

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Employee Work Life Balance and Organizational Performance of the County Governments in Kenya

Irene Namuki Wakhungu

Master Student, Department of Business Administration and Management,
Kibabii University, Kenya

Dr. Kadian Wanyama

Senior Lecturer, Department of Business Administration and Management,
Kibabii University, Kenya

Dr. Joshua Abuya Olang'o

Senior Lecturer, Department of Business Administration and Management,
Kibabii University, Kenya

Abstract:

There is growing need to investigate the effects of work-life on organization performance. The study intended to examine the effect of Work Life Balance (WLB) organizational performance (OP) in the County Government of Busia. The unit of study was the County Government of Busia which is one of the 47 Counties in Kenya. The study was guided by Exchange and Spill over Theories. The researcher used census survey research design. The study population targeted 91 respondents of the County Government of Busia. Questionnaires were the main data collection instruments. Results of the study were: There was a positive, linear and significant association between flexible work schedule, telecommuting, compressed work weeks and organizational culture on OP. It was recommended that organizations must strive to fully operationalize flexi time, compressed work schedule, shift schedule and job sharing in their organizations. Organizations should make provisions of more platforms that would encourage employees to away from their places so that organization reduces the cost of hiring offices, space and increasing profitability. It encourages managers to ensure results expected and to push further for WLB culture in the organization, setting a pace of effective and accountable management practice.

Keywords: Employee Work Life Balance (EWLB), Flexible Work Schedule (FWS), Telecommuting, Compressed Work Weeks, Organizational Culture, Organizational Performance (OP) and County Government of Busia

1. Introduction

In the current work environment, many workers are faced with the challenge of striking a balance between work and other aspects of life. In organization(s) and home activities, the task of work/life balance is an emerging issue to many employers and employee's consciousness. Currently, organizations are looking for ways of positively impacting the bottom line of motivating their employees and retaining human resource with valuable organization knowledge, less stress at work, lower levels of absenteeism, increased initiative and enhanced teamwork. All these ultimately not only lead to greater productivity, but they also improve employee recruitment and retention.

When employees attain a WLB ultimately there are benefits to an organization. According to Kalliath and Brough (2008), WLB has elusive definitions that rarely meet the overview of researchers. The definitions portray WLB as having manifold roles; applying fairness across numerous roles; Achievement of satisfaction between multiple roles; fulfillment of role salience between multiple roles; striking a relationship between conflict and facilitation; and lastly, perceived control between multiple roles. Therefore, WLB is characterized by FWS where the staffs have the choice of choosing working hours organized by the firm and laid down restrictions. This study by Kalliath and Brough, (2005) therefore defines WLB allowing employees to adjust their work schedules with their other responsibilities of life and is an array of interactions with different areas in the life of somebody.

Work life balance is characterized by flexi time, telecommuting and compressed work weeks (Kelly & Kalev, 2006). The FWS is where staff choose when to do the work and when to finish provided the certain numbers of hours are fulfilled (Eaton, 2003). Similarly, FWS refers to the ways human resource performs their duties extra without time without rise in costs. According to Eldridge and Nisar (2011), FWS enables the personnel to attend to their personal matters, including attending to the young ones and remedial classes. It has been indicated that using FWS leads to less employees' turnover; more commitment and more gains in production. Employee relations as well as improved communication and reduced employee absenteeism.

The concept of WLB was applied for the first time in United Kingdom during the seventies (Prasad, 2006). In 1986 the concept of WLB took root in the United States, where in the 80's and 90's companies began to implement WLB policies mainly in response to an increasing worker's disregard towards their families due to their focus on accomplishing organizational goals. The WLB goes beyond the family members' assistance and it includes fields in individuals' life such as managing studies, travel, sports, volunteering, personal development and leisure. Thus, the relationship between work, family and personal life can be explained through models proposed by Zedeck and Moiser (1990).

