



**EFFECT OF WORK LIFE BALANCE ON EMPLOYEE PERFORMANCE IN CONSTITUTIONAL COMMISSIONS IN KENYA.  
A CASE OF COMMISSION ON REVENUE ALLOCATION**

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**ABSTRACT**

*The broad objective of the study was to determine the extent to which work life balance affects employee performance. Specifically, the study determined the extent to which flexible work schedules, job sharing among employees, employee breaks and employee assistance programs affect employee performance in the organization. The study adopted descriptive survey and case study design and targets 68 employees of the Commission on Revenue Allocation. All the 68 employees of the target population were considered. The study found that the organization lacked effective flexible working arrangements that assisted in the performance improvement. Lack of flexible work schedule had reduced encouragement to continue performing well for the organization as well the employees' degree of independence with their working arrangements. Successful job sharing arrangements served the needs both of individual employees and their work unit/departments. The commission did not encourage job sharing. There was a significance effect of employee breaks on employee performance. Employees felt re-energized and worked better after their annual leave. The employees were more committed because they were not denied any benefit because of taking leaves as demonstrated. There lacked effective employee assistance programs in the organization. The study recommended that the commission should establish effective flexible work schedules to enable employees attend to work and personal matters. There lacked adequate job sharing in the commission. The study therefore recommended that the commission should embrace job sharing and provide team building programs. The study recommended that the leave package should be enhanced to suit the current life styles. The commission should provide employee assistance programs such as child care unity which ensured that employees are not bothered about their children since they were assured of their care. This would improve their concentration and performance on their work.*

**Key Words:** *Flexible Work Schedules, Job Sharing, Employee Breaks, Employee Assistance, Employee Performance*

## INTRODUCTION

In today's ever demanding work environment a lot of people face the problem of balancing work and family life. Despite the worldwide quest for work life balance here on referred to as WLB, very few have found an acceptable definition and concept. WLB does not mean an equal balance; it is about adjusting the working patterns to allow employees to combine work with their other responsibilities such as caring for children or elderly relatives (Higgins et al., 2004). WLB is a combination of interactions among different areas of one's life, the advantages and disadvantages associated with that balance or imbalance can affect multiple levels of society. The disadvantages associated with WLB can impact both employee and employer. For the employee, consequences can have a negative impact on work and life satisfaction, mental health, physical health and on individual performance in organization (Guest, 2001). For employers the consequences of poor work life balance will be poor performance, absenteeism, sick leave and higher staff turnover, recruitment and training costs (Department of Trade and Industry, 2001). In simple terms WLB means the amount of time you spend doing your job compared with the amount of time you spend with your family and doing things you enjoy.

An organization needs to preserve valued employees in highly competitive labor market. It is a strong motivating factor for increased organizational awareness and action with regard to implementation and management of work life balance strategies. WLB is an important area of human resource management that is receiving increasing attention from government, researchers, management, and employee representatives and popular media.

WLB, from the employee perspective, is the maintenance of a balance between responsibilities at work and at home. Employers view the benefits or the working conditions that they provide to help

employees balance the family and the work domains as work life benefits (Russell & Bowman, 2000). Initially the concept of work life conflict focused on the impact of family demands on work. It now extends to the impact work has on individual stress, relationships and family well-being (Russell & Bowman, 2000).

Work-to-family conflict occurs when experiences at work interfere with family life inflexible work hours, work overload, interpersonal conflict at work, unsupportive supervisor organization. Family-to-work conflict occurs when experiences in the family interfere with work life primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit and unsupportive family members.

In today's society, workplace pressures continue to mount globally. Work target demands, family pressure and the pressure to balance the two have taken a toll on most employees' health and well-being (Parus, 2010). Employers, faced with skyrocketing healthcare costs, global competition and economic uncertainty, are concerned about attracting and retaining high quality employees and delivering superior organizational performance. As a result, some companies such as Apple in United States, Nokia in China and British Bureau of Statistics in London among others have responded to this business challenge by taking care of their employees work life issues. These employers then create workplaces that do more than just improve productivity – they do not build a strong, vibrant organizational culture that supports the company itself but a psychologically healthy workplace (Greenhaus & Beutell, 2010).

