WORK-LIFE BALANCE ON PERFORMANCE OF EMPLOYEES AT ERUBI ENGINEERING SERVICES AND SUPPLIES LIMITED.

BY

GLORIA OYIOLO

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2018
WORK-LIFE BALANCE ON PERFORMANCE OF EMPLOYEES AT ERUBI ENGINEERING SERVICES AND SUPPLIES LIMITED.

BY

GLORIA OYIOLO

A Research Project Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Master in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA
SUMMER 2018
STUDENTS DECLARATION
I, the undersigned, declare that this is my original work and has not been submitted in any other college, institution or university other than the United States International University – Africa in Nairobi for academic credit.

Signed: _________________________________ Date: ______________________________

Gloria Oyiolo ID 655309

This project has been presented for examination with my approval as the appointed supervisor.

Signed: _________________________________ Date: ______________________________

Fred O. Newa

Signed: _________________________________ Date: ______________________________

Dean, Chandaria School of Business
COPYRIGHT
© by Gloria Oyiolo 2018

All rights reserved. Any unauthorized reprint or use of this research project is prohibited. No part of this project may be reproduced, stored in a retrieval system or transmitted in any form by any means, electronically nor mechanically, photocopied, recorded, scanned or otherwise without the permission of the copyright owner, except for brief quotation in critical review of articles.
ABSTRACT

The purpose of the research was to assess the effect of work life balance on the performance of employees at Erubi Engineering Services and Supplies Limited. The research was guided by three research questions namely: To determine if personal life influences employees’ performance at Erubi, to investigate if social life influences employee performance at Erubi and lastly to assess if organizational life influences employee performance at Erubi.

This study utilized descriptive research survey design. Descriptive research design entails observing and describing subjects without exerting external influence. This design captures the key characteristics of a situation from a neutral point of observation with direct references to the variables. A descriptive research design illustrates the way a situation is; the ideal situation under which the researcher needs conduct the study on work-life balance on performance of employees at Erubi engineering services and supplies limited. The target population for this study was the 40 employees at Erubi Engineering and supplies limited working in different departments within the company. They were all given structured questionnaires after census sampling was done. The data was collected and analyzed using descriptive statistics through SPSS and excel software. Results were illustrated as tables, charts and graphs.

An analysis of the first objective revealed that there was a correlation between personal life, social life and organizational life as regards performance of employees. Regarding the first research question, it was evident that increase in aspects of personal life had a negative impact on employees’ performance. This is inconsistent with preceding research that showed that the higher the quality of personal life the more productive the employees were.

The second objective of the study revealed that the respondents had to sacrifice time for family and other social activities in order to meet deadlines set by their supervisors. However, this caused an increase in performance at the work place as is consistent with other findings in similar studies around the world.

The third objective findings also revealed a positive correlation between organizational and performance. It is likely that the workload at the company is optimal and that working conditions assist in creating a conducive environment for performance to improve.
The study concluded that performance is influenced by the social life and organizational life facets of work life balance discussed in this research. Though there is no direct relationship between personal life and employee performance, the concept cannot be overlooked.

The recommendations tabled in this research include implementation of flexible work arrangements, annual leave packages among others. This will improve employee work life balance which would translate to increase performance resulting in increased revenue for Erubi Engineering Services and Supplies Limited.
ACKNOWLEDGEMENT

First and foremost, I would like to acknowledge the Almighty God for giving me the strength and direction to complete this research.

My sincere thanks to my supervisor Fred Newa for his guidance, feedback on improvement and prompt responses to my queries.

Shukran to all my classmates for their constant encouragement during this research and their comments on areas of improvement where to source information.

To all my family, friends and loved ones who assisted me in any shape or form during this research; your input was invaluable. Thank you.
DEDICATION
This research is dedicated to anyone who tries to make the work place a more jubilant and productive environment.
TABLE OF CONTENTS

STUDENTS DECLARATION ............................................................................................................. iii
COPYRIGHT ..................................................................................................................................... iv
ABSTRACT ....................................................................................................................................... v
ACKNOWLEDGEMENT ..................................................................................................................... vii
DEDICATION ................................................................................................................................... viii
LIST OF TABLES ............................................................................................................................... i
LIST OF FIGURES ........................................................................................................................... ii

1.0 INTRODUCTION ......................................................................................................................... 1
  1.1 Background of the Problem ....................................................................................................... 1
  1.2 Statement of the Problem ......................................................................................................... 4
  1.3 Purpose of the Study ................................................................................................................ 6
  1.4 Research Questions ................................................................................................................ 6
  1.5 Importance of the Study ......................................................................................................... 6
  1.6 Scope of the Study .................................................................................................................. 7
  1.7 Definitions of Terms ............................................................................................................... 7
  1.8 Chapter Summary ................................................................................................................... 8

2.0 LITERATURE REVIEW ............................................................................................................... 9
  2.1 Introduction ............................................................................................................................. 9
  2.2 Influence of personal life on employee performance ............................................................... 9
  2.3 Effect of social life on employee performance ....................................................................... 15
  2.4 Effect of organizational life on employee performance ......................................................... 19
  2.5 Chapter Summary .................................................................................................................... 25

3.0 RESEARCH DESIGN AND METHODOLOGY ...................................................................... 26
  3.1 Introduction ............................................................................................................................. 26
  3.2 Research Design ...................................................................................................................... 26
  3.3 Population and Sampling Design .......................................................................................... 26
  3.4 Sampling Design and Sample size ......................................................................................... 27
  3.5 Data Collection Method ......................................................................................................... 28
LIST OF TABLES

Table 3.1 Census Data........................................................................................................... 28
Table 4.1: Response Rate....................................................................................................... 31
Table 4.2 Descriptive Statistics .............................................................................................. 34
Table 4.3 Descriptive on Personal Life.................................................................................... 35
Table 4.4 Descriptive on Social life......................................................................................... 36
Table 4.5 Descriptive on Organizational Life........................................................................... 37
Table 4.6: Reliability Test: Cronbach’s Alpha ......................................................................... 38
Table 4.7 Correlations Matrix.................................................................................................. 39
Table 4.8: Multiple regression: Model Summary....................................................................... 40
Table 4.9: Personal Life Regression: Model Summary ............................................................. 40
Table 4.10 Social Life Regression: Model Summary ................................................................. 40
Table 4.11 Organizational Life Regression: Model Summary ............................................... 41
Table 4.12: Multiple Regression: ANOVA ............................................................................. 41
Table 4.13: Multiple Regression Coefficients .......................................................................... 42
Table 4.14: ANOVA Personal Life ............................................................................................ 42
Table 4.15: Coefficient for Personal Life .................................................................................. 43
Table 4.16: ANOVA Social Life ............................................................................................... 43
Table 4.17: Coefficients for Social Life .................................................................................... 43
Table 4.18 ANOVA for Organizational Life ............................................................................. 44
Table 4.19: Coefficients for Organizational Life ...................................................................... 44
LIST OF FIGURES

Figure 4.1: Respondent Gender ............................................................................................................32
Figure 4.2: Respondent Age .................................................................................................................32
Figure 4.3: Respondents Education Level .............................................................................................33
Figure 4.4: Tenure of respondents ........................................................................................................34
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

The working class has quite a lot of hats that they wear. One person is a sister, mother, daughter, wife, colleague, breadwinner, doctor, head of department and other plentiful descriptive terms. These roles can be broadly separated into work related and social or leisure activities, from which arises contending needs; since each title comes with some level of obligation. These duties require a form of balance for the segments of one’s life to flow faultlessly. An aspect of priority is needed to execute certain duties at the vital time.

Work-life balance is described as division of one’s time and focus between working and leisure activities daily. The bulk of leisure activities would be spending quality time with family members. It requires prioritization between career ambition and lifestyle. Aspects of lifestyle include health, spirituality, pleasure, leisure and of course family (Heathfield, 2016). Greenhaus et al described three facets of work-family balance: time balance, involvement balance and satisfaction balance. (Greenhaus, Collins, & Shaw, 2003) Work can be remunerated or voluntary. Leisure is the opposite of work, where one decides what to do with their time (Swarnalatha & Rajalakshmi, 2016).

The term work-life balance was initially coined in the United States in the 1980s to label the pattern of people spending more time on work than their private lives (Emslie & Hunt, 2009). The two aspects are constantly tangled and contending. Where competing needs coexist, conflict is bound to arise. The two spheres of the balance encroach on the other resulting in two conflicts: life interference with work and work interference with life (Frone, Russell, & Cooper, 1992). Of these interferences, work intrusion on life is more likely to occur than life hindering work (Anderson, Coffey, & Byerly, 2002). The conflict manifests as changes in work stress, job satisfaction, commitment and turnover and life satisfaction (Allen, Herst, Bruck, & Sutton, 2000). A survey of 732 firms in France, Germany, the UK and the United states showed that work life balance elements affected employees’ performance and that there is conflict between high performance and work life balance in the firms (White, Hill, McGovern, Mills, & Smeaton, 2003).
Balancing two roles is encouraged rather than forsaking one for the other because it enhances physical and psychological wellness (Demerouti, Geurts, & Kompier, 2004) (Greenhaus, Collins, & Shaw, 2003). It’s also believed that partaking in several roles guard’s individuals from undesirable experiences in another role (Barnett & Hyde, 2001).

The work life balance should be an important consideration in any organization; since employees who have access to family-responsive policies show significantly greater organizational dedication and lower intention to quit their jobs. This capacity to manage work and family life boosts the employees’ behavior and attitude. (Grover & Crooker, 1995). This in turn improves their performance and productivity.

Koekemoer and Mostert further described work-life balance in three characteristics: demographic and personal characteristics, family or non-work characteristics and work/job related characteristics. Demographic characteristics include gender, age, and family status. Family characteristics include social support, parental stressors, family role ambiguity and family stressors. Job-related characteristics include hours spent at work job support and flexibility at work. (Koekemoer & Mostert, 2010)

Richard Welford conducted a survey on work life balance in Hong Kong. He found that employees’ health was being affected negatively by the work place. 82.5% of respondents said they suffered stress and 75.4% from lack of exercise, 46.4% report poor diet and 45.6% exhaustion resulting from their jobs. Furthermore, 27% of the respondents took sick leave to recover from working long hours. These health problems probably lead to lower productivity of workers (Welford, 2008).

A noteworthy theory is that of Clark, which attempts to link the spheres of work and life by describing people as border crossers between the two. It is aptly named the border theory. This is likely because life is dynamic and the traditional relationship between work pressure and life expectations (Clark, 2000).

The lines between work and leisure have further been blurred by technology. A smart phone and a laptop can be used for both (Swarnalatha & Rajalakshmi, 2016), which infers that work is not cemented to a geographic location but can be carried wherever the worker goes. Therefore, it is important to consider when work is taking place as opposed to where. Technology serves
to increase work pressure, since one is constantly bombarded with information no matter where they are and are bound to respond to that information in the shortest time possible (Guest, 2002).

