



IMPACT OF WORK-LIFE INTEGRATION STRATEGIES ON THE PERFORMANCE OF HEALTH PRACTITIONERS IN PUBLIC HEALTH FACILITIES IN KIRINYAGA COUNTY, KENYA

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ABSTRACT

The goal of this research was to explore the influence of work-life integration techniques on the performance of health practitioners in public health facilities in Kirinyaga County, Kenya. The basic purpose was to analyze the influence of work-life integration on the performance of health practitioners, concentrating on four important strategies: technology, flexible working arrangements, welfare programs, and leave programs. This research combined the Social Exchange Theory, Spillover Theory, Role Theory, and Effort-Reward Imbalance (ERI) Model, establishing a theoretical framework to explore the link between work-life integration and performance. A descriptive research strategy was chosen, with a sample size of 279 drawn from a target population of 920 using a stratified random sampling procedure using Yamane's (1967) formula. Data was gathered by 5-point Likert Scale surveys, with tables and percentages utilized for descriptive statistics. Multiple regression analysis (SPSS version 26) was utilized to examine the influence of the factors on employee performance. The research indicated that work-life integration techniques considerably boost the performance of health practitioners. Technology, flexible working arrangements, welfare programs, and leave programs all had considerable positive influence, with technology and leave programs exhibiting the most dramatic benefit. Regression analysis found that these techniques collectively explained 84.5% of the variation in performance, with leave programs accounting for the biggest part. The results underline the necessity of implementing these methods into organizational practices to maximize health practitioners' performance, work happiness, and general well-being. This research presents empirical data supporting the adoption of work-life integration techniques in public health settings and suggests their application to increase staff productivity, retention, and healthcare delivery in Kirinyaga County.

Key Words: Technology, Flexible Working Arrangements, Welfare Programs, Leave Programs

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INTRODUCTION

Human resources are generally acknowledged as a crucial component of every successful business and play a profound role in shaping the direction and sustainability of organizations globally (Wright et al., 2021). Across industries and nations, the quality of an organization's workforce is a critical determinant of its success. High-performing employees whose contributions align with organizational goals are crucial to driving overall effectiveness. Performance encompasses not only output but also qualitative aspects such as teamwork, creativity, adherence to company values, and general efficiency (Smith et al., 2019).

On a worldwide basis, organizations are increasingly understanding the relevance of work-life integration in supporting employee happiness and productivity. In the past, cultural standards mandated inflexible gender roles, with men providing financial support and women essentially handling household chores. Today, however, both men and women manage personal and professional responsibilities, making work-life integration a major component in employee effectiveness. This trend underlines the need for organizations to adapt by providing settings that support their workers' various duties. Factors including flexible hours, remote work choices, and wellness initiatives are increasingly considered as crucial for sustaining a productive and engaged workforce (Johnson & Smith, 2022; Jones, 2021). Work-life integration has attracted great interest across sectors globally. Major multinational firms like Google and Microsoft are leading the way with progressive policies that promote employee well-being. Google, for instance, gives up to 18 weeks of paid parental leave, exceeding the industry average of 12 weeks, and provides comprehensive wellness initiatives, including on-site healthcare and mental health assistance (Haeck et al., 2019).

Ultimately, the integration of work and life has transcended local markets to become a worldwide trend, with firms across regions adopting flexible

working arrangements, wellness initiatives, and supportive work environments. These tactics create greater productivity, loyalty, and employee happiness, contributing to the long-term success of firms. However, problems remain, such as uneven access to technology and inconsistencies in industry norms, which need to be addressed to fully realize the promise of work-life integration (Patrick & Kumar, 2012).

Statement of the problem

Health workers are major players in the healthcare system, encompassing direct patient care, service coordination, and patient support. However, their demanding roles, coupled with personal responsibilities, make them susceptible to work-related stress, ultimately affecting their performance. In 2021/2022, Kirinyaga County allocated 1.962 billion shillings (43.31% of the total budget) to health sector expenditure and 958,745,445 shillings (30.20% of the total budget) for development (Kirinyaga County Treasury, 2021). Despite significant budget allocations by the Kirinyaga County Government to the health sector, the health sector has witnessed frequent strikes, (at least 4 strikes between the year 2018 to 2022), underscoring low job satisfaction and morale caused by the working environment among the health professionals, (Kirinyaga County HR Office, 2022).

Furthermore, a study by the Maarifa Center (2020) revealed an alarming doctor-to-population ratio of 1:36,339 in Kirinyaga County, far below the WHO's recommended standard of 1:230. This indicates immense pressure on healthcare workers to meet performance and life expectations. Moreover, intense rivalry between the private and public healthcare sectors has emerged, with the private sector attracting specialists through competitive benefits and favorable working conditions, (Ndirangu et al. 2022). As a consequence, healthcare becomes financially burdensome for the average person, as they struggle to afford treatment in private hospitals.

In light of these issues, there is a critical need to investigate how various factors impact the performance of medical professionals in Kirinyaga County. Understanding these variables can provide a comprehensive insight into the difficulties faced by the county's healthcare professionals, addressing key aspects that impact their performance and overall job satisfaction.

This research attempted to solve this gap by analyzing the relationship between technology, welfare programs, flexible working arrangements, and leave programs and the performance of medical practitioners. By studying the influence of technology, welfare programs, flexible working arrangements, and leave programs, the study aimed to overcome the research gap in understanding how these elements impact employee performance. Currently, there is little empirical research on how such programs might especially aid healthcare workers in harmonizing their demanding jobs with personal obligations, notably in Kirinyaga County.

Objectives of the Study

This study's general objective was to establish the impact of work-life integration strategies on the performance of health practitioners in public health facilities in Kirinyaga County, Kenya. The research was directed by the following precise objectives:

- To examine the impact of technology on the performance of healthcare workers in public health facilities in Kirinyaga County, Kenya.
- To assess the impact of flexible work arrangements on the performance of health practitioners in public health facilities in Kirinyaga County, Kenya.
- To evaluate the impact of employee welfare programs on the performance of health practitioners in public health facilities in Kirinyaga County, Kenya.
- To investigate the impact of leave programs on the performance of health workers in public health facilities in Kirinyaga County, Kenya.

LITERATURE REVIEW

Theoretical Review

Social Exchange Theory

The Social Exchange Theory (SET), created by Peter Blau in the 1960s, is a sociological and psychological theory that tries to social interactions may be understood as the reciprocal transfer of resources between persons or organizations. At its foundation, SET believes that social connections are constructed on the concept of reciprocity, where individuals participate in exchanges with the expectation of reciprocal benefit or rewards (Blau, 1964). The theory assumes that people are rational actors who assess the costs and benefits of their actions, and they engage in relationships that offer a positive balance of rewards over costs.

Social Exchange Theory (SET) refers to the exchange of resources, such as time, effort, support, or material items, inside different social institutions, including organizations (Cropanzano et al., 2021). In a business context, workers and employers participate in social exchanges where employees offer their talents, time, and effort, and in return, they anticipate incentives such as compensation, job stability, and career progression chances (Cole et al., 2019). These interactions produce a social contract that forms the foundation of the job relationship.

