

**WORK-LIFE BALANCE STRATEGIES, ENVIRONMENTAL FACTORS AND
PERFORMANCE OF NON-TEACHING EMPLOYEES IN SELECTED PUBLIC
UNIVERSITIES IN KENYA**

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**A Thesis Submitted in Partial Fulfillment of the Requirements for the Award of the
Degree of Doctor of Philosophy in Business Administration (Human Resource
Management), Masinde Muliro University of Science and Technology.**

October, 2024

DECLARATION

This thesis is my original work prepared with no other than the indicated sources and support and has not been presented elsewhere for a degree or any other award.

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DEDICATION

This research is dedicated to God, who gave me the strength to complete this task. Despite the financial and emotional challenges I encountered, He provided me with unwavering support and guidance.

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ABSTRACT

Most organizations are facing new demanding challenges, in maintaining a healthy balance between work-life. This has emerged as a critical concern for both employees and employer. Public universities, for instance, play a crucial global role in driving economic and social development through research and innovation. Whereas various universities have embraced and implemented various work-life balance practices, the extent to which they effect employee performance of non-teaching staff has not been explored. However, universities in Kenya are currently facing significant challenges, including employee stress, inadequate service delivery, strikes, and poor performance rankings. This study aimed to explore the impact of work-life balance strategies on the performance of non-teaching staff in selected public universities in Kenya, considering the moderating effects of environmental factors. Specifically, it examined the influence of social support, leave policies, flexible work arrangements, and health program support on the performance of non-teaching employees, as well as how these environmental factors impact that relationship. The research was grounded in the spill-over theory, along with supporting theories such as social exchange theory, organizational support theory, and resource drain theory. Employed positivist research philosophy, the study used descriptive, cross-section survey approach and causal research designs. The target population encompassed 3538 respondents from support, middle level and supervisory staff in grade 1-13 as per the public universities staff grading system. Random and stratified sampling techniques were utilized. A sample size of 343 respondents determined through Taro Yamanes formula. Data collected were cleaned and analyzed using SPSS Version 27, with both descriptive and inferential statistics applied. A pilot study was conducted at University of Eldoret to test reliability of instruments, which achieved a Cronbach's alpha of 0.896. Descriptive statistics were represented in tables, percentages, frequencies, means, and standard deviations, while inferential statistics included Pearson's correlation, ANOVA, and Linear regression analysis. Multiple regression analysis was conducted to test the proposed relationship. Validity of the research was established through content and expert judgment analyses on interview data. Ethical considerations were also factored into the research process. The results from the multiple linear regression indicated that social support ($B=0.048$, $P=0.417$), leave policy ($B=0.056$, $P=0.298$), flexible work arrangements ($B=0.486$, $P=0.000$), and health program support ($B=0.275$, $P=0.000$) had positive and statistically significant effects on employee performance. Hierarchical regression showed a progressive increase in R-square values from 64.2% ($R^2=0.642$) in the first model to 67.0% ($R^2=0.670$) in the final model, suggesting that environmental factors significantly moderated employee performance. In conclusion, social support and leave policy were not significant while flexible work arrangements and health program support were not significant predictors of performance in chosen public universities in Kenya. The study recommends that human resource practitioners should develop strategies, policies that effect work-life balance and employee performance in a harmonious environment. The findings contribute valuable insights for the education sector, and government entities in crafting strategies, policies that promote for public employees performance. The insights gained from this research will not only inform future studies but also enrich the knowledge base for researchers, scholars in related fields.

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ABBREVIATIONS AND ACRONYMS

EP:	Employee Performance
CUE:	Commission of University Education
DPS:	Directorate of Post Graduate Studies
EP	Employee Performance
EU:	Egerton University
GK:	Government of Kenya
JOUST:	Jaramogi Oginga Odinga University of Science and Technology
KSCE:	Kenya Certificate of Secondary Education
KIPRA:	Kenya Institute of Public Policy Research and Analysis
KIBU:	Kibabii University
KS:	Kolmogorov- Smirnov
KUCCPS:	Kenya University and College Central Placement Services
KUDHEIHA:	The Kenya Union of Domestic, Hotels, Educational Institutions Hospitals and Allied-workers
KUSU:	Kenya University Staff Union
MMR:	Moderated Multiple Regression
MSNU:	Maseno University
MU:	Moi University
MMUST:	Masinde Muliro University of Science and Technology
RU:	Rongo University
SET:	Social Exchange Theory
SW:	Shapiro-Wilk

SPSS:	Statistical Package of Social Sciences
UNTESU:	University Non-Teaching Staff Union
UOE:	University of Eldoret
UOK:	University of Kabianga
VIF:	Variance Inflation Factor
WLB:	Work-life Balance

OPERATIONAL DEFINITION OF TERMS

Environmental Factors	These are the elements present in an employee's work environment, which include suitable physical amenities such as office space and healthcare facilities, as well as environmental aspects. Additionally, it encompasses personal psychological factors like relationships with coworkers, effective communication, and situational awareness.
Flexible Work-Arrangements	Employees have the opportunity to choose working hours that align with their preferences through options such as job sharing, flexible schedules, shift work, and part-time arrangements.
Health Program Support	This refers to non-monetary or additional support that an employer offers to employees and their families, which may include access to medical facilities, guidance and counseling programs, training and development opportunities, gyms, and more.
Leave Policy	It is a set of procedures and procedures and guidelines created by an organization to manage employee absences from the workplace. It

outlines the various types of leave available to employees, such as annual leave, sick off, compassionate leave, of others.

Non-Teaching Employees

These employees, known as support staff, fulfill various responsibilities beyond teaching. They are hired under permanent, temporary, or contractual agreements.

Employee Performance

This is what is anticipated from the employee concerning the results of their work in key areas that contribute to meeting established goals. Employee performance incorporates elements such as attendance, punctuality, overall productivity, and customer satisfaction.

Public Universities

These universities admit students via the Kenya Universities and Colleges Central Placement Service and are funded by the government of Kenya.

Social Support

The extent to which an individual is afforded care, attention, respect, support, and assistance from supervisors, colleagues, co-workers, and other groups or companions within the workplace.

Work-Life Balance

Work-life balance is a trait of employee well-being related to the ability to manage both

personal and professional responsibilities with
adequate time for rest and leisure.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The root age classification between work and life balance of employees in organizations originated in the mid-1800s (Ukwadinamor & Oduguwa, 2020) and gained prominence in the late 1960s (Burke & Peter, 2018). Still, in the 1980s, perceptions of work-life balance expanded to encompass various factors impacting employees, such as physical work settings, employees' rights, and job satisfaction (Cummings & Worley, 2017). Research shows how work-life balance is key because it mitigates stress and maintains a healthy working environment that promotes employee performance (Ejertsson, Heijbel, & Anderson, 2018). However, Annan, 2020 and Ngozi, 2017) asserted that work-life balance is significant in the environment of employee performance. In addition, Charoensukmongkol and Puyod, (2021) affirm that work-life balance is when an employee has separate times and resources allocated for work obligations and personal matters. Therefore, work-life balance is now dominant over time and the happiness of employees is reflected in their overall performance (Odengo & Kiiru., 2019).

Work-life balance has become a global pressing concern, impacting a diverse array of workers in both the public and private sectors (Zain, 2019). As the workforce also ages and becomes more varied, companies must also compete on a global scale to remain competitive. The sustainability of these organizations hinges on effective management that involves planning, organizing, implementing, and overseeing activities through

human resources to achieve organizational objectives (Apprilian., 2023). However, in response to intense market competition, companies have increasingly tasked human resources managers with prioritizing the physical, and non-physical environment factors for better performance (Mulinge, 2017). Furthermore, the work environment is a crucial factor to consider when it comes to enhancing employee performance since is directly linked to the work procedure carried out by employees. (Manullang, 2019).

Consequently, traditional definitions of working hours are no longer adequate for either customers or employees, as technology blends professional and personal time. Many businesses in Western countries recognize the importance of fostering a work-family culture and have adopted policies like flexible working hours to boost employee satisfaction (Wong, Bandar, & Saili, 2017). Ultimately, achieving a work-life balance largely depends on empowering employees with greater control over when, where, and how they carry out their responsibilities (Kurmar & Chaturvedi., 2017).

According to Charoensukmongkol *et al.*, (2021), employers are pinned to provide employees with separate time, allocate resources and adequate work-life strategies that sustain quality service to their clients, attract, and retain employees to achieve their goals through performance. Empirically, research has widely documented that private or public companies can only achieve their goals when employees have a work-life balance. However, Endri (2021) confirms that organizations have to engage in human resources measures and strategies that enhance work-life balance and employee performance. Besides that employees have a batch of roles, such as secretary, nurse, colleague, mother, father, manager, sister, and other ample descriptive titles (Oyiolo.,

2018). Additionally, it highlights the importance of human resource practitioners in developing work-life balance strategies and enhancing performance within organizations.

Globally, Singh (2018) realized that hectic work schedules result in employees suffering from physical, psychological, and emotional fatigue which negatively reduces employee performance. Broadly, consensus has illustrated that the performance of employees is not impressive; there is no significant quality level specified by customers unless the employees have a work-life balance. Hence, Pratiwi (2019) emphasized that each employee requires a balance between their personal life and professional responsibilities in Indonesia. Further, noted that every employee needs a balance the established knowledge gap of both independent and dependent variables to improve employee health, increase performance in the selected public universities, in Kenya, and improve government compensation policies.

Worldwide, there are approximately 200 million university students, with a notable increase in sub-Saharan Africa fueled by a growing demand for higher education for the youth (World Bank, 2017). In today's professional landscape, maintaining a healthy work-life balance is essential. Work plays a crucial role in enhancing an individual's social well-being (Singh, 2018). Employees often find themselves managing a variety of responsibilities, taking on roles such as secretary, nurse, colleague, parent, manager, and many others (Oyiolo, 2018). Furthermore, numerous employees experience demanding workloads and extended hours, which can greatly impact their personal lives and overall performance.

Moreover, achieving good performance requires prioritizing employee work-life balance (Singh, 2018), which has become crucial in modern organizational strategies. To enhance employee performance in line with their objectives, organizations must adopt improved strategies for work-life balance. Virgiawan *et al.* (2021) declared that fostering a healthy work-life balance has gained recognition as a strategic priority for organizations. In Sri Lanka, the daily work and rest schedules for employees have been established (Mendi & Weerakkody, 2017). Consequently, it is posited that organizations that effectively implement work-life balance strategies are likely to achieve better performance (Pukienė & Škudienė, 2016). Internationally, numerous studies highlight the advantages of facilitating work-life balance for employees. This research aims to identify conceptual knowledge gaps that could benefit the education sector, government policies, and human resource practitioners.

Research conducted in South Africa and Nigeria underscores the vital importance of work-life balance in mitigating employee burnout and enhancing job satisfaction. Moreover, it is essential for organizations across Africa, including public institutions, to implement policies that foster work-life balance to improve employee performance and meet organizational objectives (Thevanes & Mangaleswaran, 2018). Hence, trends in African perspectives on work-life balance are evolving day and night with rapid urbanization and dynamic work structures, there is a thriving awareness of the value of work-life balance for employers and employees.

Organizations in Africa are beginning to implement work-life balance policies such as flexible work hours, remote work options and leave programs to accommodate the

changing needs of their workforce. Nonetheless, as reported by Hiejebel *et al.* (2020), many workers in Africa still face challenges in achieving satisfactory work-life balance. In previous studies, researchers recommended that banks should implement flexible work arrangements such as flexible schedules and telecommuting to allow the employee to better their work-life balance (Ekipechi & Igwe (2023).

Work-life balance has a positive effect on work morale as evidenced by research from Hasugian *et al.* (2023), Oktaviani (2022) and Putri & Frianto (2021) who simultaneously stated that work-life balance has a positive and significant impact on work morale. A stronger balance between work and personal life leads to higher employee morale, while a weaker balance results in lower morale. Employees can enhance their morale by achieving a better work-life balance. In contrast to the results of research conducted by Wiyarta (2023) stated that work-life balance does not effect on work morale and performance. This illustrates the need for human resource professionals to evaluate effective work-life balance strategies and their influence on employee performance in their organization.

From Kenya's perspective, the swift expansion of public university education has posed challenges related to work-life balance and employee performance, as highlighted in earlier studies (Odhiambo, 2016; Kivati, 2017). Researchers, Bett, Sang, and Chepkwony (2022) employed spillover theory to examine the impact of work-life balance on employee performance. As a result, this study incorporated spillover theory along with moderating factors to investigate the relationship between work-life balance strategies, environmental influences, and employee performance.

The 2018 report from the Republic of Kenya highlights concerns regarding work-life balance programs in public universities, indicating that they impact employee performance expectations and contribute to heightened pressure to perform. The present study focused on the impact of work-life balance strategies such; as social support, flexible working arrangements, leave policies, and health programs on employee performance. The present study establish the knowledge gap in the (Statutes, 2022; Kusu CBA, 2013-2017; Human Resource Manual, 2022; Kudheihha CBA, 2017-2022). Though public universities have prioritize the well-being of their staff, offering amenities like gyms, recreational activities, and sports, which are frequently accessed.

Public universities provide counseling services to support the psychological health of employees (Scheme of Service: 2023). Despite these efforts, challenges persist in employee performance, particularly related to absenteeism, stress, and depression (Universities Personnel Records, 2021; CUE, 2018). Various studies conducted in Kenya and globally have explored work-life balance about factors like job satisfaction, knowledge management, employee turnover, and workplace environment. (Kegoro, Otieno & Indara., 2020) However, this particular study aims to bridge the knowledge and conceptual gaps within selected public universities by promoting employee health and performance, thereby fostering community growth through research and innovation (Vision, 2030). Overall, research on work-life balance and employee performance has been conducted across a range of sectors at global, regional, and local levels.

Research on the impact of work-life balance on employee performance has been conducted across various organizations. In Indonesia, Wulantika, Ayusari, and Wittine (2023) found a

strong correlation between social support and employee performance. Similarly, Tamunomiebi and Oyibo (2020) argued that promoting flexible work arrangements and various types of leave can significantly enhance employee well-being in Africa. In Kenya, Mutuku and Makhamara (2022) investigated employee performance within the energy and petroleum sector, discovering that leave policies and increased time off were also significant factors. A review of prior studies at global, regional, and local levels, encompassing financial institutions, healthcare, industries, and the education sector, has highlighted the connection between work-life balance and employee performance. These studies examined this relationship with factors such as social support, flexible work arrangements, leave policies, job satisfaction, and health assistance programs. This underscores the necessity for further research into the moderating role of environmental factors on the relationship between work-life balance strategies and the performance of non-teaching employees in selected public universities in Kenya.

1.2 Statement of the Problem

Non-teaching staff in Kenyan public universities are vital for enhancing both academic and administrative operations. They contribute significantly by managing finances, operating laboratories, performing administrative tasks, and maintaining facilities. However, this essential role has resulted in a heavy workload, leading to issues such as postponed annual leave, absenteeism, diminished work quality, poor work-life balance, heightened stress levels, decreased alertness, health problems, and reduced performance (Kaburu & Embeywa, 2014; Kilonzo, 2011; Odhiambo, 2011; Macewen & Barling, 2016). These challenges have further triggered industrial actions, including strikes, slowdown of work, and delayed salaries, despite the existence of the Collective Bargaining Agreement (2017-2023) between non-teaching staff and their employer (Serem & Ongesa, 2023). Research by Aduda (2016) and Wanzala (2018) indicates that the Kenyan government's efforts to enhance the effectiveness of non-teaching staff in universities have fallen short of expectations.

Virgiawan et al. (2021) emphasize the importance of a healthy work-life balance, identifying it as a strategic component crucial for organizational success. To support non-teaching employees in fulfilling their responsibilities, public universities have implemented various work-life balance initiatives aimed at optimizing their performance. While numerous studies have investigated work-life balance and employee performance across different sectors, there has been limited research focusing specifically on non-teaching staff in public universities. Most existing studies tend to concentrate on particular aspects such as employee turnover, job satisfaction, organizational culture, and knowledge management, as noted by Kegoro, Otieno, and

Indara (2020); Amoro and Khamara (2021); Mulanya and Kagiri (2018); Lula (2018); Awour (2021); and Wambui, Boinett Tumwet, & Bowen (2017). These investigations have analyzed work-life balance and employee performance without considering the moderating influence of environmental factors. Furthermore, while other studies have looked into related variables, they often sampled respondents from diverse sectors such as banks, hospitals, industries, private universities, and hotels in Kenya (Oyiolo, 2018; Annan, 2017; Lula, 2018). However, these studies reveal methodological, contextual, and conceptual gaps. In contrast, research in Western countries has explored work-life balance and employee performance alongside various moderating and intervening variables, yet there is a gap of similar research within the context of public universities. Consequently, this highlights the need for a study focused on work-life balance and its impact on the performance of non-teaching employees in Kenyan public universities. in Kenyan public universities.

1.3 General Objective

The purpose of this study was to determine the effect of work-life balance strategies; and performance of non-teaching employees in selected public universities in Kenya.

1.3.1 Specific Objectives

The study was guided by the following;

- i) To establish the effect of social support on performance of non-teaching employees in selected public universities, Kenya.
- ii) To examine the effect of leave policy on performance of non-teaching employees in selected public universities in Kenya.

- iii) To assess the effect of flexible work arrangements on performance of non-teaching employees in selected public universities, Kenya.
- iv) To investigate the effect of health program support on performance of non-teaching employees in selected public universities in Kenya.
- v) To evaluate the moderating effect of environmental factors on the relationship between work-life balance strategies and performance of non-teaching employees in selected public universities in Kenya.

1.4 Research Hypotheses

The study was guided by the following hypotheses;

Ho₁: Social Support has no significant effect on performance of non-teaching employees in selected public universities in Kenya.

Ho₂: Leave policy has no significant effect on performance of non-teaching employees in selected public universities in Kenya.

Ho₃: Flexible work arrangements have no significant effect on performance of non-teaching employees in selected public universities in Kenya.

Ho₄: Health program support has no significant effect on performance of non-teaching employees in selected public universities in Kenya.

Ho₅: Environmental factors have no significant moderating effect on the relationship between work-life balance strategies and performance of non-teaching employees' in selected public universities in Kenya.

1.5 Significance of the Study

This study will provide substantial benefits to the management of organizations in the current global, regional and local business environment. The main aim of the research is to enhance the existing body of knowledge by linking work-life balance techniques with employee performance. This will help public universities in boosting their staff's performance. Additionally, our study highlights that implementing work-life balance strategies can serve as crucial drivers for achieving success within business organizations. They offer organizations valuable insights into how to effectively implement these strategies to retain and attract employees, as well as maintain a competitive edge in the business market.

The management of a public university will acquire insight concerning the outcome of study findings. The adoption of work-life balance strategies is to empower the administration, enhance the general public and employees, students, visitors, suppliers, and the community's perception of inadequate service provision, and reduction of public complaints. The study outcomes results are to strengthen the relationships of stakeholders by offering them direction on how to create productive work environments that advance the performance of the organization. Employees require to be provided with active support so that they can consistently improve the way they work and meet deadline in their performance. Hence, senior administrators at the designated public institutions in Kenya must adopt the suggestions and recommendations put forth in the aforementioned study regarding work-life balance. Such strategies should serve to motivate employees and employers alike, while also mitigating the concealed expenses that arise from subpar performance.

The findings of the study will provide a better understanding of the relationship between work-life balance and employee performance while clarifying the moderating effect of environmental factors. Students and researchers may use the findings as a basis for future studies particularly in areas that cover other components within the work-life balance strategies that can affect the performance of employees in public universities. Scholars around the world may gain an understanding of how different work-life balance strategies can be practical to inspire the desired behavior from the employees and contribute to organizational attainment. They can use the study findings results, the theoretical reviews, and the literature reviews, to narrow down the in on the link between work-life balancing techniques and performance in the workplace. The

research identified potential avenues for future inquiry, in which additional scholars might develop hypotheses to expand the body of knowledge on the relationship between work-life balance strategies and performance.

Employee work-life balance is crucial in organizations due to the increased global competitive market, organization costs, health issues, job stress, and insecurity at the workplace. Employers are to provide and monitor work-life balance strategies to promote a healthy organization's workforce. Employee performance policies and initiatives for work-life balance have recently received more attention from human resource professionals, who are both policymakers and policy custodians. However, the results of the research can be utilized to formulate adaptable policies that are by the Government's salary remuneration schemes, the Employment Act of 2012, the Labour Laws Act of 2007, the Labour Relations Act of 2007, the Work Injury Benefits Act of 2007, the Occupation Safety and Health Act of 2007, the statutes of Kenyan public universities, the Collective Bargaining Agreement, the Leave policy, and the Medical Care Insurance schemes. Such policies will foster employee commitment.

1.6 Scope of the Study

Determined work-life balance strategies and environmental factors of non-teaching employees' performance in eight selected public universities, in Kenya. The independent variables of work-life balance strategies of the study engaged; social support, leave policy, flexible work arrangements, and health program support. Performance as the dependent variable was measured using the work output and attendance. The study examined the relationship of environmental factors as the

moderating variable. Discrepancy hypotheses, spillover theory, social exchange theory, organization support theory, and resource drain theory were utilized.

According to CUE (2017), the selected public universities in Kenya were employed in the study namely; (EU KIBU, KU, JOUST, MU, MSNU, and MMUST & RU). The selected universities are situated in various counties that are based in Kenya including Nakuru County, Uasin Gishu, Siaya County, Homabay County, Kisumu County, Kakamega County, Bungoma County, and Kericho County. Three research assistants were involved in data collection. Data was collected in two (2) months from July 2024 to August 2024 since universities are situated in distant parts of Kenya. They had to drop the questionnaires and return to pick after two or three days. The study's target respondents were non-teaching employees of the selected public universities that had been chartered by the year 2021 under the Universities, Act, of 2012. The respondents of 3538 consisted of categories of non-teaching employees in categories namely; Administrators, technical, and support employees.

1.7 Limitations of the Study

This study focused on four practices identified as having work-life balance characteristics following a comprehensive literature review. These practices comprised social support, leave policies, flexible work arrangements, and health program support. Each of these practices was influenced by various environmental factors. The dependent variable examined was employee performance, which is regarded as an essential aspect of overall organizational performance. Acquiring the most recent locally pertinent literature on the study variables in the selected public universities in

Kenya posed a challenge for the researcher. This was reduced by looking at research from public universities outside of Kenya and other nations that have some similarities with the local setting, as well as a dearth of studies from other fields concerning work-life balance programs and their effectiveness in Kenya.

The respondent's reluctance to divulge certain data, specifically regarding employee performance, on account of the disclosure that would accompany the response. Precisely, the researcher informed the respondents that the response was for academic research purposes. In addition, provided an approval letter of introduction for confirmation, and assured the participants of confidentiality and allaying their concerns. Certain participants' hectic schedules hindered the progress of the data collection phase. This, however, was mitigated through the implementation of the drop or additional time and retrieve technique, which involved consistent follow-up via phone calls or SMS. Since, there are other options methods which could have been adoptive to hypothesis the research, the survey limited itself to simple and hierarchical modeling approach. Suitability of regression modeling was attested through process of regression model diagnostic tests.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The information presented in this chapter provides an examination of theoretical review conceptual review, and empirical review that are pertinent to the research. The review assessed the moderating effect of the independent variables and the dependent variables. In addition, provide a synopsis of the research gaps.

2.2 Theoretical Review

The theoretical review encompasses an examination of the theory's proponents, strengths, weaknesses, and relevance. The research study employed four theoretical frameworks spill-over theory, social exchange theory, organization support theory, and resource brain theory to adequately address its research objectives. The Spill-over theory, social exchange theory, organization support theory, and resource brain theory have been the subject of investigation in numerous countries, financial institutions, industries, manufacturing firms, and health sectors. Prior research examined the contextual divide in various work environments. The study addressed the knowledge gap by examining selected public universities, in Kenya.

2.2.1 Spill-Over Theory

The concept of spill-over theory originated in 1890 through the work of Marshall. This theory focuses on the development of knowledge spillovers and was further advanced by economists Kenneth Arrow in 1962 and Paul Romer in 1986. According to Shi and Wang (2022), spill-over theory refers to the transfer of content, attitudes, and behaviors

from one domain to others. This theory offers a valuable framework for examining the interactions between work and non-work domains, especially in relation to social support, flexible work arrangements, and health program support. This is based on the idea that work and family-related tasks can sometimes overlap. While Alfred Marshall (1890) noted that what happens at the workplace is analogous to what happens in one's home or familial setting while Wakhungu, Wanyama, and Olang'o (2020) characterize spillover theory as a process that dwells much on the trends of employees on projections of their emotions, attitudes, and behaviors from the workplace into their personal lives and families.

According to Muzaeni *et al.* (2020), individuals risk having a work-life balance and performing at a worse level when there is an imbalance between their professional and personal lives. Work-life flexibility aids employees in managing the simultaneous obligations of their families and professional lives. Employee work-life balance may be impacted negatively or positively by this, which may ultimately affect employee performance. According to Lakshmypriyak and Ramakrishna (2016), a negative spill-over arises once a person's work and personal lives are too closely interwoven in terms of time and space. This can lead to an imbalance between the two, as well as conflicts at work. Conversely, positive spillover occurs when interactions of or between family, personal, and professional obligations are conducted with sound flexibility.

Consequently, positive spill-over facilitates employees in effectively managing work obligations alongside personal or familial responsibilities, ultimately leading to enhanced employee performance as evidenced by improved attendance and work

performance. On the contrary, organizations that prioritize work-life balance and strive for it effectively concentrate on creating a positive influence that enhances the performance of their employees. Delray *et al.* (2018), notes that employees perform better when their professional and personal lives are well-balanced. However, lead to favorable or unfavorable work or non-work consequences, contingent upon the degree of rigidity or adaptability required in each of the numerous domains. The spill-over theory was applied to relate to the effect of social support, flexible work schedules, time off policies, and wellness initiatives on employee performance in the selected public universities in Kenya.

2.2.2 Social Exchange Theory

Social exchange theory emerged in the late 1950s and has since evolved into a substantial area of research focused on social behavior. The theory has been employed to support both practical and sociological perspectives on relationships within social networks (Blau, 2017; DeLamater & Ward, 2013; 1987; Homans, 1961). As a result, Emerson (1976) observed that scholars were particularly interested in the psychology of small groups, aiming to comprehend interpersonal relationships within organizations and the dynamics of interactions. Social exchange theory is the positive interaction that takes place between an employer and an employee within an organization, which has an impact on performance.

According to this theory, an employee expects the employer to furnish specific monetary or non-monetary incentives in exchange for adhering to the organizational policies and fulfilling their assigned duties. Social exchange involves the reciprocal

provision of goods or services between two or more individuals to maximize advantages while minimizing disadvantages (Brunneto & Xerri, 2013). This encompasses the provision of rewards or benefits in return for employees' contributions to the workplace. The researcher investigated the effect of social exchange theory with independent variables, such as health program support, social support, leave policy, and flexible work arrangements, were discussed. Additionally, with the moderating effect of environmental factors on the dependent variable of performance.

Social exchange is recognized as a positive indicator between employers and employees in an organization that impacts the attainment of objectives through effective performance. This implies that taking into account the advantages and disadvantages of each relationship dictates whether the social association should be maintained or terminated. Additionally, Blau (1964) states that individuals ought to assist others and that those who have assisted them in the past should not be harmed or intended to be harmed. Social exchange provides obligations and freedom in workplaces through social networks and a succession of interactions over time (Brunneto & Xerri, 2013). This example demonstrates that social interaction between two individuals functions as a reciprocal attraction. That the two entities participate in a mutually beneficial relationship, with both the employer and employee benefiting from the endeavor.

Hence, social exchange establishes a structure of conditions that must be met for individuals to experience a sense of obligation when they gain from the actions of others or the organization in which they participate (Gouldner, 1960). The social

support theory has been implemented in several sectors, including banking, manufacturing, and healthcare, to determine how individuals perceive and implement social exchange theory. In the present study the social exchange theory guided the investigation of the relationship between social support, health program support and performance of non-teaching staff in Kenyan selected public universities. The reason is that employees can meet their targets through supervisory support and co-worker support, medical care facilities and counseling services and balance their work and non-work and increase performance.

2.2.3 Organization Support Theory

Organization support theory is where employees develop a universal perception regarding the degree to which the organization values their input and is concerned with their welfare (Eisenberger, Huntington, Hutchison & Sowa, 1986). As soon as employees perceive that their efforts are appreciated by the organization, their emotional, social, and affiliation requirements will be fulfilled. This can be assessed by the adequacy and magnitude of rewards and benefits granted to employees; in turn, employees demonstrate concern for the welfare of the organization and contribute to its goal attainment. Therefore, this theory, emphasizes that employees construct their perception of their employer by the actions taken in response to the performance outcomes of the workers. Hence, employees are more likely to increase their actions and exert extra effort in their roles when they have a positive perception. Additionally, they are less likely to experience tension and withdrawal behaviors, which ultimately leads to higher levels of performance (Eisenberger *et al.*, 1986).

Support for work-life balance initiatives that are satisfactory and beneficial may be contingent on the employer's conduct. To facilitate positive superior and colleague support for employees, allowing them to balance work obligations with personal or family responsibilities. Muthia and Yuki (2016) examined the impact of transformational leadership as a moderating variable on employee work-life balance in the Indonesian banking sector in relation to perceived organizational support. Research outcomes demonstrated that the perception of support from the organization had a noteworthy and favorable impact on female employees. Additionally, the research revealed that personnel perceived and experienced leadership of transformation within the organization. However, employees experienced the encouragement and motivation of organizational support when it came to implementing work-life balance into their performance.

The study is based on organizational support theory, which explains the development of employees' views within a company. This aligns with the premise that effective and favorable work-life balance strategies improve performance of non-teaching employees in selected public universities. Encouraging interactions between supervisors and coworkers are some examples of these positive strategies that could enhance performances by creating a constructive perception. In my opinion, employees who receive additional support feel obligated to put forth greater effort. The study's objectives one, two, three, four, and five are all represented by this idea.

2.2.4 Resource Drain Theory

Resource drain theory refers to the process where resources are transferred from one environment to another. This transfer occurs due to the scarcity of resources, including but not limited to time, money, attention, and energy (Morris & Madsen, 2007). Where time spent at work by an employee directly correlates to the amount of time spent on non-work related activities, such as spending time with family. Work-life balance is establishing an optimal arrangement between paid and personal spheres, wherein one experiences ease and contentment with obligations related to both work and life matters. Individuals struggle to allocate their time in a manner that is conducive to both their jobs and individual lives; this can lead to mental atrophy (Vlems, 2005). This may not be due to a lack of time management skills, but rather to the fact that a significant portion of the time is not theirs. Thus, time is the property of the organization to appease the supervisor, and employees must sacrifice other activities.

Attaining an optimal equilibrium is a subjective matter because individuals possess unique life priorities (Vlems, 2005). Hobson, Delunas, and Kesic (2001) posit that an ongoing challenge for employees to manage their paid work and unpaid work may result in harmful organizational outcomes, including increased absenteeism and attrition, diminished productivity, and job satisfaction. Nevertheless, this cannot be accomplished on an individual level in the absence of the organization's assistance. When employees' mental health is negatively wedged by their inability to have work-life balance and familial obligations, it results in decreased productivity and increased absenteeism, ultimately impinging on employee performance.

2.3 Conceptual Review

2.3.1 Social Support

A study surveyed by Cobb (1976) defines social support as the sense of assurance, value, and affection that an individual derives from their social network of interconnected relationships. According to Oludayo and Omonijo (2020), social support encompasses emotional concern, informational and instrumental assistance, and empathy provided by individuals such as colleagues, supervisors, or family. Moreover, researchers Olowookere, Babalola, Ommonijo, Odukayo, Adekeye, Agoha, and Elegbeleye (2020) emphasize that universities should avoid pressuring employees to help one another. Instead, they should create an environment that fosters creative support, encouraging employee growth through social groups, recreational facilities, and opportunities for relaxation during breaks or non-working hours. Consequently, social support plays a crucial role in moderating workplace stress and alleviating negative mental attitudes towards depression, ultimately contributing to emotional stability (Okhakuhe & Aroniyiaso., 2017).

Social Support may be provided by people within organization from co-workers, customers, suppliers, and the entire organization. According to Mansour, and Tremblay, (2016); and Mishhra, (2020) their previous studies have shown that social support has a deep enhancing therapy which has an evident impact on the psychological environment. Thus, it is considered as the preceding performance in the organization. Research theory implies that social support reduces work stress and work-family conflict. However, it is classified into several aspects built on sources, such as supervisors' support and co-workers' and family's support (Pluut, Ilies, Curseu & Liu,

2018). A study by Sedarmayanti (2017), noted that physical work environment encompasses all the tangible conditions present in the workplace that can influence employees, either directly or indirectly. In contrast, the non-physical work environment refers to the dynamics involving work relationships, including interactions with superiors, colleagues, and subordinates. The present study was investigated in the part of Kenya to address the contextual gap, since the past study was done in other countries (Choi, 2015).

