# WORK-LIFE BALANCE, WORK ATTITUDE AND EMPLOYEES' PERFORMANCE AT KENYA POWER AND LIGHTING COMPANY, NOREB REGION - KENYA

**BY**

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# DECLARATION

**Declaration by Student**

This research project is my original work and has not been presented for examination in any other University for the award of any degree or certificate. No research part of this project may be reproduced without prior permission of the author and/or Moi University.

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## DEDICATION

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## ABSTRACT

High performing organizations have remained focused on their employees through enhanced levels of work-life balance practices. The objective of this study was to investigate the moderating effect of work attitude on the association between work-life balance and employee performance at Kenya Power and Lighting Company - NOREB region. The study's objectives were; to determine the effects of stress management, time management and self-management and as well to determine the moderating effect of work attitude on the relationship between stress management, time management and self-management and employees' performance at KPLC. This study was anchored on expectancy theory and complemented by border theory and job characteristic model. The study employed the explanatory research design. The study targeted a population of 2800 employees involving all KPLC staff in NOREB Region working in various capacities. A sample size of 350 respondents was chosen based on Yamane's formula. Stratified and simple random sampling techniques were used to pick the sample from the population. Data was collected by use of a structured questionnaire. In data analysis, descriptive statistical approaches; frequencies, means, standard deviation and percentages and inferential statistics; correlation and hierarchical regression analyses were used. The findings of the study revealed that stress management, time management and self-management all had a significant and positive effect on employees' performance ($\beta_1 = .471$, $p < 0.05$, $\beta_2 = .743$, $p < 0.05$ and $\beta_3 = .200$, $p < 0.05$). Further, the results showed that there was significant and positive influence of work attitude on employees' performance ($\beta_4 = .129$, $p < 0.05$). Moreover, the results indicated that work attitude positively and significantly moderated the relationships between stress management, time management and self-management and employees' performance respectively ($\beta_5 = .079$, $p < 0.05$), ($\beta_6 = .155$, $p < 0.05$) and ($\beta_7 = .195$, $p < 0.05$). The study concludes that stress management, time management and self-management all corroborated with employee performance. Additionally, work attitude moderated the relationship between stress management, time management and self-management and employees' performance. The study concludes that work-life balance has a significant role in enhancing employee performance, resulting in increased work output and productivity for staff that enhances their management practices of WLB as established from this study. The study also concludes that work attitude moderates the relationship between work-life balance and employees' performance. The study recommends that the management of the companies should ensure their employees are sensitized on how to make good use of mind-body techniques such as yoga and massage to help them in minimizing the stress levels. They should also avail efficient self-management strategies such as increasing goal alignment to increase employees' greater performance and enhance autonomy, time management and professional abilities.

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## ABBREVIATIONS AND ACRONYMS

| | | |
|---|---|---|
| **CC** | - | County Commissioner |
| **FA** | - | Factor Analysis |
| **IPPs** | - | Independent Power Producers |
| **JCM** | - | Job Characteristic Model |
| **JCM** | - | Job Characteristics Model |
| **KENGEN** | - | Kenya Electricity Generating Company |
| **KETRACO** | - | Kenya Electricity Transmission Company |
| **KMO** | - | Kaiser-Meyer-Olkin |
| **KPLC** | - | Kenya Power and Lighting Company |
| **MCA** | - | Multiple Correspondence Analyses |
| **MoE** | - | Ministry of Education |
| **MPS** | - | Motivating Potential Score |
| **MVA** | - | Missing Value Analysis |
| **NACOSTI** | - | National Commission for Science, Technology and Innovation |
| **NOC** | - | National Oil Corporation |
| **NOREB** | - | North Rift Economic Block |
| **OSI** | - | Occupational Stress Inducers |
| **PCA** | - | Principal Components Analysis |
| **PLCC** | - | Pearson's Linear Correlation Coefficient |
| **REA** | - | Rural Electrification Authority |
| **SPSS** | - | Statistical Package for Social Sciences |
| **WLB** | - | Work-Life Balance |
| **WLI** | - | Work Life Initiatives |

## OPERATIONAL DEFINITION OF TERMS

**Self-management:** This relates the process of continuous management, evaluation and reinforcement of ones thoughts, emotions and actions to acquire behaviors appropriate with relation to their environment or surroundings by constantly keeping at pace the relevant values or norms, (Goleman, 2012).

**Stress management:** Refers to ways of mitigating stress in companies or organizations of different sizes with an aim of minimizing the negative outcomes related to stress (Dar et.al. 2011).