Telecommuting is working at home or at a central place convenient to customers (Blair-Loy & Wharton, 2002). The employees make use of their telephones, email and fax to get in touch with their managers and other co-workers. Studies by (Grippaldi, 2002) found that organizations practicing telecommuting have the advantage of employees' retention. Though, there are challenges associated with telecommuting. Madsen (2011) states that workers telecommuting may feel cut off from the organization set up. Employees are not able to interact with each other thereby losing the sense of belonging. Teamwork and employees' relations are also affected. There is the problem of inadequate resources and lack of technical support. Career development is affected as well (Khaifa & Davidson, 2000). The employer is not able to closely monitor the performance of those employees chosen to telecommute. This may have repercussion for those jobs which are measurable.

Compressed work week is an agreement in which employee's works for more hours by prolonging the length of work days in a week (Sundo & Fujii, 2005). Employees may opt to work for four days in a week to get a day off. Poor, (2010) ascertains that the commonly type of compressed hours is made up of ten hours per day making forty hours for 4 days. The employee could therefore be in a position to take a day off either Monday or Friday. Compressed work hours increase production and job satisfaction improves as well as reducing absenteeism. A compressed workweek can be defined as an alternative work arrangement that allows employees to work the traditional 40-hour workweek in less than five days a week, or ten days in two weeks (Bliss & Thornton, 2010).

1.1. Statement of the Problem

County employees come face to face with work related challenges such as stress, absenteeism and staff turnover and low performance. These challenges are common problems that affect most employees and are attributed by varied roles and responsibilities employees both at home and work. The roles at work at times are carried to home which makes employees experience burnouts. In 1993 the Kenyan Government tried to handle these challenges through Public Service reforms where employees are required to work for long hours and use of more complicated communication technology and advanced technology that allowed immediate contact within the working environment. The workers preferred jobs where they could have the choicest when to report and leave work as compared to normal working schedule. The government further retrenched its employees by 30%.

According to Korir (2015), the public service is faced with myriad of challenges affecting employees' service delivery. In Kenya, the personnel is more committed to work and as a result work for more than 48 hours (ILO, 2010), hence bringing imbalance between job, family and other personal issues, thus, raising concerns of workplace and demands at home that causes levels of stress which leads to absenteeism, high staff turnover, low morale that hinders performance in an organization. Presently, the implementation of flexible work schedules (FWSs), telecommuting and compressed work weeks despite its benefits have not been adopted by most organizations, notably the Kenyan County Governments.

Private sector like Safaricom (2012) and ECO Bank (2013) were able to make use of WLB in their operations (Kamau *et al.*, 2013) where organizations using WLB has more gains. WLB gives satisfaction to employees and the organizations gain more double benefits of performance. Other studies by Oludayo *et al.* (2015) researched on WLB and performance of employees among commercial banks in Nigeria indicated that policies touching on leave drive the ability of employees in the efficient and effective delivery of services and in a locality, Mwangi (2017) did a study on how WLB affects the performance of employees in institutions of higher learning like Kabarak University where employees' performance was influenced by work family priorities dispute. The WLB on staff turnover intent among Kenyan global humanitarian firms, discovered that global organizations that serve humanity in Kenya implemented various activities of WLB which entails employee benefits, turnover intent, employee assistant programs and flexible working timetables. Recent scenarios have been witnessed by introduction of the COVID-19 in the systems of the County Government. Failure, to implement WLB in the County Governments has resulted to very little work done since the majority of the staff are required to stay or work at homework. With little orchestrated plans in place to fully execute WLB, very little has been achieved. Therefore, this study, sought to establish the effects of employee WLB on OP in County Government of Busia, Kenya.

2. Theoretical Framework

This study was anchored on Exchange Theory and Spill Over Theory.