2.3.1.1 Co-Worker Support

Colleague support and friendship are examples of valuable resources in providing emotional and social investment support, as they involve showing care toward coworkers experiencing difficulties either in their professional or personal lives (Enemuo, 2016). Multiple empirical studies have demonstrated that coworker support significantly impacts organizational human resource activities. The subsequent empirical investigations provide support for this claim. Gaire (2017) define a coworker as an individual or more who is engaged in collaborative work within an organization, including superiors. Hence, is an association that exists between employees who occupy the same hierarchical level and devote most of their time interacting with their supervisors during work performance. Nevertheless, moral support from colleagues is crucial for surmounting all calamities, including those that have a significant effect on conduct and employee performance.

Fearon, McLaughlin, and Morris's (2013) study showed that coworker support makes employees more engaged with their team at work, looking at it from the point of view of individual, collective, and organizational efficacy. Furthermore, they stated that

support from coworkers improves organizational performance and collaboration. This discovery suggests that the assistance of colleagues improves the efficiency and efficacy of the service provision process. This implies that when a company allocates resources towards providing assistance to colleagues, it observes improved operational efficiency and overall performance. Based on the empirical critical evaluation that was conducted previously, it can be concluded that coworker support exerts a substantial impact on the outcomes of employees across multiple organizations. This finding suggests that when an organization allocates resources towards enhancing positive coworker support, it leads to a substantial reduction in work-life strain and a notable improvement in employee performance outcomes.

According to the study examined by Dechawatanapaisal (2022) on the impacts of workplace social support, organizational support, supervisory support, and co-worker support on job enclosed, in Thailand. The findings revealed that job integrated mediates the links between perceived organizational support as well as perceived co-worker support and intention to leave by reinforcing the effect of perceived supervisory support and perceived co-worker support on job incorporate. This study determined the effect social support using co-worker as a construct variable on employee performance. The knowledge is to enhance employee relationship to improve performance.

2.3.1.2 Supervisory Support

The support occurs when employees perceive that their superiors are concerned about their overall welfare in the workplace by providing social resources that are pertinent to their tasks or objectives. However, supervisory assistance in resolving work-family-

related issues may serve to illustrate this. Therefore, reputable supervisory support instills motivation, which in turn elevates employee morale, inspires and motivates individuals, and ultimately enhances performance (Oludayo & Omunijo, 2020).

A similar study by Mungania (2017) discovered that managers are involved in making crucial decisions, which greatly impacts the success or failure of work-life balance initiatives. Likewise, scholars suggested that supervisors may employ their position to offer criticisms that either encourage or discourage the implementation of particular human resource practices. Additionally, they can increase the level of employee engagement in Kenyan state-owned enterprises.

Researchers Wong, Bandar, and Saili (2017) in their study established that equivocally flex-time, supervisor support, and employee performance are all significantly correlated positively. The study's results established that work-life balance is influenced by supervisor support and that supervisors have a significant impact on the well-being of their subordinates, a factor that is crucial in resolving work-related conflicts. The research identified and deduced that the assistance of supervisors facilitates the seamless blending of work and family obligations. Therefore, when workers receive assistance from their superiors in the workplace, they exhibit heightened levels of dedication to their jobs, which in turn stimulates employee productivity.

2.3.2 Leave Policy

Leave is the time an employee stays away from his working place with permission from his/her employer. It facilitates an employee to relax and returns to job when he

has renewed energy and with the morale to perform work. According to Gatimu and Kagiri supervisors should develop and coordinate accrued leave days to remain manageable. Employees have the right to various types of leave under the Kenyan Employment Act (2007). These leave categories include annual leave, sick leave, maternity, compassionate, medical, study, paternity, unpaid, and days taken for rest and re-energizing purposes, of others. Dagogo and Oyibo (2020) suggest that leave projects should be planned for the start of each calendar year to keep things running smoothly in the workplace and avoid work imbalance. Therefore, leave refers to any period during which an employee is not at work, typically on a voluntary schedule. The optimal framework for regulating leave provisions is the policy that has been formulated in this research.

Ledum, Onuoha, and Eke (2020) define leave as a sanctioned duration in terms of the number of hours or the number of days in which employees are permitted to be away from their place of employment. During the time an employee is on leave, he or she is compensated and permitted to request additional time off. This enables personnel to alleviate the pressures of their professional lives and establish a harmonious balance between their paid and non-paid work. According to Mwathi and Nzulwa (2019), it is permissible for employees to be absent from their regular responsibilities for a designated duration without incurring any negative repercussions. Most organizations implement, leave programs: annual, compassionate, sick, study, and unpaid.

Mulanya and Kagiri (2018), on the other hand, state that employees who were compensated during their annual leave felt re-energized, performed better (mean score: 4.24), and were more engaged after their leave. Therefore, it has been demonstrated

that organizations that take leave policies into account experience positive effects on employee well-being and performance. However, Munyiva and Wainaina (2018) have demonstrated that various forms of leave policy programs yield boundless positive effects on employee performance. Employees possess knowledge regarding their leave rights, as stipulated in the Kenya Employment Act of 2012 and ILO employment guidance (GOK, 2012). The findings of their research demonstrated that an increase in annual leave contributed significantly to enhanced performance, with a mean test of 4.42 and a standard deviation of 0.684. Furthermore, bivariate analysis of leave and employee performance revealed a correlation of 0.704, which was statistically significant at the 0.01% level.

Additionally, Uzochukwu and Ngozi (2015) establish a strong correlation between employee service deliveries and time policies in their research of employees in commercial banks located in Lagos state. Kinyili (2015) found a strong positive link between how employees plan their leaves and how satisfied they are with their jobs. Additionally, the researcher noted that leave options afford personnel the chance to manage personal or familial obligations, thereby achieving a harmonious equilibrium between professional and non-professional obligations. The present survey establishes new knowledge on how the human resource practitioners should develop effective leave policies that align with the organization values and strategies. The management and employees to design leave policy that is fair, transparent and accessible to create a friendly environment that enhances employee performance.

2.3.2.1 Annual Leave

Annual leave affords personnel the chance to unwind for a prolonged duration and recommence their duties with revitalized enthusiasm and vigor. Departure transfers result in the transmission of leave balances for employees. Thus, annual leave accruals are kept within manageable limits through the development and coordination of plans by supervisors who interact with employees (Ngari, 2019). Employees have the option to utilize their annual leave days for recreational purposes or simply to escape the pressures of the workplace. Recreational leave improves employee performance by providing the opportunity to decompress, address personal concerns, and rejuvenate the mind, all of which are factors that, according to the resource brain drain theory, could have a detrimental impact on performance.

A similar study by Otieno (2020) examined the manifold benefits that annual leave confers on employee performance and work-life equilibrium. The study found out that annual leave benefits include decreased tension, psychological reinvention, recreation, and cost savings resulting from errors, all of which contribute to improved employee performance within the organization. Nevertheless, the deficiency of communication regarding work-life equilibrium of employees is evident in their inability to continue on leave, which the employer is unable to compensate or carry forward. Thus, according to Kim (2017), employees' performance is negatively impacted when they do not take their annual leave. Muhammad's (2015) study proposed that when devising policies on workload and leave, university administration should consider the influence of work-life balance. By investigating environmental factors' moderating effect on performance related to non-teaching staff in Kenyan public universities where leave policy is an

integral element of work-life harmony strategies. This research aimed at bridging the knowledge gap present in this matter.

A study conducted by Orogbu, Onyeizugbe, and Chukwuemeke (2015) identified how leave policy affects how well commercial banks do their jobs. The researchers revealed a positive correlation between service delivery and leave policy. It has also reported that employees take advantage of extended periods of leave to unwind, returning to their work with renewed enthusiasm and vigor to provide services efficiently and effectively. Therefore, leave policy sufficiency, consistent implementation, and timely approvals impact employees' decisions to remain with the organization, thereby enhancing productivity. Annual, maternity/paternity leave and sick leave are types of leave that employees are entitled to under the Employment Act (2007).

2.3.2.2 Sick Leave

Absence due to illness is a substantial social and economic issue that is correlated with behavioral attitudes. Limited research has been investigated on the correlation between employee execution and sick leave, with inconsistent findings (Gatimu & Kagiri, 2017). Therefore, sick leave is an official authorization granted to an employee not to work but to attend to the health and safety requirements of a sick or injured immediate family member or household member, without incurring any loss of pay. Conversely, in the event of illness, an employee is eligible for sick leave by the doctor's orders.

Organizations that grant employees the ability to take medical leave as needed facilitate their prompt recovery, enabling them to return to work at a higher level of motivation

and focus, ultimately resulting in enhanced performance. On the contrary, when compared to individuals whose employers deny them medical leave even though they are all ill, this results in subpar performance (Lee, Back, & Chan, 2015). As a result, employees whose medical leave is not only granted but also provides them with a remunerated period perform better than those whose leave is not compensated. This indicates that employees whose performance suffers as a result of not being granted medical leave will not desire such time off. The focus of this investigation was the hospital industry. The current investigation was conducted in selected public universities in Kenya, where the performance of non-teaching employees would be impacted by the identified knowledge and scope disparity.

2.3.3 Flexible Work Arrangements

As employee access to flex schedules, flexible work arrangements are mutually agreed upon between the employer and employee and involve the performance of work in a flexible manner, to benefit both parties. Flexible work arrangements are systems of working that provide employees with greater flexibility in their work through the use of telecommuting, compressed work weeks, and flexible scheduling, of others. Stefanie, Suryani, and Maharani (2020) state that companies with flexible work arrangements see big changes in how things work and how help employees achieve work-life balance, which gains performance. Further, recommends that Kenya is underdeveloped nation, it is imperative to examine and implement flexible work arrangements in both private and public sectors to bridge the knowledge. This study is to assess the knowledge gap in selected public universities in Kenya.

Dousin, Collins, and Kaur (2019) used Malaysian medical professionals as a case study to examine how work-life balance affects employee performance. The results of the findings demonstrated that there was a substantial and positive impact on job performance. Nevertheless, it is worth noting that job satisfaction played a substantial role as an intervening variable in the correlation between supportive supervision employee performance, and flexible working hours. Therefore, a successful work-life balance promotes satisfaction, which ultimately enhances employee productivity.

Opuko and Munjurini (2017) looked into how flexible work arrangements affect employee job performance in the logistics and transport business. The findings indicate a noteworthy and constructive association between work flexibility arrangements and job performance in the transportation and logistics industry. Additionally, they realized that the logistics and transportation of firms that integrate flexible work arrangements into their overall business strategies received consistent enhancements in employee performance and achieved a healthier work-life balance. The study's recommendation was to develop and execute policies regarding flexible work arrangements to enhance employee job performance. Therefore, the current investigation incorporated the moderating effect of an environmental factors variable to establish knowledge gap for future studies.

Work flexibility as the provision of practices and policies that grant employees a degree of autonomy about their working hours (Kattak, Muhammad, and Muhammad (2020). Consequently, flexibility in working hours is gaining importance, with an increasing number of employers providing their staff with such opportunities. The

advantages of flexible work hours contribute to enhanced organizational performance and a more favorable equilibrium between work and personal life. Kipkoech (2017) asserts that flexibility in the workplace consists of work schedules, part-time employment, and compressed hours, all of which assist employees in maintaining a work-life balance during critical hours, which are typically a predetermined interval between the commencement and conclusion of the workday. Furthermore, flexible work arrangements afford employees significantly more autonomy about the precise moments they commence and conclude their workday.

An investigation survey was carried out on how work engagement and flexible hours with a mediating role of psychological empowerment affected team success in Pakistan (Muhammad *et al.*, 2020). They found the mediating role very positive. Flexible work hours alleviate employees' stress levels and workload, which ultimately results in enhanced employee performance. Additionally, their research revealed that flexible work hours positively affect employee performance. Flexibility encompasses teleworking, flex-time, compressed work weeks, part-time work arrangements, and employee job sharing. In recent times, the proliferation of online work in residences and offices has been facilitated by the increased demand for internet connectivity and rapid connections. Nonetheless, the current study aims to evaluate the moderating effect disparity of non-teaching personnel in the chosen public universities of Kenya.

According to Ogechi and Nweke (2019), inflexible work schedules and excessive working hours are causes of conflict between work and family responsibilities in the Niger Delta's oil industry, in Kenya. Contrary to (Tumwet, 2017), that implementation

of flexible work arrangements to attain work-life balance has increased in prevalence. (Tumwet, 2017). Flexible work arrangements afford employees the autonomy to select convenient working hours, thereby potentially enhancing their overall performance. Therefore, workers recognize the importance of flexible work hours, especially when seeking to maintain a healthy work-life balance. A multitude of studies have been analyzed across various countries and work environments. The current investigation filled the contextualization void by analyzing research conducted at a subset of public universities in Kenya.

Employee performance is impacted by flexible work schedules, which consist of job sharing, employee vacations, and assistance programs (Mulanya & Kagiri, 2018). Furthermore, the implementation of efficient flexible work schedules allows staff to attend to both work and employee interpersonal relationships, fosters teamwork and job sharing, provides leave packages that are adaptable to modern lifestyles, and supports assistance programs like child care unity, which ensures the well-being of employees and improves their concentration and performance. The results of the current survey encourage workers to maintain a healthy work-life balance through their current lifestyles to enhance their performance.

2.3.3.1 Flex-time

Flex-time arrangements afford employees the autonomy to schedule their workdays according to their availability, contingent on a minimum number of hours put in. This flexibility enables employees to address personal or familial obligations and challenges (Wambui *et al.*, 2017). On the contrary, time-sensitive work arrangements reduce

expenses associated with employee training and on boarding, while also enhancing overall employee performance. Consequently, flex time can be defined as providing employees with the ability to determine the duration and location of their workdays for the achievement of the highest level of work-life combination and performance possible.

Kipkoech (2018) found that giving workers the option of flexible hours has a strong and positive effect on their work. As a result, employees are required to select flexible work hours and locations that accommodate their preferences, thereby fostering a sense of ease that may positively influence their performance. Additionally, Ngari (2019) affirms that flex time provides employees with the flexibility to organize their work, which boosts their productivity. In any case, work-life balance is improved by flexible work arrangements, including but not limited to; telework, employee job sharing, compressed work hours, and shift work (Dreike, 2017). To foster performance, organizations should incorporate flex-time arrangements into their policies.

2.3.3.2 Job Sharing

This refers to a configuration of work wherein two or more employees collaborate to carry out full-time responsibilities, with the allocation of working hours of them. A theoretical job-sharing arrangement is one in which part-time, shift, or other work arrangements are restricted. Wambui *et al.* (2017) state that in addition to enabling employees to attend to other familial or personal obligations, job sharing benefits employers by enhancing employee performance, ensuring work continuity coverage

during sick leave, vacation, and leave, and providing additional coverage during periods of high demand.

2.3.4 Health Program Support

Fatigue, work-related accidents, heavy workloads, and numerous complaints are difficulties that strike employee performance (Bailey, Madden, Alfes, and Fletcher, 2017). Organizations often extend health programs as a means of recognizing and rewarding employees who demonstrate commitment and loyalty to their families while at work. They show appreciation for these employees in a variety of ways to ensure that they remain cooperative and assist the organization in achieving its work-life balance and objectives.

Muthia and Fitria (2016) confirm that an organization demonstrates concern for its employees by monitoring and assessing their emotional well-being, as evidenced by overall employee satisfaction. The majority of organizations demonstrate their support for their staff by offering health facilities to family members, thereby enhancing the organizations' performance through their workforce. Hoert *et al.* (2016) state that health support practices seek to enhance employee health to reduce labor costs and improve performance; for instance, they reduce absenteeism and assist employers in fulfilling their social responsibility toward their employees.

2.3.4.1 Medical Care Facilities

Okemwa (2022) noted that employee assistance programs are workplace initiatives given to employees to deal with issues that have a detrimental impact on their health. As a result, the researcher further noted that employee assistance programs are forms of

job support that aim to identify employees who are experiencing distress and motivate them to address their challenges through appropriate counseling or treatment. This stipulates that the purpose of employee assistance programs is to offer resolutions for psychological, emotional, social, and physical difficulties encountered by every employee within the organization. Therefore, employee health programs are implemented as a moral and humanitarian gesture to enable every worker to address personal or familial issues harmoniously. It has also been established that they do indeed influence the efficacy of an organization to improve employee performance and management initiatives must address behavioral hazards in the workplace via medical or professional counseling (Nisar & Rasheed, 2020).

Ojo (2012) states that employee support program has a big effect on how well people perform their duties. Additionally, the researcher noted that absenteeism rates decrease when employers provide assistance programs for their employees. This fosters positive working relationships between management and staff that improves employee work output. As a result, assistance programs for employees are crucial to the enhancement of performance. Therefore, there is a need in selected public universities in Kenya to provide childcare facilities to parenting employees, to motivate employee performance.

Several organizations have implemented health program support integration strategies to reduce employee performance and work-family conflicts. An example of an employer that provides childcare support is Safaricom. This demonstrates that the company employs a range of human resources strategies to alleviate the stress

associated with work for mothers, including providing additional maternity leave beyond what is required by law, allowing mothers to work in shift reductions, offering a full-paying work week, implementing a shift preference system, and providing an on-site doctor. As a result, the Safaricom business has experienced positive effects on employee performance, including increased punctuality, decreased absenteeism, improved stress and motivation levels, enhanced recruitment and retention efforts, and advancements in the representation of women in leadership and technology roles (IFC, 2017). The previous research was conducted at Safaricom, where the contextual disparity in the work environment setting is examined in public universities in Kenya.

2.3.4.2 Counselling services

Work-life balance is decisive to the social and psychological welfare of organizations, which is consequential for the welfare of employees and their responsibilities within the organization. As stated by Nisar and Rasheed (2020), the majority of organizations are currently offering counseling services and identifying practical solutions to address employees' concerns related to work and personal life balance, health management, expansion of family services, and family-work issues. Additionally, work-life imbalance affects employee health, efficacy, and performance.

Counseling program support within the workplace represents a substantial method by which management assists staff in improving their performance. Counseling services afford individuals the chance to engage in discussions with appropriately qualified individuals regarding work-related or personal concerns. It is a service extended to personnel who are failing to meet expectations and fulfill their duties and obligations

within the organization. Additionally, Tuvulla (2017) confirmed in her research that internal counseling is more beneficial to employees than external counseling. Conversely, Lazar, Paul, and Alphonse (2021) posit that employees exhibit a reluctance to confide in internal counselors regarding personal health concerns, instead preferring to do so with an external counselor. Therefore, the study to ascertain the knowledge gap of health program support on employee performance.

2.3.5 Performance

The workforce constitutes the most valuable resource in terms of organizational process performance and goal attainment. Tumunomiebi and Oyibon (2020) define employee performance as the degree of accomplishment that personnel attain in the execution of their job responsibilities. However, the extent to which an employee's professional life and personal life are compatible is a critical factor in determining that individual's performance. This indicates that organizations require work-life balance strategies that foster performance in a dynamic work environment to achieve success. The criterion for determining an organization's internal capability and resources to accomplish its vision and mission is employee performance. Additionally, it can be either fiscal or non-financial based on the metrics utilized for evaluation. Therefore, customer satisfaction, predetermined objectives, customer loyalty, cost reduction, and punctual delivery are utilized to assess employee performance (Mutia, 2022).

Employee performance has been defined differently by various researchers. Paramitadewi (2017), for instance, defines employee performance as the extent to which employees succeed in accomplishing their assigned duties within a specified time frame. Rachmaliya and Effendy (2017) define performance as the degree of

accomplishment an employee attains in the execution of his or her obligations and responsibilities. In general, an employee's performance is determined by his or her skill, dexterity, and the assistance of supervisors. Additionally, Tamunomiebi and Oyibon (2020) define employee performance as the degree of accomplishment that personnel attain in the execution of their responsibilities within the establishment. Consequently, performance is defined by Armstrong (2007) as the attainment of predetermined goals, as emphasized by Lula (2018).

Davids and Sissako (2017) affirm that employee performance constitutes the overarching element of the performance environment within an organization, which is steadily acquired. Furthermore, academic and professional circles are indebted to it for the value it provides to the organization and its staff. Employee performance encompasses the comprehensive result or triumph of an individual during designated periods of responsibility, in contrast to the pre-established and predetermined benchmark of work, objectives, or criteria (Masa'deh *et al.*, 2018).

According to Okolie and Omole (2017), performance can be defined as the degree to which an employee accomplishes assigned tasks and how the tasks contribute to the achieved objectives. Consequently, employee performance encompasses the efficiency and effectiveness with which an individual executes tasks at their workstation, as opposed to sentiments that solely stem from the job. As a result, the performance of employees inspires innovative, creative thought and overall improvement in the performance of the organization. The productive endeavors of content, motivated, and

dedicated personnel generate novel concepts for additional services or products and bolster value-added performance, operational efficiency, and client contentment.

Maalu and Dosho (2016) define performance as the capacity to synchronize an organization's internal resources and capabilities to accomplish its vision and mission. Therefore, since the maximization of wealth is of no concern to non-profit organizations, their inability to deliver dependable services to their constituents could potentially incite opposition and revolution. The performance of selected public universities in Kenya must consistently endeavor to attain their objectives. Depending on the metrics used to assess it, performance can be broadly categorized as either financial or non-financial.

Mutia (2022) said that performance indicators are based on the market and accounting, while non-financial context indicators are based on opinions, attributes, and the performance of an organization. This is measured by how satisfied and loyal customers are, how much money is saved, and how quickly goods are delivered. Nonetheless, even though government-run institutions do not operate for profit, they should provide economic and social benefits in addition to services. The selected public universities in Kenya, provide services to students, suppliers, and stakeholders, they are not profit-making.

2.3.5.1 Work out Put

Melayansari and Bhinekawati (2019) define competence as the degree to which inputs have been successfully converted into outputs or as the positive correlation between inputs and outputs. Exceptional performance efficiency within an organization serves

as the foundation for other factors such as quality and profitability. When organizations achieve greater output with reduced inputs, it indicates that employees are operating more efficiently (Afaq and Raja, 2016). Authentically, upholding a harmonious work-life equilibrium will not only positively impact the physical well-being and familial relationships of personnel but also enhance their overall work productivity.

According to Ogechi, Ejorusa, and Baridam-Ngome (2020), performance is correlated with the following factors: output quality, output timeliness, task presence and attendance, and the efficiency and effectiveness of completed work. However, employee performance remains the focal point of every organization, which should implement strategies to boost performance and maintain competitiveness. Organizational focus should be directed towards employees' work-life balance strategies so that both performance and organizational objectives can be achieved.

Moreta, Gabior, and Barrera (2017) made the point that a healthy work-life balance occurs when companies actively engage with their workers, using initiatives that address both the organization's and workers' non-work-related demands. The boundary that distinguishes work from life has garnered considerable attention from both scholars and professionals ever since. Kelly and Moen (2017) posit that flexible work arrangements afford employees autonomy regarding the timing, location, and manner in which they carry out their job responsibilities. Effectiveness signifies the degree to which a business accomplishes its objectives or navigates its interactions with the social and economic environment. Nevertheless, an organization's effectiveness can be predicted by its strategy objective or by the degree to which it achieves its objectives.

2.3.5.2 Attendance

Makori, Mbithi, and Amuhaya (2019) assert that an inadequate equilibrium between work and personal life yields prevalent repercussions, including increased absenteeism, distress, and substandard work quality. Work-related obligations or standards concerning the minimum number of hours employees must dedicate to work or work-related tasks are also recognized to have an impact on the successful implementation of work-life balance strategies within organizations (Thompson *et al.*, 1999). Strong organizational norms regarding "face-time" and "workaholic hours" result from the frequent conflation of working long hours with working diligently (Blair-Loy & Wharton, 2002). Because the majority of employees desire to be perceived as diligent, organizations rarely implement work-life balance strategies.

Maryani *et al.*, 2021 Without paying attention to human aspects, production machines alone will not yield optimal employee performance. Employees who are capable, skilled, and responsible are extremely valuable assets for an organization. They are the backbone of the organization. The standards for human productivity stipulate that workers should achieve optimal levels of output. The performance of an employee is determined by the quality, quantity, timeliness, effectiveness, and independence of the work they perform in accordance with their responsibilities.

2.3.6. Environmental Factors

The daily work performance of personnel in both private and public organizations is significantly influenced by the physical and non-physical conditions of the work environment. According to Nderitu and Ndeto (2019), a person's work environment

consists of their actual workspace, the guiding principles of their employer, and how these factors interact with one another to affect workers' productivity. Environmental factors are the working environment, which is the site of numerous activities that occur daily in pursuit of organizational success and development. The location could be an employee of a public or private organization, whether it be a minor or public entity or a large public organization.

It appears that employees are receptive to the aesthetics of their work environment, including both physical and non-physical aspects. Workplace settings are those in which workers carry out their duties with an eye on accomplishing the organization's objectives (Bushiri, 2017). Nonetheless, the work environment significantly influences the character of work and the performance of employees. The work environment impacts employee behavior, which affects the efficacy and efficiency of the workplace. A deplorable working environment not only results in subpar employee performance but can also have psychological repercussions, causing discontentment and disillusionment at work and ultimately affecting the organization's accomplishments. Therefore, as stated by Satyvendra (2019), employees assess their performance in various work environments and determine the optimal conditions under which they operate most effectively by focusing on current situations and workplace occurrences.

Miah (2018) defines the work environment as the correlation between the physical surroundings and the personnel who are employed within it. There are critical elements within the work environment that influence employees' performance. Therefore, the majority of workers dedicate 50% of their time to indoor environments, a factor that

significantly impacts their cognitive state, behavior, capabilities, and overall performance (Mmbusa, 2019). An enhanced output can be attributed to an improved office environment and physical space that motivate and support employees in their work.

2.3.6.1 Physical Environment

Consequently, physical factors may have a substantial impact on the environment and employee performance via comfort, health, concentration, and satisfaction. Additionally, factors that have a positive influence on employee performance include: building age, design, ventilation, space, air quality, commotion, and office environment (Saidi, Athirah, & Nur Shifaa, 2019). Therefore, ineffective physical structures within organizations result in employee dissatisfaction and inefficiency, both of which hurt employee performance.

Kidanie (2022) affirms that work-life balance, physical and non-physical work environments, and workplace environment are critical elements that can significantly influence employee motivation and performance. The physical environment about other variables have been the subject of extensive research in numerous organizational sectors. The research investigated how the physical work environment affects employee performance, specifically focusing on the knowledge gap that motivates personal needs of non-teaching personnel in Kenya's chosen public universities.

2.3.6.2 Psychological Environment

The coexistence of work-life balance strategies and employee satisfaction of colleagues fosters a symbiotic environment that contributes to enhanced psychological well-being.

It is hypothesized that there is a positive correlation between work-life balance and psychological well-being may be strengthened if a favorable work-life balance is accompanied by increased satisfaction with coworkers; conversely, a negative correlation may be exacerbated. This suggests that fostering positive relationships between employees and their supervisors and colleagues can lead to the development of trust, empathy, and respect, all of which positively impact employee performance (Fernandez-Ortiz & De Pablos', 2017).

At present, employment sector depression is a psychological disorder that impacts millions of individuals worldwide. In addition to causing physical and emotional distress, depression is of the primary causes of disability (WHO, 2001). Mood swings, hedonism, fluctuations in weight, appetite, or sleep patterns, fatigue, psychomotor disturbances, feelings of remorse or worthlessness, impaired concentration, and recurring suicidal mentation are all potential symptoms of depression.

Khaled (2019) concurs that depressive symptoms can vary in intensity, affecting various aspects of daily life and manifesting at different times. An episode of depression may manifest as a transient disruption in mood, cognition, and behavior, precipitated by acute stressors, multiple stressors, or an unexplained cause. Employers should be aware that the effect of work-life balance neglect on employees' psychological well-being has been studied independently of employees' satisfaction with coworkers, according to Riyanto, Sutrisno, and Ali (2017). We contend that researchers and administrators alike must be informed about these matters to comprehend the phenomena that influence the figurative correlation between work-life balance, employee psychological well-being, and performance.

2.4 Empirical Review

2.4.1 Social Support and Employee Performance

Majule (2017) studied the effect of supervisor-employee rapport and workplace effectiveness of Tanzanian hospitality industry workers. A cross-sectional approach was used, and quantitative data were evaluated using SPSS software. The research discovered that when employees and supervisors collaborate closely, relationships are strengthened, leading to increased productivity. Nonetheless, they determined that internal communication by managers and the manner of supervision that employees are subjected to influence these relationships. Close and cordial supervision probably improves the performance of employees. The research was carried out in Tanzania, a country with a distinct environment compared to Kenya, thus creating a conceptual divide.

Makori, Mbithi, and Amuhaya (2019) investigated the influence of work-life balance on perception support of faculty members employed in public universities located in Kenya. Human capital theory and social exchange theory were incorporated into the study. Practical pragmatism provided sound guidance for the study, which employed a mixed methods approach design. A stratified random sample of 374 academic employees was drawn from a target population of 5,957 employees in public universities in Kenya. Findings of the quantitative data were presented in the form of tables and figures. Positive and reasonably substantial organizational support was uncovered by the study. This research focused on academic employees as opposed to non-teaching employees; thus, there was a lack of knowledge in this area.

Witting, Ayusari, and Wulantika (2023) sought to investigate the interplay between job fatigue, employee performance, social support, and employee performance. The study employed descriptive and verification techniques with primary data, collecting information from 31 online questionnaires distributed to employees of Jayakarta Suites Bandung. Utilizing statistical techniques and multiple regression analysis, the data were analyzed. The method of data collection was saturated sampling. The results verified indicated that employee performance is influenced to some extent by exhaustion, whereas social support did not demonstrate any discernible influence on employee performance. The interaction between work fatigue and social support has an impact on employee performance. The study outcomes provided an overview of ways in which job fatigue and social support can impact employee performance. The present research identified, the knowledge gap regarding social support and employee performance.

Pelin and Ossian (2021) investigated and elucidated the correlations of task performance, organizational citizenship behavior, social support, and various demographic factors that could potentially impact these variables. The quantitative research was conducted using data from a sociological survey that comprised two standardized questionnaires and Likert scale that assessed employees' task performance, coworkers' perceived support, and organizational citizenship behavior. The sample comprises 300 pairs of personnel, consisting of employees and their direct supervisors, who are employed in Romanian service provision firms. Using the free software JASP 0.14.1.0, correlation and regression analyses are conducted on the survey results. Although the results demonstrated positive correlations between the variables, this does not indicate that the support of coworkers has any bearing on task

performance. It was not possible to establish statistically significant relationships using demographic data. Potential future research could benefit from a more extensive sample size.

Santoso, Putra Asbari, Purwanto, and Novitasari (2021) purposed to determine how social support factors (supervisor, peer, and familial support) affected the performance of lecturers at an Indonesian private university. The data was obtained through the implementation of basic random sampling on a sample of 172 university lecturers' populations. 112 respondents responded to the questionnaire, confirming the validity of the results. The data was processed utilizing the SEM method and Smart PLS 3.0 software. The study revealed that social support factors supervisor support, peer support, and family support had a strong significant effect on performance. This novel study presents a framework for enhancing the performance of instructors at private universities in Indonesia by augmenting social support for their employment. This study identified a knowledge deficit about non-teaching personnel in the chosen public universities located in Kenya.

Khan, Nasuridin, and Ling (2018) researched the integration of social support, work engagement, and job performance in the nursing profession, in Malaysia. The primary objectives of the research include: firstly, examining the distinct effects of perceived organizational support, supervisory support, and peer support on the job performance of nurses; and secondly, assessing the intervening function of work engagement about social support and job performance. A target population of 639 staff nurses in nine private hospitals in Malaysia participated in the survey. The technique of partial least

squares was employed to examine the research hypotheses. The findings indicated that of the three types of social support examined, peer support exerted a positive and direct impact on job performance. The present study engaged the supervisory and coworker support in selected public universities as the contextual gap.

