



**INFLUENCE OF WORK LIFE BALANCE ON EMPLOYEE PRODUCTIVITY IN KENYA: A CASE OF NAIROBI COURTS**

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<sup>1</sup>Gichana, G. K., & <sup>2</sup> Ombui, K.

<sup>1</sup> MSc Candidate, Human Resource Management, College of Human Resource Development, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya

<sup>2</sup> Doctor, Lecturer, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya

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**ABSTRACT**

*The purpose the study was to establish the influence of work life balance on employee productivity in Nairobi Courts Kenya. The study adopted descriptive survey and case study design based on judiciary was used in this study. The study targeted 200 employees at Milimani Law Courts, Nairobi. A sample of 67 employees of the target population was considered by use of stratified sampling method. The primary data was collected through the use of questionnaires and secondary data was obtained from published documents such as journals, periodicals, magazines and reports to supplement the primary data. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The raw information was analyzed to yield qualitative and quantitative data. Quantitative data was analyzed with help of SPSS version 21 and MS excel. The analysis showed that flexible working schedules had the strongest positive (Pearson correlation coefficient =.893) influence on employee productivity. In addition, family friendly policies, job design and leave programs are positively correlated to employee productivity (Pearson correlation coefficient =.659, .655 and .551) at 5% level of significance. Thus, the most significant factor was flexible working schedules. The study recommended that to improve work life balance on employee productivity, the management should make sure that all the respective heads of departments have full and clear information on how to develop family friendly policies for the employee, increase flexible working schedules, develop employee friendly job design and provide employee with leave programs to motivate them to enhance employee productivity at Judiciary.*

**Key Words:** Family –Friendly Programs, Flexible Working Schedule, Job Design, Leave Programs, Employee Productivity

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## INTRODUCTION

Work-life balance, in its broadest sense, is a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Although definitions and explanations vary, work-life balance is generally associated with equilibrium, or maintaining an overall sense of harmony in life (Clarke et al., 2004). The study of work-life balance involves the examination of people's ability to manage simultaneously the multifaceted demands of life. Although work-life balance has traditionally been assumed to involve the devotion of equal amounts of time to paid work and non-work roles, more recently the concept has been recognized as more complex and has been developed to incorporate additional components (Greenhaus et al., 2003).

The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. The way to achieve this is to adopt an approach that is "conceptualized as a two way process involving a consideration of the needs of employees as well as those of employers (Lewis, 2000).

The changing economic conditions and social demands have changed the nature of work throughout the world. Originally, work was a matter of necessity and survival. Throughout the years, the role of work has evolved and the composition of the workforce has changed. Today, work is widely viewed as a source of personal satisfaction. A good balance in work and life can play a phenomenal role in the attainment of personal and professional goals (Friedman and Greenhaus, (2000). According to an American psychological organization 2009, 69 % of employees report that work is a significant source of stress and 41% say they typically feel tense or stressed out during the workday. Ideally, the Work Life Balance concept requires organizations to effectively integrate employees' work and non-work roles such that levels of multiple-role conflict, and the associated stress and job dissatisfaction, are minimized or avoided (De Bruin & Dupuis, 2004).

Kenyan employers have recognized the importance of having work life balance policies in the organization. The government has encouraged private organizations and social services to deliberately introduce the family friendly policies in the workplace to help employees to balance their work and life. The arrangement of five day work week in Government institutions has been smoothly implemented (Njiru, (2008).

The history of Kenya's Judiciary can be traced to the East African Order in Council of 1897 and the Crown regulations made there under which marked the beginning of a legal system in Kenya. The first Chief Justice of the Kenyan Judiciary, Sir Robert William Hamilton was appointed in 1906. Since then, a total of twenty different persons have occupied the Office of the Chief Justice including the incumbent, Hon. Justice Mr. J. E. Gicheru.

According to the Judiciary Transformation Framework 2012-2016, the Judiciary bears the onerous duty of breathing life into the aspirations of the Kenyan people as expressed in the constitution. All these changes coupled with a now educated public on the Bill of Rights as enshrined in the new Constitution, the introduction of a service charter and the Backlog Clearance Initiative which requires that 200 cases be finalized in a day have led to an increased work load and put a strain on the employees and consequently an imbalance between work and life of the employees resulting in increased lateness, absence, lack of concentration and stress related illness which has negatively impacted on productivity.

### Statement of the Problem

Lack of family- friendly policies, flexible schedules, Job design, and parental leave are stressing out many employees, reducing their job performance and productivity as well as causing broken homes (De Bruin & Dupuis, 2004). In the community, there is growing concern that the quality of home and community life is deteriorating (Hyman & Summers, 2004). These has resulted to poor employee input and performance, because an employee, who finds it difficult to properly balance his or her family life,

tends to also have difficulties managing tasks at his or her workplace, therefore resulting in poor employee performance (Sparks, et al., 2002). According to a major Canadian study by Lowe (2005), one in four employee's experience high levels of conflict between work and family based on work-to-family interference and care giver strain, and if role overload is included, then close to 60% of employees surveyed experienced work family conflict.

