

**INFLUENCE OF WOMEN-WORK LIFE BALANCE PRACTICES ON EMPLOYEE PERFORMANCE AT TIER ONE COMMERCIAL BANKS IN NAIROBI, KENYA**

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**Abstract**

Achieving work-life balance is especially important for women, as they often juggle multiple roles and responsibilities in both the workplace and the home but particularly challenging for women, especially those with caregiving duties for children, elderly parents, or other family members. The general objective of the study was to determine the influence of women-work life balance practices on employee performance at tier one commercial banks in Nairobi, Kenya. The specific objectives of the study were to establish the influence of flexible work arrangements, leave policies, child care centers and telecommuting on employee performance at Tier 1 commercial banks in Nairobi, Kenya. A correlational research design was used. The target population of this study constituted of 338 women employees in the human resource department. The study used 30% of the target population to get the sample size of 101 respondents. Stratified random sampling was employed to get a representative sample. The questionnaire was used for collection of data. A representation of 10% of the sample consisting of a total of 12 employees was obtained from Family bank for pre-test. The study used descriptive and inferential statistics. The study found that flexible work arrangements had a moderate and a significant positive impact on employee performance ( $r = 0.430$ , sig. 0.00). Leave policies had a moderate and a significant positive impact on employee performance ( $r = 0.507$ , sig 0.00). Child care centers had a weak and a significant positive impact on employee performance ( $r = 0.24$ , sig 0.021). Telecommuting had a moderate and a significant positive impact on employee performance (0.448, sig 0.01). The study recommends that the commercial banks should enhance the allocation and convenience of part-time working hours to better meet employee needs. The commercial banks should maintain and possibly expand support systems during leave periods to reinforce employee satisfaction and performance. They should reevaluate the child care support provided to employees to better meet their needs and expand telecommuting options to sustain and further improve employee performance and satisfaction.

**Keywords:** *Work-Life Balance Practices, Flexible Work Arrangements, Leave Policies, Child Care Centers, Telecommuting and Employee Performance*

**INTRODUCTION**

In today's global landscape, numerous organizations encounter difficulties in attracting and retaining top talent due to conflicts between work and personal life. Consequently, it is

imperative for managers to implement a range of human resource practices to achieve their organizational objectives (Maurya & Agarwal, 2020). With the workplace evolving rapidly, employers must prioritize fostering improved work-life balances to enhance employee performance. The achievement of organizational goals is heavily dependent on the productivity of individual employees. Therefore, individual employee performance plays a crucial role in accomplishing organizational objectives (Singh et al., 2022). As a component of modern management strategies, human resources are given a great amount of attention as an exceptionally valuable asset, and substantial expenditures are made in the direction of retaining employees and ensuring their satisfaction. Central to these strategic considerations regarding human resources is the concept of employee work-life balance (WLB) (Abioro, Oladejo & Ashogbon, 2020).

Improved productivity and performance among employees are often achieved through the implementation of work-life balance initiatives (Hussein, 2021). Work-life balance policies within organizations have demonstrated positive influences on employees, including reduced burnout, stress, turnover rates, and absenteeism, while also fostering loyalty, innovation, job satisfaction, productivity, and retention (Allen, 2020). In many developed countries, organizations have introduced work-life balance policies to enhance employee productivity (Saltzstein, Ting & Saltzstein, 2022), resulting in documented improvements in productivity and decreased absenteeism (Casper & Harris, 2021). In spite of this, it is becoming more difficult to strike a balance between the duties of one's personal life and those of one's professional life as a result of the merging of the work and home environments in modern institutions (Kossek, Lewis & Hammer, 2020).

In Malaysia, Dastisheh and Farooq (2022) identified numerous barriers affecting employees, particularly significant work-related stress within organizations. Work stress was prevalent among employees, impacting each individual at least once in their workplace. This stress posed practical challenges not only for the organization but also for its employees, highlighting the necessity for flexible working arrangements. Similarly, Giovanni (2021) observed a positive correlation between flexible employment and employee performance in the UK, emphasizing its importance for organizational performance. This indicates that companies can implement such employment strategies, yielding tangible benefits for both employees and employers. These advantages encompass cost savings on office space, better accommodation of family demands, and the enhancement of work-life balance, ultimately leading to improved employee performance.

In South Africa, recent shifts in organizational management practices have underscored the importance of regarding employees as key stakeholders in organizations, aiming to enhance their performance (Tchapchet, Iwu & Allen-Ile, 2022). In Nigeria, Oravee (2019) highlighted a significant decline in employee performance at the Nasarawa State Water Board (NSWB) in Lafia over the past decade (2008-2017), attributed to issues such as unsanitary and erratic water supply to residents in the State capital. Oravee (2019) further asserted that when employees feel satisfied with their job, they are motivated to exert greater efforts or foster a positive atmosphere within the organization to improve performance. Similarly, Nakibuuka (2019) in Uganda pointed out considerable challenges in employee performance faced by public universities and other tertiary institutions in recent years. These institutions have encountered heightened competition and dwindling student enrollments due to perceived poor employee performance.

In Kenya, Gachui (2022) highlighted those factors such as compensation, leadership style, employee training and development, and working conditions play crucial roles in improving employee performance. Therefore, organizations need to enhance their training programs and leadership approaches to optimize employee performance. Committed employees seek opportunities to expand their knowledge about their company and industry, as well as acquire skills that can enhance their performance. Additionally, it is essential to increase employees' knowledge to enable them to develop problem-solving abilities and adapt to evolving business environments and technologies for improved performance (Murerwa, 2020). Flexible working arrangements were also identified by Kiprono (2020) as significant contributors to enhanced employee performance within organizations. Otera (2018) suggested that economic rewards, interpersonal relationships, personal fulfilment, and organizational commitment are positively correlated with employee performance. Hence, organizations should strive to create conducive work environments that encourage the utilization of employee skills and knowledge in appropriate job tasks to enhance overall performance.