The hectic life of present times in search of job and then in retention and excelling in the job has put tremendous pressure on an individual's life. According to Obiageli, Uzochukwu and Ngozi (2015), employee performance is a key determinant

in the achievement of organizational goals in today's business world. Employee performance is a focal point in any establishment. Every policy in the organization is geared towards increasing employee performance. All these have led to managers having higher expectations of employees' performance. Employees on the other hand try their best to be retained in the organization by putting in more time at work which may be at detriment of their personal life, resulting in reduced performance. Obiageli, Uzochukwu and Ngozi (2015), further observe that there is likely misplacement of priority of interest by the employees trying to meet up with the target of the employer, which may affect their productivity as well as their personal life. As a result, the equilibrium between life and work has tilted to the negative side. Pocock (2003) describes the lack of equilibrium between the changing nature of families and workplace cultures as a 'collision between work and families'. Therefore, once an individual enters a job, the employer as well as employee needs to put all the positive efforts to turn this equilibrium back to its position. There must be proper balance between work and personal life.

Minimal studies have been carried out on the effects of work life balance on employee performance in the constitutional commissions in Kenya. This study examines the effects of work life balance on employee performance in constitutional commissions in Kenya. The study examines the literature to identify the various ways in which work-life balance may affect employee performance in the constitutional commissions. Using a wide range of studies from a variety of disciplines, the empirical support available for the link between work-life practices and employee performance at both the individual and organization level of analysis is reviewed. The paper examines the effect of work life balance on employee performance in constitutional commissions in Kenya, with reference to the Commission on Revenue Allocation. Specifically the

study seeks to determine the extent to which flexible work schedules, job sharing, employee breaks and employee assistance programs affect employee performance in the Commission on Revenue Allocation.

### **Statement of the Problem**

Interference between work and non-work responsibilities (work-life conflict) can indicate serious implications including lower levels of job satisfaction and organizational commitment. Also work-life conflict may result into reduced work effort, reduced performance, and increased absenteeism and turnover or associated with increased stress and burnout as observed by Anderson (2012). Most organizations have opted to provide their employees with work-life balance practices so as to avoid the implications which may hinder employee performance through the increase of employee morale and job satisfaction.

According to a survey by Strathmore Business School (2011) most organizations in Kenya lack policies that support the well-being of employees' families. The public sector is not an exception. Implementation of work life balance (WLB) policies in the public sector in Kenya has not been effective. Despite the fact that policies have been documented in the staff rules and regulation and the collective bargaining agreement for union staff, the public sector has not made deliberate efforts to implement the policies and majority of the staff are not aware that such policies do exist. Failure to implement WLB policies effectively means long work hours are having an adverse effect on the health of employees. According to Cooper (2000) who carried a number of academic reviews, there is sufficient evidence to raise concerns about the risks to health and safety that long hours culture subjects employees. Rathi and Barath (2013) associated work life balance with reduced levels of stress and somatic complaints, increased job

satisfaction and reduced labor turnover as well as performance.

Local studies have been carried out on work life balance and employee productivity in Kenya. Chepkonga (2010) carried out research on the availability of WLB policies at Kenya Utalii College (KUC), where the study focused mainly on the availability of those policies. Muindi (2015) carried out a study on WLB practices adopted in horticultural farms in Kenya and established that the inability to create a balance between work and personal life could affect employees' effectiveness and productivity. A study by Muleke, Kamau, Wagoki, and Mukaya (2013) on work life balance practices on employee job performance in Eco bank, found correlation between WLB and employee performance. The study found a significant increase in performance when programs to assist the employees in achieving a balanced work life were introduced.

These studies have added knowledge to this area of study however within different contextual environments from that of the current study in the constitutional commissions, specifically CRA. The emphasis put on achieving targets set in performance contracts in the Commission had led to an increased work load which puts a strain on the employees, consequently causing an imbalance between work and life of the employees and hence impacting negatively on their performance. Further, direct relationship between work life balance and performance particularly in the public sector remained relatively insufficient in the Kenyan context leading to insufficient empirical literature. These were the issues that prompted this study on the effect of work life balance practices on performance of employees in the constitutional commissions in Kenya.

