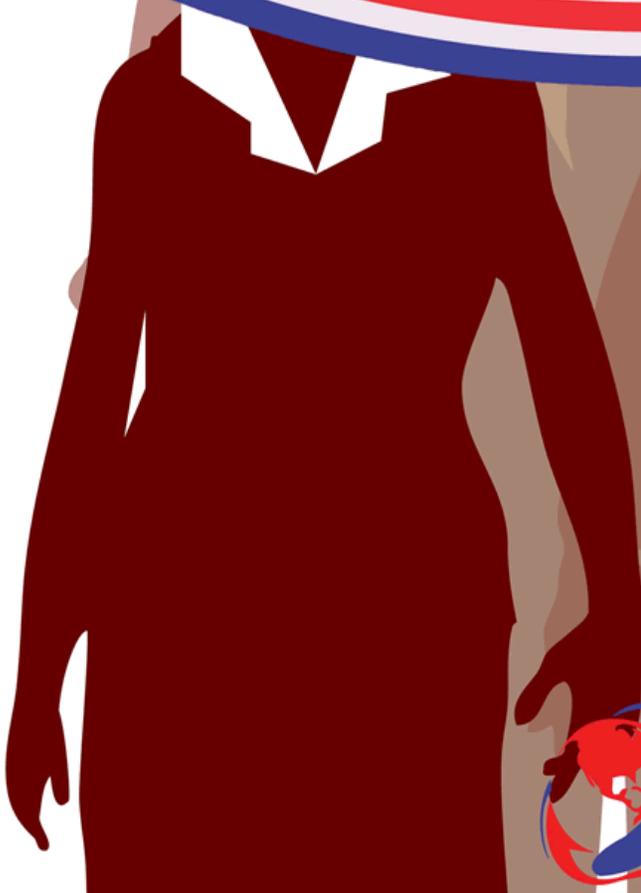


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## **EFFECTS OF WORK-LIFE BALANCE PRACTICES ON ORGANIZATION PERFORMANCE IN HOMA BAY COUNTY REFERRAL HOSPITAL, KENYA**

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### **Abstract**

**Purpose:** The specific objective of the study was to establish the effects of compressed workweek on organization performance on public health sectors in Kenya.

**Methodology:** The study adopted a descriptive research design. The populations were 696 and sample size was 254 employees' while the respondents were 227 which constitute the response rate of 89.4%.The study used stratified sampling method and adopted the Yamane formula. The study used structured closed questionnaires and piloting testing was done on 10% of the sample. Cronbach's Alpha was used to test the reliability. Validity was determined by posing a series of standardized questions. The study adopted SPSS for data analysis. The Inferential statistics of Pearson correlation analysis was done to establish the strength and direction of the relationship between the independent variables and the dependent variable. The study adopted descriptive statistics tool.

**Findings:** Compressed workweek affects the organization performance and had a positive correlation and significance relationship. The null hypothesis was rejected ( $P < 0.01$ ). The study concluded that, compressed workweek is important in improving performance index for Human Resource for health workers in Homa Bay County Referral Hospital (HBCRH) and hence the overall results will lead to improved organization performance.

**Unique contribution to theory, practice, and policy:** Public health sectors are expected to guide policy and practices to address work-life imbalances at the workplace to improve efficiency and productivity at the workplaces. The study recommended that, HBCRH should provide space for more work-life balance practices to improve organizational performance.

**Keywords:** *Work-life Balance Practices, Organization Performance and Public Health Sectors.*

## 1.0 INTRODUCTION

Work-life balance practices are about peoples' having the measure of control over how to work, where to work and when to work. It is acquired when individual's right to fulfilled life inside and out paid work is recognized and respected as the tradition to the mutual benefits of individual, business and some benefits of the individual, business and society. Excellent work-life balance practices are accepted for business and some benefits can be valued in monetary term. These are; improved customer care, increased productivity and improved organization performance (Steve, 2007). Many a times work-life and family-life were once considered to be two separate priorities in a human life, but due to the globalization demand and the persistence increasing work pressure, maintain work-life balance practices has attracted the attention of the organizations. The workers' who devote good hours of time for their overall day at job or sometimes work for extra hours, are faced with the multiple challenges of balancing their family-life with the demands of their profession, (Odengo and Kiiru, 2019).

