Effect Of Work Life Balance Practices on Employee Performance: A Case of Kenya Ports Authority

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Abstract: This research examined the effect of work life balance (WLB) practices on performance of employees at Kenya Ports Authority (KPA). Work-family border and spill over theories underpinned with study. Descriptive study targeted 6,474 employees of KPA under the categories including Finance, Corporate Services, Infrastructure, Engineering services, Human resources and Admin, Operations Internal Audit and Legal and Security services. The study adopted the formulae by Kothari to arrive at the sample size for the staff attached to KPA involved as respondents. The formulae yielded 116 respondents. In collecting data from the individual staff of KPA, stratified sampling technique was adopted with segments including Finance, Corporate Services, Infrastructure, Engineering services, Human resources and Admin, Operations Internal Audit and Legal and Security services. Individual respondents to participate in the study from each of the four segments were chosen based on simple random sampling. The research utilised structured questionnaire self-administered to respondents. The study used SPSS 23 to analyses sourced data with descriptive and inferential statistics being generated. Inferential   statistics used were Multivariate regression and Pearson correlation. The finding revealed that flexible work arrangements strongly and directly affected employee performance at Kenya Ports Authority (β_1 = .119, t= 3.500, p=.000<.05). Employee performance was also strongly and directly impacted by family support services (β_2 = .023, t= 2.875, p=.000<.05). The nexus between wellness programs and performance of employees was direct and strong (β_3= .761, t= 6.379, p=.000<.05). Finally, leave programs directly but weakly influenced performance of employees ($\beta4$= .055, t= .602, p=. 548>.05). Kenya Airports Authority to improve on proving flexible work arrangements for the benefit its employee such as varying working hours, providing teleworking opportunities and shift schedule. The Ports Authority to improve on family support services such as sponsoring family fun days, provide baby care services among other WLB programs.

Keywords: Work Life Balance, Employee Performance, Flexible Work Arrangement, Family Support Services, Wellness Programs, Leave Programs.

1. Introduction

Globally, it has been established that staff are critical resources at the disposal of organization in relation to their role in helping organization achieve its goals (Stone, Cox & Gavin, 2020). When an organization has human resources that are well qualified and achieves high performance level, the whole organization is able to achieve its goals and improve performance. Staff output in an organization is a critical element that explains overall performance of an organization (Badrianto & Ekhsan, 2020). Even though employees play vital role, every firm must find out the best way of organising the work of employees to optimise their performance (Tamunomiebi & Oyibo, 2020). Such optimization of staff performance should eventually spill over to the optimization of firm's overall objectives (Macke & Genari, 2019). Organization have been altering work environment and scheduling to meet the needs of staff and make employees satisfied. This is based on the fact that happy employee performs better hence improved performance of the whole organization (Strohmeier, 2020). The effort to make employees happy and satisfied are being achieved through adopting of work life balance (WLB) practices (Anwar & Abdullah, 2021). Refers to human resource management concept where employees find a harmony between personal matters and work

engagement (Badrianto & Ekhsan, 2020). Employees benefiting from WLB programs put in place by the employer also tends to perform better. Happy and satisfied employee are those who have harmonious relationship between work responsibility and personal life engagements (Kakar, Mansor, Saufi & Singh, 2019). There are a variety of work life balance practices that can be adopted by organizations as espoused in the empirical literature. The WLB practices include flexible work schedules, family support services, wellness programs and leave among others (Waclawska, 2018).

Kenya ports Authority (KPA) was fist established in 1978 via statutory regulation. The authority has the critical goal of operating and regulating sea ports in the Kenyan coast. The authority manages ports including Lamu, Mombasa among others. The authority also manages inland lake and dryland ports in Nairobi, Eldoret, Naivasha, Kisumu among others. The main port of operation is Mombasa that has thirteen berths for cargo. The Mombasa port handles various cargoes including containerised, dry bulk, general and liquid bulk. The port serves Kenya as well as neighbouring countries such as Burundi, Uganda, South Sudan, DRC and Rwanda. It thus serves as a gateway to land locked counties in Eastern Africa. The staff performance has been a concern at the Mombasa port posing challenge to management of KPA. The problem at the port regarding increasing cargo handling potential has been two thronged. The port had witnessed unprecedented growth in terms of cargo handling which has not been matched with employee performance. This has resulted to congestion hence poor performance of employees is in question (Munyiva & Wainaina, 2018). The management of Mombasa port under the authority of KPA has been working around the clock to put in place final solution to ease port congestion. The solution that relies on employee productivity has not been forthcoming given that the port is already operating at its design capacity. There is therefore need to enhance port capacity through machination and supporting staff (KPA, 2021).