2.4.2 Leave Policy and Employee Performance

Kim and Ryu (2017) looked at how leave policies and success are related in the Philippines. The researchers made the observation that employees whose performance improved significantly after their leave compared to their pre-leave performance. Additionally, they demonstrated that taking time off from work improves the emotional well-being of employees and decreases tension levels associated with work. This finding suggests that implementing a leave arrangement can be advantageous for both the organization and its employees. By increasing employee commitment and performance, the arrangement enhances the emotional well-being of workers by reducing stress levels. It was documented that the immediate enhancement in performance after the leave could be ascribed to a decrease in absenteeism and an improvement in emotional well-being. Additionally, they stated that leave arrangements have a substantial effect on employee satisfaction due to the substantial reduction in work-related tension and fatigue. In this study, however, the leave policy was utilized as a particular indicator of employee performance in a subset of eight selected public universities located in Kenya. The study's was centered in the Philippines, however, the present investigation establishes the contextual gap outcome in selected public universities to reduce work stress and enhance performance.

Auka *et al.* (2020) surveyed the influence of work-life balance on the efficacy of organizations at Homa Bay County Referral Hospital in Kenya. The inquest was preoccupied with the influence of work conditions, leave administration, and hospital performance, whether positive or negative. The sample size was determined through stratified random sampling from a population of 696 individuals; 254 employees were selected. The reported response rate was 89.4%, equivalent to 227 participants. Pearson correlation analysis determined that leave management had a strong significance on the performance enhancement of healthcare personnel at Homa Bay County Referral Hospital. The findings of the study indicated that the hospital offers sufficient facilities to accommodate improved work-life balance practices, thereby enhancing the organization's performance. Despite its concentration on a referral hospital, the previous study primarily examined organizational performance in its entirety. In contrast, the present study specifically investigated selected public universities, in Kenya.

Gatimu and Kagiri (2017) examined the influence of leave policy on employee satisfaction in the telecommunications industry in the Kenyan telecommunications sector. A sample size of ninety respondents was drawn from three telecommunications industries in Kenya. The researcher conducted a stratified random sampling from the three largest telecommunications companies in Kenya, specifically Safaricom, Airtel, and Orange Telkom. Questionnaires were employed as the data collection instrument. The study's results indicated a positive correlation between leave policy and employee satisfaction. In addition, the study suggested that organizations adopt and enforce leave policies to guarantee that employees are granted time away from their duties. In Kenya,

few studies have been conducted on leave policies as a measure of work-life balance strategy in higher education institutions. Consequently, this investigation is necessary to bridge a substantial knowledge gap. A cross-sectional survey was utilized to determine the relationship between leave policies on employee performance for the existing study.

Begall, Breeschoten, Lippe, and Poortman (2020) examined how supplementary family leave affected workers' productivity. The study was to determine how family leave influences employees' extra-role behaviors and work efforts. In light of the increase in organizational commitment, the correlation between supplemental family leave and employee performance was supported by signaling theory and organizational support theory. The hypothesis was examined using data from European multilevel organizations comprising a target population of 11,011 employees distributed across departments or teams from 259 corporations. Employee's exhibit improved contextual performance when they are aware of the additional leave, which is partially attributable to a rise in organizational commitment, according to the findings. While the analysis in the aforementioned study was predicated on data from European multilevel organizations, it contributes to the body of research. This study based on employee performance, findings will support the human resource managers in developing friendly policies to increase employee attendance in selected public universities.

Otieno (2020) investigated the effect of employee performance and work-life balance at a subset of private universities, in Kiambu County. The research examined the influence of similar existing variables under study on employee performance. Theories including component, spillover, compensation, and psychological contract guided the

investigation. A sample size of 119 employees, constituting ten percent of the targeted population was utilized. Multiple regressions and correlations assessed the strength of variables. The study's findings, private universities ought to provide their staff with leave programs flexibility regarding the commencement and conclusion of daily tasks, the option to work longer hours in exchange for a day off, maternity and paternity benefits, and extended work hours. Leave programs and employee assistance are crucial to employee performance. Contextual disparity was identified due to the structural differences between universities in Kenya. The present study was to identify the knowledge divide that public universities must close to enhance employee performance and maintain their competitiveness.

Anyieni and Chungo (2019) sought to determine the impact that employee leave has on the efficacy of an organization. The study was conducted at Rift Valley Bottlers by the specified research objectives, which were to determine the impact of annual, maternity/paternity, bereavement, and sick leaves on the performance of the organization. The research was built upon three paradigms: the Job Characteristics Model, Herzberg's Two Factor Theory, and Locke's Range of Affect Theory. For this investigation, a descriptive research design was utilized. 69 participants who were employed from different departments of Rift Valley Bottlers. In light of the tiny population, a census was conducted. The research revealed that annual leave had a substantial impact on the performance of the firm. Paternity and maternity leave had a substantial impact on the efficacy of the organization. The impact of the bereavement leave policy on workplace performance was substantial. Sick leave had a significant influence on the performance of the firm. According to the findings of the

investigation, Rift Valley Bottlers Limited granted its employees annual leave. Underutilized leaves were retrieved by Rift Valley Bottlers Limited. The policy of Rift Valley Bottlers Limited was to take annual leave. The approval for annual leave at Rift Valley Bottlers Limited was granted by the heads of departments. The present study identified the knowledge gap in work settings in selected public universities under study.

Adeyemi Kadiri, Woli-Jimoh Woli-Jumah, Isiaka, and Ajayi (2020) examined the impact of annual leave utilization on the work productivity of civil servants employed in Kwara State, Nigeria. A survey methodology was implemented in this research. The study's target population comprised 276 officers who hold the responsibility of overseeing the performance evaluation, job assignment, and job scheduling of all civil servants employed across the Kwara State Government's nineteen (19) ministries and four (4) departments. The census data from 276 respondents was used for the study. The findings of the result showed that the leave policy factor accounts for the variation in the productive work habits of civil servants. The research findings indicate that the utilization of annual leave has a substantial impact on the work productivity of civil servants in Kwara State. As a result, it is suggested that the government mandate annual leave for all grade levels and prohibit civil servants from accruing the accumulation of leave.

2.4.3 Flexible Work Arrangements and Employee Performance

Aditya (2021) investigated the impact of work environment, and flexible work arrangements on employee performance in Telkom, Indonesia, with work-life balance serving as an intervening variable. To gather data for hypothesis testing, with a target population of 342, the study employed online questionnaire distribution to reach

a sample size of 175 respondents that was gathered. As demonstrated by the research, flexible work arrangements enhance employee performance. As a result, the approach enhances the productivity and efficacy of the Treg workforce, which benefits Telkom both directly and indirectly. Additionally, it was determined that to preserve the work-life equilibrium of its staff, Telkom should establish a policy governing working time limits. The present investigation was examined using the moderating effect of environmental factors on the relationship between flexible work arrangements and employee performance. However, due to the limited sample size and the resulting knowledge gap, the present study contributed knowledge on how to improve employee performance.

Kipkoech's (2017) study examined how flexible working programs affected the job performance of workers at Kericho Referral Hospital. Research incorporated theories that include; Spillover, self-determination, and Vroom's expectancy theories while using a descriptive research design. Out of 111 hospital personnel in the target population, 104 were selected to participate through questionnaires as their primary data collection tool. Findings indicated that offering employee's flexible work arrangements positively impacted overall productivity for this organization by contributing up to 22.9%. The study proposed that to motivate employees to better their performance, part-time and shift work should be implemented; additionally, additional research should be conducted on flexible time as a quick fix for schedule-related issues that are within an organization's control.

Obisi (2017) study investigated how flexible work schedules impact job performance in public school employees, in Lagos State, Nigeria. The results indicated a significant

and favorable association between adopting flexible arrangements and enhancing worker productivity. According to the findings of the researcher, flexible work arrangements allow a business to maintain its viability in its operating environment by fostering improved employee performance, workforce commitment, and productivity, as well as lower operational expenses. The research was conducted in public schools in Lagos, Nigeria; nevertheless, the knowledge deficit regarding flexible work arrangements was investigated in Kenya to establish a more efficient operating environment.

Ngari (2019) investigated how work-life integration techniques, including teleworking, flexible scheduling, and leave entitlements, affected worker performance at a non-state organization in Nairobi County. The data were obtained at random from a census survey involving 64 respondents via a structured questionnaire. The study engaged descriptive and inferential statistics. The study's findings results specified that all work-life integrated practices, including teleworking arrangements, flexible work schedules, and leave entitlements, had a strong significance on employee performance in non-state organizations. The researcher suggested that additional research be undertaken in various contexts to augment the existing body of knowledge concerning work-life balance integration and the performance of organizations. Study area disparity in the chosen public universities was essentially investigated to formulate recommendations based on the findings.

Mwebi and Kadaga (2015) study investigated the influence of flexible work schedules on employee performance in commercial banks located in Nairobi's Central Business

area. To survey a total population of 1074 employees, they employed a descriptive design strategy that involved randomly selecting 291 individuals from various stratified groups for data collection. Their findings indicate that indeed offering flexible working hours results in achieving higher levels of institutional performance. Furthermore, the research validated that granting employees' flexibility in their working hours enhances their ability to concentrate and focus on their tasks, thereby reducing concerns regarding personal and professional obligations. Consequently, this results in enhanced performance for the organization as a whole.

Bett, Sang, and Chepkwony (2022) studied the relationship between employee performance and flexible work arrangements in agricultural co-operatives, in Kericho County. The research was founded upon contagion theory. A correlational research design was demonstrated. A target population of 210 employees from agricultural co-operatives in Kericho County with a sample size of 137 was utilized for the study. Primary data sources utilized in the study comprised a combination of structured and unstructured questionnaires. Flexible work arrangements were accomplished, according to the study, via employee reorganization, schedule adjustments, and development transfers. As a result, employee absenteeism was decreased, service hours were increased, and they were empowered to pursue new positions. The findings indicated employee performance and flexible work arrangements had a strong significant correlation. Specifically, showed that both teleworking and flexibility in work arrangements improved employee performance significantly. Furthermore, these results were robust as confirmed by the current research where statistics revealed a statistically less than or equal to 5%.

2.4.4 Health Program Support and Employee Performance

Mokaya and Wagoki's (2014) study investigated how employee assistance programs affected the work performance of individuals employed with Eco Bank, Kenya. The findings results showed that health programs significantly affect the overall job performance of Eco Bank staff members. Additionally, they documented a favorable effect on work performance that ascribed the aim of providing employee assistance programs, which is to maintain the well-being of staff by addressing their physical, mental, and social difficulties, as well as removing any concerns that may have been real or imagined. This would enable employees to feel at ease and make their utmost contributions to the organization. There was a contextual gap in this study due to its foundation in financial institutions as opposed to the distinct organizational structures and systems of public universities.

Atambo, Okemwa, and Muturi's (2019) survey aimed to explore how assistance programs impacted on dedication levels of nurses in public hospitals, in Kenya. The research question was whether such programs have a significant effect on nurse commitment. 364 nurses were randomly selected via proportional sampling, and data collection involved using semi-structured questionnaires. A cross-sectional research design was implemented, with analysis conducted through descriptive and inferential statistics revealing a marginally positive correlation between these interventions' effectiveness and demonstrated nursing commitment; statistical significance at the 5% level supported this assertion as well. The current study determined that non-teaching employees in the chosen public institutions provided support for health programs.

Azeem and Akhtar (2014) investigated the impact of employee assistance programs on employee commitment in Ghana. The researchers documented a correlation between inadequate implementation of employee assistance programs and decreased productivity. As a result, the implementation of employee assistance programs on employee performance is substantially impacted, the researchers concluded. This research was evaluated in Ghana, not Kenya, and in a variety of work environments. The contextual knowledge gap was identified in selected public universities in Kenya.

Migwe, Gachunga, and Iravo (2017) their study aimed to ascertain the correlation between the effectiveness of youth development officers and the implementation of employee counseling programs in Kenya. The research encompassed over 195 youth development officers across 12 counties. The researchers employed a sample size of 105 young individuals. Data used was obtained from scholarly books and magazines. The results of study the findings demonstrated that counseling is associated with certain dimensions of performance. As a result, the researchers concluded that youth development officers' performance is impacted by employee counseling services. The research highlights the lack of understanding in various institutional contexts regarding the correlation between counseling programs and employee performance.

Onsare and Ng'eno (2022) examined the relationship between employee assistance interventions and productivity of employees of state-owned enterprises, in Kenya, with

specific emphasis on the Kenya Ports Authority (KPA). The study was to determine the extent to which employee counseling programs influence Kenya Ports Authority employees' productivity. Social exchange theory was linked to the study. Focused on 450 employees as the target population. A sample size of 135 respondents was selected for the study through the use of a stratified and purposive sampling design. The research conducted an initial inquiry to ascertain the dependability and credibility of instruments used for collection. The research findings indicated that the employee counseling program yielded the most significant impact. The research identified that employees whose participation in counseling program resulted in decreased absenteeism, improved punctuality, and decreased anxiety and tension proved in their performance. The investigation suggested the implementation of a financial literacy service and an employee counseling program be strengthened, as these factors significantly impact employee performance. Particularly, counseling should prioritize assisting staff members in resolving conflicts in the workplace and managing chronic illnesses and HIV. Generally, the objective of counseling and support services should be to enhance the wellness of employees. Therefore, the research revealed a contextual disparity of Kenya Ports Authority employees from public universities.

Msuya (2022) the study found out if organization provided health and fitness programs affect employees' job performance and productivity. The research was conducted on Tanzanian bank employees. A total of 252 personnel provided satisfactory responses to inquiries. To evaluate the hypothesized correlation between employee health programs and performance, structural equation modeling was utilized to assess the validity of study constructs. The study findings identified a significant

positive correlation between wellness, workplace health programs, and employee job performance. This result may persuade organizations that long-term investments in the health of their employees will yield greater returns on their investments in human resources. Moreover, these organizations may gain a competitive advantage over those that do not consider employee wellness programs to be a significant predictor of future business results.

2.4.5 Environment Factors Between Work-life Balance Strategies and Employee Performance

Mohamad (2021) studied the effect of work environment and performance at Investo Global Company in Turkey due to accessibility and feasibility. The study engaged a mixed methodology a target population of 120 and determined 92 as the sample size. Structured questionnaires were administered for data collection with work environmental factors that were used to measure employees' performance, employee benefits, supervisors and co-worker support, training and development, physical environment, and adequate workload. Data was analyzed and interpreted using the Statistical Package Software Sciences to test the contributions of selected work environments to measure employee performance across a sectional approach. The investigated findings of variables tested strong and significant. Findings displayed a conceptual gap as the study was examined in Turkey in Investo Global Company different from the selected Kenyan public universities, in with a methodological gap of the target population.

Prima, Putri, Alizar, and Eri (2019) ascertained the influence of work environment and performance of employees in the local government, Padang City. The sample size was derived using the Slovin method with a proportioned stratified sampling method. A sample size of 384 was classified as II, III, and IV. Questionnaires for the respondents were 35 statements for the variables under study. The data was processed using the Structural Equation Model-Partial, Least Square method based on an alpha of 0.05, and t-table was 1.96 where the t-statistic value for the physical work environment was determined at 2.3426 and the t-statistic value for the non-physical work environment was 5.9694. The study findings showed a positive and significant effect between the study variables. This study revealed a methodological gap as data was analyzed using Structural Equation Model-Partial Least Square and in Padang City different Kenyan public universities.

Kishiwa (2017) studied the effect of the work environment and employees' performance on the Tanzanian Wildlife Protection Fund. A descriptive survey using questionnaires as the main instrument was engaged. The target population of 141 respondents who participated in the study. Data analysis employed frequency and percentage tables, mean and standard deviations including regression analysis. The study concluded that the work environment affects the level of employee performance. However, better supervisory support improves performance feedback and work incentives which significantly causes an improvement in employee performance. The study shows a knowledge gap in the work settings and sample size that were identified in the present study.

Kidanie (2022) researched outcomes of workplace environment factors on the performance of employees, at Wollo University. The study embraced a casual research design with a multi-staged sampling technique on a target population of 66 selected employees. Self-administered questionnaires were employed for data collection. The researcher adopted simple descriptive and inferential statistics for the data. Results demonstrated the existence of a positive linear correlation between all workplace environment factors and the performance of employees. The majority of respondents had over six years of experience working at the university. The work-life balance factor significantly impacted employee performance at the 5% level (p-value 0.002). Workplace performance of employees was found to have a significant linear association with work-life balance and rewards. Consequently, the efficacy of the university's staff was impacted by various factors present in their work environment. However, the present study explored work-life balance strategies and employee performance with the moderating factor of environmental factors demonstrating a conceptual gap.

Khaled (2019) investigated work-life balance, happiness, and employee performance of Pharmaceutical industries in Jordan. The study focused on 289 employees'. Accordingly, questionnaires were administered to test the mentioned model for data collection. The multiple regression analysis was conducted to test the variables of the research. The findings concluded that work-life balance and happiness significantly affect performance. The contextual knowledge gap was determined in selected public universities in Kenya.

Riyanto, Sutrisno, and Ali (2017) researched on effects of the work environment on the motivation of individual employees' success, the Indonesian stock exchange. A descriptive research methodology was utilized for verification. The study sample consisted of all workers of IDX located in Jakarta. The sampling strategy employed in this study involved the utilization of the Slovin Formula which calculated a sample size of 150 employees. The selection process employed a probability sampling method, namely the simple random technique. Findings indicated that both working motivation and the working environment of employees have a concurrent impact on performance that is found to be partially important. The contextual gap, the sample size to be applied on the larger sample of 343 identified by Taro Yamanes formula of the global study to be addressed locally in selected universities, Kenya.

According to Ahmad (2017) researched the relationship between work atmosphere, environment, and employee performance in Pakistan Telecommunication Company, an Asian country. The study used a theoretical framework comprising five characteristics of work climate and their influence. Data was collected from 115 employees. The SPSS software, where statistics and multivariate investigated the associations between the variables. The current study established a moderate relationship between work environmental factors on employee performance.

2.5 Summary of Research Gaps.

The investigation established that there were gaps in the literature review that required to be filled. Work-life balance strategies, environmental factors, and employee performance have not yet been deliberated. Numerous studies have been studied on work-life balance and employee performance, but none had been focused on selected

public universities, in Kenya including the methodology and techniques employed by the researchers, which subsequently facilitated the identification of gaps that required further investigation in the current study. The research therefore was intended to address the issue of work-life balance strategies, environmental factors and employee performance of non-teaching in selected public universities in Kenya. Table 2.1 presents a concise overview of the findings from previous research and identifies the areas that the current study aims to address.

Table 2. 1: Summary and Research Gaps.

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
1.	Ouma (2021)	The study analyzed the influence of work-life balance and performance of academic employees at the University of Nairobi, Kenya.	The research adopted spillover theory, Border Theory, and Social Exchange theory . A descriptive design was anchored for the study with a target population of 2220 academic employees only. A sample size of 339 was arrived at using the Yamane formula. Data collection was administered using questionnaires and analysis of data used SPSS. The presented Data included; mean, standard deviation, and inferential statistics with both correlation analysis and multiple regression.	The results revealed that there was a significant positive relationship of 46.1% of changes in employee performance.	The study did not involve non-teaching employees of the University of Nairobi who also contribute to the performance of the university. -Focused on Academic staff	The study was on non-academic staff in selected public universities in Kenya. The need for non-academic staff would address the knowledge gap.
2.	Otieno (2020)	Work-life Balance and Employee Performance in Selected Private Universities	Theories that guided the study were; spill-over, compensation, and psychological contract, theory. A descriptive research design was employed to identify	The results showed that leave programs, flexible work arrangements, health and wellness and, employee assistance significantly affect	Focused on private universities.	The present study focus on selected public universities in Kenya. The results would bring different results that would address both the

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
		in Kiambu	the nature of the association in between the variables. The target population of the two private universities within Kiambu County was 1,185. A sample size of 119 was (10%) of the target population which included, top management, middle-level management, teaching, and non-teaching for data collection. A respondent rate of 66% was attained. Descriptive statistics was used to describe the characteristics of variable in mean, and standard deviation, and Correlation. Multiple regressions tested the relatedness of independent and dependent variables. R ² tested the magnitude variation of the independent and dependent changes.	employee performance in private universities		contextual and knowledge gap with the introduction of the moderating variable.
3.	Kegoro,	The	The research adopted the	The findings established	The study used a	This study focus on

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
	Otieno & Indara (2020)	established work-life balance and employee performance of National Police Service in Kenya.	hierarchy of needs theory. A cross-sectional research design was employed with a census approach to collect data from National Police Service headquarters in Nairobi. Self-developed questionnaires for primary data collection were administered. Statistical Package of Social Sciences (SPSS) was quantitatively used in data analysis of the 41 questionnaires response rate out of the 47 that were administered which was 87%. Mertler and Vannatta (2010) argued that the response was 50% for the scientific study.	that there is a significant relationship between work-life balance and performance of National Police Service in Kenya and top leadership should emphasize on work-life balance practices. The study findings further recommended that, for effective performance of National Police Service, the government of Kenya should develop policies that promote work-life balance practices such as counseling, flexible working schedules and time for leisure and training.	census Approach research design. -Focused National Police. Use the Need theory	non-teaching employees in public universities would bring the knowledge gap of work setting.
4.	Munyiva and Wainana (2018)	Work-life balance and employee performance at the Kenya Ports	The survey adopted a descriptive research design with a target population of 6474 employees of Kenya Ports Authority with four distinctive categories. A	The results of the study indicated that the gender findings indicated that the gender ration was imbalance where male were 62(68.1%) and	The survey was carried out in a private organization in Mombasa in Coast Kenya.	Current study was based in selected public universities, Kenya to bring out the knowledge gap in work settings

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
		Authority in Mombasa	sample size of 99 respondents was used and questionnaires with open-ended and closed-ended questions were designed for primary data collection Statistical package Social Science was used to analyze both quantitative and qualitative to produce descriptive statistics in tables, percentages, pie charts and graphs and identify factors affecting employee performance.	female were 29 (31.9%). The study further established that employee welfare support, leave programs, flexible work programs had a significant positive correlation exists on employee performance with a registered R value of about 0.678. They further suggested that the organizations need to invest on recreational facilities to give a decent work environment.	The organization is situated in a developed areas. That the sample size was not coherent to the target population. That the study had no moderating effect on the relationship between work-life balance and employee performance	environments. Determined if the same variables have the same significant effect in public institution situated in underdeveloped public universities. That the recommended factors of recreational facilities be tested if invested in public organization as recommended and determined its impacts.
5.	Bett, Sang, and Chepkwo ny (2022).	Flexible work arrangement s and employee Performance : An evidence of Work-life Balance	The study was anchored on a spillover theory. A correlational research design was engaged. Then target population of 210 employees working in agricultural co-operatives in Kericho County was employed with a sample size of 137 respondents.	The study found that flexible was achieved the through employee reorganization, schedule and development shifts. Which reduces absenteeism, expands working hour's gives out service and enables employees to seek new	The study had no moderating variables in-between the independent and dependent variables. The study was done in a profit making	The research engaged a moderating variable for the study. The study anchored more than three models in study. The study employed four theories for the study and adopted flexible work arrangements as

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
		Practices, in Agricultural co-operatives in Kericho County.	The study utilized primary data collected using both structured and unstructured questionnaires. The study used descriptive analysis of means and standard deviation, correlation analysis was used to test the hypothesis and the relationship between.	roles. The study revealed that there is a significant positive relationship between flexible work arrangements and employee performance ($R = 0.801$, $p < 0.05$). The findings indicated that flexible work arrangements and teleworking had a significant positive effect on employee performance. The study recommended improved flexible work arrangements though ICT Infrastructure.	organization. The study was a census research design where everyone was involved in the study.	an independent variable.
6.	Tuwei, Chepchu mba (2017)	Effects on Work-life Balance on Service Delivery in Selected County Referral Hospitals in	The research adopted a descriptive research design. The targeted population for the study was 431 employees with a sample size of 367 respondents. A stratified random sampling was adopted for the study. Analysis of data used both	The findings indicated that work-life balance has a significant and positive effect on service delivery ($\beta_3 = 0.402$, $p < 0.05$). The study concluded that work-life balance enhances service	The dependent variable was Service Delivery . The target population was employees in referral Hospitals in Kenya. The	This study will focus on chosen public universities in Kenya.

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
		Kenya	descriptive and inferential statistics and a multiple regression model was engaged to test hypotheses.	delivery. The study support to the theory by giving quality of work-life components through which organizations can reciprocate in order to enhance service delivery of employees. The managers will adopt the findings of the study to formulate policies that will promote the employee quality of work life hence trigger quality service delivery.	target population was 431 employees.	
7.	Lula (2018)	Influence of work-life balance on employee performance at the Cabinet Affairs Office, Kenya	The investigation employed a research design of descriptive which enabled the researcher to fully describe the characteristics of the variables under study. A simple random sampling was engaged which sampled a sample size of 70 respondents to take part in the study. The study covered only middle and	Findings revealed that work-family priorities affected employee performance at the Cabinet Affairs office. It also realized that the demand at the workplace interfered with employee performance at the Cabinet Affairs office. It further found that	The research was to establish the influence of work-life balance on employee performance at the Cabinet Affairs Office in Kenya. Which is based in Nairobi.	This was based in the government office Cabinet Affairs. The study was studied in selected public universities based in Kenya. The study target population is large with 3538 employees. The study employed only two theories of

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
			lower-level of employees. Semi-structured questionnaires were used in data collection.	employees had to make changes to accomplish their family duties. The study established that long working hours made employees experience too much stress due to job-related. The study also identified that supervisors recommended regularly outstanding performance of employees which increased performance. The study recommended that organizations to address work life balance prudently by Giving proper attention to processes and procedures to give employees adequate skills on how to handle job challenges through professional programs.		Spillover and Compensation but the present study adopted four theories such as spillover, social exchange, and organization support and resource brain drain.
8.	Gatimu	Influence of Target population was all		Study revealed that Target		Study targeted non-

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
	and Kagiri (2017)	leave policy on employee satisfaction in the telecommunication industry in Kenya.	employees from telecommunication industry in Kenya. A sample size of 90 respondents was derived at using stratified random sampling from three major telecommunication industries in Kenya namely, Safaricom, Airtel Orange Telkom. Questionnaires were adopted for data collection. analysis of data collection employed Statistical Package for Social Sciences on the basis of the research-specific objective. Data analysis is presented using tables and figures to present quantitative data where appropriate.	leave policy positively influenced employee satisfaction. That there is provision for annual leave for to great extent. The study recommended organizations should ensure that they adopt and implement leave policies so as to ensure employees are given time to break from their job responsibilities.	population was all employees from Telecommunication industry in Kenya. The sample size was small. The research design was a census design	teaching employees working in selected public universities in Kenya. The design of descriptive research was adopted for the study.
9.	Lott & Woohrmann (2022)	Spillover and crossover effects of working time demand on work-life	The study examined data from the 2017/2018 German Family Panel. The work-time demands was measured using; answering work emails/phone calls in leisure time, evening work	The study indicated that in an increasingly digitized labor market, measures are needed to reduce working time demands to improve work -life conflict for	The study used secondary data from 2017/2018 German panel. The target population was N=1,053, dual	The study targeted only the non-teaching employee working. The target population for study was larger. The study utilized primary data

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
		balance satisfaction of dual-earner couples: the mediating role of work-family conflict in Germany	and weekly work hours. The study analysis established that the high working time demands negatively impact the work-life balance satisfaction of workers and their partners due to work-life experience either by workers only or by partners conflict.	both workers and their partners	earner couples. The study adopted Path analysis. The Study adopted the mediating role of Work-family-family conflict	collection from the respondents. The analysis for the current study used SPSS to analyze the collected data. The current study engaged the moderating role of environmental factors.
10	Prima,Pu tri, Alizar & Eri (2019)	Impact of work environment on employee performance in local government of Padang City.	The population in this study was local government employees in Padang City. The sample size for the study was generated by using the Slovin Method and Proportioned Stratified Sampling Method. The sample size of 384 was identified and classified I, II, III and IV. The questionnaires were administered for data collection with 35 questions about the physical work environment, non-work environment and employee	The study concluded that there was a positive and significant influence of both Physical work environment and nonphysical-physical work environment towards local government employee performance. The significant factors on the physical work environment were cleanliness, air circulation, safety and noise, while on the non-physical work	The targeted population was local government employees in Padang City. The study did not employ a moderating variable. The study	The current study was conducted in selected public universities, Kenya. The data analysis for the study used the Statistical Package Software of Sciences

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
			performance. Data collected was analyzed using the Structural Equation Model - Partial Least Square (SEM-PLS) method.	environment was on the relationships between co-workers.		
11.	Ukwadin amor & Oduguw a (2020)	Work-life Balance and employee Performance of Selected Manufacturi ng Industries in Ogun State.	Flexible work arrangements and career development as the independent variables were adopted for the study. A descriptive research design was used with a sample size of four hundred and seventy-five (475)	Findings revealed that there was a significant effect of flexible work arrangement to employees' performance. (F=20.752, P<0.05, R2=0.453).The study realized that work-life balance idea is connected with real aids for an organization. The study further recommended that Management should involve their employees in training more often and provide family welfare policies to encourage care for their employees	Target population was from manufacturing Industries. The study engaged career development as an independent variable. Herzberg Theory and Developmental Self Concept Theory were embraced to determine the influence of work-life balance and employee performance	The study gap of target population was addressed by targeting the non-teaching employees working in public universities, Kenya. The gap for independent variables was measured with four variables namely; social support; leave policy, flexible work arrangement and health program support including a moderating variable of environmental factors. The study also embraced four theories of spill over theory; social exchange theory,

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
12.	Haider, Jabeen & Ahmad (2018)	Moderated Mediation between Work Life Balance and Employee Job Performance : The role of Psychological Well-being and Satisfaction with Coworkers in Banking Sector, Pakistan.	Data was collected from subordinates and their supervisors in the Banking Sector. The sample size for the respondents was 284.	Empirical results indicated that psychological well-being mediates the link between work-life balance , job performance and employee satisfaction with coworkers enhances job performance by strengthening the effect of work life balance on psychological well-being.	The research was investigated in banking sectors of subordinates and supervisors. The study embraced the moderating variable in the study.	organization support theory and resource brain drain theory. The present study was focused on selected public universities with the moderation variable of Work environment.
13.	Ongwae, Lagat, & Odunga (2018)	Effect of Organizational Factors on Employee Performance in Kenyan Universities	A survey research design with sampling technique being stratified was employed. A census where a sample of 138 members of employees were selected.	Findings established that leadership, training & development, organizational Culture and organizational structure. The study identified that	This was examined in public universities in Nakuru County. Was engaged on academic and	The present study focused in the selected public universities in Kenya. The knowledge gap of focusing on one

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
		Campuses; a Case of Nakuru County.		the work environment had a control effect on the relationship between organizational factors and employee performance. It concluded that shared vision between leaders, faith and trust from the institution leadership, leaders encouraging employees to increase their conceptualization , comprehension and analytical capability have impact on their performance. The study recommended that Management should encourage openness, independent decision making and adherence to bureaucratic procedures. Management should champion for employees to perform their duties	non- academic employees. The study employed leadership, training & development, organizational culture, organizational structure and delved onto the control effect of the work environment.	public universities was addressed by focusing in work settings of more than one public university

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
				in accordance with procedures and principles.		
14.	Makori, Mbithi & Amuhay (2019)	Influence of Work-life balance on perceived organization support of Academic Employees in public universities in Kenya.	A target population of 5957 with a sample size of 374 was selected for the study. Questionnaires were used to collect data with an interview guide from Administration Registrars. Data analysis used content analysis to analyze qualitative data through multiple regression and Karl Pearson's coefficient of correlation.	The study obtained that both work-family support and flexible working hours indicated that the influence of work-life balance on perceived organization support was positive and fairly significant ($r=0.452^{**}$, $p=0.000$).	The study focused on Academic employees only. The findings and recommendation s of the study not be applicable to non-academic employees.	The study focused on the knowledge gap of non-teaching employees in the selected public universities. Kenya.
15	Mwangi, Boinett, Tumwet and Bowen (2017)	The relationship between work-life balance and employees' performance in colleges and universities.	The study employed a case study research design. Questionnaires were used as primary research instruments for data collection. The study targeted a population of 244 employees, with a sample size of 70 employees.	The research findings indicate that the implementation of work-life balance methods in higher education institutions has a notable and favorable impact on employee performance. The researchers observed further that implementation of	One objective of the study was to determine the effect of employee support program on job performance in higher learning institutions.	The past study presented a knowledge gap since the sample size was small.