“The key to managing stress lies in that one magic word, balance”. The economy has been slowed down and the rate of work-life imbalance has registered a very high number in the records of employment. Many times employees' need a favorable work environment to achieve their work performance. In summary, the work-life balance discussion assumes that individuals have too much rather than too little work-a debilitating long working hour's culture is said to be pervasive. Work-life balance practices refer to practices developed by organization as a section of their management strategies (Yasbek, 2004). Work-life balance practices are not uniform in their intentions or effects. Some work-life balance practices are architecture to fit family-life around work by minimizing any outside conflict with work. Through the course of this research study, the investigator outlined the independent variable (compressed workweek) as well on the other side the study explored the dependent variable which was mainly the organization performance.

The compressed workweek is a work-life balance practice that encourage the working pattern that allows work longer shifts in exchange for a reduction in the number of working days in their work cycle for example on a weekly or biweekly basis. The organization that practices compressed workweek make employees' to enjoy in terms of additional days off work for example, longer weekends allowing “mini vacations” and reduced travelling time, whereas employers can extend their daily working hours, with less need to resort to overtime.

The study summarized the effects of work-life balance practices on organization performance in Homa Bay County Referral Hospital and the study objective was to determine the effects of work-life balance practices on organization in Kenya's public

health sectors. The purpose of the study was summarized as to enable the employees' to understand the relationship between work-life balance and organization performance and how work-life balance practices affects the organization either positively or negatively. The study discussed the specific objectives of the study into detailed and found out how each of the independent variables affects the organization. In examine the work-life balance practices study, it is paramount to acknowledge work-life and family-life at the same time the relationship between the two. In overall, work is assumed to have negative effects on life. However, detailed investigation of the central concern, extending working period, indicates that this assumption is too simplistic. On the other hand it should be recognized that the premise of a harmful long hours culture is misconceived; even more so when worker attitudes to any long working hours are examined. First, historically, United Kingdom (UK) and European Union (EU) have the falling hours of work, (European Commission, 2004). Second, despite the facts that, UK has relatively extra working hours compared to other core EU countries, research by flexexecutive (Isles, 2004) found that satisfaction with work-life balance is effected more by fellow employees' than the number of hours worked. 60% of all workers are satisfied with their working hours. Only a minority want to work more flexibly (22 %). However, even in dual income families in which both parents work full-time, less than a third of respondents (29 %) in the Australian Survey of Social Attitudes 2003 said that their hours of work are too long. This response is common across all other family types: single parent, neo-traditional and breadwinner, (Mitchell, 2005).

### **Organization Performance**

Performance management is a strategic approach in management to delivering positive results in organizations. Enhancing employees' capacity and modeling talents is part of improving organization performance. This is a continuous exercise as managers interact with the employees' regularly. Performance as component of financial and non-financial indicators which gives information on the level of achievement of objectives and results, (Lebans and Euske 2006). Performance measurement is a quantifiable indicator and it can be used to investigate how good an organization is achieving its optimal objectives. Several business managers normally review some performance measure types to assess things like outcome, performance and operating efficiency to get a exemplary objective sense of how their organization is operating and whether the achievement is required (Liu *et al.* 2014). The study noted that at a given time the performance of an organization work-life balance practices working environment can be splinted into the following sub unites; productivity, performance standards, employee turnover and customer satisfaction. Productivity is essential for long term operations and their positive output in the organization (Chow & Howe, 2006). Customer satisfaction is the level of acceptability by the client. Turnover is a process at which employees' are willing, or forced to enter or

leave the organization. Performance standard is a management tool that is accepted in measurement of the required quality and quantity at work. Broadly, performance standards are set around yield and effectiveness. Majority of leaders determine performance standards by posing specific performance assumption. According to Edler *et al.* (2012) performance is a set of achievements in a given period.