The work environment in Kenya is marked by heightened work pressure, with the country increasingly adopting a 24/7 economy, leading to elevated stress levels among employees. There is a pressing need for the implementation of additional work-life balance programs to support the workforce across various sectors (Kenya National Bureau of Statistics, 2022). Otera (2018) observed that employees experience heightened pressure, anxiety, increased workloads, limited personal time, and extended working hours. Many Kenyan companies lack policies that prioritize employees' needs and personal lives. Furthermore, the concentration of businesses in bustling urban centers, particularly in the busy Central Business District, has further complicated work dynamics, with employees in these areas shouldering greater responsibilities and working longer hours. The Employment Act offers several initiatives for work-life balance programs, aiming to address the interplay between work and employees' personal lives (Republic of Kenya, 2022).

### **Statement of the Problem**

The challenges encountered by women, which interfere with their productivity and efficiency at their workplaces, are gender discrimination and prejudices, balance between working and personal life, lack of support and aerospace for personal development and promotion, implicit biases during the efficiency assessment. For women, writing a work-Family balance can be complex due to their gender and especially when they have special care giving responsibilities for their children and other dear ones such as parents. Career woman may get overwhelmed, stressed out, burnt out, and poor performers in their work places given the caregiver responsibilities they have to always balance and perform efficiently. There is greater competition in the global business world today, thus creating pressure on women employees to work hard to meet the ever rising standards; this results into longer working hours. Work-life conflict that emanates from the organization as a result of working women is still a big challenge to this date since some employers do not appreciate the fact that it is of immense benefit to both the employer and the employee. Employment pressure: respondents attest to working pressure as a factor and the hours of work are harsh on human body.

In their study regarding the work-life balance practices and turnover intention in Malaysia, Kakar et al., (2019) established that work-life balance practices had the direct negative and significant value effect on the turnover intention of the employees. However, there is another conceptual gap because the specific topic, the subject of which is the employee performance, was omitted from the study, and there is a contextual gap because the study was not aimed at investigating female employees within the sphere of the banking business in Kenya. In the study that was

conducted Mungania (2018) looked at the effects of WLB practices on the performance of the banking sector of Kenya and they found that there is correlation between flexibility arrangements, wellness practices, family related matters and performance. But there exist conceptual gaps since the proposed framework was not aimed at a specific performance of female employees. Therefore, in as much as this study aimed at filling the above mentioned contextual and conceptual gaps, it sought to add on the existing body of knowledge by evaluating the influence of work-life balance on the employee performance at Tier one commercial banks in Nairobi- Kenya.

### **General Objective**

To establish the influence of women, work-life balance practices on employee performance at Tier one commercial banks in Nairobi, Kenya.

### **Specific Objectives**

- i. To establish the influence of flexible work arrangements on employee performance at Tier 1 commercial banks in Nairobi, Kenya.
- ii. To examine the influence of leave policies on employee performance at Tier 1 commercial banks in Nairobi, Kenya.
- iii. To assess the influence of child care centers on employee performance at Tier 1 commercial banks in Nairobi, Kenya.
- iv. To determine the influence of telecommuting on employee performance at Tier 1 commercial banks in Nairobi, Kenya.

### **Research Hypothesis**

**H<sub>01</sub>:** Flexible work arrangements do not have a significant influence on employee performance at Tier 1 commercial banks in Nairobi, Kenya.

**H<sub>02</sub>:** Leave policies do not have a significant influence on employee performance at Tier 1 commercial banks in Nairobi, Kenya.

**H<sub>03</sub>:** Child care centers do not have a significant influence on employee performance at Tier 1 commercial banks in Nairobi, Kenya.

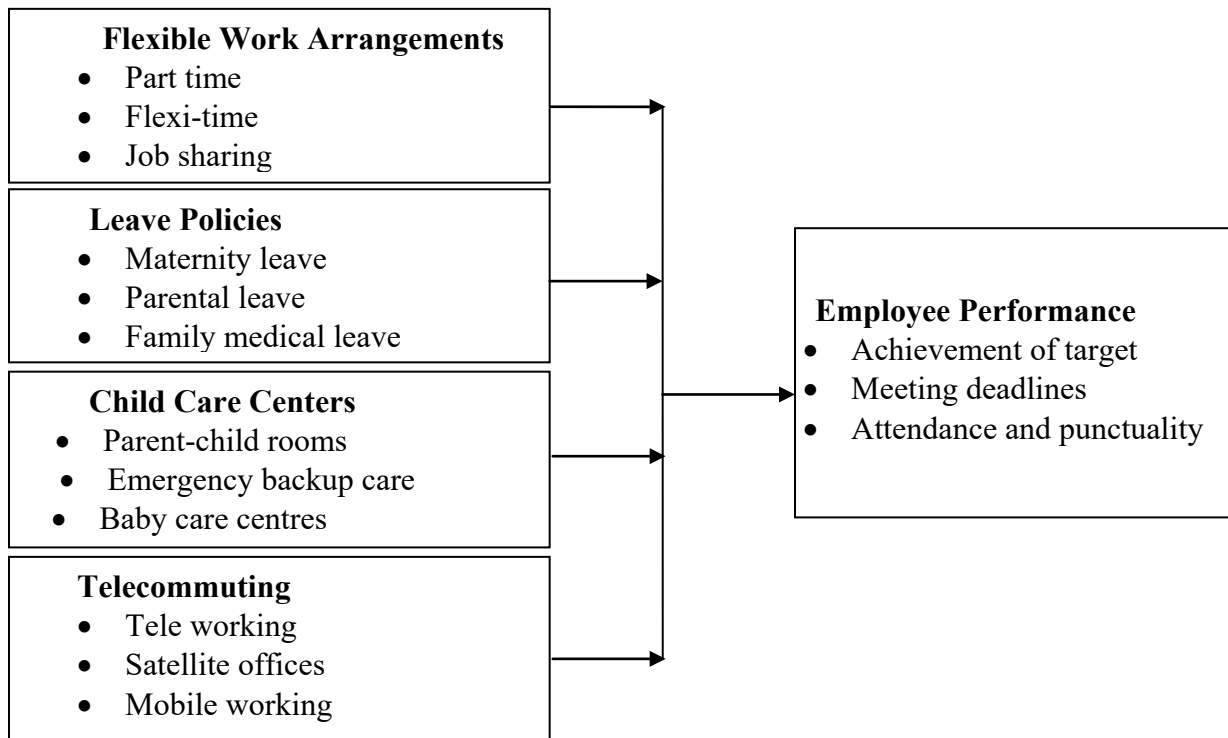
**H<sub>04</sub>:** Telecommuting does not have a significant influence on employee performance at Tier 1 commercial banks in Nairobi, Kenya.