While several studies (Williams et al., 2000; Clarke et al., 2004; McDonald et al, 2009; Nganga,2010; Morrison,2005; Garg & Rastogi,2006) have been done focusing on different aspects of employee performance and further appreciating the crisis in every organization in terms of employee productivity, all empirical evidences are in short of the actual factors of work-life balance that influences the employee productivity itself. Further, most organizations in Kenya according to a survey by Strathmore Business School 2011, lack policies that support the well-being of employees' families and the Judiciary is not an exception. The Judiciary Transformation Framework has led to an increased work load and put a strain on the employees consequently causing an imbalance between work and life of the employees and hence impacting negatively on their performance. Hence it is against this background that this study sought to establish the influence of Work life balance on employee productivity.

### **Objectives of the study**

The objective of the study was to establish the influence of work life balance on employee productivity in Kenya. The following specific objectives of the study were to;

- Establish influence of flexible working schedules on employee productivity in Nairobi courts Kenya.
- Examine the influence of leave programs on employee productivity in Nairobi courts Kenya.

- Determine influence of family friendly programs on employee productivity in Nairobi courts Kenya.
- Explore influence of job design on employee productivity in Nairobi courts Kenya.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Segmentation Theory**

The segmentation theory posits that work and family are two distinctive domains and there is no relationship between the two domains, indicating that work and family are separate spheres; which may not influence each other (Edwards & Rothbard, 2000). Segmentation is also viewed as an active psychological process that may be used to manage the boundary between work and family (Rothbard et al., 2005). High segmentation between work and family should bring in better work-life balance. For example an employee who can divide his time, energy and effort efficiently and effectively between the two segments will face lower work-life conflicts. The study sought to establish influence of flexible working schedules on employee productivity in Kenya

#### **Compensation Theory**

The compensation theory refers to an attempt of making up for shortcomings or deficits in one role through higher involvement in another role (Edwards & Rothbard , 2000). These deficiencies could be the demands or satisfactions that can be fulfilled in another role (Guest, 2002). For example an individual is highly engaged in the work life because of some negative experiences in the non-work life. The sense of doing something Worthwhile and gaining positive energy in non-work life is achieved through higher engagement at workplace and having time for resting. The study sought to examine the influence of leave programs on employee productivity in Kenya.

#### **Work Family Border Theory**

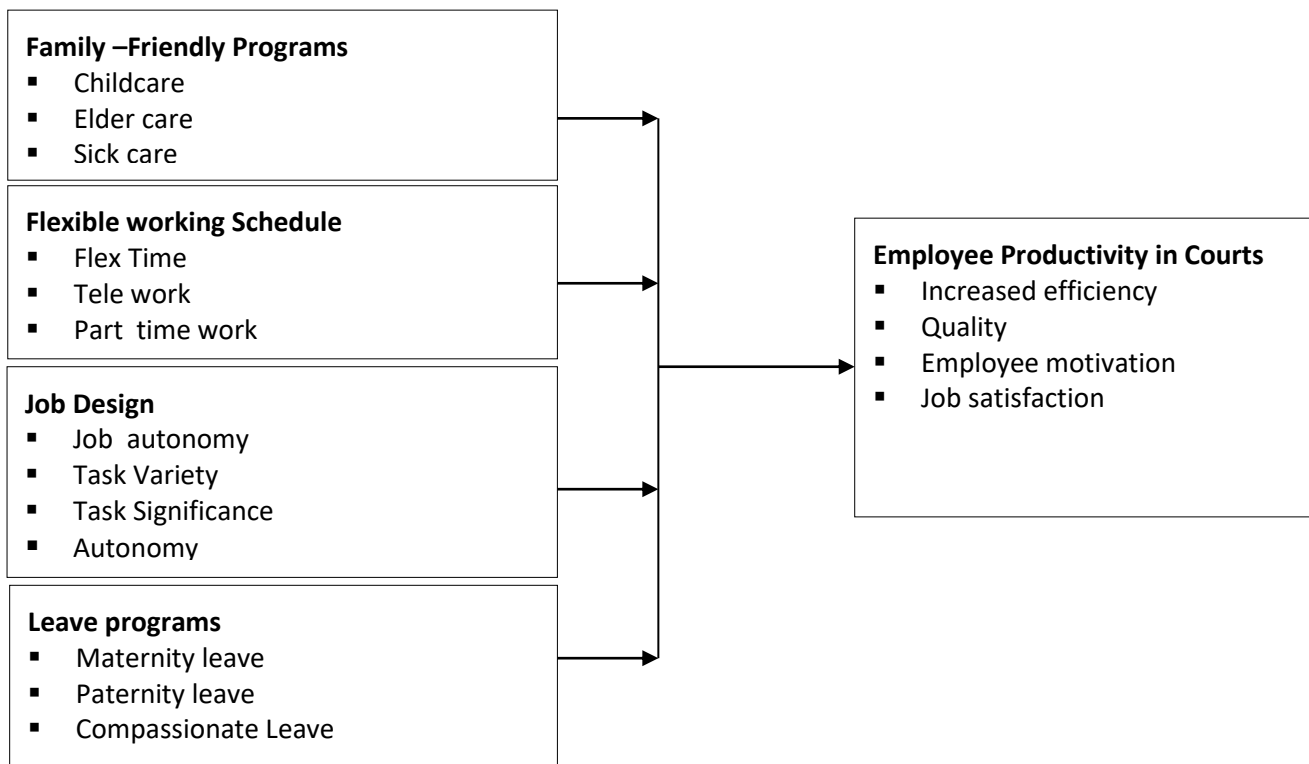
According to Clark (2000), work-family border theory "explains how individuals manage and