## **Objectives of the Study**

The general objective of the study was to establish the effect of work life balance on employee performance in the constitutional commissions in Kenya. The specific objectives were:-

- To examine the effect of flexible work schedules on employee performance in constitutional commissions in Kenya
- To establish the effect of job sharing among employees on employee performance in constitutional commissions in Kenya
- To determine the effect of employee breaks on employee performance in constitutional commissions in Kenya
- To establish the effect of employee assistance programs on employee performance in constitutional commissions in Kenya

## **LITERATURE REVIEW**

### **Theoretical Framework**

#### **Spill Over Theory**

One of the influential theories in work life balance after Pleck (1977) is the spill over theory. According Sidin et al. (2010), in this theory there is similarity between what occurs in the work environment and what occurs in the family environment. The theory puts emphasis on the trend of the worker to transmit their emotions, attitudes, skills and behaviors they establish at work into their family life and vice-versa (Sidin et al., 2010).

The spillover process can be either positive or negative, where the negative spill over prompts stress in individuals and the positive spillover can lead to high levels of satisfaction and performance. Dex and Bond (2005) say that extensive research into the field of WLB has shown that employees who continuously work for long hours have a greater degree of work life conflict. Lewis (2003), observes that the border

between work and home is relatively weak and tend to spill over positive or negative spills into the home or work environment.

### Work/Family Border Theory

The work-family border theory was pioneered by Clark in the year 2000. The theory explains how an individual manages and negotiates the work and family domains and the borders between them in order to attain balance. Central to the model, is the concept of work and family constituting different spheres which influence each other. According to Clark (2000) the outcome of interest in this theory is work-family balance, which refers to satisfaction and good functioning at work and at home, with a minimum of role conflict.

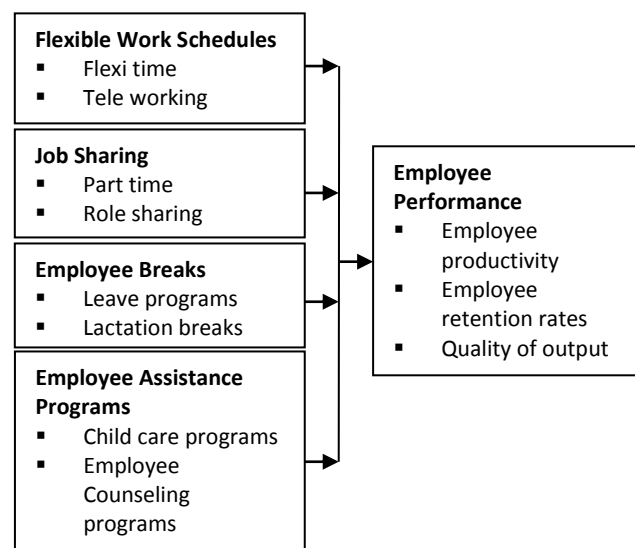
The theory states that each person’s role takes place within a specific domain of life, and these domains are separated by borders that may be physical, temporal, or psychological. The theory addresses the issue of “crossing borders” between spheres of life, especially the spheres of home and work. Hence, this theory shows that there should be a proper balance between work and non-work activities like social life, family life, health and so on.

### Component Theory

Edwards and Bagozzi (2000) present the component approach to work life balance as a theory that emphasizes balance as a direct formative latent construct. According to Grzywacz and Carlson (2007) this means that work life balance consists of multiple facts that precede balance and give meaning to it. Greenhaus, Collins, and Shaw (2003) assert that work life balance consists of time balance, involvement balance and satisfaction balance. Time balance refers to the equal time devoted, while involvement balance refers to the equal psychological effort and presence invested. Satisfaction balance refers to equal satisfaction expressed across the work and family roles. Frone (2003) holds that work life balance

consists of work life conflict and work life facilitation corresponding with role conflict and enhancement respectively. The advantage of the component approach over the overall appraisals approach to work life balance is that one can use conceptually based measures of balance that tap into the different aspects of work life balance. Grzywacz & Carlson (2007), says that these aspects form the overall valuation of how well an individual is meeting role related responsibilities.

