are programs and practices offered by the employer for the benefits of the employee and are not required by law.

Job sharing: Job sharing is an arrangement where two or more employees share responsibility or tasks allowing a collaborative approach to complete a job

Annual leave: Paid time off that an employee is entitled to take from work each year

Study leave: Periods of authorized time off granted to employees for the purpose of pursuing educational or professional development activities.

Medical leave: Authorized time off granted to employees for the purpose of addressing personal health issues

Telework: A setting where employees perform their responsibilities away from the traditional office setting

Employee's counseling: Structured process in which trained professional engages with employees to discuss personal and work-related concerns providing support and guidance

Free health programs: Free health programs are services that are provided without a charge that aim at providing individuals with better and improved well-beings

Employee training: The process of imparting employees with various skill sets and knowledge within an organization to enhance productivity and performance in fulfilling job responsibilities

LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA – Analysis of Variance

FWAs - Flexible working arrangements

ICT – Information Communication and Technology

KICD - Kenya Institute of Curriculum Development

LP - Leave Policies

NHIF – National Health Insurance Fund

SPSS - Statistical Package for the Social Sciences

WLB - Work-life balance

WLBI - Work-Life balance Initiatives

WLI - Work-Life -Initiatives

WP - 1123 Welfare policies

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

This chapter provides a comprehensive introduction to the study, including the background information, problem statement, study purpose, research objectives (both general and specific), research questions, significance, scope, delimitations, limitations, theoretical framework, and conceptual framework.

1.2 Background Study

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

Globally, there is a growing recognition of the importance of WLB, driven by increased awareness of its impact on individual well-being and organizational performance. Organizations worldwide are implementing various WLB initiatives, such as flexible work schedules and telecommuting, to enhance employee satisfaction and productivity. However, as noted by Heijbel, et al. (2020), many workers persistently express dissatisfaction with the state of work-life balance, indicating that there is still progress to be made in this area. Regionally, the trends in WLB vary based on cultural norms, economic conditions, and labor policies. In some regions, such as Europe and North America, there is a strong emphasis on WLB, with governments and employers actively promoting policies that support it. However, in other regions, such as parts of Asia and Africa, WLB initiatives may be less developed due to cultural norms or limited resources.

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

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

1.2.1 Work Life Balance Practices

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

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

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

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

1.2.2 Employee performance

Employee performance is closely tied to the ability to complete specific tasks accurately while adhering to established standards related to accuracy, completeness, and cost limitations. Research underscores the pivotal role of employee performance within any organization, as it enables staff members to utilize their skills more effectively for the benefit of the company. Across all sectors of a corporation, it bolsters organizational efficiency and elevates

the quality of customer service (Kalogiannidis, 2020). To enhance employee performance, organizations must devise strategies that challenge employees based on their aptitude, perseverance, and resilience, with the outcomes being utilized for assessment purposes.

As per Saltmarsh and Randell-Moon (2019), performance is defined as an individual's capacity to carry out tasks according to specified requirements. For a company to achieve its objectives and maintain competitiveness, employees must be fully engaged in terms of performance. This necessitates employees delivering exceptional customer service, while management must formulate strategies to ensure employees are content in their current roles.

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

Training and development programs are another essential initiative taken by organizations. These programs aim to enhance employee skills, knowledge, and capabilities, thereby improving performance. Noe et al. (2019) emphasizes the importance of investing in employee training and development to ensure a competitive advantage. These programs can cover various aspects, such as technical skills, leadership development, and communication skills, to equip employees with the necessary tools to.

In addition to providing training, corporations acknowledge the need of consistent feedback and coaching. The provision of timely and constructive feedback to workers is beneficial as it allows them to gain insight into their strengths and areas for growth, hence facilitating the enhancement of their performance (Chaunduri et. al., 2020). The provision of coaching, whether administered by supervisors or specialized coaches, facilitates the growth of workers' abilities and aids in the resolution of obstacles they may encounter. Aguinis and Cascio (2019) suggest that the provision of appropriate feedback and coaching has a significant role in fostering employee motivation, engagement, and performance enhancement.

1.2.3 Work Life Balance Practices and Employee Performance

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

Following this, the concept of boundary theory was introduced, highlighting the need of people effectively navigating the demands of both their professional and personal life by using strategies such as integration and segmentation of each position, as discussed by Basile & Beauregard (2020). The concept of integration entails the lack of distinct physical or conceptual borders between one's professional and personal life, resulting in the occurrence of spillover consequences. In contrast, segmentation entails the establishment of clear borders that demarcate each life domain, ensuring that there is no transfer or overlap of impact across these segments. WLB, as addressed by Basile & Beauregard (2020) is conceptualized by a number of scholars as the attainment of pleasant experiences in several realms of life. However, despite several efforts to provide a clear definition of work-life

balance (WLB), variations in the specific details of these definitions have been seen in research undertaken by Yuile, Chang, Gudmundsson, and Sawang (2021), as well as Adkins and Premeaux (2019), leading to a lack of agreement over the precise definition of WLB.

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

In the contemporary professional landscape, a significant number of persons have challenges in achieving a harmonious equilibrium between their familial obligations and occupational commitments. Despite the increasing prevalence of work-life balance (WLB) as a topic of interest, only a limited proportion of scholars have provided a credible elucidation for this complex issue. Higgins et al. (2021) argue that the concept of work-life balance should not be seen as a mere division of time, but rather as the need to adapt work schedules to meet extra obligations, such as familial caregiving.

A study conducted in the United States by Alexandra, Beauregard, and Henry (2019) discovered that job-related stress imposes substantial financial burdens on the industry. These burdens include turnover, absenteeism, decreased productivity, and expenditures associated with medical care, insurance, and legal issues. The estimated annual cost of these burdens amounts to approximately 300 billion dollars. Although the notion of work-life balance has garnered recognition in industrialized nations, it has not been completely adopted by human resource managers in Africa, despite research undertaken in African countries highlighting the need for a successful work-life balance. The study done by Epie (2023) in Nigeria shed light on the frequency of work-life conflicts experienced by workers.

In a study conducted by (Musundi & Nzulwa (2019) the researchers examined the influence of work-life balance on the performance of employees in different telecommunications businesses in Kenya. The study revealed that extended working hours, absence of vacation time, overtime labor, and conflicts between work and home responsibilities had detrimental effects on the employees' performance.

In research done by Kamau, Mukaya, and Wagoki (2023), an examination was made about the association between work-life balance practices and the performance of workers at Eco Bank. The findings revealed a favorable link between activities such as flexible working hours and staff performance. Similarly, the study conducted by Muli and Muchiri (2021) examined the association between employee performance and the provision of work-family support services and financial incentives by the human resources department in commercial banks in Kenya. The findings of the study revealed a favorable link between employee performance and these specific parameters. In general, several theoretical frameworks have been put out in an attempt to elucidate the notion of work-life balance; yet, there exists an ongoing lack of consensus regarding the precise delineations of WLB.

Additionally, wellness programs have been implemented in various organizations worldwide to promote the physical and mental well-being of employees, organizations often implement programs that encompass offerings like gym memberships, stress management workshops, and counseling services. In the context of Africa, a study conducted by Mbah and Oduor (2019) investigated the influence of wellness programs on employee performance in Kenya. The findings indicated a positive correlation between employee participation in wellness programs and improved job performance.

1.2.3 Profile of National Hospital Insurance Fund

According to the National Insurance Fund Act, number 9 of 1998, the National Hospital Insurance Fund (NHIF) is a state-owned organization. The Fund was a department of the Ministry of Health from 1966 before this legislative revision. NHIF was initially designed to provide health insurance coverage to civil servants (Nyambweke, 2020). Over the years, its mandate has expanded to include other formal and informal sector employees, as well as voluntary contributors.

By strategically pooling resources and procuring healthcare in conjunction with stakeholders, the Fund is tasked to promote access to high-quality healthcare servants (Nyambweke, 2020). The National Health Insurance Fund (NHIF) prudently manages contributions from members across both the formal and informal sectors of the economy to guarantee financial risk protection against the costs of healthcare services for all citizens of Kenya (Muguna, 2021).

The NHIF operates through a system of contributions and benefits. Eligible individuals and dependents make regular contributions to the fund, which are then used to provide healthcare benefits (Muguna, 2021). The contributions are based on income and are deducted from employees' salaries or wages. NHIF channels these funds to provide a comprehensive array of medical services, encompassing inpatient care, outpatient care, maternity services, and specialized treatments.

To ensure effective operations and governance, the NHIF is guided by various policies and regulations. The fund operates under the NHIF Act of 1998, which outlines its objectives, functions, and responsibilities (Mwangi, 2020). The Act establishes the legal framework for the NHIF and enables it to administer and regulate healthcare financing in Kenya. In addition to the Act, the NHIF is also guided by the National Health Insurance Regulations, which provide further details on contributions, benefits, and procedures.

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

One of the foundations for Kenya to achieve Universal Health Coverage has been highlighted in the Kenya Vision 2030 as Social Health Insurance. In order to achieve universal health care, the government has been pushing for changes to be made to the National Hospital Insurance Fund (NHIF) (Kabia et.al., 2022). Since 2013, these reforms

have included NHIF structural adjustments to improve the organization's effectiveness and responsiveness to customer needs, a review of contribution rates, an expansion of the benefit package to include outpatient coverage and new packages aimed at addressing non-communicable conditions, and the implementation of strategies to increase member enrollment (Kabia et.al., 2022). According to the NHIF Strategic Plan 2018–2022, the organization contributes about 10% of total health spending in the nation.

1.3 Statement of the Problem

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

The research conducted by Mwangi (2020) aimed to examine the impact of work-life balance (WLB) on employee performance within Institutions of Higher Learning, with a special emphasis on Kabarak University. The findings suggest a positive association between the conflict arising from competing work and family priorities and the performance of employees. Mwangi (2020) illustrated that employee performance was largely influenced by social life and the challenges individuals faced away from work rather than work-related challenges. The research indicated that employees tend to be driven away from work and focused on personal life, hence the poor performance. Similarly, Karuhi & Aila (2023) examined the relationship between work-life balance and employee engagement within a state-owned enterprise in Kenya. The findings indicated that employee engagement was positively influenced by workplace regulations, peer support, and organizational culture. The study's results revealed a level of complexity in employee engagement that had not been previously acknowledged, suggesting that the impact of

supervisors alone may be restricted unless accompanied by a supportive corporate culture, cohesive team dynamics, and effective policies that help find a balance between work life and personal life, hence improving performance.

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

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

1.4 Purpose of the Study

The main objective of this study was to examine the potential advantages that may result from the implementation of work-life balance initiatives in improving employee performance within the specific setting of the National Hospital Insurance Fund in Kenya. The purpose of this research was to investigate the correlation between work-life balance strategies and employee performance, aiming to emphasize the potential benefits that may be derived from the adoption of effective work-life balance practices. Ultimately, these practices are expected to enhance productivity, job satisfaction, and the overall success of the National Hospital Insurance Fund in Kenya.

1.5 Objectives of the Study

The research was based on the following aims.

1.5.1 General Objective

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

1.5.2 Specific Objectives

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

1.6 Research Questions

i. To what extent does leave policy affect employee performance at the National Hospital Insurance Fund?
ii. To what extent does implementing flexible working arrangements enhance the performance of employees at the National Hospital Insurance Fund?
iii. To what extent do employee welfare policies affect staff performance at the National Hospital Insurance Fund?

1.7 Significance of the Study

The findings of this research project hold significant implications for various stakeholders, particularly the National Hospitals Insurance Fund in Kenya and similar institutions across different economic sectors. By providing valuable insights into work-life balance, this study can guide the development of policies aimed at enhancing employee performance. The results can serve as a reference point for implementing effective work-life balance practices, which can ultimately contribute to improved organizational outcomes.

Moreover, policymakers can use the research findings to shape policies that enhance performance within the public sector. By aligning policies with the recommendations derived from this study, policymakers can create a supportive environment that promotes work-life balance and employee well-being. Additionally, the findings of this study lay a foundation for future research on the impact of work-life balance on employee performance at the National Hospitals Insurance Fund in Kenya. Continued research in this area can further refine our understanding of work-life balance dynamics and its implications for organizational performance.