negotiate the work and family spheres and the borders between them in order to attain balance. Central to this theory is the idea that 'work' and 'family' constitute different domains or spheres which influence each other. Given their contrasting purposes and cultures, work and home can be likened to two different countries where there are differences in language or word use, differences in what constitutes acceptable behavior, and differences in how to accomplish tasks". Boundary management enables individuals to coordinate role requirements and expectations to specific work-family or family-work domains. How employees decide to invest time in given roles is determined by the amount of energy used in one domain over the other. Some individuals are more work focused than others, which can cause conflict in family roles Peacock (2008). The study sought to determine influence of family friendly programs on employee productivity in Kenya.

### Spillover Theory

The spillover theory proposes that the experiences in one role affect the experiences in second role. The behavior, mood, skills and values from one role can spillover to the second role. Spillover may occur in two conditions. First, when there is a similarity between work and any other domain (Edwards & Rothbard, 2000). For example if an individual is satisfied with the quality of work done on a particular day; this results in satisfactory experiences at home. Second, spillover occurs as a result of transference (Edwards & Rothbard, 2000) for example stress at workplace spills over to the family domain and the individual displays irritable mood in the family. Thus, spillover can be both positive and negative. The spillover can result from the way the job is designed to give a boundary between work and family for the employee. The study sought to explore the influence of job design on employee productivity in Kenya

### Conceptual Frame Work



Independent variables

Dependent Variable

Figure 1: Conceptual Frame Work

### **Flexible working schedules**

Flexible working is defined (by the Financial Times Lexicon) as giving 'employees flexibility on how long, where and when they work. Flexible work hours are designed to keep employees motivated in a competitive business environment. The flexible schedules permits workers to vary their start and finish times provided a certain number of hours are worked. This can allow them to meet family or personal commitments/emergencies (enable employees to respond to both predictable and unpredictable circumstances), during the day or to reduce their commuting time by starting and ending work before or after the rush hour. When implemented with both employer and employee interests in mind, flexible works schedules can increase efficiency, work focus, and empower individuals to self-manage work time (Halpern, 2005).

### **Leave programs**

Family leave encompasses maternity and paternity leave, as well as any other paid or unpaid family leave policies (Cook, 2004). Leave is a period of time that one must be away from one's primary job, while maintaining the status of employee. This contrasts with normal periods away from the workplace and "working from home programs, in that they are considered exceptional circumstances, rather than benefits. Generally such an arrangement has a predefined termination at a particular date or after a certain event has occurred.

### **Family-Friendly Policies**

Dependent care focuses primarily on childcare and eldercare (Cook, 2004). Policies considered as dependent care may vary greatly such as on-site childcare to information assistance for elder care these provide benefits such as on-site health services, childcare, family planning, maternity leave, transportation, and flexible scheduling. These benefits help employees manage their careers and family responsibilities more successfully. Such benefits can lower employees' stress levels, improve individual and family health, and increase

job satisfaction. Family-friendly workplace benefits can even help reduce poverty by making it possible for more people especially women to remain in the workforce.

### **Job Design**

According to Armstrong (2011), a Job design specifies the contents, methods and relationships of jobs in order to satisfy work requirements for productivity, efficiency and quality, meet the personal needs of the job holder and thus increase levels of employee engagement. When the tasks to be done have been determined it should then be the function of the job designer to consider how the jobs can be set up to provide the maximum degree of intrinsic motivation for those who have to carry them out, with a view to improving performance and productivity. Consideration has also to be given to another important aim of job design: to fulfil the social responsibilities of the organization to the people who work in it by improving the quality of working life (Armstrong, 2011).