**Time management:** This refers to planning effectively the activities of an organization and ensuring proper allocation, control and evaluation of tasks towards the achievement of the anticipated results (Yakubu and Edna 2015).

**Work attitude:** These are the perceptions or feelings that the workers have towards their working environment that are considered meaningful for the achievement of the set organizational as well as individual goals and objectives attained through their job performance (Aries and Rizqi, 2013).

**Work life balance:** Relates to the art of balancing work and personal obligations (hobbies, family) and also refers to the act of effectively managing a balance within individuals' three domains in life, including organizational, social and personal life (Smith, 2010).

# CHAPTER ONE

# INTRODUCTION

## 1.0 Overview

This chapter presented the study's background, statement of the problem, objectives and hypotheses of the study, and significance of the study as well as the study's scope.

## 1.1 Background of the Study

According to Laihonen and Lonnqvist, (2012), the accomplishment of an employee or greater productivity in terms of output; goods or service is referred to as employee performance. Therefore, the employee is provided with specific expectation for each task to undertake. The expected results for satisfactory performance and what are needed in a job are explained by the observable actions and behaviors of the employees. The major sources of competitive advantage in a global market are the skills and knowledge of the talented workforce as well as their improved abilities and capabilities.

Many organizations are exploring various ways of ensuring that their workforce is motivated since employee performance is as key determinant in achieving goals and objectives in an organization hence, a very important aspect. Therefore, to improve employees' performance every policy should be geared towards it in an organization since for any firm or organization to be a top competitor it has to ensure improvement of its workforce performance and continuously monitoring the failures that could hinder performance in the organization, (Ngozi, Uzochukwu and Obiageli, 2015).

Employees' performance refers to how job tasks or work activities are executed by employees with the aim of good quality and quantity, efficiency and as well

effectiveness (Abualoush *et al*., 2018). The achievement of the goals of every organization as well as the success of a business is the responsibility of each and every employee. Furthermore, employees perform better as a result of a positive work environment motivating them. Employees' performance is a beneficial factor and also vital in marking the growth of the employees as well the organization. Therefore, there exists a connection between employees' effective execution of tasks or activities and employees' performance (Nazir and Faiza, 2015).

Effective performances and managing a satisfactory personal life at place of work are alarming and critical issues on whether they complement or conflict with each other as posited by Buchko and Koubova, (2013). Employee performance is a measurable aspect by adopting different techniques. As Johari et al., (2018) states, lack of energy and overburden workloads result if there is no ability to maintain an exact balance and better control. These therefore, cause fatigue, decrease in the quality of life and low performance.

Employee performance plays an imperative role in organizational development. Due to stakeholders' pressure, most managers have the responsibility to produce results and this has made them look for a solution in the human resource practices. It translates to an increase in overall productivity. Some of the employee performance indicators (measures) include timeliness, efficiency, quality of work, creativity and innovation and client feedback. Therefore it is measured using both non-financial and financial indicators that are linked to organization performance directly (Anitha, 2014).

In Kenya Power and Lighting Company, experienced changes are occurring rapidly and its current operating environment is not favorable (Mokaya and Muchina, 2012). Furthermore, the techniques and policies adopted by the company to manage their

daily affairs are becoming outdates as time goes. The company has also undergone a lot of changes strategically (organization structure, portfolio and business processes) in the past ten years.

The management of KPLC ensures that the employees have relevant competencies to identify their potential and also to undertake their duties and responsibilities as expected of them. More importantly, the employees sign performance contracts which form the basis of their annual appraisals. The organization provides training and development that ensures employees are performing better at work (Nancy, 2012).

Accelerated by the frequency of changes and rate of diffusion of change, today's world has moved from being evolutionary to revolutionary. According to (Fay & Luhrmann, 2004), due to forces of deregulations, increased competition, information technology changes and globalization, organizations are challenged to constantly undergo continuous adaptation. The World is continuously changing and so organizations in it need to change in order to survive (Greenberg & Baron, 2003). During the last two decades the public sector has come under increasing pressure to demonstrate greater accountability and transparency and as well improvement of performance. This pressure has resulted in public sector organizations facing shifts in ways of operation (Ongegu, 2011) hence its effects stretching to the employees' working life. Therefore, work life balance is linked to employees' performance.