Work life balance practices and staff performance has attracted interest of researchers, practitioners and government agencies. Anomsari, Handaru and Ahmad (2021) noted that remote working aspects that has implications for employee performance. Dousin, Collins and Kler (2019) noted that on the nexus between WLB practices and staff job output was major. Wolor, Solikhah and Fidhyallah (2020) argued that WLB practices like remote working impacted staff work motivation and performance. Bataineh (2019) observed WLB was critical to performance of staff. Mendis and Weerakkody (2017) on the nexus between staff output and WLB noted strong impact of WLB strategies resulted to increased staff performance. Work life balance and its role in achieving optimal staff performance has been heavily been in academic literature. Ojukwu (2021) noted that workload pressure was informing employee productivity such that high work load resulted to job burn out and declining performance. Further, Tamunomiebi and Oyibo (2020) were of the view that employees that have achieved harmonious work and personal engagement tended to perform better. Abe, Fields and Abe (2016) on causal effect study of public sector noted that there was huge link between the wellness programs and WLB strategies. Darko-Asumadu, Sika-Bright and Osei-Tutu (2018) examined the relationship between work commitment and WLB strategies reported that, women had the greatest work life imbalance compared to men. Further, work-life balance had weak ramification for commitment among employees.

Mulinge (2017) noted that work load and working hours, were critical to staff output at KNH. Further, Ibrahim (2019) noted that flexible working options for healthcare workforce was crucial for good performance in a study of Mandera county public hospitals. Karimi (2019) observed that WLB practices such as leave and employee flexible working arrangements were being used to achieve optimal work performance. In particular, teleworking and compressed hours working arrangements had the strongest positive influence on employee performance. Lula (2018) observed that job related stress was associated with lack of organization support and long working hours. Chepkoech and Hannah (2021) noted that family support services had major implication for employee productivity. Mungania, Waiganjo and Kihoro (2016) observed that Child care issues, dependent care and flexible work arrangement aspects of work life balance were of great influence on organizational performance. Even though several studies exist, a few knowledge gaps still exist. Majority of empirical studies have tended to be global. Further, studies done locally have tended to be in other organizations such as universities, NGOs, Kenya Institute of curriculum development, Hotels among others, with few studies dedicated to Kenya Ports Authority. Finally, most studies have tended to concentrate on elements of WLB such as leave and work flexibility with few studies focusing on aspects such as wellness programs and family support services. The study thus sought to examine the effect of WLB practices on performance of employees at Kenya Ports Authority.

2. Literature Review

2.1 Theoretical Framework of the Research Study

Spill Over Theory: The research was underpinned Spill over and Work-Family Border theories. Spill Over Theory is linked to empirical work of Belsky et al. (1985) that related family and life aspects. Belsky et al. (1985) noted that staff bring forth established attitudes, feelings, emotions, skills to the work environment and the opposite is true. Th spill over from home to work off from work to home can be positive or negative (Edwards & Rothbard, 2000). Positive spill over are achievements and satisfaction in one domain that spills to the other domain bringing forth achievement and satisfaction. Negative spill over refer to conflicts and troubles in one domain getting its way to the other domain can carrying forth negative energy. For example, the feeling of anxiety and despair at home may be carried over to work leading to anxiety and despair at work and vice versa. The theory informs the nexus between WLB and performance of staff. The theory hold that work experiences may be transferred to home and vice versa hence affecting work performance positively or negatively depending on whether the spill

over was positive or negative. The An employee performance at work may be affected by happenings in private life. When employee is able to harmonise private and work life, the conflict between work and private life reduces hence improved work performance.

Theory of Work-Family Border: This theory has a major proponent in Clark (2020). The theory posits that work and family are two domains that affect each other when happening in one domain passes through the border and separating membrane to the other domain (Clark, 2000). The individual is referred to as border crosser who moves from one domain to another continuously (Clark, 2000). In each domain are value ends desired by individual, the value end at work is compensation while value end in family is cordial and close relations. The theory further explains that the domains are separated by line those marks where one domain ends and another begins. The line is called a border which may is often psychological or physical or temporal (Clarke, 2000). If the border is very permeable, distraction in one domain may pass through to another domain for instance stressed employee may take the stress to family leading to fights at home (Carvalho, Santos, Ribeiro & Chambel, 2021). The theory of work-family border explains further that good functioning at home or working may be passed on through the border to the family (Noor, 2011). The theory informs the nexus between WLB practices and staff performance. For instance, job related stress due to heavy work load may be transferred to the family and children in particular inform of failure to bond with them adequately. When employee cannot bond adequately with family due to work pressures, the relationship at home becomes tense and broken which further affects employee performance at work. The imbalance and conflict can only be resolved through having work arrangements and practices that ensures that employee has time for private activities that has nothing to do with work.