### **Employee Productivity**

In their narrative review, (Beauregard and Henry, 2009) observed evidence for a positive effect of organizational work-life balance practices on recruitment, retention, attendance (including turnover intention), and productivity. One explanation is that employees reciprocate with increased loyalty, effort and productivity in exchange for the organization's practical assistance with managing work-life demands, and in appreciation for the organization's indication of care and concern as demonstrated by work-life policies and practices (Beauregard and Henry, 2009). There is a wealth of information that outlines the advantages of offering flexible and special leave arrangements to employees in terms of improving staff recruitment, reducing turn-over, absenteeism and the costs associated with all this as well as increasing employee satisfaction and productivity:

### **Empirical Review**

Clive et al,(2013) study of the impact of WLB practices on employee performance at Safaricom Kenya found that Employees were also motivated

due to the childcare facilities available for working mothers, comprehensive medical cover and the existence of games and sporting facilities. Accordingly, the study recommended that all companies adopt proper WLB practices as a prerequisite to improving efficiency.

A 2004 study of employees providing care for ill dependents at a large Midwestern bank found that caregivers were 31% more likely than no caregivers to have been diagnosed with depression, and 84% more likely to have had depressive symptoms during the past 30 days, 26% more likely to have high levels of stress, and more likely to have sleep problems, be dissatisfied with life, use relaxation medication, be smokers, and have low levels of physical activity (Burton, Chen, Conti, Pransky, & Edington, 2004). Family friendly policies will positively influence employee productivity at the Judiciary.

According to research from the Families and Work Institute, employees with greater control over work schedules are more likely to show increased engagement, retention, job satisfaction and overall well-being (Powers, 2004). According to Hill et al., (2010), flextime assists employees to manage their work and family responsibilities by allowing them to reduce work-family conflict and to improve functioning and performance at work and at home. Similarly, according to Dalcos and Daley, (2009), flex time allows employees to choose when, where and for how long they engage in work-related tasks. Flextime usually means that each working day has a core of six hours surrounded by a 'flexibility band' in which employees may exercise their discretion (Robbins et al., 2004).

Studies examining groupings of flexible working arrangements has associated employee participation in these arrangements with higher levels of self-reported focus, concentration, and motivation (Williams et al., 2000), Chow and Keng-Howe's , (2006) study of workers in Singapore revealed that the more flexible their schedules, the greater their self-reported productivity.

Researchers such as Friedman and Greenhaus, (2000) suggest alternative methods for reducing the stress. For example, more autonomy in the workplace and networking with peers can increase the quality of work life. Their studies show that individuals who work for organizations that allow individuals to spend more time at home, work in virtual employment, and make flexible time arrangements, tend to perform better as a parent than those who do not have these opportunities. Maintaining satisfaction on both fronts is important for reducing the feelings of conflict (Friedman and Greenhaus, 2000). Bassey, (2002) aimed to identify the key issues of job design research and practice to motivate employees' performance. His study therefore sought to look at job design with respect to employee motivation and job performance that skills, task identity, task significance, autonomy, feedback, job security and compensation are important factors for motivating employees. The conceptual model of Hackman and Oldham's job characteristics was adopted to motivate employees' performance. The findings depicted that a dynamic managerial learning framework is required in order to enhance employees' performance to meet global challenges. He therefore recommended that attention be given specifically to the psychological needs of workers and how they may be met.

In a study of parents' transition back to paid work after the birth of a child, Brough et al., (2009) observed that parents with little or no access to paid parental leave (at the time of the study, prior to recent legislative changes) were more likely to return to work due to financial pressures. They also reported a range of negative outcomes on their personal health and wellbeing (including child attachment) and in the work sphere (reduced satisfaction and attachment). Some fathers reported difficulty accessing parental or recreational leave, and this was perceived to affect father-child attachment and also increase pressure for their partners as the primary caregivers.

Similar to other research, the importance of

organizational culture was emphasized.

Several empirical studies have supported that employees' experience of work-life balance contributes to favorable evaluation of their organizations and affective commitment (Muse et al., 2008). Similarly, work interference with family and family interference with work are negatively related to affective commitment (Allen et al., 2000). Organizational interest in the management of the Work life balance is derived from evidence that there is little doubt any more that there is a clear connection between the way people are managed and organizational performance and that with the onset of predicted skill-shortages, the ability to offer effective Work life balance employment opportunities may become a source of competitive advantage (Purcell, 2002).

#### METHODOLOGY

The research adopted both descriptive research design on Judiciary and a case study approach. The target population of interest in this case study was 200 Milimani Law court employees. A proportionate sample size of approximate 67 respondents which is 10% precision of the population was selected using a simple random sampling technique from the identified study population. The study adopted use of simple random sampling technique due to the target population's heterogeneous nature.

The study used questionnaire as the research instrument for collection of primary data. The study utilized quantitative and qualitative questionnaire that was developed for generating information on key variables of interest from the targeted respondents in this study. The questionnaire contained both structured and unstructured questions. Secondary data was gathered from existing credible and recognized source. The

secondary data comprised of materials that were desirable, current, accurate, sufficient and relevant and were collected from library text books, internet and magazines files in the Milimani Law courts.