### **The Public Health Care Sector**

Public health care sector plays an important role in the day to day operation of public sector that enables the concrete development and management of the country's economy. Public health care governance is divided into two levels; National and County. At the National level, the Ministry of Health (MoH) is taking charge of the overall operation. At the County level, County departments of health are taking charge and managing the operation of health services (Kenya Health Policy 2012-2030). The study considered investigating work-life balance practices on Public Health Care sectors because of it has homogenous characteristics and therefore share several similarities in their management, level of staffing, structures, training, hours of operations, and jurisdictions of work and organizational values. In this study, Homa Bay County Referral Hospital represented Kenya's Health Care Sector. Golden (2008) work-life balance practices are not new ideas and have been practiced by other organizations. This has been achieved because of global technological promotion. A number of the work-life balance indicators cooperated in organizations performance currently include; flexi-time, telework, job-sharing and compressed workweek. Lonnie (2011), in his study, revealed that more emphasis has been delegated to telecommunicating.

Baral & Bhargava (2011) on their study of Human Resource interventions for work-life balance, evidence from organizations in India, and a conceptual study concluded that work-life balance practices should be implemented in the organization. The prevailing organizational culture props up to utilize the work-life balance practices which in turn it should ensure employees' commitment as well as productivity. The study also suggests that before the adoption of work-life balance the similarity between the organizational values and employees' needs should be considered.

### **Homa Bay County Referral Hospital**

Referral facility is an institution that provides health care services at a lower level compared to the National health care facilities. Most referral hospitals fall under level 4 or 5 of the health system and they lack enough skills and adequate equipment to provide the total health services, (Ministry of Health, 2014). County Teaching and Referral hospitals are co-owned by the National Government and County Governments. Teaching facilities like Kenya Medical Training College belongs to the National Government while Referral facilities belong to the County Government as a devolved unit; it has been

pegged in the 4<sup>th</sup> Schedule Article 185(2), 186(1) and 187(2) of the Constitution of Kenya (2010). Homa Bay County Referral Hospital belongs to the category of the devolved unit and for it to provide services it has to acquire support from the National Health caregiver who are well equipped or have extra human capital development in their area of specializations. With urbanization traffic jams and inflation, employees are torn between commuting to work, juggling heavy workload, managing relationship and family responsibilities and off work interests including “side hustles”. After left and right to get all done, employees’ end up forgoing a healthy diet, physical fitness and families related issues and all this result in poor performance in public hospital in Kenya due to work-life imbalance. In summary, it has been noticed that the health services in public hospitals in Kenya are of poor quality (Akacho, 2014). Homa Bay County Referral Hospital is a public health care facility located in Homa Bay Town constituency within Homa Bay Town Ward. Some of the services offered at the facility include internal medicine and related discipline, pediatrics and related disciplines, surgery and related disciplines and finally, obstetrics and gynecology. Homa Bay County Referral Hospital operates on 24 hours a day for 7 days in a week with a bed capacity of 300 and 696 employees’. Work-life balance practice is a very sensitive tool of management and the hospital management and administration should make more arrangements on how to adapt it to the health care system.

### **Statement of the Problem**

Imbalance work-life is the main risks to employees’ well-being, productivity, organizational effectiveness as well as the organizational ranking. It is generally in the public domain that health provision services in the public health sector hospitals in the republic of Kenya are wanting. A number of challenges and conflicts continue to be witnessed within the health sector at county level, deteriorating quality of organization performance and achievements made in the sector over years and years (Ministry of Devolution and National Planning, 2015). These challenges are wide and far reaching work-life balance practices as well as its relationship with the organization performance, infrastructure and the relationships between the two levels of Government. It was observed that the public health sector service delivery in Kenya is very poor (Kimathi, 2017). As much as generally work-life balance practices is in position, it is unclear on how much different variables like flexi-time, telework, job-sharing and compressed workweek are put in practice and on the same note, it is also unclear their individual impact on the organization performance or their relationship with organization performance.

### **Objective of the Study**

The general objective of the study was to determine the effects of work-life balance

practices on organization performance in public health sectors in Kenya while the specific objective was to establish the effects of compressed workweek on health sector organization performance in public health sectors in Kenya.