Work-life balance was established because people tend to devote more time to work than to other elements of their lives (Khan& Agha, 2013). WLB is the art of balancing work and personal obligations; hobbies, family, (Smith, 2005). Daipuria and Kakar (2013), Ehiedu and Imoagwu, (2022), defined it as balancing work and personal life,

all the above definitions emphasize that an employees must strike a balance between personal and work life irrespective of their everyday family concerns.

In the discipline of HRM, the total quality of employees' life is vital in the attainment of goals of the organization. Therefore, WLB becomes an important factor involving the welfare of the employees who are the key establishments' assets (Guest, 2002).

WLB can best be understood by defining separately each of the three words. According to Turner, (2017), work is the energy and time people use on a third party with a defined reward in return. On the other hand, life is the opportunity to achieve in a diverse range of contexts. Balance occurs when individuals manage potential or real conflict between different demands of their energy and time satisfying their needs. WLB therefore, is defined as the necessity for the employees to achieve and create a balance between their work and personal life. It whole rounded and not restricted to employees with partners or children (Kalliath and Brough, 2008). Personal life can range from to house work, self-development activities, sports, childcare or leisure. The way employees divide their energy and time between work and personal lives should enhance their satisfaction.

As postulated by Kithaka, (2015) employees have other duties away from their jobs which include personal and family life, however, individuals that hardly balance between their family, community and work, are the successful individuals that get captured in their careers. Therefore, WLB is an emerging issue and threat to both employers and employees. The employees' primary roles and their personal lives should enhance equilibrium state of comfort, hence, should enjoy a satisfying private life outside the work environment, (Pattu *et. al,* 2013).

The product of the environment in which the employees live and work in is as a result of the people's sense of WLB by having the overall control over how, where and when they will work. The workplace environment is regarded as the primary center employees advance their social lifestyles as they perform duties assigned to them in the workplace (Schmidt-Catran & Spies, 2016). A challenge to many employees is how they can manage their work and personal lives' competing demands without affecting their lives, (Pattu *et. al,* 2013). The aspect of combining work and non- work related activities has been a problem facing employers as it affects employees' productivity and the general organizational performance. This could thus lead to conflicts between the employees' personal lives and their work.

The welfare of the employees should be given priority in the workplace, to enhance a strong and positive working environment, (Nika, 2016). For employees to perform better, the employers or any organization needs to ensure the wellness of the employees. Therefore, every employer or organization should ensure the availability of both the statutory and non-statutory welfare plans for its employees since human factor still remain the most vital resource in any sector despite the wide spread use the modern technology, (Tiwari, 2014).

Subsequently, employees may have other people who depend on them for survival including parents, spouse, children and who often are too young to look after themselves.

As posited by to Natsiful and Ofori, (2015), the phenomena of WLB among working mothers who double up as mothers and wives at home has been found to be prevalent and their number continuously rising. Therefore, due to time and energy demands from such employees, the organization if faced with a serious challenge and this

affects their work performance as well as that of their organization and as a result the need to support such employees. Organizations in Kenya are currently trying to implement and adopting work life initiatives (WLI) to benefit their employees as mentioned by Muinde, 2013).

The context of work-life balance is diverse (stress, change, time, technology, leisure time and self-management). This study focused on stress management, time management and self- management because it is crucial to maintain an overall well-being and satisfaction in both personal and professional aspects of life. Additionally, these aspects are interconnected and essential for achieving a well-rounded work-life balance. (Thilagavathy, 2021).

Work attitude of the employees on the other hand, are the employees' feelings towards various aspects that are vital to achieving both the organizational and individual goals, (Rizqi and Aries, 2013). Attitude involves the human concepts such as the emotions, opinions beliefs feelings, expectations, intentions, judgments, preferences, values, principles and appraisals.

Work attitude may also fall on the employees and not fully the management. Employees won't need management's external motivation but instead the resultant satisfaction attained due to motivation gained from completion of their work, (Robbins, 2004).

Therefore, proved by the various existing studies, increase in the performance levels is contributed by work attitude among the employees. Euske et al., (2006) points out that the higher the adoption of the positive work attitude, the higher the performance.

Despite the well documented importance of WLB on employees' performance, detailed studies specifically on the moderating role of work attitude on the link between WLB and employees' performance in KPLC NOREB region has not yet been done. Therefore, in order to fill this gap, the current study intended to identify the moderating effects of work attitude on the relationship between work life balance and employees' performance.

### 1.1.1 Kenya Power and Lighting Company (KPLC)

KPLC was incorporated in 1922 to serve Kenya, Uganda and Tanzania as the East African Power and Lighting Company Limited. It is a vital entity in the Kenyan energy sector, responsible for the generation, transmission, and distribution of electricity to various regions throughout the country (kplc.co.ke).