A pilot study was undertaken on at least (6) employees to test the reliability and validity of the questionnaire. The researcher used the most common internal consistency measure known as Cronbach's alpha ( $\alpha$ ). The recommended value of 0.7 was used as a cut-off of reliabilities. The content validity was achieved by subjecting the data collection instruments to an evaluation group of supply chains experts who provided their comments and relevance of each item of the instruments and the experts indicated whether the item was relevant or not. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS) version 21 and excel. The study further adopted multiple regression model at 5% level of significance and 95% level of confidence to establish the strength and direction of the relationship between the independent variables (flexible working schedules, job design, leave programs and family friendly programs) and the dependent variable (employee productivity).

Analysis of Variance (ANOVA) was also used to measure statistically the significance in predicting how flexible working schedules, job design, leave programs and family friendly programs influence employ productivity in Kenya.

#### RESULTS AND DISCUSSION

##### Family friendly Programs

The study sought to establish the influence of family friendly programs on employee productivity in judiciary. The findings were as shown in Table 1.

**Table 1: Family friendly Programs on employee productivity in Judiciary**

	Frequency	Percentage
Yes	40	75.47
No	13	24.53
<b>Total</b>	<b>53</b>	<b>100</b>



From the study findings in Table 1; the majority 75.47% of the respondents agreed that family friendly programs did influence employee productivity in Judiciary while 24.53% posited that family friendly programs did not influence employee productivity in Judiciary. This infers that family friendly programs are an important factor on employee productivity in judiciary. This was in

tandem with Boles & Lynch (2004) who states that it is family friendly programs that will motivate employees of an organization thus employee productivity will be enhanced in an organization.

The respondents were further asked to indicate the extent to which family friendly programs influence employee productivity in Judiciary. The information is as shown in Table 2

**Table 2: Extent to which family friendly programs influence employee productivity in Judiciary**

Extent	Respondents	
	Frequency	Percentage
Very great extent	23	43.40
Great extent	25	47.17
Moderate extent	3	5.67
Low extent	1	1.89
Very low extent	1	1.89
<b>Total</b>	<b>53</b>	<b>100</b>

From the results of the study in Table 2 the majority of the respondents (47.17%) stated that family friendly programs influenced employee productivity in Judiciary to a great extent; 43.40% to a very great extent; 5.67% to moderate extent; 1.89% to a low extent and 1.89% a very low extent. This infers that that family friendly programs influenced employee productivity in Judiciary to a great extent. These

findings agree with Leblebici (2012) argument that there exists a strong relationship between family friendly programs and employee productivity.

#### **Flexible working schedules**

The study sought to establish influence of examine the influence of flexible working schedules on employee productivity in Kenya. The findings were as shown in table 3;

**Table 3: Flexible working schedules on employee productivity in Judiciary**

	Frequency	Percentage
Yes	15	28.30
No	38	71.70
<b>Total</b>	<b>53</b>	<b>100</b>

From the study findings in Table 3; the majority (71.70%) of the respondents agreed that flexible working schedules were not applicable in judiciary while 28.30% cited that flexible working schedules were applicable in judiciary. This infers that flexible working schedules were not applicable in judiciary.

#### **Statements on flexible working schedules influence employee productivity in Judiciary**

The study sought to establish the extent to which the respondents agreed or disagreed with the following aspects of flexible working schedules influence employee productivity in Judiciary A scale

of 1-5 was used. The scores "Strongly agree" and "Agree" were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ( $1 \leq \text{Agree} \leq 2.5$ ). The scores of 'Neutral' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ( $2.6 \leq \text{Neutral} \leq 3.5$ ). The score of "Disagree" and "Strongly disagree" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ( $3.6 \leq \text{Disagree} \leq 5.0$ ). The results were presented in mean. The mean was generated from SPSS version 2.1 and is as illustrated in Table 4:

**Table 4: Flexible working schedules influence employee productivity in Judiciary**

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean
Workplace doesn't provide technological resources that allow me to work from home if I have family affairs to attend to.	19	15	11	2	6	1.6
Employees always finish work on time because of flexible work schedule.	25	12	12	2	2	4.4
Part time working schedule affects level of employee productivity	19	15	11	2	6	1.2
Long daily and weekly working hours causes conflicts between my work and my relationships with my family.	20	14	11	2	6	1.5

From the results in table 4; respondents agreed that Workplace doesn't provide technological resources that allow me to work from home if I have family affairs to attend to by a mean of 1.4; Part time working schedule affects level of employee productivity by a mean of 1.2; Long daily and weekly working hours causes conflicts between my work and my relationships with my family and disagreed that employees always finish work on time because of flexible work schedule. This infers that lack of these factors of flexible working

schedules influence employee productivity in judiciary negatively. The findings are in line with literature review by Davies (2008) who states flexible working schedules motivates employees and is an important factor that positively enhances employee productivity.