Role Theory

Role theory is an interdisciplinary paradigm that investigates how people in society fulfill distinct roles and how these roles impact their behavior, expectations, and relationships. Developed by social psychologists Talcott Parsons and Robert L. Kahn in the mid-20th century, role theory holds that people occupy distinct social positions or roles, each connected with a set of anticipated behaviors and obligations (Parsons, 1951). Roles are not static; they are dynamic and may vary over time and in various social settings. In Role Theory, roles are classified into two primary types: assigned roles and perceived roles. Prescribed roles are the social expectations and

conventions connected with a certain job, such as the expectations society has for health practitioners in a healthcare system (Biddle, 2021). Perceived roles, on the other hand, are the individual's subjective perception and understanding of the positions they inhabit. An individual may absorb or oppose specific components of assigned roles depending on their particular views, values, and experiences (Gupta et al., 2020).

The idea of role conflict and role strain is key in Role Theory. Role conflict happens when a person encounters contradictory demands from numerous roles they hold, resulting in stress and problems in satisfying expectations. For instance, a nurse can confront role conflict while attempting to reconcile the demands of patient care with family duties (Bolino et al., 2022). function strain, on the other hand, refers to the tension and strain felt within a single function owing to conflicting expectations or demands (Kammeyer-Mueller et al., 2019).

Spillover Theory

The Spillover Theory, also referred to to be the Spillover-Crossover model was developed by Gustav Cassel in 1920, it is a theoretical framework that examines the transfer or "spillover" of experiences, emotions, and behaviors from one domain of life to another, particularly between work and non-work domains. This theory underlines the interconnection of multiple life roles and claims that experiences in one area of life may impact and effect experiences in another.

One important component of the Spillover Theory is the concept of positive or negative spillover. Nice spillover happens when pleasant experiences, emotions, or behaviors in one area move over into another, improving overall well-being. For example, a happy day at work may lead to positive thoughts and interactions at home (Wayne et al., 2020). On the opposite side, negative .spillover entails the movement of stress, discontent, or conflict from one domain to another, possibly leading to greater strain and diminished well-being (Berkelaar & Buzzanell, 2021).

The Spillover Theory analyzes many methods by which spillover occurs, including emotional, behavioral, and cognitive processes. Emotionally, the emotions formed in one area may impact an individual's emotional state in another domain. Behaviorally, actions and behaviors in one setting might impact actions and behaviors in another. Cognitively, beliefs and perceptions acquired in one area of life may flow over into how people see and approach other life domains (Brough & Biggs, 2020).

Demands-Resources (JD-R) Model

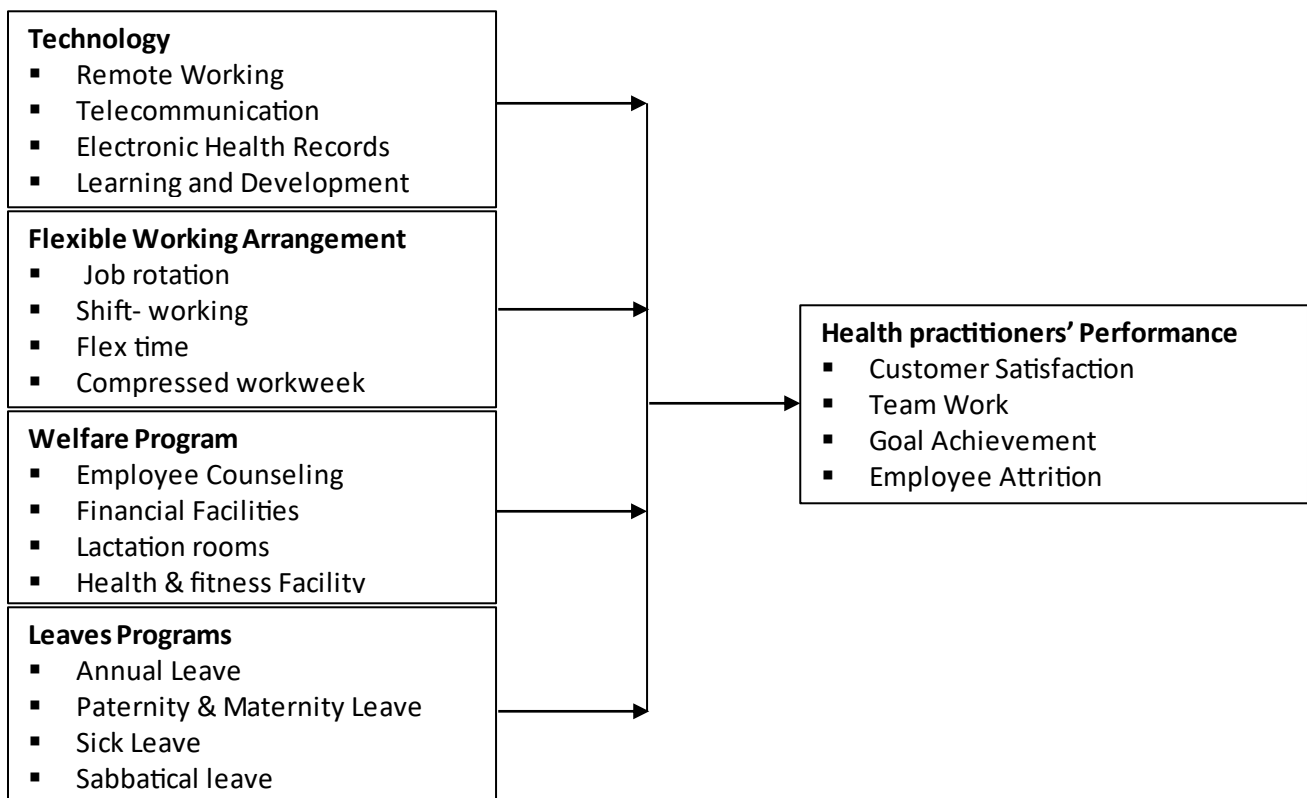
The Job Demands-Resources (JD-R) Model is a notable theoretical model in the domain of organizational psychology that gives a thorough insight into the components that effect employee well-being, motivation, and performance. Developed by Arnold Bakker and Evangelia Demerouti in 2007, this model suggests that the workplace may be separated into two main groups: task demands and job resources. Job demands are components of the job that involve constant physical, psychological, or emotional effort and are related with various expenditures. These may include qualities such as severe workload, time pressure, mental stress, and employment insecurity (Schaufeli, 2021). Chronic exposure to severe workloads without suitable resources for recuperation may result in burnout and other detrimental repercussions (Bakker & Vries, 2020).

Job resources, on the other hand, are components of the job that support people in accomplishing their work objectives, decrease job pressures, and foster personal growth and development. Examples of job resources include social support, feedback, autonomy, skill variety, and possibilities for professional advancement (Lesener et al., 2019). The availability of work resources is related with increased motivation, job satisfaction, and general well-being. These resources function as buffers against the harmful effects of occupational expectations, providing resilience and beneficial results (Tummers & Bakker, 2021).

A significant component of the JD-R Model is its focus on the relationship between job demands and resources in molding employee performance. The model illustrates that these two components do not work alone but rather impact each other. For example, effective job resources may reduce the unfavorable consequences of high job demands, producing a more pleasant and supportive work environment that increases employee well-being and productivity (Van Wingerden et al., 2022). The

JD-R Model proposes that the link between work demands and resources influences several outcomes, including job effectiveness, employee engagement, and general well-being. When employment resources outnumber demands, workers are more likely to experience favorable outcomes such as enhanced job satisfaction, dedication, and better physical and mental health (Bakker & Demerouti, 2019).