It facilitates a very vital role in ensuring that the residents, businesses, and industries in NOREB region have access to reliable electricity supply. The major roles that KPLC plays include; Distribution of electricity to homes, businesses and industries, maintaining the local power grid and ensuring that electricity is delivered safely and efficiently to end-users, connection services for new customers, billing and customer service (meter reading, issuing monthly bills to customers and support for any inquiries and complaints), maintenance and repairs, safety and compliance electrical safety standards, rural electrification (kplc.co.ke).

Hence, KPLC NOREB region is a vital part of Kenya's energy landscape. It facilitates a very vital role in ensuring that the region has access to reliable and safe electricity. Through a range of services, infrastructure maintenance, and community engagement, KPLC NOREB region enhances social development as well as the economic growth

within the specified areas while striving to meet future energy challenges and environmental responsibilities (kplc.co.ke).

Therefore, KPLC has a diverse workforce. It also represents a structured work environment where WLB policies exist making it suitable for studying their impacts. Moreover, it is a large public sector with a demanding work environment including long working hours, high workloads and operational pressures thus work life conflicts making it as well an ideal setting to study the impact of work attitudes on the relationship between WLB and employees' performance.

### 1.2 Statement of the Problem

The factor of employees' performance plays a significant role in company's growth as well as improvement of its performance. In relation to this as argued by Opatha, (2010), the organization's efficiency and effectiveness is dependent on its employees. There is need for the organizations to remain focused on improving employees' performance since they are considered as vital in determining its performance levels so as to gain competitive advantage.

At Kplc, great importance is attached to ensuring that employees have requisite competencies to perform their duties and realize their potential. More importantly, the employees sign performance contracts which form the basis of their annual appraisals. The company has a better remuneration system that ensures employs are motivated to performing better at work. However, despite all these strategies, employee performance is still wanting, (Strathmore University, 2011).

In Kenya Power and Lighting Company, experienced changes are occurring rapidly and its current operating environment is not favorable. Moreover, the techniques and policies adopted by the company to manage their daily affairs are becoming outdates

as time goes. In the past ten years, the company has undergone major strategic changes in its business processes like the adoption of new technology, public management and performance management practices, staff reduction, business process re-engineering, and portfolio as well as company re-organization and re-structuring with reduction of divisions from fourteen to seven and from six operational areas to four business units now called regions. This has in turn stretched further to the employees affecting their working life for instance stress due to uncertainties, job insecurity, potential layoffs and need for retraining, therefore, negatively impacting performance (Mokaya and Muchina, 2012).

The company is also known for employees' high workloads, the culture of long working hours and lack of flexibility. Most employees do not live a holistic life leading to work-family conflicts and stress due to very less time spent for family and personal activities as compared to the time spent at work (Halima, 2017).

Various studies on WLB and employees' performance have been done. For instance, Kithae and Keino, (2016) did a study to identify the influence of work-life balance on staff's performance at Safaricom, Telkom Kenya and Airtel, headquarters in Kenya. Moreover, Wagoki, Mukaya and Kamau, (2013), conducted a research on WLB practices on Eco Bank employees' performance. Further, Muli (2014) explored the relationship between WLB and Kenya's Commercial Banks employees' Performance.

Therefore, fewer studies have been conducted on Kenyan public sectors in like KPLC since majorly scholars have focused on Kenyan private sectors, for instance, the telecommunication sector and the commercial banks. Moreover, work attitude moderating role on WLB and employee performance is still not studied sufficiently despite having received greater scholars' attention. It thus remains speculative without

looking comprehensively into on how the absence or presence of work attitude influences work-life balance and employees' performance. The current study hence, aimed at bridging the existing knowledge gap by evaluating the effect of work attitude on the relationship between WLB and employees' performance at KPLC.

## 1.3 Objectives of the study

### 1.3.1 General Objective

The study sought to determine the moderating effect of work attitude on the relationship between work-life balance and employees' performance.

### 1.3.2 Specific Objectives

The study's specific objectives included:

1. To determine the effect of stress management on employees' performance.
2. To investigate the effect of time management on employees' performance.
3. To examine the effect of self-management on employees' performance.
4. To analyze the effect of work attitude on employees' performance.

5a. To determine the moderating effect of work attitude on the relationship between stress management and employees' performance.

5b. To determine the moderating effect of work attitude on the relationship between time management and employees' performance.