### Conceptual Framework



**Independent Variables**      **Dependent Variable**

**Figure 1: Conceptual Framework**

Source: Author (2018)

### Empirical Review

#### Flexible Work Schedules

Dissanayaka and Ali (2013) carried out a study on the impact of work life balance on employee performance. The purpose of the study was to analyze the relationship between WLB and employee performance. Questionnaires were distributed to 96 employees for the survey and the data obtained used to run analysis. The data obtained was used analyzed using Pearson moment correlation. The finding

indicated that there was a positive relationship between work life balance and employee performance. It was also found that there is need for systematic effort to improve work life balance of the employee to achieve better employee performance. One of the work life balance practices that the study recommends to be focused on is flexible work arrangements.

A study by Mwebi and Kadaga (2015) sought to establish the effects of flextime work arrangement on employee performance in Nairobi CBD Commercial Banks. This research adopted a survey descriptive design. The target population was all the 1074 Nairobi CBD commercial banks employees where proportionate stratified sampling method was used to get a sample of 291 respondents from different strata (management, supervisory, clerical and secretarial as well as the support staff). From the findings, the study showed that flextime work arrangement influences employee performance in Nairobi central business district commercial banks. The study exhibited the availability of flextime work arrangement across Nairobi central business district commercial banks. The study recommends the need for banks and other sectors to improve the use of flextime work arrangement among their WLB policies as the enhancement of this schedule has been found to positively affect employee performance in commercial banks based within Nairobi central business district.

### **Job Sharing**

The European Working Conditions Survey revealed that 85% of those working less than 30 hours per week were satisfied with their work–life balance. Furthermore, part-time workers and those working less than 35 hours a week reported the lowest levels of both physical and psychological health problems Clarke, Koch, and Hill (2004). Whereas part time work is likely to lessen general experiences of work-life conflict, it is also broadly observed that part time

hours mostly involve work of a lower pay and which is less secure, and involves less autonomy and skill discretion (McDonald, Bradley and Brown (2009). Reduced hours may therefore improve work-life outcomes, but other important facets of job quality, opportunity and financial security are considerably reduced.

### **Employee Breaks**

Brough, Odriscoll, and Kaliath (2009) did a study on Parental leave and work-family balance among employed parents following childbirth: an exploratory investigation with 81 Australian and New Zealand parents who returned to paid employment after childbirth. Exploratory (qualitative) design was used. The findings highlighted some of the acute family demands experienced by employed parents and the implications of providing adequate paid parental leave provisions. The research identified that, for many employees who are also parents, satisfactory participation in the workforce is substantially dependent upon having adequate private resources to minimize parenting demands or else being employed by an organization. The study recommended the advantages of government intervention in (paid) parental leave provisions, including the accessibility of paid parental leave to all parents and less pressure experienced by parents to return to full-time employment promptly after childbirth. The study recommended that organizations seeking to retain (and recruit) valuable employees need to tailor their work-family balance policies and interventions to better acknowledge acute periods of need with comprehensive and accessible work- family balance policies.

### **Employee Assistance Programmes**

Munyolo, Oteki, Chege and Muluka (2015) carried out a study on the role of work life balance on employee productivity: a survey of commercial banks in Bungoma County, Kenya. This research was conducted using survey design. The study was

conducted in Bungoma County among the employees of 11 commercial banks with a population of 536. Primary data was collected through questionnaires. The data was analyzed with the aid of SPSS where both descriptive and inferential statistics were performed. Pearson's product moment coefficient of correlation was used to correlate the variables. The value of the dependent variable based on the independent variable was predicted using the multiple regression analysis. The findings of the study were that work life balance plays a role on employee productivity within commercial banks in Kenya and increase in work life balance positively affects productivity in commercial banks in Bungoma. In its conclusion, the study also indicated that other important aspects of work life balance such as access to childcare had been left out in majority of the banks.

### Employee Performance

Mukururi and Ngari (2014) did a study on work life balance policies and employee job satisfaction in commercial banks in Nairobi County. The study employed descriptive research design with a target population of 240 respondents. The findings of this study found that each of the work life balance policies on its own is a predictor of job satisfaction and that there were no enough policies on work life balance. The study recommended that managers in banks should improve the work life balance policies offered to employees in order to increase their job satisfaction, to improve staff commitment and productivity. The study recommended that managers needed to improve the work life balance policies offered to employees in order to increase job satisfaction commitment and productivity.