2.2 Empirical Review

2.2.1 Flexible Work Arrangement and Employee Performance
Anomsari, Handaru and Ahmad (2021) evaluated whether remote working influenced staff performance. The study selected three hundred and eleven who participated in filling questionnaires. Structural Equation Modelling (SEM) was adopted in parameter estimation with the study establishing that remote working strongly impacted on staff performance. Anomsari et al. (2021) was based in Jakarta that has different operating environment from Kenya hence there is need for domesticating the study. Mulinge (2017) examined the nexus between nurses' performance and WLB in Kenya. The study using stratified sampling selected one hundred and twenty-five respondents from a population of one thousand nine hundred and fifty. The descriptive study sourced data using structured questionnaires. Inferential statistics included use of multiple linear regression model and bivariate correlation. The study established that work load, working hours strongly explained Performance of KNH nurses. Mulinge (2017) was carried out in hospital context that is different from sea port hence the need for another study to establish if the findings still hold.Dousin, Collins and Kler (2019) examined whether staff job performance was explained by WLB practices among nurses in Malaysia. The research chose four hundred and ninety-one study participants between 2016-2017. The regression analysis showed that supportive supervision and flexible hours of working directly and strongly impacted on job performance. Dousin et al. (2019) was based in Malaysia with different operating environment from that of Kenya hence the need of another study locally to expand the breadth of its application. In a study of Mandera public hospitals, Ibrahim (2019) evaluated the causation between workers productivity and WLB practices among health staff. The descriptive study was based on mixed methodology targeting four hundred and fifty employees with two hundred and twelve being selected based on purposive sampling. The sourced data based on Key informant interview and questionnaire were analysed using descriptive and inferential statistics. The results revealed that flexible working enhanced staff productivity. Ibrahim (2019) was carried out in hospital context and there is need for another in port context to establish if the findings are holding.

2.2.2 Family Support Services and Employee Performance
Chepkoech and Bula (2021) examined how employee productivity was affected by family support practices at Safaricom limited. The descriptive study targeted four thousand nine hundred and seventy-two staff of the Teleco with three hundred and seventy actually actual being involved in the study after being selected based on stratified sampling. Descriptive and correlation analysis was adopted with findings revealing that employee productivity was influenced strongly by family support services. Chepkoech and Bula (2021) adopted correlation analysis in influence study which may be misleading given that correlation does not show influence rather association between variables. In a study of banking sector in Kenya, Mungania, Waiganjo and Kihoro (2016) evaluated the nexus between flexible work, child care performance of organizations. The across sectional study type targeted forty-four banks with branches in Nairobi where data was sourced based on questionnaires. The sourced data was manipulated using OLS multiple regression. The study revealed that Child care issues, dependent care and flexible work greatly influence performance of firms in banks in Kenya. Mungania et al. (2016) examined effect of childcare issues on organization performance rather than employee performance. There is therefore need for another examining how employee performance was affected to extent the breadth of application of this study.

In a study of Millennial staff in Indonesia, Wiradendi, Solikhah and Fidhyallah (2020) evaluated the impact of e-leadership, e-training, work-life balance performance of staff. The mixed methodology study targeted two hundred employees selected based on proportionate stratified sampling who finally participated in questionnaire filling. SEM was adopted in manipulating

data. Finding showed that e-leadership, e-training and work-life balance performance of labour force. Wiradendi et al. (2020) was based in Indonesia that has different labour practices compared to Kenya hence the need for another study locally. In a study in commercial banks in Kenya, Muli, Muathe and Muchiri (2014) examined whether family support services predicted employee performance. The cross-sectional survey was based on 43 commercial banks with targeted employees being three thousand, six hundred and seven. Three hundred and sixty employees were selected for the study based on Proportionate Stratified sampling. Multiple regression showed that HR work family support services predicted performance of employee directly. Muli et al. (2014) was contextualised in commercial banks with different operating environment hence findings may not be readily adopted in other contexts like Kenya ports authority.

2.2.3 Wellness Programs and Employee Performance

In a study at KPA Mombasa Kenya, Munyiva and Wainaina (2018) examined whether employee performance was impacted by WLB practices. The descriptive study targeted six thousand four hundred and seventy-four employees of KPA or which ninety-nine were selected to participate in study filling questionnaire. The research revealed that employee welfare support predicted employee performance. Munyiva and Wainaina (2018) was carried out more than four years ago with a lot of development happening at KPA hence the need for another study based on current data.In a study of privately owned universities in Kiambu County, Otieno (2020) examined the whether WLB explained staff performance. The descriptive research targeted one thousand one hundred and eighty-five employees from the private universities with one hundred and nineteen employees being selected for the study. Correlation and multiple regressions measured were adopted. Findings showed that employee assistance and health and wellness programs strongly explained staff performance. Otieno (2020) was carried out in educational institutions that have different operating environment from that of other organization hence need for another study at KPA.

In a study of Kenya Seed Company, Keitany, Namusonge and Nambuswa (2017) evaluated the predictive power of WLB on productivity of employees. The descriptive research targeted eighty employees who all participated in the study via questionnaire filling. The regression analysis revealed that welfare practices, working conditions and safety measures predicted staff productivity. Keitany et al. (2017) was carried at in agricultural organization and the findings may not be readily be adopted in other contexts such as KPA.In a study among nurses in public hospitals in Kenya, Okemwa (2022) examined the predictive power of WLB initiatives on commitment of the health care professionals. One thousand two hundred and seventeen nurses were targeted with three hundred and sixty-four being finally selected for the study based on multistage sampling. Correlation and regression were adopted in manipulating data. The results showed that WLB initiatives were directly associated with staff commitment. Employee assistance programs directly and strongly explained commitment of the health care professionals. Okemwa (2022) focused on employee commitment as the dependent variable. There is a need for another study adopting staff performance as the outcome variable to expand the breadth of application of the study to other contexts.