5c. To determine the moderating effect of work attitude on the relationship between self-management and employees' performance.

## 1.4 The Study Hypotheses

The hypotheses of the study tested included:

**$H_{01}$:** Stress management has no significant effect of on employees' performance.

**$H_{02}$:** Time management has no significant effect of on employees' performance.

**$H_{03}$:** Self-management has no significant effect of on employees' performance.

**$H_{04}$:** Work attitude has no significant effect of on employees' performance.

**$H_{05}$a:** Work attitude has no significant effect on the relationship between stress management and employees' performance.

**$H_{05}$b:** Work attitude has no significant effect on the relationship between time management and employees' performance.

**$H_{05}$c:** Work attitude has no significant effect on the relationship between self-management and employees' performance.

### 1.5 Significance of the Study

The findings of current study were found to be significant since it ensured that in regard to policy formulation, HR policy makers formulate policies that assist in stress management, time management and self- management.

Further, the this study's findings provide an avenue through which managers of both the public and private organization with an interest in understanding the employees' attitude towards their organization and their work can establish the best employee work-life balance practices and work attitude that ensure better employee performance and how best they can be involved as part of the stakeholders

Furthermore, this study's findings enabled the employees receive better results by adapting to policies and good processes for better stress management, time management and self-management and also assist them to enhance their work life

balance and revisit their work attitude aligning them to the goals of their organizations.

Thefindings of this study also have greatly contributed to the body of knowledge and existing literature which benefits scholars in understanding the fundamental role of WLB and work attitude in enhancing employees' performance as well as the researchers simulating further research in the same field.

### 1.6 Scope of the Study

This study sought to explore the moderating effect of work attitude on work-life balance and employees' performance which has very expansive and wide scope with diverse effects. Therefore, the study was conducted in KPLC NOREB Region involving three counties in the region: Uasin Gishu, Nandi and Trans Nzoia Counties in March, 2024. This study was based on explanatory research design with a sample size of 350 respondents and a population of 2800 employees. Finally, the study was done between the month of March 2024 and April 2024, duration of two months, hence forming the temporal scope of the study.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.0 Chapter Overview

This chapter sought to review literature from various sources on the concepts of employee performance, work life balance, and work attitude, empirical literature on WLB practices and employees' performance. It also facilitated theoretical review, literature gaps to be filled and the study's conceptual framework.

## 2.1 Concept of Employees' Performance

Performance refers to achieved outcomes and is measured by using various parameters describing over time the employees' performance pattern, (Adnani and Mokaddem, 2019). On the other hand, employees' performance is the records of achieved outcomes during a specified period of time for each function of a job so as to make a decision on the range of output and abilities of employees.

Many organizations nowadays seeking to attain maximum productivity and rise to the maximum level the employees' performance so as to ensure its continuity and as well gain the competitive advantage. The extent to which organizational members contribute to achievement of the organization's goals is defined as performance. As stated by Luthans and Stajkovic, (2012), the major primary sources of competitive edge in an organization are its employees.

Faiza and Nazir, (2015) postulate that employees' performance is the intramuscular or intellectual efforts, skills or activities by the employees, so as to effectively and efficiently achieve the set targets or goals set in the organization.

Akacem, (2020) states that, increased brands switching and complaints by the customers has been linked with poor employees' performance whereas increased

consumers' perception on quality of service has been linked with good employees' performance. Therefore, employees' performance can be determined by assessment of activities expected of them, after which the managers evaluate each employee's performance quarterly or annually so as to assist the employees in identifying the relevant areas to improve on.

As argued by Crowford, Rich, and LePine, (2015), employees' performance relates to employees' attributes or initiatives that enable various organizations to attain their goals. According to Bamba, (2016), employees' performance is the context in which objectives of an organization are achieved or not by employees hence, could be negative or positive.

Positive performance is preferred as it is the major reason for the establishment of all virtual organizations. Subsequently, the overall organizations' goals are derailed by the negative employees' performance. As defined by Omoro, Aduda and Okiro, (2015), employees' performance is the achievement of mandate by the employees and the extent of which goals are accomplished strategically within an organization with relation to its objectives or goals resulting to organization's both financial and non-financial achievement, (Okiro, 2015).