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
				work-life balance programs offers a valuable opportunity for organizations to effectively tackle issues of their employees. That results into a favorable influence on employee performance. The research findings indicate implementation of strategies significantly enhances overall performance within the context colleges and universities in Kenya.		
16	Chungo <i>et al.</i> , (2019)	Employee Leave and Strategic Organizational Performance of Rift Valley Bottlers, Kenya.	The Independent variable such as; Paternity leave, maternity leave, annual leave, sick leave and bereavement leave.	The findings of the established that leave (annual leave, paternity/maternity leave, bereavement leave, and sick leave significantly influences performances of firms.	Notably, the study only focused on leave management, Additionally, the previous study focused on Rift Valley Bottlers whereas this current study differs as it	The present study examined the contextual gap of studying in selected public universities, Kenya. The past study investigated on leave on organizational performance, there is the knowledge gap

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
					focuses on public universities non-teaching employees	whereas the present study engaged leave policy and performance.
17.	Mahsima (2021)	Investigate the Effect of Work-life Balance on employee performance in Iran.	The study adopted an applied research design and the causal studies category. The study targets employees of Rural Water and Waste water Company in Markazi province.	The results indicated that work-life balance, stress and employees' support programs have a positive effect on employee performance.	Past study findings were beneficial to rural water and wastewater companies in Markazi province.	The existing study determined the contextual gap of work settings in selected public universities, in Kenya.
18.	Nanzushi (2021)	Effect of workplace environment on employee performance in Nairobi City County, Mobile telecommunications firms.	The research engaged specifically only employees working in Nairobi, City County Mobile telecommunications.	The study revealed that work environment affects performance includes, reward, work-life balance, leadership style, physical environment and training and development.	The study was focused in Kenya Commercial Banks.	Existing study focused in selected public universities, Kenya. The present study addressed the contextual and knowledge gap.
19.	Annan (2017)	Work-life balance and employee	The study involved Audit Service employees. The study employed a	The findings of the study investigated declared that work-life	This was examined in Ghana of Audit	The current study was determined in selected public

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
		performance in Ghana, Audit Service.	Correlational method.	balance has significant effect employee performance.	Service employees.	university, Kenya to establish the knowledge and contextual gap.
20	Agusioma, Nyakwara & Mwiti (2019)	Influence of Employees Welfare on Employee Performance at Public Service Commission in Kenya.	The specific objectives were to establish the influence of retirement benefits, allowances/benefits, compensation and medical insurance on research design. A sample size of 141 was selected. Correlation and regression analysis were used to achieve the study objectives.	The findings of the study concluded that an unbiased and competitive employee welfare frame works should be established to evade poor employee turnover.	The study was established at Public Service Commission in Kenya.	The present study is on work life balance strategies, environmental factors and performance in selected public universities. The conceptual gap knowledge was established to improve public universities performance and human resource strategic practices.
21.	Irungu, Nambuswa and Namusonge (2016)	Factors Influencing Non-teaching Employees' Performance in Kenya: A case of Kitale	A sample of sixty one respondents of non-teaching employees was involved. The findings of the study were to establishes in this study will create a path to improved performance of non - teaching employees.	The findings of the study established that work environment and organization culture significantly influence performance. A further study on the same topic to be examined where non-teaching is linked to	The study was a Census study design. The study was a case study.	The study involved eight selected public universities in Kenya. The study was to determine the contextual and knowledge gap.

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
22.	Ngunga, Ndubi, and Mutungi (2021)	National Polytechnic. Evaluating Relationship Between Work-life Balance and Organizational Performance of five Stars Rated Hotels in Nairobi Country.	A complete census of hotels and human resources managers were involved in the study. Slovin's proportionate formula was employed to calculate the sample size of 293 unionisable employees from a target population of 1100 unionisable workers.	the institution's performance. The study realized that work-life balance does not positively enhance organizational productivity in the sampled hotels. The study further recommended for a study to be conducted to determine why work-life balance does not significantly influence organizational productivity in five star hotels in Nairobi.	The study was examined in Five stars hotels in Nairobi County.	The previous study was employed of workers in hotels with different work settings. The present study was engaged in selected public universities with different work settings. The conceptual, contextual, and knowledge gap was investigated for the better of employee performance.
23.	Thevanes and Mangale swaran (2018)	Relationship between work-life balance and job performance of employees in Sri Lankan context.	Primary data collection from 166 employees of the selected banks in Batticca Loa Region was used. The data analysis employed uni-variate and bi-variate analyses	The findings revealed that work-life balance had a positive and significant relationship with job performance.	The study was examined in banks in the country of Sri Lanka.	The present study was engaged in selected public universities, Kenya. The Knowledge gap and contextual of work settings, and countries was determined in the present study.

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
24	Oyiolu (2018)	Work-life balance on the performance of employees at Erubi Engineering Service and Supplies Limited in Kenya.	The study delved on a descriptive research design with characteristics of neutral point of observation with direct references to the variables.	The study focused on 40 employees of the company in various departments. A census sampling was done.	The findings of the study revealed that there was a correlations between personal life, social life and organization al life on performance. The study recommen ded that the company to implement flexible work arrangements, annual leave packages of others to improve employees work-life balance to translate to increase of performance res	Existing study focused in the selected public universities in Kenya The work settings gap was examined in the present study. The past study target population was for a census design of 40 employees. The present sample size is 378.The knowledge gap of sample size was investigated.

S/ No	Author/ Year	Title	Methodology	Findings	Research Gaps	To Address Gaps
25.	Auka <i>et al.</i> (2020)	Effect of work conditions on organizational performance in Homa Bay County Referral Hospital (HBCRH) Kenya.	Independent variables: work conditions, leave management, and dependent variables: Employee performance	Findings concluded that work conditions are important in predicting performance for HBCRH.	ulting to increased revenue for the company. Rather than applying only correlation analysis just Like the study. The present study used both correlation and regression Analyses.	Despite contributing to the existing literature on work-life balance strategies, environmental factors and performance. The contextual gap was investigated on a wider scope. The study focused on Referral Hospital in Homabay, Kenya.

2.6 Conceptual Framework

A conceptual framework is a visual depiction of the variables involved in a research study and their interrelationships. The map serves as a means of ensuring coherence in empirical investigation. Gibson, 2017). The schematic diagram presented in Figure 2.1 shows the relationship between four independent variables of the study namely: social support, leave policy, flexible work arrangements, and health program, the moderating variable employed the environmental factors, and the dependent variable of performance. Work-life balance strategies have been defined by eight elements namely; co-worker support, supervisory support, annual leave, sick leave, flex time, job sharing, medical care facilities and counseling services. The physical work environment and psychological work environment representing the moderating variable while the adaptive of work out-put and attendance indicated the performance of non-teaching employees in public Universities in Kenya.

INDEPENDENT VARIABLE

Work-life Balance Strategies

DEPENDENT VARIABLE

Employee Performance

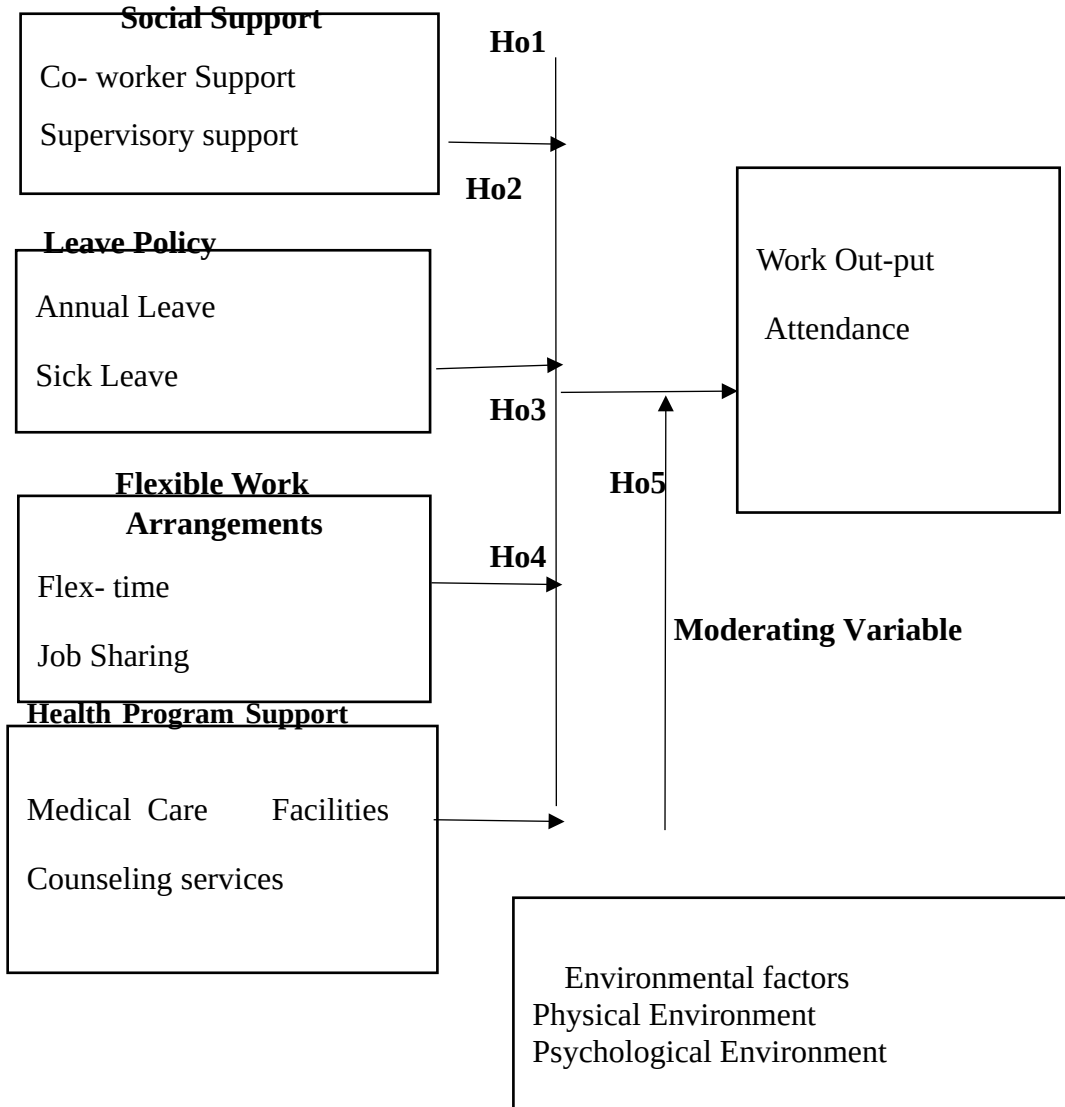


Figure 1.1: Conceptual Framework of the relationship between the work-life balance strategies, environmental factors and employee performance.

Source; Reseacher (2019)

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter outlined the research technique employed in the study, aiming to address the knowledge gap identified in the preceding chapters. It provides an overview of the study area, research design, research philosophy, target population, sample design and technique, data collection instruments, assessments of instrument reliability and validity, data analysis, and ethical considerations.

3.2 Research Philosophy

This is a paradigm that involves a broad structure, which comprises a collection of views about representation, content, and knowledge of various theories and methodologies used to conduct an investigation (Cohen, Manion & Morrison, 2017). The carrying out of research involves making certain assumptions about the nature of reality (Ontology). Research involves the systematic collection, analysis, and evaluation of evidence about a certain subject (Saunders, Lewis, & Thornhill. 2019). The methodology employed in this survey was grounded in research philosophy as outlined by Hair (2007). The research was chastised in the philosophical framework of positivism.

The research employed the positivist philosophy, which posits that actuality is firm and objectively seen and described without introducing bias into the examination of events. Blumberg, Cooper, and Schindler (2014) argued that the ideology of positivism posits that the ultimate source of accurate information is derived from observation and measurement. The philosophy of positivism was founded on the notion of objectivity in

scientific analysis and the assessment of links between variables in research. Alavi and Carlson (1992) found that all empirical studies employed a positivist methodology.

The positivist philosophy is commonly used when studying the observable, social, evident, and reality. It is believed that the results obtained from this philosophy are not influenced by the researcher's viewpoints. The research is characterized by its systematic nature and scientific technique, which allows for generalization (Creswell, Clark, Gutman & Hanson, 2016). Positivism posits the existence of an objective and external social world, asserting that knowledge is deemed genuine alone when derived from firsthand observations of this external reality. According to Creswell (2014) and Saunders *et al.* (2019), it is possible to build theoretical models that possess generalizability, the ability to elucidate cause and effect linkages, and the capacity to forecast outcomes.

This study investigated the correlation between work-life balance strategies, environmental factors, and employee performance. The research design was primarily quantitative, hence minimizing subjectivity. The essential aim of the researcher was to gather data and analyze utilizing the most appropriate methodology, to obtain quantifiable outcomes. Positivism involves the deliberate exclusion of the researcher from the investigation, to mitigate human biases in the study by restricting the researcher-respondent contacts. Epistemology focuses on origins. The study involved the analysis of information by the researcher, who subsequently classifies the findings into two categories: established knowledge and unestablished knowledge. According to Cronje, Toit, and Motlatla (2016) as well as Gachui (2022), the positivist philosophy is

commonly employed in qualitative research, namely in the formation of theories, and is associated with limitations in terms of generalizability. This philosophical approach ensured that the study was conducted independently of the researcher, enhancing impartiality and reducing biases.

3.3 Study Area

The study was conducted in selected public universities in Kenya that were in existence in the year 2021 namely; Egerton University in Nakuru County, Moi University in Uasin Gishu County, University of Kabianga in Kericho County, Maseno University in Kisumu County, Masinde Muliro University of Science and Technology in Kakamega County, Jaramogi Oginga University of Science Technology in Siaya County, Rongo University in Migori County and Kibabii University in Bungoma County.

Egerton University was founded in 1939 and was originally named Egerton Farm School. In 1979, the Government of Kenya and USAID supported the expansion of the College, became the part of University of Nairobi University in 1987 became a fully-fledged public university with its charter. Maseno University was founded in 1991 and became a fully government-accredited university, enacted by an Act of Parliament in the year 2000. Jaramogi Oginga Odinga University of Science and Technology was founded in 2009, through a Legal Order No. 56 of 11th May 2009 as Bondo University College as a Constituency College of Maseno University. The university became a full-fledged university on 13th February, 2013. Kibabii University is a fully government-accredited university, enacted by an Act of Parliament in 1991. The university was granted its Charter by President Kenyatta in November 2015.

Masinde Muliro University of Science and Technology (MMUST) is an offshoot of the former Western College of Arts and Applied Sciences (WECO) which was founded on 5th January 1972. It became fully-fledged university in 2007, Moi was the second Kenyan public university established after the University of Nairobi. It was established in 1984 by the Moi University Act of Parliament. Rongo University was upgraded from the former Kitere Technical Institute to a public institution which was renamed Moi Institute of Technology. On 7th October 2016, Rongo University received its Charter and became a full-fledged public university and is located Eleven (11) kilometers from Rongo. The University of Kabianga was elevated from Kabianga Farmers Training Centre in May 2007 to a campus of Moi University. In May 2009 the university was upshooted to a fully-fledged university and was awarded its charter by H.E, Hon. Mwai Kibaki. Mount Kenya University.

Non-teaching employees in selected public universities in Kenya are manned by heads of departments /sections and administrators as their immediate supervisors. They are categorized in various trade unions and grading systems. Kenya University Domestic, Health, Industries, Hotels and Allied Workers (KUDHEIHA) and (KUSU) Kenya University Employees Union (KUSU). KUSU is the former University Non-Teaching Employees Union (UNTESU) is the trade union for employees in the middle-level administrative, Technical, Library, Finance, Catering and Housekeeping, Games Tutor, Students Counsellor, Security Officers, Senior Clerical Officers, Public Relations, Transport Officers and Administrators. They belong in between grade five (5) to grade fifteen (15). The KUDHEIHA is the trade union for Support employees level designated as Office Assistants, Artisan, Groundsmen, Hostel Attendants, Dining hall Checkers,

Library Checkers, Janitor, Kitchen Attendants, Plumbers, Drivers, Games Attendants, and Security Guard. (KUSU, CBA-2013-2017, KUDHEIHA CBA, 2017-2022).

3.4 Research Design

Kothari (2013), referenced in Kinyili (2015), and Kamwe (2022) state that research designs are frameworks that institute a means for selecting information sources, which in turn influences the know-how and processes used for information collecting, measuring, and analysis to answer research objectives. A research design establishes interconnections between variables under investigation and serves as a strategic blueprint delineating the methodologies to be employed throughout the entire data analysis process (Campbell, 2016). The study used both a descriptive research design and across-section survey strategy. The utilization of a cross-sectional research approach facilitated the study's emphasis on the descriptive, analytical, and interpretive aspects of existing conditions.

The cross-section survey approach is where the researcher gets all the information they need in a single task (Saunders, Lewis, & Thornhill, 2019). The researcher's objective was to examine, analyze, and assess the sufficiency and positive nature of the variables. Additionally, the survey method was chosen due to its unique ability to generalize data from a sample and determine if there was an evidential relationship between variables at a specific moment in time (Mugenda & Mugenda, 2018). Nevertheless, the utilization of a cross-sectional survey design holds significance in elucidating or depicting data obtained from populations that exceed the scope of direct observation.

Creswell and Clark (2016) define a descriptive design as a plan that primarily focuses on the aspects of "what, how, and who." This research study specifically addresses these aspects. According to Blumberg *et al.* (2018), the research methodology employed in this study was centered on generating data that facilitates the generalization of results. The study engaged a descriptive research design to ascertain the factors that affect performance at public universities. The design facilitated the collection of information by employing a standardized questioning technique to inquire the selected sample for the research, with the primary objective of establishing the relationship between the variables (Saunders *et al.*, 2017). The primary objective of the study was to ascertain the correlation between strategies implementation for work-life balance, environmental factors and performance of non-teaching employees at public universities in Kenya. According to Caruth *et al.* (2013), research methodology includes both quantitative and qualitative studies.

3.5 Target Population

According to Bell, Harley, and Bryman (2022), the target population can be defined clearly as a delineated group or individuals the focus of a study with the intention of extrapolating knowledge. The target population comprises the entirety of all elements that are the subject of investigation in the study. Therefore, it comprises the entirety of the assemblage of entities, occurrences, or objects that share a discernible attribute. The website (www.cue.or.ke) lists thirty-one publicly chartered universities in Kenya. The targeted Kenyan public universities, as indicated by the list obtained from the CUE, were in operation as fully-fledged Kenyan public universities by the year 2021. This information is supported by the Universities Charter, Establishment of Universities Act

of 2012; it is assumed that the characteristics of interest are consistent throughout the target population.

The study's target population objective comprised all non-teaching employees employed in the eight public universities that were specifically chosen from Kenya (CUE University Statistics, 2022). The total number of non-teaching personnel at the eight (8) selected universities was 3538, as shown in Table 3.1. Participation of all non-teaching staff was essential for public institutions to fulfill their mission of serving the greater public interest and achieving effective performance through employee output (Jawaharrani & Wickramasinghe, 2010; Amarakoon & Wickramasinghe, 2010). As a result, the following categories of non-teaching employees were included in the sampled universities' departments: administrators, office managers, technicians, library staff, housekeepers, janitors, cateresses, clerical officers, clinical officers, nurses, office assistants, artisans, grounds men, security personnel, and plumbers (KUDHEIHA, 2017-2020, Scheme of Service, University Employee Records, and KUSU -CBA 2012-2017).

Table 3. 1: Distribution of Target Population Category**Source: CUE University Statistics, 2022**

S/NO	University	The Chartered	Year	Number of Non-Teaching Employees
1.	Egerton University	1988		450
2.	Jaramogi Oginga Odinga University of Science and Technology	2013		470
3.	Kabianga University	2013		380
4.	Kibabii University of Science	2015		275
5.	Moi University	1984		435
6.	Maseno University	1991		466
7.	Masinde Muliro University of Science and Technology	2007		670
8	Rongo University	2016		392
	Total			3538

3.6 Sampling Design and Sampling Procedure

The term sampling frame refers to an exhaustive enumeration of the population members drawn (Sekaran & Bougie, 2009). As a result, it comprises of collection of constituents from which an investigator may choose a specified percentage of constituents from the target population. Sampling is defined as the of selection specific individuals to participate by responding to questions (Kothari & Garg, 2014). However, public universities were chosen because they provide quality higher-learning education through research and innovation across Kenya. Hence, public universities realize the achievement of their goals through employee performance (Awour, 2021).

The research exploited a stratified sampling technique, wherein a subset of the population, referred to as a stratum, was selected based on the union affiliations of Kusu

and Kudheihia (Kothari, 2013). By employing this methodology, the investigator was capable of conducting a reliable study on a limited sample size that was deliberately chosen to offer qualitative information pertinent to addressing research inquiries and fulfilling the specific objectives. Furthermore, in comparison to simple random sampling, the method exhibits enhanced statistical exactness due to the reduced variability observed within the subgroups as opposed to the substantial variation encountered when sampling the entire population. This also necessitates a small sample size, which can help the researchers save a substantial amount of time, money, and effort.

3.6.1 Sample Size Determination

A sample is a descriptive term defined by Krejcie and Morgan (1970) as one in which specific percentage and frequency distributions of elements within the sample are considered to be comparable to distribution in the target population (Kasomo, 2007). The sample for this study consisted of non-teaching employees from the following public universities in Kenya: JOUST, RU, MU, UOK KIBU, MSNU, MMUST, and EU. According to Mugenda and Mugenda (2002), to accurately represent the target population, the sample size must be sufficient to encompass the pertinent characteristics. Additionally, the selection process should be conducted with a high degree of confidence and precision. A sample size is a subset of the accessible target population that is selected. The sample size was determined from the target population using Yamane's formula (Yamane, 1967).

$$n = N / [1 + N (e^2)]$$

n = the desired sample size

N = the total population

e = the level of statistical significance

Therefore the sample size for non-teaching employees is

$$n = \frac{3538}{1 + 3538(0.05^2)} = 359.5 \approx 360$$

$$\text{Non-response} = \frac{5}{100} \times 360 = 18$$

$$\text{Total sample size} = 360 - 18 = 378$$

Proportional stratification was utilized to ascertain the sample size for each stratum.

Proportionate stratification is a sampling technique where the sample size of each stratum is directly proportional to the stratum's population size. Sample sizes for strata were calculated using the subsequent equation:

$$n_h = \frac{N_h}{N} \times n$$

$$n_h = \text{sample size for strata}$$

Where N = the total population size

$$n = \text{the total sample size}$$

$$N_h = \text{population size for strata}$$

$$n_h = \frac{450}{3538} \times 378 = 48.07 \approx 48$$

$$n_h = \frac{470}{3538} \times 378 = 50.21 \approx 50$$

$$n_h = \frac{380}{3538} \times 378 = 40.60 \approx 41$$

$$n_h = \frac{275}{3538} \times 378 = 29.38 \approx 29$$

$$n_h = \frac{435}{3538} \times 378 = 46.48 \approx 46$$

$$n_h = \frac{466}{3538} \times 378 = 49.78 \approx 50$$

$$n_h = \frac{670}{3538} \times 378 = 71.58 \approx 72$$

$$n_h = \frac{392}{3538} \times 378 = 41.88 \approx 42$$

Table 3. 2: Sample Size for Respondents

S/no	Universities	Sample Size
1.	Egerton University	48
2.	Jaramogi Oginga Odinga University of Science and Technology	50
3.	Kabianga University	41
4.	Kibabii University of Science	29
5.	Moi University	46
6.	Maseno University	50
7.	Masinde Muliro University of Science and Technology	72
8	Rongo University	42
	Total	378

Source Researcher, 2023

3.7 Data Collection Instruments

Data collection is the systematic acquisition and organization of collected information that is valuable in elucidating discoveries pertinent to a particular domain of research. According to Kothari (2020), a mixed methods approach to data acquisition guarantees that the research will amass a substantial amount of both qualitative and quantitative data. Utilizing a questionnaire and interview schedule, the proposed research gathered both qualitative and quantitative data from study participants.

3.7.1 Questionnaire

The data-collecting instrument of the questionnaire is preferred to solidify the required information from study respondents. Hence, relies on its quality to consolidate required information within minimal time and cost (Billups, 2020). Primary data collection was

employed in the study. However, it gathered data using semi-structured questionnaires. Kothari (2020) argued that the use of questionnaires hastens the data collection process in comparison to focus group discussion guides which call for the existence of both data collection persons and respondents. Further, it could well be administered of a heterogeneous group of respondents.

The research was self-administered using questionnaires to collect data of non-teaching employees within various departments in selected eight public universities in Kenya. The questionnaire was separated into IV sections. Section I was for items on demographic profiles to enable the researchers to reach a large number of prospective respondents from various job categories in different sections in a variety of job grades. Section II was for work-life balance strategies, Section III was for environmental factors and Section IV was for employee performance. The twenty- four (24) dimensions stated statements, where the respondent was required to tick on each appropriate statement using the Likert scale as; Strongly Disagree (SD =1), Disagree (D=2), Fairly Agree (FA= 3), Agree (A= 4), Strongly Agree (SA = 5).

3.7.2 Interview Schedule

Kothari (2020) describes this instrument as suitable for assembling qualitative information from respondents mainly from people with knowledge of the research area. The survey was to interview human resource officers from the selected public universities in Kenya. The tool provided a framework for asking probing questions and seeking clarity on the responses. In contrast to questionnaires, the instruments effectively elicited additional information through inquiry. The interview schedule was

designed to provide direction for both the interviewer and the interviewee. Thus, if insufficient data was gathered, a follow-up was to be conducted.

3.8 Data Collection Procedure

The study collection data was assisted by three research assistants to collect data from the eight (8) selected public universities in Kenya. According to Balunos, *et al.* (2015), the researcher presented a cover letter describing the importance, scope, and general objective of the study. It was self-administered to Human Resource Managers of the eight (8) public universities, requesting for permission data collection. The data was collected within two months from July to August, 2024. The involvement was voluntary, with the declaration of strict confidentiality attached to the questionnaires. The method of collection was drop and pick later after a few days. Kagusia (2013) opines that administrators who are in management in public universities, the researcher to present an appointment of written interview seeking the human resource management to provide information and evidence of the documents for analysis.

3.9. Pilot Study

The researcher conducted a pilot test to support reliability and validity tests for the research instruments. This was applied to acquire preferable data since, It was engaged to test imperfection in design and instrumentation to provide proxy data for the selected sample (Geisen & Murphy, 2020). Piloting of research instruments was to attest to the quality of the research instrument as per the study research objectives and hypothesis (Kothari, 2020). Piloting formulation ought to simulate the actual approach to be adopted by the actual study. Copper and Schindler (2011) declare that the piloting

sample size ought to be at least 10% of the main sample size of the study which was 34 questionnaires for respondents. A pilot study was piloted at the University of Eldoret situated in Uasin Gishu County which received its charter in the year 2016. The non-teaching employees in the University of Eldoret are in three categories of employees that include; support level (grade i-iv), middle level (grade v-xi), and management level (grade xii-xiv). Hence the collected data was excluded from the main study findings.

Pilot testing involves assessing the validity and reliability of research instruments. It allows researchers to identify potential limitations, shortcomings, and challenges that respondents may encounter. To address the validity issues arising from differing opinions, triangulation was employed, while timely measures were implemented to manage time constraints (Mugenda & Mugenda, 2008).

3.9.1 Reliability of Research Instruments

This is the level to which an instrument consistently produces the same results when tested multiple times (with all other factors held constant). The reliability of a questionnaire can be assessed using four approaches that have been widely accepted by researchers: test-retest, equivalent form, split half, and Cronbach alpha coefficient of internal consistency (Ritter, 2010). Because it is more convenient than other approaches and uses all items in the research instrument, the Cronbach alpha coefficient of internal consistency was used for this study (Tavakol and Dennick, 2011). A reliability test was conducted on the dependent variable (performance), four independent factors (social support, leave policy, flexible work arrangements, and health program support, and the moderating variable (environmental factors). The alpha was computed using;

$$\alpha = \frac{\left[\frac{k}{k-1} \right]}{\left[1 - \frac{\sum_{i=1}^n S_i^2}{S_x^2} \right]}$$

where

k = the number of items on the test

S_i^2 = the obtained variance for item i

S_x^2 = the variance of the total test scores

The Cronbach alpha coefficient was computed for the study questionnaire utilizing SPSS Version 21. As a result, Cronbach alpha was utilized over other estimates (such as test-retest reliability estimates) because it requires only the administration of a single test. Adeniran (2019) states that the inner consistency of the items in the variable is viewed as greater when the coefficient approaches 1.0, and conversely, the opposite holds. A Cronbach alpha coefficient exceeding 0.7 is deemed adequate to validate the reliability of the variables (Adeniran, 2019). A Cronbach's alpha value below 0.7 is regarded as indicative of low reliability, suggesting that the measuring instrument's measurements lack consistency.

3.9.2 Validity of the Research Instruments

The researcher sought the advice of human resource management specialists to strengthen the content of the questionnaires and expert judgment, which were determined by measuring the intended statements. Still, peer review enhanced face and content validity. To ensure lucidity and suitability of language used in the instruments and relevance and appropriateness of questions in the questionnaires. The pilot test

magnified the validity of the instrument administered for data collection. In light of the pilot test outcomes and the guidance provided by human resource management specialists, the researcher proceeded to modify and assess the instruments before their implementation in the data collection process.

3.9.2.1 Construct Validity

The researcher's supervisor checked the questions to see if they asked for the correct answers or not. They evaluated the content of the instruments in terms such as; objectivity, ability to capture desired responses, ability to communicate, and analyze.

3.9.2.2 Facial Validity

This was evaluated by instruments to ensure that they were properly laid out. The researcher placed the tools through paces for preliminary test.

3.9.2.3 Content Validity

This is the effort of quantifying the degree to which a set of items on a scale corresponds to the relevant domain of the statement's content. Dross (2011) endorses that content validity is a qualitative form of validity in which the analyst determines if the measures reflect the concept domain. The content validity of the questionnaire was assessed based on how well it communicated the objective of the research, and content validity is the idea that a test should sample the range of conduct depicted by the theoretic conception. According to (Pirayeh, Mahdavi & Nem, 2011), to enhance the questionnaire's validity, the following methods were employed: reviewing questionnaires and questions utilized in prior research of a similar nature; analyzing a multitude of articles and books about this subject matter and associated frameworks; and seeking guidance from seasoned scholars.

3.9.2.4 Expert Judgement Validity

The employment of the human resource officers allowed the use of themes and expert judgment of knowledge. Kothari (2020) pronounces this tool as suitable for collecting qualitative data from a small number of respondents mainly from people with familiarity with the study area.

3.10 Data Analysis

Data included the qualitative and quantitative data. Creswell (2014) clarifies that qualitative data analysis is based on assumptions, interpretation, and theoretical works to ensure a final presentation and interpretation of the stated problem for a change. The quantitative analysis was employed for coding classifying and reducing data into figures for statistical analysis management. The qualitative data was analyzed using statistics and inferential statistics.

According to Coffey and Atkinson (1996), it is imprudent to gather data without concurrently conducting substantial analysis. Before data processing, the completed questionnaires should undergo a coding process and be reviewed for consistency and completeness. After converting qualitative data into quantitative formats through the classification of all pertinent data, a systematic collection process is initiated. Data analysis was conducted using Statistical Package for Social Science Version 27.0 to produce summative statistics such as; frequency, percentage, mean, variance, and standard deviation. Data results were presented using graphs and tables.

3.10.1 Descriptive Statistics

Descriptive statistics describes the data collected for a specific group or collection of units of analysis (Saunders, Lewis & Thornhill, 2019). The categorical data was collected using Likert Scale of measurement which was transformed into a continuous data to allow running regression analysis. Descriptive analysis used percentages, frequencies, means and standard deviation to show the response from the respondents. The respondents were required to state their level of agreement on various statements on each variable.

3.10.2 Inferential Statistics

Inferential statistical analysis was to determine the nature of the connection that exists between the variables of work-life balance strategies and employee performance with the moderating variable of environmental factors. The statistical analysis was to be determined through Pearson correlation, simple linear regression, multiple regression, and multiple regression models. The Pearson Product Moment Correlation was to identify the relationship between work-life balance strategies and employee performance. Further, the variables were subjected to linear regression analysis to test the effects of each work-life balance strategy and employee performance of non-teaching in selected public universities in Kenya. Kothari (2004) asserts that multiple regression is a statistical method for looking at how one dependent variable is related to several independent factors.

Multiple regression analysis aimed to utilize the known values of independent variables to forecast the value of a single dependent variable. Multiple Regression Analysis was

used to determine the combination effect of work-life balance strategies and employee performance. Content and expert judgment were used to analyze the scheduled interview with the human resource officers in selected public universities under study. The hierarchical regression analysis test established the moderating effect of environmental factors on the relationship between work-life balance strategies on employee performance of non-teaching in selected public universities in Kenya. ANOVA (analysis of variance) test was to discover the strength of the relationship in between the work-life balance strategies and performance results presented in the tables.

