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Abstract

The objective of the study was to establish the effect of work-life balance on performance of the National police service in Kenya. Hierarchy of Needs theory developed by Abraham Maslow was used to inform the study. The study adopted cross-sectional research design. A census approach was used in data collection. Self-developed questionnaires were used to collect primary data. Respondents of the study were police constables working at the National police service headquarters in Nairobi, Kenya. Reliability of the research instrument was determined by Cronbach Alpha threshold while face and content validity was determined using scholars and industry experts. Statistical Package of Social Sciences was used to facilitate quantitative analysis of data. Data was analyzed using descriptive statistics and simple regression method. The study established there existed a significant relationship between work-life balance and performance of National Police Service. The study concluded that, for effective performance of National Police Service in Kenya, top leadership should emphasize on work-life balance practices. This study recommended that, for effective performance of National Police Service, the government of Kenya should develop policies

that promote work-life balance practices such as counseling, delegation, training, time for leisure and flexible working schedules.

Keywords: *Work-Life Balance, Performance and National Police Service.*

1.1 Introduction

In the contemporary business environment, impressive performance of organizations is directly attributed to work-life balance. Work-life balance is thought to be a function of organizational performance even though little is done by organizations to embrace the practice (Chen & Li, 2015). Work-life balance being the balance that an individual need between time allocated for work and other aspects of life (Tembur, 2017), it is conceptualized that work-life balance can lead to enhanced organizational productivity if well utilized and vice versa (Pukienė & Škudienė, 2016). Organizations that fail to achieve their objectives can be as a result of work imbalances (Pukienė & Škudienė, 2016). Causes of work-imbalances can range from gender related issues, marital status, inflexible work schedules and family characteristics (Chang, Gong, Way & Jia, 2013). Collier (2013) in the United States of America observed that, majority (53%) of the employees working in multiple sectors were experiencing stress related issues due to work-imbalances.

Even though some employees find it difficult to balance work and other social issues, it is acknowledged by Abstein, Heidenreich and Spieth (2014) that to a larger extent organizational performance is realized with less stressed employees. Reduced work-life conflict can influence organizational performance in terms of enhanced relationships, minimal costs of operation, improved productivity and minimal employee turnover (Abstein, Heidenreich & Spieth, 2014). Margaret and Tony (2016) observed that human resource management practices such as training, working conditions; human resource management systems can enhance organizational efficiency and effectiveness. Whilst, Abdulkadir and Oladipo (2011) asserted that employee turnover has continued to affect organizational performance directly or indirectly. Declined profits, shrinking market share and negative word of mouth are all aspects associated with work-imbalances. Unstressed workers are more likely to dedicate their physical and mental efforts to achieve organizational goals more efficiently and effectively unlike stressed workers (Kohli, 2013). Inability of workers to achieve targets, participate in decision making process and lack of creativity and innovation in the systems is associated with work-imbalance (Xerri & Brunetto, 2013).

Even though measurement of performance is conceptualized differently from one organization to another Martie, Verreynne, Polly and Marie (2013) established that performance of the National police service in any country can be measured based on the extent to which law and order is maintained, protection of human rights, accountability and integrity in service delivery. Further, Margaret and Tony (2016) opined that non-financial metrics that may be considered to measure performance of corporate entities involves: customer satisfaction, system efficiency and effectiveness in service delivery, technology adoption, change implementation, employee morale, corporate image, transparency, accountability, corporate governance and product development. Similarly, Transparency International (2016) contended that performance of security institutions around the world can be evaluated based on the level of customer satisfaction, timely investigation, prosecution of culprits, community policing, transparency of legal processes, accountability, minimal rate of crime and enhanced confidence and trust between the general public and the police officers. Considering that effective performance of the National police service in Kenya is intertwined with the fulfilment of Vision 2030 social pillar (Transparency International, 2016), it is noted that performance of the National police service is still questionable thus the need for this

study. Despite efforts of the government to recruit more officers annually and increase financial budgets, it is yet observed that little has been achieved (Human Rights Watch Report, 2017).