A study by Obiageli, Uzochukwu, and Ngozi (2015) examined work life balance and employee performance in selected commercial banks in Lagos state. The research adopted a descriptive survey research design, the population of the study was 759

and the sample size was 262 using Taro Yamane's formula. The hypothesis was tested by Pearson product moment correlation and regression analysis. The study showed that work life balance is an important factor that brings about employee performance. The study recommended that managers of these commercial banks should prioritize creating different work life balance incentives that will improve employee performance.

### METHODOLOGY

This study adopted the survey research design. Survey research design is a method of collecting information or data as reported by individuals. The study used quantitative and qualitative questionnaire developed for generating information on key variables of interest from the targeted respondents in this study. The target population included all staff of Commission on Revenue Allocation who in that case was 68. The study adopted a census since the number of employees in CRA was small (68 employees). A questionnaire which contained both structured and unstructured questions were used in the study. Both primary and secondary data was collected during the study. Primary data was collected using questionnaires which contained both structured and unstructured questions. Before the actual data collection was conducted, a pilot study was conducted with a sample of 7 participants from the organization. To ensure easy analysis, the questionnaires were coded according to each variable of the study to ensure accuracy during analysis. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS) version 22 and excel. The basic regression model was;

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

Where;  $Y$  = is the dependent variable

$X_1$  = flexible work schedules



$X_2 = \text{job sharing}$   
 $X_3 = \text{employee breaks}$   
 $X_4 = \text{employee assistance programs}$

$\beta_0 = \text{is a constant}$   
 $\epsilon = \text{error of prediction}$

## RESULTS

**Table 1: Effect of flexible work schedules on employee performance**

Statements	Mean	Std. Deviation
The organization has flexible working arrangements that assist in my performance improvement	1.92	0.517
Flexi-working has enabled me to have high degree of independence with my working arrangements	2.22	0.174
Tele-work has enabled me solve work problems while I am away from work	2.08	0.328
Flexible work schedule has encouraged me to continue performing well for this organization	2.13	0.127
The demands related to my position in the workplace encourage me to take up flexible work schedule	2.27	0.436

The study sought to establish the effect of flexible work schedules on employee performance in constitutional commissions in Kenya. From the study findings, majority of the respondents disagreed that the organization has flexible working arrangements that assisted in the performance improvement as shown by a mean of 1.92, tele-work had enabled them solve work problems while they were away from work as demonstrated by a mean of 2.08, flexible work schedule had encouraged them to continue performing well for this organization as shown by a mean of 2.13, flexi-working had enabled them to have high degree of independence with their working arrangements as shown by a mean of 2.22 and that the demands related to their position in the workplace encourage them to take up flexible work schedule as illustrated by a mean of 2.27.

The study sought to find out how else flexible work schedule affected employee performance in the constitutional commissions in Kenya. The respondents indicated that flexible work schedules would increase employees' performance in that employers would work optimally in comfortable times. The respondents stipulated that if they had flexible work schedules, they would have better time management and reduce burn out hence better performance at their times of work. Consistently the findings concur with those of Dissanayaka and Ali (2013) who found that there was a positive relationship between work life balance and employee performance. Similarly a study by Mwebi and Kadaga (2015) on the effects of flexitime work arrangement on employee performance in Nairobi CBD Commercial Banks found that flexitime work arrangement influences employee performance.

**Table 2: Effect of job sharing among employees on employee performance**

Statements	Mean	Std. Deviation
I am motivated to perform well because the organization encourages employees to share work	2.01	0.099
Job sharing allows me to finish work earlier so I can attend to my personal issues	2.19	0.610

Job sharing has enabled me to have a fulfilling personal life and adequately perform my work responsibilities.	2.17	0.414
Job sharing helps me in continuing my education	2.04	0.576
Successful job sharing arrangements serve the needs both of individual employees and their work unit/departments	4.11	0.650

Majority of the respondents agreed that successful job sharing arrangements serve the needs both of individual employees and their work unit/departments as illustrated by a mean of 4.11. The respondents disagreed that they are motivated to perform well because the organization encourages employees to share work as illustrated by a mean of 2.01, job sharing helps them in continuing their education as shown by a mean of 2.04, job sharing had enabled them to have a fulfilling personal life and adequately perform their work responsibilities as described by a mean of 4.17 and that job sharing allows them to finish work earlier so they can attend to their personal issues as demonstrated by a mean of 2.19

The respondents further stated that job sharing would enable skills and knowledge transfer amongst employees leading to better working environments for better performance. They also indicated that job sharing can create unity and a feeling of belonging to the employees which would increase their morale in their work. Further, the respondents noted that job sharing encourage team work hence timely achievement of objectives. The findings were consistent to Muleke, Obino and Wagoki (2013) who found a significant correlation between work life balance practices and employee job performance.