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual framework

Empirical Review

Work-Life Integration Strategies and Performance

Foucault et al. (2018) explored how company culture effects workers' capacity to sustain work-life integration. The research of 243 workers indicated that company culture strongly affected the capacity to disconnect from work during non-working hours. A culture supporting work-life integration impeded employees' psychological detachment, whereas a mismatch between company culture and personal

preferences exacerbated emotional tiredness. The research underlined the necessity of matching corporate standards with individual preferences to enable workers disengage and recuperate outside of work. Johnson et al. (2020) performed a cross-sectional research to investigate the connection between job happiness among US surgeons and personal life characteristics, concentrating on gender disparities. The research, performed between June 4 and August 1, 2018, polled 3,807 individuals (83% male,

17% female). Although women reported lower professional happiness than males, characteristics connected to job satisfaction were comparable across genders. Strong collegial support for work-life integration activities was favorably related with career satisfaction, with a stronger impact on women. Additionally, rising age corresponded with better happiness for both genders, but restricted family time due to employment adversely influenced satisfaction. Women responsible for home chores expressed poorer professional satisfaction, underlining the need to enhance work-life integration to avoid burnout and promote gender parity in surgery.

Technology and Employee Performance

Tampi et al. (2022) studied the influence of Information Technology (IT), Employee Empowerment, and Workplace Culture on Employee Performance at the Ministry of Law and Human Rights Regional Office of Riau Islands. Using a Simple Random Sampling Technique, they sent surveys to respondents and conducted descriptive quantitative analysis using Multiple Linear Regression. The data demonstrated that all three factors had a substantial and favorable influence on employee performance.

Heslina and Syahrani (2021) wanted to examine the influence of Information Technology (IT) on employee performance at the Makassar Regional Revenue Agency. Using descriptive analysis and multiple linear regression, the research comprised 142 respondents. The findings indicated a strong and favorable effect of IT, HR competence, and job engagement on employee performance, as evidenced by both partial and simultaneous testing. Benitez et al. (2022) did an empirical investigation to analyze the impact of mobile technology-enabled HR gamification on employee performance. The study, which employed a survey dataset from 134 firms, concluded that mobile technology-driven HR gamification activities enhanced job satisfaction and employee engagement. Additionally, both employee engagement and work satisfaction were

proven to lead to increased job performance and total corporate value via the usage of technology.

Flexible Working Arrangement and Employee Performance

De Menezes and Kelliher (2017) explored the link between flexible working arrangements and individual performance. Analyzing survey data from 2,617 employees across four big firms, the study indicated that informal flexible working arrangements had good indirect effects on performance, but formal arrangements showed negative direct consequences. Formal agreements for flexibility over working hours were related with increased job satisfaction, despite their detrimental impact on performance, while informal remote working arrangements positively benefited performance via organizational commitment and job happiness. This underscores the necessity of evaluating both formal and informal flexible working arrangements in assessing their influence on individual performance and employee attitudes.

Ramakrishnan and Arokiasamy (2019) performed quantitative research flexible working arrangements in Malaysia, concentrating on white-collar employees' performance. The study design adopted was quantitative, seeking to examine data in numerical form to answer research objectives. Quantitative research provides for direct engagement with individuals to comprehend events from their viewpoints. Findings demonstrated that flexible working arrangements favorably contributed to the enhancement of employees' performance, as reported in the research article.

Welfare Programs and Employee Performance

Wei et al. (2020) studied the influence of employee wellbeing on innovation performance in Chinese manufacturing enterprises. Using data from Chinese-listed manufacturing businesses from 2010 to 2017, the research analyzed the connection between employee welfare and innovation performance indicated by patent filings. The results indicated a positive connection between greater employee wellbeing and better innovation

performance, especially in terms of innovation quality rather than quantity. Robustness studies proved the stability of findings across numerous measurements and regression methodologies.

Tiwasing et al. (2020) studied the impact of employee welfare management on employee performance in an anonymous electronic firm in Thailand's 4.0 era. Using a sample of 300 workers, questionnaires were employed to gather data assessed using different statistical methodologies. The findings revealed that workers rated welfare components relating to leisure and learning moderately, but variables related to accommodation and economics were assessed favorably. Additionally, workers evaluated their personal and workplace performance levels as excellent. The research found that workers with varied educational levels, ages, job statuses, positions, and monthly wages had variable views of employee performance. Furthermore, multiple regression analysis indicated that employee wellbeing parameters such as entertainment, education, accommodation, and finances strongly affected job performance. The results show that addressing employee wellbeing might increase organizational performance, generating insights for organizational management.

Leave Programs and Employee Performance

Begall et al. (2022) explore the impact of extended family leave provision on employee performance, focusing on both availability and usage. Drawing on signaling theory and organizational support theory, the research evaluates whether longer or better-paid family leave enhances work effort and extra-role activity and whether these advantages are modified by employees' previous or expected future use of supplemental leave. Using European multilevel organization data, the research contains 11,011 persons across 869 departments and 259 organizations. The data show that workers' sense of having greater family leave alternatives is favorably connected with their contextual performance,

mainly owing of enhanced organizational commitment.

Isma and Soetjipto (2019) stress the usefulness of work leave as a motivational factor in enhancing employee productivity. The study applies a library research approach, obtaining data from multiple journals, books, papers, and other sources. The results underscore the need of giving work leave to boost staff productivity. Taking time off from work enables workers to break from routine, preserve their physical and mental well-being, and eventually contribute to reaching goals, improving competitiveness, and insuring organizational longevity.

METHODOLOGY

The descriptive research design is suitable for this study as it allows for a thorough examination of the various factors influencing work-life integration and employee performance among healthcare professionals. The target population for this research includes all 920 healthcare practitioners from 63 public health institutions in Kirinyaga County. The sample frame comprised of all public medical practitioners in Kirinyaga County, Kenya.

Stratified random sampling was applied to determine the sample population. In this research, the major data collecting method was a 5-point Likert scale questionnaire, intended to capture both qualitative and quantitative data.

Secondary data was gathered from reliable sources to supplement the primary data. In addition to data from the Kirinyaga County Government's databases, reports and publications from national health organizations such as the Kenya Ministry of Health and the Kenya National Bureau of Statistics (KNBS) were also used.

A pilot study was conducted before distributing the instruments to the representative sample of medical practitioners at Murang'a Level V Hospital, with the purpose of testing the acceptability and relevance of the questionnaire. A total of 28 questionnaires were distributed, representing 10% of the sample size, which Mugenda and Mugenda (2014) consider a sufficient sample for this purpose.

To confirm the authenticity of the data gathering instrument, it was submitted to comprehensive testing. To analyze the internal consistency of the items in the questionnaire, the Cronbach's Alpha value was determined.

In this study, data analysis was undertaken in harmony with the research goals to achieve reliable findings.

For the quantitative data, the main data acquired from the questionnaires were first cleaned, sorted, and coded before being analyzed using the Statistical Package for Social Sciences (SPSS) version 26.0. This program allowed both descriptive and inferential statistical analysis. Descriptive statistics, such as frequencies, means, and standard deviations, were utilized to characterize the

features of the data. These statistics offered an overview of the data, demonstrating patterns in distribution, central tendencies, and variability of the answers, with findings given in tables for greater comprehension.