Leading establishments have a culture that boosts employee participation. In such organizations personnel are eager to partake in decision-making; resulting in higher employee performance (Hellriegel, Slocum, & Woodman, 1998). With the strain on their leisure time, most employees would love a more flexible approach to their working schedules. Targets and timelines can be set in consultation with the subordinates, so that both parties get what they need.

Models used to describe the relationship between work and life includes the segmentation model, spillover model, compensation model, instrumental model and the conflict model. These were aptly described by (Zedeck & Mosier, 1990) as well as (O'Driscoll, 1996). The conflict model hypothesizes that with high demand from both aspects of the balance, conflict arises. The segmentation model talks of the two areas having no influence over each other. This is highly unlikely to hold up in a modern-day setting. The compensation model theorizes that when one thing is lacking from a side of the balance, the other aspect makes up for it. The spillover model proposes that one side of the work-life balance affects the other. It’s a direct contradiction to the segmentation model. The instrumental model suggests that actions in one side of the balance enable success in the other aspect.

Erubi Engineering Services & Supplies Limited is a registered electrical contracting firm based in Nairobi with branches in Mombasa, Kakamega and Busia (Erubi, 2018). They also have registered a sister company, Erubi Engineering Services & Supplies Limited in Kampala, Uganda. The company began in 1989, doing Electrical Design and Installation works for many Industrial, Commercial and Domestic projects throughout the country. Erubi is also involved in projects from the concept and details of design, implementation, testing to commissioning then finally maintenance.

The company tends to specialize in the oil industry; where they have given consultation on electrical design, installation and electrical safety audit works for M/s Agip Kenya Ltd., Total Kenya Ltd., Shell Kenya Limited, Gulf Energy among numerous others. Moreover, they engage in electrical installation and inspection projects for other industries such as Alba Hotel Meru, Three Steers Hotel, Jubilee Insurance building and several private homes (Erubi, 2018). The services offered by Erubi include: Trouble shooting and repair of industrial automation controls,
electrical maintenance and repair, evaluation and labelling of electrical panels and distribution, electrical utility services and distribution, electrical equipment installation, repair of electrical systems, upgrade of existing electrical services and distribution, installation of emergency power systems, lighting installations and repair, alarm installation, electric fence installation and repair as well as solar lighting installation (Erubi, 2018).

The company is run by a team of engineers, project manager, technicians, electricians and artisans. They are approximately 40 in number. The supervisory staff is the engineers and electricians. They oversee the lower grade electricians, artisans, wire men, technicians, store men and drivers (Erubi, 2018).

1.2 Statement of the Problem
The eventual performance of organizations depends on the performance of its personnel, which also depends on plentiful factors. These factors can be related to work or family or both. Work life balance augments efficiency. Subsequently, the yield of the worker up surges. The fulfillment of the workers, by extension, affects the performance of the organization (Mukururi & Ngari, 2014). Organizational success is contingent on effective use of human resources. Companies must welcome work/life balance agendas and recognize that employees have other responsibilities outside of their jobs. If they do not, the company will always underperform because of personnel problems, that could jeopardize corporate survival (Hobson, Delunas, & Kesic, 2001).

When it comes to personal life in regard to performance then the study draws it’s from Baral and Bhargava (Baral & Bhargava, 2010), work-life imbalance is often correlated with tensions, stress, job dissatisfaction and anxiety. On the contrary, a well-balanced integration of personal and professional life is seen as both a private and organizational purpose which catalyzes the employee effectiveness (Hyman & Summers, 2007). The examination of work-related variables within the work-life balance theory approaches issues like work schedule flexibility, task variety, autonomy and complexity, the number of worked hours (Nordenmark, Vinberg, & Strandh, 2012). They further pointed out that working longer hours is linked to a greater work-life imbalance and that the power to act autonomously is positively correlated with work-life balance. Further, (Scherer & Steiber, 2007) underlined that long working hours and the
necessity of working overtime positively correlates with the escalation of the work-life conflict in general, and with work-family conflict in particular. Research findings indicate moderately to radically negative situations which afflict the general life satisfaction and reduce the employees’ possibilities to spend qualitative time with family and friends, leading to the decay of the interaction and communication networks (Lewis, Rapoport, & Gambles, 2007) Moreover, many authors have pointed out that the inability of spending time with family members involves a strong feeling of loss and guilt and the undermining of traditional family values: love and care (Jones, Burke, & Westman, 2006) Negative outcomes leads to the lack of productivity, accidents, absenteeism, job stress, depression, overall work strain, turnover and job dissatisfaction (Harr & Bardoel, 2008)

The gap with organizational life as regards performance is well explained by Kamau et al (Kamau, Muleke, Mukaya, & Wagoki, 2013) while studying work Life Balance Practices on Employee Job Performance at Eco Bank Kenya concluded that having flexible working hours improves employee’s productivity by enabling a balance between personal commitments and responsibilities and organizational roles and duties of an employee. Flexibility in working hours enhanced employee motivation and commitment to the organization. Employee assistance programmes in the organization created a good avenue for an organization extending a helping hand to individuals in the organization. This contributed highly in creating a healthy, motivated workforce; enhance cooperation and individual productivity in the organization.

The gap in organizational life as regards to performance is one of the challenges that still to date is unsolved as most of the employees feel able to focus on their work and development of an organization. This encourages employees to perform better as explained by (Gibson, 2006) advanced two possible explanations. Firstly, employees are prone to seek fulfillment on another level in order to compensate for personal or professional dissatisfaction and, secondly, individuals tend to let job satisfaction overflow into their work or family lives. Due to the above widening gaps in the study as explained above the researcher was left with no option but to dig deep in finding out ways in which the study findings can fill the gap in work-life balance on performance of employees at Erubi engineering services and supplies limited.
1.3 Purpose of the Study
The purpose of this study was to assess the relationship between work-life balance and employees’ performance at Erubi engineering and supplies limited.

1.4 Research Questions
1.4.1 To determine if personal life influences employees’ performance at Erubi.
1.4.2 To investigate if social life influences employee performance at Erubi.
1.4.3 To assess if organizational life influences employee performance at Erubi.

1.5 Importance of the Study
This study benefited the management team at Erubi, employees of Erubi and other scholars.

1.5.1 Management team at Erubi
The study supported Erubi to adopt measures in the context of work life balance. It also helped similar organizations cope with the problems of work life balance by inspiring them to develop policies on it.

The study was of interest to management at the company, because there is no clearly defined human resource department or policy; as well as those with similar organizations. The study was a policy issue. It helped in figuring out how to get the best quality work out of their employees, which contributed to the organizations bottom line.

1.5.2 Employees at Erubi
The study helped employees who wanted to achieve greater job satisfaction and career ambition through work life balance. The study also helped staff to allocate sufficient time to work and leisure activities. This hopefully led to a healthy and productive work life balance, hence improved their overall quality of life.
1.5.3 Scholars
This study was useful to scholars who were interested in pursuing research in the equivalent areas. The study lent a hand to researchers in developing models to describe the perfect work life balance.

1.5.4 Other organizations
This study was of interest to statistical bureaus who compute things such as happiness indexes and standards of living. It was also of interest to organizations like Erubi in terms of size and regional presence.

1.6 Scope of the Study
The study focused on all the employees who work at Erubi engineering and supplies’ Nairobi office at Jamhuri Crescent. The office holds a mostly technical staff of about 40 from around Kenya. Of these, they employ about 40 people with different qualifications though tailored to electrical engineering services. The group represented different ages and both sexes. The study was carried out in the month of July 2018; the results were compiled and presented thereafter.

1.7 Definitions of Terms
1.7.1 Work – life balance is defined as the extent to which an individual is equally involved in and equally content with their work role and family role (Greenhaus, Collins, & Shaw, 2003). Furthermore, it is described as satisfaction and good functioning at work and at home with a minimum of role conflict (Clark, 2000).

1.7.2 Productivity is defined as a performance measure encompassing both efficiency and effectiveness (Bhatti & Qureshi, 2007).

1.7.3 Work – family conflict form of inter-role conflict which the role pressure from work and family spheres are mutually unharmonious in a way (Harrington & Ladge, 2009).

1.7.4 Employee or workforce productivity is an assessment of the efficiency of a worker or group of workers evaluated in terms of the output in specific period (Rouse, 2017).
1.7.5 Performance is the accomplishment of a task measured against preset standards of accuracy, completeness, cost and speed (Business Dictionary, 2018).

1.8 Chapter Summary
Chapter one presents the background information about work life balance, performance and Erubi. Also mentioned were statement of the problem, purpose of the study, research questions, the importance and scope of the study and definition of terms used.

The subsequent chapter two contains a literature review, based on the research questions introduced in chapter one. It explored the theories and research proposed by other scholars regarding work life balance and performance.

The third chapter investigated the research methodology that was of use in extracting information from the targets of this research.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter evaluates the past literature on factors affecting employees’ work life balance. The chapter analyses critical aspects related to the topic in accordance with the research objectives of the first chapter. It is divided into three sections that is: influence of personal factors on employee performance, influence of social factors on employee performance and influence of organizational life on employee performance.

2.2 Influence of personal life on employee performance

Striking a balance between personal life and work is one of the biggest challenges facing millions of individuals in the workforce. Balancing between family or personal demands and work requirements is a constant struggle that leads to the emergence of work-family conflict (Mohanty & Jena, 2016). According to the conflict theory, work-family conflict occurs when a person is subjected to two unharmonious pressures; it crops up when employees have to fulfill their family roles and work responsibilities concurrently (Colombo & Ghislieri, 2008). There are three forms of work-life conflict, one is time-based conflict which occurs when an individual is forced to select between a work event and family event happening at the same time. For example, making a choice between attending a child’s graduation party or making a company presentation to potential investor. Two is strain-based conflict, occurs when psychological problems originating from family or work-life rolls over into the other role. Lastly is behavior-based conflict, which occurs when an individual’s transfers his conduct and expectations from the workplace to the home environment; that hinders the effective performance of their roles in the other domain (Charkhabi, Sartori, & Ceschi, 2016). For example, assertiveness is a desirable characteristic at the workplace since it helps in creating a good working environment butis undesirable at home as it leads to unnecessary tension among the family members.