### **Scope of the Study**

The research looked at the factors that emanate from work-life balance of women employees and its impact on performance of Tier one commercial banks in Nairobi Kenya. The study was conducted comparatively on the 9 Tier 1 banks including Kenya commercial bank KCB, co-operative Bank of Kenya, Absa bank Kenya, Equity bank, STAN Chart bank Kenya, DTB Kenya, NCBA bank, Stanbic bank Kenya and I&M Bank (CBK, 2022). The study involved 338 women employees from the human resource department of the following Tier 1 commercial banks. The study was carried out among the women employees in the human resource department of the selected bank since they are the one responsible for ensuring that Tier 1 banks develop work life balance practices for women to help them be more productive.

## Conceptual Framework

### Independent Variables



**Figure 1: Women Work Life Balance and Employee Performance**

**Source: Author (2024)**

## LITERATURE REVIEW

### Theoretical Review

#### Work-Family Border Theory

The proponent of Work-Family Border theory was Clark (2000) who indicated that work and non-work domains are two separate spheres of life that affect each other. The theory posits that individuals maintain distinct roles and identities within the separate domains of work and family. This assumption suggests that individuals compartmentalize their roles and responsibilities, keeping work-related tasks and obligations separate from their family-related duties (Karassvidou & Glaveli, 2015). According to the theory, engagement in multiple roles, such as those associated with work and family, can lead to positive outcomes for individuals. This assumption suggests that involvement in diverse roles can provide opportunities for personal growth, skill development, and fulfillment, contributing to overall well-being and life satisfaction (Donald & Linington, 2008). The theory acknowledges the potential for conflict to arise when the demands of work and family roles compete for an individual's time, energy, and resources. This assumption recognizes that conflicting demands can create stress, tension, and challenges in managing work-life balance effectively.

The theory proposes that involvement in one role for example work may positively influence experiences and outcomes in another role for example family. This assumption suggests that experiences, skills, and resources gained in one domain can enhance functioning and satisfaction in the other domain, leading to mutual benefits across work and family roles (Tammelin, 2018).

The theory emphasizes the importance of flexibility in managing work and family roles, allowing individuals to adapt their roles and responsibilities to changing circumstances and demands. This assumption underscores the need for flexibility in work arrangements, family dynamics, and societal norms to accommodate individuals' diverse needs and preferences (Tammelin, 2018). The theory is relevant in this study as it emphasizes the importance of flexibility in managing work and family roles. Organizations that implement flexible work arrangements and policies based on Work-Family Border theory ideas enable workers to better integrate their professional and personal lives, resulting in enhanced work-life balance.

### **Component Theory**

John Campbell is the proponent of the component theory (1990). The theory was developed to investigate key performance components for work activities, emphasizing the importance of individual performance in the workplace. The approach emphasizes the importance of work-life balance, which includes time balancing (equivalent time spent), participation balancing (similar psychological strength and availability), and fulfillment balancing (identical fulfillment shown via effort and family tasks) (Baral & Bhargava, 2010). This method is useful since it allows a person to use work-life balance to their advantage in order to improve their performance. According to Beauregard (2011), work-family balance is a spectrum in which imbalance due to task role is on one end and inequity due to home task is on the other, with balance resting in the middle without preference for personal or work roles. Work-life balance and imbalance aren't considered as fundamentally beneficial or harmful to mental health and work-life quality in this way of thinking. There should also be a test to see if an individual prefers equal time, participation, and happiness to inequity due to work or family duty.

Employees with several obligations in various duties, who have a higher job worth, spend more time with their families than those with a workplace function that reveals unfairness courtesy of the family. Those who devote a large amount of time to work, on the other hand, report low levels of satisfaction and poor work life quality. The aims for wellness practices, flexible working practices, and leave practices will be informed by this idea (Kepplinger & Ehmgig, 2006). Component Theory helps to understand how individuals differ in their emotional responses, thought processes and behavioral tendencies. This understanding can be valuable in recognizing how individuals manage their work and personal lives differently based on their personality traits. By considering the affective, cognitive and conative components of personality, the theory can shed light on the coping strategies individuals employ to balance the demands of work and personal life.

### **Spillover Theory**

The proponent of Spillover theory was Richard B. Freeman in the 1970s who suggested that individuals' job satisfaction and performance in one domain can spill over into other domains of their lives (Freeman, 2001). The Spillover Theory emphasizes that experiences in one domain, such as work, can spill over into other domains, including family, social relationships, and leisure activities. This interconnectedness highlights the importance of considering the holistic impact of work on individuals' overall well-being and quality of life (Rincy & Panchanatham, 2014). Positive experiences at work, such as feelings of accomplishment, recognition, and support, can spill over into individuals' personal lives, contributing to increased satisfaction, happiness, and fulfillment outside of work. For example, employees who feel valued and supported at work may bring positive energy and enthusiasm home, enhancing their relationships with family members and engagement in leisure activities (Nanda, 2015). Negative experiences at work, such as stress, conflict, and long working hours, can spill over into individuals' personal

lives, leading to strained relationships, decreased satisfaction, and overall dissatisfaction with life. Employees who experience high levels of work-related stress may struggle to disconnect from work during non-work hours, impacting their ability to recharge and engage in meaningful activities outside of work.