The study utilized the following models;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \dots\dots\dots \text{Model 1}$$

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon \dots\dots\dots \text{Model 2}$$

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon \dots\dots\dots \text{Model 3}$$

$$Y = \beta_0 + \beta_4 X_4 + \varepsilon \dots\dots\dots \text{Model 4}$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots\dots\dots \text{Model 5}$$

$$Y = \beta_0 + \beta_1 X_1 Z + \beta_2 X_2 Z + \beta_3 X_3 Z + \beta_4 X_4 Z + \varepsilon \dots\dots\dots \text{Model 6}$$

Where;

β_0 = Intercept/Constant.

Y = represents the dependent variable, level of performance.

β_0 = intercept/constant;

Z = moderating variable (environmental factors)

ε = error term.

X_1 = social support;

X_2 = leave policy

X_3 = flexible work arrangements

X_4 = health program support

β_1 = slope coefficient of social support;
 β_2 = slope Coefficient of leave policy
 β_3 = slope Coefficient of flexible work arrangements
and β_4 = slope Coefficient of health programs support and e = error term.

3.10.3 Diagnostic Tests

It was necessary to conduct tests to determine whether the independent variables and dependent variable data adhere to assumptions inherent in multiple regression analysis models. Before doing regression analysis and correlation analysis, it was necessary to perform the following diagnostic tests; linearity, normality, multi-collinearity, and homoscedasticity or heteroscedasticity. Brooks (2014) indicates that a prior conducting of diagnostic tests is required for any linear regression analysis of a study. Since the tests are based on assumptions about the unobservable error or disturbance terms and the applicability of the results. Linearity is established by analyzing the variables using the basic regression analysis to find non-linearity or to perform the curve fitting on an alternative model specification (Hair *et al.*, 2000).

3.10.3.1 Normality Test

The Kolmogorov-Smirnov (KS) goodness-of-fit test and Shapiro-Wilk (SW) test were employed to conduct normality tests. To assess the normality of the Q-Q plot, histogram, and Kolmogorov-Smirnov test, a normality test was conducted at a significance level of 0.05. The variables underwent a normality test to evaluate the normal distribution of the provided data, which was necessary for conducting correlation and regression analysis in the study.

3.10.3.2 Linearity Test

The linearity test was to determine the presence or absence of a linear connection between the independent variable and the dependent variable. It is necessary to conduct a linearity test to do regression and correlation analysis. According to Anderson, Black, and Hair (2010), a linearity test was conducted using scatter plots to examine the presence of a linear relationship between the variability of the dependent variable (performance) and the variability of the predictor variables (social support, leave policy, flexible work arrangement, and health program support). This was realized through the process of visually examining if the articulation exhibits a linear or nearly linear association with the dependent variable.

3.10.3.3 Multi-Collinearity Test

According to Daoud (2017), multi-collinearity refers to the presence of strong intercorrelations between two or more independent variables within a multiple-regression model. Multi-collinearity may result in distorted or deceptive outcomes when an investigator or expert seeks to determine the optimal utilization of each independent variable in predicting or comprehending the dependent variable within a statistical model Daoud (2017). The multi-collinearity tests intended to identify any potential interrelationships between the independent variables (social support, leave policy, flexible work arrangements, and health program support). The assessment of the multi-collinearity test used the tolerance value and variance inflation factor.

3.10.3.4 Homoscedasticity Test

The homoscedasticity test was tested using the Levene Test which determines if the residuals exhibit equal distribution or if they tend to cluster at certain values while being widely dispersed at other values (Daoud., 2017). Moreover, data can be considered homoscedastic if it exhibits characteristics similar to a shotgun blast of randomly distributed data. The purpose of the homoscedasticity test is to ascertain whether the variance of the explained variables is similar across all levels of the explanatory factors, hence confirming the null hypothesis. The Homoscedasticity was explained using the Levine test to test the independent and moderating variables.

3.10.3.5 Hypotheses Testing

The basic linear regression analysis was utilized in the study to test the hypothesis. The test criteria have been formulated in such a way that if the t-test for the independent variable is found statistically significant ($p < 0.050$), the researcher can reject the null hypothesis. Conversely, if the t-test for the independent variable is not statistically significant ($p > 0.050$), the study is unable to reject the null hypothesis. Various tests were conducted to evaluate the hypotheses outlined in Table 3.3.

Table 3. 3: Test for hypotheses

Objectives	Hypotheses	Tests	Tests Interpretation
To examine the effect of social support on performance of non-teaching employees in selected public universities in Kenya.	Ho1: Social support has no significant effect on performance of non-teaching employees in selected public universities in, Kenya.	Correlation analysis Regression analysis	If p-value<0.05, reject the null hypothesis, if p-value >0.05 fail to reject the null hypothesis.
To establish the influence of Leave policy on performance of non-teaching employees in selected public universities in Kenya.	Ho2 Leave policy has no significant influence on performance of non-teaching employees in selected public universities in Kenya.	Correlation analysis Regression analysis	If p-value<0.05, reject the null hypothesis, if p-value >0.05 fail to reject the null hypothesis.
To assess the effect of flexible work arrangements on performance of non-teaching employees in selected public universities in Kenya.	Ho3: Flexible work arrangements have no significant effect on performance of non-teaching employees in selected public universities in Kenya.	Correlation analysis Regression analysis	If p-value<0.05, reject the null hypothesis, if p-value >0.05 fail to reject the null hypothesis.
To investigate the effect of Health program support on employee performance of non-teaching employees in selected public universities in Kenya.	Ho4: Health program Support has no significant effect on performance of non-teaching employees in selected public universities in Kenya.	Correlation analysis Regression analysis	If p-value<0.05, reject the null hypothesis, if p-value >0.05 fail to reject the null hypothesis.
To establish the moderation effect of environmental factors on work-life balance strategies and performance of non-teaching employees in selected public universities in Kenya.	Ho5: Environmental factors have no significant on the moderating effect of work-life balance strategies on performance of non-teaching employees in selected public universities, in Kenya.	Correlation analysis Regression analysis	If p-value<0.05, reject the null hypothesis, if p-value >0.05 fail to reject the null hypothesis.

(Creswell, 2004 cited in Kangure, 2014).

3.10.3. 6 Operationalization of Study Variables

The process entails the creation of indicators that can be used to measure the constructs under investigation (Creswell, 2004 as referenced in Kangure, 2014). The literature review in this study served to identify the independent, moderating, and dependent variables. The study examines the independent variables of social support, leave policy, flexible work arrangements, health program support, and environmental factors. The moderating variable of environmental factors was measured by the physical environment and psychological environment. Lastly, the dependent variable was performance, which was measured by work output attendance, quality, customer satisfaction.

Table 3. 4 Operationalization of Study Variables

Variable	Sub -Variable	Operationalization	Measurement (Likert Scale)
Social Support	Co-worker Support	At this university, my co-worker would step in for me if I needed to leave work to attend to a non-work issue. Co-worker is instrumental in facilitating the successful completion of my tasks at this university.	5-point scale. 5-point scale.
	Supervisory Support	My supervisor assists me in organizing my work schedule in the event of any challenges. I can rely on my supervisor to effectively manage my job obligations in the event of unforeseen non-work obligations.	5-point scale. 5-point scale.
Leave Policy	Annual Leave	I have carried forward my annual leave days from previous years. I feel motivated and perform better after my annual leave.	5-point scale. 5-point scale.
	Sick Leave	I don't get sick leave when I am not feeling well. Am given sick leave to take care of family in case of emergencies.	5-point scale 5-point scale.
	Flexible Work Arrangements	Flex time I start and finish my task within the specified guidelines. Extending the number of hours giving out services through work shifts influences the number of working hours I can perform my tasks.	5-point scale. 5-point scale. 5-point scale.
Health Program Support	Health facilities	Job Sharing Job sharing positively affects my duty performance. Job sharing positively affects performance in terms of productivity.	5-point scale. 5-point scale. 5-point scale.
		Medical insurance coverage provided to employees and their dependents eliminates my worries about medical expenses.	5-point scale.
		The availability of physical fitness programs has improved	5-point scale.

Variable	Sub -Variable	Operationalization	Measurement (Likert Scale)
Environmental Factors	Counseling programs	my performance rate. Counseling services enable me to successfully manage my work-life challenges. Counseling enable me to perform my duties within an expected degree of independence and efficiency.	5-point scale. 5-point scale.
	Physical Environment	Tools and equipment are in good condition at my disposal and to use. There is adequate office space, and good ventilation that guarantees good working.	5-point scale. 5-point scale.
	Psychological Environment	My supervisor gives me attention when required.	5-point scale.
	Work Output	There is good communication with my fellow workers. I can meet deadlines.	5-point scale. 5-point scale.
Performance	Quality Service	The tools I use in my duty performance enhance my work output.	5-point scale
	Attendance	I can easily make arrangements to attend to my duties in case of a problem.	5-point scale.
	Work OutPut	My performance has improved because I get enough time to attend to my duty and my personal life.	5-point scale.

(Creswell, 2004 cited in Kangure, 2014)

3.11 Ethical Considerations

The present study aimed to adhere to ethical principles, encompassing informed consent, honesty, integrity in reporting, anonymity and secrecy, and neutrality. To enhance the rate of response and elicit truthful responses, the researcher assured the participants regarding the confidentiality of the data they provided. The questionnaires were designed to maintain anonymity by not requiring the respondents' names or any kind of identification. The participants provided their consent after being provided with a comprehensive explanation of the study's aims. This occurred before presenting any inquiries to them, to guarantee the acquisition of informed consent.

Additionally, demonstrating respect for colleagues in the research field through citation and acknowledgment of their works to prevent plagiarism was beneficial. Before data collection, the researcher received permission from Masinde Muliro University of Science and Technology and secured research authorization from the National Council of Science, Technology, and Innovation to prevent any manipulation of the data. The acquired data underwent analysis and interpretation, and subsequent suggestions were formulated about the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter outlines the research findings derived from non-teaching staff at selected public universities in Kenya. The study is organized into several sections. The first section offers an overview of the reliability and validity of the research instruments employed for collecting response rate data. It further explores the demographic characteristics of the participants and performs both descriptive and inferential analyses on the primary dependent variable: performance. The study focused on four independent variables: social support, leave policy, flexible work arrangements, and health program assistance. Additionally, employee performance served as the dependent variable, while environmental factors acted as a moderating variable. The collected data was subjected to a process of cleaning, coding, and analysis using SPSS, Version 27.0.

4.2 Response Rate

The respondents were provided with 378 questionnaires in total. A return of 350 questionnaires (93 percent) was obtained in total. Out of the total, seven items (1.9%) were excluded due to substantial response gaps for the variable components.

Table 4. 1: Response Rate

Unit of observation	Data collection method	Target Population	Sample size	Usable response	% effective response rate
Non-teaching	Questionnaires	3538	378	343	93

Source: Research Data (2023)

Table 4.1 shows that 343 questionnaires were utilized for data analysis. This accounted for 91% of the total return rate of the questionnaire. According to Schindler and Cooper

(2009) a return rate of at least 50 percent is adequate for the objectives of an investigation.

4.3. Reliability

A reliability test was conducted on the four independent variables, namely social support, leave policy, flexible work arrangements, and health program assistance, as well as the moderating factor of environmental factors. The alpha coefficient was calculated based on the data collected from the questionnaires that were returned.

$$\alpha = \frac{\left[\frac{k}{k-1} \right]}{\left[1 - \left(\frac{1 - \sum_{i=1}^n S_i^2}{S_x^2} \right) \right]}$$

where

k = the number of items on the test

S_i^2 = the obtained variance for item i

S_x^2 = the variance of the total test scores

The reliability results are displayed in Table 4.2.

Table 4. 2: Reliability

Variable	Cronbach alpha	Variable	Cronbach alpha	Cronbach alpha
Co-worker Support	0.872	Social Support		
Supervisory Support	0.912		0.978	
Annual Leave	0.793	Leave Policy		
Sick Leave	0.892		0.812	
Flex- time	0.794	Flexible Work Arrangements	0.915	0.896
Job Sharing	0.893			
Medical Care Facilities	0.931	Health Programs Support		
Counseling services	0.819		0.911	
Physical Environment	0.798	Environmental factors	0.865	
Psychological Environment	0.821			

Source: Researcher's survey (2022)

From Table 4.2, the results show that Cronbach's alpha coefficient was more than the minimal needed value of 0.70, resulting in an overall value of 0.896, which indicates a high level of internal consistency for our scale and instruments were dependable. The qualitative information obtained from the interview schedule was examined using a three-stage process: data reduction, data analysis, and generating conclusions. Data reduction was the process of extracting essential information from oral interviews

through transcription, thereby identifying the key concerns and distinguishing them from irrelevant ones. The process of data analysis entailed the consolidation of the condensed data into a structured and condensed analytical framework. Ultimately, the data analysis provided a comprehensive understanding of the data and rational justifications for the correlation between the findings. The findings of the qualitative research were presented in the form of phrases or quotations from significant voices, as derived from the interviews. The conducted comparisons revealed that the data exhibited a high degree of congruence, with only a few minor deviations. Therefore, the reliability of the interview responses obtained from the participants was deemed satisfactory.

4.4 Demographic Information

A significant belief exists that the demographic information of the respondents is crucial for the results' credibility and generalization. The participants were requested to provide general information regarding themselves, including gender, age, and marital status, and highest academic qualification, tenure, and cadre rank. The findings were displayed in the subsequent tables.

4.4.1 Gender of Respondents

The researcher sought to find out the distribution of gender respondents in the study. The results are displayed in Figure 4.1.

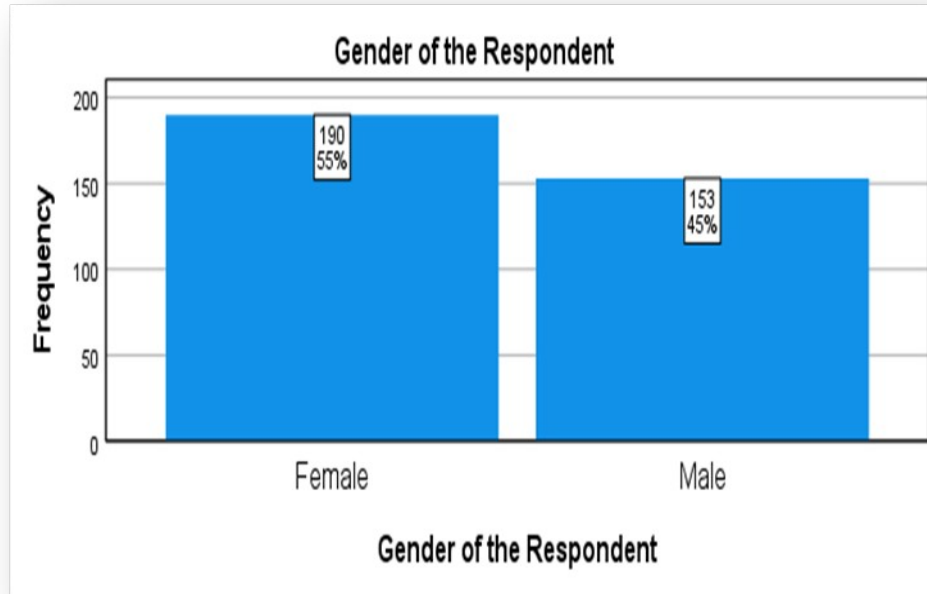


Figure 4. 1:Gender of the Respondents

Source Research Data (2023)

The findings indicated that 190 (or 55 %) of the participants identified as female, whereas 153 (44%) identified as male. The results indicate a gender discrepancy that favors female participants over their male counterparts. This is an excellent distribution that represents a balanced gender composition. Given that a significant portion of the responses for this research are contingent upon the respondents' confidential measures, it is anticipated that this gender distribution reflects perspectives and opinions from both extremes of the gender divide. However, the gender balance observed in public universities could also be interpreted as an indication of the successful implementation of gender mainstreaming initiatives.

4.4.2 Age of the Respondents

The researcher sought to find out the distribution of age of the respondents in the study.

The results are displayed in Figure 4.2.

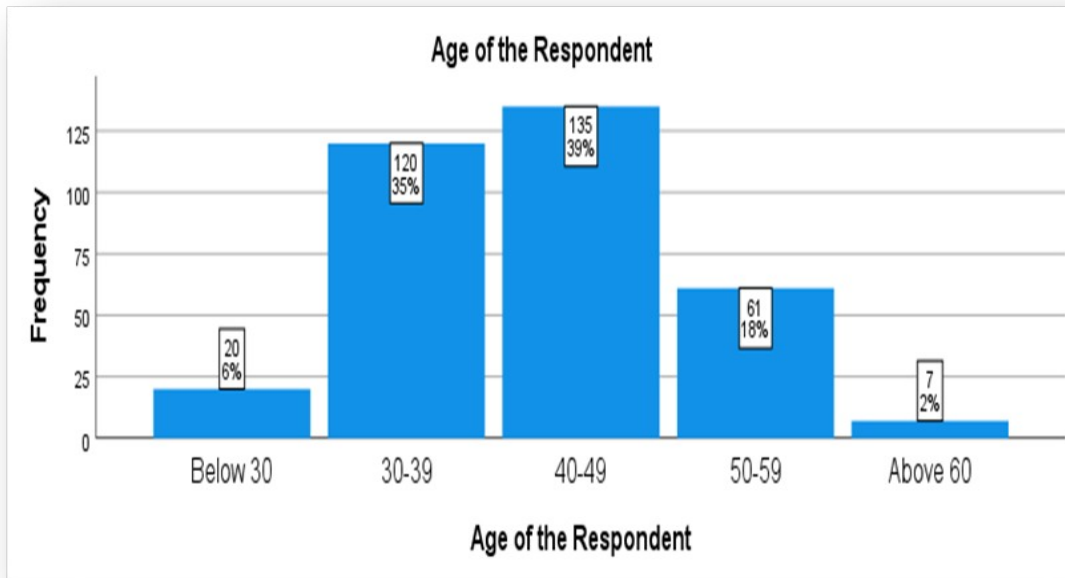


Figure 4. 2: Age of the Respondent

Source: Researcher Data (2023)

According to the findings, 20 (6%), 120 (35%), 135 (39%) respondents were between the age of 40-49, 21 (18%) were between the ages of fifty- fifty nine and 60, and 7 (2%) were over 60 years old. This demonstrates that the departments of the chosen public universities in Kenya have a diverse age distribution. The years 40 to 49 coincide with the period when the majority of employees, of other things, are entering into matrimony, caring for the elderly, or furthering their education; this justifies the need to enforce a variety of work-life balance strategies to address necessary non-work obligations harmoniously. Furthermore, the results regarding the ages of the participants indicate that there was a presentation on age diversity. Therefore, the data gathered encompassed

the viewpoints of non-teaching employees across all age groups who were the subjects of the research.

4.4.3 Marital Status of Respondents

The researcher sought to find out about the distribution of marital status of the respondents in the study. The results are displayed in Figure 4.3.

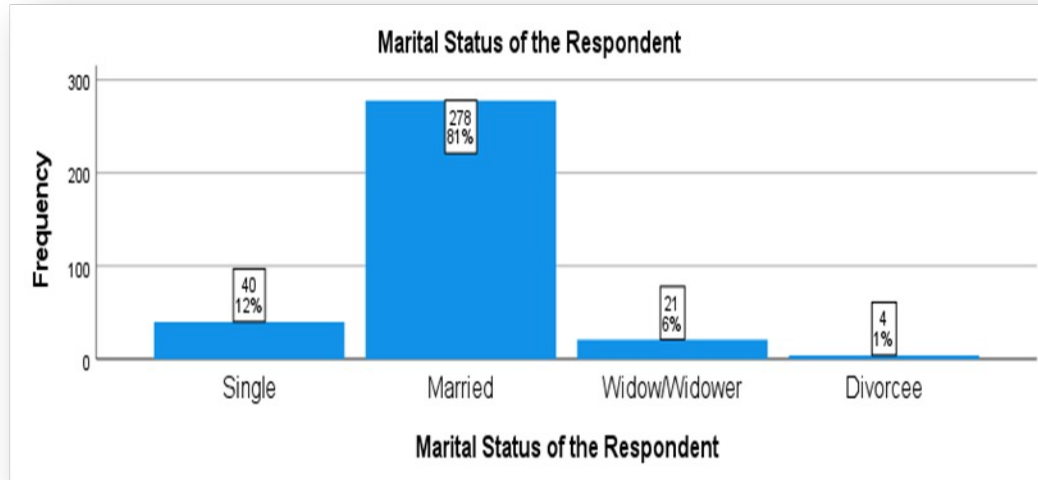


Figure 4. 3: Marital Status

Source: Research Data (2023)

Conversely, Figure 4.3 illustrates that of the respondents, 40 individuals (12%) identified as single, 278 individuals (81%), as married, 21 individuals (6%) identified as widows or widowers, and 4 individuals (1%) identified as divorcees. This is due to the various personal obligations and familial duties that accompany the status of being married. As supported by social exchange theory, married employees require work-life balance strategies to integrate work and non-work obligations, particularly when they require career advancement to improve performance.

4.4.4 Highest Academic Qualifications

The researcher sought to find out about the distribution of academic qualifications of the respondents in the study. The results are displayed in Figure 4.4.

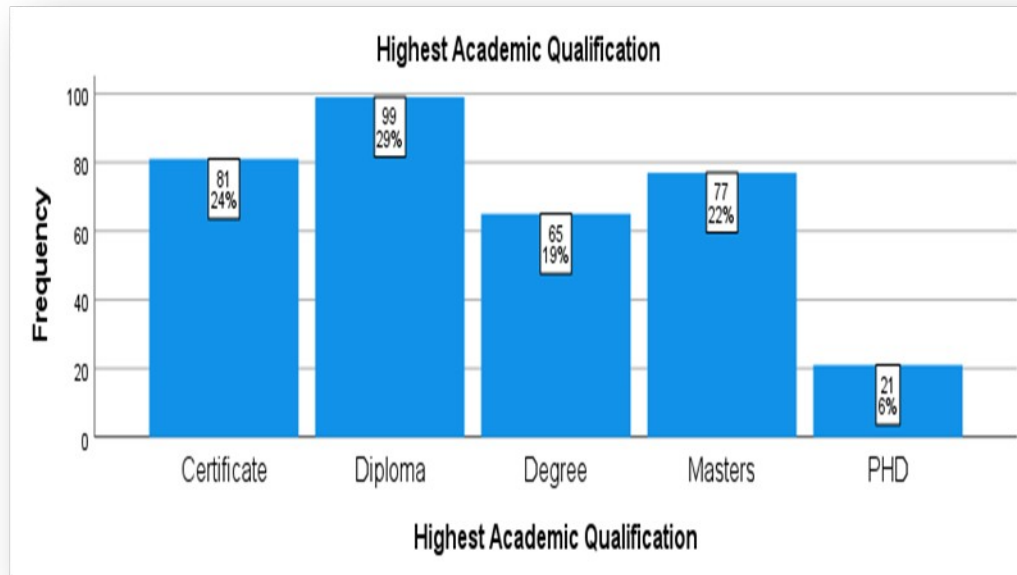


Figure 4. 4: Highest Academic Qualification

Source: Research Data (2023)

Regarding the highest level of academic qualifications, figure 4.4 illustrates that 81 (24%) of the respondents possessed certificates, 99 (29%) held diplomas, 65 (19%) held degrees, 77 (22%) held master's degrees, and 21 (6%) held PhD's. The highest academic credentials held by non-teaching employees in selected public universities in Kenya are reflected in these findings. Given their positions as policymakers, stewards, and decision-makers in the chosen public universities in Kenya, this is to be expected. Furthermore, individuals with advanced degrees possess a greater understanding of the way work-life balance strategies can be leveraged for productivity enhancement.

4.4.5 Number of Years Worked in the University

The researcher sought to find out about the number of years worked by the respondents in the study. The results are displayed in Figure 4.5.

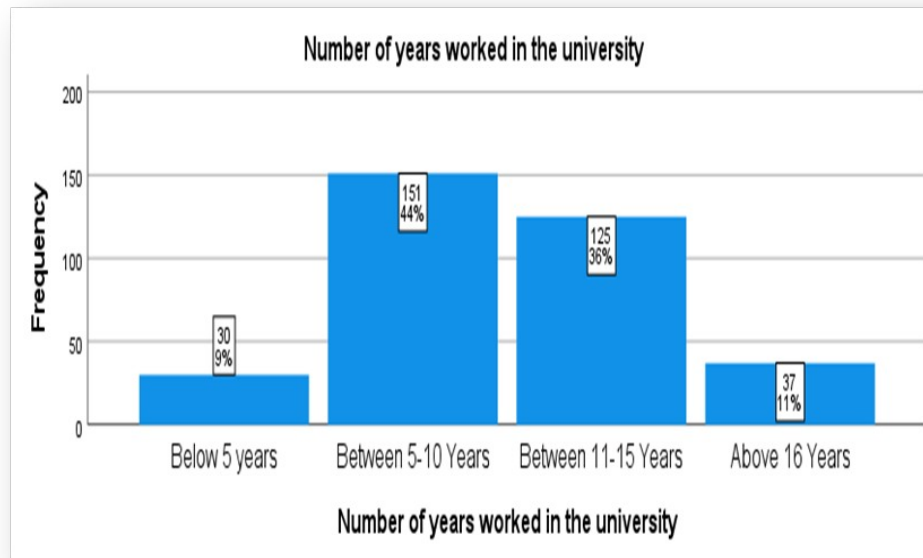


Figure 4. 5: Number of Years Worked in the University

Source Research Data (2023)

As depicted in Figure 4.5, research findings indicate that of the respondents, thirty (9%) have accumulated work experience in their respective universities for less than five years. of the remaining thirty-seven (11%) have accumulated work experience of five to ten years, 125 (36%) have accumulated work experience of eleven to fifteen years, and 37 (11%) have accumulated work experience exceeding sixteen years. As determined by the analysis, the respondents' employment experience at the selected public universities in Kenya is adequate. The findings of this study indicate that participants possess knowledge and personal experience regarding the implementation and operation of work-life balance strategies in selected public universities that were sampled in Kenya.

4.4.6 Cadre Level of Employees

The researcher sought to find out about the cadre level of employees in the study. The results are displayed in Figure 4.6.

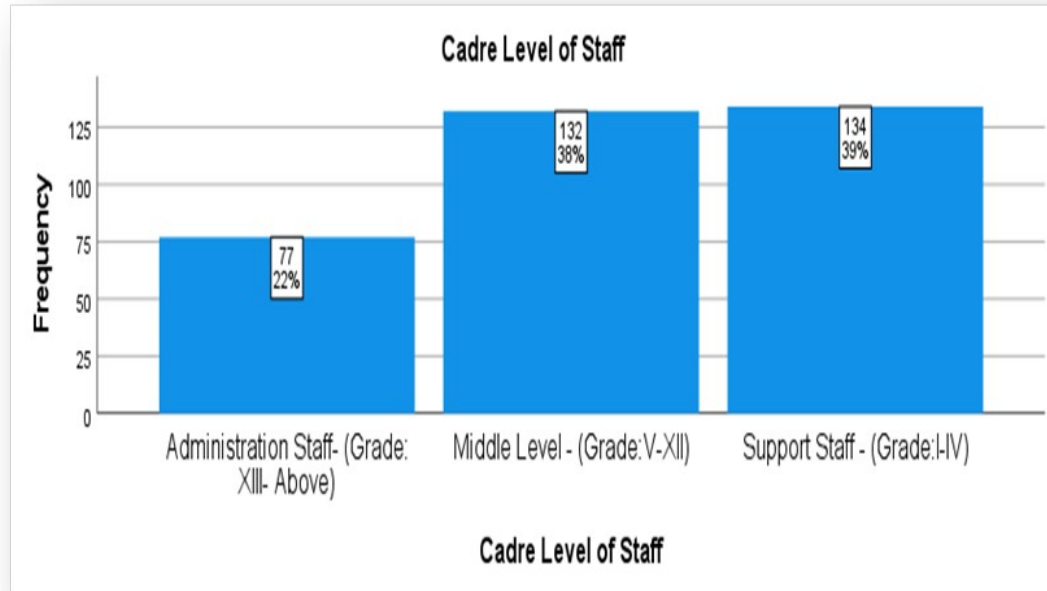


Figure 4. 6 Cadre Level of Employees;

Source Research Data (2023)

On the cadre level of employees, the results in Figure 4.6 show that 77(22%) of the respondents were management employees 132 (38%) technical employees, and 134 (40%) support employees.

4.5 Descriptive Findings and Discussions

Data about the study variables were gathered using a Likert-type question with a five-point scale. Strongly Disagree (SD) = 1, Disagree (SA) = 2, Fairly Agree (N) = 3, Agree (D) = 4, and Strongly Agree (SA) = 5 comprised the scale. While the researcher initially

regarded individual Likert scale items as producing ordinal data, measuring a construct on a summative scale using a greater number of Likert scale items transforms the resulting Likert-type data into an interval scale (Chen & Liu .,2020). Benard (2006) posits that ordinal scales consisting of five or more ranks may be conventionally regarded as interval-level scales by researchers. This concept utilized Likert-type queries to collect data for this study; items were utilized to collect Likert-type data on a single variable using a summative scale; this enabled the application of a non-parametric test. By the Likert scale assumption of equidistance, the research utilized the equidistance of 8 as defined by (Chen *et al.*, 2007). As distinct Likert scale items (e.g., 3–10) were utilized to assess each variable on a 1–5 attitudinal scale, the resultant summative score varied between 10 and 30. By the study's objectives, the following scale was adjusted by five units of equidistance. 5 people profoundly disagree 10, 10, Disagree 15; 15, fairly agree 20; 20, Agree 25; and 25, Agree 30 wholeheartedly. The same scale was applied to individual items with values ranging from 1 (strongly disagree) to 5 (strongly agree).

4.5.1 Social Support

The first objective was to establish the effect of social support on performance of non-teaching employees in Kenyan public universities. The researcher sought to establish the effect of social support on performance of non-teaching employees in selected public universities in Kenya. The mean, the standard deviation (StD), the composite mean and the composite standard deviation were also computed. A five-point Likert scale was used to ascertain the opinions of the respondents.

A five-point Likert scale was used to extract answers from the respondents as shown in Table 4.3

Table 4. 3: Social Support

STATEMENTS	SCALE	SD	D	FA	A	SA	Total	Mean	StD
At this university, my co-worker would step in for me if I needed to leave work to deal with a non-work issue.	(F) (%)	5 (1.5)	44 (12.8)	61 (17.8)	164 (47.8)	69 (20.1)	343 (100)	4.05	1.34
My co-worker is instrumental in facilitating the successful completion of my tasks at this university.	(F) (%)	7 (2.0)	42 (12.2)	43 (12.5)	127 (37.0)	124 (36.3)	343 (100)	3.97	1.38
My supervisor assists me in organizing my work schedule in the event of any challenges.	(F) (%)	16 (4.7)	45 (13.1)	33 (9.6)	176 (51.3)	73 (21.3)	343 (100)	4.07	1.29
I can rely on my supervisor to effectively manage my job obligations in the event of unforeseen non-work obligations.	(F) (%)	19 (5.5)	40 (11.7)	57 (16.6)	104 (30.3)	123 (35.9)	343 (100)	4.02	1.41
Composite Mean and Standard Deviation								4.03	1.36

Source: Research Data (2023)**(F)** = Frequency**(%)** =Percentage

The study surveyed the participants to determine whether a university colleague would be willing to cover for them if they had to leave work to attend to a significant non-work matter. The results of the Likert scale analysis indicate that 5 respondents (1.5%) strongly disagreed, 44 respondents (12.8%) disagreed, 61 respondents (17.8%) fairly agreed, 164 respondents (47.8%) agreed, and 69 respondents (20.1%) strongly agreed. Based on the calculated mean score of 4.05 and standard deviation of 1.34, it was concluded that a significant proportion of the participants agreed that coworkers should cover for one another if one must abandon work to attend to a critical non-work matter.

The responses obtained from the Likert scale indicate that 127 respondents (37.0%) agreed and 124 respondents (36.6%) strongly agreed with the statement that co-workers assist respondents in completing their work at their university. Conversely, 42 respondents (12.2 %) disagreed and 43 respondents (12.5 %) fairly agreed regarding this matter and 7 respondents (2.0 %) strongly disagreed. With a mean score of 3.97 and a standard deviation of 1.38, the data indicates that a significant proportion of the participants agreed that colleagues at their university assists in completing tasks. A positive influence on the composite mean was indicated by the fact that the item mean was lower than the composite mean of 4.03. In addition, the item mean standard deviation was greater than the composite standard deviation of 1.36, suggesting that the item responses were more dispersed than those of the variable.