2.1. Exchange Theory

WLB programs as engineered by Akerlof (1984) are argued as a means to encourage workers to use up extra effort, beyond the minimum required to maintain their jobs. An exchange framework is used to explain this general mechanism. In situations with some mutual trust and commitment, more general investments by the employer may be rewarded by greater employee effort. Akerlof's gift exchange model offers a possible explanation for why this may be the case. His model assumes that workers develop sentiments for the firm. Gift giving is governed by norms of reciprocity. Workers can give firms the gift of extra effort in response to the gift of WLB policies from the firm (More recently, frameworks focus on general exchanges between employer and employees. Where firm investments go beyond specific

monetary incentives, to include investments in general well-being and career development, firms may see greater discretionary efforts from employees. There are some empirical studies to support these claims Konrad and Mangel (2000). This theory brings out an element of 'voluntary sacrifice' by workers in response to gifts of 'work balancing policies' provided by an organization.

2.2. Spill over Theory

This theory had its origins in 1890, and was developed by Alfred Marshall. The theory looks at two job related factors and work-related factors whose link is established like the influence of spillover theory over job context more for women than for men, whereas theory converse would be true for job related factors. The spill over theory suggests that there is similarity between what occurs in the work environment and what occurs in the family environment. The theory emphasized on the tendency of the worker to carry their emotions attitudes, skills and behaviors that they establish at work in their family life and vice versa. The spillover process can either be positive or negative. The negative spillover induces stress in individuals and the positive spillover can lead to high levels of satisfaction and performance. From organization point of view positive spill over theory can have a direct influence on the financial wellbeing organization. A satisfied employee will have spillover effect to their customer as well, hence increased performance of an organization and vice versa.

2.3. Empirical Literature of Telecommuting and OP

A study conducted in Sri Lanka on WLB and performance of employees with reference to telecommunication industry in Sri Lanka by (Mendiis & Weerakrody, 2017), this study targeted 100 married employees from two (2) major companies, namely Dialog AxiataPLCand Sri Lanka telecommunication using a sample size of 100. Primary information was collected via use of the questionnaires. The outcomes of the study illustrated a strong association of WLB and performance of employees, employee satisfaction and a strong link of employee job satisfaction and performance; leading to enhanced employee satisfaction and performance. However, the study failed to address OP and focused only on job satisfaction of employee in the telecommunication industry in Sri Lanka.

In Africa, WLB is a key variable that has taken stall on employees' performance. This understanding was enhanced in a study conducted by Abdurraheem (2014) in Nigeria the changing nature of work life balance in Nigeria Higher Institutions. The Study examined some taken for granted assumption of WLB in Higher institutions of learning which affects employee performance. Qualitative method was used to obtain information from the interviews and observation from 20 academic staff and 22 academic support. In this study, WLB issue was affected by expansion in work operation, job design and excessive work load. Imbalance in work life was responsible for stress and poor job performance and productivity. The findings of this investigation further revealed that work life imbalance can further lead to aggression, frequent misunderstanding and divorce. In the recommendations, the issue of work load should be highly considered and that monetary rewards of excess work load may not solve the negative impact of WLB on the job as well as the family life of the workers. However, the study failed to address factors of work life balance that can affect OP.

Mulanya and Kagiri (2018) conducted a study on WLB and employee performance in constitutional commissions in Kenya. Flexible work schedule, job sharing, employee breaks and employee assistance programs were looked at and how they affect employee performance in organization. Descriptive survey and case study designs were used. The 68 employees of the Commission on Revenue Allocation were used. The study found that the organization lacked the arrangement of flexible work schedule which reduced working arrangement that assisted in the performance improvement. It also found out that lack of flexible work schedule have reduced encouragement to continue performing well of the organization and there was successful job sharing arrangement that required individual employee and work unit and employee breaks worked better after annual leave. The study failed to address OP on WLB.

Research done in the United Kingdom by Kelliher and Anderson (2010) on flexible working practices and the intensification of work assessed employees with flexible working hours and non-flexible counterparts for job satisfaction and hence performance. Data was collected through focus groups discussion, interviews schedules and questionnaire. The study discussed the concept of work intensification and flexibility in working hours as a contributory element to job satisfaction. The study provides evidence that workers with flexible working hours had higher levels of job satisfaction than those who did not. The study however, failed to come out clearly on other contributors of job satisfaction and whether the resultant job satisfaction was commensurate with performance which forms the basis of this study.