Understanding the principles of the Spillover Theory can inform organizational interventions aimed at promoting work-life balance (Jez, 2017). Employers can implement policies and practices that support employees in managing work-related demands while fostering positive spillover effects into their personal lives. This may include offering flexible work arrangements, promoting boundaries between work and non-work activities, providing resources for stress management and well-being, and creating a supportive and inclusive work culture (Bell, Rajendran & Theiler, 2012). The theory was relevant in this study as it underscores the importance of considering the interconnectedness between work and personal life domains in promoting holistic well-being and work-life balance. By recognizing the potential for spillover effects, individuals and organizations can take proactive steps to create environments that support female employees in achieving balance and thriving both at work and in their personal lives.

### **Expectancy Theory**

The proponent of Expectancy theory was Victor Vroom in 1964 who indicated that an individual's motivation to perform well is based on their belief that effort will lead to performance, performance will lead to rewards, and those rewards will be valued (Miner, 2015). Expectancy theory of employee performance is grounded in the belief that individuals are motivated to perform when they believe that their efforts will lead to successful performance, that this performance will result in valuable rewards, and that they value those rewards (Vroom, Porter & Lawler, 2015). Expectancy is the belief that effort will lead to performance. In other words, employees must believe that if they put in the effort and perform their tasks effectively, they will achieve the desired outcomes. For this principle to hold, employees need to see a clear connection between their actions and the resulting performance (Lloyd & Mertens, 2018).

Expectancy theory recognizes that individuals have different perceptions and values, so their motivation levels will vary based on their unique beliefs and preferences. Therefore, managers need to understand and consider these individual differences when designing performance incentives and rewards (Yoes & Silverman, 2021). To strengthen the expectancy aspect, organizations should provide employees with the necessary resources, training, and support to increase their confidence in their ability to perform the required tasks successfully. The organization must ensure that there is a clear and fair connection between employee performance and the rewards or outcomes they receive. If employees perceive a lack of fairness or consistency in this link, motivation may be undermined (Suciu, Mortan & Lazar, 2013). The theory is relevant in this study since the banks can use this theory to design performance management systems and incentives that align with these principles and enhance employee motivation and performance.

### **Empirical Literature Review**

#### **Flexible Work Arrangements and Employee Performance**

Ochieng and Kamau (2021) also reviewed the effect of flexibility at work on productivity in Africa. This study was carried out using desktop research. Thus, the work was carried out on the basis of literature, which includes articles, reports, and statistical data. The secondary data was easily accessible through the online journals and the library. The study also establishes that

employees who work on more flexible schedules produce more than those employees who work during normal working hours.

In her study, Govender (2019) examined flexible work arrangements, worker satisfaction, and performance among the South African Eskom shared services. In a quantitative research approach, online questionnaires were administered through QuestionPro, an online survey tool. The results reveal that the majority of respondents have a positive attitude towards flexible work schedules and that flexible work schedules are positively related to job satisfaction and performance for all the age groups. They are happier and more productive as work-life balance is enhanced, thus benefiting the employees and employers.

Chen (2019) provided a multilevel model to analyze the connection between FWA and the quality of work completed by employees. Based on the findings of the WERS 2017, it was evident that FWA availability enhanced the level of job satisfaction and organizational engagement among employees. It is, therefore, worth noting that the practical application of FWA did not significantly influence work satisfaction and organizational commitment. Firms also played a role in moderating perceived availability and work satisfaction and organizational commitment by frequently employing FWA. Researchers found out that if the number of FWA practices offered by firms is low the relationship between perceived availability and employees' work results are higher.

Kipkoech (2018) conducted a study in Kericho County, Kenya on the impact of flexible working conditions on employee productivity. The 111 personnel at Kericho County Referral Hospital were separated into five categories: the senior management, the physicians, the clinical officers, the nurses and subordinates. The study targeted 104 staff of Kericho referral hospital and employed a simple random sampling technique from each stratum. These questionnaires included both structured and unstructured questionnaires. It was established that flexible work practices do impact the performance of employees in a corporation. This shows that flexibility in working practices accounted for 22.9 percent of the performance while the rest of the 77.1 percent was accounted for by other factors that could not be measured. Fixed-term contracts, shift work, and part-time work were seen as key positive indicators of performance, while flexible hours were seen as positive but not statistically meaningful.

### **Leave Policies and Employee Performance**

Munyiva and Wainaina (2018) studied the relationship between leave policies of Kenya Ports Authority and staff productivity in Mombasa County. The target population was the KPA personnel, which were approximately 6474 in number. To minimize bias a simple random sampling technique was used as a basis. Hence, the study involved 130 employees. To fill the questionnaires, structured closed-ended questions were administered. In the study, a quantitative analysis was conducted on the data collected. Analysis of the results shows that the employee leave practices have a very favorable impact on the performance of the employees with a statistical relation coefficient of 0.704.

Kasau (2019) looked at the employee performance and leave policy for the Ministry of Finance and Economic Planning Kitui County Government. The study was conducted by employing an explanatory approach and a descriptive approach. This study's intended audience was the employees in the ministry of finance and economic planning in the Kitui county government. This paper has also provided evidence showing that leave laws and employee welfare policies have a negative relationship with employee performance. The study established that welfare and leave policies are essential; although they do not influence performance outcomes, their elimination results in diminished performance.

Begall, Van Breeschoten, Van der Lippe, and Poortman (2020) examined the arrangement and use of extended family leave and employee performance. The assumptions were tested using cross-sectional multilevel organisation data from a total of 11,011 participants drawn from 869 departments/teams and 259 organisations located in Europe. The study reveals that employee perception towards supplementary family leave has a positive relationship with contextual performance because of increased organisational commitment. This impact remains regardless of future usage characteristics such as having young children, being of reproductive age, or being female, and is not influenced by whether or not family leave was taken.