### **Hypothesis of the Study**

The study used the null hypothesis as showed below;

Ho There is no relationship between compressed workweek and organization performance

## **2.0 LITERATURE REVIEW**

### **2.1 Theoretical Framework**

#### **2.1.1 Vroom's Expectancy Theory**

The literature of Vroom's expectancy theory was developed in the year 1964 by the scholar known as Victor Vroom. Vroom developed a model of motivation based on individual needs and motivation. He suggests that employees work for different reasons and these reasons can change over time. Vroom explained that flexi-time working pattern is important due to its supports in determining the organization productivity. Vroom's Expectancy clearly explained the three concepts namely, the valence concepts asserts that organization performance may be strengthen through rewards, innovations and low employees' turnover, the second concepts was expectancy where the employees' will be motivated by having the ability , job satisfaction and customer satisfaction which increases employees' productivity and thus better organization performance. The final concepts were the instrumentality where an employees' was rewarded for being innovative and productive. Expectancy theory assumed that the behavior results from choices among alternatives whose purpose was to maximize pleasure and minimize pain. He uses the variables Expectancy, Instrumentality and Valence to account for this. Some scholars argue that Vroom's' theory appears to be idealistic because quite a few individuals perceive a high degree of correlation between performance and reward. They argue that the application of this theory is limited as a reward is not directly correlated with performance in many organizations, (Cynthia, 2018).The study considered the Vroom's expectancy theory to be the best for this study because of its realization in the organizational performance. Motivating scores to be considered and this will use flexi-time working patterns. It also brings out clarity between independent variables like compressed workweek and flexi-time which employers expect will improves dependent variables like productivity, bring innovation, reduce employee turnover, hence organization performance.

### **2.1.2 Spillover Theory**

Spillover theory was developed by Piotrkowski in the year 1979. The Spillover theory explained the relationship between work and family. The ingredient of determinants includes the demand for work, culture of work, demand for home and culture of home. The theory of spillover will control work-related stress or family-life so that it cannot interfere with the work-life or family-life. The assumption of Spillover theory occurs when there is the interference of one sphere of life with the other work-life related duties. (Orogbu, Onyeizugbe and Chukwuemeke, 2015). The theory of spillover was criticized because it based its arguments on job satisfaction but the current study is based on organization performance (Zoltan and David, 2019). The relevancy of Spillover theory to this study is that the institutions are expected to adopt positive work-life balance practices that will enables employees' to have a positive balance which will make them be more efficiently and effectively committed to achieving the organization's goals.

### **2.3 Empirical Literature**

#### **2.3.1 Compressed workweek and Organization Performance**

Venkata and Srinivas, (2015) conducted a research study on assessing the effects of compressed workweek strategy on transportation network performance of the Charlotte Metropolitan area, North Carolina. The specific objective of the study were to provide an impartial meeting ground for carriers, Government officials , university researchers suppliers, and others seeking exchange of information and ideas related to both passenger and freight transportation. Using the sample size of 100 respondents, the study adopted a regression analysis to analyze the data. The study finding assisted practitioners understand the change in transportation network performance measures with an increase in the percentage of employees' that are part of the strategy. The study concluded that compressed workweek strategy helps relieve congestion during the peak hours by increasing traffic speed and decreasing volume-to capacity ratio, thereby decreasing travel time on links connected to downtown area. The study recommended that the strategy and method discussed in the study could be implemented to examine the effects of compressed work strategy on decentralized local areas or high office activity areas.

Ricky *et al.* (2008) on their study on policy analysis of compressed workweek at the University of Nevada, Las Vegas. The objective of the study was to examine the effects of compressed workweek on organization performance. The study also focuses on gathering information on policies and practices on compressed workweek that would affect organization performance. The study adopted the survey method to analyze the data. The findings show that data from this survey points out three important factors; workers are not satisfied with the amount of time for home, if given a choice all workers would choose to work compressed workweek and workers of the standard eight-hour shift did

not report low levels of job satisfaction. These findings are relevant since research conducted by Glass & Estes has shown that the work-family conflict is related to decreased productivity, absenteeism, and turnover (Facer and Wadsworth, 2008). The study concludes that the data in this study suggests three factors that cannot be overlooked; Workers are not satisfied with the amount of time for home life; if given a choice, workers would choose to work a compressed workweek; and workers of the standard eight-hour shift did not report low levels of job satisfaction. The study recommended that compressed workweek can reduce the level of mobile source pollutants entering the atmosphere.