Dennis (2016) conducted a study on relationship between flexible work arrangements and commitment of nurses in public hospital in Kenya. The study adopted cross sectional survey design and 1217 nurses in 27 level 4 and 4 public hospitals were selected. Simple random sampling and sample size of 364 nurses were used. Questionnaires were instruments for collecting primary data and analysis involved use of regression analyses. It was found out that compressed work weeks were positively correlated with performance. It also concluded that flexi time, compressed work schedule, shift schedule and job sharing had a positive connection with the performance of Nurses. However, the study failed to address other flexible work schedules like telecommuting and how it can affect nurse's performance and also the impact of long working hours on nurses.

A research by Deery *et al.* (2017) in Canada on compressed work hours satisfaction and absenteeism in frontline service was carried out. The study moderated mediation model of effects of compressed work hours on absenteeism. Data from 236 respondents was utilized through a survey method. Outcome of the research indicated that compressed work hours satisfaction brought about lower absenteeism and that most women were associated with compressed work schedule than men. The study fails to express on how compressed worker weeks affected the organization performance as

whole and performance of employee as a whole. It focus on absenteeism only did not come up clearly with other factors as employee improved its morale and organization experience low staff turnover.

Studies have shown that those employees who were using compressed schedules had very few cases of work/family conflict in comparison to those workers who did not (Bird, 2010). A practical example involved Patrol Officers in Texas who were relocated to a compressed workweek. Outcomes showed that after at least a year of working on the compressed schedule, 85% of officers felt that it was easier to devote time to family members, while 76% felt it was 'easier to conduct family and personal activities,' (Travis, 2010, p. 1230). Similar outcomes were recorded from other research in industries like manufacturing, service, healthcare, energy and retail also showed (Travis, 2010).

A study conducted in USA by Morganison *et al.* (2010) on comparing telework locations and traditional work arrangements. The study focused on examining differences in WLB support, job satisfaction and inclusion as a function. The research used web based data that provided 587 employees working at four locations (main office, client location, satellite office and home). Regression analyses were used to identify differences in WLB support, job satisfaction and inclusion of employees working at the locations. It was realized that employees working at office and home had related high levels of WLB support; workers at home recorded high level of WLB support while office workers reported higher levels of WLB support. Notably, it was further revealed that satellite and client based workers as well as office workers reported the highest levels of work place inclusion recognition. The study showed that telecommuting gave the employees choice to work location freely thus associated to positive outcomes. However, this study fails to address the issues that affect organization performance when addressing work life balance and how telecommuting affects performance of the organization.

Miebaka *et al.* (2018) conducted a study on telecommuting and OP of mobile (GSM) Telecommunication companies in Nigeria. Telecommuting was an independent variable visa-vi profitability, time and efficiency which were independent variables. A Survey by use of questionnaires collected data. A total of 134 employees in 4 mobile GSM telecommunication companies were used. 100 respondents were arrived at using Yamane formula. Data analysis techniques employed use of descriptive and inferential statistics. Outcome of research informed a positive link of telecommuting and OP where organizations were embracing it. It was recommended provision of more avenues encouraging employees to work from their places work so as to lessen the costs of hiring offices, space and thus increasing profitability. However, study fails to focus and address telecommuting in public entities like the County Governments but rather puts its efforts on big private corporations.

Muasa (2014) conducted a study on challenges of telecommuting on effective management of staff in the Kenya's Telecom sector, Safaricom. The study explored virtual teams and their challenges and benefits faced by management and suggested solutions to the challenges. A total of 61 members from middle level management were used. A descriptive survey was adopted and questionnaires and interview guide collected primary information. The study found out that implementing telecommuting gave good performance to team. It further revealed that consultation were made between employee and management on who was to telecommute. That telecommuting devices were put in place to enable communication with remote workers. The study fails to give the understanding of telecommuting to the organization and also focused only on managers and team workers. The study did not address the benefits of telecommuting to the Safaricom and also focused only private entities rather than public entities.