Countless economic, political, and social changes have led to the need to understand the impact of personal life on work-life balance. Foremost is the penetration and integration of more women in the workforce (Ahmad, 2008). Historically, the primary role of women in the society
was being homemakers; they took care of their husbands and children by cooking, cleaning, and maintaining households. Today, women are taking up more roles in the workplace and contribute significant amounts of income to their families (Shiels, 2014). Due to the rising number of single parents’ households forcing people to wear more than one hat; fathers and mothers are increasingly assuming different roles including primary caregivers and sole-breadwinners. Similarly, there is geographical dispersion of nuclear and extended families into different regions; meaning that people are receiving less help in carrying out their family responsibilities than before (O’Brien, 2012). The resultant effect of these changes is stress, excessive alcohol intake, hypertension, and diabetes attributable to work-family conflict.

Should individuals give priority to their family or work-life? Previously, the picture of an ideal employee was an individual completely devoted to their work, who spent an extensive amount of time focusing on the achievement of organizational goals (O’Brien, 2012). However, this myth is no longer applicable in the current generation. There has been a transformation of mindset on how employees should show organizational commitment. According to (Shiels, 2014), employees with work-life balance are more productive than workers who devote most of their attention towards one dimension. (Shimazu A., et al., 2013) In their study on strategies of retaining women in the workforce note that work-life balance is a critical component for reducing employee turnover. And personal life factors have a significant influence on the achievement of this work-life balance as described below.

2.2.1 Personality
Personality is what defines a being; it refers to the distinctive characteristics and features of an individual. Personality is a consequence of numerous elements including hereditary, environmental, and situational factors; it determines a person’s ability to handle different situations in their lives (Devadoss & Minnie, 2013). According to (Gifford & Andreas, 2013), various psychosocial factors like family support, hostility and physical and mental abuse determines the personality development of an individual. (Benoit, 2009) Notes that children who receive unconditional love and warmth from their parents are more confident and depict a strong leadership personality compared to their counterparts that grow up in a stressed environment.
There are five broad types of personality. One is conscientiousness; features of this personality trait include careful planning and impulse control, controlled and systematic actions, organization and cautious deliberations before undertaking an activity (Devadoss & Minnie, 2013). The openness personality relates to individuals that are innovative, imaginative, open to new experiences and ability to quickly adapt to new situations (Kundnani & Pallavi, 2014). Extroversion is a personality that describes energetic, assertive, warm, outgoing and talkative individuals in the society. Agreeableness personality trait is described by the characteristics of forgivingness, sympathy, caring, empathetic and trust. Lastly is neuroticism that is exhibited by high levels of anxiety, defensiveness, self-doubt, emotional instability, irritability and depression among other factors (Kundani & Mehta, 2016).

Quite a lot of studies investigate the relationship between the five personality traits and work-life balance. (Devadoss & Minnie, 2013) in their research on how personality factors affect the achievement of work-life balance identified that the openness personality achieves work-life balance first followed by conscientiousness, extroversion, agreeableness, and neuroticism in that order. (Kundnani & Pallavi, 2014) Find out that characters with the lowest stress levels have a better work-life balance; extroverted people cope better with stress followed by agreeable, conscientious, open-minded individuals. Persons with the neuroticism and conscientiousness personality traits experience more significant conflict in their personal and work-life compared to the other three personality types (Wayne, Nicholas , & William, 2004). Although the different studies present varying orders of the personality type that achieves work-life balance easily, many authors determine that there is a negative or no relationship between work-life balance and neuroticism. When high neuroticism individuals are unable to handle job and family-related stress, they experience high conflict levels of their roles in the two domains (Klang, 2012). However, extroversion individuals tackle the same pressure with enthusiasm, conscientiousness people handle stress through careful planning and the accommodative nature of agreeableness people makes it easier for them to manage uncertainties.
Additionally, personality has a significant influence on the productivity of employees. According to (Cain, 2015), personality influences individuals’ attitude, commitment and engagement with organizational activities. Extroverts display a high commitment to organizational goals and are more suited to administrative tasks due to their sociable and active involvement in various projects (Kundnani & Pallavi, 2014). Openness to new experience individuals embrace new opportunities more readily and are keen on training and development activities that assists them to improve their performance. On the other hand, persons with the conscientiousness personality have excellent time management and planning abilities that are essential for timely completion of assigned tasks and responsibilities. According to (Wickranaaratchi & Perera, 2016), neuroticism leads to poor employee performance because such workers are emotionally unstable, anxious, angry and apprehensive of changes occurring in an institution. However, provision of a good support system to the neurotic employees helps to improve their overall performance and productivity. Besides, the type of relationship between a personality and work-life balance determines employees’ job satisfaction, motivation, turnover and productivity.

### 2.2.2 Emotional Intelligence

Emotional intelligence (EI) is a critical success factor (CSF) of work-life balance. (Thorat, 2015) defines emotional intelligence as the ability of an individual to understand their emotions and the emotions of other people in their decision-making process. Emotional intelligence encompasses all the individual qualities and skills that enable people to perceive different situations appropriately (El Badawy & Magdy, 2015). An emotionally intelligent person possesses five fundamental characteristics (Deshwal, 2016). These features are self-awareness, which is the ability of an individual to understand their emotions and feelings. Self-regulation, the quality relates to the ability to control one’s emotions. Social skills; a person can build healthy relationships with others. Empathy for an individual; ability to understand the feelings of other persons around you by putting yourself in their shoes, it is the cornerstone of EI. Motivation is the last EI aspect; it is the drive to go an extra mile to perform exemplary work and show organizational commitment.
Emotional intelligence leads to employee productivity and work-life balance. According to (Thorat, 2015) EI affects the quality of work life in banks; emotionally intelligent workers achieve optimal productivity and help with the attainment of organizational goals. (Deshwal, 2016) Pointed out the factors affecting emotional intelligence as age, education and experience, which enables workers to manage tasks and improve performance efficiently. Women over the age of 50 years with over 20 years of experience achieve higher EI compared to 36-year-old women with three years’ experience (Ravikumar, 2014). An empirical study on the impact of EI on work-life balance in private universities found a negative correlation between age and EI. Moreover, another study also reveals that marital status, family responsibilities and salary have a significant influence on the EI level (Subashini, Vasumathi, & Mary, 2015).

Studies have shown conflicting viewpoints about the relationship between gender and EI. Gender relates to the state of being a woman or a man. Over the past, many studies have identified that women exhibit higher levels of emotional intelligence than men due to their upbringing. From a young age, girls are more expressive of their feelings than men by the societal expectations, while boys are taught to repress their feelings as a sign of strength. Consequently, women experience an in-depth understanding of their emotions as they grow up and skillfully master their emotions; they have higher self-awareness and empathy. However, (Sydney-Agbor, Ebeh, Nwankwo, & Agu, 2014) found no correlation between EI and gender identity. Gender is an insignificant contributor to EI, the skill is learned over time. Besides, if sex had a significant influence over EI, women would have higher job satisfaction and achieve higher work-life balance than men (El Badawy & Magdy, 2015). However, this is not the case as women and men experience the same level of difficulty in balancing their family and work responsibilities.

2.2.3 Employee Wellbeing
Addressing employee wellbeing has become a priority with the changes taking place at the workplace in the 21st Century. Employee wellbeing is the physical, mental and psychological health of workers (Harnois, Gabriel, & World Health Organization, 2000). Due to physical inactivity and unhealthy eating practices, there has been a rise in serious chronic diseases including diabetes, cardiovascular heart problems, cancer and high blood pressure among other
illnesses (Hafner, Van Stolk, Saunders, Krapels, & Baruch, 2015). Besides, people are experiencing higher job pressures at the workplace; there are reports of higher stress levels and burnouts. Since people spend a huge part of their whole life in the workplace, their wellbeing should come first above all things (Kirsten, 2010). Consequently, employee wellbeing has become a policy issue in Britain and other countries; governments are focusing on the development of a healthy workforce from the lowest to the most senior employees.

Some factors influence employee well-being. According to (Harnois, Gabriel, & World Health Organization, 2000), factors influencing psychological well-being include social contact, social identity, regular activity and time management. Organizations enhance the employees’ physical health through the creation of a safe working environment to reduce cases of avoidable accidents in work and to establish proper health safety procedures (Litchfield, Cooper, Hancock, & Watt, 2016). Mental health has a significant influence on employee well-being, which is influenced by the overall working conditions in an organization including lighting quality, ergonomics and availability of peer and management support. Other critical factors include flexibility, career advancement opportunities and overall physical well-being attained through regular physical exercise (Ansari, Chimani, Baloch, & Bukhari, 2015).

The positive relationship between employee well-being and worker productivity cannot be under undermined as seen from many studies. Promotion of employee well-being at the workplace leads to higher productivity and profitability and thus reduces the turnover rates (Cain, 2015). Moreover, enhancing the employee well-being causes the development of positive organizational perception and commitment and significantly improves the quality of interactions among the workers (Böckerman, 2015). It is impossible to ignore the direct influence of individual health status and work-life balance. Healthy employees have higher attendance rates and higher job satisfaction than unhealthy employees. When a worker is feeling unwell, they take time off to take care of their medical needs and their colleagues must take over their work resulting in higher burnout rates. If the working conditions are the major contributing factors to the development of the illness, workers experience a significant reduction in motivation and passion for their work and they are likely to start looking for greener pastures. Therefore, it is crucial for the management to focus on the improvement of employee well-being.
through worker engagement, upholding safety standards and career development initiatives. However, (Spence, 2015) argues that the cost of establishing wellness programs exceeds the expected benefits and organizations are better off focusing on their core activities. Since human beings are the most critical resource in a company, management would be wise to improve the employees’ well-being to get maximum benefits in the future.

2.3 Effect of social life on employee performance

Human beings are social beings. Maslow’s Hierarchy of needs identifies social belonging or love as a significant requirement of employee motivation (Erdil & Ertosun, 2011). Social belonging is a feeling of social connectedness or sense of community with other people; it is created through the formation of productive social relationship at home and the workplace. The self-determination theory provides further emphasis on the importance of relatedness by classifying it as a significant motivating factor. Employees achieve work-life balance and high productivity by fulfilling social needs and work demands without undermining any side of the dimension. The social factors influencing employee productivity are family responsibilities, financial obligations, leisure opportunities, and colleague support and job security.

2.3.1 Family responsibilities

The conflict between work and family role inhibits the achievement of work-life balance. The family is the basic social unit of the society; it encompasses the mother, father and child. There are two types of conflict between work and families namely family-work strife and work-family conflict (Darcy & McCarthy, 2007). Family-work conflict occurs when family problems spill-over into the workplace and adversely affect the performance, while the work-family conflict is when problems from the workplace affect the performance of family responsibilities (O’Brien, 2012).