FINDINGS AND ANALYSIS

Response rate

The researcher effectively distributed 279 questionnaires to the selected study participants. Out of the total number of questionnaires sent, 170 were completed and met the criteria for inclusion in the research. However, 109 questionnaires were not returned. Consequently, the study considered a response rate of 60.9%.

Descriptive Analysis

Descriptive Statistics on Opinions on Technology

The influence of technology on health practitioners' performance in Kirinyaga County, Kenya was analyzed by utilizing questionnaire. A five-point Likert scale was employed where 5 reflected strongly agree, 4 reflected agree, 3 uncertain, 2 represented disagree with and 1 strongly disagree.

Table 1: Descriptive Statistics on Opinions on Technology

Statement	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %	Mean	Std. Dev
My organization has integrated technology into the health system	0.6	0.6	1.7	32.4	64.7	4.60	0.619
Remote working options positively impact my ability to manage work responsibilities	0.6	1.2	2.9	30.0	65.3	4.58	0.668
I have the resources and equipment I need to work remotely efficiently	1.1	0.6	4.0	28.8	65.3	4.55	0.712
Remote working has improved my total output	0.6	1.2	2.9	32.9	62.4	4.55	0.671
Telecommunication tools enhance communication and collaboration in the workplace	0.0	0.0	1.8	35.9	62.4	4.61	0.525
Communication tools such as email, phone, and video conferencing apps are facilitating my work tasks effectively	0.6	2.4	3.5	35.3	58.2	4.48	0.732
I receive timely support and responses through communication channels	0.6	2.9	4.1	29.4	62.9	4.51	0.763
Learning and development opportunities related to technology contribute to my professional growth	1.2	0.6	0.6	27.6	70.0	4.65	0.647
I have confidence in my ability to support clinical decision –making with electronic health record system	0.0	1.2	2.4	32.4	64.1	4.59	0.601
Electronic Health records have increased work efficiency	0.6	1.2	1.2	32.9	64.1	4.59	0.640
Patient data is now more accurate and easily accessible through electronic health records	0.6	0.6	4.1	28.8	65.9	4.59	0.658

The study aimed to assess the integration of technology within the health system. The findings indicate that 97.1% of respondents (mean = 4.60, std. dev = 0.619) agreed that the organization has incorporated technology, while 1.7% remained neutral and 0.6% strongly disagreed.

Additionally, the research examined the impact of remote working options on job performance. The results show that 95.3% (mean = 4.58, std. dev = 0.668) agreed that remote working improves their

ability to manage work tasks, with 2.9% remaining neutral and 1.8% disagreeing. Furthermore, 94.1% (mean = 4.55, std. dev = 0.712) indicated they had the necessary tools and equipment for remote work, while 4.0% were neutral and 1.7% disagreed.

In terms of productivity, 95.3% of respondents (mean = 4.55, std. dev = 0.671) agreed that remote working has enhanced overall output, while 2.9% remained neutral and 1.8% disagreed.

The study also explored the role of telecommunication tools in workplace collaboration. The results indicate that 98.3% (mean = 4.61, std. dev = 0.525) agreed that these tools enhance communication and teamwork, while 1.8% remained neutral, and no respondents disagreed. Similarly, 93.5% (mean = 4.48, std. dev = 0.732) agreed that communication tools such as email, phone, and video conferencing effectively support work activities, whereas 3.5% were neutral and 3.0% disagreed.

Regarding responsiveness through communication channels, 92.3% (mean = 4.51, std. dev = 0.763) agreed that they receive timely support, while 4.1% were neutral and 3.5% disagreed.

The study further investigated whether technology-related learning and development opportunities contribute to professional growth. A total of 97.6% (mean = 4.65, std. dev = 0.647) agreed, 0.6% remained neutral, and 1.8% disagreed.

Confidence in using electronic health record (EHR) systems for clinical decision-making was also

assessed, with 96.5% (mean = 4.59, std. dev = 0.601) agreeing, 2.4% neutral, and 1.2% disagreeing. Furthermore, 97.0% (mean = 4.59, std. dev = 0.640) agreed that EHR systems improve job efficiency, while 1.2% were neutral and 1.2% disagreed.

Lastly, the study examined whether EHR systems enhance the accuracy and accessibility of patient data. The findings reveal that 94.7% (mean = 4.59, std. dev = 0.658) agreed, 4.1% were neutral, and 1.2% disagreed.

Descriptive Statistics on opinions on Flexible working arrangement

The impact of flexible working arrangements on the performance of health practitioners in Kirinyaga County, Kenya was assessed through a questionnaire. Responses were measured using a five-point Likert scale, where 5 indicated strongly agree, 4 represented agree, 3 signified undecided, 2 indicated disagree, and 1 represented strongly disagree.

Table 2: Descriptive Statistics on opinions on Flexible working arrangement

Statement	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %	Mean	Std. Dev
There are flexible working arrangement policies in my organization	1.2	0.6	0.6	27.1	70.6	4.65	0.646
Working in shifts has positively impacted my work-life integration	0.6	1.2	0.6	25.9	71.8	4.67	0.613
I am satisfied with the amount of freedom and flexibility my employer offers	0.6	1.2	2.4	27.1	68.8	4.62	0.652
Job-rotation arrangements are effective in maintaining a work-life integration	0.6	0.6	1.2	32.9	64.7	4.61	0.609
Job rotation has enhanced collaboration and knowledge sharing within the team	0.6	0.6	1.8	31.2	65.9	4.61	0.617
I am actively involved in planning my shifts	0.6	1.2	0.6	28.2	69.4	4.56	0.652
I feel adequately informed and supported in the job-rotation arrangement	0.6	0.6	2.4	34.1	62.4	4.59	0.630
Shift working arrangements positively influence my overall job satisfaction	0.6	0.6	1.2	31.8	65.9	4.65	0.619
I possess the capability to modify my work schedule in accordance with my own needs and preferences	0.6	0.6	2.4	32.9	63.5	4.58	0.631
Shift working options enhance my ability to integrate work and personal life	0.6	0.6	0.6	35.3	62.9	4.59	0.601
I find a compressed workweeks to be more effective in managing work tasks.	0.6	0.6	1.2	31.8	65.9	4.62	0.606
Compressed workweeks have improved my level of job satisfaction in general.	0.6	1.2	10.6	42.9	44.7	4.30	0.753

The study aimed to assess the presence of flexible working arrangement policies within the organization. Findings indicated that a majority of respondents (97.7%, mean = 4.65, std. dev = 0.646) agreed or strongly agreed that such policies exist, while 0.6% remained neutral and 1.2% either disagreed or strongly disagreed.

Regarding the effectiveness of job-rotation arrangements in maintaining work-life integration, 97.6% (mean = 4.61, std. dev = 0.609) of respondents agreed or strongly agreed, 1.2% were neutral, and another 1.2% either disagreed or strongly disagreed.

The study also examined employee satisfaction with the freedom and flexibility provided by their employer. According to the data, 95.9% (mean = 4.62, std. dev = 0.652) expressed agreement or strong agreement, 2.4% were neutral, and 1.2% either disagreed or strongly disagreed.