Zakari, Poku&Owusu-Ansah(2013) conducted a study on organizational culture and OP from banking industry in Ghana. Research sought to establish the connection of organizational culture and performance in Ghana. The study variables were measured using five -point Likert scale and using the Denison organizational survey instrument. Data was obtained from nine (9) banks making about sixty percent (60%). A total of 296 respondents from various departments with varied positions were used. Results showed that that there was positive association between organizational culture and performance in banking sector. The study focused only in the private entity and failed address issues in public entities. It also failed to articulate how performance and culture could influence WLB in an organization.

Henry (2014) carried out research on the organizational culture on performance in public Health sector in Tanzania. More specifically, he looked at the influence of task organization or OP, workers attitude and goals of OP and influence of organizational climate. The 90 respondents were obtained from 264, selected using purposive and judgmental sampling technique. Data was collected using interviews, questionnaires and documentary review. The outcome of the study illustrated that organizational culture and performance encouraged employee to make decisions, assign of duties and responsibility on challenging work, feeling of organizational exerts pressure on work and being sensitive to the effect of stress. The study failed to articulate issues that can affect workers such work life balance and its factors.

3. Methods

Descriptive survey design was adopted. Research was conducted in the County Government of Busia, Kenya. The target population comprised of 91 employees consisting of County chief of staff (County Executive Members (15), Deputy Executive member (15), Chief Officer (15), Deputy Chief Officers (15), County Directors (15) and Deputy County Directors (15). The census survey method formed the basis for the sample size. Primary data (quantitative data) was collected with the use of the structured questionnaires. Reliability analysis was conducted to test for reliability of the questionnaire items. Cronbach's alpha coefficients of all the constructs were found to be above 0.7 (alpha coefficient =0.8148), therefore, the test items were retained and used in this study hence considered reliable. The study used construct validity and content validity. Data analysis used both descriptive and inferential statistics where inferential statistics tested the following research hypothesis at p-value of 5% (0.05) at confidence interval of 95%: H_0 1EWLB has no statistical significant influence on organizational performance in the County Government of Busia, Kenya.

4. Findings and Discussions

The objective of this study was to establish the influence of EWLBon the organizational performance (OP) of the County Government of Busia.

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.642 ^a	0.412	0.384	0.66125	0.412	14.560	4	83	0.000

Table 1: Model Summary Results of EWLBon OP

a. Dependent Variable: OP (PERFOR)

b. Predictors (Constant): Flexible Work Schedule (OBJ1) + Telecommuting (OBJ2) + Compressed work weeks (OBJ3)+ organizational culture (OBJ4)

The results were achieved when the means (\bar{X} s) of EWLb constructs were regressed with the mean (\bar{X}) of OP (See Table 1). The joint model of employee work- life balance and OP was significant ($p \leq 0.05$): the Model had 41.2% ($R^2 = 0.412$, R-square change = 41.2% (0.412), F-change (4,83) = 14.560). WLBwas therefore positively correlated with OP ($R=0.642$). The WLB brought 41.2% variations in OP in the County Government of Busia.

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	25.466	4	6.366	14.560	0.000 ^b
Residual	36.292	83	0.437		
Total	61.758	87			

a. Dependent Variable: PERFOR

b. Predictors: (Constant), OBJ3, OBJ4, OBJ2, OBJ1

Table 2: ANOVA Results of EWLBon OP

a. Dependent Variable: OP (PERFOR)

b. Predictors (Constant): Flexible Work Schedule (OBJ1) + Telecommuting (OBJ2) + Compressed work weeks (OBJ3)+ organizational culture (OBJ4)

Results of the four constructs of EWLb like flexible work schedule, telecommuting and organizational culture had positive and significant ($p \leq 0.05$) association with OP since the $F(4,83) = 14.560$, was significant ($p=0.000$) as shown in Table 2. This was an indication of statistical significant association between EWLb with OP in the County Government of Busia.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.781	0.568		1.375	0.173
OBJ1	0.153	0.360	0.114	0.425	0.031(sig.)
OBJ2	-0.252	0.321	-0.158	-0.786	0.434(insig.)
OBJ3	0.872	0.229	0.695	3.806	0.000(sig.)
OBJ4	-0.070	0.158	-0.053	-0.442	0.660(insig.)