Many studies point out the key family responsibilities that lead to the emergence of family-work conflict. (Waterhouse, Hill, & Hinde, 2017) Explains that childcare leads to higher family-work conflict for mothers in the workforce. The entry of women into the employment world has brought with it new challenges in the arrangement of child care. Mothers are forced to hire babysitters to look after their children when at work. Women experience role conflict especially
when their schedules are inflexible, thus making it difficult for them to arrange their work around the family needs. The study further suggests that women experience greater conflict because of their nurturing role, they have an instinct to take care of children from birth. According to (Nginah, 2012), the social factors influencing work-family conflict include child care or caring for an older adult, gender and marital status. Studies show that women face a more difficult period balancing their family roles and work responsibilities. Women make more sacrifices in their careers to create enough space for the family; they often give up better job offers, cut down on working hours or change their line of work to improve their focus on the family (Liberman, 2012). Historically, men have had adequate time to focus on their careers and have lower work-family conflict (Agarwal, Mishra, & Dixit, 2015). However, the changing roles of men and women in the society means that the two genders are assuming new and more demanding roles in the family. Men are taking more active roles in family affairs by raising and taking care of children; their actions result in work-role conflict as they must incorporate their family responsibilities into the work schedule. As a result, the employees live under constant pressure at home and in the organization, they have low motivation levels and productivity falls. (Muasya, 2015) Identified the factors leading to role conflict as lack of a childminder, schedule inflexibility and expectations from family members. Family expectations affect an individual’s decisions and future career by shaping their values and beliefs (Beauregard, 2007). If one perceives that family should come first always, there is a high probability that they will ignore their work responsibilities when family emergencies arise. Besides, positive family expectations about a person’s future in an organization lead to greater employee performance as the individuals try to build their careers at the ideal institution. Innumerable studies take varying standpoints on the influence of marital status on productivity and work-life balance. According to (Shimazu A, et al., 2013) marital status is a major demographic factor that influences employee productivity. (Olorunfemi, 2009). Suggests that married couples have more family responsibilities than single individuals in organizations. For example, married women take care of their children and husbands, and it is rare for them to stay late at work, while single women have the independence to regulate their movements and time usage. Failure to put in place adequate management strategies to meet the varying employees’ family needs results in lower motivation and performance levels (Agha, Azmi, & Irfan, 2017).
2.3.2 Financial needs and responsibilities

Lack of adequate financial resources to meet household responsibilities affects employees’ work-life balance. Individuals need money to purchase food items, medicines and health services, education, houses and leisure activities. Heavy financial burden causes work-life conflict as employees are forced to take on more work to earn sufficient money to care for the family (Williams & Boushey, 2010). During economic crises, it is not uncommon to find parents working in two jobs to make ends meet; they sacrifice their families to devote more time to their jobs. Financial stress is prevalent in low-income single-parent households, where caregivers are forced to work for lengthy periods in low-income jobs to get enough money to feed their families. Moreover, parents are expected to provide financial support to their adolescent's children during their transition to adulthood.

Several studies investigate the impact of economic well-being on employee productivity and work-family conflict. Single mothers in Japan have become the breadwinners for their families; they experience a high degree of work-family conflict as they are forced to spend a lot of time at work to raise their living standards (Raymo, 2014). Although these parents receive childcare support from their relatives, financial worries keep them from attaining work-life balance. Single Swedish parents are forced to make choices between family love and financial stability; consequently, they brave inflexible work schedules and have little or no control over their financial health (Roman, 2017). Progressively, financial stress among these parents begins to set in.

Financial stress is associated with low productivity. Stress is the persistent feelings of worry caused by various environmental factors. Financial anxiety has negative impact on the mental and psychological well-being of employees (Toussaint, Shields, & Slavich, 2016). Mental problems associated with financial stress include depression, anxiety and other disorders, while physical health problems are migraines, high blood pressure, diabetes and cardiac arrest. Such employees take time off to address these challenges, while others spend a lot of time looking for viable solutions to their financial woes. Besides, (Almeida, Davis, Lawson, Walter, & Moen, 2016) note that stress reduces employee productivity and commitment leading to higher
employee turnover. Furthermore, the study suggests that management rarely allocates enough resources to counsel employees about stress management techniques, hence inefficiency at the workplace increases.

2.3.3 Co-worker support
Co-workers refer to two or more individuals working together in an organization including supervisors. Co-worker support is a term used to describe the relationship between employees working together in the same hierarchical level; because workers spend more time with their colleagues than supervisors (Hasan & Subhani, 2011). Co-worker support occurs when co-workers help each other to complete organizational tasks through encouragement and information sharing (Bateman, 2009). Moreover, co-workers provide emotional support during a personal crisis. This moral support is essential in overcoming all tragedies. Since co-workers are in constant contact with each other, they have a significant influence on the conduct and performance of individual employees (Yang, et al., 2015).

(Gaire & KC, 2017) Co-worker support and behavior are crucial for the formation of a favorable working environment. Co-worker’s conduct is understood from two dimensions namely: lack of support and team support. Features of a supportive co-worker are the provision of assistance to solve problems, friendliness, appreciation and information sharing. Receiving co-worker support reduces personal and job stress levels giving rise to job performance and satisfaction. According to (Yang, et al., 2015), co-worker support is associated with high presentism rates and lower stress levels in the organizations. Employees look forward to working in a friendly environment and find it easier to seek assistance from colleagues. The study also suggests that co-worker support influences’ individual’s attitude and commitment when stress is low; but has no significant stimulus when organizational stress is high among younger employees. However, older employees record lower presentism despite the high co-worker and supervisor support due to their extensive experience in dealing with stress. According to (Bateman, 2009) co-worker support is associated with higher job satisfaction. Employees perceive the support as a sign of their valuable contribution to an entity. However, co-worker support has no noteworthy relationship with worker’s intention to exit an entity or stress levels.
Additionally, co-workers help employees to deal with an unfavorable working environment and maintain their good performance. Co-worker support helps to reduce the impact of abusive supervision in the healthcare sector and improve worker’s self-esteem (Xu, et al., 2015). Abusive supervision refers to any form of leadership that facilitates the formation of a dysfunction relationship between a supervisor and subordinates such as sexual harassment, bullying and physical violence. Some of the negative consequences associated with abusive supervision are lack of job satisfaction, deteriorating performance, employee turnover, declining organization commitment, work-family conflict and psychological distress (Tepper, 2000). Co-worker support helps employees going through abusive supervision to deal with the problem and increase their perception of organization support (Xu, et al., 2015). (Ibrahim, 2014) in his study on the interconnection between “co-worker support, job stress and organizational based self-esteem” notes that co-worker support helps to promote self-esteem. Therefore, employees undergoing abusive supervision continue to have high levels of self-esteem that helps them to overcome the challenge. However, there is a limitation in the degree to which colleague's support can influence individuals’ actions in the long-run. According to (Bateman, 2009), although employees get motivated from their interactions with co-workers, their motivation is short-lived. Employees require more motivating factors like compensation, training and development and career growth to improve their productivity and build organizational commitment.

2.4 Effect of organizational life on employee performance
Organizations refer to a group of individuals working together towards a common goal. Organizations are open systems that continuously interact with the external and internal environment. The external factors influencing organizational performance include dynamism, which are the constant changes in the business world such as technological innovation and variation of consumer tastes and preferences. Two is hostility or competition from other businesses in the same industry and three is the complexity in the workplace. On the other hand, the internal factors affecting organizational life are business cycles, technology innovation and employee’s well-being among other factors. Organizational factors have a direct influence over employee-work life balance and productivity.
2.4.1 Workload

Determination of the right amount of workload to allocate to employees is a challenging task. Workload is the quantity of physical and cognitive work that workers can perform without endangering their health and safety and that of others and still produce efficient results (Brighenti-Zogg, et al., 2016). It is the total demands placed on an employee in an organization. According to (Kyndt, Douchy, Struyven, & Cascallar, 2011), the amount of workload directly relates to a person’s capacity to perform assigned tasks. There are two forms of workload, mental workload, which require the efficient utilization of mental capabilities and physical workload, which involves the use of human strength (Omolayo & Omole, 2013). A workload is a critical determinant of the achievement of work-life balance, job satisfaction and performance.

The heavy workload in various industries is a worrisome situation for policy makers. Heavy workload is a situation that occurs when individuals have plentiful tasks and responsibilities that are problematic to realize reasonably (Njeri, 2014). Heavy workload is a common phenomenon in the healthcare sector caused by the acute shortage of nurses, physicians and other medical practitioners (Mosadeghrad, 2014). Medical professionals attend an enormous number of patients in their low numbers; a situation that results in many challenges for all the stakeholders. On the other hand, students experience uneven distribution of workloads throughout their school semesters. The workload is quite light at the beginning of the learning program and gradually increases during the last few days (Kyndt, Dochy, Struyven, & Cascallar, 2011). Negative consequences associated with the massive workload include incomplete tasks, reduced job satisfaction and high error rate. (Omolayo & Omole, 2013)

Some factors are to blame for the rising cases of work overload in an organization today. There is varying interest between employees and management. Supervisors allocate large workloads to the employees to increase the production of quality goods to support organization’s global competitiveness (van den Oetelaar, Van Stel, Van Rhenen, Stellato, & Grolman, 2016). On the other hand, employees desire to have a lighter workload and receive more compensation for the increase in efforts (Omolayo & Omole, 2013). The two goals are conflicting; hence workers; are often under constant pressure to complete heavy workload; a condition associated with
employee stress and burnout. There is a significant relationship between an optimal workload and presentism, job satisfaction, productivity, motivation and worker commitment (Kyndt, Douchy, Struyven, & Cascallar, 2011). Besides, the amount of workload directly affects individual work-life balance, an essential factor of employee well-being.

2.4.2 Work arrangement

Work arrangement is an agreement between employee and employer that determines the workers’ working hours and place of work (Chen, 2015). A working arrangement is management’s ability to fire employees or alter their job schedules through various strategies (Georgetown University Law Center, 2006). The influx in the number of women to the labor force and need for dual income to support household expenses has led to the rise of work-family conflicts. Parents are under an immense source of pressure to split their time equally between their work and families; a task that is almost difficult to accomplish (Lott, 2017). Flexible Work Arrangement (FWA) is an alternative working arrangement that gives employee control over their work. Workers get a chance to choose where, how and when to work. It is essential for employees with small children and those taking care of old parents and disabled (Al-Habil & El-Rjoudi, 2013). Inflexible working arrangements elicit different responses. Some workers decide to look for work in flexible industries by choosing public institutions over private companies, others shift from one department to another to gain flexibility (Ivanauskaitė, 2015). Other groups of employees may decide to resign and look for new employment elsewhere; the practice is common among women who often choose to abandon work after maternity leave to spend more time with their kids.