1.2 Research Problem

The high rate of suicidal cases approximated to be 7% annually among the National police officers in Kenya (Human Rights Watch Report, 2017), inability of the government to increase the number of police officers up to the expected ratio as recommended by United Nations (UNDP, 2017), involvement of police officers in crime and terrorism activities, public outcry on services provided by the National police officers are all issues of concern that necessitates this study to be conducted to unearth the problem. Despite extensive studies which have been carried out globally, for instance Cemal, Ahmet and Hacer (2016), regionally Abdulkadir and Oladipo (2011) and locally (Ogutu, Sagwa & K' Obonyo, 2015; Gachunga and Mumanthi, 2014; Ombudsman Report, 2015 & Independent Police Oversight Authority, 2016), it is noted that there exists disputed evidence on the link between work-life balance and organizational performance from one context to another thus forms the background against which this study was conducted to establish the effect of work-life balance on performance of the National police service in Kenya.

1.3 Research Objective

- i. To determine the effect of work-life balance on performance of National Police Service in Kenya

1.4 Research Hypothesis

H₀₁: There is no significant influence between work-life balance and performance of National Police Service in Kenya

2.0 Literature Review

2.1 Theoretical Review

This study was anchored on Hierarch of Needs Theory developed by Abraham Maslow (1943). The theory describes the needs that motivate human behaviour from five different perspectives (Xerri & Brunetto, 2013). The first levels of needs that motivate employees to perform well are physical needs. Employees are motivated or satisfied with their jobs if they have the ability to afford biological or basic needs like food, clothing shelter and sex. The second levels of needs that result to employee job satisfaction are safety needs. Employees are motivated to perform well if they perceive that they have job security and protection from the employees (Eenink, 2012). The third level of needs that influence employee performance and job satisfaction are social needs. Employees are likely to get satisfied with their jobs when there have good interpersonal relations with their managers and employees. Social interactions at the workplace break boredom and enhance productivity among workers. The fourth levels of needs that influence employee job satisfaction are esteem needs. Employee with good jobs that pay them well tend to feel recognized and respected in the society thus improved job satisfaction. Poorly paying jobs dissatisfy employees and lead to low self-esteem among workers (Tembur, 2017). The fifth level of needs that influence the behaviour of employees in an organization and boost the morale are self-actualization. This is the highest level of human satisfaction that is associated with the ability of employees or individuals to have self-fulfilment and accomplishment through personal growth. Good relations among employees and employers promote employee growth and personal development. This theory is re-examined in this study based on the notion that National

police service in Kenya can only perform if they recognize the need for work-life balance.

2.2 Review of Related Literature

2.2.1 Work-life balance and Performance

Work-life balance can be described as the balance that an individual needs between time allocated for work and other aspects of life. To a great extent, issues related to employee stress and other related diseases like depression are attributed by work-life conflicts. Gachunga and Mumanthi (2014) established that despite training workers to enhance organization productivity, work-life balance is also an important factor that stimulates productivity of the organization. It was pointed out that most of the workers and more specifically the police officers were suffering from work-related illnesses such as stress due to lack of flexible working schedules to address other social issues such as leisure and family issues. However, it is noted that the study examined a variable of this study partially thus the basis for this study. Ogutu, Sagwa and K'Obonyo (2015) identified that in any competitive entity, work-life balance is an essential component of organizational productivity. Organizations with tight work schedules can result to employee turnover in the organization due to health-related issues such as depression that can lead to suicidal behaviours among workers if not effectively managed. Further, it was noted that employees who took self-management measures such as adequate sleeping patterns and balanced diet may influence organizational performance. Organizations with minimal work-life conflicts are likely to maximize profits and vice versa. Although, it is observed that the study was limited to the Stock Exchange Market but not the National police service.

Yanqing et al. (2017) contended that time management is another factor that minimizes work-life conflicts in any competitive organization. Employees without timeframes of completing particular tasks allocated can experience work-life conflict due to unaccomplished tasks at the right time. Poor time management among workers can be a source of conflicts in any organization if there is no clear framework or plan of accomplishing the set targets. On the other hand, it was observed by the author that employees who find it difficult to accomplish their goals on the right time can decide to resign from their current position as pressure piles up from top or lower level management. However, it was noted that the study adopted a case study research design to collect data and adopted questionnaires and interview guides as instruments of data collection. In contrast, this study adopted a cross-sectional research design which facilitated assessment of work-life balance in the National police service at a particular point in time.