1.8 Scope of the Study

The study's scope encompasses an examination of the geographical location, methodology, and population of employees working at NHIF headquarters. It layed its focus on the impact of work-life balance on the NHIF headquarters employee's performance. The research investigated the correlation between work-life balance strategies and employee performance, emphasizing the potential benefits that may be derived from the adoption of effective work-life balance practices. The research placed a particular emphasis on the employees across the

organization's various departments, with a target population of 205 NHIF headquarters employees as of the year 2024.

The study aimed to establish the effect of work-life balance practices (leave policy, working arrangements, and welfare policy influence) on employee performance.

1.9 Delimitation of the Study

Delimitation, as defined by Simon (2011), involves the specific features that establish boundaries and constraints, thereby outlining the extent of the researcher's study. This study was anchored in the context of the National Hospital Insurance Fund in Kenya and exclusively concentrated on the influence of leave policies, working arrangements, and welfare policies. The presence of delimitation within the study serves the purpose of helping the researcher recognize and acknowledge the inherent constraints that are beyond their control. In essence, delimitation contributes to enhancing the quality and visibility of the study, extending its significance beyond the researcher's interests. In this particular study, the primary objective was to assess the impact of work-life balance practices on employee performance within the National Hospital Insurance Fund in Kenya.

1.10 Limitations of the Study

The study relied mainly on the employees at the National Hospital Insurance Fund in Kenya to provide information that was of great assistance to the researcher in examining the effect of work-life balance practices on employee performance. Notably, the researcher anticipated facing the challenge of collecting data in person if the forecasted El-Nino rains were to start and prolong to 2024 but the rains didn’t extend to 2024 allowing the researcher the ability to collect data. The researcher was also faced by financial challenges due the day-to-day travel to the NHIF headquarters to collect the data due to the busy schedules of employees at the NHIF headquarters.

1.11 Assumption of the Study

The study assumed that the data collected through interviews, surveys, and document analysis was accurate and reliable. It assumed that participants provided truthful and comprehensive responses and that the documents

analyzed was authentic and representative of the e-claims system's performance. The study assumed that the findings and conclusions derived from the research at NHIF can be generalized to some extent to other healthcare organizations. However, it recognized that the specific context and unique characteristics of each organization may limit the generalizability of the findings.

1.12 Theoretical Framework

A theoretical framework is an underlying structure that provides support for a theory or multiple theories within a research study. As outlined by Locke and Latham (2019), a theory primarily consists of key concepts and the causal relationships that connect these concepts. Additionally, a theory can be described as a comprehensive set of assumptions and principles utilized to explain a specific set of facts or an observed phenomenon (Locke & Latham, 2019). An effective theory should offer prescriptive guidance, elucidating how actions contribute to the attainment of goals and objectives. In this study, two relevant theories, namely the Spill Over Theory and the Role Theory, were employed to shed light on the subject matter.

1.12.1 Spill-Over Theory

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

The existence of elements that influence the balance between work and personal life may be seen in both household and professional settings. Background influences include several elements, including the dominant work culture and the concurrent demands originating from both the home and work spheres. Personal variables include a range of factors, including but not limited to personality characteristics, age, life stage, career stage, gender, individual coping strategies and control, energy levels, and work orientation. The characteristics examined in this research pertain to the background elements and cover service delivery, which refers to the job needs, and leave policy, which represents the corporate work culture (Dixon & Sagas, 2007).

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

1.12.2 The Role Theory

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

associated with a certain social position. According to role theory, the positions that people occupy in their professional and personal lives are interconnected with other persons who rely on the successful execution of these responsibilities. Therefore, the fulfillment of these expectations by an individual indicates the achievement of success in performing the designated function (Katz & Kahn, 1966). Expanding upon the aforementioned basis, Khan (1964) and Wolfe, Snoek, and Rosenthal (1961) have linked the balance between work and personal life to role theory, emphasizing the contradictory expectations connected with the different roles assumed by individuals of both genders in their everyday existence. Kanter (1977) expanded upon the research conducted by Khan (1964) to illustrate the mutual reliance between family and work, highlighting the inherent interrelated nature of these two domains. Pleck (1977) also agreed that there is a reciprocal relationship between family and job, whereby one domain may have both beneficial and detrimental effects on the other. Nevertheless, work-life balance is influenced by several factors, including job requirements, role norms, stress levels, temporal limitations, individual attitudes, and behavioral patterns. Moreover, it has been observed by some academics that the conceptual and empirical aspects of the interplay and conflicts between family and work exhibit distinct variations (Wiley, 1987). The inclusion of role theory in this research is relevant as it emphasizes the significance of comprehending the interplay between work and family obligations, which may lead to conflicts if not well managed.

1.13 Conceptual Framework

Mugenda and Mugenda (2003) defines a conceptual framework as a theoretical construct that delineates the structure of a research study and investigates the interconnections between independent and dependent variables. The basic objective of a conceptual framework is to provide clear definitions and categorizations of pertinent ideas within research, while also elucidating the interrelationships among these concepts. This research will examine the independent variable of Work-Life Balance efforts, which includes leave regulations, flexible work arrangements, and welfare laws. On the other hand, the variable that is influenced or affected by other factors in this study will be referred to as the dependent variable, specifically focusing on employee performance. Work life balance policies include leave policies, such as annual leave, medical leave, study leave. Flexible working arrangements include

policies such as allowing employees to enjoy Flextime, telework and job sharing. Welfare practices include programs such as employee counseling, free health programs and employee training (Alex & Kaur 2023)

Independent Variables **Dependent Variable**

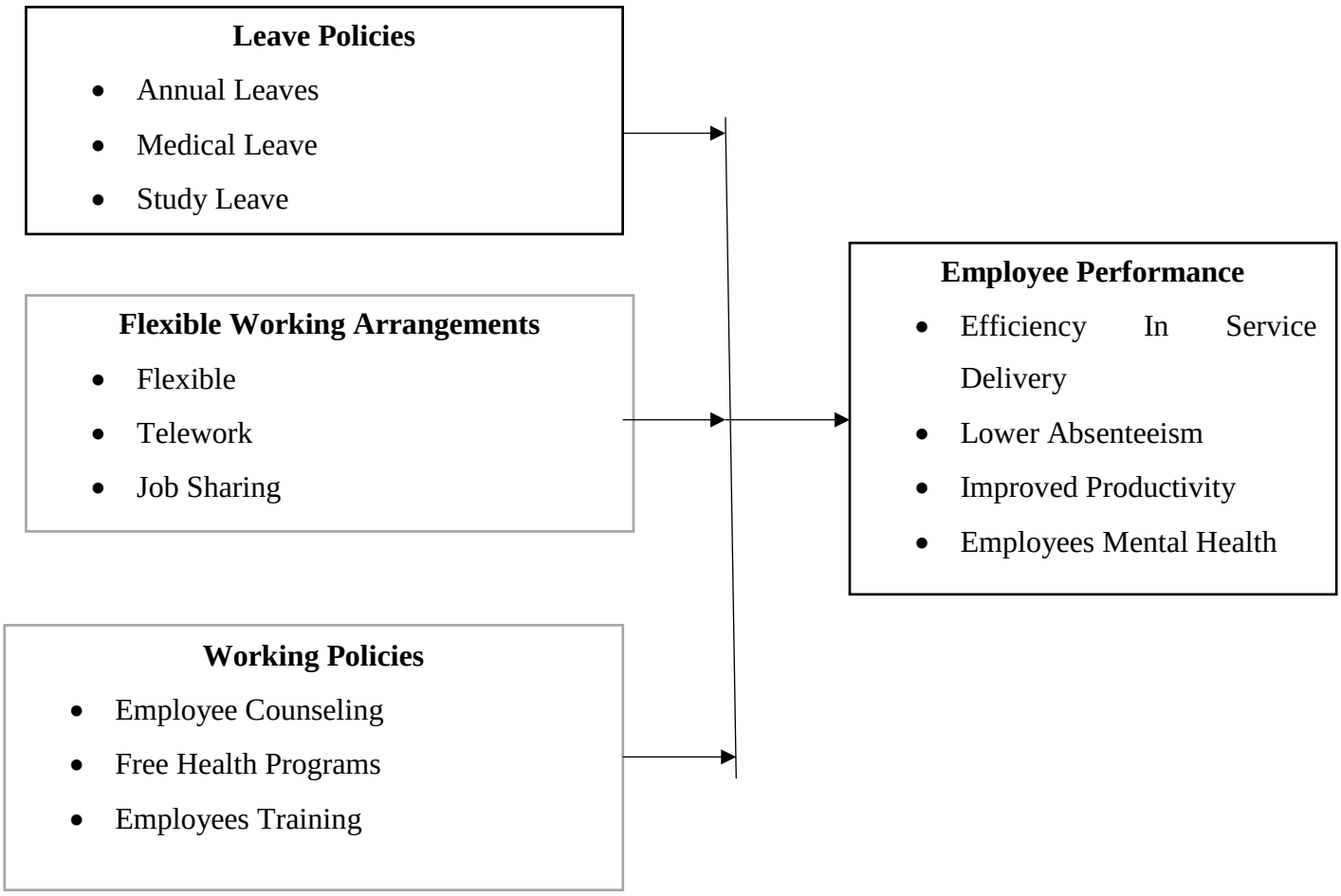


Figure 1.13: Conceptual Framework

Source: Author (2024)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses its attention on the literature that has been studied in order to examine the impact of work-life balancing practices, namely leave policy, working arrangements, and welfare policy, on employee performance. Additionally, it provides a summary of the findings and identifies any gaps in the existing research on the relationship between work-life balance practices and employee performance.

2.2 Empirical Literature Review

The section on empirical review provides an overview of the literature that pertains to the problem and objectives of the study. This section is organized according to each specific objective to ensure the study's problem is addressed reliably. The empirical review offers a summary of previous research conducted by other scholars in the field, outlining their observations and conclusions. This is done to identify the gaps in the existing research that the current study aims to fill. The empirical review involves an evaluation based on observed evidence, allowing for the acquisition of knowledge through direct and indirect experiences (Walliman, 2021). The researcher scrutinized the ultimate objectives or variables relevant to this study.

2.2.1 Employees Performance

Work-related employee performance is based on the merits of work performance and actual performance and the achievement by employees. It is based on the work quality and quality achieved by an individual employee in carrying out a function in accordance to the expectation of the employers. Employee performance in many organizations is driven by the capacity of the head of office to motivate, lead, and guide staff members in performing their responsibilities as a major factor in determining the attainment of the organizations target. The head use motivational concepts to determine if the aforementioned incentive is implemented successfully as a measure of employee’s performance.

2.2.2 Work Life Balance Practices and Employees Performance

Work life balance is the equilibrium an individual or an employee finds that helps them maintain their professional responsibility and personal life. Work-life balance strategies and recommendations are designed to help employees manage their personal and professional commitments. They are largely guided by policies that promote workers' disengagement during off-peak hours, wellness programs, flexible work arrangements, remote work options, wellness programs, and policies that encourage employees to disconnect during non-working hours.

In the United States, companies, especially big firms, place a significant focus on work-life programs to provide support for high-level managers and skilled professionals (Antonacopoulou & Georgiadou 2021). The global landscape has seen substantial transformations since the introduction of work-life programs, leading to the need of integrating these efforts into mainstream practices in order to effectively respond to emerging social shifts that cover economic, environmental, health, and technical (Antonacopoulou & Georgiadou 2021). Additionally, workers are under greater expectations to perform at higher levels. Furthermore, it has been noticed that the amount of time individuals spend at the office has dramatically grown between the years 2000 and 2009. Furthermore, there exists a persistent issue in the dynamic between workers and employers with regards to achieving work-life balance, as some persons may not fully acknowledge its inherent advantages for all parties involved. (Chieregato, 2020).

The United Kingdom government has assumed a prominent position in promoting the enhancement of work-life balance as a means to increase employee performance. The findings of a research commissioned by the UK government indicate that the implementation of inflexible work schedules and the extension of working hours are correlated with negative health outcomes, strained family connections, and reduced employee productivity (Arlinghaus et.al., 2019). Developed nations, exemplified by the United Kingdom, have gradually implemented work-life balance initiatives, while certain impoverished countries, particularly in Africa, have not fully embraced them, despite the presence of empirical evidence demonstrating a statistically significant correlation between work-life balance and employee performance.