### **Research Gaps**

Venkata and Srinivas, (2015) in their study on assessing the effects of compressed workweek strategy on transportation network performance measures of the Charlotte metropolitan area, North Carolina. The aim of the study was to provide an impartial meeting ground for carriers, shippers, Government officials, consultants, university researchers suppliers and others seeking exchange of information and ideas related to both passengers and freight transportation. The research findings assist practitioners to understand the changes in the transportation network performance measures with an increase in the percentage of employees' that are part of the strategy. The researcher noted that the relationship between the compressed workweek and the transportation network performance has not been addressed; they failed to handle other variables for measuring work-life balance like flexi-time, telework and job sharing this research gap.

According to Ricky *et al.* (2008) study on policy analysis; compressed workweek at the University of Nevada, Las Vegas. The study aimed to examine the effects of compressed workweek on the organization performance at the University of Nevada, Las Vegas. These findings are relevant since research conducted by Glass & Estes has shown that the work-family conflict is related to decreased productivity, absenteeism, and turnover (Facer and Wadsworth 2008). The relationship between the compressed workweek and organization performance has not been reported well, the study required to use other research methods like questionnaires to come clear with the result instead of the survey and this form the study gap.

### **3.0 RESEARCH METHODOLOGY**

The study adopted a descriptive research design. The populations were 696 and sample size was 254 employees' while the respondents were 227 which constitute the response rate of 89.4%.The study used stratified sampling method and adopted the Yamane formula. The study used structured closed questionnaires and piloting testing was done on 10% of the sample. Cronbach's Alpha was used to test the reliability. Validity was

determined by posing a series of standardized questions. The study adopted SPSS for data analysis. The Inferential statistics of Pearson correlation analysis was done to establish the strength and direction of the relationship between the independent variables and the dependent variable.

The conceptual framework in chapter two suggested that organization performance is affected by; flexi-time, telework, job-sharing and compressed workweek. The study adopted the Pearson product-moment correlation coefficient to establish a line of best fit through a dataset of two variables by clearly giving out the expected values and the outcome of Pearson's correlation coefficient clearly showed how far away the actual dataset is from the expected values. The methodology of Pearson correlation explained that at any given time the results of the study might be either positive or negative correlation if the study is carried out to reveal the relationship between the work-life balance practices and the organization performance (Mahdavi, 2013).

The study used the correlation analysis to determine the strength and the direction of the relationship between the work-life balance practices and the organization performance (Saunders, Lewis and Thornhill, 2017).

Mathematically, it can be expressed as,

$$OP = f(FT, TW, JS, C) \dots \dots \dots \text{Model 1}$$

Where;

OP is the organization performance

FT is the flexi-time

TW is the telework

JS is the Job sharing

C is the compressed workweek

f is a constant function.

The function was estimated in the following form;

$$r = \frac{S_{xy}}{S_x \cdot S_y}$$

Where  $S_x$  denotes the standard deviation of the x-values. Similarly,  $S_y$  denote a number of standard deviations of y and  $S_{xy}$  denote covariance of y and x. The study used the descriptive statistics tool to analyze the data adopted the inferential statistics of Pearson correlation analysis to analyzed the significance relationship.

#### 4.0 RESULTS AND FINDINGS

This chapter explained the demographic characteristics of the respondents, the research findings and the interpretation of the study.

#### 4.1 Demographic Factors of the Respondents

The quantitative data was analyzed using descriptive and inferential statistics, while the qualitative data was analyzed using content analysis. Data was presented in frequency distributions, percentages, and frequencies tables for quick understanding and interpreting of the findings.

**Table 1: Response Rate**

Response	Frequency	Percentage (%)
Returned	227	89.4%
Unreturned	27	10.6%
<b>Total</b>	<b>254</b>	<b>100%</b>

The study sample size was 254 and the respondent rate encountered was 227, this translated to 89% response rate. The response rate was considered as a good one for the study since the scholar Punch, (2005) revealed that the response rate should be over 80% of the entire sample size.