In Kiambu County, Kenya, Otieno (2020) examined the effect of leave policies on performance in a few private universities. Descriptive research design was used in this study to describe the study variable and establish the existing state of correlation. The target population was comprised of 1,185 employees. A significant finding was that leave practices significantly influenced employee performance, explaining 34.7% of changes in output. Compensation, spill over, and psychological contract theories were adopted in the study. Descriptive research design was employed in defining study variables and identifying nature of relationship if any.

The research conducted by Mohamud (2021) examined the effect of paternity leave on employee productivity through a case of an organization based in Kenya. The participants of the study consisted of 150 employees following purposive and random sampling techniques. This study found a positive correlation between paternity leave and staff performance at Kenya power. Reduced absenteeism, improved individual employee performance, enhanced staff morale, and better employee retention are some of the advantages of granting paternity leave.

#### **Child Care Centre and Employee Performance**

Simiyu (2019) studied the effects of child day care centers on the productivity of working mothers in the banking sector of Nairobi County, Kenya. The sample involved 500 employees and data was collected through questionnaires and interviews. In order to identify the target population members, a stratified random sampling procedure was adopted. Majority of respondents agreed with the notion that turnover is closely related with child day care services. They thought that offering such a luxury would help bring down the turnover rates, especially among working mothers. All the respondents supported the notion that there was a need to enhance employee well-being. This will promote individuals, thus enhancing labour productivity.

Mogeni (2020) conducted a study on work-life balance practices and staff turnover in the Kenyan commercial banks. In this study, a descriptive survey was employed to collect both quantitative and qualitative data. In this study, a stratified random sampling method was used to select the sample of 364 respondents from the managerial, supervisory, and secretarial employees. Personal questionnaires were used to collect primary data. The quantitative data collected was analyzed using descriptive as well as inferential statistics. The analysis also showed that child care services is a modern HR practice that has not only drawn attention to corporate policymakers, but also legislators. Group childcare services have positive implications not only on children's development. High quality, accessible and affordable childcare may improve women's employment and financial opportunities and overall economic development.

Akinyi (2022) discussed the influence of family demands on employee engagement in Rongo University. The study involved administration of a survey to 1,200 mothers and conducting interviews with 31 of them. Mothers also described several disadvantages of taking their children to work or having other people watch them. On the other hand, mothers enumerated several perceived advantages of centre-based child care for both themselves and the children even

though the fees at times were out of this world expensive. These studies suggest that providing affordable centre-based child care may be one of the most effective ways of enhancing the wellbeing of mothers and children in African slums.

Moon and Hasan (2022) examined the effect of childcare centres on the work productivity of working parents. To collect data, 100 employed parents from Bangladesh's Jashore region were surveyed and the data was analyzed using descriptive and inferential methods. From the study, it was found that majority of the parents believe that good parental childcare hinders the job performance of employed parents, therefore, there is no doubt that a childcare facility is needed to enhance the productivity of working parents in the present socioeconomic context. Working parents who are dutiful are always sorry that they did not provide parental daycare. For this reason, they understand the need to have a childcare facility that will adequately address their profession.

### **Telecommuting and Employee Performance**

In their study, Uchenna, Uruakpa, and Uche (2018) examined the impact of telecommuting on employee performance in Nigeria. To achieve the study objectives, the survey research design was adopted. Descriptive statistics and the Spearman rank correlation co-efficient were used to analyze the data collected. Contrary to the hypothesis, the results indicated that telecommuting had a relatively low but positive correlation with increased job quality. This research also demonstrated that, there is a significant correlation between those arrangements that enable the employees to work in a agreed-upon place and timely service delivery. Stemming from the research findings, the researcher provided a recommendation that telecommuting affects the performance of employees. Managers of telecommunications facilities should maintain the flexibility of allowing employees to work at agreed-upon locations because it proved to have a strong correlation with speed of service delivery but at the same time, there should be a robust enforcement mechanism on the ground to oversee the telecommuting activities of employees.

Mwiti (2023) explored the effects of teleworking on employees' productivity in the public sector within the Mount Kenya Region. The study adopted a descriptive research design. The questionnaire used was structured as an open-ended one, and the data collected was descriptive and inferential in its analysis and interpretation. Quantitative data were presented as frequency tables, percentages, means, standard deviations and graphs. The study also found that there was a positive and statistically significant relationship between teleworking and employee performance in the public institutions in the Mount Kenya region. Besides that, the teleworking in public institutions also ensured the balance of family work and the organizational work hours. The study also showed that through teleworking, employees are able to reduce their job related stress as well as enhance work output. In addition, the application of teleworking at public colleges was more effective than the regular working mode. On the same note, teleworking had a positive impact on the work environment.

Musinga and King'ola (2023) examined the impact of telecommuting on employee performance in banking institutions in Kericho Town, Kenya, during the COVID-19 period. Survey research method was used in this study to sample the target population of 29 financial institutions. The research employed the use of a stratified sample technique. The most common instruments of data collection were questionnaires. The conclusion made from the study pointed towards the fact that telecommuting affected employee performance significantly. A proper development of telecommuting can be proven to increase output even during a restriction of some sort in the economy like the COVID-19 outbreak. This can act as a motivation to employees by cutting down stress and hence improving morale, cutting down organisational operating costs and

reducing staff turnover since employees are allowed to work overtime due to the improvement in work life balance hence the need for developing nations such as Kenya to embrace telecommuting.

Kimondo (2022) sought to find out the impact of remote work on staff productivity in Absa Bank Plc. A purposive sampling technique was used to select the sample of employees. Data was collected from questionnaires and quantitative data was tabulated and presented while qualitative data was analyzed through theme analysis. As highlighted by the study, remote working had a positive impact on employee productivity in Absa Bank Plc. Moreover, the research revealed that flexible working enhanced the work-life balance with less interference, less disruption, and less commuting time and cost. In addition, through remote working, the staff were not stressed with the feeling of being stuck in traffic during rush hour. Moreover, the study discovered that, work from home reduces time spent on commuting as well as operating expenses in relation to workstation. The survey established that workers were in a position to effectively manage their home chores and meet their family obligations while working from home.