Numerous scholars have conducted thorough investigations on the subject matter of work-life balance. Hayman (2020) asserts that the incorporation of work-life balance initiatives, such as time off, compressed work hours, paid maternity leaves, paid leave for dependents, paid study leaves, paid paternity leaves, part-time employment, and

telecommuting, has been demonstrated to yield advantageous outcomes for business performance. The adoption and use of strategies aimed at achieving work-life balance have resulted in several positive outcomes for employees on a worldwide scale, including individuals throughout Africa, with a particular focus on the context of Kenya. These strategies have been shown to be effective in promoting employee well-being, job satisfaction, and engagement, ultimately resulting in enhanced organizational performance and productivity. Previous studies have shown that the adoption of work-life balance techniques is linked to a reduction in stress levels, an improvement in job satisfaction, and an increase in employee commitment (Naus, Van Iterson, & Roe, 2019).

There is a correlation between the implementation of work-life balance strategies and the attainment of certain favorable outcomes. According to the findings of Ogechi and Nweke (2019), it has been observed that firms operating in the Nigerian oil industry are proactively reassessing their organizational culture and adopting strategies to address work-life conflict, hence promoting employee productivity both inside the workplace and in their personal lives. Through the successful achievement of this goal, these firms are expected to cultivate a workforce that places importance on maintaining a balance between work and personal life. As a result, they will exhibit a greater level of dedication towards attaining the goals set out by the company.

The research conducted by (Muema, Nzioki and Kinyili, 2018) investigated the correlation between work-life balance and job satisfaction within the banking sector of Kenya. The results of the study revealed a statistically significant and positive correlation between the adoption of work-life balance techniques and the levels of job satisfaction. This finding implies that those who perceive a more favorable equilibrium between their professional and personal lives are more like to exhibit higher levels of job satisfaction.

To address the issue of work-home conflict, several companies in Kenya have implemented work-life balance programs, as highlighted by the Republic of Kenya (2017). The Kenya Institute of Curriculum Development (KICD), for instance, offers flexible work arrangements to its employees. Furthermore, the organization places a strong emphasis on employee well-being, evident in the regular sports activities and health and wellness programs it conducts. KICD also provides psychological counseling services to its staff, facilitated by accredited counseling psychologists. Despite the organization's earnest efforts, employee performance remains a significant concern at KICD, particularly in areas such as the quality of output, absenteeism, efficiency, and productivity.

2.2.2.1 Leave Policy and Employee Performance

According to the Holidays with Pay Convention (Revised), 1970 (No. 132) established by the International Labor Organization (ILO), employees are granted a duration of three weeks for their annual paid leave entitlement. Employees with a tenure of over six months but less than one year will qualify for an equivalent allocation of paid leave as their counterparts who have completed a full year of service. The leave policies implemented by organizations contain a range of leave entitlements, including as yearly leave, maternity leave, paternity leave, and sick leave (ILO, 2015). As stated by Obiageli, Uzochukwu, and Ngozi (2015), the word "leave" refers to a prearranged period of time, often measured in days or hours, in which personnel within an organization are authorized to be away from their professional duties without facing adverse consequences.

The optimal timing for the implementation of leave programs is at the commencement of each calendar year, as this facilitates the seamless functioning of the organization and mitigates any disputes. These programs include several factors and attributes within the professional setting, such as annual vacations, parental leave, discretionary leave, medical leave, compassionate leave, educational leave, and career development leave. According to Bartel, Rossin-Slater, Ruhm, Stearns, & Waldfoge (2018), the implementation of paid leave policies has a dual effect on families. Firstly, it immediately affects their financial situation after delivery. Secondly, it has the potential to enhance the probability of women maintaining their employment. According to Stanczyk (2019), the implementation of California's paid leave program has been shown to mitigate the likelihood of poverty among women, especially those who encounter various challenges, subsequent to giving birth.

The study done by Obiageli, Uzochukwu, and Ngozi (2020) entitled "The Impact of Work-Life Balance on Employee Performance in Selected Commercial Banks in Lagos State" revealed a noteworthy correlation between leave policies and the level of service given by employees. In their research conducted in 2023, Kamau, Mukaya, and Wagoki investigated the impact of work-life balance practices on the job performance of employees at Eco Bank Kenya. Specifically, the researchers focused on investigating the influence of employee performance subsequent to taking leave. According to Kamau, Mukaya, and Wagoki (2023), the act of taking vacation from work has been seen to facilitate a reduction in job-related stress among workers, leading to subsequent improvements in their overall performance.

The study conducted by Allen and French, 2023 aimed to investigate the correlation between "Work-Family Human Resource Bundles" and people' views of organizational performance. The findings of the research revealed that organizations who adopted a more extensive range of work-family policies, including those pertaining to employee leave, shown enhanced market performance, growth, sales, and profitability. According to a study conducted by the International Foundation of Employee Benefit Plans in the United States. individuals who take annual leave demonstrate enhanced productivity, reduced irritability, decreased vulnerability to negative emotions such as sadness, improved memory, and diminished exhaustion. Research has also shown that workers demonstrate enhanced performance subsequent to taking periods of leave, including a less propensity for accidents, heightened productivity, and decreased levels of worry. In addition, workers who fully use their allotted yearly leave are less inclined to make requests for sick leave. According to Begall, van Breeschoten, and der Lippe (2020), the provision of supplementary family leave serves as a catalyst for people to demonstrate more dedication in their professional endeavors and assume new duties. According to the research done by Akom, Obeng-Sarpong, and Aflakpui (2021), there exists a positive correlation between leave systems and staff performance. This implies that the provision of leave benefits contributes to an improvement in the overall performance of bank workers.

2.2.2 Flexible Working Arrangements and Employee Performance

Flexible Working Arrangements (FWAs) refer to a variety of schedules, including telecommuting, flextime, part-time roles, job-sharing, and shortened work weeks (Orishede et.al., 2020). Various factors, such as developments in technology, shifts in market dynamics, heightened rivalry, changing family structures, the expansion of the female workforce, the prevalence of single-parent families, and the increasing responsibility of caring for the elderly, have combined emphasized the need of flexible work arrangements.

Although there is some resistance from organizations, Weideman and Hofmeyr, 2020) noted that firms are increasingly granting workers more autonomy by using flexible work arrangements (FWAs), allowing them to have more control over their work schedules and locations. The implementation of Flexible Work Arrangements (FWAs) is expected to attract a pool of highly competent individuals. However, the use of Flexible Work Arrangements

(FWAs) is not inherently automatic and is contingent upon a multitude of circumstances, including professional aspirations, age demographics, and supervisory supervision.

A number of empirical investigations carried out by Stravrou (2018), Brewster, Mayhofer, and Morley (2020), and Glass and Finley (2020) have yielded findings that suggest some flexible options may result in advantageous consequences, while others may have adverse effects. Glass and Finley (2020) claim that there is a positive association between Flexible Work Arrangements (FWAs) and job satisfaction, resulting in enhanced employee performance. Sekhar and Patwardhan (2023) assert that the implementation of flexible work arrangements (FWAs) has a significant influence on employee mobility. This is due to the fact that FWAs allow people the opportunity to restructure their daily responsibilities, so achieving a harmonious equilibrium between work obligations, personal life, familial duties, and organizational commitments. Nevertheless, the regular rearrangement and adjustment of daily responsibilities might possibly have a detrimental impact on the efficiency of personnel, leading to a possible decline in their total production. Kelly et.al., (2018) implies that implementation of strategies aimed at optimizing work flexibility within an organization might potentially influence employee performance by mitigating time conflicts.

The existing empirical research has shown diverse results when investigating the relationship between Flexible Working Arrangements and employee performance. Iacovoiu (2020) observed a lack of discernible link between the implementation of flexible work arrangements (FWAs) and the attainment of organizational success. Menezes and Kelliher (2019) performed a longitudinal study that uncovered a positive correlation between flexible work arrangements (FWAs) and the performance of individual employees. Menezes and Kelliher (2019) assert that empirical evidence suggests that the adoption of remote work arrangements has had favorable effects in relation to employee performance, mostly attributable to cost savings. Moreover, the research done by Menezes and Kelliher (2019) revealed that there is no identifiable causal connection between flexible and non-flexible working arrangements within the employee demographic.

It's vital to emphasize that the research depended on respondents from a certain profession, and the data were gathered from a single firm. Therefore, it is possible that the results of this study may lack generalizability to a wider range of individuals within the employee community.

2.2.3 Welfare Policies and Employee Performance

Employee welfare policies refer to the diverse range of measures implemented by employers to provide workers with necessary amenities and assistance. Tamunomiebi and Oyibo, (2020) posits that there exists a strong correlation between the quality of an employee's work life and the supply of welfare measures by their company, which are designed to cater to their requirements. Welfare policies aimed at promoting the general well-being of individuals encompass a diverse array of services. These include provisions for free medical treatment, opportunities for adequate training, the establishment of social clubs and canteens, the provision of sports facilities, the creation of sick clubs, the implementation of savings welfare programs, the availability of employee supervision, the provision of counseling services for personal matters, the establishment of legal assistance arrangements, and the provision of financial aid, particularly in times of adversity. The policies include a range of provisions including as leave entitlements, staff pension funds, support for relocated personnel, and help in other domains, all of which are designed to foster a sense of comfort and support among employees inside the firm (Mmakwe & Ukoha 2018).

Numerous organizations have used employee wellbeing programs as a strategy to enhance employee performance (Manzini and Gwandure, 2021). Lagat, Mutai, and Kosgey (2019) conducted a study to examine the significance of employee wellbeing and its consequent impact on performance. The study's results revealed that initiatives aimed at improving employee wellbeing had a positive impact on staff performance. The research further assessed the relative importance of several welfare benefits, arranging them in a decreasing order. Maternity assistance, pension schemes, housing provisions, and medical benefits emerged as key factors contributing to improved employee performance. Nevertheless, the survey also observed that recreational facilities were somewhat neglected in comparison to other social programs.

According to Chieregato (2020) welfare policies have been shown to have an important function in mitigating a potential decrease in worker productivity, while they may not directly enhance productivity. These initiatives have the potential to cultivate employee loyalty and enhance motivation. In a research conducted by Kamau, Mukaya, and Wagoki (2023) at ECO Bank in Kenya, it was shown that the implementation of employee support programs resulted in a discernible influence on individual employees, ultimately leading to enhanced employee performance.

The inclusion of health programs into welfare policies has played a crucial role in sustaining a robust workforce, so enabling workers to constantly make valuable contributions towards the attainment of organizational objectives. Moreover, it has been shown that welfare programs have a positive impact on employee attendance rates, leading to a subsequent improvement in productivity. According to the findings of Kamau, Mukaya, and Wagoki (2023), the implementation of employee welfare policies was found to assist workers in effectively managing personal matters without causing any adverse impact on their productivity within the organizational context. In contrast, a research done by Okereke and Daniel (2010) investigated the correlation between worker wellbeing and productivity at the Patani Local Government Council in Delta State, Nigeria. The study's results indicate that the local government council shown a significant disregard for welfare rules, leading to a scarcity of provisions for worker welfare, despite their awareness of such policies. A cross-sectional research methodology was used by Muli and Muchiri (2021) in a distinct investigation. The primary aim of this study was to analyze the impact of human resource work-family support services on the performance of commercial banks in Kenya. The findings of the research indicated a positive correlation between human resources (HR) work-family support services and the performance of employees. The objective of this study is to assess the influence of welfare policies on the job performance of employees working in the Ministry of Finance and Economic Planning in the government of Kitui County. This investigation will rely on empirical data to support its findings.