**Table 2: Gender of the Respondent**

Variables	Attributes	Frequency(N)	Percentage (%)
Gender	Male	115	50.66
	Female	112	49.34
	<b>Total</b>	<b>227</b>	<b>100%</b>

The data collected indicate that the gender was approximately equally spread, 115(50.66%) of the respondents were male while 112(49.39%) of the respondents represents the female in the study.

**Table 3: Response to Age**

Variables	Attributes	Frequency(N)	Percentage (%)
Age	20-30	96	42.29
	31-40	87	38.33
	41-50	33	14.54
	Above 51	11	4.85
	<b>Total</b>	<b>227</b>	<b>100%</b>

The results of the study revealed that majority of the respondents 96(42.29%) were from the age bracket of 20-30, 87(38.33%) from the age group of 31-40, 33(14.54%) respondents were from the age group of 41-50 and finally, the least, 11(4.85%), were from the age group of 51-60.

**Table 4: Response to Marital Status**

Variables	Attributes	Frequency(N)	Percentage (%)
Marital status	Married	133	58.59
	Single	94	41.41
	<b>Total</b>	<b>227</b>	<b>100%</b>

According to the study on response to marital status, the majority of the respondents, 133(58.59%), were married while 94(41.41%) were single.

**Table 5: Response to Duration of Service**

Variables	Attributes	Frequency(N)	Percentage (%)
Service Period	Less than 1 year	42	18.5
	1-5 Years	157	69.16
	5 Years and above	28	12.33
	<b>Total</b>	<b>227</b>	<b>100%</b>

The data was analyzed and the results revealed that 157(69.16%) had served for a period between 1-5 years, 42(18.5%) had served for less than one year and the least representation of 28(12.33%) had served for 5 years and above. The majority of the respondents had served between 1-5 years while the lowest group of respondents had served for 5 and above years.

**Table 6: Response to Nature of Employment**

Variables	Attributes	Frequency(N)	Percentage (%)
Employment Nature	Permanent	96	42.29
	Contract	131	57.71
	<b>Total</b>	<b>227</b>	<b>100%</b>

The study revealed that the majority of the respondents in the study 131(57.71%) were employed on contract basis while 96(42.29%) of the respondents were employed on the permanent basis.

**Table 7: Response by Job Designation**

Variables	Attributes	Frequency(N)	Percentage (%)
Job Designation	Medical Doctor	14	6.16
	Nursing Officers	62	27.31
	Clinical Officers	28	12.33
	Laboratory Technologist	16	7.04
	Public Health Officer	22	9.69
	Pharmacists	18	7.92
	Community Health Officer	18	7.92
	Nutrition & Diabetics Officers	15	6.60
	Administrative Support Staffs	34	14.97
<b>Total</b>		<b>227</b>	<b>100%</b>

The study explained the results which revealed that 62(27.31%) of the respondents were nurses, 28(12.33%) were clinical officers and 16(7.04%) were laboratory technologists. Further, the data indicate that 15(6.06%) of the respondents were nutrition and diabetes officers, 18(7.92%) were pharmacists and a similar number 18(9.92%) of community health officers. 22(9.69%) were public health officers, and 14(6.16%) were medical doctors. 34 (14.97%) of the respondents were distributed among other staff members. Other staff members comprised of administrative support staffs.

**Table 8: Response to Level of Education**

Variables	Attributes	Frequency(N)	Percentage (%)
Education Level	KCSE	12	5.29
	Certificate	21	9.25
	Diploma	113	49.78
	Higher National Diploma	27	11.89
	Bachelor Degree	44	19.38
	Master's Degree	10	4.41
<b>Total</b>		<b>227</b>	<b>100%</b>

The results of the study revealed that 113(49.78%) of the respondents were Diploma holders, 44(19.39%) of the respondent had Bachelor degrees, 27(11.89%) of the respondent achieved the Higher National Diploma while 21(9.25%) had attained Certificates, 12(5.29%) of the respondents had attained KCSE and finally the smallest sample size of 10(4.41%) had attained Masters Degree qualification.