## **RESEARCH METHODOLOGY**

### **Research Design**

This paper used a correlational research design. Correlational research design is a type of quantitative research technique that is applied to identify the nature of the relationship between two variables or more without an interference with the research variables.

### **Target Population**

The target population was women employee population which were 4,500 working in the branches of the nine Tier 1 commercial banks in Nairobi Kenya (Tier 1 Commercial Banks Human Resource Department, 2024). The sample which encompasses the unit of observations, the target population was derived from the 338 women employees in the human resource department from the head office of each of the nine Tier 1 commercial banks in Kenya (Tier 1 Commercial Banks Human Resource Department, 2024).

### **Sample Design**

The research used 30 percent of the target population size to come up with a sample size of 101 respondents as this is representative sample of the population. A sampling method involving the selection of subgroups in the population was used, known as stratified random sampling. Stratified random sampling is that type of sampling where population samples are classified into different groups based on certain attributes.

### **Data Collection Instruments**

A questionnaire was used to gather main data which had closed-ended questions require the respondent to choose only one answer from the given list.

### **Data Processing and Analysis**

Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) Version 28 software. Descriptive statistics, including means, standard deviations and frequencies, were used to summarize the data and assess its variability. Inferential statistics, including correlation analysis and multiple linear regression, were used to explore relationships between variables and test hypotheses regarding causal connections (Sileyew, 2019). This combined approach of descriptive and inferential statistics fosters a comprehensive examination of data consistency, reliability, and underlying patterns.

The model of regression was presented as follows:

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

Where: Y = Employee performance

$\beta_0$  = Constant Term;  $\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = Beta coefficients

$X_1$  = Flexible work arrangements

$X_2$  = Leave policies

$X_3$  = Child care centre

$X_4$  = Telecommuting

$\varepsilon$  = Error term

## RESULTS AND DISCUSSIONS

### Descriptive Statistics

**Table 1: Influence of Flexible Work Arrangements on Employee Performance**

	Mean	Std. Dev
What is your agreement on satisfaction with the flexibility offered by your bank in terms of work hours and location	2.58	0.99
How effectively do flexible work arrangements accommodate your personal commitments and responsibilities	2.71	1.05
My bank provides for part-time working hours	2.64	1.15
Part-time working hours are conveniently allocated in my bank	2.93	1.21
Flextime working hours enable me to handle my personal life issues	2.76	1.06
The flextime working hours in my bank are conveniently arranged	3.49	1.19
My bank provides for job sharing of tasks	3.87	0.58
Job sharing in my bank is flexible	3.92	0.43

The respondents agreed to a great extent that job sharing in their bank is flexible (mean=3.92). The very low standard deviation of 0.43 indicates high consistency and agreement among participants. The respondents also agreed to a great extent that their bank provides for job sharing of tasks (mean=3.87). The low standard deviation of 0.58 suggests less variability and more consistency in responses. The respondents further agreed to a great extent that the flextime working hours in their bank are conveniently arranged (mean=3.49). The standard deviation of 1.19 indicates considerable variability in opinions. The respondents agreed to a moderate extent that part-time working hours are conveniently allocated in their bank (mean=2.93). The respondents also agreed to a moderate extent that flextime working hours enable them to handle personal life issues (mean=2.76). The standard deviation of 1.06 suggests moderate variability in responses. To a moderate extent the respondents agreed to that flexible work arrangements accommodate their personal commitments and responsibilities (mean=2.71). The standard deviation of 1.05 suggests a moderate spread in opinions. In addition, the respondents agreed to a moderate extent that their bank provides for part-time working hours (mean=2.64). The standard deviation of 1.15 reflects considerable variability in responses. The respondents further agreed to a moderate extent that they are satisfied with the flexibility offered by their bank in terms of work hours and location (mean=2.58). The standard deviation of 0.99 indicates moderate variability in responses. The findings supported Govender (2019) who revealed a positive relationship between flexible work schedules, job satisfaction, and performance.

**Table 2: Influence of Leave Policies on Employee Performance**

	Mean	Std. Dev
How satisfied are you with the availability of leave options provided by the bank	3.64	0.83
How well do you believe your bank supports employees in managing their workloads before and after taking leave	3.72	0.80

To what extent do you feel supported by the organization during your maternity leave period	3.88	0.89
To what extent do you feel supported by your bank during your parental leave period	3.75	0.75
How likely are you to return to work after your parental leave based on the support provided by the organization	3.86	0.79
To what extent do you feel supported by your bank during your family medical leave period	3.91	0.81

The respondents agreed to a great extent that they feel supported by their bank during their family medical leave period (mean=3.91). The standard deviation of 0.81 indicates moderate consistency in responses. The respondents agreed to a great extent that they feel supported by the organization during their maternity leave period (mean=3.88). The standard deviation of 0.89 suggests moderate variability in opinions. The respondents agreed to a great extent that they are likely to return to work after parental leave based on the support provided by the organization (mean=3.86). The standard deviation of 0.79 indicates moderate consistency in responses. The respondents further agreed to a great extent that they feel supported by their bank during their parental leave period (mean=3.75). The standard deviation of 0.75 suggests moderate consistency in experiences. Moreover, the respondents agreed to a great extent that they believe their bank supports employees in managing their workloads before and after taking leave (mean=3.72). The standard deviation of 0.80 indicates moderate consistency in opinions. Finally, the respondents agreed to a great extent that they are satisfied with the availability of leave options provided by the bank (mean=3.64). The standard deviation of 0.83 suggests moderate variability in responses. The findings supported findings by Munyiva and Wainaina (2018) who found that leave practices had a favorable impact on employee performance, with a statistical relation coefficient of 0.704.