2.3 Summary of the Reviewed Literature

Researcher	Topic of study	Research gap	Dealing with research gap
Obiageli, Uzochukwu, and Ngozi (2020)	Impact of work-life balance on employee performance in selected commercial banks in Lagos	The research does not delve into specific work life balance practice, and hence looks at the general work life balance policies	The research will focus on the impact of specific variables such as the effect of leave policy on employee performance, welfare policies and the

			impact of flexible time management.
Kamau, Mukaya, and Wagoki (2023)	Work-life balance practices on employee job performance at Eco Bank Kenya	The research does not explore the role of organizational culture on employee performance	The conducted research focuses on NHIF organizational culture as it focuses on welfare policies that NHIF provide and their impact on employee performance.
Muema, Nzioki and Kinyili, 2018)	Correlation between work-life balance and job satisfaction within the banking sector of Kenya.	The research lacks of detailed investigation into which specific practices, such as flexible working hours, telecommuting, or wellness programs accounts for job satisfaction	The research will provide extensive details on the impact of the variables; effects of leave policy, welfare policy and flexible time management on employee performance
Bartel, Rossin-Slater, Ruhm, Stearns, & Waldfoge (2018)	Paid family leave, fathers' leave-taking, and leave-sharing in dual-earner households	The research emphasizes on only leave policy as a work life balance practice and ignores other factors that enhance employee performance	The research will focus at the main work life balance policies and extensive research will be done on their impact on employee performance

2.4 Knowledge Research Gap

The analysis of existing empirical literature demonstrates that the concept of work-life balance is used as a strategic method to incentivize workers towards attaining corporate objectives by improving their overall performance.

Nevertheless, it is important to acknowledge that the majority of research in this field has been carried out in regions other than Africa, with just a limited number of studies undertaken specifically in Kenya and Nigeria. It is worth noting that there is a significant dearth of empirical research that examines the effects of work-life balance efforts on employee performance specifically in the public sector. Academic researchers have mostly focused their attention on the private sector, with a particular emphasis on commercial banks in Kenya and a select few enterprises within the telecoms industry.

In research undertaken by Mwiti (2007), the Kenya Teachers' Service Commission, a governmental organization, was examined concerning the provision of employee welfare services. The research findings revealed a significant correlation between the provision of social services and the level of employee performance. Nevertheless, the research conducted by Mwiti failed to thoroughly examine all facets of work-life balance, rendering it inadequate for extrapolating the larger notion of work-life balance.

The research done by Obiageli, Uzochukwu, and Ngozi (2020) focused on examining the effects of leave policies on service delivery in commercial banks located in Lagos, Nigeria. The research findings revealed a robust association between rules regarding leave and the provision of services. However, this research only examined the leave policy about the concept of work-life balance.

In research conducted by Kamau, Mukaya, and Wagoki (2023), the primary objective was to examine the impact of flexible working arrangements (FWAs), leave policies, and employee support programs on employee job performance. The study specifically focused on Ecobank in Kenya. The results of their study revealed a significant correlation between these characteristics and the success of employees in their professional roles. Nevertheless, it is important to recognize that the scope of this research was limited to the private sector, primarily focusing on Ecobank, which may restrict its generalizability to the public sector.

In the research, Iacovoiu (2020) examined management techniques and work-life balance methods across industrial enterprises located in the United Kingdom, France, and Germany. The findings of the study highlight the positive influence of implementing strategies that promote a better balance between work and personal life on levels of productivity. However, the main focus of the study was centered on assessing organizational performance.

The objective of this research was to investigate the effects of work-life balance practices on employee performance in the context of the National Hospital Insurance Fund in Kenya. The motivation for this study stemmed from the dearth of current research within the public sector, along with the unique context of the organization under investigation. Through the examination of this research void, the present study endeavors to provide a scholarly contribution to the comprehension of the correlation between work-life balance practices and the performance of employees.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methodologies and techniques used in the acquisition, manipulation, and interpretation of data. The study has many essential elements, including the research design, the process of selecting and sampling participants, the processes used for data collecting, the instruments utilized for gathering data, the specific demography targeted for the study, and the methodology employed for data analysis.

3.2 Research Design

Shajahan (2004) defines research design as a comprehensive blueprint that outlines the necessary procedures and methodologies for gathering and interpreting data in a research project. The present study used a descriptive quantitative research design. Descriptive design seeks to collect information about variables without changing the environment or manipulating any variables so they can look at a possible cause and effect and develop the causal relationship between variables (Baker, 2017). The descriptive design may be used to develop theory, identify problems with current practice, make judgments, and determine what others in similar positions do.

3.3 Research Site

The study was conducted at the National Health Insurance Fund (NHIF) headquarters in Nairobi County, Kenya. The National Health Insurance Fund (NHIF) is a key organization responsible for healthcare financing and provision in Kenya. As the primary provider of health insurance services in the country, where NHIF is headquartered, is a hub for healthcare and technology in Kenya.

3.4 Target Population

Cooper and Schindler (2006) proposed a conceptualization of the research population, referring to it as the whole assemblage of items or persons that forms the foundation for extrapolating the study's conclusions. As stated by Mugenda & Mugenda (2003), the concept of target population pertains to a clearly defined collective of persons, services, components, or events that are the subject of investigation. In essence, it encompasses the inclusive array of components from which the researcher endeavors to obtain significant findings. The target population was drawn from employees working in different departments within the NHIF headquarters. The focus of this research was a population size of 205 individuals. Table 3.1 displays the demographic characteristics of the study's target population.

Table 3.1 Target Population

Departments	**Population Frequency**	**Percentage**
Operations	53	26
Human Resource	12	6
Financial Services	42	20
Strategy, Planning & Marketing	34	17
ICT	18	9
Beneficiary & Provider Management	46	22
Total	**205**	**100**

Source: NHIF, 2023

3.5 Study Sample

3.5.1 Sample Size

According to Sekaran (2009), a sample size may be described as a compilation, catalog, or registry of instances from which a sample is selected. The selection of a representative sample is greatly influenced by the accuracy of the sample size (Bolger & Laurenceau, 2013). The study included a target population 205 personnel who were

distributed across the six different departments, with a desired sample size of 133. The staff were situated in the headquarters of the National Health Insurance Fund (NHIF).

Table 3.2 Sample Size

Departments	Sampe frequency	Percentage (%)
Operations	36	27
Human Resource	11	8
Financial Services	26	20
Strategy, Planning & Marketing	19	14
ICT	9	7
Beneficiary & Provider Management	32	24
Total	133	100

Source: Author, 2023

3.5.2 Sampling Procedure

The sampling technique is the method used to select specific units or samples, such as individuals, from a larger population of interest. The goal is to study the sample in a way that allows for reasonable generalization of the findings to the entire population from which the samples were drawn (Trochim, 2006). In this study, the approach chosen for sampling was stratified random sampling, which involves dividing the population into strata or departments. Stratified sampling was employed to ensure that the sample was representative of all the organization's departments.

To determine the appropriate sample size, Mugenda and Mugenda's (2003) theory of sampling was used. According to this theory, when the population is less than 10,000, it is generally recommended to select between 10% and 30% of the total population for descriptive survey research. The accessible population for this study comprises 205 individuals. Therefore, Mugenda and Mugenda's formula was applied to determine the sample size.

$$nf = \frac{\text{n}}{1 + \frac{n}{N}}$$

According to the formula:

nf= desired sample size when the population is less than 10,000

n= desired sample size when the population is more than 10,000

N= estimate of the population size.

Using the formula the study's sample size is:

$$nf = \frac{384}{1 + \frac{384}{205}}$$

Nf = 133.79

The sample size is shown in table 3.2 below.

3.6 Data Collection

3.6.1 Data Collection Instruments

The primary data for this research was gathered using structured questionnaires. According to Cooper and Schindler (2006), questionnaires are a suitable choice for descriptive research studies because they are cost-effective compared to personal interviews. Questionnaires offer the advantage of collecting data from a large sample while minimizing the potential for bias since they are typically in written form and ensure confidentiality. In this study, a close-ended questionnaire was utilized to collect data relevant to the research objectives.

3.6.2 Pilot Testing of Research Instruments

The research instruments underwent a pre-testing procedure to ascertain their clarity and validity, before their utilization in the primary investigation. The main objective of the pilot research was to test for credibility of research findings by refining instruments to measure what they are intended to measure. Pilot testing helped in assessing the effectiveness of the questionnaire by administering it to a representative sample. The input obtained from this pre-test is used to improve the questionnaire for the subsequent main study (Kothari, 2004). The questionnaire underwent a pilot test, which included the selection of five respondents from the National Health Insurance Fund (NHIF). It is crucial to acknowledge that these people were not included in the final sample of the research.

3.6.3 Instruments of Reliability

The evaluation of data dependability entails the examination of the internal consistency of the research tools. According to Burns and Grove (2003), dependability refers to the degree to which an instrument regularly assesses a certain quality. This research aimed to assess the reliability of the questionnaires by using Cronbach's alpha correlation, a statistical measure that produces values ranging from 0 to 1 (Kothari, 2004). Greater dependability of the scales is indicated by higher alpha coefficient values, whilst lower values imply the reverse. To ascertain the dependability of the data, it is often acknowledged as appropriate to possess an alpha coefficient of 0.70 or above (Hall, 2008).

3.6.4 Instruments of Validity

The concept of research instrument validity refers to the extent to which the instrument effectively and properly reflects the abstract construct being studied, as described by Burns and Grove (2003). This research will use the approach of content validity to evaluate the suitability of the created items for effectively measuring a construct. This method ensures that the items selected provide a comprehensive and representative sample of all possible items for measuring the specific construct. The determination of content validity is mostly based on expert opinion rather than statistical approaches since there is now no statistical technique available to ascertain if a measure sufficiently encompasses the relevant content (Burns & Grove, 2003). To ensure content validity in this research, the questions were designed by drawing upon the existing literature and the conceptual framework that has been evaluated.

3.6.5 Data Collection Procedure

The study will be started by acquiring authorization from NHIF to conduct research, an introduction letter from the university’s research department, and submission of a research permit application to the National Commission for Science, Technology, and Innovation (NACOSTI). Before being sent to the participants, the questionnaires underwent a pre-testing phase to evaluate their reliability and validity. Following this, a drop-and-pick methodology was used to distribute the questionnaires to the chosen participants.

3.7 Data Analysis and Presentation

The research project aimed to generate quantitative data, which was subjected to analysis using IBM SPSS Statistics Version 28. The study utilized a combination of descriptive statistics and inferential statistics. Descriptive Analysis involves organizing and summarizing the characteristics of a set of data. Measures of central tendency (mean, mode, median) and measures of dispersion (range, standard deviation, variance) are typically used in this type of analysis (Ali, at.al., 2019). Descriptive statistics were used to summarize and describe the characteristics of the data collected on the effects of Work Life Balance on employee performance at NHIF headquarters.

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

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

$$\mathbf{Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + \varepsilon}$$

Whereby;

Y = Employees' performance

α = Constant

β1, β2, β3 = Regression Coefficients of determination

X1 = Leave Policy

X2 = Flexible Working Arrangements

X3 = Welfare Policies

ε = Error term

3.7.1 Testing for Assumptions of Regression

Regression analysis is a statistical method used in research to understand the relationship between one dependent variable (often denoted by Y) and one or more independent variables (often denoted by X). It allows researchers to predict the value of the dependent variable based on the values of the independent variables. This study used simple Linear Regression which is a method used when there is one dependent variable and one independent variable. Regression analysis was used to identify the strength and direction of the relationship between independent variable effects of leave policy and employee performance, flexible working arrangement and employee performance and relationship between welfare policies and employee performance. The study also adopted multi-linear regression to test relationship of all work-life balance practices (leave policy, flexible working arrangement and welfare policies) and employee performance.

3.8 Legal and Ethical Consideration in Research

The research adhered to ethical principles throughout the study. Data collected was kept confidential, and the identities of both respondents and research assistants were protected. The data was presented as collected without any modification. Additionally, proper citations were provided to acknowledge the sources of secondary data. The researcher obtained a research permit from NACOSTI to ensure compliance with regulations.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

This section provided analysis of the research findings from the collected data through mean of questionnaires. The analysis includes demographic, descriptive and inferential statistically analysis.