Additionally, the study aimed to ascertain whether supervisors assisted in scheduling meetings in the event of difficulties. The results indicate that 16 (4.7%) of the respondents strongly disagree, 45 (13.1%) disagree, 33 (9.6%) fairly agree, 176 (51.3%) of the respondents agree, and 73 (21.3%) of the respondents strongly agreed (51.3%). Based on the calculated mean score of 4.07 and standard deviation of 1.29, it was concluded that a significant proportion of the participants agreed that supervisors assisted in scheduling in the event of difficulties. As the item mean exceeded the composite mean by 4.03, this suggests that the item mean had a positive impact on the composite mean. In addition, the item mean standard deviation was lower than the composite standard deviation of 1.36, suggesting that the item response had a narrower range of variability compared to the variable.

In the final section concerning social support, the researcher investigated whether employees could depend on their supervisor to ensure the timely completion of work obligations in the face of unforeseen personal obligations. The findings indicate that 19 respondents (5.5%) strongly disagreed, 40 respondents (11.7%) disagreed, 57 respondents (16.6%) fairly agreed, 104 respondents (30.3%) agreed, and 123 respondents (35.7%) strongly agreed with the given statement. As indicated by the mean score of 4.02 and standard deviation of 1.41, the majority of respondents agreed that their supervisor can be relied upon to ensure that work obligations are met in the event of unforeseen non-work obligations. The factor that caused the composite mean to decrease from 4.03 to the item mean indicated a negative impact on the composite mean. In addition, the item mean standard

deviation was greater than the composite standard deviation of 1.36, suggesting that the item responses were more dispersed than those of the variable.

The responses to the social support strategy indicated that performance is enhanced through the assistance of coworkers and supervisors. There is currently a likelihood that an organization will have employees who require work-life balance strategies, as has been underscored by several academicians (Khaled, 2019). The results obtained from the interviews indicate that university personnel are satisfied with the work-life balance strategies that are currently implemented, such as social support. Their work was attended to during their absence with the assistance of colleagues and supervisors.

In their own words, the respondent outlined the following; themes

“The university has implemented processes to help employees maintain a healthy work-life balance. This balance is supported through various measures, including social support from supervisors and colleagues, flexible work arrangements, leave policies, and health programs. Social support plays a crucial role in employee performance, as individuals are more motivated when their supervisors treat them with respect and acknowledge their efforts in meeting deadlines. Colleagues also contribute to motivation, particularly when team members face challenges, as they can step in to ensure continuity in work. Supervisors play an essential role in resolving departmental conflicts amicably, thus preventing any decline in performance. Additionally, these initiatives help reduce absenteeism by offering flexible scheduling options and shift work. Overall, the university's social support systems promote employee performance through collaborative relationships of coworkers, positive supervisor interactions, and established work procedures that guide

everyone toward achieving their daily goals.e university has put in processes to ensure that employees adhere to work-life balance strategies.”(Interview, 2023)

This is endorsed by findings of prior studies by Wong, Bandar, and Saili (2017) who assert that supervisors’ support achieves harmonious integration of work and family struggle. Moreover, employees who get support from supervisors at the workplace experience enhanced levels of work loyalty which influences performance. As a result, The university strategies can then assessed and be adjusted in response to actions that shape and direct an organization how to deliver services, what it does, and how it improves the university’s performance. This is aligned with Oludayo and Omunijo’s (2020) study which supports the theme that Social support at work is the level to which workers identify that supervisors care about universal welfare at work through the establishment of resources corresponding to employees’ tasks or goals.

4.5.2 Leave Policy

The researcher sought to establish the effect of leave policy on performance of non-teaching employees in selected Kenyan public universities. A five-point Likert scale was used to extract answers from the respondents as shown in Table

4.4

Table 4. 4:Leave Policy

STATEMENTS.	SCALE	SD	D	FA	A	SA	Total	Mean	StD
I have carried forward my annual leave days from previous years.	(F) (%)	13 (3.8)	38 (11.1)	63 (18.3)	171 (49.9)	58 (16.9)	343 (100)	4.43	1.27
I feel motivated and perform better after my annual leave.	(F) (%)	9 (2.6)	21 (6.2)	71 (20.7)	149 (43.4)	93 (27.1)	343 (100)	4.45	1.25
I don't get sick leave when I am not feeling well	(F) (%)	125 (36.4)	136 (39.7)	4 (1.2)	55 (16.0)	23 (6.7)	343 (100)	2.97	1.26
Am given sick leave to take care of family in case of emergencies.	(F) (%)	10 (2.9)	22 (6.4)	42 (12.2)	117 (34.2)	152 (44.3)	343 (100)	4.18	1.24
Composite Mean and Standard Deviation								4.01	1.23

Source: Research Data (2023)

(F) = Frequency

(%) =Percentage

The composite mean and composite standard deviation, as well as the mean and standard deviation (StD), were calculated. Responses were gathered from participants using a five-point Likert scale. When asked whether they had carried forward annual leave days from prior years, the analysis revealed that 13 respondents (3.8%) strongly disagreed, 38 respondents (11.1%) disagreed, 63 respondents (18.3%) fairly agreed, seventeen (171) respondents (49.9%) largely agreed, and 58 respondents (16.9%) strongly agreed. Based on the calculated mean score of 4.43 and standard deviation of 1.27, it can be concluded that a significant proportion of the participants agreed in the practice of carrying forward annual leave days from prior years. The fact that the item mean was 4.01 points higher than the composite mean indicates that the item mean positively affected the composite mean. Furthermore, it can be observed that the item mean standard deviation exceeded the composite standard deviation of 1.23, indicating a higher degree of dispersion of the item responses compared to the variable as a whole.

Regarding the question of whether employees experienced increased motivation and performance after their annual leave, the findings reveal the following: 9 (2.6%) respondents strongly disagreed, 21 (6.2%) disagreed, 71 (20.7%) fairly agreed, 149 (43.4%) agreed, and 93 (27.1%) strongly agreed that employees are motivated following annual leave. Based on the data points (mean = 4.45, standard deviation = 1.25), it can be concluded that a significant proportion of the participants agreed that employees experienced increased motivation and performance after their annual leave. As the item mean exceeded the composite mean by 4.01, this suggests that the item mean had a positive impact on the composite mean. Furthermore, it was observed that the item mean standard deviation exceeded the composite standard deviation of 1.23, indicating that the

responses to the items were more widely distributed compared to the responses to the variable.

Additionally, the researcher aimed to ascertain whether or not respondents take time off work when they are sick. The findings indicate that 23 (6.7%) of the respondents strongly agreed, 125 (36.4%) strongly disagreed, 136 (39.7 %) disagreed, 4 (1.2%) fairly agreed, and 55 (16.0%) agreed. The data reveals that a significant proportion of the participants (1.26 standard deviations, mean = 2.97; $n = 3$) expressed disagreement with the statement that employees should not take sick leave when they are feeling ill. The factor that caused the composite mean to decrease from 3.31 to the item mean indicated a negative impact on the composite mean. The item mean's standard deviation was greater than the composite standard deviation of 1.23, suggesting that the item's responses were more dispersed than those of the variable.

Finally, regarding the leave policy, the study aimed to ascertain whether participants were granted time off to attend to family emergencies. The analysis above revealed that 10 (2.9%) participants strongly disagreed, 22 (6.4%) participants disagreed, 42 (12.2%) participants fairly agreed, 117 (34.2%) participants agreed, and 152 (44.3%) participants strongly agreed. As indicated by the mean score of 4.18 and standard deviation of 1.24, the majority of respondents agreed that time off is granted for family obligations in the event of emergencies. It can be inferred that the item mean exerted a positive influence on the composite mean, given that it surpassed the composite mean by 4.01. Furthermore, it was observed that the item mean standard deviation exceeded the

composite standard deviation of 1.23, indicating that the responses to the items were more dispersed in nature compared to the responses to the variable.

The results obtained from the human resource management interviewees corroborated the notion that employees receive their annual leave by the leave management policy and the Employment Act. It was additionally specified that employees are permitted to take sick leave not only when they are ill but also when they are attending to their dependants per the advice of a physician. The leave policy is exceptionally considerate of their family and personal requirements.

In their own words, the respondent outlined the following;

“Work-life balance strategies at universities have proven effective, particularly through the implementation of a leave policy that enables employees to earn their annual leave according to a designated schedule. Staff members are generally required to submit leave requests at least two weeks in advance for approval, which also facilitates the arrangement of a replacement. However, those in critical roles may find it challenging to take their full annual leave as requested; instead, they can carry forward any unused leave days. However, employees are normally recalled when there is a need and their leave days are carried forward. If employees are transferred, their remaining leave days remain valid and are managed centrally. Employees seeking sick leave upon the recommendation of a doctor are permitted to take it. Additionally, compassionate leave guarantees ten days for employees coping with the loss of a loved one or caring for a sick dependent, ensuring their salary during this time. The leave policy aligns with the Employment Act of 2007. Overall, this policy has rejuvenated employees, allowing them to focus on their work with renewed motivation, as management supports them in addressing family-

related issues. Consequently, the employer also benefits when employees take leave to manage personal matters effectively. **Interview, 2023).**

This is recommended by previous studies as indicated by Dagogo, *et al.*, (2020) where leave is where employee time is spent away from work on an intentional basis, which is governed by the leave policy. Additionally, it leads to higher work performance as well as the extra role of the behavior of employees and is supported by organizational support theory (Poortman, 2020).

4.5.3 Flexible Work Arrangements

The third objective assessed the effect of flexible work arrangements on performance of non-teaching employees in Kenyan public universities. A five-point Likert scale was used to extract answers from the respondents as shown in Table 4.5

Table 4. 5: Flexible Work Arrangements

Statements	SCALE	SD	D	FA	A	SA	Total	Mean	StD
I start and finish given task within the specified guidelines	(F) (%)	2 (0.6)	28 (8.2)	31 (9.0)	190 (55.4)	92 (26.8)	343 (100)	4.14	1.16
Extending the number of hours giving out services through work shifts influences the number of working hours I can perform my task.	(F) (%)	12 (3.5)	56 (16.3)	33 (9.6)	119 (34.7)	123 (35.9)	343 (100)	3.98	1.35
Job sharing positively affect my duty performance.	(F) (%)	30 (8.7)	36 (10.5)	44 (12.8)	159 (46.4)	74 (21.6)	343 (100)	3.82	1.19
Job sharing positively affects performance in terms of productivity	(F) (%)	25 (7.3)	27 (7.9)	51 (14.9)	115 (33.5)	125 (36.4)	343 (100)	4.02	1.30
Composite Mean and Standard Deviation								4.01	1.25

Source: Research Data (2023)

(F) = Frequency

(%) = Percentage

Additionally, the researcher aimed to evaluate the impact of flexible work arrangements on the efficacy of non-teaching staff at public universities in Kenya. Additionally, the composite mean and composite standard deviation, as well as the mean and standard deviation (StD), were calculated. Responses were gathered from participants using a five-point Likert scale. The Likert scale results are presented in the table above.

Concerning whether respondents begin and complete tasks within specified guidelines, the Likert scale results indicate that 2 (0.6%) of the respondents strongly disagreed, 28 (8.2%) disagreed, 31 (9%) fairly agreed, 190 (55.4%) agreed, and 92 (26.8%) strongly agreed with the statement "I begin and finish given tasks within specified guidelines." With a mean score of 4.14 and a standard deviation of 1.16, the data indicates that a significant proportion of the participants agreed that they commence and complete tasks by the provided guidelines. It can be inferred that the item mean exerted a positive influence on the composite mean, given that it surpassed the composite mean by 4.01. In contrast to the variable, the item response exhibited a more limited range of variation, as indicated by the fact that the standard deviation of the item mean was below the composite standard deviation of 1.25.

Regarding to the potential impact of extending service hours via work shift on an employee's total working hours required to complete tasks, the findings indicate that 12 respondents (3.5%) strongly disagreed, 56 respondents (16.3%) disagreed, 33 respondents (9.6%) fairly agreed, 119 respondents (34.7%) agreed, and 123 respondents (35.9%) strongly agreed. Based on the data, the majority of respondents agreed that extending the number of hours service providers spend on shifts affects the number of working hours an employee has to complete tasks (mean score: 3.98, standard deviation:

1.35). The negative impact on the composite mean was demonstrated by the item mean falling below the 4.01 composite mean. The standard deviation of the item mean surpassed the composite standard deviation of 1.25, indicating that the responses to the item were more widely distributed compared to those of the variable.

Moreover, about the potential positive impact of job sharing on-duty performance, the findings indicate that 30 (8.7%) of the respondents strongly disagreed, 36 (10.5%) disagreed, 44 respondents (12.8%) fairly agreed, 159 (46.4%) agreed, and 74 (21.6%) strongly agreed. Based on the data points (mean = 3.82, standard deviation = 1.19), it can be concluded that a significant proportion of the participants held the view that job sharing has a positive impact on-duty performance. The adverse effect on the composite mean was demonstrated by the item mean falling below the 4.01 composite mean. Additionally, the item mean standard deviation is smaller than the composite standard deviation of 1.25, indicating that the variability of the item response is more limited in comparison to that of the variable.

In summary, the objective of the study was to ascertain whether job sharing positively influences performance in terms of productivity when compared to flexible work arrangements. Based on the Likert scale analysis, the following percentages of respondents expressed their opinions regarding the statement: 25 (7.3%) strongly disagreed, 27 (7.9 %) disagreed, 51 (14.9%) fairly agreed, 115 (33.5%) agreed, and 125 (36.4%) strongly concurred. Drawing from the mean score of 4.02 and standard deviation of 1.30, it is possible to deduce that a considerable percentage of the respondents maintained the perspective that job sharing positively influences

productivity. It can be inferred that the item mean exerted a positive influence on the composite mean, given that it surpassed the composite mean by 4.01. Additionally, the standard deviation of the item mean exceeds the composite standard deviation of 1.25, indicating that the response distribution of the item is more dispersed in nature compared to that of the variable.

The interview of human resource officer endorsed that work-life balance strategies have a strong link with the performance of employees. Since an employee who works under flexible work arrangements feels more motivated than one who works under a fixed work schedule. Further, stated that most of those who work in hostel accommodation, catering, library services security, health services, and those who have medical issues work shifts. The flexible work arrangements are normally prepared by their supervisors for good supervision in agreement with employees. They have minimal absenteeism from their workplaces which improves performance output and improved attendance.

In their own words, the respondent outlined the following;

“As a human resource officer work-life balance strategies have a strong effect on employee performance. Thus, they create good employee relationships through their supervisors and co-workers which increases work output. Supervisors as immediate head of section, ensures that employees are listened to, solve their problems to avoid poor relationship within the section. Employees proceed on leave as per the leave policy and carry forward their not earned days with approval. We have engaged a counselor who provides counseling services to our employees in case they have stressing issues they speak it out to reduce performance. Recreational activities for example gyms, and sports club have been put in place to allow employees to go after work and keep their feet through sports activities that

will keep the body fit and reduce health risks that may occur and affect performance.” (Interview, 2023)

This is supported by preceding studies that work-life balance is particularly construed as the ability to efficiently make informed choices in the allocation of time and both at work and in life. (Muzaeni et al., 2020). Moreover, Oyiolo (2018) insists further that flexibility in working hours enhances employee motivation in performance. This is consistence with Kipkoech (2017) that flexibility in working involves shifts of work, part-time, and crushed hours that aid an employee in achieving a balance between work and family during essential hours which is normally a fixed period between starting time and finishing time.

4.5.4 Health Program Support

The researcher sought to investigate the effect of flexible work arrangements on employee performance of non-teaching employees in the selected public universities, in Kenya. A five-point Likert scale was used to extract answers from the respondents as shown in Table 4.6

Table 4. 6: Health Program Support

STATEMENTS	SCALE	SD	D	FA	A	SA	Total	Mean	StD
Medical insurance coverage provided for employees and their dependents eliminates my worries about medical expenses.	(F) (%)	12 (3.5)	33 (9.6)	48 (14.0)	189 (55.1)	61 (17.8)	343 (100)	4.22	1.21
The availability of physical fitness programs has improved my performance rate.	(F) (%)	24 (7.0)	37 (10.8)	71 (20.7)	137 (39.9)	74 (21.6)	343 (100)	4.12	1.32
Counselling services enable me to successfully manage my work-life challenges.	(F) (%)	50 (14.6)	55 (16.0)	60 (17.5)	105 (30.6)	73 (21.3)	343 (100)	4.01	1.34
Counseling enables me to perform my duties within expected degree of independence and efficiency.	(F) (%)	32 (9.3)	52 (15.2)	68 (19.8)	94 (27.4)	97 (28.3)	343 (100)	3.98	1.33
Composite Mean and Standard Deviation								4.08	1.30

Source: Research Data (2023)**(F) = Frequency****(%) =Percentage**

Furthermore, the researcher investigated the influence of health program support on the effectiveness of non-teaching personnel in public universities in Kenya. Furthermore, the mean and standard deviation (StD), in addition to the composite mean and composite StD, were computed. The participants were requested to respond using a five-point Likert scale. The results of the Likert scale are displayed in the table 4.9 provided.

Attention to the question of whether medical insurance coverage for employees and their dependents alleviates concerns regarding medical expenses, the findings of the analysis reveal the following: 12 respondents (3.5%) strongly disagreed, 33 respondents (9.6%) disagreed, 48 respondents (14.0%) fairly agreed, 189 respondents (55.1%) agreed, and 61 respondents (17.8%) strongly agreed. Based on the data, the majority of respondents (1.21 standard deviation) agreed that medical insurance coverage for employees and dependents alleviates concerns regarding medical expenses. A mean score of 4.22 was obtained. The observation that the item mean surpassed the composite mean by a margin of 4.08 indicates a positive influence of the item mean on the composite mean. The standard deviation of the item is smaller than the composite standard deviation of 1.30, indicating that the amount of variation in the item's responses is more restricted in comparison to the variables.

In addition, the findings regarding the impact of physical fitness program accessibility on my performance rate indicate that 24 (7.0%) of the participants strongly disagreed, 37 (10.8%) disagreed, 71 (20.7%) fairly agreed, 137 (39.9%) agreed, and 74% (21.6%) strongly agreed with the given statement. Based on the calculated mean score of 4.12 and standard deviation of 1.32, it can be concluded that a significant proportion of the

participants agreed on the positive impact of physical fitness program availability on employee performance. The observation that the item mean surpassed the composite mean by a margin of 4.08 indicates a positive influence of the item mean on the composite mean. The standard deviation of the item mean is higher than the composite standard deviation of 1.30, indicating that the distribution of responses for the item is more distributed compared to the variable.

The findings of the analysis indicate that of the respondents, 50 (14.6%) strongly disagreed, 55 (16.0%) disagreed, 60 (17.5%) fairly agreed, 105 (30.6%) agreed, and 73% (21.3%) strongly agreed with the statement that counseling services enable individuals to tackle work-life challenges successfully. Based on the data points (mean = 4.01; standard deviation = 1.34), it can be concluded that a significant proportion of the participants agreed that counseling services effectively assist individuals in balancing their professional and personal lives. It was observed that the item mean was lower than the composite mean of 4.08, indicating a negative impact on the composite mean. The standard deviation of the item mean exceeds the composite standard deviation of 1.30, indicating that the item response exhibits a wider range of values compared to the variable.

The study also aimed to determine whether counseling empowers participants to carry out their responsibilities with the anticipated level of autonomy and effectiveness. The analysis reveals that 32 (9.3%) of the respondents strongly disagreed, 52 (15.2%) disagreed, 68 (19.8%) fairly agreed, 94 (27.3%) agreed, and 97 (28.3%) strongly agreed that counseling enables participants to perform their duties with the expected degree of

independence and efficiency. The majority of respondents, with a mean score of 3.98 and a standard variation of 1.33, felt that counseling allows them to perform their obligations with the expected level of independence and efficiency. It was observed that the item mean was lower than the composite mean of 4.08, indicating a negative impact on the composite mean. The standard deviation of the item is additionally higher than the composite standard deviation of 1.30, indicating that the response of the item exhibits a wider range of variability in comparison to the variable. In their own words, the respondent outlined the following;

“Strategies for achieving work-life balance including social support, leave policies, flexible work arrangements, and health programs are actively implemented. The university administration offers provide medical coverage for employees and their immediate families. The leave policy is observed on annual basis and allows employees to carry forward any unused leave days. This policy encompasses all forms of leave outlined in the Employment Act 2007. Counseling services are provided for those experiencing psychological issues that may affect their performance. Additionally, management has made recreational facilities such as gyms and sports fields available, which employees can access during their free time, particularly after work and on weekends. (Interview, 2023).

The results are consistent with the conclusions drawn by previous researchers Migwe, Gachunga, and Iravo (2017), who utilized a descriptive research design to demonstrate the significant relationship between employee counseling programs and performance. However, Nisar and Rasheed (2020) provided further support for the aforementioned finding by recognizing in their study that the purpose of management initiatives is to mitigate behavioral risks in the workplace by implementing medical or professional counseling solutions in order to enhance employee performance.

4.5.5 Environmental Factors

The researcher also evaluated the relationship between the moderating variable of environmental factors and work-life balance strategies and performance of non-teaching employees in Kenyan public universities. The results are shown in Table 4.7.

Table 4. 7: Environmental Factors as the Moderating Variable Statements Variable

STATEMENTS	SCALE	SD	D	FA	A	SA	Total	Mean	StD
Tools and equipment's are in good condition at my disposal and to use.	(F) (%)	6 (1.7)	42 (12.2)	49 (14.3)	173 (50.4)	73 (21.3)	343 (100)	4.14	1.30
There is adequate office space, and good ventilation that guarantees good working	(F) (%)	13 (3.9)	47 (13.7)	44 (12.8)	137 (39.9)	102 (29.7)	343 (100)	4.18	1.39
My supervisor gives me attention when required.	(F) (%)	14 (4.0)	41 (12.0)	32 (9.3)	176 (51.4)	80 (23.3)	343 (100)	4.32	1.27
There is good communication with my fellow workers	(F) (%)	9 (2.6)	34 (9.9)	31 (9.0)	137 (39.9)	132 (38.6)	343 (100)	4.45	1.29
Composite Mean and Standard Deviation								4.27	1.3.1

Source: Research Data (2023)

(F) = Frequency

(%) =Percentage

Furthermore, the primary objective of the study was to evaluate the moderating impact of the environmental factors on the relationship between work-life balancing techniques and employee performance, with a specific focus on non-teaching staff members in public universities in Kenya. Furthermore, the researchers computed the composite mean and composite standard deviation, along with the mean and standard deviation (StD). Participants' responses were collected on a five-point Likert scale. The findings of the Likert scale are displayed in the table provided above.

The data indicates that 6 persons (1.7%) highly disagreed, 42 respondents (12.2%) disagreed, 49 respondents (14.3%) fairly agreed, 173 respondents (50.4%) agreed, and 73 respondents (21.3%) very agreed about the condition of tools and equipment during disposal and usage. The results of the study reveal that a considerable portion of the participants agreed with the satisfactory condition and readiness for the use of the tools and equipment offered, as evidenced by an average score of 4.14 and a standard deviation of 1.30. The item mean was lower than the composite mean of 4.27, indicating a negative impact on the composite mean. Furthermore, the standard deviation of the item mean was lower than the composite standard deviation of 1.31, indicating that the variability of the item answer was less compared to the variable.

Furthermore, concerning the guarantee of a secure working environment, the findings of the study indicate that 102 participants (29.7%) expressed a strong agreement that supervisors consistently offer attention. Conversely, 13 participants (3.9%) strongly disagreed, 47 participants (13.7%) disagreed, 44 participants (12.8%) fairly agreed, 137 participants (39.9%) agreed, and 102 participants (29.7%) strongly agreed. The results

show that a substantial number of participants felt that a secure working environment promotes productive work, as evidenced by an average score of 4.18 and a standard deviation of 1.39. The item mean was lower than the composite mean of 4.27, indicating a negative impact on the composite mean. The standard deviation of the item mean exceeded the composite standard deviation of 1.31, indicating a higher level of dispersion in the answers of the item compared to the variable.

The results about the third statement reveal that a total of fourteen (14) participants (4.0%) strongly disagreed, forty-one (41) participants (12.0%) disagreed, thirty-two participants (32) (9.3%) fairly agreed, 176 participants (51.4%) agreed, and 80 participants (23.3%) strongly agreed with the notion that supervisors regularly offer attention. The data reveals that a considerable majority of the participants agreed on the consistent provision of attention by their supervisors, as evidenced by an average score of 4.32 and a standard deviation of 1.27. The mean value of the individual items surpassed the mean value of the composite by a margin of 4.27, indicating a positive influence of the item mean on the composite mean. Furthermore, the standard deviation of the item mean was lower than the composite standard deviation of 1.31, indicating that the variability of the item answer was less compared to the variable.

A total of 9 participants (2.6%) indicated a strong disagreement, while thirty-four 34 (9.9%) voiced disagreement, 31 (9.0%) fairly agreed, 137 (39.9%) agreed, and 122 (38.6%) strongly agreed with the notion that communication with my coworkers is satisfactory. The data reveals that a substantial number of participants agreed on the presence of efficient communication of their colleagues, as evidenced by the mean score

of 4.45 and standard deviation of 1.29. The mean value of the individual items surpassed the mean value of the composite by a margin of 4.27, indicating a positive influence of the item mean on the composite mean. The item response had a narrower range than the variable, as seen by the fact that the standard deviation of the item mean was lower than the composite standard deviation of 1.31.

In their own words, the respondent outlined the following;

Additionally, the interview on physical environmental and psychological environment revealed that they are key aspects of performance of non-teaching employees in public universities Kenya. The interviewee in human resource management stated that non-teaching employees who perform duties of cleaning, health services, laboratory technicians, grounds men, masonry, and welding are provided with safety gear as per the Occupational Safety and Health Act. The working environment for employees has enough light, and spacious offices, and they are facilitated with working tools to ensure their work is performed well.

In their own words, the respondent outlined the following.

“The physical and psychological environments play a crucial role in achieving work-life balance and enhancing employee performance. In sensitive work areas, employees are equipped with protective gear, such as gumboots, dust coats, gloves, helmets, and soaps, which allows them to perform their jobs confidently and safely. The university administration prioritizes health and safety by ensuring that offices are well-ventilated and adequately lit. Additionally, employees are provided with essential tools, including computers, chairs, tables, and stationery, to facilitate effective work output aligned with established targets. Furthermore, the university's communication structures are clearly defined to prevent delays in workflow

and decision-making, which can negatively impact employees and lead to diminished performance. (Interview, 2023)”

Previous researchers have indicated that (Nur Shifaa, Athirah & Saidi, 2019). Hence, when the physical structures of organizations are poorly designed impacts performance. The findings and recommendations proposed by scholars Kashyap and Kaur (2021) support that employees who worked too much have been associated with poor social, mental and emotional health which creates a negative psychological environment that affects performance. This indicates there is a positive relationship between environmental factors and performance.

4.5.6 Performance

The researcher also evaluated the relationship between the moderating variable of work environment and work-life balance strategies and performance of non-teaching employees in Kenyan public universities. The results are shown in Table 4.8.

Table 4. 8: Performance

STATEMENTS	SCALE	SD	D	FA	A	SA	Total	Mean	StD
I can meet deadlines.	(F)	6	19	37	189	92	343	4.22	1.20
	(%)	(1.7)	(5.5)	(10.8)	(55.2)	(26.8)	(100)		
The tools I use in my duty	(F)	11	35	30	157	110	(343)	4.62	1.23
performance enhance my work	(%)	(3.2)	(10.2)	(8.7)	(45.8)	(32.1)	(100)		
output.									
I can easily make arrangements to	(F)	10	51	65	137	80	343	4.16	1.49
attend to my duties in case of a	(%)	(2.9)	(14.9)	(19.0)	(39.9)	(23.3)	(100)		
problem.									
My performance has improved	(F)	4	29	34	137	139	343	4.49	1.26
because I get time to attend to my	(%)	(1.2)	(8.5)	(9.9)	(39.9)	(40.5)	(100)		
duty and personal life.									
Composite Mean and Standard Deviation								4.37	1.30

Source: Research Data (2023)

(F) = Frequency

(%) =Percentage

The ability of the participants to fulfill deadlines was evaluated by the researcher through an assessment of their performance. The aforementioned analysis indicates that 6 respondents (1.7%) expressed strong disagreement, 19 respondents (5.5%) expressed disagreement, 37 respondents (10.8%) fairly agreed, 189 respondents (55.2%) expressed agreement, and 92 respondents (26.2%) expressed strong agreement with the given statement. Based on a standard deviation of 1.20 and a mean score of 4.22, it can be inferred that a significant proportion of participants expressed their ability to meet deadlines. The item mean was lower than the composite mean of 4.37, indicating a negative impact on the composite mean. The item response had a narrower range than the variable, as seen by the fact that the standard deviation of the item mean was lower than the composite standard deviation of 1.30.

According to the findings, a total of 11 respondents (3.2%) expressed strong disagreement, 35 respondents (10.2%) expressed disagreement, thirty (30) respondents (8.7%) remained unsure, 157 respondents (45.8%) expressed strong agreement, and 110 respondents (32.1%) expressed strong agreement. 267 respondents, accounting for 77.9% of the total, agreed that the instruments they use enhance their productivity. The data exposed that a substantial number of participants felt that the tools they use to enhance their job output operate as a motivating factor for maintaining a healthy work-life balance, as indicated by an average score of 4.62 and a standard deviation of 1.23. The observation that the item mean surpassed the composite mean by a margin of 4.37 indicates a positive influence of the item mean on the composite mean. The item response had a narrower range than the variable, as seen by the fact that the standard deviation of the item mean was lower than the composite standard deviation of 1.30.

The results of the study reveal that there were ten (10) respondents (2.9%) who expressed strong disagreement, fifty-one (51) respondents (14.9%) who disagreed, sixty-five (65) respondents (19.0 %) who fairly agreed, 137 respondents (39.9%) who agreed, and (80) respondents (23.3%) who strongly agreed. The data reveals that a substantial number of participants concurred that it is not challenging to schedule time to meet their obligations during an emergency, as evidenced by a mean score of 4.16 and a standard deviation of 1.49. The item mean was lower than the composite mean of 4.37, indicating a negative impact on the composite mean. The standard deviation of the item mean was found to be more than the composite standard deviation of 1.30, indicating that the responses to the item were more widely spread out compared to the responses of the variable.

The results of the study reveal that out of the participants, 139 respondents (40.5%) expressed strong agreement, 137 respondents (39.9%) agreed, and 34 respondents (9.9%) remained fairly. A total of 4 respondents (1.2%) expressed strong disagreement. The majority of respondents, with a mean score of 4.49 and a standard deviation of 1.26, concurred that their performance had enhanced due to more time allocated for work and family responsibilities. The observation that the item mean surpassed the composite mean by a margin of 4.37 indicates a positive influence of the item mean on the composite mean. The item response had a narrower range than the variable, as seen by the fact that the standard deviation of the item mean was lower than the composite standard deviation of 1.30.

The human resource management interviewee stated the following;

“Most employees successfully fulfill their responsibilities and meet deadlines aligned with the set annual goals. This is evidenced by the fact that most performance evaluation targets are consistently surpassed. We encourage customers to file complaints if they experience unsatisfactory service from our employees. We have received very few customer complaints concerning the quality of our services.” (Interview, 2023)”

The study findings concur with Ogechi, Ejorusa, and Baridam-Ngome (2020) who stated that performance is associated with output, timelines of output, and attendance on the task. Hence Gitongu, Kingi, and Uzel (2020) clarified employees’ performance signifies organization out. Thus, performance is the outcome of the employee’s capability, multiplied with support from the supervisor and effort put in which is related to the study findings.

4.5.7 Interview Results

The survey interviewed human resource officers from the selected public universities in Kenya. The tool provided a framework for asking probing questions and seeking clarity on the responses. The senior assistant registrars in the selected public universities in Kenya responded on some of the work-life balance strategies they have implemented in the university such as, social support, leave policy, flexible work arrangements, and health program support

4.6 Statistical Assumptions Test

This section outlines the diagnostic tests conducted to assess the data's adherence to fundamental statistical assumptions, including normality, linearity, multicollinearity, heteroscedasticity / homoscedasticity, and linearity. The purpose of conducting tests was to assess if the independent and dependent variables data deviate from the assumptions test that underlies the applications of multiple regression analysis models. Prior to doing regression analysis and correlation analysis, several diagnostic tests were performed. These tests included a linearity test, a multi-collinearity test, a normality test, and a homoscedasticity test.