Table 3: Multiple Regression Results of EWLBon OP

a. Dependent Variable: OP (PERFOR)

b. Predictors (Constant): Flexible Work Schedule (OBJ1) + Telecommuting (OBJ2) + Compressed work weeks (OBJ3)+ organizational culture (OBJ4)

Multiple regression results of unstandardized coefficients (B), a measure of the strength/depth of the relationship between variables, illustrated that the two constructs of employee WLB in the model had statistically positive and significant ($p \leq 0.05$) associations with the performance of the organization (flexible work schedule, $B=0.153$, $\beta=0.114$, $t=0.425$, $p=0.031$) and compressed work weeks, $B=0.872$, $\beta=0.695$, $t=3.806$, $p=0.018$) as shown in Table 3. These results imply that an increase in flexible work schedule and compressed work weeks at the County Government of Busia would lead to corresponding increase in OP. The two constructs of EWLb, that is, telecommuting and organizational culture had negative and insignificant ($p \geq 0.05$) influence on OP: telecommuting ($B=-0.252$, $\beta=-0.158$, $t=-0.786$, $p=0.434$) and organizational culture, ($B=-0.070$, $\beta=-0.053$, $t=-0.442$, $p=0.660$). Consequently, a decrease in telecommuting and organizational culture at the County Government of Busia would lead to corresponding a decrease in OP. County Government of Busia should improve on cultural issues like belief in hard work among employees, work ethics, observe timeliness and respect and recognize employees' exemplary performance among others. Employees should be encouraged to practice WLB where the workforce can work from home, or outside the office. Therefore, based on the outcomes of this

study, the research hypothesis, (H₀₁) which stated that EWL B has no statistical significant influence on organizational performance in the County Government of Busia, Kenya was rejected since a positive and significant influence was established between these two variables.

The test model for the results between EWL B and performance of the organization is as follows:

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

Y = Aggregate mean score for OP

β = beta, the coefficient of the independent variable

X₁ = Aggregate mean score for flexible work schedule

X₂ = Aggregate mean score for telecommuting

X₃ = Aggregate mean score for compressed work weeks

X₄ = Aggregate mean score for organizational culture

ε = error term

The above equation becomes:

$$Y = 0.781 + 0.153X_1 - 0.252X_2 + 0.872X_3 - 0.070X_4 \dots \dots \dots \text{Eq.4.1}$$

Consistent with what Mulwa (2017) established on WLB and performance of employees in the County Government of Kitui, Kenya, he examined the association of WLB and performance of employees. Its objectives were to establish effect of leave on the performance of employee, flexible working arrangements on performance of employee and welfare policies on the performance of employees. The study adopted explanatory research design and descriptive research design. The study used 207 employees and adopted a stratified sampling and simple random sampling where a sample size of 25% used of the population was targeted. The study used semi-structured questionnaires for collection of data. The study indicated that there is a negative correlation between leave policy and employee, performance as well welfare policies and performance. It was also found that flexible work arrangement and family policies were positively corrected to employee performance. The study fails to articulate issues that affect OP and how work life balance can help organization in its performance. Very little information has been done on county governments in Kenya, yet the county government employee continues to suffer work-related pressure that affects their performance. This has led the research to further investigate work life balance in Busia County Government.