In conclusion, KPLC now focuses on mergers and acquisitions with the aim of increasing its customers and capital base as well as its expansion by entering into agreements with other electricity sub-sectors, like KETRACO, REA, IPPs and KENGEN. These have led to managers exhibiting inhumane work practices like excessive workload, long work hours and also having higher performance expectations from employees leading to challenges in effectively managing personal and professional responsibilities thus, affecting their overall performance as a result of

misplaced priorities of interest by the employees with the pressure and need to accomplish company's tasks and set targets as expected of them. Therefore, there is need for the company to adopt relevant strategies to deal with all this challenges to enhance its overall performance and gain a competitive advantage hence, necessitating the essence of this study (kplc.co.ke & Oakenya.co.ke, 2023).

## 2.2 Concept of Work Life Balance

Work-life balance (WLB) refers to the ability of individuals to effectively manage their work responsibilities while maintaining a fulfilling personal life. It has gained significant attention in organizational research due to its impact on employee well-being, productivity, and job satisfaction (Greenhaus & Allen, 2011). The concept has evolved over time, incorporating various dimensions such as work-life conflict, work-life enrichment, and individual strategies for balance.

Work-life balance is generally defined as the equilibrium between work and non-work activities, ensuring that one does not negatively affect the other (Clark, 2000). Some scholars emphasize the subjective nature of WLB, arguing that it depends on personal preferences and values (Kossek, Valcour, & Lirio, 2014). It is not merely the equal distribution of time between work and personal life but also the perceived satisfaction and effectiveness in managing both domains (Guest, 2002).

Work-life conflict occurs when work demands interfere with personal responsibilities, leading to stress and reduced well-being (Greenhaus & Beutell, 1985). It's categorized into: Time-based conflict: When work schedules clash with personal commitments, Strain-based conflict: When work-related stress affects personal life, behavior-based conflict: When work-related behaviors negatively influence personal roles.

### 2.2.1 Stress Management

According to Mancini, Bryant, and Boss, (2017), stress management refers to a work environment that is peaceful and conducive for the organization's employees hence enabling them to cope up with stress. The determinants of stress management include; work place quality, work place counseling and flexible work schedule. As asserted Seracin, Lordache and Petreanu, (2013), work place quality for instance, location, lighting and space can increase or decrease employees' levels of stress. Hence, individuals who intend to manage stress may consider ensure safe working environments and also the modern amenities at the work place. Counseling at work place offered through employees' assistance programs is yet another factor as stated by Wallace and Kirk-Brown, (2011), that it enables employees to manage stress when there is a balance between their needsand the organization's overall goals. Moreover, another factor of stress management is flexible work arrangement which enables the employees to undertake their tasks or duties with minimal will and efforts.

The argument of various scholars is that workplace stress in one way or the other, impacts on employees' performance. To begin with, it majorly causes poor performance in the educational setting at the University of Cape Coast. Further, Gaumail, (2003), views stress as a cause of increase in absenteeism, dissatisfaction and decrease in performance hence, poor organizational outcomes. Similarly, the decrease in quantity and quality of job performance are as a result of stress in an organization.

Strategies for individual intervention that employees could adopt to cope with stress at a personal level as posited by Bunce, (2011) include; eating right, management of time, prioritization of tasks and regular exercise.

Stress management is a broad concept that involves methods and processes in organizations which mitigates stress in order to omit the stress negative outcomes. Depending on one organization to another, stress management manifests itself in many ways. Its techniques are not universally standardized and it is dependent entirely on organization's employees.

According to (Robbins, 2005), stress can be managed in two ways including, the organizational and the individual approaches. The organizational approach to stress management as Robbins (2005) explains involves the elaboration and implementation of the organization employees' training programs, enhancing flexible work arrangement, provision of technical support to employees, facilitating free communication as well as improvement on the work policies. On the other hand, the individual approach involves opening to someone and exercising for instance, employees going on a walk. In the same breadth increasing or decreasing job rotation, providing social or recreational amenities like outings and fitness/social clubs, organizational counseling, individual responsibility, and provision of more flexible hours could help in managing stress.

### 2.2.2 Time Management

In every organization time is an important factor. Since it cannot be recovered once spent, it is therefore very transient hence, it is never enough for organizations. This calls for their need for proper planning and management of all the activities contributing to their efficiency and effectiveness contrary to which it will result to wastage of the valuable time and other vital resources hindering the attainment of set objectives, goals and the general performance of employees. With regards to the

above, time management becomes a prerequisite and vital factor in determining the performance and success of the employees.