#### **Job Design**

The study sought to determine the influence of job design on employee productivity in judiciary. The findings were as shown in Table 5;

**Table 5: Job design on employee productivity in Judiciary**

	Frequency	Percentage
Yes	38	71.70
No	15	28.30
<b>Total</b>	<b>53</b>	<b>100</b>

From the study findings in Table 5; the majority (71.70%) of the respondents agreed that job design influenced employee productivity in Judiciary while 28.30% cited that it did not influence employee productivity in Judiciary. This infers that job design influenced employee productivity in Judiciary. This is in agreement with Lebleci(2012) that job design influence employee productivity positively

#### **Extent to which job design influence employee productivity in Judiciary**

The respondents were further asked to indicate the extent to which job design influence employee productivity in Judiciary. The information is as shown in Table 6;

**Table 6: Extent to which family friendly programs influence employee productivity in Judiciary**

Extent	Respondents	
	Frequency	Percentage
Very great extent	23	43.40
Great extent	25	47.17
Moderate extent	3	5.67
Low extent	1	1.89
Very low extent	1	1.89
<b>Total</b>	<b>53</b>	<b>100</b>

From the results of the study in Table 6 above, the majority of the respondents (47.17%) stated that job design influenced employee productivity in Judiciary to a great extent; 43.40% to a very great extent; 5.67% to moderate extent; 1.89% to a low extent and 1.89% a very low extent. This means that that job design influenced employee productivity in Judiciary to a great extent. These findings agree with Clements (2006) argument that there exists a strong positive relationship between job design and employee productivity.

#### Statements on job design influence employee productivity in Judiciary

The study sought to establish the extent to which

the respondents agreed or disagreed with the following aspects of job design influence employee productivity in Judiciary A scale of 1-5 was used. The scores “Strongly agree” and “Agree” were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ( $1 \leq \text{Agree} \leq 2.5$ ). The scores of ‘Neutral’ were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ( $2.6 \leq \text{Neutral} \leq 3.5$ ). The score of “Disagree” and “Strongly disagree” were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ( $3.6 \leq \text{Disagree} \leq 5.0$ ). The results were presented in mean .The mean was generated from SPSS version 2.1 and is as illustrated in Table 7:

**Table 7: Job design influence employee productivity in Judiciary**

Statement	Mean
Job requires me to utilize a variety of different skills in order to complete the work.	1.4
Job involves completing a piece of work that has an obvious beginning and an end.	1.4
Job hardly provides me the chance to completely define it.	1.5
The results of my work are likely to significantly affect the lives of other people within the organization.	1.8
Job has a large impact on people outside the organization.	1.8
Job allows me to plan how I do my work.	1.4
Job allows me to make a lot of decisions on my own	1.3
There is intrinsic motivation from my job and my performance has improved	1.6
The job design helps me to meet my personal needs and thus increase the level of my engagement.	1.8
Job autonomy allows me to plan, schedule and control my work	1.4

From the results in table 7; respondents agreed that Job requires me to utilize a variety of different skills in order to complete the work a mean of 1.4; Job involves completing a piece of work that has an obvious beginning and an end by a mean of 1.4; Job hardly provides me the chance to completely define

it by a mean of 1.5; The results of my work are likely to significantly affect the lives of other people within the organization by a mean of 1.8. The results of my work are likely to significantly affect the lives of other people within the organization by mean of 1.3 There is intrinsic motivation from my

job and my performance has improved Job autonomy allows me to plan, schedule and control my work by a mean of 1.6 This infers that job design influence employee productivity in judiciary. The findings are in line with literature review by Leblebici (2012) who states job design influence employee performance to a great to a great extent.

### Leave Programs

The study sought to establish the influence of leave programs on employee productivity in judiciary. The findings were as shown in table 8;

**Table 8: Leave Programs on employee productivity in Judiciary**

	Frequency	Percentage
Yes	32	58.49
No	21	39.61
<b>Total</b>	<b>53</b>	<b>100</b>

From the study findings in Table 8; the majority (58.49%) of the respondents agreed that leave programs did influence employee productivity in Judiciary while 39.61% posited that leave programs did not influence employee productivity in Judiciary. This infers that leave programs are an important factor on employee productivity in judiciary. This is in tandem with Oswald (2012) who states that it is leave programs that will motivate

employees of an organization thus employee productivity will be enhanced in an organization.

### Extent to which leave programs influence employee productivity in Judiciary

The respondents were further asked to indicate the extent to which leave programs influence employee productivity in Judiciary. The information is as shown in Table 9;

**Table 9: Extent to which leave programs influence employee productivity in Judiciary**

Extent	Respondents	
	Frequency	Percentage
Very great extent	24	41.46
Great extent	19	46.34
Moderate extent	9	7.31
Low extent	1	2.43
Very low extent	1	2.43
<b>Total</b>	<b>53</b>	<b>100</b>

From the results of the study in Table 9, the majority of the respondents (46.34%) stated that leave programs influenced employee productivity in Judiciary to a great extent; 41.46% to a very great extent; 7.31% to moderate extent; 2.43% to a low extent and 2.43% a very low extent. This means that that leave programs influenced employee productivity in Judiciary to a great extent. These

findings agree with Boles & Lynch (2004) argument that leave programs influence employee productivity positively.