5. Conclusions and Recommendations

A positive, linear and significant ($p \leq 0.05$) association of flexible work schedule and performance of the organizational exist. For every unit of change of 0.549 units in the OP, it was attributed to the flexible work schedule; telecommuting had positive and significant ($p < 0.05$) association with OP. A unit change of 0.457 in the OP was attributed to a unit change in the telecommuting; compressed work weeks and OP were positively and significantly related. A 0.636 unit change in the OP was attributed to a unit change in the compressed work weeks. This variable had the greatest influence on the OP based on the results. Organizational culture and OP were positive and significant. Therefore, a change of 0.377 in the OP was accredited to a unit change in the organizational culture. It should be noted that this construct of WLB had the least influence on the OP

Recommendations of this piece of work are: Organizations must strive to fully operationalize flexi time, compressed work schedule, shift schedule and job sharing since these constructs of WLB have positive influence on OP; organizations should make provisions of avenues like Zoom, Moodle and Google met to enable employees to work away from their places of work thus economizing the company in such for space for operations; organizations should continually use their networks to support their operations. It has been noted that organizations that promote strategic employee work-life balance such as employee networking can perform better because of the enhanced OP; since telecommuting allows employee flexibility in choosing their work location, the management should fully implement policies on WLB and the County Governments should strengthen cultural aspects of the organization such as dress code, work ethics (professionalism), timeliness, beliefs in high standards of its products among others.

6. References

- i. Abdulraheem, I. (2014). The changing nature of WLB in Nigerian higher institutions. *Journal of Business and Management*, 16, 61-66.
- ii. Akerlof, G. A. (1984). Gift exchange and efficiency-wage theory: Four views. *The American Economic Review*, 74(2), 79-83.
- iii. Bird, R. C. (2010). The four-day work week: old lessons, new questions. *Connecticut Law Review*, 42(4), 1059-1080.
- iv. Blair-Loy, M., & Wharton, A. S. (2002). Employees' use of work-family policies and the workplace social context. *Social Forces*, 80, 813-845.
- v. Bliss, W., & Thornton, G. R. (2010). Managing flexible work arrangements. Retrieved from <http://www.shrm.org/TemplatesTools/Toolkits/Pages/ManagingFlexibleWorkArrangements.aspx>
- vi. Deery, S., Walsh, J., Zatzick, C. D., & Hayes, A. F. (2017). Exploring the relationship between compressed work hours satisfaction and absenteeism in front-line service work. *European Journal of Work and Organizational Psychology*, 26, 42-52.
- vii. Denis O. O (2016). Relationship between flexible work arrangements and commitment of nurses in public hospitals in Kenya. *International journal of academic research in accounting, finance and management sciences* vo.6, no.3.