In terms of job rotation enhancing collaboration and knowledge sharing within teams, 97.1% (mean = 4.61, std. dev = 0.617) agreed or strongly agreed, 1.8% were neutral, and 1.2% either disagreed or strongly disagreed.

When asked about their involvement in planning their shifts, 97.6% (mean = 4.56, std. dev = 0.652) of respondents agreed or strongly agreed, while 0.6% remained neutral and 1.8% either disagreed or strongly disagreed.

Regarding the adequacy of information and support in job-rotation arrangements, 96.5% (mean = 4.59, std. dev = 0.630) of respondents agreed or strongly agreed, 2.4% were neutral, and 1.2% disagreed or strongly disagreed.

In response to whether shift work arrangements positively influence overall job satisfaction, 97.7% (mean = 4.65, std. dev = 0.619) agreed or strongly agreed, while 1.2% remained neutral and 1.2% disagreed or strongly disagreed.

When evaluating their ability to modify work schedules based on personal needs and preferences, 96.5% (mean = 4.58, std. dev = 0.631) of respondents agreed or strongly agreed, 2.4% remained neutral, and 1.2% either disagreed or strongly disagreed.

The study further investigated whether shift working options help integrate work and personal life. Results showed that 98.2% (mean = 4.59, std. dev = 0.601) agreed or strongly agreed, 0.6% were neutral, and 1.2% disagreed or strongly disagreed.

Additionally, the effectiveness of compressed workweeks in managing work tasks was explored, with 97.7% (mean = 4.62, std. dev = 0.606) agreeing or strongly agreeing, 1.2% remaining neutral, and 1.2% disagreeing or strongly disagreeing.

However, when assessing whether compressed workweeks improved overall job satisfaction, 87.6% (mean = 4.30, std. dev = 0.753) agreed or strongly agreed, 10.6% were neutral, and 1.8% disagreed.

Descriptive Statistics on opinions on Welfare programs

The impact of welfare programs on health practitioners' performance in Kirinyaga County, Kenya was analyzed using questionnaire. A five-point Likert scale was used where 5 reflected strongly agree, 4 represented agree, 3 undecided, 2 represented disagree and 1 strongly disagree.

Table 3: Descriptive Statistics on opinions on Welfare programs

Statement	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %	Mean	Std. Dev
I have access to free counseling programs in the workplace	0.0	1.2	0.6	31.2	67.1	4.64	0.561
Employee counseling have positively impacted my mental well being	0.6	0.0	3.5	31.2	64.7	4.59	0.620
I feel comfortable and supported accessing counseling services at my workplace	0.6	0.0	1.8	33.5	64.1	4.61	0.589
Programs for employee counseling have helped me control my stress at work	0.6	1.2	1.8	36.5	60.0	4.54	.654
I benefit from the financial resources offered by my employer, such as loans and help with financial planning	0.6	0.6	2.9	35.9	60.0	4.54	0.645
My employer provides me with services and financial benefits that I find satisfactory	0.6	1.2	2.4	36.5	59.4	4.53	0.663
Lactation rooms are available for nursing mothers at work	0.6	0.6	1.8	34.7	62.4	4.51	0.794
The availability of lactation rooms at my workplace supports my work-life integration as a parent	0.6	0.6	1,2	31.2	66.5	4.62	0.605
When I use the lactation facilities at work to pump or breastfeed, I feel comfortable and supported	0.6	0.6	3.5	34.1	61.2	4.55	0.653
Lactation rooms contribute to a positive and inclusive work environment	1.8	1.8	2.9	31.2	62.4	4.58	0.623
I experience challenges when integrating life and work affairs at home therefore my performance is affected negatively.	1.2	1.2	1.8	33.1	62.7	4.55	0.706
Health and fitness programs provided by the organization contribute to my overall job satisfaction.	0.6	2.4	6.5	43.5	47.1	4.34	0.755
Having access to fitness centers and other health and wellness programs has enhanced my general health and well-being	0.6	1.8	1.2	40.6	55.9	4.49	0.673

The research explored access to free counseling programs in the workplace. The majority (98.3%, mean = 4.64, std. dev = 0.561) agreed or strongly

agreed that such programs are accessible. A small proportion (0.6%) were neutral, while 1.2% disagreed. No respondents strongly disagreed.

When asked whether employee counseling has positively impacted their mental well-being, 95.9% (mean = 4.59, std. dev = 0.620) of respondents agreed or strongly agreed. Neutral responses accounted for 3.5%, and 0.6% strongly disagreed.

In response to feeling comfortable and supported accessing counseling services, 97.6% (mean = 4.61, std. dev = 0.589) agreed or strongly agreed. Neutral responses made up 1.8%, while 0.6% strongly disagreed.

Regarding whether counseling programs help control workplace stress, 96.5% (mean = 4.54, std. dev = 0.654) agreed or strongly agreed. Neutral responses accounted for 1.8%, while 1.8% disagreed or strongly disagreed.

The study investigated financial benefits such as loans and financial planning assistance. The majority (95.9%, mean = 4.54, std. dev = 0.645) agreed or strongly agreed. Neutral responses accounted for 2.9%, while 1.2% disagreed or strongly disagreed.

When asked whether their employer provides satisfactory financial services and benefits, 95.9% (mean = 4.53, std. dev = 0.663) agreed or strongly agreed. Neutral responses made up 2.4%, while 1.8% disagreed or strongly disagreed.

On the availability of lactation rooms for nursing mothers, 97.1% (mean = 4.51, std. dev = 0.794) agreed or strongly agreed. Neutral responses accounted for 1.8%, and 1.2% disagreed or strongly disagreed.

In terms of whether lactation facilities support work-life integration as parents, 97.7% (mean = 4.62, std. dev = 0.605) agreed or strongly agreed. Neutral responses accounted for 1.2%, while 1.2% disagreed or strongly disagreed.

When asked if they feel comfortable and supported using lactation facilities, 95.3% (mean = 4.55, std. dev = 0.653) agreed or strongly agreed. Neutral responses accounted for 3.5%, while 1.2% disagreed or strongly disagreed.

On whether lactation rooms contribute to an inclusive environment, 93.6% (mean = 4.58, std. dev = 0.623) agreed or strongly agreed. Neutral responses constituted 2.9%, while 3.6% disagreed or strongly disagreed.

When asked about challenges in integrating life and work affecting performance negatively, 95.8% (mean = 4.55, std. dev = 0.706) agreed or strongly agreed. Neutral responses were 1.8%, and 2.4% disagreed or strongly disagreed.

The study also explored health and fitness programs contributing to job satisfaction. The majority (90.6%, mean = 4.34, std. dev = 0.755) agreed or strongly agreed. Neutral responses accounted for 6.5%, while 3% disagreed or strongly disagreed.

Finally, regarding whether fitness centers enhance general health and well-being, 96.5% (mean = 4.49, std. dev = 0.673) agreed or strongly agreed. Neutral responses accounted for 1.2%, and 2.4% disagreed or strongly disagreed.