### Employee Productivity at Judiciary

The study, additionally, sought to establish the work life balance on employee productivity. The findings were as shown in Table 10.

**Table 10: Work life balance on employee productivity in Judiciary**

	Frequency	Percentage
Yes	30	56.60
No	23	43.40
<b>Total</b>	<b>53</b>	<b>100</b>

From the study findings in Table 10; the majority of the respondents (56.60%) agreed that work life balance did influence employee productivity in Judiciary while 43.40% posited that work life balance did not influence employee productivity in Judiciary. This concludes that work life balance is an

### Regression Analysis

The study adopted a multiple regression analysis so as to establish the relationship of independent variables and dependent variable that is employee

important factor on employee productivity in judiciary. This is in tandem with a study by Oswald (2012) who states that work life balance on employees of an organization influence employee productivity an organization.

productivity at Judiciary. The study applied SPSS version 21 to code, enter and compute the measurements of the multiple regression. The results are shown in Table 11:

**Table 11: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901 <sup>a</sup>	.811	.771	.2102

a. Predictors: (Constant), Family friendly programs, Flexible working schedules, Job design, Leave programs

The coefficient of determination (Adjusted R<sup>2</sup>) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Employee productivity in Judiciary) that is explained by all four independent variables (Family friendly programs, Flexible working schedules, Job design, Leave programs). According to the four independent variables studied, they explain only 77.10% of the influence on the Family friendly programs, Flexible working schedules, Job design, Leave programs as

represented by adjusted R<sup>2</sup>. This therefore means that factors not studied in this research contribute 22.90% on the influence employee productivity in Judiciary. Therefore, a further research should be conducted to investigate the other factors (22.90%) that influence Employee productivity in Judiciary. This implies that these variables are very significant therefore need to be considered in any effort to boost employee productivity at Judiciary. The study therefore identifies variables (Family friendly programs, Flexible working schedules, Job design, Leave programs) as critical determinants of employee productivity.

### Analysis of Variance (ANOVA)

**Table 12: Analysis of Variance<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.788	4	5.697	33.0548	.0002 <sup>b</sup>
	Residual	8.2728	48	.17235		
	Total	123.148	52			

a. Dependent Variable: Employee productivity in Judiciary

b. Predictors: (Constant), Family friendly programs, Flexible working schedules, Job design, Leave programs

Critical Value=12.654

The ANOVA statics in Table 12, the study established the regression model had a significance level of 0.002 which is less than 0.05 which is an indication that the data was ideal for making a conclusion on the population parameters. The calculated F-value was greater than the critical

value (33.0548>12.654) an indication that Family friendly programs, Flexible working schedules, Job design, Leave programs influence employee productivity. This implies that the model was significant.

## Regression Coefficients

**Table 13: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.578	2.065		2.339	.001
	Family friendly programs	.659	.485	.002	2.455	.002
	Flexible working schedules	.893	.156	.235	3.366	.001
	Job design	.655	.487	.015	2.211	.003
	Leave programs	.551	.336	.309	2.269	.005

a. Dependent Variable: Employee productivity in Judiciary

The researcher conducted a multiple regression analysis so as to determine the relationship between the dependent variable and independent variables. The general form of the equation was to predict Employee productivity in Judiciary from Family friendly programs, Flexible working schedules, Job design, Leave programs is:

$Y = 12.578 + 0.659X_1 + 0.893X_2 + 0.655X_3 + 0.551X_4$ .  
Therefore, from the findings the established regression is Employee productivity in Judiciary =  $12.578 + (0.659 \times \text{Family friendly programs}) + (0.893 \times \text{Flexible working schedules}) + (0.655 \times \text{Job design}) + (0.551 \times \text{Leave programs})$ . This is obtained from the Coefficients table. From above regression equation; the study found out that when all independent variables (Family friendly programs, Flexible working schedules, Job design, Leave programs) are kept constant at zero the Employee productivity in Judiciary will be at 12.578. At one percent change in Family friendly programs will lead to (0.659%) variations in the Employee productivity in Judiciary. Also a one percent change in Flexible working schedules will lead to (0.893%) variations in the Employee productivity in Judiciary Further, a one percent change in Job design will lead to (0.655%) variations in the Employee productivity in Judiciary and one percent increase in Leave programs will lead to (0.551%) variations in the Employee productivity in Judiciary. This concludes that flexible working schedules contributes more to Employee productivity in Judiciary followed by

family friendly working schedules, job design and leave programs respectively.