There are three forms of FWA including flexibility in scheduling working hours, place of work, and the number of working hours (Georgetown University Law Center, 2006). A flexible work schedule allows employees to select when to report and leave the office depending on their personal needs. This form of flexibility is achieved through the use of flextime, a system that allows workers to work within the core hours leaving them with adequate time to care for their young ones (Al-Habil & El-Rjoudi, 2013). Compressed weeks are the second technique; it allows workers to complete their five-day work in lesser days by lengthening number of work hours in the selected days. Location flexibility includes telecommuting, teleworking and
alternate location. While flexibility in the working hours is achieved through part-time work, job shares and part-year work. A fact sheet on FWA’s reveals the different preferences and perceptions of flexibility among employees working in different industries (Georgetown University Law Center, 2006). Moreover, majority of people would love to enjoy FWA and more organizations are gradually embracing various strategies including the permanent hiring of part-time employees. The country context is a significant determinant of the implementation of FWA’s in private and public companies. (van der Kroon & Olieman, 2013) study compares the adoption of FWA between Sweden and Netherlands to establish whether the country setting influences the introduction of work-life balance policies and programs. The research showed that Swedish companies practice greater flexibility compared to Dutch corporations due to the greater availability of social support in Sweden. Other factors considered to influence the decision to introduce FWA in organizations are size, gender composition and percentage of skilled employees in the workplace. In Malaysia, the low awareness of FWA and its importance in enhancing work-life balance has been a significant drawback in improving their workforce’s wellbeing and productivity (Lott, 2017).

FWA’s have positive and adverse effects on the organization. On the advantageous side, FWA increase business performance by improving employee productivity, quality of work, job satisfaction, organizational commitment and organizational perception (Kundani & Mehta, 2016). Moreover, offering work flexibility also leads to better financial performance and lower employee turnover. (Choo, Desa, & Asaari, 2016) Discusses the positive relationship between FWA and two independent variables, organizational commitment and work-family conflict; using a sample of 130 financial executives. According to the study, organizational commitment and flexible working environment are critical components of management support, a central component of attaining work-life balance. A useful FWA is accompanied by management and employee support, effective regulations, numerous FWA plans and well-defined work (Al-Habil & El-Rjoudi, 2013). Employees show a high preference for telecommuting over the other FWA strategies, and organizations are less likely to adopt compressed workweek because they need employees to be around in case of emergencies (Georgetown University Law Center, 2006).
However, researchers hold conflicting views on the importance of FWA to different gender. (Al-Habil & El-Rjoudi, 2013) Working part-time helps women to balance their numerous family activities and work responsibilities, while the same strategy helps to reduce the amount of work pressure among men. On the other hand, a study by (Lott, 2017) posits that FWA is unfavorable for women because the uncertainty of working hours prevents them from obtaining job fulfillment. The uncertainty of the working hours puts them under too much strain, thus experience a higher stress and anxiety levels. Therefore, it is vital for management to design effective FWA to for all the demographics of the entity. For example, allow young mothers to use flextime or work part-time for them to have ample time with their children, while middle-aged employees can use a compressed week to create time for vacations and visiting their children (Georgetown University Law Center, 2006). All in all, FWA should equally be applied for both genders to promote equal treatment for all the employees. However, organizations should be aware of the potential drawbacks associated with FWA namely different types of employees, policy inclusiveness and work intensity (Stroup & Yoon, 2016). The suitability of one form of flexibility does not satisfy the needs of all the employees. FWA should be inclusive; they should not create a barrier among different groups in an institution by treating some workers favorably and discriminating against the others. FWA that leads to increases in work intensity beyond the recommended workload causes employee burnout and this is associated with stress, reduced job satisfaction and work-family conflict (Sharafizad, Paull, & Omari, 2011).

2.4.3 Management support
Managers occupy a strong position of influence over employees in organizations through their conduct and decisions. According to Henry Fayol, managers perform five primary functions that include planning, organizing, commanding, coordinating, and controlling; at the three distinct management levels, top, middle and low-level management hierarchy (Shafritz, Ott, & Jang, 2015). Top management formulates the long-term plans including the formulation of work policies and programs that focus on improving employee performance (Madanayake, 2014). Middle managers act as intermediates between the top and low-level management, their role is interpretation and implementation of strategies formulated by the top managers. Low-level managers coordinate daily activities and supervise workers, they also report to the middle
managers about any problems that adversely affect a company’s performance (Baloyi, Van Waveren, & Chan, 2014). Many studies on the influence of management on employee performance tend to focus on supervisory support because the managers are in constant contact with workers and top management for their role in giving organizational direction.

Management support is the process through which managers maintain a positive working environment by respecting, encouraging and focusing on the overall well-being of the employees (Kirrane, Lennon, O’Connor, & Fu, 2017). It is the process through which managers recognize the importance of their subordinates and focus on their growth and development. Different empirical studies establish a positive relationship between top management support and work-life balance. (Boyne, James, & Petrovsky, 2011) Classifies top management support as a critical success factor in organizational performance. Managers play a vital role in improving organizational performance; senior managers make crucial decisions that affect the future prosperity of an institution (Epstein, Buhovac, & Yuthas, 2010). There is a positive relationship between top management support and financial performance; the relationship strengthens when the managers communicate its vision and missions openly. Senior managers are responsible for the creation of good organizational culture by providing an excellent example to the employees and establishing suitable corporate values such as trustworthiness, honesty, integrity and ethical behavior (Epstein, Buhovac, & Yuthas, 2010). As a result, employees grow to love their work and experience higher job satisfaction and motivation that increases their productivity and reduces the turnover rates.

The relationship between perceived supervisor support and workers’ productivity and work-life balance is a widely studied concept. Management support is achieved through fair treatment, rewards, participative decision making and good working environment. Unsupportive managers are controlling, unfriendly and show little concerns for employee needs. (Baloyi, Van Waveren, & Chan, 2014) Studied the influence of supervisor support on the adoption of performance management system in engineering companies. The researchers found that supervisors act as the main mediators in facilitating the successful implementation of performance management system by positively influencing the workers’ perception about the system. Perceived supervisory support is essential in influencing behavioral changes that help to improve
employees’ health status and well-being and enhance organizational sustainability (Emhan, 2012). Supportive managers look after the emotional needs of their employees. This psychological support helps to reduce job stress, work-family conflict and increase feelings of job satisfaction (Almeida, Davis, Lawson, Walter, & Moen, 2016). The managers play a critical role in ensuring that the employees achieve work-life balance. They address workers’ worries about their families in case of emergencies and implement work-life balance policies and programs. For example, employees who receive unconditional management support can admit when their children are sick, instead of claiming that they are sick to get an off day. Supervisors also enable work-life balance by treating all the employees fairly. To have a significant influence over employees, supervisors should not succumb to their work pressure by giving employees’ high workload or failing to promote part-time employees.

2.5 Chapter Summary
This chapter discussed the theoretical basis of the research by exploring the three research questions in detail about work life balance and performance. The next chapter will discuss the research design and methodology applied to extract pertinent information from Erubi engineering and supplies limited that will be relevant to this study.
CHAPTER THREE

3.0 RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction
The primary aim of the research is to determine the factors affecting employees’ work-life balance at Erubi engineering and supplies limited. This chapter details the methods and procedures used in conducting the study. The section is organized into the research design, population and sampling design, data collection methods, research procedures, data analysis methods and chapter summary.

3.2 Research Design
Research design is the strategy of carrying out a study to achieve the defined objectives. The design determines the identification of data sources, information requirements and appropriate data collection method. This study utilized descriptive research survey design of (Sekaran & Bougie, 2016). Descriptive research design entails observing and describing subjects without exerting external influence. Because the nature of descriptive research design captures the key characteristics of a situation from a neutral point of observation with direct references to the variables (Lambert, 2012). A descriptive research design illustrates an ideal situation where the researcher can conduct the study on work-life balance on performance of employees at Erubi engineering services and supplies limited. The research findings were used in the formulation of future company plans and policies relating to the provision of engineering services at the company.

3.3 Population and Sampling Design
3.3.1 Population
Population is the universe of elements in the study from which the researcher makes various references. Populations include subjects with homogenous characteristics of interest to the researcher. The target population for this study was the 40 employees at Erubi Engineering and supplies limited working in different departments within the company. The population’s statistics is summarized in the table 3.1.
3.4 Sampling Design and Sample size

3.4.1 Sampling Frame
A sampling frame is a record of the elements included in the study population. The sampling frame should contain recent and updated information of the population including their contact data, thus enable the researcher to communicate with the subjects. The accuracy of the sampling frame has a direct influence on the selection of a representative sample (Bolger & Laurenceau, 2013). The sampling for the study was the 40 employees working at Erubi. The information was obtained from the management desk at the company.

3.4.2 Sampling Technique
There are two main approaches to sampling. One is probability sampling, where all the elements in the sampling frame have an equal chance of being selected into the sample and their probability of inclusion can be computed (Fraley & Hudson, 2013). Two is non-probability sampling, where the researcher uses personal judgment to select the study participants thus it is not possible to determine the probability of including an element in the study. A sample should neither be too big nor small to prevent the calculation of accurate relationship between the variables. Notable is the small number of employees at Erubi and sampling this population would lead to the creation of a very small sample. Therefore, the decision to use the census data collection method, where all the subjects identified in table 3.1 was included.

3.4.3 Sample Size
Determination of the sample size is a complex task. There was a positive relationship between sample size and accuracy of the study results. A large sample reduces the number of variations between the study elements, while a small sample lead to inaccurate results and conclusions about the research. This information justified the decision to use the census data collection method considering the small number of employees in Erubi. Using census data in the study reduces chances of error.
### Table 3.1 Census Data

<table>
<thead>
<tr>
<th>Department</th>
<th>Employees</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>General Manager</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>Project Manager</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>Finance/ Accounts</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Administration/ Customer Service</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Health Safety &amp; Environment</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Team Leader</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>Technician</td>
<td>15</td>
<td>37.5</td>
</tr>
<tr>
<td>Stores &amp; Supplies</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Security</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Casuals</td>
<td>5</td>
<td>12.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

### 3.5 Data Collection Method

The study used primary and secondary sources of data to collect information about factors influencing employees’ well-being. The research used a structured questionnaire for the data collection process. A questionnaire is a set of questions designed to collect specific research data from individuals. The advantages of using the questionnaire are access to large populations, easy to prepare, fill and cost efficient. Similarly, there is less interviewer bias when it comes to questionnaires. The closed ended questions also mean that respondents don’t have to fish for answers, hence filled the tool much faster. The questionnaire had a total of 29 questions classified into four sections. The first part collected the respondent’s background information and characteristics. The second section had eight questions on the influence of personal life on employee performance. Third section also had eight questions analyzing the effect of social life on employee performance. Fourth section had eight questions focusing on effect of organizational life on employee performance. The responses were measured using a Likert scale of 1 to 5, where 1 is strongly agree, 2 is agree, 3 is indifferent, 4 is disagree and 5 is strongly disagree.
3.6 Research Procedures
The research was carried out using the following steps. First, the questionnaire was developed through consultations with the research supervisor to ensure the inclusion of valid and relevant questions. Second, a pilot study of the data collection statement was done to establish the relevance of questions and uniformity of interpretation of the questions among the respondents. The pilot study was conducted among 10 respondents and any identified weaknesses in the questionnaire were corrected to facilitate efficient research data collection. Third, the approval of the school to carry out the study, through an introductory letter used to establish a formal relationship between the researcher and Erubi’s management team. Fourth, the self-administered questionnaire was distributed to the population and researcher was on hand to provide the participants with any form of help required during the completion of the data instrument. The questionnaires we redistributed during working hours of the company to reach maximum respondents. The questionnaires were collected per department; the action reduced the number of questionnaires not returned.