Karlsson (2013) postulated that working in pressure-filled situations may contribute to lack of sleep among workers. Working environment characterized by noise, dust, movements or too much concentration on computers may make employees decline their daily productivity. In order to manage stress at the workplace, it is advisable for employees to take a break from their daily routine duties and engage in other social activities to refresh their mind and intellectual capacity. To adapt to new technology at the workplace is seen to be a constant change in the business world that requires employees who are equipped with relevant skills and training in order to manage new challenges associated with implementation of the emerging technologies that become a source of stress if not effectively managed. Though, it is observed that metrics used to measure variables of this study were different thus formed the basis of this study.

Kumari and Pradhan (2014) opined that with increasing rate of technological changes at the workplace, employees have no option but to learn skills that will enable them use the

technology to enhance organizational service delivery rather than being controlled by technology due to system inertial. Despite there are contradictory findings on the link between leisure and organizational productivity, to a larger extent, it is thought that the level of leisure is influence the level of income an individual earns. Employees with a lot of income are perceived to overspend the money in leisure that leads to indulging in drug abuse thus declined organizational performance (Pukienė & Škudienė, 2016). Subsequently, Çalışkan (2010) depicted that employee involvement in leisure activities is not correlated to organizational performance because too much leisure sometimes can lead to misuse of money thus inability of the workers to meet their basic needs and turn frequent absenteeism and resignation due to low morale in of performing normal duties. In contrast, this study will be confined to Kenya which is a different geographical and cultural environment.

3.0 Methodology

This study adopted cross-sectional research design. A census approach was adopted where data was collected from National police officers working the National Police Service Headquarters in Nairobi. Primary data was collected using self-developed questionnaires. Respondents of the study were police constable working at the National police service headquarters in Nairobi. Statistical Package of Social Sciences (SPSS) was used to facilitate analysis of data quantitatively. Simple regression method was used to ascertaining the causal effect between variables of the study. Out of the 47 questionnaires administered to all police constables who worked at National Police Service Headquarters in Nairobi, only 41 questionnaires were returned translating to 87% response rate. This response rate was considered appropriate as it is consistent with Mertler and Vannatta (2010) who argued that the response rate above 50% is appropriate in scientific studies.

4.0 Results of the Study

4.1 Descriptive Statistics for Work-Life Balance

The descriptive statistics for work-life balance is explained in Table 1 below

Table 1: Work-Life Balance

Statements	Mean	SD
I am given permission by my immediate supervisor to attend family issues periodically	1.89	.781
Am allowed to delegate my duties to my working colleagues when am overwhelmed	1.71	.780
I am allowed to consult counsellors when I have pressurizing issues	1.68	.687
I have ways of managing my leisure time	1.66	.621
I have time to relax after daily duties and responsibilities	1.55	.619
I have a flexible working schedule	1.33	.574
I have time to interact with my family	1.27	.342
I always regularly visit my family in up-country	1.23	.321
I usually use my leave days effectively	1.19	.223
I have ways of managing stress	1.12	.211
I feel motivated when am assigned duties outside my workplace	1.03	.196
I feel relaxed after I finish my leave days	1.00	.185
Aggregate Mean	1.39	

Source: Research Data

As illustrated in the Table 1, the aggregate mean scores for 13 statements was less than 1.00 which indicated that most of the respondents disagreed with the statements while the rest either agreed or were neutral. This finding imply that despite the fact that there exists a significant positive relationship between work-life balance and organization performance in literature, the Kenya National police service was not embracing work-life balance to stimulate performance in terms of service delivery. It was noted that most of the police officers were denied chances of attending family issues, delegation was unlikely, time for leisure was inadequate, stressful issues were not attended, leave days were not exhausted, there was no motivation for working outside the normal station and bonding with the family was a big problem.