Table 4: Descriptive Statistics on opinions on Leave programs

Statement	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %	Mean	Std. Dev
I have access to the different types of leaves :annual leave ,paternity &maternity leave and sabbatical leave	0.6	0.6	1.8	28.8	69.4	4.68	0.506
My employers annual leave policy sufficiently accommodate my requirement for vacation time	0.0	0.0	1.2	0.6	69.4	4.68	0.492
I feel encouraged to take my take my full entitled annual leave each year	1.2	0.6	4.7	28.8	64.7	4.55	0.722
Annual leave policies positively contributes to my work life integration	0.0	1.2	2.4	32.9	63.5	4.59	0.602
The maternity and paternity leave program positively influence my work life integration	0.0	0.0	1.2	36.5	62.4	4.61	0.512
The availability of paternity leave programs positively influence my work life integration	0.0	1.8	2.4	37.1	58.8	4.53	0.636
I am certain that taking a maternity leave or paternity leave will not harm my career	0.0	1.2	3.5	29.4	65.9	4.60	0.619
My employer sick leave policy meets my health demands well	0.0	0.6	0.6	28.8	70.0	4.68	0.515
Policies pertaining to sick leave foster a more robust and efficient labour force	0.0	0.0	0.6	34.1	65.3	4.65	0.491
Sabbatical leave options are provided to support personal and professional development	0.0	0.0	0.6	34.1	65.3	4.65	0.491
Policies governing sabbatical leave have a favorable impact on my job satisfaction and well being	0.0	0.0	2.9	29.4	67.6	4.65	0.537
In my perspective absence of family bonding time has contributed to bad work production of officers	0.0	0.0	3.5	41.8	54.7	4.51	0.568
In my view ,this paid leave granted to officers helps increase their morale and consequently they work even better	0.0	0.0	1.1	34.7	64.1	4.63	0.508

The research attempted to investigate if health practitioners had access to the main types of leave:

Annual Leave, Paternity & Maternity Leave, Sick Leave, and Sabbatical Leave. According to the

findings, 98.2% of the respondents agreed or strongly agreed (mean = 4.68, std. dev = 0.506) that they had access to these types of leaves.

In response to whether their employer's annual leave policy sufficiently accommodates their requirement for vacation time, 100% of the respondents agreed or strongly agreed (mean = 4.68, std. dev = 0.492) that it meets their needs.

The research also aimed to assess whether medical practitioners felt encouraged to take their full entitled annual leave. Findings indicated that 93.5% of the respondents agreed or strongly agreed (mean = 4.55, std. dev = 0.722) that they feel motivated to take their full annual leave.

The study sought to examine whether the annual leave policies positively contribute to work-life integration. According to the findings, 96.4% of the respondents agreed or strongly agreed (mean = 4.59, std. dev = 0.602) that these policies favorably contribute to work-life integration.

The research aimed to determine if the maternity and paternity leave policies at their business were fair and helpful. According to the data, 98.9% of the respondents agreed or strongly agreed (mean = 4.61, std. dev = 0.512) that the policies are supportive.

The research also attempted to find out if the availability of paternity and maternity leave programs positively influences work-life integration. According to the data, 95.9% of the respondents agreed or strongly agreed (mean = 4.53, std. dev = 0.636) that these programs positively impact work-life integration.

The study aimed to assess whether health practitioners are certain that taking maternity or paternity leave won't harm their career. Findings showed that 95.3% of the respondents agreed or strongly agreed (mean = 4.60, std. dev = 0.619) that

taking leave would not negatively affect their career.

In response to whether the employer's sick leave policy meets their health demands, 98.8% of the respondents agreed or strongly agreed (mean = 4.68, std. dev = 0.515) that the sick leave policy satisfies their needs.

The research examined whether policies related to sick leave foster a more robust and efficient workforce. According to the findings, 99.4% of the respondents agreed or strongly agreed (mean = 4.65, std. dev = 0.491) that these policies contribute to workforce efficiency.

The research aimed to determine if sabbatical leave options are provided to support personal and professional development. According to the data, 99.4% of the respondents agreed or strongly agreed (mean = 4.65, std. dev = 0.491) that sabbatical leave supports personal and professional growth.

The study also aimed to find out if policies governing sabbatical leave have a favorable impact on job satisfaction and well-being. According to the findings, 97.0% of the respondents agreed or strongly agreed (mean = 4.65, std. dev = 0.537) that these policies improve their job satisfaction and well-being.

The research explored whether the lack of family bonding time contributes to bad job performance. Findings indicated that 96.5% of the respondents agreed or strongly agreed (mean = 4.51, std. dev = 0.568) that the absence of family bonding time negatively affects work performance.

In response to whether paid leave helps improve morale and consequently job performance, 98.8% of the respondents agreed or strongly agreed (mean = 4.63, std. dev = 0.508) that it has a positive impact on morale and performance.

Descriptive Statistics on employee performance

Table 5: Descriptive Statistics on employee performance

Statement	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %	Mean	Std. Dev
I am able to attain my specified objectives in my career	0.0	0.0	1.8	28.8	69.4	4.68	0.506
My organization promotes team work among employees team work improves my performance	0.0	0.0	1.2	29.4	69.4	4.68	0.492
Team work increases my performance	1.2	0.6	4.7	28.8	64.7	4.55	0.722
I am able to provide sufficient and efficient service to patients	0.6	3.5	5.9	32.9	57.1	4.42	0.805
I am satisfied with my performance as a medical practitioners	0.0	1.2	2.4	32.9	63.5	4.59	0.602
I am always punctual with my work	0.0	0.0	1.2	36.5	62.5	4.61	0.512
Work life integration has improved my resources utilization in my organization	0.0	0.6	0.6	28.8	70.0	4.68	0.515
Patient are satisfied with the service I offer to them	0.0	1.2	3.5	29.4	65.9	4.60	0.619
Work –life integration policies in my organization reduces stress and burnout	0.0	0.6	28.8	0.0	70.0	4.68	0.515
My organization provide adequate resources to support work life integration	0.0	0.0	0.6	34.1	65.3	4.65	0.491
My work schedule supports maintaining a healthy lifestyle	0.0	0.0	0.6	34.1	65.3	4.65	0.491
My work load allows me to maintain a highlevel of performance	0.0	0.0	0.6	34.1	65.3	4.65	0.537

The study sought to determine whether employees are able to achieve their set goals in their jobs. The findings indicated that 98.2% of respondents (mean = 4.68, std. dev = 0.506) agreed with this statement, with 69.4% strongly agreeing and 28.8% agreeing. Only 1.8% were neutral, while 0.0% strongly disagreed.

The research also evaluated whether the organization promotes teamwork among employees and whether teamwork improves performance. The data showed that 98.8% of

respondents (mean = 4.68, std. dev = 0.492) agreed, with 69.4% strongly agreeing and 29.4% agreeing. Neutral responses accounted for 1.2%, while 0.0% disagreed.

Regarding whether teamwork increases individual performance, 93.5% of respondents (mean = 4.55, std. dev = 0.722) agreed, with 64.7% strongly agreeing and 28.8% agreeing. Only 1.8% were neutral, and 0.6% disagreed with the statement.

The study also assessed whether respondents were able to provide sufficient and efficient services to patients. 89.9% of respondents (mean = 4.42, std. dev = 0.805) agreed, with 57.1% strongly agreeing and 32.9% agreeing. Neutral responses were 5.9%, while 3.5% disagreed.