2.2.4 Leave Programme and Employee Performance

In a study of public hospitals in Mandera County, Ibrahim (2019) sought to examine whether health workers productivity was influenced by WLB practices. The descriptive mixed study targeted four hundred and fifty health workers with two hundred and twelve employees being finally selected purposively. Data was sourced based on Key informant interview and questionnaire. The inferential analysis showed that leave programs explained productivity. Ibrahim (2019) was carried out among county government officers hence may not be readily be applied in decision making in other contexts such as KPA. In a study of telecommunication firms in Kenya, Keino and Kithae (2016) examined whether staff performance was explained by WLB. The descriptive research targeted three hundred and ninety staff at Airtel, Safaricom, Yu and Telkom offices in Nairobi. Stratified sampling was adopted to select respondents who finally filled questionnaires. The inferential analysis showed that long working hours, lack of vacation, overtime negatively affects staff performance at work. Keino and Kithae (2016) was carried six years ago and another study based on more current data would bring forth current development in labour practice in Kenya.

Tamunomiebi and Oyibo (2020) examined the nexus between employee performance and WLB in Nigeria. The study was a critical review of literature with results showing that availability of leave enhances staff performance. Tamunomiebi and Oyibo (2020) was a critical review that did not collect data from the field hence the need for another study that goes a step further by collecting, analysing and making conclusions.In a study of nurses in public hospitals in Nakuru Kenya, Agufana (2015) examined the impact of WLB strategies satisfaction of jobs. The descriptive study targeted four hundred and eighty-nine nurses of two hundred and thirty-seven were selected randomly and participated in filling questionnaires. The inferential analysis showed that leave arrangements and work flexibility strongly explained job satisfaction. Agufana (2015) was limited in health sector and another study at public sector in KPA would expand the breadth of application of the study. In a study of pharmaceutical industries in Jordan, Adanan (2019) examined whether WLB, happiness and performance of staff were related. The study sourced data from two hundred and eighty-nine staff based on questionnaire. The study manipulated data using multiple regression with results showing that WLB and happiness directly explained performance of employee. Adanan (2019) was based in Jordan that has different operational and labour environment compared to Kenya hence another study locally at KPA would expand the breadth of the finding further.

3. Methodology

The descriptive research was suitable in examining how performance of staff was influenced by WLB practices at KPA. The study targeted 6,474 employees working at KPA. The employees are spread across different departments including Finance, Corporate Services, Infrastructure, Engineering services, Human resources and Admin Operations, Internal Audit and Legal and Security services. Since the populations of employees at KPA is large, the study adopted the formulae by Kothari (2012) in generating the sample size for the staff attached to KPA to be involved in the study as respondents. The formulae is presented as:

Thus, **n** $= \dfrac{z2pqN}{e2(N-1)+z2pq}$

Where e is the error chosen as 0.09; p= 0.5; q= (1-p), z is 1.96, N is population targeted and n is sample size. The sample size generated below.

$$n = \frac{1.96*1.96*0.5*0.5*6474}{0.09*0.09(6474-1)+1.96*1.96*0.5*0.5}$$

n = 116.4531116
n = 116

In collecting data from the individual staff of KPA, the research adopted stratified random sampling where population targeted was divided into segments. Simple random sampling was used to actually select the staff who participated in the study from the segments identified. The study used structured questionnaire in sourcing needed data. The instrument was in the form of 5- point Likert scale where various statements about WLB practices were rated. The questionnaire was organized into sections with section A collecting data on demographic qualities and the other sections collecting data on study variables. The questionnaire was adopted given its suitability to collecting data efficiently from a large group of respondents (Mugenda & Mugenda, 2013).

3.5.2 Data Collection Procedure

The researcher used the introduction letter provided from college to apply for research permit from National Commission of Science, Technology and Innovation (NACOSTI) which was eventually used to seek permission from management of KPA to allow study be carried out among their employees. On the day of the study, researcher delivered the printed questionnaires through the public relations officer. The respondents were allowed a time of five days to fill the questionnaires after which filled questionnaires were collected back before analysis. The study performed a pre study at KPA where 11 randomly selected respondents participated. The 11 represented 10% of the sample size as advised by Mugenda and Mugenda (2009). The results generated after analyzing pilot data was adopted to establish and improve validity and reliability of the questionnaire. The researcher used content experts and seek the assistance of the supervisors. The instrument of data collection was piloted to verify validity. The researcher checked whether they produce results that have not been interfered with by an extraneous variable.This study employed the measure of internal consistency employing Cronbach alpha. The minimal Cronbach alpha to conclude of the reliability of the instruments was 0.7 for each construct. The data sourced was manipulated using SPSS 23. Descriptive analysis involved mean, standard deviation, percentages and frequency distribution. Pearson correlation and Multivariate regression were adopted to establish the nexus between WLB practices and staff performance. The research was guided by the following model (1):