**Table 3: Influence of Child Care Centers on Employee Performance**

	Mean	Std. Dev
The accessibility of child care centers provided at the bank is important for enhancing women employee productivity	1.37	0.51
The quality of child care centers provided at the bank is important for enhancing women employee productivity	1.13	0.45
The parent-child rooms are important for enhancing women employee productivity	1.12	0.33
The privacy and comfort level of parent-child rooms is important for enhancing women employee productivity	1.12	0.33
The emergency backup care for children important for enhancing women employee productivity	1.24	0.43
The facilities and amenities provided by the baby care center are important for enhancing women employee productivity	1.12	0.33
There are structured mechanisms in place for reviewing and updating existing processes in my organization	2.93	0.98
The ability of the baby care center to meet the needs of working parents is important for enhancing women employee productivity	2.33	1.02

The respondents felt that there are structured mechanisms in place to a moderate extent. The variation in responses (Std Dev= 0.98) is relatively high, indicating differing opinions among

respondents. The ability of the baby care center to meet the needs of working parents is seen as important to a little extent (Mean=2.33). The standard deviation (1.02) is quite high, suggesting a wide range of views on this statement. Accessibility of child care centers provided at the bank is considered important to a very little extent (mean=1.37). The responses are more consistent, as indicated by the lower standard deviation (0.51). Emergency backup care for children is viewed as important to a very little extent (Mean=1.24). The standard deviation (0.43) shows a low level of disagreement among respondents. The quality of child care centers provided at the bank is considered important to a very little extent (Mean= 1.13). There is a low variation in responses as shown by a standard deviation of 0.45. The privacy and comfort level of parent-child rooms is regarded as important to a very little extent (Mean= 1.12), with responses being quite consistent. Parent-child rooms are seen as important to a very little extent (Mean=1.12), with consistency in responses (Standard Deviation=0.33). Similarly, the facilities and amenities provided by the baby care center are considered important to a very little extent (Mean= 1.12). The consistency in responses is indicated by the low standard deviation of 0.33. The findings supported Mogeni (2020) findings who emphasized the positive implications of high-quality, accessible, affordable child care services on women's employment opportunities and economic development.

**Table 4: Influence of Telecommuting on Employee Performance**

	Mean	Std. Dev
Telecommuting can enhance morale of employees in the organization	3.80	0.73
Would you say that telecommuting is related to improved performance ratings	4.04	0.81
Would you agree that telecommuting has a positive effect on employee job satisfaction	3.91	0.57
Telecommuting enhances employee's commitment to organization goals	3.97	0.65
Telecommuting reduces employee turnover in the organization	4.00	0.77
Do you agree that telecommuting results to better customer satisfaction	3.83	0.74
Telecommuting enables me to attend to family responsibilities better	3.33	0.94

The mean score of 4.04 and a standard deviation of 0.81 indicates that, on average, respondents agree that telecommuting is related to improved performance ratings, though there is some variability in their opinions. Similarly, telecommuting is seen as significantly reducing employee turnover in the organization, with a mean score of 4.00 and a standard deviation of 0.77. This suggests that most respondents agree that telecommuting helps lower turnover rates, with relatively low disagreement on this point. Regarding the enhancement of employee commitment to organizational goals, telecommuting is viewed favorably, with a mean score of 3.97 and a standard deviation of 0.65. This indicates a general consensus that telecommuting enhances commitment, with a moderate level of agreement among respondents. The statement about telecommuting having a positive effect on employee job satisfaction has a mean score of 3.91 and a standard deviation of 0.57. Telecommuting is also believed to result in better customer satisfaction, with a mean score of 3.83 and a standard deviation of 0.74. Furthermore, the data indicates that telecommuting can enhance the morale of employees in the organization, with a mean score of 3.80 and a standard deviation of 0.73. Finally, telecommuting is seen as enabling employees to attend to family responsibilities better, with a mean score of 3.33 and a standard deviation of 0.94. The findings supported Mwiti (2023) findings who found a positive and statistically significant relationship between teleworking and employee performance.

**Table 5: Employee Performance**

	Mean	Std. Dev
The employees have achieved the set targets in my organization	3.86	0.59
Would you agree that employees always arrive to work on time	3.72	0.76
Would you agree that there are less cases of employee absenteeism	3.90	0.68
Employees have met the deadlines in the tasks allocated to them	3.82	0.84
There has been increased morale of employees in my organization	3.87	0.58
There has been reduced employee turnover in my organization	3.92	0.43
Am able to undertake the tasks allocated to me with great efficiency	3.96	0.39
The customers are satisfied with services provided in my organization	3.80	0.73

The respondents agreed that they can perform their tasks efficiently, with very little variation in their responses (mean of 3.96 and a standard deviation of 0.39). Similarly, the respondents agreed that there has been a noticeable reduction in employee turnover, with a mean of 3.92 and a standard deviation of 0.43. The respondents agreed that absenteeism has decreased, although there is a bit more variability in opinions compared to other statements (mean of 3.90 and a standard deviation of 0.68). The morale of employees is perceived to have increased, with a mean of 3.87 and a standard deviation of 0.58. Achievement of set targets by employees is viewed favorably, with a mean score of 3.86 and a standard deviation of 0.59. Employees' ability to meet deadlines in their tasks is also positively assessed, with a mean of 3.82 and a standard deviation of 0.84. Customer satisfaction with the services provided by the organization is generally agreed upon, with a mean of 3.80 and a standard deviation of 0.73. Finally, the respondents agreed that employees always arrive to work on time (mean of 3.72 and a standard deviation of 0.76). The findings supported Govender (2019) who discovered that flexible work arrangements are positively related to job satisfaction and performance.

### Inferential Statistics

**Table 6: Correlation Analysis**

		Employee Performance	Flexible Work Arrangements	Leave Policies	Child Care Centers	Telecommuting
Employee Performance	Pearson	1				
	Correlation					
	Sig. (2-Tailed)	.000				
	N	92				
Flexible Work Arrangements	Pearson	.430**	1			
	Correlation					
	Sig. (2-Tailed)	.000				
	N	92	92			
Leave Policies	Pearson	.507**	.426**	1		
	Correlation					
	Sig. (2-Tailed)	.000	.000			
	N	92	92	92		
Child Care Centers	Pearson	.240*	-.075	.110	1	
	Correlation					

	Sig. (2-Tailed)	.021	.477	.298		
	N	92	92	92	92	
Telecommuting	Pearson Correlation	.448**	.411**	.357**	.037	1
	Sig. (2-Tailed)	.000	.000	.000	.728	
	N	92	92	92	92	92

\*\* . Correlation Is Significant At The 0.01 Level (2-Tailed).