In exploring job satisfaction as a medical practitioner, 96.4% of respondents (mean = 4.59, std. dev = 0.602) agreed, with 63.5% strongly agreeing and 32.9% agreeing. Neutral responses accounted for 2.4%, while 1.2% disagreed.

The research further analyzed punctuality at work. Results indicated that 99.0% of respondents (mean = 4.61, std. dev = 0.512) agreed, with 62.5% strongly agreeing and 36.5% agreeing. Neutral responses were 1.2%, and only 0.0% disagreed.

On the topic of work-life integration and resource utilization, 98.8% of respondents (mean = 4.68, std.

dev = 0.515) agreed that work-life integration has improved resource utilization in their organization. Among them, 70.0% strongly agreed, 28.8% agreed, and only 0.6% were neutral. No respondents disagreed.

Finally, when asked about patient satisfaction with the services offered, 95.3% of respondents (mean = 4.60, std. dev = 0.619) agreed, with 65.9% strongly agreeing and 29.4% agreeing. Neutral responses were 3.5%, while 1.2% strongly disagreed.

Multiple Regression Analysis

The main objective of the research was to assess the impact of work life integration strategies on the performance of health practitioners in Kirinyaga County, Kenya. The target was realized via addressing the study hypothesis H₀₅: There is no significant impact of work life integration strategies on health practitioners' performance in Kirinyaga County.

Table 6: Multiple regression summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.919 ^a	.845	.842	.14345	1.599

a. Predictors: (Constant), Welfare programs, Leave programs, Technology, Flexible working arrangements

b. Dependent Variable: PERFORMANCE

The multiple regressions were tested for significance using the F-test statistics at a significance level of 5%. The F-test results revealed that the model was significant $F(4, 165) = 225.412$, $P = 0.000$. This implies that all the work life related strategies selected collectively can be used to

predict employee performance among medical practitioners in Kirinyaga County. The R² value of 0.845 indicates that 84.5% of the variance in employee performance can be explained by the predictors (Welfare programs, Leave programs, Technology, and Flexible working arrangements).

Table 7: ANOVA analysis for multiple regression summary

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.554	4	4.639	225.412	.000 ^b
	Residual	3.395	165	.021		
	Total	21.949	169			

a. Dependent Variable: PERMORMANCE

b. Predictors: (Constant), Welfare programs, Leave programs, Technology, and Flexible working arrangements

The F value reflects whether the collection of independent variables as a whole contribute to the variation in the dependent variable. An F value of 225.412 was discovered, which was significant at ($p = 0.000$) at 95%. This shows that the work life

integration initiatives, including Welfare programs, Leave programs, Technology, and Flexible working arrangements, were important in predicting employee success.

Table 8: Regression Coefficient of Independent variables and Performance Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	.223	.171		-1.305	.194
	Leave programs	.335	.048	.323	6.987	.000
	Technology	.393	.048	.410	8.263	.000
	Flexible working arrangements	.191	.061	.172	3.129	.002
	Welfare programs	.152	.060	.132	2.515	.013

The regression analysis reveals significant positive relationship between work life integration strategies and the dependent variable (performance). Specifically, leave programs had significant positive impact, with each unit increase leading to a 0.335 unit increase in performance (p = 0.000). Similarly, technology shows a strong positive effect, where a one-unit increase results in a 0.393 unit increase in performance (p = 0.000), making it the most significant predictor with the highest Beta value of 0.410. Flexible working arrangements also contributes positively, with a 0.191 increase in performance per unit increase in flexible working arrangements (p = 0.002), and welfare programs shows a positive impact of 0.152 units for each unit increase in welfare programs (p = 0.013).

The multiple regression model was fitted as below:

$$Y = -0.223 + 0.393X_1 + 0.191X_2 + 0.152X_3 + 0.335X_4$$

Where:

- **Y = Performance of health practitioners**
- **X₁ = Technology**
- **X₂ = Flexible Working Arrangements**
- **X₃ = Welfare programs**
- **X₄ = Leave programs**

The regression model, $Y = -0.223 + 0.393X_1 + 0.191X_2 + 0.152X_3 + 0.335X_4$, that work life integration strategies are significantly explaining the variation in the dependent variable (employee performance). Therefore, hypothesis H₀₅: "There is

no significant impact of work life integration strategies on employee performance" is rejected, and concluded that work life integration strategies have a significant impact on employee performance. Among them, Technology has the strongest relationship, followed by Leave programs, Flexible working arrangements, and Welfare programs, suggesting that improvements in these areas could enhance the performance of health practitioners.

Technology's strong influence on the performance of health practitioners aligns with findings from previous studies. According to McKnight et al. (2017), the implementation of electronic health records (EHRs) and telemedicine significantly improves efficiency and patient outcomes in healthcare institutions by reducing administrative burdens and enabling real-time information sharing. Similarly, Agarwal et al. (2019) found that integrating advanced healthcare technologies like telecommunication tools increases practitioner efficiency, enabling better work-life balance and improved performance. These studies validate the positive and significant relationship between technology and the performance of health practitioners highlighted in your model. The importance of leave programs as a significant predictor of performance is echoed in the work of Clarke and Hill (2018), who demonstrated that access to well-structured leave programs, including maternity, paternity, and sick leave, enhances employee productivity by allowing workers to

recuperate and manage personal responsibilities effectively. Demerouti et al. (2020) similarly argue that sufficient rest periods and recovery time provided through leave programs mitigate burnout and improve overall job performance.

Studies like those of Kossek et al. (2017) and Allen et al. (2020) reinforce the role of flexible working arrangements in enhancing employee productivity and satisfaction. These studies found that remote working options, flexible scheduling, and reduced hours can alleviate stress among healthcare practitioners, leading to higher job performance. The findings align with the positive relationship shown in your model, emphasizing the need for flexibility to meet the demands of both work and personal life.

The positive relationship between welfare programs and performance is supported by Guest (2017), who highlighted how initiatives such as employee wellness programs, counseling services, and childcare facilities foster well-being and productivity. Additionally, Chou and Hecker (2019) found that welfare programs contribute to reduced absenteeism and increased morale, ultimately leading to better performance, particularly in high-stress environments like healthcare.

Discussion of findings

The findings reveal that technology greatly adds to the performance of medical practitioners in Kirinyaga County, Kenya. The descriptive analysis indicated that the majority of the respondents (65.2%) believed that technology greatly contributes to the performance of medical practitioners in the area. The important impact of technology to medical practitioners' performance in Kirinyaga County is amply substantiated by recent research. Kariuki and Njeru (2021) indicated that electronic health records promote efficiency and decision-making, whereas Mburu and Chege (2023) stressed the significance of telemedicine and automated systems in increasing performance and patient outcomes. Similarly, Ogola et al. (2020) showed a considerable positive link between

technology usage and healthcare worker efficiency, consistent with the results in Kirinyaga County. Furthermore, Mugambi and Nyaga (2022) proved how mobile health apps greatly contribute to performance in rural settings, reinforcing the revolutionary potential of technology in healthcare.