4.2 Response Rate

Figure 4.1 represents the response rate from the questionnaires presented to examine the impact of work-life balancing practices, namely leave policy, working arrangements, and welfare policy, on employee performance among the NHIF headquarters employees. Out of the 133 questionnaires presented to employees at the NHIF headquarters, only a total of 120 questionnaire were returned which represented response rate of 90%. A total of 13 questionnaires we not returned indicating that 10% did not respond. This is an indication of a high response rate among the workers at the NHIF headquarters

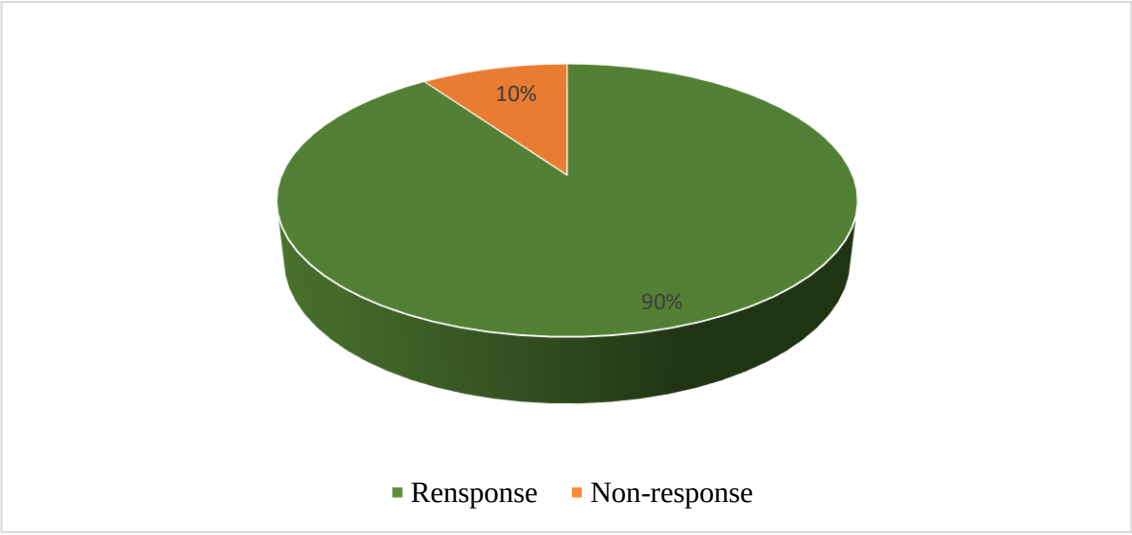


Figure 4.1: The response rate among the NHIF headquarters employees

4.2.1 Reliability and Validity Test for Work Life Balance practices

As indicated in research methodology, reliability analysis was done using Cronbach alpha test to ensure internal consistency of the tool. Results in table 4.1 showed a Cronbach alpha of 0.860 which indicate high reliability. A value of +.70 or greater was considered acceptable to indicate good internal consistency in the questionnaires. On the other hand, validity test was done by the way of correlation analysis. The results are shown later in other sections of this chapter. High correlation indicates a good test of association. Correlation test for relationship between variables indicated high level of correlation.

Table 4.1 Reliability test on the effect of Work Life Balance on employee performance at NHIF

Reliability Statistics

Cronbach's Alpha	N of Items
.860	24

4.2.2 Reliability and Validity Test for Effects of Leave Policy

A reliability analysis was done using Cronbach alpha test to ensure internal consistency of the tool. Results in table 4.2 showed a Cronbach alpha of 0.719 which indicate high reliability. A value of +.70 or greater was considered acceptable to indicate good internal consistency in the questionnaires. On the other hand, validity test was done by the way of correlation analysis. The results are shown later in other sections of this chapter.

Table 4.2: Reliability and Validity Test for Effects of Leave Policy

Reliability Statistics

Cronbach's Alpha	N of Items
.719	6

4.2.3 Reliability and Validity Test for Flexible Work Arrangements

A reliability analysis was done using Cronbach alpha test to ensure internal consistency of the tool. Results in table 4.3 showed a Cronbach alpha of 0.803 which indicate high reliability. A value of +.70 or greater was considered acceptable to indicate good internal consistency in the questionnaires. On the other hand, validity test was done by the way of correlation analysis. The results are shown later in other sections of this chapter.

Table 4.3: Reliability and Validity Test for Flexible Work Arrangements

Reliability Statistics

Cronbach's Alpha	N of Items
.803	7

4.2.4 Reliability and Validity Test for effects of welfare policies

A reliability analysis was done using Cronbach alpha test to ensure internal consistency of the tool. Results in table 4.4 showed a Cronbach alpha of 0.763 which indicate high reliability. A value of +.70 or greater was considered acceptable to indicate good internal consistency in the questionnaires. On the other hand, validity test was done by the way of correlation analysis. The results are shown later in other sections of this chapter.

Table 4.4 **Reliability and Validity Test for effects of welfare policies**

Reliability Statistics

Cronbach's Alpha[a]	N of Items
.763	6

4.3 Demographic Information

The demographic data and information from the study respondents was analyzed and the received outcome is discussed in this bit of the chapter. The demographic information in the study included: gender, age, duration of time within the firm, education level, and the department within the organization.

4.3.1 Gender

Figure 4.2 presents the results for gender of the respondents. It shows that out the 120 respondents who returned the questionnaire, 66 were male making 55% of the respondents, while 54 were female making 45% of the respondents. This shows that majority of the respondents on the impact of work-life balancing practices, namely leave policy, working arrangements, and welfare policy, on employee performance were male, while the minority were female. This indicates that the number of male employees at the NHIF headquarters is slightly higher than the number of feme employees.

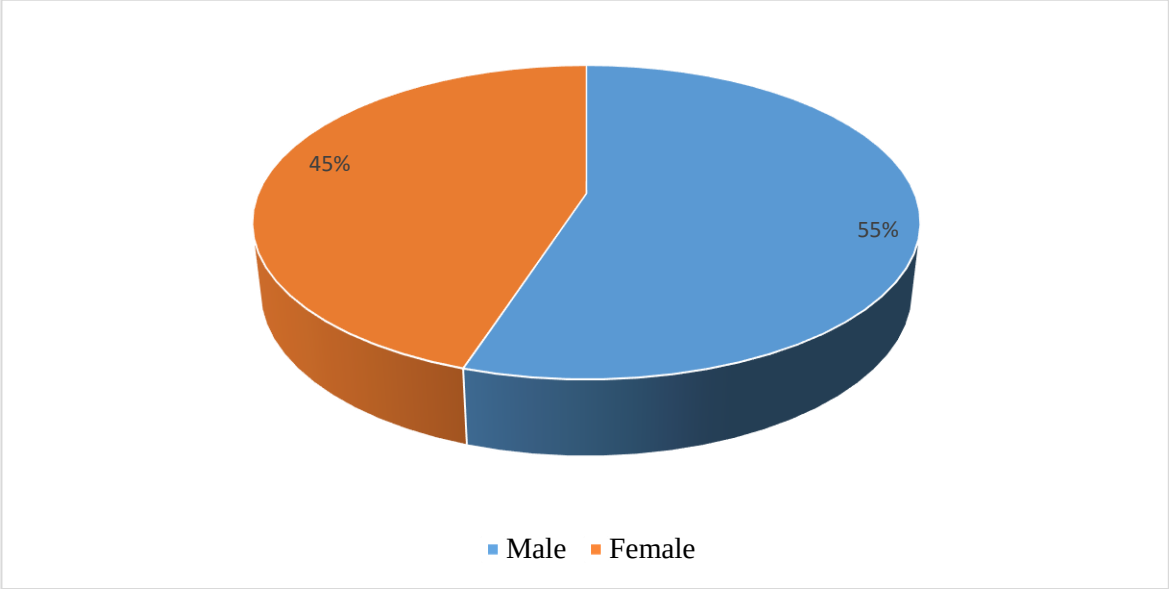


Figure 4.2: Gender of the NHIF headquarters employees

4.3.2 Age of the Respondents

Figure 4.3 presents the results for age of the respondents. It shows that 49% of the respondents who formed the majority were aged between 31-40 years, 26% were between 41-50 years, 24% were between 20-30 years, 1% of the respondents were between 51-60 years and none above the age of over 60 years. This shows a great representation of young adults among the respondents on the impact of work-life balancing practices, namely leave policy, working arrangements, and welfare policy, on employee performance among NHIF headquarters employees. This implies that majority of employees at the NHIF headquarters are mixture of both young and mid aged employees

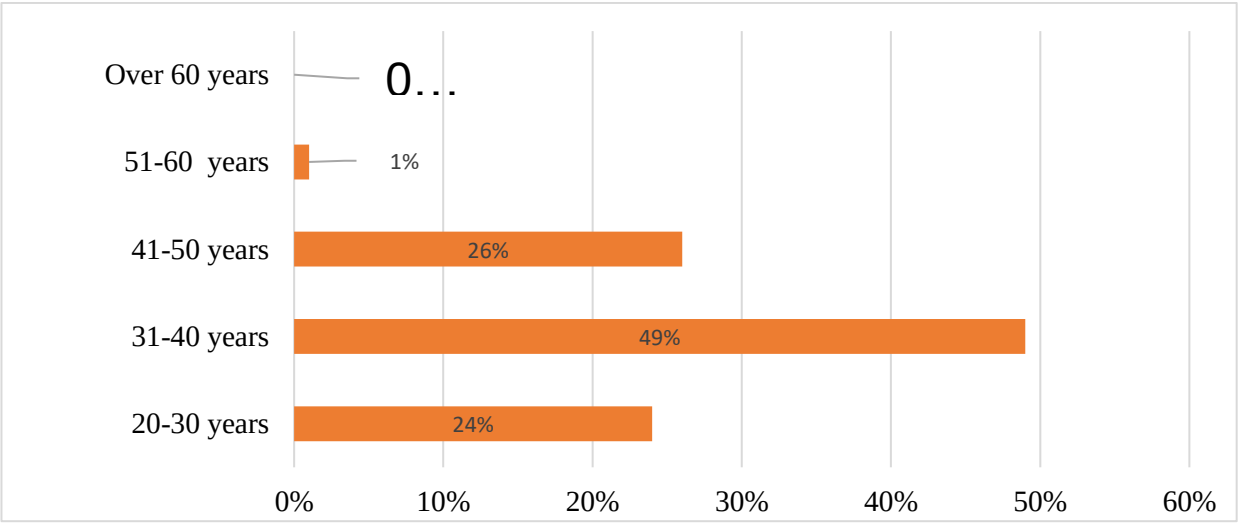


Figure 4.3: Age of the respondents

4.3.3 Number of Years Worked in the Organization

Figure 4.4 presents the results of the duration of time the respondents were employees at the NHIF headquarters. Those who had stayed between 0-5 years were 28% of the respondents, 6-10 years were the most represented forming 33% of the respondents, 11-15 years were 32%, 16-20 years were represented by 4% of the respondents, while those who had for 20 years and above were 3% of the respondents. This indicates the presences of a combination of old and new workforce among employees at NHIF headquaters.

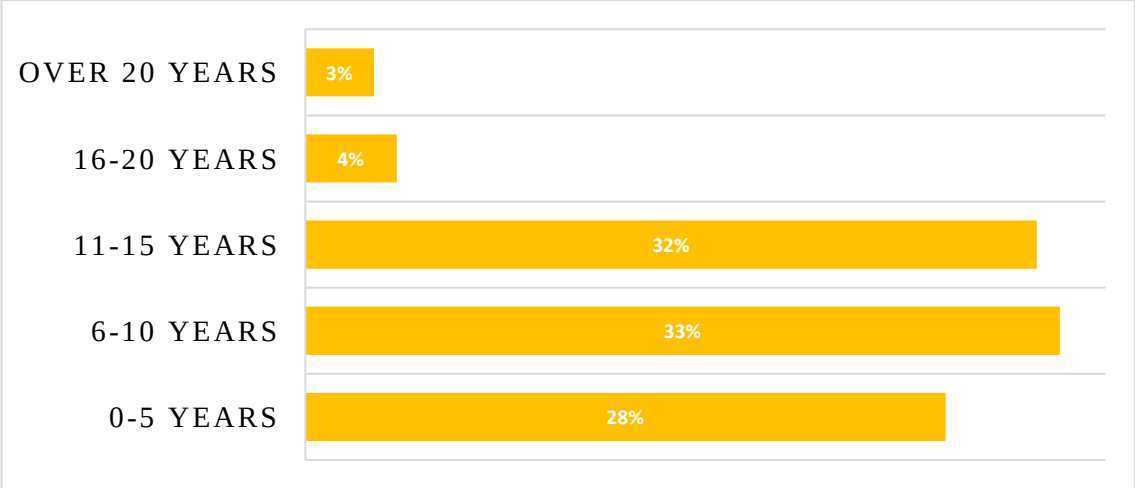


Figure 4.4: Number of years the respondent have worked at the NHIF headquarters

4.3.4 Level of Education of the Respondents

Figure 4.5 presents the results for the level of education of the employees at the NHIF headquarters who participated in the research. It shows that 65% of the respondents who formed the majority had an undergraduate degree, 25% had attained a college certificate, 10% had attained post-graduate degree, while none had only attained secondary level education. This shows that the respondent on the impact of work-life balancing practices, namely leave policy, working arrangements, and welfare policy, on employee performance among the employees at the NHIF headquarter had an undergraduate degree.