Since various researchers have defined time management in many ways, there is no common consensus on a single definition of time management. According to Adeojo, (2012), it refers to the considerations used by individuals in making wise and effective decisions concerning time implying that it relates to accomplishment of the desired activities by carefully planning time utility. Moreover, Susan (2013), viewed it as "an art of arranging business and personal affairs in a way that you and your things should show up when, where and how you have intended, as frequently, effortlessly, possible and facilitate getting things done as quickly as possible with less amount of resources necessary". This implies that it involves a set of skills, procedures, techniques, practices, tools and principles that enables managers to effectively use time for the achievement of the objectives and targets set.

Furthermore, as Edna and Yakubu, (2015) asserts, a range of skills including goal setting, planning, organization, delegation, monitoring, allocation, scheduling, prioritization and analyses of the spent time all underpins time management.

Further, proper management of time ensures that tasks are completed on time frame and as well increasing individuals' performance. It can be referred to individuals' skills enabling them effectively plan for the limited time ensuring prioritization and timely completion of their tasks. The lack of time management by an individual could result in procrastination which involves considering something as less urgent or important hence delays. This can leads employees in an organization to experience consequences and dissatisfaction becoming hard for them to undertake task within a given time frame (Britton and Tesser, 1991).

Due to the rapid nature's domain and globalization, time management has led to imperativeness in the long run and the individuals adopted a habit of utilizing their time for lunch doing work hence implying that they spend less time to sleep more on work. Individuals are diverse in nature since there are others who are best at time management and make the most out of it and as well there those who do not understand or mind its importance (Claessens, 2007).

Therefore, in order to attain targets, meet deadlines and make the best of their own, it is important for the working individuals to learn on proper management of time. Those that appreciate the importance of time always enjoy every moment of their lives and do not feel overburdened or experience excessive workloads. Improvement on productivity and increase in focus are enhanced by effective management of time hence allowing the employees to secure greater opportunities and competitive advantage. Further, it enables for more time on the people, goals and projects that are valuable and as well taking control of their daily events. Moreover, management of time does not mean working harder, working longer nor expanding ones to-do list and but rather working smarter. This enables the employees spend more time on things that helps them achieve their objectives and at the same time building positive vibes (Britton and Tesser, 1991).

Time in the modern era is seen as a valuable resource and indefinitely divisible and is being infused as a concept within all organizations. It is thus an asset that cannot be transformed, purchased or stored as opposed to the human resources and other materials or assets that organizations owns which can be changed or enhanced as time goes by. Therefore, managing this resource (time) being equally possessed by everyone is the secret towards effective achievement of success (Jackson, 2009).

### 2.2.3 Self-Management

According to Goleman *et. al*, (2012), this involves individuals adopting suitable behaviors or performance in relation to their surrounding or environment they live in by continuously evaluating, reinforcing and managing their thoughts, emotions and actions constantly keeping in mind the norms and ethical values. As McPheat, (2010) asserts, there is need for the employees to take accountability for their own mistakes, emotions, deeds, behaviors and how they impact the daily lives and behaviors of others instead blaming others for their constant mistakes they make while defending themselves.

As mentioned by Newman and Ashenbaum, (2009), it involves facilitation of appropriate behaviors to obtain the standards of performance, self-direction and self-motivation establishment and structuring of employees' environment.

Moreover, Renn et al. (2011) asserts that it relates to the process of employees control, organization and planning of their tasks. Its practices are important in promoting the behaviors that are desirable at workplaces for the employees by controlling the behaviors that are not desirable from behaviors learned from their upbringings, innate habits and impulses. When the employees have the potential to make decisions independently, the practices of self-management can be performed with as well as with the support from the management.

Further, Renn et al. (2011) states that organizations benefits from better self-management practices and the benefits include; enhancement of learning and career success, job performance, self-efficacy and job satisfaction. Hence, various challenges facing organizations nowadays can be resolved through introduction of the practices of self-management at workplaces. It is vital in merging between organization's

values and visions and those of the employees as two separate systems with radical differences which is a very complex problem in many organizations. This enables the employees to internalize the values of the organization hence, becoming more effective and productive.

Many scholars including; Kim, (2016); Karatepe, (2013); have unanimously been in an agreement on the important role played by work life balance in enhancement of employees' performance.

The improvement of employees' performance in the last decades has been contributed greatly by WLB which is crucial to the performance of both the organizations and employees. Employees are assured of their work performance improvement and also free socialization with their families when the organization effectively embraces work life balance policies (Helmle, 2014). Subsequently, the relationship between work attitude (happiness of worker and job satisfaction) and employees' performance is yet to be affirmed. However, there still exists a common agreement that an employee who is happy and satisfied at work is always efficient and effective thus performing better, (Abualoush, 2017), hence the need for the researcher to explore on this area of study.