- viii. Eaton, S. C. (2003) 'If You Can Use Them: Flexibility Policies, Organizational Commitment, and Perceived Performance', *Industrial Relations*, 42, 145-67.
- ix. Eldridge, D., & Nisar, T.M. (2011). 'Employee and Organizational Impacts of Flexitime Work Arrangements. *Relations Industrielles / Industrial Relations*, vol. 66, n° 2, 2011, p. 213-234
- x. Grippaldi, J. J. (2002). An Empirical study of attitudes towards telecommuting among government finance professionals' (2002). UNLV Theses, Dissertations, Professional Papers, and Capstones. 515. <https://digitalscholarship.unlv.edu/thesesdissertations/515>.
- xi. Henry, B. (2014). The impact of organizational culture on performance in public Health sector case of ocean road cancer institute, Tanzania (*Doctoral dissertation*).
- xii. Kalliath, T., & Brough, P. (2008). Work-life balance: A review of the meaning of the balance con McDonald, P., Brown, K., & Bradley, L. (2005). Explanations for the provision-utilisation gap in work-life policy. *Women in Management Review*, 20(1), 37-55. *Journal of management & organization*, 14(3), 323-327.
- xiii. Kamau, J. M., Muleke, V., Mukaya, S.O. &Wagoki, J. (2013). WLB Practices on Employee Job Performance at Eco Bank Kenya. *European Journal of Business and Management*. Vol.5, No.25, 2013
- xiv. Kelliher, C., & Anderson, D. (2010). Doing more with less? Flexible working practices and the intensification of work. *Human relations*, 63(1), 83-106. *ology*, 58(1), 71-83.
- xv. Kelly, E. L., and Kalev, A. (2006). Managing flexible work arrangements in US organizations: formalized discretion or 'a right to ask.' *Socio-Economic Review* Page 1 of 38; doi:10.1093/ser/mwl001
- xvi. Khaifa, M. and Davidson, R. (2000). Exploring the telecommuting paradox. *Communication of the ACM*, 43 (3), 29-31
- xvii. Konrad, A. M., & Mangel, R. (2000). The impact of work-life programs on firm productivity. *Strategic management journal*, 21(12), 1225-1237.
- xviii. Madsen, S.R. (2011). The benefits, challenges and implications of teleworking. *Culture & Religion Journal* 1, 148-158 Marshall, A. (1890). *Principles of Economics*.
- xix. Mendis, M. D. V. S., & Weerakkody, W. A. S. (2017). The impact of WLB on employee performance with reference to telecommunication industry in Sri Lanka: a mediation model. *Kelaniya Journal of Human Resource Management*, 12(1).
- xx. Miebaka D. T, Chidiebere V.A, Ikechukwu E., (2018). Telecommuting and OP of mobile (GSM) Telecommunication companies: *British Journal of Economics, Finance and Management Sciences*, Vol. 16 (1) ISSN 2048-125X
- xxi. Morganson, V. J., Major, D. A., Oborn, K. L., Verive, J. M., Heelan, M. P. (2010). Comparing telework locations and traditional work arrangements: Differences in WLB support, job satisfaction, and inclusion. *Journal of Managerial Psychology*, 25, 578-595.
- xxii. Muasa, A. (2014) Challenges of Telecommuting on Effective Management of Staff in the Kenya's Telecom Sector: A Case of Safaricom Ltd.
- xxiii. Mulanya, C., & Kagiri, A. Effect of work life balance on employee performance in constitutional commissions in Kenya: A case of commission on revenue allocation. Vol. 5, Iss. 4, pp. 1448 - 1466, November 2, 2018. www.strategicjournals.com, ©Strategic Journals
- xxiv. Mulwa, G. K. (2017): Work life balance and Employee Performance in the Ministry of Finance and Economics, Planning. Kitui County Government, Kenya.
- xxv. Mwangi, L., Boinett, C. C., Tumwet, E., & Bowen, D. (2017). Effects of WLB on Employees Performance in Institutions of Higher Learning. A Case Study of Kabarak University. *Kabarak Journal of Research & Innovation*, 4(2), 60-69.
- xxvi. Oludayo, O. O., Gbervbie, D. E., Popoola, D., & Omonijo, D. O. (2015). A study of multiple WLB initiatives in banking industry in Nigeria. *A Study of Multiple WLB Initiatives in Banking Industry in Nigeria*, (133), 108-125.
- xxvii. Prasad, R. (2006, April). *Work-family balance is a family issue*. Opening remarks presented at the work and family conference. Law School, Victoria University. Pipitea Campus, Wellington, New Zealand.
- xxviii. Sundo, M. B., & Fujii, S. (2005). The effects of a compressed working week on commuters' daily activity patterns. *Transportation Research Part A: Policy and Practice*, 39(10), 835-848.
- xxix. Travis, M. A. (2010). What a difference a day makes, or does it? Work/family balance and the four-day work week. *Connecticut Law Review*, 42(4), 1223-1266.
- xxx. Zedeck, S., & Mosier, K. L. (1990). Work in the family and employing organization. *American Psychologist*, 45(2), 240.
- xxxi. Zakari, M., Poku, K., & Owusu-Ansah, W. (2013). Organizational Culture and Organisational Performance: Empirical Evidence from the Banking Industry in Ghana. *International Journal of Business, Humanities and Technology*, Vol. 3 No. 1; January 2013