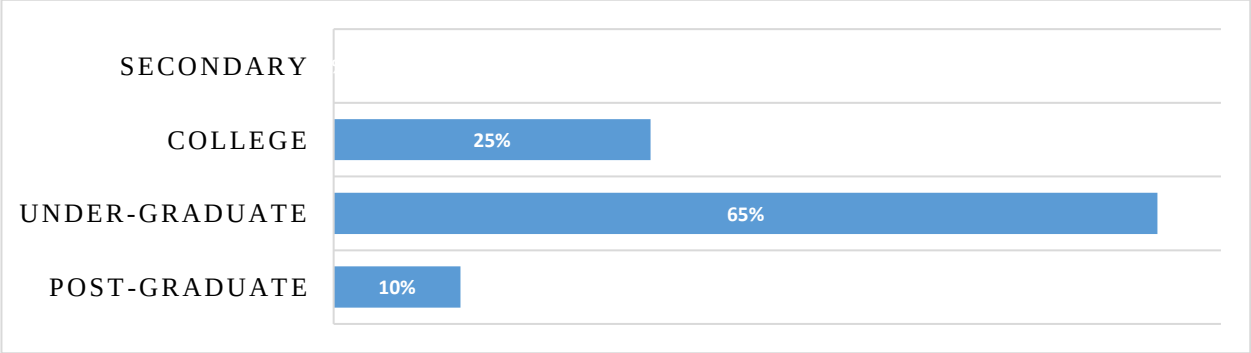


Figure 4.5: Level of education of the respondents

4.3.5 Department Within the Institution

Figure 4.6 represent the department within the NHIF headquarters that each respondent work within. In indicate that majority of the respondents works in the Operations department, with 27% in the department, Finance department followed being represented by 23% of the respondents, Beneficiary & Provider Management had 23%, ICT were represented by 5%, while Human Resource were the least having just 4% of the respondents. This is an indication that employees at the NHIF headquarters are distributed in different departments within the institution.

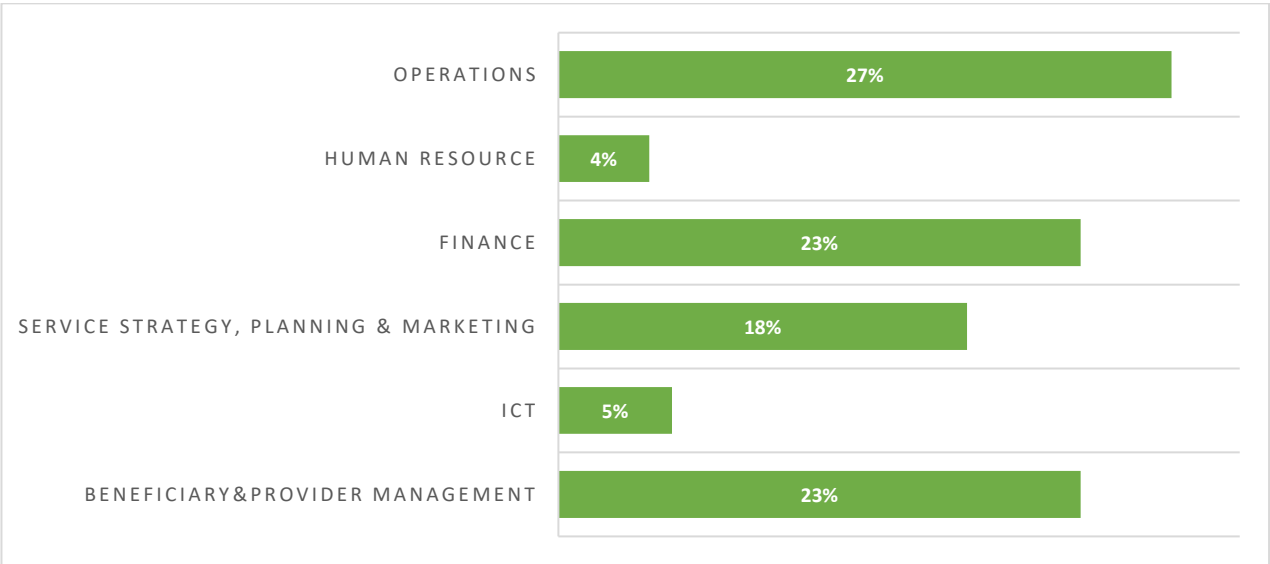


Figure 4.6: Department within the institution

4.4 Effects of Leave Policy and Employee Performance

This bit of the chapter focuses on the analyzed descriptive (frequencies, means and standard deviations), the inferential analyses (correlation and regression analysis) results for the impact of the effects of leave policy on employee performance among the employees at the NHIF headquarter.

4.4.1. Descriptive Analysis for the Effects of Leave Policy and Employee Performance

Table 4.5 shows that my employer gives me leave to care for and support my dependents, with 97.5% agreeing, 2.5% neutral and none disagreeing, with a mean 4.4750 and a STD deviation of 0.5494. My institution observes the leave policy in employment agreement, with 95% agreeing, 5% neutral and none disagreeing, with a mean of 4.4250 and STD deviation of 0.5893. Sick leave helps me to take care of my emotional and mental health, with 84.13% agreeing, 13.3% neutral and 2.5% disagreeing, with a mean of 4.3000 and a STD deviation of 0.7949. Study leave allows me to take time- off for study to improve on my personal growth, with 90% agreeing, 7.5% neutral and 2.5% disagreeing, with a mean of 4.3750 and a STD deviation of 0.7341. There is a paid maternity/paternity leave in this Organization, with 92.5% agreeing, 6.7% neutral and 0.8% disagreeing, with a mean of 4.4500 and a STD deviation of 0.6591. Annual leave helps me to reduce work-related stress, with 87.5% agreeing, 10% neutral, and 2.5% disagreeing, with a mean of 4.3167 and STD deviation of 0.7557.

Table 4.5 Descriptive analysis for the effects of Leave Policy and Employee Performance

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard Deviation
My employer gives me leave to care for and support my dependents	0.0%	0.0%	2.5%	47.5%	50.0%	4.4750	.5494
My institution observes the leave policy in employment agreement	0.0%	0.0%	5.0%	47.5%	47.5%	4.4250	.5893

Sick leave helps me to take care of my emotional and mental health	0.0%	2.5%	13.3%	35.8%	48.3%	4.3000	.7949
Study leave allows me to take time- off for study to improve on my personal growth	0.0%	2.5%	7.5%	40.0%	50.0%	4.3750	.7341
There is a paid maternity/paternity leave in this Organization	0.0%	0.8%	6.7%	39.2%	53.3%	4.4500	.6591
Annual leave helps me to reduce work-related stress	0.0%	2.5%	10.0%	40.8%	46.7%	4.3167	.7557

4.4.2 Correlation Between Effects of Leave Policy and Employee Performance Among Employees at NHIF Headquarters

Table 4.6 presents the results for the correlation analysis that was conducted to evaluate the nature of the existing relationship between effects of leave policy and Employee Performance among employees at NHIF headquarters. It shows that leave policies were significant to the employee performance, and there existed a positive linear relationship between leave policy and employee performance ($r=0.112$, $p<0.05$).

Table 4.6 Correlation between effects of Leave Policy and Employee Performance among employees at NHIF headquarters

Correlations

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

4.4.3 Regression Analysis Between the Effects of Leave Policy and Employee Performance Among Employees at NHIF headquarters

4.4.3.1 Model Summary Between Effects of Leave Policy and Employee Performance Among Employees at NHIF Headquarters

Table 4.7 presents the results for the regression model summary analysis that was conducted to evaluate the nature of the relationship between the effects of leave policies and employee performance. It shows a 1.3% of the variance in employee performance in the NHIF headquarters was accounted for by the effects of leave policies (R^2=0.013). This indicates a relationship a positive relationship between the variables. The low R squared shows that there were other factors that determined employee performance at the NHIF headquarters rather than just the effects of leave policy.

Table 4.7 Model Summary between effects of Leave Policy and Employee Performance among employees at NHIF headquarters

Model Summary

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

a. Predictors: (Constant), LPM

4.4.3.2 ANOVA Between the Effects of Leave Policy and Employee Performance Among Employees at NHIF Headquarters

Table 4.8 presents the results for the Analysis of Variance (ANOVA) analysis that was conducted to evaluate the nature of the relationship between the effects of leave policy and employee performance among employees at NHIF headquarter. It shows that effects of leave policies could significantly predict employee performance among employees at NHIF headquarters (F (1,119) = 1.431, p

Table 4.8 ANOVA between the effects of Leave Policy and Employee Performance among employees at NHIF headquarters

ANOVA[a]

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

a. Dependent Variable: EPM

b. Predictors: (Constant), LPM

4.4.3.3 Regression Coefficient Between the Effects of Leave Policy and Employee Performance Among Employees at NHIF Headquarters

Table 4.9 presents the results for the results for the regression coefficient analysis that was conducted to evaluate the nature of the relationship between the effects of leave policy and employee performance among employees at NHIF headquarters. The t-statistics ($t(119) = 1.225$, $p<0.05$) signifies that the effects of leave policy was a significant factor in on employee performance among employees at NHIF headquarters, and the linear equation developed from the results was:

Employee Performance = 3.912 + 0.104 Effects of leave policy.

This shows that that an increase in 1 unit of effects of leave policy increased the employee performance among employees at NHIF headquarters by 10.4%.

Table 4.9 Regression coefficient between the effects of Leave Policy on Employee Performance among employees at NHIF headquarters

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.912	.372		10.525	.000
	LPM	.104	.085	.112	1.225	.699

a. Dependent Variable: EPM

4.5 Flexible Work Arrangements and Employee Performance

This bit of the chapter focuses on the analyzed descriptive (frequencies, means and standard deviations), the inferential analyses (correlation and regression analysis) results for the impact of flexible working arrangements on employee performance among the employees at the NHIF headquarter.

4.5.1 Descriptive Statistics for Flexible Work Arrangements and Employee Performance

Table 4.10 shows that I can decide the start and finish times for specific tasks assigned, with 70% agreeing, 26.7% neutral and 3.3% disagreeing with a mean of 4.0083 and STD deviation of 0.8648. My duties and responsibilities are co-shared, with 90.9% agreeing, 5.8% neutral and 3.3% disagreeing, with a mean of 4.6750 and STD Deviation of 3.7844. I can work for long hours per week to get a day off, with 44.1% agreeing, 21.7% neutral and 34.1% disagreeing with a mean of 3.2250 and a standard deviation of 1.3313. Sometimes I can work while at home through telecommunication, with 92.5% agreeing, 6.7% neutral and 0.8% disagreeing, with a mean of 4.3917 and STD deviation of 0.6520. NHIF employs some part-time employee who helps us with the backlog, with 94.1% agreeing and 5.8% neutral, with a mean of 4.4500 and STD deviation of 0.6060. NHIF offers flexible working arrangements, with 86.7% agreeing, 9.2% neutral and 4.2% disagreeing with a mean of 4.2917 and STD deviation of 0.8033. I can pool my leave days to enable me adequate time to attend to personal and family matters, with 83.3% agreeing, 9.2% neutral and 5.8% disagreeing, with a mean 4.2750 and STD deviation of 0.9071.

Table 4.10 Descriptive statistics for flexible work arrangements and Employee Performance

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

4.5.2 Correlation Between Flexible Work Arrangements and Employee Performance Among Employees at NHIF Headquarters

Table 4.11 presents the results for the correlation analysis that was conducted to evaluate the nature of the existing relationship between flexible work arrangements and employee performance among employees at NHIF headquarters. It shows that flexible work arrangements were significant to the employee performance, and there existed a positive linear relationship between flexible work arrangement and employee performance ($r=0.036$, $p<0.05$).