4.2 Correlations Results Analysis

To determine whether there existed a significant association between work-life balance and performance of the National police service in Kenya, correlation analysis was developed. The results of the correlation analysis are presented in Table 2

Table 2: Correlation Coefficients Matrix

		Performance of the National Police Service	Work-Life Balance
Performance of the National Police Service	Pearson Correlation Sig. (2-tailed)	1.000	
Work-Life Balance	Pearson Correlation	.401*	1.000
	Sig. (2-tailed)	0.000	
* Correlation is significant at the 0.05 level (2-tailed).			
** Correlation is significant at the 0.01 level (2-tailed).			

Source: Research Data

Using Pearson's product-moment correlation coefficient (r), the results indicated that there existed a positive significant association between the independent variable (work life balance) and the dependent variable (performance). The study established that work work life balance and performance was positively and significantly associated ($r=0.401$, $p=0.000$) Based on this results, the data was justifiable for further data analysis.

4.3 Relationship between Work-Life Balance and Performance of National Police Service

Simple regression was conducted to determine the relationship between work-life balance and performance of the National police service in Kenya. The results are presented as summarized as shown in Table 3.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.215	.245	.023	.53479
a. Predictors: (Constant), Work-Life Balance				

The regression model $Y = \beta_0 + \beta_1 X_1 + \epsilon$ was fitted to the data and the model was found to be significant. From Table 3, the value R of 0.215 exhibited a positive linear relationship

between work-life balance and performance of the National police service in Kenya. The R^2 value revealed that the explanatory power of the independent variable (work life balance) was 0.245. This meant that 24.5% of the variation in performance of the National police service were explained by the work-life balance.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.415	1	.413	11.321	0.000
	Residual	31.100	40	.213		
Total		31.515	41			

Dependent Variable: performance of the National Police Service

Predictor: (Constant), Work-Life Balance

As illustrated on Table 4, results on the analysis of the variance (ANOVA) showed that F statistic of 11.321. This indicated that the overall model was significant as it was exceeded the critical F value degree of freedom at the $P=0.05$ level of significance. The P value of 0.000 was less than 0.05 depicting that the coefficient in the equation fitted was not equal to zero, therefore suggesting a good fit thus appreciating the simple regression fitted, work-life balance had an effect on performance of the National police service.

Table 5: Regression Analysis for Work-Life Balance and Performance of the National Police Service

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
			Beta		
(Constant)	<u>B</u> 0.567	Std. Error 0.113		27.523	0.000
Work-Life Balance Dependent Variable: Performance of the National Police Service	0.189	0.021	0.92	6.207	0.000

Results from Table 5 indicate that work life balance and performance are positively and significantly related ($\beta = 0.189$, $p=0.000$). This was because the significance was 0.000, which was less than 0.05. The model was illustrated as $Y = 0.567 + 0.189X_1$. The value 0.189 indicated that a unit increase of work-life balance will result to an increase in Performance of the National Police Service at a magnitude of 0.189 units. The coefficient of 0.189 reflects that improvement of work-life balance by one unit will lead to an increase in performance of the National police service in Kenya by 0.189 units.

5.1 Conclusion

The study concluded that work life balance was positively and significantly related to the performance. The study further concluded that work life balance is inclusive of flexible working schedule, creation of leisure time to police officers, creation of leave days, encouragement of police officers to interact with their families, pay increase, provision of counseling, promotions and delegation of duties.

6.1 Recommendations

Considering the results of this study, it is recommended that:

- (i) For effective performance of the National police service in Kenya, top leadership should prioritize on embracing work-life balance practices in order to enhance employee productivity which in turn result to improved service delivery.
- (ii) The government of Kenya should not only reconsider increasing the salary of police officers but also create flexible policies that allow police officers to socialize with their families regularly.
- (iii) The government should reconsider employing counsellors to provide counselling services to police officers on work and social related matters.
- (iv) The government should also invest in infrastructural facilities such as housing in order to encourage police officers to stay with their families.
- (v) The government of Kenya should also develop training policies intended to equip police officers with relevant management skills and knowledge in order to perform effectively.
- (vi) The top leadership should recognize and emphasize on work-life balance practices.

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