EP= β_0+ β_1FWA+ β_2FSS+ β_3WP + β_4LP+ε…………………………………………….…………………………….(1)

Where: EP= Performance of employees, FWA = Flexible work arrangements, FSS = Family Support Services, WP= Wellness programs, LP = Leave programs, β_0 = intercept term β_1, β_2, β_3 and β_4 = coefficients of explanatory variables and ε = Error term. Regarding ethical considerations, the study first obtained a formal approval from the college ethics committee was obtained to proceed with the collection of data. The approval from college ethics committee was used to obtain research permission from KPA top management. The study sought the voluntary and full consent of respondents and any respondent was allowed to exit the study at any point if they felt they needed to do so. The names of respondents were not needed, as codes was used to represent the respondents.

4. Results

4.2 Introduction

The response rate was arrived at by the getting the questionnaires filled and returned as a percentage of the total questionnaires issued. The reliability of the questionnaire was arrived at through internal consistency measure of Cronbach

alpha. The study had issued one hundred and thirty-six (116) questionnaires. One hundred and twelve (112) questionnaires were returned after being filled. The 96.55 % response rate was enough for analysis. The study employed the measure of internal consistency employing Cronbach alpha. The minimal Cronbach alpha to conclude of the reliability of the instruments was 0.7 for each construct. The instrument adopted in data collection was reliable as all the constructs were higher than 0.7. This is depicted in Table 4.2 where it was evident that the questionnaire was reliable. The research performed demographic information analysis study with features such as experience, education level and gender being evaluated as presented in Table 1.

Table 1: Demographic Information

Variable	Category	Count	Percentage
Gender	Female	63	56.3
	Male	49	43.7
	Total	**112**	**100.0**
Experience	1- 2 years	35	31.3
	3-4 years	7	6.3
	5-6 years	7	6.3
	< 6 years	63	56.3
	Total	**112**	**100.0**
Education	Bachelor Degree	42	37.5
	Diploma	63	56.3
	Post Graduate	7	6.3
	Total	**112**	**100.0**

Most were female (56.3%) with males following closely at 43.7%. The findings showed that both gender participated in the study beyond a third gender rule. In terms of years working at organization. Majority (56.3%) in organization were 6 years and above. Those who had worked for between 1-2 years in the organization were 31.3%. Those engaged in the firm for 3-4 and 5-6 years were both 6.3%. The study thus established that majority of employees at Kenya Ports Authority were highly experienced hence they should be able to contribute in successful project implementation. Finally, those holding diploma were (56.3%). This were followed by those who had attained degree qualification at 37.5% and finally postgraduate holders at 6.3%.

4.4 Descriptive Analysis of Study Variables

The study examined the distribution of responses on WLB practices including family support service, flexible work arrangements, leave and wellness programs. The dependent variable performance of employees was also examined. The distribution of various statements about flexibility of work as an aspect of WLB strategies at KPA. The statements regarding flexible work arrangements were rated by the respondents based on a five-point Likert scale with standard deviation and mean being adopted Table 2.

Table 2 : Flexible Work Arrangement

Flexible work arrangement	Mean	SD
Staff can vary their workload as long as minimum set load is met.	4.69	.586
I can adjust my time in a way that I am comfortable with	4.50	.794
Working hours are flexible in this organization	4.44	.708
I am at a position to attend to personal issues due to shift work.	4.25	.905
I am able to focus much on work while at it due to flexible time	4.25	.973
The firm allows staff to work from home whenever it is needed	3.88	1.11
Overall Mean score	4.33	.846

The responses [Table 2] showed the analysis of responses on statements about flexible work arrangements as an aspect of the broader WLB practices at KPA. The statements about flexible work arrangements were arranged from the one that is supported by most respondents in terms of mean response score. The most supported statement was that staff can vary their workload as long as minimum set load is met as shown by mean response (M=4.69) tending to strongly agree and narrow standard deviation (SD= .586) around the mean. The finding based on the statement implied Kenya Ports Authority provided opportunity to employees to vary working hours. This was very true given the busy nature of the port in goods clearance and forwarding. The least supported statement was that the firm allows staff to work from home whenever it is needed as supported by a mean response score (M=3.88) tending to agreement and a standard deviation (SD= 1.11) around the mean response. The results revealed that Kenya Ports Authority limited teleworking to a few employees especially during the COVID-19. The overall mean response score was 4.335 which was agreement implying that generally, Kenya Ports Authority had adopted flexible work arrangements as an aspect of the broader WLB practices in enhancing employee performance. The research sought to examine the distribution of various statements about family support services as an aspect of WLB practices at KPA. The statements regarding family support services were rated by the respondents based on a five-point Likert scale with finding being presented in Table 3.