Table 4.11 Correlation between flexible work arrangements and employee performance among employees at NHIF headquarters

Correlations

		EPM	FWAM
EPM	Pearson Correlation	1	.036
	Sig. (2-tailed)		.699
	N	120	120
FWAM	Pearson Correlation	.036	1
	Sig. (2-tailed)	.699	
	N	120	120

4.5.3 Regression Analysis Between the Flexible Work Arrangements and Employee Performance Among Employees at NHIF Headquarters

4.5.3.1 Model Summary Between Flexible Work Arrangements and Employee Performance Among Employees at NHIF Headquarters

Table 4.12 presents the results for the regression model summary analysis that was conducted to evaluate the nature of the relationship between the effects of flexible work arrangement and employee performance. It shows a 0.1% of the variance in employee performance in the NHIF headquarters was accounted for by flexible work arrangements (R^2=0.001). This indicates a relationship a positive relationship between the variables. The low R squared shows that there were other factors that determined employee performance at the NHIF headquarters rather than just flexible work arrangements.

Table 4.12 Model Summary between flexible work arrangements and employee performance among employees at NHIF headquarters

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.036[a]	.001	-.007	.28544

a. Predictors: (Constant), FWAM

4.5.3.2 ANOVA Between the Flexible Work Arrangements and Employee Performance Among Employees at NHIF Headquarters

Table 4.13 presents the results for the Analysis of Variance (ANOVA) analysis that was conducted to evaluate the nature of the relationship between flexible work arrangements and employee performance among employees at NHIF headquarter. It shows that flexible work arrangements could significantly predict employee performance among employees at NHIF headquarters (F (1,119) = 0.151, p

Table 4.13 ANOVA between the flexible work arrangements and Employee Performance among employees at NHIF headquarters

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.012	1	.012	.151	.699[b]
	Residual	9.614	118	.081		
	Total	9.627	119			

a. Dependent Variable: EPM

b. Predictors: (Constant), FWAM

4.5.3.3 Regression Coefficient Between Flexible Work Arrangements and Employee Performance Among Employees at NHIF Headquarters

Table 4.14 presents the results for the regression coefficient analysis that was conducted to evaluate the nature of the relationship between flexible work arrangement and employee performance among employees at NHIF headquarters. The t-statistics ($t(119) = 0.388$, $p<0.05$) signifies that flexible work arrangement was a significant factor in on employee performance among employees at NHIF headquarters, and the linear equation developed from the results was:

Employee Performance = 4.301 + 0.016 Flexible Work Arrangements.

This shows that that an increase in 1 unit of flexible work arrangements increased the employee performance among employees at NHIF headquarters by 1.7%.

Table 4.14 Regression coefficient between flexible work arrangements and employee performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.301	.172		24.963	.000
	FWAM	.016	.041	.036	.388	.699

a. Dependent Variable: EPM

4.6 Welfare Policies and Employee Performance

This bit of the chapter focuses on the analyzed descriptive (frequencies, means and standard deviations), the inferential analyses (correlation and regression analysis) results for the impact of welfare policies on employee performance among the employees at the NHIF headquarter.

4.6.1 Descriptive Statistics for Welfare Policies on Employee Performance

Table 4.15 shows that breastfeeding mothers enjoy flexible working arrangements to take care of their babies, with 95% agreeing and 5% neutral, with a mean of 4.4500 and STD Deviation of 0.5920. Childcare facilities are available for nursing mothers, with 98.3 agreeing and 1.7% neutral, with a mean of 4.6500 and a STD Deviation of 0.5129. There is adequate provision of recreational facilities in the institution, with 90% agreeing, 7.5% neutral and 2.5% disagreeing, with a mean of 4.4167 and a STD Deviation of 0.7400. Professional counseling services are available to employees, with 98.3% agreeing and 1.7% neutral, with a mean of 4.6000 and a STD deviation of 0.5250. Family leaves are given to attend to family issues, with 98.3% agreeing and 1.7% neutral, with 4.6167 and STD Deviation 0.5215. NHIF arranges for a wholly or partly paid holiday from time to time, with 88.3% agreeing, 9.2% neutral and 2.5% disagreeing with a mean of 4.3667 and a STD Deviation 0.7552.

Table 4.15 Descriptive statics for welfare policies on Employee Performance

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

4.6.2 Correlation Between Welfare Policies and Employee Performance Among Employees at NHIF Headquarters

Table 4.16 presents the results for the correlation analysis that was conducted to evaluate the nature of the existing relationship between welfare policies and employee performance among employees at NHIF headquarters. It shows

that welfare policies were significant to the employee performance, and there existed a negative linear relationship between welfare policy and employee performance ($r=-0.047$, $p<0.05$).

Table 4.16 Correlation between welfare policies and employee performance among employees at NHIF headquarters

Correlations

		EPM	WPM
EPM	Pearson Correlation	1	-.047
	Sig. (2-tailed)		.608
	N	120	120
WPM	Pearson Correlation	-.047	1
	Sig. (2-tailed)	.608	
	N	120	120

4.6.3 Regression Analysis Between the Effects of Welfare Policies and Employee Performance Among Employees at NHIF Headquarters

4.6.3.1 Model Summary Between Effects of Welfare Policies and Employee Performance Among Employees at NHIF Headquarters

Table 4.17 presents the results for the regression model summary analysis that was conducted to evaluate the nature of the relationship between the effects of welfare policies and employee performance. It shows a 0.2% of the variance in employee performance in the NHIF headquarters was accounted for by the effects of welfare policies ($R^2=0.002$). This indicates a relationship a positive relationship between the variables. The low R squared shows that there were other factors that determined employee performance at the NHIF headquarters rather than just the effects of welfare policies.

Table 4.17 Model Summary between effects of welfare policies and employee performance among employees at NHIF headquarters

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.047[a]	.002	-.006	.28531

a. Predictors: (Constant), WPM

4.6.3.2 ANOVA Between the Effects of Welfare Policies and Employee Performance Among Employees at NHIF Headquarters

Table 4.18 presents the results for the Analysis of Variance (ANOVA) analysis that was conducted to evaluate the nature of the relationship between the effects of welfare policy and employee performance among employees at NHIF headquarter. It shows that welfare policies could significantly predict employee performance among employees at NHIF headquarters (F (1,119) = 0.264, p

Table 4.18 ANOVA between the effects of welfare policies and employee performance among employees at NHIF headquarters

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.022	1	.022	.264	.608[b]
	Residual	9.605	118	.081		
	Total	9.627	119			

a. Dependent Variable: EPM

b. Predictors: (Constant), WPM

4.6.3.3 Regression Coefficient Between the Effects of Welfare Policy on Employee Performance Among Employees at NHIF Headquarters

Table 4.19 presents the results for the results for the regression coefficient analysis that was conducted to evaluate the nature of the relationship between the effects of welfare policies on employee performance among employees at NHIF headquarters. The t-statistics ($t(119) = -0.514$, $p<0.05$) signifies that the effects of welfare policies were significant factor in on employee performance among employees at NHIF headquarters, and the linear equation developed from the results was:

Employee Performance = 4.604 - 0.054 Effects of welfare policies.

This shows that that an increase in 1 unit of effects of welfare policies decreased the employee performance among employees at NHIF headquarters by 5.4%.

Table 4.19 Regression coefficient between the effects of welfare policy on employee performance among employees at NHIF headquarters

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.604	.462		9.966	.000
	WPM	-.054	.105	-.047	-.514	.608

a. Dependent Variable: EPM4.7

4.7 Regression Analysis Between the Work Life Balance Policies and Employee Performance Among Employees at NHIF Headquarters

4.7.1 Model Summary Between Work Life Balance Policies and Employee Performance Among Employees at NHIF Headquarters

Table 4.20 presents the results for the regression model summary analysis that was conducted to evaluate the nature of the relationship between work life balance policies and employee performance. It shows a 1.6% of the variance in employee performance in the NHIF headquarters was accounted for by work life balance policies (R^2=0.016). This indicates a positive relationship between the variables. The low R squared shows that there were other factors that determined employee performance at the NHIF headquarters rather than just work life balance policies

Table 4.20 Model Summary Between Effects of Welfare Policies and Employee Performance Among Employees at NHIF Headquarters

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.127[a]	.016	-.009	.28574

a. Predictors: (Constant), WPM, FWAM, LPM

4.7.2 ANOVA Between Work Life Balance Policies and Employee Performance Among Employees at NHIF Headquarters

Table 4.21 presents the results for the Analysis of Variance (ANOVA) analysis that was conducted to evaluate the nature of the relationship between work life balance and employee performance among employees at NHIF

headquarter. It shows that work life policies could significantly predict employee performance among employees at NHIF headquarters (F (1,119) = 0.635, p

Table 4.21 ANOVA Between Work Life Balance Policies and Employee Performance Among Employees at NHIF Headquarters

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.155	3	.052	.635	.594[b]
	Residual	9.471	116	.082		
	Total	9.627	119			

a. Dependent Variable: EPM

b. Predictors: (Constant), WPM, FWAM, LPM

4.7.3 Regression Coefficient Between Work Life Balance Policies on Employee Performance Among Employees at NHIF Headquarters

Table 4.22 presents the results for the results for the regression coefficient analysis that was conducted to evaluate the nature of the relationship between work life balance and employee performance among employees at NHIF headquarters. The t-statistics (t (119) = 1.229, 0.286, 0.566 p<0.05) for variables LPM, FWAM, WPM respectively. This signifies that the effects of work life balance policies were significant factor in on employee performance among employees at NHIF headquarters, and the linear equation developed from the results was:

Employee Performance = 4.119 + 0.105 effects of leave policies + 0.012 Flexible Work Arrangements + 0.059 effects of welfare policies

Table 4.22 Regression Coefficient Between Work Life Balance Policies on Employee Performance Among Employees at NHIF Headquarters

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.119	.605		6.808	.000
	LPM	.105	.085	.114	1.229	.221
	FWAM	.012	.042	.026	.286	.775
	WPM	.059	.105	.052	.566	.573

a. Dependent Variable: EPM

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study, discussion, conclusions, and recommendations for improvement and further studies. The summary of the study is represented followed by the discussion on the effects of leave policy on employee performance among employees at NHIF headquarters, the effects of flexible work arrangements and employee performance among employees at NHIF headquarters and the effects of welfare policies and employee performance among employees at NHIF headquarters. The final bit of the research focuses on the conclusion and recommendations on the research objectives that are presented.

5.2 Summary

The study adopted a descriptive research design. The target population of this study comprised of employees in different departments within the NHIF headquarters who were a total of 205 employees. The study applied stratified random sampling and obtained 133 respondents. This study utilized pretested questionnaires to ensure validity and reliability. Data was collected using the drop-and-pick method, and analysis was performed using Statistical Package for Social Sciences (SPSS) version 26, employing both descriptive and inferential statistics. The findings were presented through tables and figures.

The first objective was to assess the impact of leave policy on employee performance at NHIF headquarters. The results indicated a significant positive relationship between leave policies and employee performance, with a Pearson correlation coefficient (r) of 0.112 ($p<0.01$). Regression analysis showed that 1.3% of the variance in employee performance was explained by leave policies ($R^2=0.013$), suggesting a strong relation between the two variables. The low R squared shows that there were other factors that determined employee performance at the NHIF headquarters rather than just the effects of leave policy.

The second objective focused on the effects of flexible work arrangements on employee performance. The findings revealed a significant positive relationship between flexible work arrangements and employee performance, with a

Pearson correlation coefficient (r) of 0.036 ($p<0.01$). Regression analysis indicated that 0.1% of the variance in employee performance was explained by flexible work arrangements ($R^2=0.001$), highlighting a strong relation between the variables. The low R squared shows that there were other factors that determined employee performance at the NHIF headquarters rather than just the effects of flexible work arrangements.