The findings reveal that there is a substantial association between flexible working arrangements and the performance of medical practitioners in Kirinyaga County, Kenya. From the descriptive analysis, the majority of the respondents felt that flexible working arrangements contribute greatly to the performance of medical practitioners in Kirinyaga County. The beneficial association between flexible working arrangements and medical practitioners' performance in Kirinyaga County is well substantiated by recent research. Kosgei and Maende (2024) proved that flexible work options, including: telecommuting and flextime, greatly boost performance in Kenyan public hospitals. Similarly, Shifrin and Michel (2021) underlined that flexible working arrangements boost employee well-being, which in turn correlates to higher performance. Additionally, Yugi et al. (2023) demonstrated that flexible scheduling in private hospitals boosts staff happiness, motivation, and overall productivity, further confirming the results from Kirinyaga County.

The research indicated that welfare programs contribute greatly to the performance of medical practitioners in Kirinyaga County. The results from the descriptive analysis reveal that 82.4% of the respondents believed that welfare programs contribute considerably to their performance. The considerable importance of welfare programs in increasing the performance of medical practitioners in Kirinyaga County is supported by recent research. Mwangi and Kinyua (2020) underlined that welfare interventions, such as medical benefits and housing allowances, directly improve employee productivity. Similarly, Oketch et al. (2021) showed that both financial and non-financial welfare initiatives boosted job satisfaction and decreased burnout among healthcare personnel. Njagi and Wanjiru (2023) proved the favorable influence of workplace welfare initiatives on employee production in rural hospitals, with correlation findings fitting closely with those of the Kirinyaga research. Additionally, Otieno and Amadi (2022) stressed the relevance of wellness programs in boosting work satisfaction and overall performance, further supporting the results.

The outcomes of the research show that leave programs contribute greatly to the performance of health practitioners in Kirinyaga County. From the descriptive analysis, the majority of the respondents believed that leave programs contribute to employee performance. The favorable impact of leave programs to the performance of health practitioners in Kirinyaga County are substantiated by current study. Kimani and Otieno (2019) noted that organized leave programs promote attention and minimize burnout, whereas Njoroge and Wambui (2021) revealed the favorable influence of paid leave on work-life balance and job satisfaction. Similarly, Kiprotich et al. (2020) stressed the impact of leave programs in lowering stress and boosting employee engagement. Mwangi and Nduta (2023) also underlined the value of explicit leave programs in promoting mental health and productivity, supporting the findings from Kirinyaga County.

CONCLUSIONS AND RECOMMENDATIONS

The research shows that all the analyzed factors—technology, flexible working arrangements, welfare programs, and leave programs—significantly contribute to the performance of medical practitioners in Kirinyaga County, Kenya. The data reveal that technology has a considerable positive influence on performance, explaining 71.4% of the variation in performance, with a very significant correlation ($r = 0.845$, $p < 0.01$). This underscores the crucial role of technology in boosting efficiency, productivity, and overall job results. Similarly, flexible working arrangements were shown to substantially impact performance, accounting for 64% of the variation ($R^2 = 0.640$, $p < 0.05$) and displaying a high positive correlation ($r = 0.800$, $p < 0.01$). This underlines the value of flexibility in helping individuals to manage work and personal duties successfully, therefore enhancing performance.

Furthermore, welfare programs were demonstrated to have a considerable beneficial influence on employee performance, with 59.7% of the variation explained by these programs ($R^2 = 0.597$, $p < 0.05$) and a high correlation ($r = 0.773$, $p < 0.01$). These data imply that welfare programs boost morale, motivation, and overall productivity among medical practitioners. Finally, leave programs were also shown to contribute considerably to performance, accounting for 64.6% of the variation in performance ($R^2 = 0.646$, $p < 0.05$) and demonstrating a high positive correlation ($r = 0.804$, $p < 0.01$). Leave programs are vital in decreasing burnout, promoting job satisfaction, and raising overall performance at work.

The hypothesis H05: "There is no major influence of work life integration techniques on employee performance" is rejected, and found that work life integration strategies have a considerable impact on employee performance. These findings underscore the necessity for healthcare organizations to invest in technology, encourage flexible work arrangements, expand welfare

programs, and give enough leave chances to maintain optimum performance and job satisfaction among medical practitioners.

The healthcare industry is a vital part of general well-being and economic productivity. Public health sectors serve the wider population of any particular nation. The continuing issues encountered by health practitioners, including poor working conditions and personnel shortages, indicate the need for initiatives that promote performance and retention. Work-life integration strategies have been abundantly documented to have a major function in increasing health practitioners' performance. These practices include the efficient use of technology, flexible working arrangements, comprehensive welfare programs, and well-structured leave programs. Employee performance is a dynamic topic that demands careful creation of rules targeting particular goals. There is no one method that generates results on its own. Therefore, institutions and organizations need to create work-life integration strategies and policies targeted at boosting employee commitment, loyalty, and motivation. The report recommends institutions to take a proactive role in building an employee-friendly atmosphere defined by the availability of technology, flexible working arrangements, welfare programs, and leave programs. Furthermore, the institutions should push and promote for the creation and implementation of work-life integration policies.

Recommendations

Based on the results of the research, it is advised that healthcare organizations in Kirinyaga County, Kenya, adopt the following initiatives to boost the performance and well-being of their health practitioners:

i) Adopt and Enhance Technology Integration: Healthcare facilities should emphasize the integration of current technology such as Electronic Health Records (EHRs), communications tools, and remote work capabilities. These technologies have already been demonstrated to increase

communication, efficiency, and work-life balance, all of which contribute to higher performance. Regular training and assistance should be offered to ensure that health practitioners properly employ these technologies.

ii) Strengthen Flexible Working Arrangements: It is advised that healthcare businesses extend flexible working options, including job rotation, shift work, and flexible working hours, to better facilitate work-life integration. By doing so, health practitioners will be able to better manage their personal and professional responsibilities, leading to enhanced work satisfaction and performance. The possibility of introducing reduced workweeks or other flexible solutions should also be studied.

iii) Expand and Improve Welfare Programs: Healthcare institutions should increase their investment in welfare programs that promote the well-being of health practitioners. These programs, including counseling services, financial support, lactation rooms, and health and fitness facilities, have a positive impact on performance. Expanding these programs and ensuring they are easily accessible will contribute to improved job satisfaction and overall productivity.

iv) Ensure Adequate Leave Policies: Adequate and supportive leave policies, including annual leave, sick leave, maternity and paternity leave, and sabbatical leave, should be enhanced. These programs have been found to considerably boost performance by improving health practitioners' work-life balance. Healthcare firms should ensure that these initiatives are well defined and available to all staff.

v) Conduct Further Research and Encourage Continuous Improvement: Further study should be performed to explore the long-term impact of work-life integration techniques on performance and well-being in healthcare settings. Additionally, healthcare companies should regularly assess new practices and innovations to optimize work-life integration and adapt to developing trends. By applying these guidelines, healthcare businesses

in Kirinyaga County may establish a more friendly and efficient work environment, leading to greater staff performance, higher job satisfaction, and ultimately, better healthcare delivery.

Suggestion for further studies

The investigation gained new insights and research ideas on work-life integration practices and their relevance to health practitioners' performance. The study environment, Kirinyaga County, hampered

the researcher's capacity to generalize the findings. Therefore, there is a need for future research to duplicate this study's model in diverse contexts, such as private level five hospitals and other hospital categories, both private and public, to gain a larger and comparative viewpoint. Additionally, additional study on teleworking in hospitals is important as it develops as a new idea.

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