3.7 Data Analysis Method
The first step involved running a critical scrutiny of the questionnaires to determine their completeness and accuracy (Matthews & Ross, 2014). The information was cleaned, coded and entered in the SPSS software. Next was calculation of various types of descriptive statistics including the mean, mode and median of the data to describe the basic characteristics of study participants. Pearson correlation analysis was used to determine the relationship between the variables in the study. This was followed by multi-regression analysis that focused on establishing the relationship between the independent and dependent variables through the use of the concept of line of best fit. Finally, an ANOVA test was tested to find out if there is significance difference between the independent variables.

3.8 Chapter Summary
The methodology provides step by step description of the methods used in carrying out the study. The study used the descriptive research design and census data collection method for the small number of workers in the company. A self-administered questionnaire was distributed to
all the subjects and the results analyzed by the SPSS software to identify the relationship between variables and provide a general picture about the situation on the ground.

The next chapter discussed the results collected from the questionnaire responses.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS:

4.1 Introduction

This chapter provides the findings of the results from the study of the relationships between personal, social and organizational life on productivity.

4.1.1 Response Rate

Out of the total 40 questionnaires given, all 40 were returned from Erubi Engineering Services and Supplies Limited. However, after data cleaning, three were excluded from the study giving a response rate of 92.5%. The non-response rate was 7.5%. The high response rate was due to a close relationship with management and communication with the participants on the importance of the study. It is displayed in table 4.2 below. Though all the respondents returned the data collection tool, three were excluded from the study due to inappropriate responses.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>37</td>
<td>92.5</td>
</tr>
<tr>
<td>Non-Response</td>
<td>3</td>
<td>7.5</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2 Demographic Data

4.2.1 Gender of the respondents

The descriptive statistics show that 76% of respondents were male and 24% were female. See figure 4.2 below.
4.2.2 Respondent Age
The findings show that most of the respondents (43%) were between the ages of 31-40 years. The fewest age bracket for respondents were 61+ years which had only one person (3%). 20-30 years represented 24%, 41-50 years had 22% and 51-60 years had 8%. See figure 4.2 below.

Figure 4.1: Respondent Gender

Figure 4.2: Respondent Age
4.2.3 Education Level of Respondents

The findings show that most of the respondents were diploma holders; 16 of them who represent 44%. None had primary school as their highest education level. 6% had attained Masters degrees, 28% had undergraduate degrees and 22% had secondary school certificates. See figure 4.3 below.

![Education Level per Respondent](image)

**Figure 4.3: Respondents Education Level**

4.2.4 Tenure of Respondents

According to the result findings of the study, none of the respondents had less than a year of experience working for the company. Most of the respondents had worked there for 6-10 years (42%). 33% of respondents had a tenure of 1-5 years, 8% had been there for 11-15 years while 17% had been there for 15+ years. See figure 4.4 below.

![Tenure of Respondents](image)
Figure 4.4: Tenure of respondents

4.3 Descriptive Statistics

Table 4.2 below shows that 37 respondents completed the survey scale performance with an average of 2.9426 out of a 5.00 on a five-point Likert scale with a standard deviation of 1.25187. Personal life shows a 1.9932 mean on a five-point Likert scale with a standard deviation of 0.72585 for 37 respondents. Social life shows a 2.3076 mean on the 5-point scale with a standard deviation of 0.83993 for 37 respondents. Organizational life shows a mean of 2.4389 on the Likert scale with a standard deviation of 0.65139 for 37 respondents.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>2.9426</td>
<td>1.25187</td>
<td>37</td>
</tr>
<tr>
<td>Personal Life</td>
<td>1.9932</td>
<td>0.72585</td>
<td>37</td>
</tr>
<tr>
<td>Social Life</td>
<td>2.3076</td>
<td>0.83993</td>
<td>37</td>
</tr>
<tr>
<td>Organizational Life</td>
<td>2.4389</td>
<td>0.65139</td>
<td>37</td>
</tr>
</tbody>
</table>

Table 4.2 Descriptive Statistics
According to the research findings it is clear that the highest recorded standard deviation was at 1.052667 which had the statement “I can fit my personal and professional life in my day”. The least standard deviation recorded was 0.87078 where the statement read “I have a positive attitude towards myself.” Table 4.3 below describes the mean and standard deviations recorded for each response as regards personal life.

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with myself.</td>
<td>1.810811</td>
<td>0.876795</td>
</tr>
<tr>
<td>I have positive attitude towards myself.</td>
<td>1.72973</td>
<td>0.87078</td>
</tr>
<tr>
<td>Overall my work schedule gives me time to focus on my personal development.</td>
<td>2.378378</td>
<td>1.009713</td>
</tr>
<tr>
<td>I can fit my personal and professional life in my day.</td>
<td>2.054054</td>
<td>1.052667</td>
</tr>
<tr>
<td>I feel I have the capacity to handle family-life stress</td>
<td>2</td>
<td>0.942809</td>
</tr>
<tr>
<td>I am an outgoing person.</td>
<td>2.027027</td>
<td>0.897109</td>
</tr>
<tr>
<td>I like having concrete plan in my life.</td>
<td>2.054054</td>
<td>0.941215</td>
</tr>
<tr>
<td>I am open to new experiences in my personal life and work.</td>
<td>1.891892</td>
<td>1.048379</td>
</tr>
</tbody>
</table>

Table 4.3 Descriptive on Personal Life

The research findings show that the highest recorded standard deviation was at 1.436486 in response to the statement “I experience conflict with co-worker due to unclear roles and responsibilities. The lowest standard deviation of 1.135689 was in response to the statement “I have to change my plans for family activities because of work responsibility” Table 4.4 below describes the mean and standard deviations as regards social life in the study.
<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel overwhelmed by my family responsibilities</td>
<td>2.351351</td>
<td>1.206837</td>
</tr>
<tr>
<td>I have to change my plans for family activities because of work responsibility.</td>
<td>2.351351</td>
<td>1.135689</td>
</tr>
<tr>
<td>I experience a lot of strain relating with my co-worker.</td>
<td>2.72973</td>
<td>1.261583</td>
</tr>
<tr>
<td>My supervisor creates work life conflict by setting unrealistic deadlines.</td>
<td>3.027838</td>
<td>1.404084</td>
</tr>
<tr>
<td>My organization gives me an annual leave to spend time with my family.</td>
<td>2.108108</td>
<td>1.219831</td>
</tr>
<tr>
<td>The company’s leave policy allows me to take time off to attend family responsibilities.</td>
<td>2.027027</td>
<td>1.213042</td>
</tr>
<tr>
<td>My supervisor allows me to leave after finishing my work.</td>
<td>2.277838</td>
<td>1.2826</td>
</tr>
<tr>
<td>I experience conflict with co-worker due to unclear roles and responsibilities.</td>
<td>2.857297</td>
<td>1.436486</td>
</tr>
</tbody>
</table>

Table 4.4 Descriptive on Social life

According to the research findings the highest recorded standard deviation was at 1.445512 which had the statement “I have a complex workload that puts a strain on my life.” The lowest recorded was 1.025811 regarding the statement “I have flexible work schedule that allows me to finish my work on time.” Table 4.5 below describes the mean and standard deviations for each response as regards organizational life.
<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have a complex workload that puts a strain on my life.</td>
<td>2.722162</td>
<td>1.445512</td>
</tr>
<tr>
<td>My supervisor unfairly allocates me the heaviest workload in the team.</td>
<td>3.055405</td>
<td>1.373246</td>
</tr>
<tr>
<td>I have flexible work schedule that allows me to finish my work on time.</td>
<td>2.058919</td>
<td>1.025811</td>
</tr>
<tr>
<td>Long daily work hours causes a huge conflict between my family and work.</td>
<td>2.75</td>
<td>1.361678</td>
</tr>
<tr>
<td>Employees have a lot of say in the number of working hours.</td>
<td>2.555405</td>
<td>1.234784</td>
</tr>
<tr>
<td>Equal promotion opportunities for part-time and full-time workers.</td>
<td>2.166757</td>
<td>1.142609</td>
</tr>
<tr>
<td>I can easily make arrangements to improve my work schedule.</td>
<td>2.138919</td>
<td>1.134136</td>
</tr>
<tr>
<td>My productivity has improved because I get to spend enough time with my family.</td>
<td>2.171351</td>
<td>1.142262</td>
</tr>
</tbody>
</table>

Table 4.5 Descriptive on Organizational Life

4.4 Reliability Test: Cronbach’s Alpha
Table 4.6 below shows results for data reliability in the potential summated scales by running the Cronbach's alpha test. Personal life had reliability of .794, social life had reliability of .777, and organizational life had reliability of .625 while performance had a reliability of .713. Organizational life has an unacceptable reliability since it doesn’t fall between .65 and .95.
### Table 4.6: Reliability Test: Cronbach’s Alpha

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s Alpha</th>
<th>Falls Between 0.65 &amp; 0.95</th>
<th># of Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Life</td>
<td>.784</td>
<td>Yes</td>
<td>8</td>
</tr>
<tr>
<td>Social Life</td>
<td>.777</td>
<td>Yes</td>
<td>6</td>
</tr>
<tr>
<td>Organizational Life</td>
<td>.625</td>
<td>No</td>
<td>8</td>
</tr>
<tr>
<td>Performance</td>
<td>.713</td>
<td>Yes</td>
<td>2</td>
</tr>
</tbody>
</table>

4.5 Correlations Matrix

Table 4.7 below shows the Spearman’s correlations using two tailed levels of analysis for the variables. Correlations that are significant are shown with a double asterisk “**” below if p is below 0.01.

The personal life correlates significantly with organizational life as .661 p < 0.01; as does social life at .599 p < 0.01. Performance is not significantly correlated with personal life .277 p = .087.

The social life correlates significantly with personal life as mentioned above. It correlates most significantly with organizational life .806 p < 0.01. Similarly, with productivity .696 p < 0.01.