## 4.2 Compressed Workweek and Organization Performance

The study findings showed that the data was collected for the analyzes through Pearson correlation analysis. The objective of the study was on effects of compressed workweek on health sector organization performance. The results of the study were analyzed in table 9 and 10 to reveal the relationship and significance between the compressed workweek and the organization performance. On whether the employee's job provided an opportunity for compressed workweek working in the organization, 6(2.6%) strongly disagreed, 11(4.8%) disagreed, 28(12.3%) never took side so remained neutral, 92(40.5%) agreed, while 90(39.6%) indicated strong agreed. The majority of the respondents 182(80.1%) strongly agreed or agreed with the statement on the questionnaire form that employees' job provided an opportunity for compressed workweek in the organization and achieved the (mean of 4.10). On whether compressed workweek reduced absenteeism rate in the organization, 4(1.8%) strongly disagreed, 26(11.5%) disagreed, 32(14.1%) remained neutral, 95(41.9%) agreed, while 70(30.8%) strongly agreed, 165(72.5%) of the respondents strongly agreed or agreed with the statements in the questionnaire that compressed workweek reduced absenteeism rate in the organization with the mean of 3.89. Another item that was used to assess this variable was on whether the implementation of compressed workweek policies enhances the organization performance. 6(2.6%) strongly disagreed, 16(7.0%) disagreed, 32(14.1%) remained neutral, 99(43.6%) agreed and 74(32.6%) of the respondents strongly agreed or agreed with the statement that implementation of compressed workweek policies enhance the organization performance, 173(76.2%) of the respondent strongly agreed with the statement in the study that implementation of compressed workweek policies enhances the organization performance with the mean of 3.96. On the item that the outcome and benefits of implementing Compressed workweek practice not only for employees themselves but also for their families and Organization, 3(1.3%) strongly disagreed, 10(4.4%) disagreed, 30(13.2%) remained neutral, 126(55.5%) agreed, 58(25.6%) strongly agreed that the outcome and benefits of implementing compressed workweek practice not only for employees themselves but also for their families and the organization, 184(81.1%) of the respondents agreed or strongly agreed that the outcome and benefits of implementing compressed workweek practice not only for employees themselves but also for their families and organization with the mean of 4.00. The last item that the researcher used to evaluate this variable was that a compressed workweek is affected by some barriers in the organization performance: 4(1.8%) strongly disagreed, 11(4.8%) disagreed, 17(7.5%) remained neutral, 87(38.3%) agreed, 108(47.6%) of the respondent strongly agreed to the statement in the study that compressed workweek was affecting some barriers in the organization performance, 195(85.9%) of the respondents strongly agreed or agreed that compressed workweek is affected by some barriers in the study

organization performance with a mean of 4.25.

Overall, the study revealed that on effects of compressed workweek on health sector organization performance, the compressed workweek is affected by some barriers in the organization performance scored the highest mean of 4.25 while the implementation of compressed workweek policies on the enhancement of the organization performance scored the lowest mean of 3.96. The study achieved the average mean of 4.04 which justified that the highest percentage of the respondents was concurring to the statements in the research instrument. The null hypothesis in the study revealed that compressed work week had a relationship with the organization performance ( $H_0$ ): represents  $r=0.350$ ,  $p=0.000$ . The significance  $p<0.05$ , meaning organization performance is directly related to compressed workweek.

The study found that compressed workweek was significant to the organization performance. This are justified by the findings from the scholar Venkata and Srinivas, (2015) who revealed that the study findings help the practitioners to understand the changes made in the network performance measures with an increase in the percentage of employees' that are part of the strategy.

**Table 9: Effects of Compressed Workweek on Organization Performance**

Statement	SD	D	N	A	SA	M
1. Job provides an opportunity for Compressed workweek working	6 (2.6%)	11 (4.8%)	28 (12.3%)	92 (40.5%)	90 (39.6%)	4.10
2.Compressed workweek reduced absenteeism rate	4 (1.8%)	26 (11.5%)	32 (14.1%)	95 (41.9%)	70 (30.8%)	3.89
3.Compressed workweek policies enhance performance	6 (2.6%)	16 (7.0%)	32 (14.1%)	99 (43.6%)	74 (32.6%)	3.96
4.Benefits of Compressed workweek practice for both families & organization	3 (1.3%)	10 (4.4%)	30 (13.2%)	126 (55.5%)	58 (25.6%)	4.00
5.Compressed workweek is affected by some barriers in the organization	4 (1.8%)	11 (4.8%)	17 (7.5%)	87 (38.3%)	108 (47.6%)	4.25
<b>Total</b>						<b>4.04</b>