**Table 3: Effect of employee breaks on employee performance**

Statements	Mean	Std. Deviation
I feel re-energized and work better after my annual leave	4.24	0.591
I am more committed because I am not denied any benefit because of taking leaves	4.12	0.562
I put much effort for this organization because it gives extended parental (maternity/paternity) leave	3.99	0.001
I am less worried about my child at home because the organization allows lactation breaks for lactating employees.	3.98	0.438
I put all my effort at work because the organization allows lactating employees to leave work earlier to attend to their babies	4.02	0.152

The respondents agreed that they felt re-energized and worked better after their annual leave as shown by a mean of 4.24 and that they were more committed because they were not denied any benefit because of taking leaves as demonstrated by a mean of 4.12.

parental (maternity/paternity) leave as shown by a mean of 3.99 and finally that they were less worried about their child at home because the organization allowed lactation breaks for lactating employees as shown by a mean of 3.98.

The respondents further agreed that they put all their effort at work because the organization allowed lactating employees to leave work earlier to attend to their babies as shown by a mean of 4.02, they put effort for this organization because it gave extended

The study further sought how else employee breaks affected employee performance in the constitutional commissions in Kenya. The respondents indicated that employees return to work from breaks with great energy and motivation having had some rest. Consistent to the findings, Ellis (2013), found that

during breaks, employees have the opportunity to replenish their psychological resources such as energy and perform better.

**Table 4: Effect of employee assistance programs on employee performance**

Statements	Mean	Std. Deviation
Counseling program in the commission helps in improving job performance	1.90	0.668
Counseling helps me cope better with work and personal issues hence be more productive in the organization	2.00	0.540
With on-site child care programs, I am less likely to be absent from work due to child care duties at home	2.01	0.071
Through counseling I am able to effectively handle family engagements that may affect my performance negatively.	2.12	0.680
I am motivated to continue working for the organization because I am in close proximity with my child.	2.16	0.151

The respondents disagreed that counseling program in the commission had helped in improving job performance as shown by a mean of 1.90, counseling program helped them cope better with work and personal issues hence were more productive in the organization as illustrated by a mean of 2.0 and that with on-site child care programs, they were less likely to be absent from work due to child care duties at home as demonstrated by a mean of 2.01. The respondents also disagreed that through counseling they were able to effectively handle family engagements that may affect their performance negatively as shown by a mean of 2.12. Finally the respondents disagreed that they were motivated to continue working for the organization because they

were in close proximity with their child as shown by a mean of 2.16.

The study further requested the respondents to indicate other ways that employee assistance programs affected employee performance in the constitutional commissions in Kenya. The respondents responded that counseling would helped in dealing with stressful issues at work hence improved productivity. The findings of the study concurred with those of Munyolo, Oteki, Chege and Muluka (2015) who carried out a study on the role of work life balance on employee productivity and found that employee assistance programs plays a role on employee productivity.

**Table 5: Performance**

Attributes	Mean	Std. Deviation
Annual leave re-energizes me which increases my work output and overall organization productivity.	4.22	0.653
I put more effort in my work because it offers flexible work schedule.	2.26	0.091
I continue working for this organization because it allows job sharing among employees.	2.22	0.582
Employee breaks has increased my work output and overall organization productivity.	4.17	0.649
I am more committed in my work knowing that my child is only few feet away in a quality facility(on-site childcare)	1.81	0.624

The study requested the respondents to rate their agreement levels with attributes on the performance of the commission. The respondent strongly agreed that annual leave re-energizes me which increases their work output and overall organization

productivity as shown by a mean of 4.22. They agreed that employee breaks has increased their work output and overall organization productivity as demonstrated by a mean of 4.17. The respondents disagreed that they are more committed in their work

knowing that their child is only few feet away in a quality facility (on-site childcare) as illustrated by a mean of 1.81, they continue working for the organization because it allows job sharing among

employees as shown by a mean of 2.22 and that they put more effort in their work because it offers flexible work schedule as indicated by a mean of 2.26.