Table 3: Family Support Services

Family Support Services	Mean	SD
Our employer finances family days of fun	4.38	.997
Nursing mother allowed to come to work late or leave early	4.25	.905
We have a place nursing mothers can extract their breast milk	4.13	.784
My firm sponsors external support for employees with young children	4.13	.931
The firm often give shopping vouchers to employees	3.94	.903
The firm has baby crèche in the organization	3.88	.931
Overall Mean score	4.11	.908

The responses [Table 3] showed the analysis of responses on statements about family support services as an aspect of the broader WLB practices at PA. The statements about family support services were arranged in decreasing manner based on mean response. The statement that employer finances family days of fun was the most agreed upon statement as shown by mean response (M=4.38) of general agreement and standard deviation of .997. The finding based on the statement implied Kenya Ports Authority provided opportunity to employees to bring forth their families and participate in family fun days. The family fun days serves as an opportunity for employees to get to interact with each other's family members. The least supported statement was that employees have baby crèche as shown by mean (M=3.88) nearing general agreement and SD of .931 about the mean response. The findings revealed that Kenya Ports Authority rarely provided baby care spaces within the working area for breast feeding mothers to tend to their babies while at work. The aggregate mean response score was 4.11 which was agreement implying that generally, Kenya Ports Authority had adopted family support services as an aspect of the broader WLB practices in enhancing staff work output. The research sought to examine the distribution of various statements about wellness programs as an aspect of WLB practices at KPA. The statements regarding wellness programs were rated by the respondents based on a five-point Likert scale as depicted in Table 4.

Table 4: Wellness Programs

Wellness Programs	Mean	SD
The organization has favourable medical plans for staff	4.31	.771
Organization makes available facilities for recreation	4.25	.664
Staff secures quality treatment using medical insurance cover	4.06	.661
Free professional counselling enables me address my social and psychological challenges.	4.06	.751
My organization provides tools and equipment that are comfortable	4.06	.661
My organization provides for opportunity for health check-ups	3.25	1.256
Overall mean Score	3.99	.794

The responses [Table 4] showed the analysis of responses on statements about wellness programs as an aspect of the broader WLB practices at KPA. The statements about wellness programs were arranged in descending means order. The most supported statement was that the organization has favourable medical plans for employees as depicted by Mean of 4.31 of general agreement and SD of .771 about the mean. The finding based on the statement implied Kenya Ports Authority provided employees with medical cover plans for its cadre of employees. The employees can therefore get medical services in selected hospitals. The least supported statement was that the organization the organization provides for opportunity for health check-ups as supported by a mean response score (M=3.25) of neutral and a standard deviation (SD= .794) around the mean response score. The findings revealed that Kenya Ports Authority rarely provided free health check-ups for its employees. The employees are therefore expected to go for medical check-ups based on the medical cover given to them. The overall mean response score was 3.99 which tended to agreement implying that generally, Kenya Ports Authority had adopted wellness programs as an aspect of the broader WLB practices in enhancing staff productivity. The distribution of various statements about leave programs as an aspect of WLB practices at KPA was examined. The statements regarding leave programs were rated by the respondents based on a five-point Likert scale as depicted in Table 5.

Table 5: Leave Programs

Leave programs	Mean	SD
I am able to go back to work with new interest after Annual leave	4.19	.954
Study leave is available in your organization	4.00	1.004
The organization provides for compassionate leave	3.94	.903
Maternity/Paternity leave schemes exist in this organization	3.88	.997
The organization allows me to take emergencies leave	3.75	1.035
Employees on leave are not called upon to work from home	3.75	1.398
Overall Mean Score	3.91	1.048

The responses [Table 5] showed the analysis of responses on statements about leave programs as an aspect of the broader WLB at KPA. The statements about leave programs were arranged in descending mean sequence. The statement that staff are able to go back to work with new interest after annual leave was the most supported statement as depicted by mean response

score (M=4.19) just above agreement and narrow standard deviation (SD= .954 about the mean. The finding based on the statement implied Kenya Ports Authority provided employees with 21 days annual leave programs as provided for in the employment act. The leave gives the employees an opportunity to rest and recharge before they resume work. The least supported statement was employees on leave are not called upon to work from home as supported by a mean response score (M=3.91) nearing general agreement and SD equal to 1.398 about the mean response score. The result revealed that Kenya Ports Authority provided rarely require employees to respond to related queries when on leave given that when employees go on leave, they hand over their duties to other employees until they are back. The overall mean response score was 3.91 which tended to agreement implying that generally, Kenya Ports Authority had adopted annual leave as an aspect of the broader WLB practices in enhancing employee performance. The distribution of various statements about staff performance at Kenya Ports Authority was examined. The statements regarding employee performance were rated by the respondents based on a five-point Likert scale as depicted in Table 6.