At 5% level of significance and 95% level of confidence, family friendly programs had a 0.000 level of significance; flexible working schedules showed a 0.001 level of significance, job design showed a 0.003 level of significance and leave programs had a 0.005 level of significance; hence the most significant factor was flexible working schedules. The findings are in line that of Oswald (2012) who indicated that the flexible working schedules of in an organization motivates employees to perform better thus improving their productivity.

### CONCLUSIONS AND RECOMMENDATIONS

The study found out that family friendly policies determined employee productivity at judiciary and they contributed to employee productivity to a great extent. The respondents rated the family friendly programmes to be good. It was a significant factor at 5% level of significance. The respondents stated that the family friendly-programs should provide benefits such as on-site health services, child care, family planning, and transportation elderly as they agreed these programmes influenced employee productivity at judiciary to a great extent. This implies that a family friendly program is an important factor that influences employee productivity positively at the Judiciary.

From the study it was revealed that flexible working schedules influenced positively employee

productivity at judiciary. The study found out that it influenced employee productivity at judiciary to a great extent. The study also established that respondents agreed technological resources that allow flex time, part time and timework influenced employee productivity at judiciary. The variable was statistically significant at the 0.05 level of significance and influence was of great strength on employee productivity at judiciary.

From the results, the study found out that job autonomy, task variety influenced employee productivity at judiciary. The working environment need to provide a task variety in different skills, provide degree or level of freedom and discretion as these factors of job design influence to a great extent employee productivity at judiciary. According to regression analysis the job design was the third most significant and showed there was a significant positive relationship as it was statistically significant at the 0.05 level of significance. This implies that job design is important factors which influence employee productivity at the judiciary.

Further the study established that leave programmes (sick leave, maternity leave, compassionate leave, recreational leave, study leave) determine employee productivity at judiciary. These leave programs influenced employee productivity at judiciary to a great extent. According to regression analysis the variable was most significant and showed there was a significant positive relationship as it was statistically significant at the 0.05 level of significance.

The study revealed that majority of respondents indicated employee productivity at judiciary was good and rated that the measures of employee productivity such as improved efficiency, quality, job satisfaction and employee motivation measure employee productivity to a great extent. Finally the respondents agreed to a very great extent that family friendly programmes, flexible working schedules, job design and leave programs influence the employee productivity at judiciary.

The study concluded that family friendly programmes, flexible working schedules, job design and leave programs determine the employee productivity at judiciary. The flexible working schedules plays a critical role as it was the most significant factor followed by family friendly programs. Job design and leave programs equally played a significant role in influencing employee productivity at judiciary. The study also concluded that 77.10% of the family friendly programmes, flexible working schedules, job design and leave programs that is variables under study accounted for employee productivity at judiciary.

The study established that family friendly programs such as medical schemes, leave programs and child care subsidy programmes can enhance employee productivity at judiciary. Therefore, the study concludes that the family friendly programs had a positive influence on employee productivity at judiciary

Further, the study also revealed that flexible working schedules such as part time, telework and flexible time work are great determinants of employee productivity; therefore the study concluded that flexible time schedules had a positive influence on employee productivity at judiciary. Finally, the study revealed that leave programs such as paternity, maternity, study, sick, recreational and compassionate when offered to employees influence employee productivity to a great extent. Certainly this goes a long way to improve employee ability and productivity at judiciary. This study concluded that leave programs had a positive influence on employee productivity at Judiciary.

#### **5.4 Recommendations**

The study recommended that Judiciary need to embrace family friendly programmes and strategies as this can contribute to employee productivity through development of policies that are family friendly to employees to enhance employee productivity at Judiciary. Additionally, the study recommended that there was need to address

flexible time schedule related issues for employees to enhance employee productivity at judiciary. This could be implemented by having part time work, telework and flexible time at judiciary as they influence positively employee productivity as determined in the study.

Further, the study recommended for development of effective job design that encompass job autonomy, task variety and formulate policies that encourage employee productivity at judiciary to help employees to perform better. Good Job design will allow employees to plan, schedule and control their work and improve performance thus enhancing employee productivity at judiciary. Finally, the study recommended that there was need for management to formulate leave programs such as paternity leave, maternity leave, study leave, compassionate leave, sick leave and recreational leave that can encourage employee productivity at judiciary.

Since this study sought to establish the influence of work-life balance on employee productivity in

Kenya, it is evident that globally most studies are done in industries and companies in United States, Nigeria, and South Africa among others and scanty studies are available in Kenyan organization set up. More so very little has been undertaken to explore work-life balance on employee productivity related to government institutions reason why the researcher called for further studies to be undertaken in Kenya. The researcher also recommended further studies on effectiveness of work-life balance policies and programs in organizations and initiatives related to employee satisfaction and encourage more studies on work-life critical approaches, discursive approaches, practitioner/consultant approach and work-life theories to build up more scholarly work in this field. Similar studies should also be conducted on the other contemporary trends in HR Management to provide realistic and contextual solutions to these work-life balance challenges in Human resource Management.

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