4.6.1 Normality Test

It is recommended that a visual examination be employed to ascertain the presence or absence of thins. A normality test was performed with a 95% confidence interval. If the p-value is less than 0.05, the null hypothesis is rejected, indicating that the data being studied does not come from a population that follows a normal distribution. The acceptance of the null hypothesis occurs when the p-value surpasses the significance level of 0.05, indicating that the data is derived from a population that follows a normal distribution. This study employed the Kolmogorov-Smirnov (KS) goodness-of-fit test and the Shapiro-Wilk (SW) test for normality to investigate the hypothesis.

H_0 : the data is drawn from a normal distribution

H_1 : the data is not drawn from a normal distribution

The findings are shown in Table 4.9

Table 4. 9: Normality Test

Variables	Kolmogorov-Smirnova	Shapiro-Wilk
-----------	---------------------	--------------

	Statistic	df	Sig.	Statistic	df	Sig.
Social support	.220	343	.341	.867	343	.132
Leave policy	.185	343	.427	.933	343	.213
Flexible work arrangement	.250	343	.356	.853	343	.118
Health program support	.199	343	.287	.903	343	.115
Environmental factors	.241	343	.271	.870	343	.218

a. Lilliefors Significance Correction

Source: Research Data (2023)

The findings from the KS analysis, as presented in Table 4.3, suggest that the data points obtained regarding environmental factors (df = 343, p = 0.271), social support (df = 343, p = 0.341), leave policy (df = 343, p = 0.427), flexible work arrangements (df = 343, p = 0.356), and health program support (df = 343, p = 0.287) followed a normal distribution. Consequently, these data points did not reach statistical significance at the 5% level of significance. The findings suggest that the null hypothesis, which states that the data in the respondent's questionnaire followed a normal distribution, is supported. Conversely, the Shapiro-Wilk outcomes presented in Table 4.3 indicate that the data sets about environmental factors (df = 343, p = 0.218), social support (df = 343, p = 0.132), leave policy (df = 343, p = 0.213), flexible work arrangements (df = 343, p = 0.118), and health program support (df = 343, p = 0.115) followed a normal distribution. Consequently, these data did not reach statistical significance at the 5% level of significance. The findings suggest that the null hypothesis, which states that the data in the respondents' questionnaire followed a normal distribution, is supported. The Shapiro-Wilk results validated the KS results that the respondent questionnaire data originated from and followed a normally distributed population.

A graphical method was also used to ascertain whether the residuals in the dependent variable are normally distributed as shown in Figure 4.8

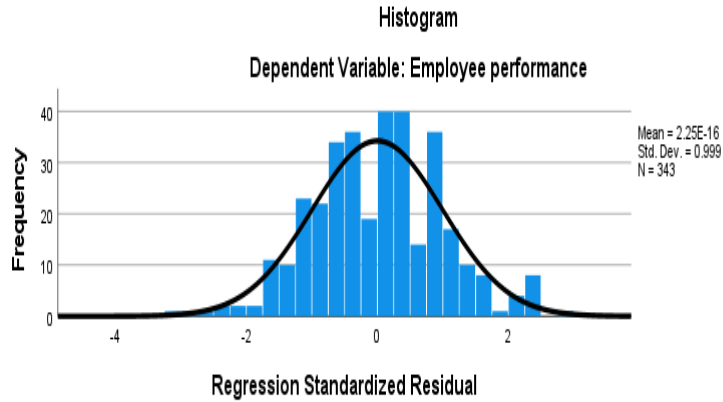


Figure 4. 5: Normal Distribution

Source: Research Data (2023)

This implies that the normality tests yielded statistically significant results, therefore indicating the appropriateness of employing parametric tests for the investigation.

4.6.2 Test for Linearity

The study employed normal probability plots to examine the relationship between the dependent variable (performance of non-teaching employees) and the independent variables (social support, leave policy, flexible work arrangements, and health program support) to identify any linearity.

4.6.2.1 Test for Linearity and Social Support and Performance

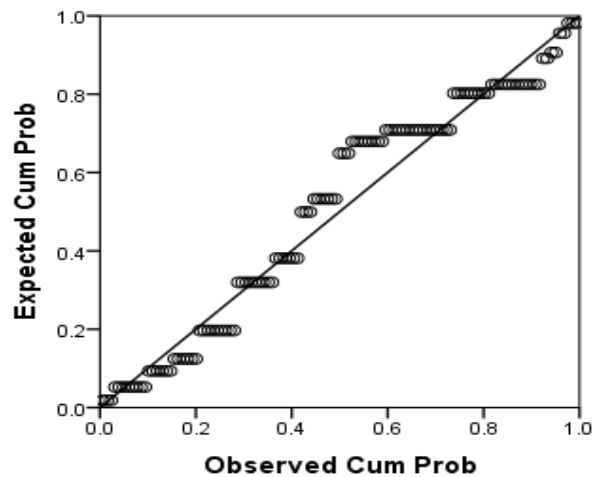


Figure 4. 6: Normal P-P Plot of Regression Standardized Residual for Social Support and Performance of Non-Teaching Employees

Source: Research Data (2023)

The data points in Figure 4.7 are aligned along the diagonal line, suggesting that the residual value follows a normal distribution. Consequently, there is a linear relationship between social support and performance as perceived by non-teaching employees in public universities that were chosen for this study in Kenya.

4.6.2.2 Test for Linearity for leave policy and performance of non-teaching employees

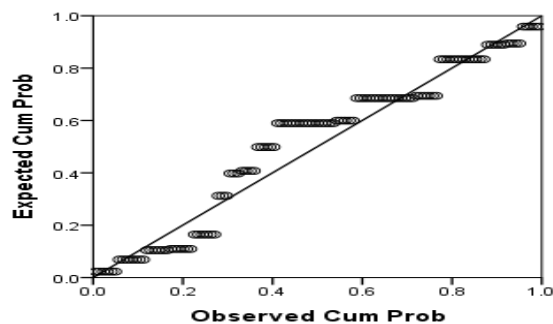


Figure 4. 7: Normal P-P Plot of Regression Standardized Residual for Leave Policy and Performance of Non-Teaching Employees

Source: Research Data (2023)

The residual points in Figure 4.8 are observed to be aligned along the diagonal line. This observation suggests the presence of a linear correlation between leave policy and the performance of non-teaching employees in public universities that were selected for the study in Kenya.

4.6.2.3 Test for Linearity for flexible work arrangements and performance

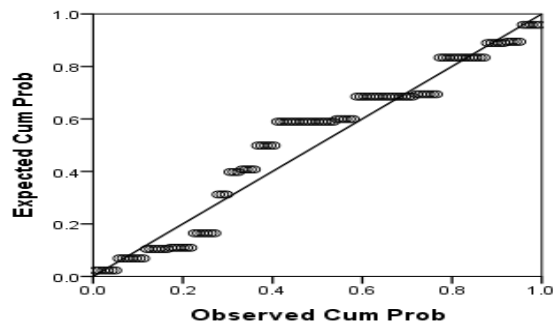


Figure 4. 8: Normal P-P Plot of Regression Standardized Residual Flexible Work Arrangements and Performance.

Source: Research Data (2023)

Based on the residual points depicted in Figure 4.9, which align with the diagonal line, it can be inferred that flexible work arrangements have a positive correlation with the performance of non-teaching employees in public universities selected in Kenya.

4.6.2.4 Test for Linearity for Health Program Support

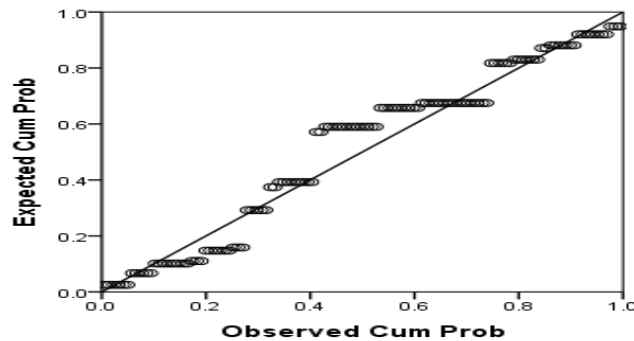


Figure 4. 9: Normal P-P Plot of Regression Standardized Residual for Health Program Support and Performance

Source: Research Data (2023)

The residual values in Figure 4.10 exhibit a normal distribution, as indicated by the points lying along the diagonal line. Consequently, this suggests the presence of a linear relationship between health program support and performance of non-teaching employees in selected public universities located in Kenya.

4.6.3 Multicollinearity Tests

Multicollinearity occurs when predictor variables are highly correlated with one another. This can lead to an increase in the standard errors associated with the beta coefficients, impose a constraint on the value of R, and complicate the assessment of the relative significance of individual predictors within the model. Multicollinearity was evaluated through the utilization of the Variance inflation factor (VIF) and the tolerance value. The tolerance value is in the interval of 0 to 1, where a value less than 0.1 signifies a significant multicollinearity issue. The VIF statistic, which is the inverse of the tolerance value, lacks specific thresholds; however, multicollinearity is not present if the VIF value falls within the range of 1 to 10. Multicollinearity exists when the VIF value is above 10 or below 1 equivalent. The outcomes of the test for multicollinearity are displayed in Table 4.10.

Table 4. 10: Multicollinearity Tests of the Study Variables

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Social support	.603	1.297
	Leave policy	.662	1.761
	Flexible work arrangement	.617	1.155
	Health program support	.608	1.252
	Environmental Factors	.723	1.342

Source: Research Data (2023)

The absence of multicollinearity is indicated by the fact that all tolerance values are greater than 0.5 and are closer to the maximum value of 1 than to the minimum value of 0. This is shown in Table 4.10. Conversely, the VIF values tend to values near 1 rather than 10, which signifies the lack of collinearity and bias in the regression model.

4.6.4 Homoscedasticity / Heteroscedasticity

Homoscedasticity refers to a circumstance in which the variance errors for the predictor variable are identical at all levels, whereas heteroscedasticity denotes the absence of homoscedasticity, where variance errors differ of all observations. Neglecting to address heteroscedasticity renders statistical tests of significance, including regression analysis, invalid and heightens the likelihood of erroneous conclusions. The present study employed the Levene statistic to examine the null hypothesis that the variance of the variable being explained is identical at every level of the explanatory variables. The findings are displayed in Table 4.11

Table 4. 11: Homoscedasticity Test

Variables	Levene Statistic	df1	df2	Sig.
Social support	8.042	1	341	.997
Leave policy	3.631	1	341	.425
Flexible work	1.807	1	341	.595
Health programs support	17.169	1	341	.344
Environmental factors	7.145	1	341	.254

Source: Research Data (2023)

The significance level of the Levene statistic is 0.05, at which point the null hypothesis is rejected ($p < 0.05$). However, acceptance of the null hypothesis occurs when $p > 0.05$. Notably, $p > 0.05$ in Table 4.11 indicates that the null hypothesis is accepted and concluded that the variances of the dependent variable differ across various levels of the explanatory variables, thus satisfying the homogeneity of variance assumption.

4.7 Inferential Analysis

The researcher conducted an inferential statistical analysis to explore the relationship between the independent variable of work-life balance strategies specifically social support, leave policies, flexible work arrangements, and health program support and the dependent variable of performance of non-teaching employees in Kenyan public universities, with environmental factors serving as a moderating influence. The analysis assessed the statistical significance of this association to decide whether to accept or reject the study's null hypotheses. To establish the connections between the work-life balance strategies, environmental factors, and performance, the Pearson Moment Correlation was employed.

Regression analysis was performed to assess the state of the relationship between work-life balance strategies, environmental factors, and performance of non-teaching

employees in Kenyan public universities. Linear Regression was employed to ascertain the level of significance. The study engaged hierarchical regression analysis to examine whether the environmental factors moderate the association between work-life balance and performance of non-teaching staff in selected public universities in Kenya.

4.7.1 Correlation Analysis Test

The bivariate correlation, which measures the association between two variables, was computed using the Pearson product-moment correlation coefficient (r). The variable r exhibits a range of values, spanning from zero, indicating the absence of correlation, to zero, indicating perfect correlation. The measurement assesses the extent of the linear relationship between two variables. The results of the correlation study are presented in Table 4.12.

Table 4. 12: Correlation Analysis

Correlations		Social Support	Leave Policy	Flexible Work Arrangement	Health Program Support	Environmental Factors	Employee Performance
Social Support	Pearson Correlation	1	.724**	.749**	.789**	.724**	.670**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	343	343	343	343	343	343
Leave Policy	Pearson Correlation	.724**	1	.752**	.713**	.680**	.653**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	343	343	343	343	343	343
Flexible Work Arrangements	Pearson Correlation	.749**	.752**	1	.752**	.723**	.771**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	343	343	343	343	343	343
Health Program Support	Pearson Correlation	.789**	.713**	.752**	1	.718**	.719**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	343	343	343	343	343	343
Environmental Factors	Pearson Correlation	.724**	.680**	.723**	.718**	1	.644**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	343	343	343	343	343	343
Employee Performance	Pearson Correlation	.670**	.653**	.771**	.719**	.644**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	343	343	343	343	343	343

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data (2023)

In Table 4.12, the results show a strong positive correlation between the study variables.

4.7.2 Social Support and Performance of non-teaching employees in the selected public universities in Kenya

The objective of this study is to determine the impact of social support on the performance of non-teaching staff at chosen public universities in Kenya. The straightforward linear regression test was employed to ascertain this. The research employed the subsequent null hypothesis, which was examined at a significance level of 0.05.

Ho1: *Social Support has no significant effect on performance of non-teaching employees in selected public universities, in Kenya*

The results are shown in Table 4.13

Table 4. 13: Model Summary; Social Support and Employee Performance.

Source: Research Data (2023)

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F	df1	df2	Sig.	Change
1	.670a	.449	.448	.78603	.449	278.032	1	341	.000	

a. Predictors: (Constant), Social Support

Table 4.13 shows that the R-squared value is 0.449. The results indicates that social support was responsible for 44.9% of the variability in employee performance observed of non-teaching staff in the chosen public universities located in Kenya. The figure presented above illustrates the percentage of social support that can be attributed to

performance. The remaining 55.1 percent can be attributed to other factors that were not explicitly addressed in the study, which focused on probing the relationship between social support and performance of non-teaching staff in the chosen public universities of Kenya.

Table 4. 14: ANOVA: Social Support and Performance

				Mean	F	Sig.
Model		Sum of Squares	df	Square		
1	Regression	171.780	1	171.780	278.032	.000b
	Residual	210.684	341	.618		
	Total	382.464	342			

a. Dependent Variable: Performance

b. Predictors: (Constant), Social support

Source: Research Data (2023)

The findings displayed in Table 4.14 indicate that the independent variable, social support, has a substantial predictive effect on the performance of non-teaching employees in the chosen public universities in Kenya. This conclusion is drawn from the analysis of variance (ANOVA) test conducted at a significance level of 0.05 ($p=0.001 < 0.05$). The significance value of 0.001 is below the preset significance limit of 0.05, providing support for this assertion.

Table 4. 15: Regression Coefficients; Social Support and Performance

Coefficients ^a						
		Unstandardized	Standardized			
		Coefficients	Coefficients			
		Std.				
Model	B	Error	Beta	t		Sig.
1	(Constant)	1.501	.138	10.899		.000
	Social	.608	.036	.670	16.674	.000
	Support					

a. Dependent Variable: Employee Performance

Source: Research Data (2023)

The results of the study indicated that social support had a substantial impact on the performance of non-teaching staff in public universities in Kenya (t-statistic=16.674, p-value = 0.001 < 0.05), as shown in Table 4.15. Hence, the null hypothesis was rejected at a 5% level of significance, suggesting that there was a significant relationship between social support and the performance of non-teaching staff in public universities selected in Kenya. Therefore, an increase of one unit in social support was associated with a 0.608 increase in the performance of non-teaching staff at the designated public universities in Kenya. As a result, the null hypothesis is refuted that social support has no significant effect on the performance of non-teaching personnel in public universities in Kenya. The findings align with previous research indicating that universities must cultivate a creative support environment that fosters employee growth through initiatives such as social support groups and opportunities for co-workers to unwind during breaks or non-working hours (Olowookere et al., 2020). Additionally, studies by Mansour and Tremblay (2016) and Mishhra (2020) emphasize that social support serves as a powerful

therapeutic agent significantly influencing the psychological climate that enhances performance. Furthermore, Oludayo et al. (2020) demonstrated that supervisory support boosts morale, empowers employees, and enhances enthusiasm, ultimately leading to improved performance (Oludayo & Omunijo, 2020). Moreover, Tavassoli and Sune (2018) confirmed a significant positive relationship between supervisor support and strategies for achieving work-life balance. Research by Putra Asbari, Purwanto, Novitasari, and Santoso (2021) of lecturers at private universities in Indonesia further substantiates that performance is positively and significantly influenced by various social support factors, including supervisor, peer, and family support (Nasurdin, Ling, and Khan, 2018). However, this study's findings diverge from earlier research, highlighting that perceived social support from coworkers is more crucial for enhancing job performance than perceived support from supervisors.

Thus the model equation is

$$performance = 1.501 + 0.608 * social\ support$$

4.7.3 Leave Policy and Performance of Non-Teaching Employees in Selected Public Universities in Kenya

To establish the effect of leave policy on performance of non-teaching employees in public universities, in Kenya. The simple linear regression test was employed to ascertain this. The research employed the subsequent null hypothesis, which was examined at a significance level of 0.05.

Ho2: Leave policy has no significant effect on performance of non-teaching employees in selected public universities in Kenya

The results are shown in Table 4.16

Table 4. 16: Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.653a	.426	.425	.80209	.426	253.496	1	341	.000

a. Predictors: (Constant), Leave Policy

Source: Research Data (2023)

Based on the data presented in Table 4.16, the R-squared value is 0.426. This indicates that leave policies accounted for 42.6% of the variance in performance of non-teaching staff in selected public universities in Kenya, while other factors unrelated to the study's focus accounted for the remaining 57.4%.

The study also sought the direct effect of leaves policy and performance in selected public universities in Kenya. As presented in Table 4.17

Table 4. 17: ANOVA: Leave Policy and Performance**Table 4.17: ANOVA**

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	163.085	1	163.085	253.496	.000b
	Residual	219.379	341	.643		
	Total	382.464	342			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leave Policy

Source: Research Data (2023)

The findings displayed in Table 4.17 indicate that the leave policy, which is the independent variable, has a substantial impact on the employee performance of non-teaching workers in the chosen public institutions of Kenya. This conclusion is based on the ANOVA test conducted at a significance level of 0.05 ($p=0.001 < 0.05$). The significant value of 0.001, which is lower than the preset significance level of 0.05, provides support for this assertion.

Table 4. 18: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	1.165	.164		7.101	.000
	Leave Policy	.762	.048	.653	15.922	.000

a. Dependent Variable: Employee Performance

Source: Research Data (2023)

The study's findings revealed a strong relationship between leave policy and the performance of non-teaching staff at public institutions in Kenya, as seen by the results presented in Table 4.18 (t-statistic=15.922, p-value=0.001, $p<0.05$). Therefore, at a significance level of 5%, the null hypothesis was rejected, indicating a statistically significant association between leave policy and employee performance of non-teaching employees in the selected public universities in Kenya. Therefore, there was a positive correlation observed between a one-unit increase in leave policy and a 0.762 rise in the performance of non-teaching staff members.

Thus the model equation is

$$performance = 1.165 + 0.762 * leave\ policy$$

The null hypothesis, which posits that leave policies have no significant effect on the performance of non-teaching employees at the selected public universities in Kenya, has been rejected, leading us to accept the alternative hypothesis. These findings align with The null hypothesis, which states that leave policies do not have a significant impact on the performance of non-teaching staff at the selected public universities in Kenya, has been disproven, leading us to accept the alternative hypothesis. These results corroborate the findings of Kim and Ryu (2017), who demonstrated that leave policies significantly improve employee satisfaction by effectively alleviating work-related stress and fatigue. As a result, the data indicates that employees show enhanced performance after returning from annual leave, a change that can be partially attributed to increased organizational commitment, as suggested by spillover theories. Furthermore, Munyiva and Wainaina (2018) found a positive correlation between leave programs and employee performance, with an R-value close to 0.678. This is consistent with a study on private universities, which concluded that employers should implement leave initiatives for their staff (Otieno, 2020).

4.7.4 Flexible Work Arrangements and Performance of Non-teaching Employees in Selected Public Universities, Kenya.

To establish the effect of flexible work arrangements on employee performance of non-teaching employees in the selected public universities in Kenya. The simple linear regression test was employed to establish this. The study employed a null hypothesis that was evaluated at a significance level of 0.05.

Ho3: Flexible work arrangements have no significant effect on performance of non-teaching employees in the selected public universities in, Kenya.

The results are shown in Table 4.19

Table 4. 19: Model Summary; Flexible Work Arrangements and Employee Performance

Model Summary									
Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Sig.
				R Square Change	F Change	df1	df2	Change	
1	.771a	.595	.67393	.595	501.098	1	341	.000	

a. Predictors: (Constant), Work Arrangements

Source: Research Data (2023)

Table 4.19 shows that the value of the R-square is 0.595. This indicates that flexible work arrangements accounted for 59.5% of the variance in employee performance of non-teaching staff in the selected public universities in, Kenya.

Table 4. 20: ANOVA; Flexible Work Arrangements and Employee Performance

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	227.589	1	227.589	501.098	.000b
	Residual	154.875	341	.454		
	Total	382.464	342			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Flexible Work Arrangements

Source: Research Data (2023)

The results presented in Table 4.20 suggest that the independent variable, flexible work arrangements, significantly predicts performance of non-teaching employees in the selected public universities in Kenya, as determined by the ANOVA test at a significance level of 0.05 ($p=0.001 < 0.05$). This is supported by a significance value of 0.001, which is below the specified threshold of 0.05.

Table 4. 21:Regression Coefficients; Flexible Work Arrangements and Employee Performance

Source: Research Data (2023)

Coefficients a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.833	.133		6.281	.000
	Work Arrangement	.765	.034	.771	22.385	.000

a. Dependent Variable: Employee Performance

The results of the study indicated that flexible work arrangements had a substantial impact on the performance of non-teaching staff in the public universities that were selected for the analysis in Kenya (t-statistic=22.385, p-value=0.001 < 0.05), as shown in Table 4.21. Therefore, based on the calculated significance level of 5%, the null hypothesis was rejected, indicating a statistically significant association between flexible work arrangements and performance of non-teaching workers at the chosen public institutions in Kenya. Hence, the null hypothesis was refuted with a significance level of 5%, indicating a substantial correlation between flexible work arrangements and performance of non-teaching staff in the chosen public institutions in Kenya. Therefore, an increase of one unit in flexible work arrangements was associated with a 0.765 increase in the performance of non-teaching staff. Based on the regression Coefficient data findings, the subsequent equation was derived for the basic linear regression model: Thus the model equation is

$$Performance = 0.833 + 0.765 * \text{flexible work arrangements}$$

The alternative hypothesis is upheld, leading to the rejection of the null hypothesis which posits that flexible work arrangements do not significantly affect the performance of non-teaching staff in public institutions in Kenya. This conclusion is reinforced by

Obisi's (2017) study, which indicates that flexible work arrangements positively contribute to an organization's long-term sustainability within its operational framework through improved employee performance, increased dedication, and enhanced productivity. Moreover, these findings align with Aditya's (2021) research, which suggests that flexible work arrangements positively influence employee performance, particularly improving work achievements and efficiency of Telkom's Treg employees and resulting in both direct and indirect benefits for the organization. Further support comes from Mwebi and Kadaga's (2015) study, which found a significant positive relationship between flexible work arrangements and organizational performance. This is echoed by Opuko and Munjurini's (2017) research in the transportation and logistics sector, highlighting a similar positive correlation between adaptable work methods and job effectiveness. In addition, Bett et al. (2022) reported that flexible work arrangements lead to reduced absenteeism, increased service-providing working hours, and allow employees to pursue alternative job opportunities. Therefore, the research findings demonstrate a statistically significant and positive relationship between employee performance and flexible work arrangements ($R = 0.771$, $p < 0.05$).

4.7.5 Health Program Support and Performance of Non-Teaching Employees in Selected Public Universities, Kenya

To establish the effect of health program support on performance of non-teaching employees in Kenyan public universities. The simple linear regression test was employed to ascertain this. The research employed the subsequent null hypothesis, which was examined at a significance level of 0.05.

Ho4: Health program support has no significant effect on employee performance of non-teaching employees in the selected Public universities, in Kenya.

The results are shown in Table 4.22

Table 4. 22: Model Summary; Health Program and Employee Performance

Model Summary									
Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
				F Change	df1	df2	Sig. F Change		
1	.719a	.517	.73621	.517	364.652	1	341	.000	
a. Predictors: (Constant), Health Program Support									
<i>Source: Research Data (2023)</i>									

Table 4.22 shows that the R-squared value is 0.517. Therefore, it can be determined that the provision of health program support influenced the performance of non-teaching professionals in public universities in Kenya by 51.7%. This finding suggests that the performance of non-teaching personnel in the chosen public institutions in Kenya is influenced by external influences, with a variation of 48.3%.

Table 4. 23: ANOVA; Health Program Support and Employee Performance

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	197.642	1	197.642	364.652	.000b
	Residual	184.822	341	.542		
	Total	382.464	342			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Health Program Support						

Source: Research Data (2023)

According to the results presented in Table 4.23, the ANOVA test ($p < 0.05$) at a significance level of 0.05 determined that the independent variable, health program

support, significantly influences the performance of non-teaching staff in the chosen public universities in Kenya, as predicted by this model ($p = 0.001$).

Table 4. 24: Regression coefficients; Health Program Support and Performance

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.273	.132		9.606
	Health Program Support	.711	.037	.719	19.096

a. Dependent Variable: Employee Performance

Source: Research Data (2023)

The findings shown in Table 4.24 demonstrate a significant correlation between health program support and performance of non-teaching employees in the selected public institutions (t -statistic=19.096, p -value=0.001 < 0.05). The null hypothesis was rejected at a significance threshold of 5%, indicating that the support offered by health programs had a statistically significant effect on the performance of non-teaching employees in public universities in Kenya. Hence, it is evident that there exists a direct relationship between the extent of health program assistance and the effectiveness of non-teaching employees at the selected public institutions, as indicated by a coefficient of 0.711.

The summary of the model is

$$Performance = 1.273 + 0.711 * \text{health program support}$$

The study's findings refute the null hypothesis, which claims that support for health programs does not have a significant impact on the performance of non-teaching staff in selected public institutions in Kenya. On the other hand, the alternative hypothesis is supported. This aligns with the research by Onsare and Ng'eno (2022), which highlighted that employees participating in counseling programs experience improved

performance. Notable benefits include reduced anxiety and stress, enhanced morale, better punctuality, and lower absenteeism rates. Similarly, the findings from Mwangi et al. (2017) show that employee assistance programs have a positive effect on staff performance in higher education institutions by providing crucial support that boosts individual output. Additionally, the research conducted by Migwe, Gachunga, and Iravo (2017) reinforces these results, indicating a favorable relationship between counseling services and various performance metrics. The authors concluded that the provision of counseling services significantly influences leadership performance in youth development settings. Moreover, Ong'are and Ng'eno (2020) found that health program support and counseling initiatives have a substantial positive effect on employee well-being, with an impressive effect rate of 65.4%. Overall, the study demonstrates that involvement in counseling programs leads to positive employee outcomes such as decreased anxiety and stress, enhanced morale, increased punctuality, and lower absenteeism ultimately contributing to improved productivity. This is consistent with the findings of Onsare and Ng'eno (2022), reinforcing the idea that employee counseling programs are advantageous for performance enhancement.

4.7.6 Multiple Linear Regression Analysis on Work-Life Balance Strategies and Employee Performance

The results presented in Table 4.25 indicate that social support significantly predicts the performance of non-teaching staff in a subset of public universities in Kenya, at a significance level of 5% ($p=0.017 < 0.05$). The findings indicate that the leave policy had a statistically significant impact on the performance of non-teaching employees in

the chosen public universities in Kenya ($p=0.002 < 0.05$). The findings indicate that flexible work arrangements had a statistically significant impact on the performance of non-teaching employees in the chosen public universities in Kenya ($p=0.002 < 0.05$). The findings indicate that there is a strong association between health program support and performance of non-teaching employees at selected public institutions in Kenya ($p=0.002 < 0.05$).

Table 4. 25: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	.590	.137		4.324
	Social Support	.044	.054	.048	.813
	Leave Policy	.066	.063	.056	1.042
	Flexible Work Arrangement	.482	.057	.486	8.403
	Health Program Support	.272	.058	.275	4.688

a. Dependent Variable: Employee Performance

a. Dependent Variable: Performance

Source: Researcher (2023)

Letting Y performance, X_1 social support, X_2 leave policy, X_3 flexible work arrangements, and X_4 health program support, using the regression coefficients in Table 4.28, we have;

$$Y = \beta_0 + \beta_1 * X_1 + \beta_2 * X_2 + \beta_3 * X_3 + \beta_4 * X_4 + \varepsilon$$

$$Y = 0.590 + 0.044 * X_1 + 0.066 * X_2 + 0.482 * X_3 + 0.272 * X_4$$

According to the aforementioned equation, a one-unit increase in social support is associated with a 0.044 increase in performance of non-teaching employees in selected

public universities in Kenya. Similarly, a one-unit increase in leave policy is associated with a 0.066 increase in performance of non-teaching employees in selected public universities in Kenya. A unit increase in flexible work arrangements leads to a 0.482 increase in performance of non-teaching employees in specific public universities located in Kenya and a one-unit increase in health programs is associated with a 0.272 increase in performance of non-teaching employees in selected public universities in Kenya. This demonstrates that to improve non-teaching employees' performance in selected public institutions in Kenya, there should be more assistance provided by social assistance, leave policies, flexible work schedules, and health program support.

4.7.7 Work-Life Balance Strategies, Environmental Factors, and Employee Performance.

The researcher sought to evaluate the moderating effect of environmental factors on the relationship between work-life balance strategies and performance of non-teaching employees in selected public universities in Kenya. The study utilized the following null hypothesis which was tested at a 0.05% level of significance.

Ho5: Environmental factors have no significant moderating effect on the relationship between work-life balance strategies, and performance of non-teaching employees in selected public universities, in Kenya.

Table 4.26: Hierarchical Regression Model Summary on Work-Life Balance Strategies, Environmental Factors and Performance.

Model Summary			
Model R	Adjusted	Std.	Change Statistics

		R	R Square	Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.801a	.642	.637	.63671	.642	151.354	4	338	.000
2	.802b	.643	.638	.63650	.001	1.230	1	337	.268
3	.819c	.670	.662	.61524	.027	6.921	4	333	.000

a. Predictors: (Constant), Social Support, Leave Policy, Flexible Work Arrangements, Health Program Support

b. Predictors: (Constant) Social Support, Leave Policy, Flexible Work Arrangement, Health Program Support, Environmental Factors

c. Predictors: (Constant), Social Support, Leave Policy, Flexible Work Arrangements, Health Program Support , Environmental Factors, HPWE, SSEF, LPEF, FWAEF

Source: Research Data (2023)

The R-square value exhibited a significant change, suggesting the existence of a moderating influence. The results showed that the first model that measured the association between performance and environmental factors was significant ($R^2 = 0.642$, $p=0.000 < 0.05$). The second model that measured the association between performance and work-life balance strategies was significant ($R^2 = 0.643$, $p= 0.003 < 0.05$). On inclusion of the interaction between environmental factors and the main predictor variable in the model resulted in an increase in the R^2 value to 0.670, and was significant ($p=0.001 < 0.05$). The R^2 values for both models exhibit observed differences that are less than 0.5. The observed alteration suggests that the models exhibit reliability and consistency in their ability to forecast the influence of environmental factors and work-life balance strategies on the performance of non-teaching employees in specifically selected public universities located in Kenya.

The ANOVA test is used to determine whether the model is important in predicting the performance of non-teaching employees in specifically selected public universities located in Kenya. In Model 1, at 0.05 level of significance, the ANOVA test indicated that in this model the independent variables namely; Social Support, Leave Policy, Flexible work arrangements, and Health program support, were predictors of the performance of non-teaching employees specifically selected public universities located in Kenya as indicated by significance value=0.003 which is less than 0.05 level of significance ($p=0.003 < 0.05$).

Table 4. 27: ANOVA Test with Moderating Factor

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	245.438	4	61.359	151.354	.000b
	Residual	137.026	338	.405		
	Total	382.464	342			
2	Regression	245.936	5	49.187	121.412	.000c
	Residual	136.528	337	.405		
	Total	382.464	342			
3	Regression	256.416	9	28.491	75.268	.000d
	Residual	126.048	333	.379		
	Total	382.464	342			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Health Program Support, Leave Policy, Work Arrangements, Social Support

c. Predictors: (Constant), Health Program Support, Leave Policy, Flexible Work Arrangements, Social Support, Environmental Factors

d. Predictors: (Constant), Health Program Support, Leave Policy, Work Arrangements, Social Support, Environment Factors, HPSEF, SSEF, LPEF, FWAEF

Source: Research Data (2023)

In Model 2, the moderating variable (environmental factors) was incorporated at a 0.05 level of significance the ANOVA test indicated that the new predictor variables influenced the performance of non-teaching employees in specifically selected public universities located in Kenya as indicated by significance value=0.001 which is less than 0.05 level of significance ($p=0.001 < 0.05$).