Performance does not significantly correlate with personal life as mentioned previously. It correlates most significantly with social life .696 p < 0.01. Likewise, with organizational life .654 p < 0.01.
### 4.6 Regression Analysis

The regression analysis below tries to show the associations between variables. Though causal relationships may be implied, the analysis does not confirm causal relationships.

The table 4.8 below shows the model summary of regression. It indicates the strength of the relationship between the independent variables of organizational life, personal life and social life on the dependent variable performance.

The R square of 0.573 shows a relationship between the three independent variables and the dependent variable. 57.3% of the variation in performance can be explained by the independent variables.
<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.757a</td>
<td>.573</td>
<td>.534</td>
<td>.85470</td>
</tr>
</tbody>
</table>

Table 4.8: Multiple regression: Model Summary

Table 4.9 below shows the model summary of regression. The R square of 0.77 shows a relationship between the dependent variable of performance and the independent variable of personal life. 77% of the variation in performance can be explained by personal life.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.277a</td>
<td>.077</td>
<td>.050</td>
<td>1.21989</td>
</tr>
</tbody>
</table>

Table 4.9: Personal Life Regression: Model Summary

Table 4.10 below shows the model summary of regression. The R square of 0.484 shows a relationship between the dependent variable of performance and the independent variable of social life. 48.4% of the variation in performance can be explained by personal life.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.696a</td>
<td>.484</td>
<td>.469</td>
<td>.91207</td>
</tr>
</tbody>
</table>

Table 4.10 Social Life Regression: Model Summary

Table 4.11 below shows the model summary of regression. The R square of 0.428 shows a relationship between the dependent variable of performance and the independent variable of organizational life. 42% of the variation in performance can be explained by organizational life.
### Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.654a</td>
<td>.428</td>
<td>.412</td>
<td>.96013</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Organizational Life

**Table 4.11 Organizational Life Regression: Model Summary**

The table 4.12 below details the F test \((f = 14.744, p = 0.0)\) is statistically significant hence the model fits reasonably.

### ANOVAa

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>32.311</td>
<td>3</td>
<td>10.770</td>
<td>14.744</td>
<td>.000b</td>
</tr>
<tr>
<td>1 Residual</td>
<td>24.107</td>
<td>33</td>
<td>.731</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>56.418</td>
<td>36</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance

b. Predictors: (Constant), Org Life, Personal Life, Social Life

**Table 4.12: Multiple Regression: ANOVA**

The table 4.13 below shows that:

**Performance = 0.175 - 0.586 Personal life + 0.812 Social life + 0.845 Organizational life.**

The above formula is the regression equation of the study. For every single unit increase in the value of personal life, then it is expected that performance will decrease by -0.586. This is represented by \(B = -0.586, p = 0.034\). Since \(p < 0.05\), the relationship between personal life and performance is statistically significant.

For every single unit increase in the value of social life, it is expected that performance will increase by 0.812; represented as \(B_1 = 0.812, p = 0.008\). Since \(p < 0.05\) the relationship between social life and performance is statistically significant.
Similarly, for single one unit increase in the value of organizational life, it is expected that performance will rise by 0.845, represented as $B_2 = 0.845$, $p = 0.041$. Since $p < 0.05$ the relationship between organizational life and performance is statistically significant.

**Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.175</td>
<td>.559</td>
<td>.314</td>
<td>.756</td>
</tr>
<tr>
<td>Personal Life</td>
<td>-.586</td>
<td>.264</td>
<td>-.340</td>
<td>-2.218</td>
</tr>
<tr>
<td>Social Life</td>
<td>.812</td>
<td>.290</td>
<td>.545</td>
<td>2.806</td>
</tr>
<tr>
<td>Org Life</td>
<td>.845</td>
<td>.398</td>
<td>.440</td>
<td>2.122</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance

**Table 4.13: Multiple Regression Coefficients**

Table 4.14 below details the F Test for personal life ($f = 2.912$, $p = 0.097$) is statistically significant therefore the model fits quite well.

**ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>4.334</td>
<td>1</td>
<td>4.334</td>
<td>2.912</td>
<td>.097b</td>
</tr>
<tr>
<td>Residual</td>
<td>52.084</td>
<td>35</td>
<td>1.488</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>56.418</td>
<td>36</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance
b. Predictors: (Constant), Personal Life

**Table 4.14: ANOVA Personal Life**

Table 4.15 below shows the coefficient for personal life as 0.478 with a constant of 1.990. The sig is 0.002 for the constant meaning it is statistically significant. The sig for the personal life is 0.097; which is above 0.05 therefore not statistically significant.

Performance = 1.990 + 0.478 Personal Life
Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.990</td>
<td>.593</td>
<td>3.354</td>
<td>.002</td>
</tr>
<tr>
<td>Personal Life</td>
<td>.478</td>
<td>.280</td>
<td>.277</td>
<td>1.097</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance

Table 4.15: Coefficient for Personal Life

Table 4.16 below details the F Test for social life \( \{f = 32.820, p = 0.000\} \) is statistically significant therefore the model fits.

ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>27.302</td>
<td>1</td>
<td>27.302</td>
<td>32.820</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>29.116</td>
<td>35</td>
<td>.832</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>56.418</td>
<td>36</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance
b. Predictors: (Constant), Social Life

Table 4.16: ANOVA Social Life

Table 4.17 below shows the coefficient for social life as 1.037 with a constant of 0.55. The sig is 0.223 for the constant meaning it is not statistically significant, since it’s above 0.05. The sig for the personal life is 0.000; which is below 0.05 therefore is statistically significant.

Performance = 0.55 + 1.037 Social Life

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.550</td>
<td>.444</td>
<td>1.240</td>
<td>.223</td>
</tr>
<tr>
<td>Social Life</td>
<td>1.037</td>
<td>.181</td>
<td>.696</td>
<td>5.729</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance

Table 4.17: Coefficients for Social Life
Table 4.18 below details the F Test for organizational life \( f = 26.201, p = 0.000 \) is statistically significant therefore the model fits.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>24.153</td>
<td>1</td>
<td>24.153</td>
<td>26.201</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>32.265</td>
<td>35</td>
<td>.922</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>56.418</td>
<td>36</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance  
b. Predictors: (Constant), Org Life  

**Table 4.18 ANOVA for Organizational Life**

Table 4.19 below shows the coefficient for organizational life as 1.257 with a constant of -0.124. The sig is -0.2 for the constant meaning it is statistically significant, since it’s below 0.05. The sig for the organizational life is 0.000; which is below 0.05 therefore is statistically significant.

**Performance = -0.124 + 1.257 Organizational Life**

**Table 4.19: Coefficients for Organizational Life**

**4.7 Chapter Summary**

The chapter presented the findings of the study. The next chapter will discuss the findings further.
CHAPTER FIVE

5.0: DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
Chapter five attempts to explain the worth and applicability of the research through a summary, discussion, conclusion and recommendations. The summary section will revisit the purpose of the study, research design and the findings discovered through the questionnaires. The discussion section will deliberate the findings based on the literature review. The conclusions will be based on the discussion. Finally, the recommendations will be based on the research questions.

5.2 Summary
The purpose of the study was to examine the effect of work-life balance on performance of employees at Erubi Engineering services and supplies limited. The study was guided by three research questions: To determine if personal life influences employees’ performance at Erubi, to investigate if social life influences employee performance at Erubi and to assess if organizational life influences employee performance at Erubi.

The study adopted a descriptive research design. A census was conducted. Primary data was collected through a structured questionnaire. All 40 employees filled in the questionnaire; however, after the data was cleaned, only 37 were included in the descriptive statistics. Data was analyzed using SPSS and excel. This yielded descriptive statistics through means, percentages, Spearman correlations, reliability testing using Cronbach’s Alpha and regression analysis ANOVA test. The results were presented in form of tables and charts.

The respondents were predominantly male, with 76% of the employees being men, most of whom were 31-40 years old (43%), diploma holders (44%) and had been with the company for 6-10 years (42%). The study found statistically significant relationships between social life, organizational life, personal life and performance.

The personal life correlates significantly with organizational life as .661 p < 0.01; as does social life at .599 p < 0.01. Performance is not significantly correlated with personal life .277 p =.097. The social life correlates most significantly with organizational life .806 p < 0.01.
Similarly, with performance \( p < 0.01 \). Performance correlates most significantly with social life \( p < 0.01 \). Likewise, with organizational life \( p < 0.01 \).

Based on regressions, all 3 independent variables relate statistically and with the created dependent variable of performance. When social life and organizational life increase then performance increases, but when personal life increases then performance decreases. This is represented in the regression equation as:

\[
\text{Performance} = 0.175 - 0.586 \text{Personal life} + 0.812 \text{Social life} + 0.845 \text{Organizational life.}
\]

5.3 Discussion
5.3.1 Personal Life and Performance

The study found a negative relationship between personal life factors, which include personality type, emotional intelligence, employee well-being and employee performance. These findings are inconsistent with previous research findings that show that the quality of personal life influences individuals’ ability to record excellent performance in their work (Shiels, 2014). For example, people with personalities of extroversion, openness to experience, and conscientiousness are more productive than workers with neuroticism personality (Wickraniaaratchi & Perera, 2016). Previous findings also indicate the degree to which personality affects productivity is dependent on the autonomy and nature of work in the sense of being routine or repetitive. Engineering work is relatively routine and all personalities at the firm have acquired the hang of their work and have learned to make up for any observable shortcomings associated with their personality over their time at the organization.

As earlier stated, several factors influence the level of emotional intelligence. They include age, experience, and employees’ educational level (Deshwal, 2016). According to the demographic information, none of the respondents had less than one year of experience in the organization, and the largest number of employees had over 6 years of experience. Therefore, it is plausible to conclude that the participants had the same level of emotional intelligence; thus, it is difficult to establish the impact of the variable on employee productivity, hence the insignificant relationship between the two elements of the study. The findings also show that gender does not
affect EI. This is consistent with the group of scholars that argue that people women and men have similar EI and encounter the same challenges in attaining work-life balance (Agarwal, Mishra, & Dixit, 2015). Undoubtedly, the organization has high levels of employee well-being because workers work in close relationship with the organization by virtue of their small numbers and constant contact with each other. Although there is no significant relationship between personal life and productivity, the former affects the former by influencing organizational life factors.

5.3.2 Social life factors and Performance

Maslow’s Hierarchy of needs identifies social belonging or love as a significant requirement of employee motivation (Erdil & Ertosun, 2011). The social factors influencing employee productivity are family responsibilities, financial obligations, leisure opportunities, and colleague support and job security. There exists a positive correlation between social life factors and employee performance cannot be overemphasized. The respondents strongly agreed that family life and responsibilities spilled over into their work as they were forced to sacrifice important family responsibilities to finish their assignments (Darcy & McCarthy, 2007). Because employees were aware of their roles and responsibilities, tension among them was not very high. However, given the majority of the participants indicated either disagree or indifferent to queries of allocation of tasks and responsibilities, one can deduce that there may be overriding of job roles in the company.