Table 6: Employee Performance

Employee Performance	Mean	SD
We have high work quality most of the time	4.50	.710
I complete my tasks on time	4.19	.729
There are minimal customer complaints in my organisation	3.94	.831
The employee commitment is critical for staff performance	3.31	1.049
I feel empowered to make major decisions	3.25	.833
Overall mean score	3.83	.830

The responses [Table 6] showed the analysis of responses on statements about employee performance at Kenya Ports Authority. The statements about employee's performance were arranged in descending mean order. The most supported statement was that staff have high work quality most of the time depicted by mean (M=4.50) which tended to strong general agreement and SD equal to .710 about the mean. The finding based on the statement implied Kenya Ports Authority employees performed well as depicted by high quality of work they were providing. The least supported statement was that I feel empowered to make major decisions as supported by a mean response score (M=3.25) of neutral and a standard deviation (SD= .833) around the mean response score. The findings revealed that the employees were indifferent whether they feel empowered in making critical decisions implying that some employees felt they were empowered while other were of the opinion that are not empowered to make major decisions. The overall mean response score was 3.83 which tended to agreement implying that generally, the employees working Kenya Ports Authority were performing better in terms of high quality of work performance, timely completion of tasks, minimal customer complaints among others.

4.5 Correlation Analysis

The relationship between WLB practices and staff performance was evaluated to establish the strength of association between them. The study used bivariate Pearson correlation as depicted in Table 7.

Table 7: Bivariate Correlation Coefficients

		Flexible work arrangement	Family support services	Wellness programs	Leave programs	Employee performance
Flexible work arrangement	Pearson Correlation	1	.452**	.686**	.470**	.575**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	112	112	112	112	112
Family support services	Pearson Correlation	.452**	1	.538**	.786**	.352**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	112	112	112	112	112
Wellness programs	Pearson Correlation	.686**	.538**	1	.685**	.729**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	112	112	112	112	112
Leave programs	Pearson Correlation	.470**	.786**	.685**	1	.447**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	112	112	112	112	112
Employee performance	Pearson Correlation	.575**	.352**	.729**	.447**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	112	112	112	112	112

**. Correlation is significant at the 0.01 level (2-tailed).

Finding presented in Table 7 revealed direct and moderate association staff performance and flexible work arrangements (r= .575**). Family support services and employee performance were directly and weakly correlated (r= .352**). The analysis also showed staff performance and wellness programs were directly and strongly associated (r= .729**). Further, the correlations between leave programs and employee performance were direct and moderate (r =.447**).

4.6 Regression Analysis

The study used adopted regression models to examine the nexus between WLB practices on performance of staff at KPA. The regression models adopted was multivariate where dependent variable was regressed against the independent variables.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739[a]	.547	.530	.38721

a. Predictors: (Constant), flexible work arrangement, wellness and leave programs, Family support services.

The results [Table 8] in the model summary revealed that work life balance practices explained 54.7% of the sum changes in staff performance at KPA as evidenced by coefficient of determination [R^2 = .547]. The remaining variation in employee performance was explained by unobserved explanatory variables that were not part of the model.

Table 9: Analysis of Variances (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.360	4	4.840	32.281	.000[b]
	Residual	16.043	107	.150		
	Total	35.403	111			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), flexible work arrangement, leave and wellness programs, and family support services.

Table 9 showed that WLB practices had a significant impact on performance of staff at Kenya Ports Authority (f= 32.281, p=.000<.05). The ANOVA results therefore established that WLB were critically influencing staff performance at KPA.

Table 10: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.588	.301		1.956	.053
Flexible Work Arrangement	.119	.034	.147	3.500	.000
Family Support services	.023	.008	.030	2.875	.001
Wellness Programs	.761	.119	.695	6.379	.000
Leave Programs	.055	.092	.074	.602	.548

a. Dependent Variable: Employee Performance

The finding regarding regression coefficients is given in Table 10. The regression coefficient revealed that flexible work arrangements had a strong and direct impact on staff performance at Kenya Ports Authority (β_1 = .119, t= 3.500, p=.000<.05). Staff performance was directly and strongly impacted by family support services (β_2 = .023, t= 2.875, p=.000<.05). Further, wellness programs strongly and directly impacted on staff performance (β_3= .761, t= 6.379, p=.000<.05). Finally, leave programs directly but weakly impacted staff performance (β_4= .055, t= .602, p=. 548>.05).

5. Discussion

5.1 Influence of Flexible work Arrangements on employee Performance

The overall mean response score was 4.335 which was agreement implying that generally, Kenya Ports Authority had adopted flexible work arrangements as an aspect of the broader WLB practices in enhancing employee performance. Staff performance and flexible work arrangements was directly and moderate related (r= .575**) implying that the association between staff performance and flexible work arrangements at KPA was positive. The regression coefficient revealed flexible work arrangements directly and strongly explained staff performance at Kenya Ports Authority (β_1 = .119, t= 3.500, p=.000<.05). The finding implies that enhancing flexibility of work resulted to enhanced staff employee. The study findings agree with

Anomsari, Handaru and Ahmad (2021) that evaluated whether remote working influenced staff performance. establishing that remote working strongly impacted on staff performance. Mulinge (2017) examined the nexus between nurses' performance and WLB in Kenya establishing that work load, working hours strongly explained Performance of KNH nurses. Dousin, Collins and Kler (2019) examined whether staff job performance was explained by WLB practices among nurses in Malaysia showing that supportive supervision and flexible hours of working directly and strongly impacted on job performance.