Lastly, with the introduction of the interaction terms in Model 3, the independent variables namely; Social Support, Leave Policy, Flexible work arrangements, Health program support, Environmental factors, Social Support* Environmental factors, Leave

Policy* Environmental factors, Flexible work arrangements* Environmental factors, Health program support*Environmental factors, were indicators of performance of non-teaching employees in specifically selected public universities located in Kenya as indicated by significance value=0.001 which is less than 0.05 level of significance ($p=0.001 < 0.05$).

Table 4. 28: Coefficients_a on Work-Life Balance Strategies, Environmental Factors, and Employee Performance.

Coefficients_a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.590	.137		4.324	.000
	Social Support	.044	.054	.048	.813	.417
	Leave Policy	.066	.063	.056	1.042	.298
	Flexible Work Arrangements	.482	.057	.486	8.403	.000
	Health Program Support	.272	.058	.275	4.688	.000
2	(Constant)	.568	.138		4.116	.000
	Social Support	.030	.055	.033	.553	.581
	Leave Policy	.056	.064	.048	.874	.383
	Flexible Work Arrangements	.467	.059	.471	7.920	.000
	Health Program Support	.259	.059	.262	4.375	.000
3	Environmental Factors	.056	.050	.059	1.109	.268
	(Constant)	-1.103	.394		-2.796	.005
	Social Support	-.039	.160	-.043	-.244	.807
	Leave Policy	-.034	.193	-.029	-.176	.860
	Flexible Work Arrangement	.895	.171	.902	5.246	.000
	Health Program Support	.540	.164	.546	3.298	.001
	Environmental Factors	.646	.134	.684	4.822	.000
	SSEF	.022	.045	.145	.493	.622
	LPEF	.018	.054	.101	.344	.731
	FWAEF	-.138	.050	-.886	-2.764	.006
	HPSEF	-.078	.046	-.479	-1.699	.090

a. Dependent Variable: Employee Performance

Source: Research Data (2023)

From the findings in Table 4.31 above; at 5% level of significance, social support ($p=0.417 > 0.05$) and leave policy ($p=0.298 > 0.05$) were not significant while flexible

work arrangements ($p=0.001 < 0.05$), and health program support ($p=0.002 < 0.05$) were significant predictors of performance of non-teaching employees in specifically selected public universities located in Kenya. On incorporating environmental factors, all the work-life balance strategies (Social Support, Leave Policy, Flexible work arrangements, Health program support) were still significant (p values < 0.05). On including the interaction terms, all the predictor variables (Social Support, Leave Policy, Flexible work arrangements, Health program support) were still significant except social support and leave policy. This shows that there is a positive association between the predictor variables (Social Support, Leave Policy, Flexible work arrangements, Health program support) and moderating variable (environmental factors). The null hypothesis is rejected accepting the alternative.

Thus, the observed relationship suggests that environmental factors play a moderating role in the relationship between work-life balance techniques and performance of non-teaching staff in certain public institutions in Kenya. The study conducted in selected public institutions in Kenya rejected the null hypothesis, which stated that environmental factors do not influence the connection between work-life balance strategies and performance of non-teaching employees. As a result, the alternative hypothesis is accepted. This finding is consistent with the research by Kembuan et al. (2021), which indicates that both work-life balance and environmental factors significantly impact employee performance at PT. Bank Sulutgo Main Branch in Manado.

Table 4. 29: Summary of the Hypotheses

Objectives	Hypotheses	Results
To examine the effect of social support on employee performance of non-teaching employees in selected public universities in Kenya.	Ho1: Social support has no significant effect on employee performance of non-teaching employees in selected public universities, in Kenya.	The null hypothesis was rejected
To establish the influence of leave policy on performance of non-teaching employees in selected public universities, in Kenya.	Ho2: Leave policy has no significant influence on employee performance of non-teaching employees in selected public universities, in Kenya.	The null hypothesis was rejected
To assess the effect of flexible work arrangements on performance of non-teaching employees in selected public universities, in Kenya.	Ho3: Flexible work arrangements have no significant effect on performance of non-teaching employees in selected public universities, in, Kenya.	The null hypothesis was rejected
To investigate the effect of Health program support on employee performance of non-teaching employees in selected public universities in, Kenya.	Ho4: Health program Support has no significant effect on performance of non-teaching employees in selected public universities in Kenya.	The null hypothesis was rejected
To establish the moderation effect of environmental factors on work-life balance strategies and performance of non-teaching employees in selected public universities, in Kenya.	Ho5: Environmental factors have no significant on the moderating effect of work-life balance strategies on performance of non-teaching employees in selected public universities, in Kenya.	The null hypothesis was rejected

Source: Research Data (2023)

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents an overview of the study's findings, demographic information of the respondents, pertinent conclusions related to the study variables, along with practical recommendations and suggestions for future research. The focus of this study was to investigate how work-life balance strategies and environmental factors affect the performance of non-teaching staff in selected public universities in Kenya.

5.2 Demographic Information of Respondents

The research examined several demographic factors, such as gender, age, marital status, highest level of education, employment location, years of experience, and employee rank. In terms of gender, the results showed that a majority of the participants were female, numbering 190 individuals (55%). This indicates that a substantial proportion of non-teaching staff at the selected public universities are women. Regarding age distribution, the largest group of respondents was between the ages of 40 and 49, comprising 135 individuals (39%). This suggests that most employees are in the middle-age range, emphasizing the need for strategies to promote work-life balance.

The survey also revealed that 125 respondents (36%) had between eleven and fifteen years of work experience, indicating that non-teaching staff at these universities possess significant technical expertise in their roles. Additionally, the analysis of employee roles indicated that 77 respondents (22%) were in management positions, suggesting that non-

teaching staff receive substantial social support from their supervisors. The findings imply a supportive work environment, reflected in a problem-solving ratio of 1:2, which facilitates timely issue resolution. Overall, this study underscores the greater representation of female employees compared to their male counterparts within the selected public universities in Kenya.

5.3 Summary of the Study Findings

The purpose of this study was to determine the effect of work-life balance strategies; environmental factors and employee performance of non-teaching employees in the selected public universities, in Kenya. To establish the effect of social support on performance of non-teaching employees in selected public universities, in Kenya. To examine the effect of leave policy on performance of non-teaching employees in selected public universities, in Kenya. To assess the effect of flexible work arrangements on performance of non-teaching employees in selected public universities, in Kenya. To investigate the effect of health program support on performance of non-teaching employees in selected public universities, in Kenya. To evaluate the moderating effect of environmental factors on the relationship between work-life balance strategies and performance of non-teaching employees in selected public universities in Kenya. The collected data was through questionnaires, and descriptive and inferential statistics were employed to investigate finding results.

5.3.1 Effect of Social Support on Employee Performance

Concerning the primary aim of the research, the Pearson correlation analysis revealed a statistically significant and robust association between social support and performance of non-teaching workers in the chosen public institutions in Kenya. This is evidenced by the correlation coefficient (R) of 0.670 and the corresponding p-value of 0.000. The Model summary of social support and performance revealed an R² value of 0.449, indicating that 44.9% of the variation in performance can be explained by social support. The findings from the analysis of variance (ANOVA) regression coefficients indicate that both social support and performance have a substantial impact on the performance of non-teaching workers in public universities in Kenya. This is supported by a t-statistic of 16.674 and a p-value of $0.001 < 0.05$, which is statistically significant at the 0.05 level. There was a positive correlation observed between the level of social support and the performance of non-teaching workers in selected public universities in Kenya, with a coefficient of 0.608. Hence, based on a significance level of 5%, the null hypothesis was rejected, suggesting a substantial relationship between social support and employee performance of non-teaching employees in public institutions in Kenya. The findings of the multiple linear regression analysis revealed a statistically significant relationship between social support and performance at a significance level of 5% ($p=0.017 < 0.05$). The regression coefficients indicate that a one-unit increase in social support is associated with a 0.608 increase in performance of non-teaching employees in Kenyan public universities.

Concerning the primary aim of the research, the Pearson correlation analysis revealed a statistically significant and robust association between social support and performance of non-teaching workers in the chosen public institutions in Kenya. This is evidenced by

the correlation coefficient (R) of 0.670 and the corresponding p-value of 0.000. The Model summary of social support and performance revealed an R² value of 0.449, indicating that 44.9% of the variation in performance can be explained by social support. The findings from the analysis of variance (ANOVA) regression coefficients indicate that both social support and performance have a substantial impact on the performance of non-teaching workers in public universities in Kenya. This is supported by a t-statistic of 16.674 and a p-value of 0.001.

5.3.2 Effect of Leave Policy on Employee Performance

According to the second objective of the research, the Pearson correlation analysis revealed a statistically significant and beefy relationship (R=0.653, P=0.000) between leave policy and performance of non-teaching staff in the established public universities in Kenya. The Model summary of leave policy and performance revealed an R² value of 0.426, indicating that 42.6% of the variation in employee performance can be explained by the model. The results of the regression analysis indicate that there is a significant relationship between leave policy and performance of non-teaching workers in Kenyan public universities (t-statistic=15.922, p-value=0.001, p<0.05). Hence, it can be observed that there exists a positive correlation between the implementation of a leave policy and the performance of non-teaching workers in the chosen public institutions in Kenya, with a coefficient of 0.816. Therefore, there was a leave policy and a 0.762 rise in the performance of non-teaching staff members. Hence, based on a significance level of 5%, the null hypothesis was rejected, suggesting a substantial link between the Leave policy and performance of non-teaching workers in public universities in Kenya.

5.3.3 Flexible Work Arrangements on Employee Performance.

According to the findings of the study, the Pearson correlation analysis revealed a statistically significant and robust association between flexible work arrangements and performance of non-teaching workers in the chosen public institutions in Kenya. The findings from the Model summary of flexible work arrangement and performance indicate that the R^2 value is 0.595, with a P-value of 0.000. This means that 59.5% of the variation in employee performance can be explained by the model. The regression analysis revealed that both flexible work arrangements and performance had a statistically significant impact on the performance of non-teaching workers in Kenyan public universities (t-statistic=22.385, p-value=0.001 < 0.05). Hence, based on a significance level of 5%, the null hypothesis was rejected, suggesting a substantial relationship between flexible work arrangements and performance of non-teaching employees in public universities in Kenya. The findings of the multiple linear regression analysis revealed a statistically significant relationship between flexible work arrangements and performance, one unit increase in flexible work arrangements association with 0.765 in the performance.

5.3.4 Effect of Health Program Support on Employee Performance

Concerning the initial objective of the research, the Pearson correlation analysis revealed a statistically significant and robust association between the health program and performance of non-teaching workers in the chosen public institutions in Kenya. The Model summary of social support and performance revealed that the R^2 value is 0.517, indicating the variation in performance can be explained by social support. The ANOVA regression analysis revealed that the coefficients for the health program and performance

were statistically significant (t-statistic = 19.096, p-value = 0.005, $p < 0.05$). Therefore, it can be observed that there is a positive correlation between the level of health program support and the performance of non-teaching workers in Kenyan public institutions, with a coefficient of 0.711. Thus, at a significance threshold of 5%, the null hypothesis was rejected, suggesting that the support provided by health programs had a significant impact on the performance of non-teaching workers in public universities in Kenya. The results of the multiple linear regression analysis indicated that there was a statistically significant relationship between health program support and performance ($p=0.048$, $p<0.05$). The results of the regression analysis indicate that there is a positive relationship between health program support and performance of non-teaching workers in selected public institutions in Kenya. Specifically, a one-unit increase in health program support is associated with a 0.272 rise in performance.

5.3.5 Moderating Effect of Environment Factors on the Relationship between Work-Life Balance Strategies and Employee Performance

The moderating effect of environmental factors in the first model summary indicated $R^2 = 0.642$, the second model $R = 0.643$, $p=0.003<0.05$. The observed differences that are less 0.5. Anova indicated a significance value = 0.003 which is less than 0.05 level. Regressive coefficients^a revealed that social support. This implies that 42.5% of the variation in performance of non-teaching staff was explained by the moderating factor (environmental factors). The regression coefficient showed that at 5% level of significance, social support ($p=0.417 > 0.05$) and leave policy ($p=0.298 > 0.05$) were not significant while flexible work arrangements ($p=0.001 < 0.05$), and health program support ($p=0.002 < 0.05$) were significant predictors of performance of non-teaching

employees in specifically selected public universities located in Kenya. Therefore the fourth null hypothesis was rejected and accepted the alternative hypothesis. ANOVA test indicated that the environmental factors were important in predicting the relationship between work-life balance strategies and performance of non-teaching employees in chosen public universities, in Kenya. The moderator indicated that indicated by significance value=0.003 which is less than 0.05 level of significance ($p=0.003 < 0.05$).

5.3 Conclusion of the Study

5.3.1 Social Support and Employee Performance

The purpose of this study analysis to determine the effect of social support on employee performance in selected public universities in Kenya . The findings of the study revealed that the descriptive analysis highlighted a strong agreement among respondents about the support received from coworkers and supervisors. It is clear that the university management participating in the study sees social support as a vital approach to improving performance and fostering a healthier work-life balance. Respondents concurred that co-workers are willing to step in when one needs to address personal matters, while supervisors aid in restructuring work schedules during challenges. Additionally, the research demonstrates that social support plays a significant and positive role in enhancing employee performance at the selected public universities in Kenya. This proved work-life spill-over theory to their life positively and improves performance. Kenyan public universities have embraced social support in their performance to enable them to attract, retain, and be competitive which increases performance through output.

5.3.2 Leave Policy on Employee Performance

The relationship between leave policy and employee performance was analyzed in selected public universities in Kenya. The analysis aimed to determine how leave policies affect employee performance. Findings revealed that non-teaching staff in these institutions are permitted to take leave and often carry over unused annual leave days. Many employees report feeling revitalized upon returning from leave. Additionally, it was generally agreed that sick leave is provided when employees need to care for a sick dependent, although a majority disagreed with the notion that they do not receive sick leave. Overall, the study concluded that the leave policy significantly impacts employee performance, indicating that these universities have effectively implemented their leave policies to enhance productivity among staff. The spill-over theory is implied positively to enhance performance. The brain drain theory supports the spill-over theory when employees are stress-free especially when their families are taken care of through sick-off. Consequently, this reduces the likelihood of employee turnover and helps maintain focus on their responsibilities.

5.3.3 Flexible Work Arrangements on Performance

The effect of flexible work arrangements on employee performance in selected public universities in Kenya was analyzed through regression analysis to explore the relationship. The findings revealed that job sharing and flexible schedules positively influenced performance. Most respondents agreed that having a flexible work schedule allowed them to complete their tasks within the designated time frame, while extended

working hours also affected their performance. Additionally, the study found that job sharing serves as a motivation for employees, thereby enhancing productivity. The descriptive analysis of the study indicated a positive and significant correlation between the implementation of flexible work practices and performance in the selected public universities. This objective is supported with spill-over theory and organization support theory, employees work flexibly and when they are assisted by sharing job to complete the task in time it effect high performance.

5.3.4 Health Program Support on Performance

The study-specific objective disclosed that there is a significant positive linear relationship between health program support and performance. The findings indicated majority were in agreement that medical facilities of insurance coverage eliminates my worries about medical expenses and that physical fitness programs in place has improved my performance. Respondents revealed that counseling support enables them to perform their duties within the expected level efficiently and manage their work-life challenges. Hence, the findings of the relationship indicated that health programs had a statistically significant effect on the performance of non-teaching employees in public universities in Kenya. The objective is supported with spill-over theory and social exchange theory. When employees families access medical care employees well being positively spill-over in performance through social exchange theory.

5.3.5 Effect of Moderating Effect of Environmental Factors on the Relationship of Work-Life Balance Strategies and Employee Performance.

The study findings revealed that respondents from the surveyed universities generally agreed that the tools and equipment available to them were in good condition.

Additionally, they concurred that they had sufficient office space and proper ventilation, which foster a conducive working environment. Moderately, respondents acknowledged that their supervisors provide them with attention and maintain communication with their colleagues. Regression analysis indicated that flexible work arrangements and health program support remained significant factors, while social support and leave policies were not.

5.4 Recommendations

Based on the study findings and conclusions, the following recommendations were reached as per the objectives;

- i. The study found that social support strategy positively and significantly influence employee performance. Therefore, it is recommended that public organizations, like others, implement social support strategies to enhance the performance of a diverse workforce. This approach will also help universities cultivate a thriving workforce, leading to improved performance overall.
- ii. The study suggests that public universities in Kenya should consider engaging both teaching and non-teaching staff to improve performance. The findings indicate that leave policy contributes to higher performance levels. Staff members should be encouraged to take their annual leave, allowing them to recharge and enhance their productivity.

- iii. Universities are encouraged to implement flexible work arrangements to prevent gaps during working hours. By institutionalizing flexible schedules within their operational framework, they can ensure continuity in the event of unforeseen circumstances, promoting ongoing improvement. This approach is important because flexibility has been shown to have a substantial positive impact.
- iv. The study suggests that public universities should offer health program support to their staff across all categories to improve performance. This recommendation is based on findings that medical facilities and counseling services significantly influence employee performance. Therefore, all universities should effectively provide medical services to employees and their dependents in order to enhance performance, decrease absenteeism, and alleviate stress.
- v. Finally, it is suggested that universities enhance their performance by implementing work-life balance strategies that promote positive environmental factors, including both physical and psychological well-being. The integration of these factors with effective work-life balance initiatives contributes to improved employee performance.

5.5 Study Implication

The findings of this study offer significant contributions to the current body of literature. Firstly, the results hold practical implications for organizations and HR professionals, providing a solid basis for management to strengthen strategies that foster work-life balance in the workplace, ultimately enhancing employee performance. The study

confirmed that the primary theory guiding this research is the spill-over theory, which indicates that a work-life imbalance adversely affects performance. Consequently, this study supports the validity of the spill-over theory. HR practitioners are encouraged to engage in the development and oversight of strategies that promote work-life balance and enhance employee performance within a supportive environment.

The study's findings can inform the development of policies related to work-life balance in public institutions. Furthermore, the research enhances the existing literature on work-life balance, environmental factors, and performance. It offers empirical evidence for researchers focusing on social support, leave policies, flexible work arrangements, health programs, and environmental influences. This study is valuable for scholars seeking new insights and identifying gaps for future research in related areas. It significantly contributes to advancing the literature and fostering innovative approaches within the field. Additionally, the findings reinforce existing literature on the beneficial effects of work-life balance on performance. The connection between performance and work-life balance has been explored in various domains through academic research, which has utilized different conceptual frameworks (Ouma, 2021; Otieno, 2020).

5.6 Recommendations for Further Study

The study suggest the following areas for further research.

- i. A similar study be examined in private universities among non teaching employees for more reliable generalization of the research findings to Kenyan Universities .

- ii. The study recommends conducting a case study of one public university of both academic and non-academic employee in Kenya to enhance the generalization of the findings.
- iii. Future research could incorporate additional metrics for evaluating employee performance, including work quality, absenteeism, emotional well-being, efficiency, and effectiveness.
- iv. A comparable study could be conducted using a different moderating variable, such as organizational culture, job demands, or job satisfaction.

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APPENDICES

Appendix I: Introductory Letter to Respondents

Lily Andeyo Mugove

Masinde Muliro University of Science and Technology

P.O. Box 190, 50100

Kakamega.

Tel. 0727506558

Email address: lmugove@mmust.ac.ke

Dear Respondent,

Re: Research Data Collection

My name is Lily Andeyo Mugove, I am a PhD student at Masinde Muliro University of Science and Technology, School of Business Economics and Sciences. In partial fulfillment for the award of Degree of Doctor of Philosophy in Business Administration (Human Resource Management), I am expected to conduct research and write a report.

My study is entitled “**Work-Life Balance Strategies, Environmental Factors and Performance of Non-Teaching Employees’ in Selected Public Universities, Kenya.**”

You have been identified as one of the respondents in this study with a view of gathering data that will help to improve performance. Kindly facilitate this study by objectively responding to the questionnaire with ultimate honesty. Your responses will be treated with utmost confidentiality and will only be used for academic purposes.

Thank you for your time and cooperation.

Yours faithfully,

Lily Andeyo Mugove

Appendix II: Questionnaire for Respondents

Introduction

My name is Lily Andeyo Mugove a student at Masinde Muliro University of Science and Technology undertaking a PhD. in Business Administration (Human Resource Management).

This questionnaire is a data collection tool for research on **“Work-Life Balance Strategies, Environmental Factors, and Performance of Non-Teaching Employees’ in Selected Public Universities, Kenya.**

The information provided will be treated with confidentiality and will only be accessed by the researcher and research assistants. Kindly take time and tick (✓) you’re most honest and appropriate choice in the spaces provided.

Any queries may be directed to mobile phone no 0727506558:

Thank you.

Section I: Demographic Profile Information

Please tick [✓] appropriately

1. What is your Gender?

a) Female []

b) Male []

2. What is your age in years?

a) Below 30 []

b) 30- 39 []

c) 40 -49 []

d) 50 -59 []

e) Above 60 []

3. What is your Marital Status?

- a) Single []
- b) Married []
- c) Widow/Widower []
- d) Divorced []

4. What is your highest academic qualification?

- a) Certificate []
- b) Diploma []
- d) Degree []
- c) Masters []
- d) PhD []
- e) Others) (Specify) _____

5. For how long have you worked in this university?

- a) Below 5 years []
- b) Between 5 – 10 years []
- c) Between 11 – 15 []
- d) Above 16 years []

6 Cadre of Employees.

- a) Administration Employees - (Grade: XII – Above) []
- b) Middle level - (Grade: V- XI) []
- c) Support Employees - (Grade: I- IV) []

Section II Work-life Balance Strategies

A: Social Support

In this section please indicate your level of agreement with the following statements by ticking (✓) appropriately;

KEY: Strongly Disagree (SD =1), Disagree (D=2), Fairly Agree (FA= 3), Agree (A= 4), Strongly Agree (SA = 5)

	Social Support	1	2	3	4	5
1.	In this university, my co-worker would step in for me if I needed to leave work to deal with a non-work issue.					
2.	Co-worker is instrumental in facilitating the successful completion of my tasks at this university					
3.	My supervisor assists me in organizing my work schedule in the event of any challenges.					
4.	I can to rely on my supervisor to effectively manage my job obligations in the event of unforeseen non-work obligations.					

B: Leave Policy

In this section please indicate your level of agreement with the following statements by ticking (✓) appropriately;

KEY: Strongly Disagree (SD =1), Disagree (D=2), Fairly Agree (FA= 3), Agree (A= 4), Strongly Agree (SA = 5)

	Leave Policy	1	2	3	4	5
5.	I have carried forward my annual leave days from previous years.					
6.	I feel motivated and perform better after my annual leave.					
7.	I don't get sick leave when I am not feeling well					
8.	Am given sick leave to take care of family in case of emergency.					

C: Flexible Work Arrangements

In this section please indicate your level of agreement with the following statements by ticking (✓) appropriately;

KEY: Strongly Disagree (SD =1), Disagree (D=2), Fairly Agree (FA= 3), Agree (A= 4), Strongly Agree (SA = 5)

	Flexible Work Arrangements	1	2	3	4	5
9.	I start and finish my task within the specified guidelines					
10.	Extending the number of hours giving out services through work shifts influences the					

	number of working hours I can perform my tasks.					
11.	Job sharing positively affect my duty performance.					
12.	Job sharing positively affects performance in terms of productivity					

D: Health Program Support

In this section please indicate your level of agreement with the following statements by ticking (√) appropriately;

KEY: Strongly Disagree (SD =1), Disagree (D=2), Fairly Agree (FA= 3), Agree (A= 4), Strongly Agree (SA = 5)

	Health Program Support	1	2	3	4	5
13.	Medical insurance coverage provided to the employees and dependants' eliminates my worries about medical expenses					
14.	The availability of physical fitness programs has improved my performance rate					
15.	Counselling services enables me to successfully manage my work-life challenges.					
16.	Counselling enables me to perform my duties within an expected degree of independence and efficiency.					

Section III: Environmental Factors

In this section please indicate your level of agreement with the following statements by ticking (√) appropriately;

KEY: Strongly Disagree (SD =1), Disagree (D=2), Fairly Agree (FA= 3), Agree (A= 4), Strongly Agree (SA = 5)

	Environmental Factors	1	2	3	4	5
17.	Tools and equipment's are in good condition at my disposal and to use.					
18.	There is adequate office space, and good ventilation that guarantees good working					
19.	My supervisor gives me attention when required.					
20.	There is good communication with my fellow workers.					

Section IV: Employee Performance

Please indicate your level of agreement with the following statements by ticking (√) appropriately;

KEY: Strongly Disagree (SD =1), Disagree (D=2), Fairly Agree (FA= 3), Agree (A= 4), Strongly Agree (SA = 5).

	Employee Performance	1	2	3	4	5
21.	Can meet deadlines.					
22.	The tools I use in my duty performance enhance my work output					
23.	I can easily make arrangements to attend to my duties in case of a problem					
24	My performance has improved because I get enough time to attend to my duty, and my personal life					

Appendix III: Interview Schedule for Administrators

The interview Questions:

What are some of the work-life balance strategies adopted in your university?

How would you rate the effectiveness of work-life balance strategies in your university?

In your own opinion, do work-life balance strategies affect employee performance?

Do the physical environment and psychological environment have an effect on the relationship between work-life balance strategies on employee performance?

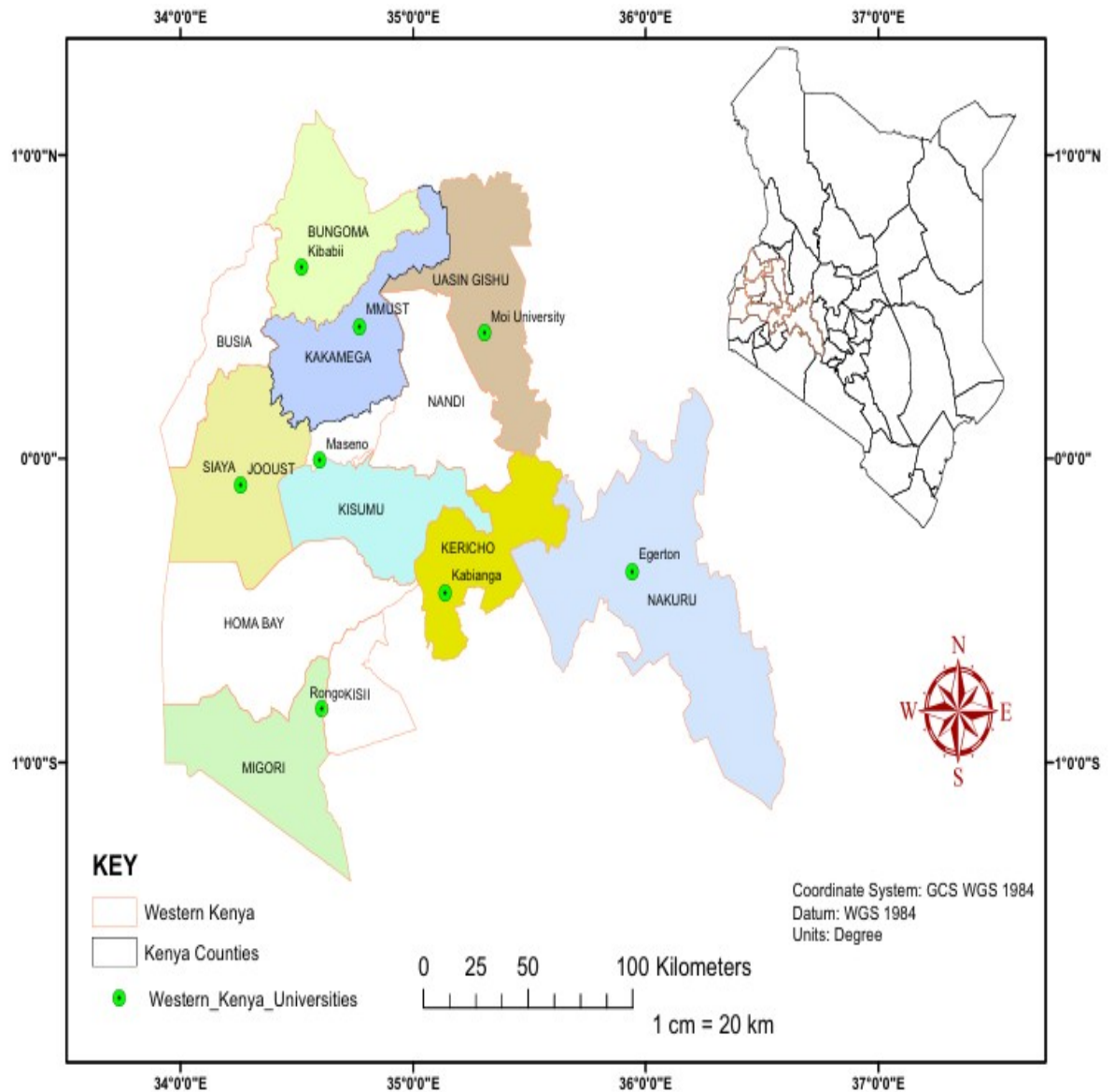
Conclusion:

Thank you for your time, your response will contribute greatly to my research under study.

Appendix IV: Public Chartered Universities in Kenya

S/NO	UNIVERSITY	YEAR CHARTERED
1.	Egerton University	1988
2.	Jaramogi Oginga Odinga University of Science and Technology	2013
3.	Kibabii University	2013
4.	Moi University	1984
5.	Maseno University	1991
6.	Masinde Muliro University of Science and Technology	2007
7.	University of Kabianga	2013
8.	Rongo University	2016

Appendix V: Map of Kenya Showing the Selected Public Universities



Source: GIS Expert, 2024

Appendix VI: Proposal Approval Letter



MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY (MMUST)

Tel: 056-30870
Fax: 056-30153
E-mail: directordps@mmust.ac.ke
Website: www.mmust.ac.ke

P.O Box 190
Kakamega – 50100
Kenya

Directorate of Postgraduate Studies

Ref: MMU/COR: 509099

9th June 2023

Lily Mugove Andeyo
PBA/H/01-53905/2019,
P.O. Box 190-50100,
KAKAMEGA.

Dear, MS. Andeyo

RE: APPROVAL OF PROPOSAL

I am pleased to inform you that the Directorate of Postgraduate Studies has considered and approved your PhD proposal entitled '*Work life Balance Strategies, Environmental Factors and Performance among Non-Teaching Employees in Kenyan Public Universities,*' and appointed the following as supervisors:

- | | |
|-----------------------|---------------|
| 1. Prof. Willis Otuya | - SOBE, MMUST |
| 2. Dr. Gordon Misigo | - SOBE, MMUST |

You are required to submit through your supervisor(s) progress reports every three months to the Director Postgraduate Studies. Such reports should be copied to the following: Chairman, School of Business and Economics Graduate Studies Committee and Chairman, Business Administration and Management Science Department. Kindly adhere to research ethics consideration in conducting research.

It is the policy and regulations of the University that you observe a deadline of three years from the date of registration to complete your PhD thesis. Do not hesitate to consult this office in case of any problem encountered in the course of your work.

We wish you the best in your research and hope the study will make original contribution to knowledge.

Yours Sincerely,


MASINDE MULIRO UNIVERSITY
OF SCIENCE AND TECHNOLOGY
DIREKTORAT OF POSTGRADUATE STUDIES
KAKAMEGA (K)
Prof. Stephen O. Odebero, PhD, FIEEP
DIRECTOR, DIRECTORATE OF POSTGRADUATE STUDIES

Appendix VII: Nacosti Research Permit

 REPUBLIC OF KENYA Ref No: 331308	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION Date of Issue: 30/June/2023
RESEARCH LICENSE	
	
This is to Certify that Ms. LILY MUGOVE ANDEYO of Masinde Muliro University of Science and Technology, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Bungoma, Kakamega, Kisumu on the topic: WORKLIFE BALANCE STRATEGIES, ENVIRONMENTAL FACTORS AND PERFORMANCE AMONG NON-TEACHING EMPLOYEES IN KENYAN PUBLIC UNIVERSITIES for the period ending : 30/June/2024.	
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331308 Applicant Identification Number	
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