\*. Correlation Is Significant At The 0.05 Level (2-Tailed).

There was a moderate positive correlation between employee performance and flexible work arrangements ( $r=0.430$ ), indicating that as flexible work arrangements improve, employee performance tends to improve as well. This relationship is statistically significant at the 0.01 level ( $\text{Sig}=0.000$ ). There was a moderate positive correlation between employee performance and leave policies, suggesting that better leave policies are associated with higher employee performance ( $r=0.507$ ). This correlation is also statistically significant at the 0.01 level ( $\text{Sig}=0.000$ ). There was a weak positive correlation between employee performance and the availability of child care centers, indicating a slight association between the two ( $r=0.24$ ). This relationship is statistically significant at the 0.05 level ( $\text{Sig}=0.021$ ). There was a moderate positive correlation between employee performance and telecommuting ( $r=0.448$ ), meaning that telecommuting is associated with better employee performance. This correlation is statistically significant at the 0.01 level ( $\text{Sig}=0.000$ ).

### Regression Analysis

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639 <sup>a</sup>	.408	.381	.20414

a. Predictors: (Constant), telecommuting, child care centers, leave policies, flexible work arrangements

The model summary shows the overall fit of the regression model.  $R=0.639$ , which indicates a moderate to strong correlation between the predictors and employee performance.  $R\text{ Square}=0.408$ , meaning that approximately 40.8% of the variability in employee performance can be explained by the model.  $\text{Adjusted } R\text{ Square}=0.381$ , which adjusts the  $R\text{ Square}$  value for the number of predictors in the model, indicating a good fit.

**Table 8: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.497	4	.624	14.981	.000 <sup>b</sup>
	Residual	3.626	87	.042		
	Total	6.123	91			

a. Dependent Variable: employee performance

b. Predictors: (Constant), telecommuting, child care centers, leave policies, flexible work arrangements

F-statistic (14.981) and Sig. (0.000b) indicates a statistically significant relationship between the factors (telecommuting, childcare, leave policies, and flexible work arrangements) and employee

performance. Significance (Sig.=0.000), indicated that the model is statistically significant and the predictors together reliably predict employee performance.

**Table 9: Coefficients**

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1 (Constant)	2.006	.254		7.889	.000
Flexible work arrangements	.102	.046	.217	2.244	.027
Leave policies	.184	.057	.305	3.223	.002
Child care centers	.120	.047	.214	2.557	.012
Telecommuting	.166	.064	.242	2.607	.011

a. Dependent Variable: employee performance

The coefficients table provides information on the individual contribution of each predictor to the model. Constant= 2.006, which is the intercept of the regression line. It represents the expected value of employee performance when all predictors are zero. Flexible work arrangements had a Coefficient (Beta) of 0.102 indicating that a unit increase in flexible work arrangements would increase employee performance by 0.102 units. Significance value (Sig.=0.027), indicated that flexible work arrangements have a positive and statistically significant impact on employee performance. Leave policies has a Coefficient (Beta) of 0.184 indicating that a unit increase in leave policies would increase employee performance by 0.184 units. Significance value (Sig.=0.002), indicated that leave policies have a positive and statistically significant impact on employee performance. Child care centers has a Coefficient (Beta) of 0.120 indicating that a unit increase in Child care centers would increase employee performance by 0.120 units. Significance value (Sig.=0.012), indicated that child care centers had a positive and statistically significant impact on employee performance. Telecommuting has a Coefficient (Beta) of 0.166 indicating that a unit increase in telecommuting would increase employee performance by 0.166 units. Significance value (Sig.=0.011), indicated that telecommuting had a positive and statistically significant impact on employee performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusion**

Flexible work arrangements are perceived to have a significant positive impact on employee performance, particularly through job sharing and flextime working hours. However, part-time working hours and overall flexibility satisfaction are areas with more diverse opinions and less consistent positive feedback. Flexible work arrangements have moderate positive correlations with employee performance, indicating significant relationships.

Leave policies have a strong positive impact on employee performance, with employees feeling well-supported during various types of leave. This support is critical in ensuring employees return to work and manage their workloads effectively. Leave policies have moderate positive correlations with employee performance, indicating significant relationships.

Child care centers are perceived as having a minimal impact on employee performance. While some structured mechanisms are in place, the overall importance and effectiveness of child care centers are rated low by respondents. Child care centers show a weaker correlation with employee performance.

Telecommuting significantly improves employee performance, commitment, job satisfaction, customer satisfaction, and morale. It also assists employees in balancing work and family

responsibilities. Telecommuting has moderate positive correlations with employee performance, indicating significant relationships.

### **Recommendations**

The study recommends that there is need to continue promoting and refining job sharing and flextime arrangements, ensuring they are consistently beneficial across all departments. More so the banks could address areas of moderate satisfaction by exploring further flexibility options and addressing specific employee concerns.

The commercial banks should maintain and possibly expand support systems during leave periods to reinforce employee satisfaction and performance. They should regularly review and update leave policies to ensure they meet the evolving needs of employees. There is need to provide additional resources or programs to help employees manage their workload before and after taking leave.

The commercial banks should reevaluate the child care support provided to employees to better meet their needs and enhance their performance. They should consider implementing or improving child care facilities and services to provide more substantial support for working parents. They should also gather detailed feedback from employees to understand specific needs and areas for improvement in child care support.

The study recommends that commercial banks continue to support and expand telecommuting options to sustain and further improve employee performance and satisfaction.

There is need to monitor and address any challenges associated with telecommuting to ensure it remains effective. In addition, the banks management should provide additional resources and training to optimize telecommuting practices.

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