Notably, these findings are highly consistent with previous research findings on the topic. All the respondents regardless of their gender were concerned over their ability to meet their family responsibilities and confirmation of the changing family responsibilities (Waterhouse, Hill, & Hinde, 2017). For example, over 50% of respondents felt their supervisors set unrealistic deadlines making it difficult for them to balance their lives. In spite of the difficulties encountered in creating work-life balance, many employees have remained at the organization. Arguably, financial needs and demands are what make the employees bear with the problem.

However, high employee retention rate is not an indicator of high employee performance. A well-balanced work schedule that allows employees to enjoy ample time with their family members increases productivity. Workers desire to fulfill all their social and work functions
harmoniously without being forced to pick one job over the other. Positive co-worker support and relationship among the employees was evident from the research.

5.3.3 Organizational Life and Performance
Another interesting observation from the research was the positive relationship between organization life factors and employee performance. As per the findings, the amount of workload and work schedule significantly influences the amount of time people spend with their families. The respondents did not perceive their workload to be heavy most probably because the engineers’ duties were more supervisory in nature and the technicians carry out the most difficult tasks. Therefore, the finding confirms that an optimal workload guarantees high employee productivity and vice versa (Kyndt, Dochy, Struyven, & Cascallar, 2011).

Many companies do not have FWA but this does not necessarily mean that the time arrangements are undesirable for the achievement of work-life balance. The respondents had acceptable working hours, thus they have adequate time to spend with their families and this makes them more productive. Equal promotional opportunities in the company is an indication of management support, thus there is no mistaking the positive relationship between organization life factors and worker productivity. Moreover, the employees’ long tenure confirms this relationship.

5.4 Conclusions
5.4.1 Effect of Social Life on Employee Performance
In conclusion social life significantly influences employee productivity in organizations. Important social life factors affecting the rates of productivity are family responsibilities, financial needs and responsibilities and co-worker support. Employees felt conflicted between fulfilling their family responsibilities and financial demands. In most instances, people are forced to work long hours for minimum wage to put food on the table. Despite the satisfaction of financial needs, they feel deprived of their emotional and psychological need in relation to their families love, thus productivity reduces.

Additionally, co-worker support is a significant determinant of employee productivity. Workers spend a substantial amount of time in the workplace and their colleagues became their second family. Co-workers support ensures employees feel comfortable working in the organization.
and timely resolution of conflicts that may inhibit the achievement of organizational goals. Moreover, employees find it easier to handle family problems spilling into the workplace by relying on the social support from their co-workers.

**5.4.2 Effect of Personal Life on Employee Performance**

In conclusion social belonging is a feeling of social connectedness or sense of community with other people; it is created through the formation of productive social relationship at home and the workplace. The self-determination theory provides further emphasis on the importance of relatedness by classifying it as a significant motivating factor. Employees achieve work-life balance and high productivity by fulfilling social needs and work demands without undermining any side of the dimension. Although there is no direct relationship between personal life and employee productivity the concept must be taken into consideration. The findings indicate a positive correlation between personal life and the other two variables that is personal life of employee performance.

Therefore, personality, employee wellbeing, and productivity have an indirect influence on employee productivity. Notably, many organizations incorporate personality tests into a job interview for the selection and integration of workers with the right type of personality in an organization. Therefore, the concept of personal life factors should not be dismissed from the study of factors influencing employee performance.

**5.4.3. Effect of Organizational Life on Employee Performance**

In conclusion organizational life is a broad concept that is divided into three variables proven to affect employee productivity. These factors include workload, work arrangement and management support. Allocating employee’s optimal workload benefits the organization and the workers as they both meet their needs. The former split their work efficiently between family and work while the latter achieve organizational objectives. Additionally, management support makes employees feel valued for their services and develop a positive attitude towards their work. As a result, they attain high motivation levels and practice ethical behavior to maintain good relations with supervisors and leaders. Notably, many companies in the East African region including the Erubi Engineering and Supplies Limited under study lack FWA increasing the risks that employees lack adequate time to fulfill all their roles. The solution to this problem
is creating friendly working hours and giving employees leave to stay with their families. However, with the changing nature of the work environment, it is time for companies to look at and incorporate sustainable strategies to enhance employee productivity as described in the recommendations section.

5.5 Recommendations

5.5.1 Recommendations for Improvements

5.5.1.1 Recommendations based on the effect of social life on employee performance

Child care should be provided for employees at Erubi. This may even broaden their demographics to have more women in employment. The company should also be having annual fun days in order to integrate the families of their employees into the workplace. The employees should be given a chance to voice their concerns about their social wellbeing through proper channels in order to create a healthier work environment.

5.5.1.2 Recommendations based on the effect of personal life on employee performance

The employees at Erubi should be given an annual leave to take care of personal matters. The company can also provide counselling services to its employees through medical cover schemes or other means. Employees should be encouraged to take personality tests in order to see their challenges and gain perspective on how to overcome them.

5.5.1.3 Recommendations based on the effect of organizational life on employee performance

Establishment of FWA in the organization to allow employees autonomy over their work. These include teleworking, compressed weeks, telecommuting, and alternate allocations. Employees should be given adequate annual leave to take care of personal matters including family responsibilities. The company should uphold making employees permanent and pensionable. Uphold equal treatment of employees in the organization in all areas including promotion and training opportunities. Allocation of optimal work schedule and number of working hours to
employees to enhance their productivity. Incorporate employee wellbeing and interest into the heart of developing long-term company strategies.

5.5.2 Recommendations for Further Research
Further research can be carried out at Erubi Engineering and Supplies company with regard to employee wellbeing, safety, performance management, work load allocation and so on.
References


59


*who we are.* (n.d.). Retrieved from African Trade Insurance: http://www.ati-aca.org/about-us/who-we-are/


Lott, Y. (2017). Stressed despite or because of flexible working arrangements? Flexible working arrangements, job pressure and work-to-home conflict for women and men in Germany.


APPENDICES:

APPENDIX 1: INTRODUCTORY LETTER

Gloria Oyiolo

United States International University- Africa

P.O BOX 14634-00800

Nairobi, Kenya.

Contacts: 0721596265 agutu2000@gmail.com

Dear Respondent,

You have been selected to participate in a research study entitled “Work-life balance on performance of employees at Erubi Engineering Services and Supplies Limited”. Participation in the study is completely voluntary. All responses will be treated with the utmost confidentiality and anonymity. The questionnaire should take approximately 5 minutes to fill.

I am a graduate student at the above-mentioned university pursuing a Masters in Business Administration with a special interest in Health Leadership and Management. This research is in partial fulfilment of the degree requirements. The purpose of the study is to examine the effect of work life balance on employees’ productivity at the company.

Your participation in this study will benefit the organisation in improving it’s working conditions and human resource policies.

If you have any queries regarding this endeavour; feel free to contact me with the phone number and email provided above. I look forward to your favourable response. Thank you in advance for your permission and participation.

Yours Sincerely,
APPENDIX 2: QUESTIONNAIRE

Section A: Demographic Information

*Kindly tick the appropriate response*

<table>
<thead>
<tr>
<th>Demographic</th>
<th>Variables</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex</td>
<td>Female</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>20-30 years</td>
<td></td>
</tr>
<tr>
<td></td>
<td>31-40 years</td>
<td></td>
</tr>
<tr>
<td></td>
<td>41-50 years</td>
<td></td>
</tr>
<tr>
<td></td>
<td>51-60 years</td>
<td></td>
</tr>
<tr>
<td></td>
<td>61 years and Over</td>
<td></td>
</tr>
<tr>
<td>Educational level</td>
<td>Masters</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undergraduate</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Diploma</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Secondary</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Primary</td>
<td></td>
</tr>
<tr>
<td>Experience</td>
<td>Less than 1 year</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1-5 years</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6-10 years</td>
<td></td>
</tr>
<tr>
<td></td>
<td>11-15 years</td>
<td></td>
</tr>
<tr>
<td></td>
<td>More than 15 years</td>
<td></td>
</tr>
</tbody>
</table>
**Section B: Employee performance**

*Please tick the appropriate box to provide personal opinion employee performance. The given scale represents: 1 strongly agree, 2 agree, 3 indifferent, 4 disagree and 5 strongly disagree.*

<table>
<thead>
<tr>
<th>Question</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am genuinely happy to work in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I clearly understand my role in the company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My assigned work and responsibilities are aligned to my level of expertise</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I always achieve targeted results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I find it easy to strike a balance between my work and my other responsibilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have received commendations for my exemplary performance in my work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I can work under pressure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel the company should improve policies for promoting work-life balance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am open to new experiences in my personal life and work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Section C: Influence of personal life on employee productivity**

*Please tick the appropriate box to provide personal opinion about the influence of personal life on employee productivity. The scale is represented as 1 strongly agree, 2 agree, 3 indifferent, 4 disagree and 5 strongly disagree.*

<table>
<thead>
<tr>
<th>Question</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
I am satisfied with myself
I have a positive attitude towards myself
Overall my work schedule gives me time to focus on my personal development
I enjoy enough respect in my personal life and work life
I feel I have the capacity to handle family-life stress
I am an outgoing person
I like having concrete plan in my life
I am open to new experiences in my personal life and work

Section D: Effect of social life on employee productivity

*Please tick the appropriate box to provide personal opinion about the effect of personal life on employee productivity. The scale is represented as 1 strongly agree, 2 agree, 3 indifferent, 4 disagree and 5 strongly disagree.*

<table>
<thead>
<tr>
<th>Questions</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel overwhelmed by my family responsibilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have to change my plans for family activities because of work responsibilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I experience a lot of strain relating with my co-workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My supervisor creates work life conflict by setting unrealistic deadlines</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization gives me an annual leave to spend time with my family</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The company’s leave policy allows me to take time off to attend to family responsibilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My supervisor allows me to leave after finishing my work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I experience conflict with co-workers due to unclear roles and responsibilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section E: Effect of organizational life on employee productivity

Please tick the appropriate box to provide personal opinion about the influence of organizational life on employee performance. *The scale is represented as 1 strongly agree, 2 agree, 3 indifferent, 4 disagree and 5 strongly disagree.*

<table>
<thead>
<tr>
<th>Questions</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have a complex workload that puts a strain on my life</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My supervisor unfairly allocates me the heaviest workload in the team</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have a flexible work schedule that allows me to finish work on time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long daily work hours cause a huge conflict between my family and work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees have a lot of say in the number of working hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equal promotion opportunities for part-time and full-time workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I can easily make arrangements to improve my work schedule</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My pe has improved because I get to spend enough time with my family</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>