**Regression Analysis**

**Table 6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.775	0.601	0.568	1.73664

a. Predictors: (Constant), flexible work schedules, job sharing, employee breaks and employee assistance program

From the model summary, adjusted R squared that is the coefficient of determination reveals the variation in the dependent variable as a result of variation in the dependent variable. The value of adjusted R squared was 0.568 illustrating that there was a variation of 56.8% on performance due to change in

flexible work schedules, job sharing, employee breaks and employee assistance programs at 95% confidence level. The value of R was 0.775 which means that 77.5% change in performance could be resulted by in flexible work schedules, job sharing, employee breaks and employee assistance.

**Table 7: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	218.254	4	54.564	18.092	0.000 <sup>b</sup>
	Residual	144.764	48	3.016		
	Total	363.019	52			

The ANOVA statistics showed that the processed data had a significance level of 0.000 showing that the data was ideal for making a conclusion on the

population's parameter as the value of significance (p-value) was less than 5%. This designated that the model was statistically significant.

**Table 8: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	4.319	0.81		5.332	0.001
flexible work schedules	0.436	0.138	0.254	3.159	0.002
job sharing	0.371	0.123	0.042	3.016	0.004
employee breaks	0.513	0.121	0.682	4.240	0.001
employee assistance	0.315	0.149	0.006	2.114	0.004

$$Y_i = 4.319 + 0.436 X_1 + 0.371 X_2 + 0.513 X_3 + 0.315 X_4 + \epsilon$$

From the regression equation, holding flexible work schedules, job sharing, employee breaks and employee assistance to a constant zero, employee performance would be 4.319. A unit increase in flexible work schedules would lead to an increase in employee performance by 0.436 units, a unit increase in job sharing would lead to an increase in employee

performance by 0.371, a unit increase in employee breaks would lead to an increase in employee performance by 0.523, a unit increase in employee assistance programs would lead to an increase in employee performance by 0.315. Employee breaks had the highest effect on employee performance ((p<0.05).

## CONCLUSION

The organization did not have effective flexible working arrangements that assist in the performance improvement. Lack of flexible work schedule had reduces encouragement to continue performing well for this organization as well the employees' degree of independence with their working arrangements. The commission lacked tele-work which would encourage the employees solve work problems while they are away from work.

Successful job sharing arrangements served the needs both of individual employees and their work unit/departments. The commission did not encourage job sharing. Job sharing did not help the employees in continuing their education neither does it enabled them to have a fulfilling personal life and adequately perform their work responsibilities.

There was a significance effect of employee breaks on employee performance. Employees felt re-energized and work better after their annual leave. The employees were more committed because they were not denied any benefit because of taking leaves as demonstrated. The employees put all their effort at work because the organization allowed lactating employees to leave work earlier to attend to their babies.

There lacked effective employee assistance programs in the organization. The presence of counseling program in the commission would help in improving job performance. Counseling program would help the employee cope better with work and personal issues hence are more productive in the organization. There lacks on-site child care programs that would lender the employees less likely to be absent from work due to child care duties at home.

## RECOMMENDATIONS

The study recommended that the commission should establish effective flexible work schedules to enable employees attend to work and personal matters. This would improve the performance of the employees as they would be able to have better working arrangements.

The study revealed that there lacked adequate job sharing in the commission. The study therefore recommended that the commission should embrace job sharing and provide team building programs.

The study established that there was significance influence of employee breaks on employee performance. The study recommended that the leave package should be enhanced to suit the current life styles.

The study revealed that the lacked effective employee assistance programs. The study recommended that that the commission should provide employee assistance programs such as child care unity which ensure that employees are not bothered about their children since they are assure of their care. This would improve their concentration and performance on their work. More so counseling programs should be introduced to assist in dealing with employee stress in the work place.

### Areas for further study

The study focused on establishing the effect of work life balance on employee performance in the constitutional commissions in Kenya. Further studies should be focused on the effect of work life balance on employee turnover.

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