The third objective examined the effects of welfare policies on employee performance. The results showed a significant negative relationship between welfare policies and employee performance, with a Pearson correlation coefficient (r) of -0.047 ($p<0.01$). Regression analysis indicated that 0.2% of the variance in employee performance was explained by welfare policies ($R^2=0.002$), indicating a strong relationship between the variables. The low R squared shows that there were other factors that determined employee performance at the NHIF headquarters rather than just the welfare policies

5.3 Discussion

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

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

Leave polies and effective work-life balance reduces work –related stress and lead to improvements in employee's overall performance. The findings align with a study conducted in 2023 by Kamau, Mukaya, and Wagoki, which

investigated the impact of work-life balance practices on the job performance of employees at Eco Bank Kenya. The research concentrated on examining how employee performance is affected after taking leave. It demonstrated that taking a vacation from work helps reduce job-related stress among workers, leading to subsequent improvements in their overall performance. Employees benefit greatly from vacations and time off from regular schedules because it gives them a chance to relax, refuel, and break free from job-related stress and tensions. This helps them return to work with fresh enthusiasm and determination. Employees who take frequent breaks from work are able to reduce burnout, which in turn promotes better mental health and wellbeing, higher levels of productivity and job satisfaction, and ultimately benefits the business as a whole. A clear definition of the leave policies within organization is also vital for the employees as it enables them to prepare for what's coming ahead. Organization with such policies are often characterized by employees who offer quality services with effective turn-around time as they are often organized and goal driven.

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

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

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

Employees prefer flexible work arrangements for maximize their performance. The findings are tandem with a study done by Bond, Thompson, Galinsky, & Prottas (2022), that emphasized on the need for flexible work arrangements.

The study found that flexible work arrangements are necessary because of the changing nature of the market, the advancement of technology, the evolution of family structures, the rise in the number of women in the workforce, the prevalence of single-parent households, and the growing burden of providing care for the elderly. Employees at NHIF headquarters expressed a strong preference for flexible work arrangements believing that the flexibility will improve their performance and overall job satisfaction. Various flexible work arrangements such as the ability to better balanced work and personal life, reduces stress and improves overall well-being as the employees get to be more productive and focused during work hours as they are able to choose the times and locations that works best for them.

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

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

Flexible work arrangements, such as adopting remote work, have favorable effects on employees. This finding aligns with research by Menezes and Kelliher (2019), which suggests that empirical evidence indicates that the adoption

of flexible work arrangements has advantages for employees, mostly attributed to cost savings. Flexible work arrangements eliminated the need for day-to-day commuting and saves employee's time. This enables employees feel more satisfied with their jobs and more engaged with their work and maximizing their output.

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

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

NHIF headquarters have adopted the use welfare programs as a way to enhance employee performance within their organizations. This finding aligns with a study conducted by Manzini and Gwandure (2021) that indicates that many organizations use employee wellbeing programs as a strategy to enhance employee performance. Availability of financial workshops and financial assistance helps employees in managing the finances effectively. Employers may foster a pleasant work environment that encourages employee engagement, productivity, and job satisfaction, which in turn increases motivation and dedication to work, by aligning welfare policies across the firm. The research also aligns to a study conducted Lagat, Mutai, and Kosgey (2019) to examine the significance of employee wellbeing and its consequent impact on performance, which showed an improvement in employees wellbeing subsequently leads positive impact on employee performance.

Employees who participate in the organizations' welfare program have higher levels of engagement, motivation and increased performance in their respective roles. This finding is supported by research conducted by Kamau, Mukaya, and Wagoki (2023) at ECO Bank in Kenya. The study showed that the implementation of employee support programs resulted in a noticeable influence on individual employees, ultimately leading to enhanced employee

performance. Welfare policies such as counseling services, employees' access of gym facilities, health screening helps employees improve their physical and mental health, thus enhancing their performance.

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

5.4 Conclusions

5.4.1 Effects of Leave Policy on Employee Performance

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

5.4.2 Effects of Flexible Work Arrangements on Employee Performance

The study sought to investigate the effects of flexible work arrangements on employee performance at NHIF headquarters. The finding indicated that there is a significant relationship between flexible work arrangements and employee performance. Therefore, the study concludes that when organization offers flexible work arrangements,

such as employees working remotely, full-time or part-time, and organization offering employees to work in their flex time, which allows employees to choose their start time and end times and other arrangements such sharing responsibility helps employees to boost their morale, productivity and retention, ensuring there's improved employee performance. In conclusion, having flexible work arrangements within organizations can be a pivotal strategy in ensuring improved employee performance within organizations.

5.4.3 Effects of Welfare Policies on Employee Performance

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

5.5. Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Effects of Leave Policy on Employee Performance

The study established a significant relationship between effects of leave policies and employee performance. Therefore, this study recommends that organizations should consider implementing flexible leave policies that cater for diverse employee needs. This will help empower employees to take time off when need without negative repercussions, reducing work related stress and improving overall job satisfaction. This can be achieved by incentivizing businesses and organizations to promote a culture that values work-life balance and recognized the importance of taking time off. This might entail urging staff members to utilize their vacation days and providing a good example for others by taking time off yourself as a leader. Companies may also think about putting regulations

in place like "no" to emailing after work hours, which will likely lead to improved employee performance and general performance within the organization

5.5.1.2 Effects of Flexible Work Arrangements and Employee Performance

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

5.5.1.3 Effects of Welfare Policies and Employee Performance

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

5.5.2 Recommendation for Further Studies

The study focused on examining the effects of work-life balance practices on employee performance in public corporation in Kenya: A case of National Hospital Insurance Fund. The study was conducted among the employees in different departments within the NHIF headquarters and thus recommends further research should be explored on the effects of work-life balance on employee performance with other organizations for comparison. The study also recommends further studies on different types of work-life balance practices practiced in different set ups to help create strategies and practices that ensures improved employee performance within organizations.

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE

Introduction

My name is James Lengewa Saipi, a Master's student at Africa Nazarene University pursuing a Degree of Master of Business Administration (Human Resource Management Option). This questionnaire is meant to collect research data for a study on the effect of Work Life Balance on employee performance at NHIF. Data collected will be used for academic purposes without disclosing the identity of the respondent. You are kindly requested to respond to the statements in this questionnaire objectively. Your participation is highly appreciated.

SECTION A: DEMOGRAPHIC DETAILS AND GENERAL INFORMATION

Kindly ticking the applicable box to complete this section

1. Indicate your Gender

Male [ ]

Female [ ]

2. Indicate your Age bracket

20 – 30years [ ] 31 – 40years [ ]

41 - 50years [ ] 51 – 60years [ ]

Over 60 years [ ]

3. For how long have you been working at NHIF?

0 – 5year [ ] 6 – 10years [ ]

11 – 15years [ ] 16 – 20years [ ]

Over 20 years [ ]

4. What is your highest level of education?

Secondary level [ ] College Level [ ]

Undergraduate [ ] Postgraduate [ ]

5. What is your Department at NHIF?

Operations [ ] Human Resource [ ]

Financial [ ] Services Strategy, Planning & Marketing [ ]

ICT [ ] Beneficiary & Provider Management [ ]

SECTION B: WORK LIFE BALANCE INITIATIVES

This section requires you to respond to the level of agreement or disagreement given the extent to which work life initiatives (leave policy, flexible work arrangements, and welfare policies offered by NHIF affect your performance. Use the ratings criteria below by ticking at the appropriate box. Use a scale of 1-5 where: 1 =strongly disagree, 2 =disagree, 3 =Neutral, 4 = agree and 5 = strongly agree.

Leave Policy and Employee Performance

Tick once in every statement based on your level of agreement or disagreement on the application of leave policy at NHIF

No.	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1.	My employer gives me leave to care for and support my dependents					
2.	My institution observes the leave policy in employment agreement					
3.	Sick leave helps me to take care of my emotional and mental health					
4.	Study leave allows me to take time- off for study to improve on my personal growth					
5.	There is a paid maternity/paternity leave in this Organization					
6.	Annual leave helps me to reduce work-related stress					

Flexible work arrangements and Employee Performance

Tick once in every statement based on your level of agreement or disagreement on the application of flexible work arrangements at NHIF

No.	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1.	I can decide the start and finish times for specific tasks assigned					
2.	My duties and responsibilities are co-shared					
3.	I can work for long hours per week to get a day off					
4.	Sometimes I can work while at home through telecommunication					
5.	NHIF employs some part-time employee who helps us with the backlog					
6.	NHIF offers flexible working arrangements					
7.	I can pool my leave days to enable me adequate time to attend to personal and family matters					

Welfare Policies and Employee Performance

Tick once in every statement based on your level of agreement or disagreement on the application of welfare policies at NHIF

No.	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1.	Breastfeeding mothers enjoy flexible working arrangements to take care of their babies					
2.	Childcare facilities are available for nursing mothers					
3.	There is adequate provision of recreational facilities in the institution					
4.	Professional counseling services are available to employees					
5.	Family leaves are given to attend to family issues					

6.	NHIF arranges for a wholly or partly paid holiday from time to time					

Employee performance

Indicate your level of agreement or disagreement with the following statements on employee performance.

No.	**Statement**	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
		1	**2**	**3**	**4**	**5**
1.	Clearly articulated leave policies and procedures at NHIF improve employee performance					
2.	Good relationship with other colleagues at NHIF contributes to employee performance					
3.	Flexible working arrangements at NHIF contribute to employee performance					
4.	Existence of welfare policies at NHIF improve employee performance					
5.	Work-life balance practices at NHIF improves employee performance					

APPENDIX II: NACOSTI AUTHORIZATION TO CONDUCT RESEARCH

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 190172

Date of Issue: 26/February/2024

RESEARCH LICENSE



This is to Certify that Mr.. James Saipi Lengewa of Africa Nazarene University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: WORK-LIFE BALANCE PRACTICES AND EMPLOYEE PERFORMANCE IN PUBLIC CORPORATIONS IN KENYA: A CASE OF NATIONAL HOSPITAL INSURANCE FUND for the period ending : 26/February/2025.

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THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was the established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
    i. Endanger national security
    ii. Adversely affect the lives of Kenyans
    iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
    iv. Result in exploitation of intellectual property rights of communities in Kenya
    v. Adversely affect the environment
    vi. Adversely affect the rights of communities
    vii. Endanger public safety and national cohesion
    viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
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E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

APPENDIX III: NHIF AUTHORIZATION TO CONDUCT RESEARCH

NHIF NATIONAL HEALTH INSURANCE FUND

HF/ADM/62/10/VOLII/87

12TH FEBRUARY 2024

MR. James Lengewa Saipi
P.O Box 11
Maralal
Kenya

RE: REQUEST FOR AUTHORIZATION TO CONDUCT ACADEMIC RESEARCH ON WORK-LIFE BALANCE PRACTICES AND EMPLOYEE PERFORMANCE AT THE NATIONAL HEALTH INSURANCE FUND

We are in receipt of your request to conduct Academic Research on Work-life Balance Practices and employee Performance at the National Health Insurance Fund. Management has reviewed your request and hereby grants you permission to carry out the research.

It is also emphasized that information collected during the research work should be treated with utmost confidentiality, the use restricted to academic purposes and ultimately guided by the Data Protection Act, 2019.

It is also our humble request that a copy of the research report is deposited with our Resource Centre as part of knowledge sharing.

We wish you the best of luck as you undertake this project.

Daniel Mulinge
FOR: CHIEF EXECUTIVE OFFICER

APPENDIX IV: ANU AUTHORIZATION TO CONDUCT RESEARCH

21st, February 2024

E-mail: researchwriting.mba.anu@gmail.com

Tel. 0202711213

Our Ref: 22J01DMBA008

The Director.
National Commission for Science,
Technology and Innovation (NACOSTI),
P. O. Box 30623, 00100
Nairobi. Kenya

Dear Sir/Madam:

RE: RESEARCH AUTHORIZATION FOR: JAMES LENGEWA SAIPI

Mr. James is a postgraduate student at Africa Nazarene University in the Master of Business Administration (MBA) program.

In order to complete his program, Mr. James is conducting research entitled: "**Work Life Balance Practices and Employee Performance in Public Corporations in Kenya: A Case of National Hospital Insurance Fund**"

Any assistance offered to him will be highly appreciated.

Yours Faithfully,

DR. Kimani Gichuhi,

MBA, Coordinator,

School of Business,

Africa Nazarene University.

APPENDIX V: MAP OF STUDY AREA