Source: Research data 2020

**Table 10: Pearson Correlation Matrix (Compressed workweek on Organization Performance)**

		<b>Performance</b>
Performance	Pearson Correlation	1
	Sig.(2-tailed)	
	N	227
Compressed workweek	Pearson Correlation	.350**
	Sig.(2-tailed)	.000
	N	227

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

## 5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Summary of the findings

The study was based on the effects of work-life balance practices on organization performance in Homa Bay County Referral Hospital in Kenya. The study was carried out purposely to determine the effects of work-life balances on organization performance and the aim of the study was to provide the better understanding of employees attitudes towards the organization performance which contribute to streamlining organization towards the concrete practices of work-life balance that can be put on task in organization performance in Kenya's public health sectors. The broad objective of this study was to establish the relationship between the work-life balance practices and the organization performance and to investigate if the work-life balance practices have significance to the organization performance. The specific objective was to establish the effects of compressed workweek on health sector organization performance in the health public sectors in Kenya. The findings are expected to guide policy and practices to address work-life imbalance at workplace to promote the efficiency and effectiveness in the organization. The study findings will be important in improving performance index for Human Resource for health workers in the County and hence the overall results will lead to high productivity, organization effectiveness as well as an organization ranking and thus improved organization performance.

### Compressed workweek on Organization Performance

The objective of the study was to establish the effects of compressed workweek on health sector organization performance. The study achieved the highest mean of 4.20 and the

lowest mean was achieved at 3.96. The study average mean of the responses was achieved at 4.04. The compressed workweek reported a positive correlation on organization performance. The finding ( $r(225)=0.350$ ,  $p<0.05$ ) showed that compressed workweek statistically significantly predicted the organization performance. The study finally indicates that the finding on compressed workweek and organization performance had a positive relationship and was statistically significance ( $p=0.000$ ). Venkata and Srinivas (2015) concluded that the study findings help the practitioners understand the changes in the transportation network performance measures with an increase in the percentage of employees' that are part of the strategy and this statement was agreeing with the expectation of this study.

### **Hypothesis Testing**

The study carried out the hypotheses testing ( $H_0$ ) on compressed workweek. The null hypotheses were to test if there was no relationship between the compressed workweek and organization performance in Homa Bay County Referral Hospital. Null hypotheses was rejected due to the facts that the p-value ( $p<0.05$ ). Hence compressed workweek was statistically significant to the organization performance.

### **5.2 Conclusions**

The Investigator noted that work-life balance practices are very critical in all the organization as this is the single practice that improves productivity, organization effectiveness, as well as the organization ranking to achieve its maximum goals which are organization performance. Patricia (2010) on her study explained the important aspect of work-life and family-life which should be embraced to improve organization performance. The study concluded that Homa Bay County Referral Hospital should acquire most appropriate practices for improving the organization performance. In consideration to the study's findings, the study concludes that compressed workweek working pattern/arrangements aspects that pertain to employees' can significantly affects the organization performance in the health public sectors in Kenya. From the findings, we get a clue that many factors are affecting organizational performance. It is therefore, gives researchers a study gap to evaluate such other factors.

### **Compressed Workweek and Organization Performance**

The objective of the study was to establish the effects of compressed workweek on health sector organization performance in Homa Bay County Referral Hospital. The study concludes that the highest mean achieved was at 4.25, this was justified when the majority of the respondents agreed that compressed workweek is affected by some barriers in organization performance. The study registered a positive correlation between the compressed workweek and organization performance ( $r=0.350$ ). The study concluded

that the effects of compressed workweek on organization performance were statistically significant ( $p=0.000$ ). The null hypothesis of the study assumed that there was no significant relationship between compressed workweek and the organization performance but the study concluded that the null hypothesis was rejected, ( $p < 0.05$ ). Hence compressed workweek was statistically significant to the organization performance.

### 5.3 Recommendations

The study recommends the use of compressed workweek in the organization to promote family-life and this will promote social distance and allow the employee's who had work to observe the self isolation regulation during this corona virus disease (COVID-19).

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