5.2 Influence of Family Support Services on Employee Performance

The overall mean response score was 4.11 which was agreement implying that generally, Kenya Ports Authority had adopted family support services as an aspect of the broader WLB practices in staff performance enhancement. Family support services and employee performance were directly and weakly correlated (r= .352**). The correlation meant that increasing family support services was accompanied by increasing performance of employee at KPA. Further, family support services and employee performance were directly and strongly related (β_2 = .023, t= 2.875, p=.000<.05). The study implied that improving on family support services resulted to enhanced performance of employees at KPA. The study findings were in line with Chepkoech and Bula (2021) that examined how employee productivity was affected by family support practices at Safaricom limited revealing that employee productivity was influenced strongly by family support services. Mungania, Waiganjo and Kihoro (2016) evaluated the nexus between flexible work, child care performance of organizations revealing that Child care issues, dependent care and flexible work greatly influence performance of firms in banks in Kenya. Wiradendi, Solikhah and Fidhyallah (2020) evaluated the impact of e-leadership, e-training, work-life balance performance of staff with finding showing that e-leadership, e-training and work-life balance performance of labour force.

5.3 Influence of wellness Programs on Employee Performance

The overall mean response score was 3.99 which tended to agreement implying that generally, Kenya Ports Authority had adopted wellness programs as an aspect of the broader WLB practices in enhancing employee performance. The analysis also showed staff performance and wellness programs was directly and strongly correlated (r= .729**). Results implied that performance of staff at KPA was influenced by provision of wellness programs. Further, staff performance at KPA was predicted by wellness programs (β_3= .761, t= 6.379, p=.000<.05). The study implied that enhancing wellness programs resulted to improved staff performance at KPA. The study results were in congruence with Munyiva and Wainaina (2018) that examined whether employee performance was impacted by WLB practices revealing that employee welfare support predicted employee performance. Otieno (2020) examined the whether WLB explained staff performance with findings showing that employee assistance and health and wellness programs strongly explained staff performance. Namusonge and Nambuswa (2017) evaluated the predictive power of WLB on productivity of employees. The regression analysis revealed that welfare practices, working conditions and safety measures predicted staff productivity.

5.4 Influence of Leave Programs on Employee Performance

The overall mean response score was 3.91 which tended to agreement implying that generally, Kenya Ports Authority had adopted leave program as an aspect of the broader WLB practices in enhancing employee performance. Further, the correlations between leave programs and employee performance were direct and moderate (r =.447**). The positive correlation implied that whenever the Kenya Ports Authority provided various leave programs to employees, employee performance was enhanced. Leave programs directly but weakly predicted staff performance (β_4= .055, t= .602, p=. 548>.05). The study finding meant that improving access leave programs resulted to enhanced staff productivity at KPA. The results were in line with empirical studies. In a study of public hospitals in Mandera County, Ibrahim (2019) sought to examine whether health workers productivity was influenced by WLB practices. The inferential analysis showed that leave programs explained productivity. Keino and Kithae (2016) examined whether staff performance was explained by WLB. The inferential analysis showed that long working hours, lack of vacation, overtime negatively affects staff performance at work. Tamunomiebi and Oyibo (2020) examined the nexus between employee performance and WLB in Nigeria with findings showing that availability of leave enhances staff performance.

6. Conclusions

The findings showed that staff performance at Kenya Ports Authority was predicted by flexibility of work. The study thus concluded that enhancing flexibility of work in terms of varying working hours, working from home and shift schedule resulted to employee performance at Kenya Ports Authority. The study revealed family support services directly and strongly explained staff performance. The research thus concluded that improving on family support services in terms of sponsored family fun days, baby care resulted to improved staff performance at KPA. The research thus concluded that enhancing wellness programs in terms of recreational facilities, medical plans for employees, free professional counselling, free health screening resulted to improved employee performance at Kenya Ports Authority. The research revealed that staff performance

at KPA was directly but weakly predicted by leave programs. The study thus concluded that improving access leave programs resulted to enhanced staff performance at KPA. Kenya Airports Authority should improve on proving flexible work arrangements for the benefit its employee. The management should vary working hours, providing teleworking opportunities and shift schedule. Such adjustments in working should improve KPA staff productivity. The study recommends to KPA to improve on family support services. The firm should sponsor family fun days, provide baby care services among other support to families of its workforce. Such family support services should enhance performance of staff at KPA. The study also suggests to management of Kenya Ports Authority to provide wellness programs. The firm should provide wellness programs such recreational facilities, medical plans for employees, free professional counselling and free health screening among others. The provision of such services should result to improved KPA staff productivity. The research recommends to KPA to improve access leave programs. The firm should provide necessary leave programs such as maternity, compassionate, annual and study leaves. Such rest should result to improved employee performance at Kenya Ports Authority.

Conflicts of Interest

"The authors declare no conflicts of interest."

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