Due to the work-life imbalance, poor performance is evident among the employees in the government parastatals in Kenya (Mwangi, 2008). Many companies that suffer due to the resultant effect of poor performance are as a result of the inability of the employees to complete their tasks within the given time frame. Further, Rainey, (2009) argues that, when undertaking the operations of the organization, most of the employees have neglected their work attitude and ethics. For businesses that are highly performing, the secret to success is majorly the employees who effectively and efficiently deliver both quality and quantity.

## 2.3 Concept of Work Attitude

Attitude is a feeling or belief that impacts on how an individual views, judges or behaves in their surrounding or environment at work and forms a mental state that influences how they perceive someone or something else.

Work attitude of the employees therefore, are the employees' feelings towards various aspects that are vital to achieving both the organizational and individual goals, (Rizqi and Aries, 2013). Attitude involves the human concepts such as the emotions, opinions beliefs feelings, expectations, intentions, judgments, preferences, values, principles and appraisals as posited by Onzima, (2011). This study is aimed at exploring the moderating effect of work attitude including positive emotions, sense of being empowered and satisfied, feeling of being engaged and happiness at work on employees' performance.

A feeling of being engaged is a positive, fulfilling work-related state of mind that is characterized by dedication, absorption, and vigor. To begin with, dedication relates to inspiration and enthusiasm at work. On the other hand, absorption involves the aspect of engrossment on one's task or work. Further, vigor refers to high levels of energy directed towards mental resilience and work. Therefore, work engagement has a positive and direct connection with employees' performance at work.

On the other hand, the employees feeling of being happy at work relates to when there is contentment in the workplace and this enhances improvement of their work quality. It not only involves employees having good feelings, pleasure or enjoyment but also having meaningful life at work. Moreover, when employees repetitively feel positive emotions, then they are deemed to being happy and as well having no readily visible threats but with a good life as stated by Saenghiran, (2014). As stated by Pryce-Jones

and Edmunds, (2008), work happiness relates to using the available resources to manage threats or challenges faced. The happiness among the employees can be established through actively managing the lows and appreciating the highs, and in turn enhancing the achievement of their potential as well as maximizing their performance. According Pryce-Jones and Edmunds, (2008), the aspect of happiness at work referred to the enjoyment experienced as a result of better treatment, being valued and also presence of pleasant working relationship.

The sense of being involved relates to enhancing their participation in making decisions. In particular, it ensures that employees have the ability to improve work processes using the skills and knowledge they possess and as well having control over work methods. Therefore, for employees to be more willing and motivated to have control over their own behaviors, (greater involvement in their work, use of their knowledge, abilities and skills to achieve the organizational goals and increase in their focus on organizational goals), it is vital for the organizations to allow them to participate in the process of making decisions and as well giving them more challenging work (Cotton, 1993).

Further, the concept of being empowered involves factors including self-determination, feeling of competences, belief in one's capabilities and choice over one's behaviors and its positive impacts. Moreover, in relation to affective organizational attachment, it is an attachment developed by the organization's employees hence, there exists a significant relationship between affective organizational commitment and positive work-related behaviors (e.g., dedication and loyalty) (Obeidat et al 2018; Schoemmel 2014)

Moreover, it involves employees' participation, emotional attachment and identity with the goals and overall organization's systems. It also describes the relationship between the employees with their organizations, their commitment in the organizational goals and how these goals are to be achieved. Enache et al., (2013) argues that, it is a strong uniting force between an individual and their actions relating the set targets and as mentioned by Gyensare, et al., (2017), it involves characteristics such as, being ready on behalf of the organization to make significant effort, a strong wish to remain as part of the organization and acceptance of the organization's values and goals.

Lastly, the feeling of being satisfied at work refers to employees' set of affective attitudes or feelings of relative like or dislike towards others or their work as well as favorable or unfavorable emotions, (Jegan and Gnanadhas, 2011). These attitudes drives employees to conduct themselves in certain ways hence the reason for the focus on the vital areas believed to be important in satisfaction.

Employees give their best in the organization as well as improving their performance when they are fully satisfied. Therefore, it proved by the most existing studies that work attitude contribute to the increase in employees' performance. The higher the satisfaction levels, the higher the employees' performance, (Euske et.al, 2006).

Therefore, despite many studies having been conducted on this subject area, in KPLC NOREB region, detailed studies have not yet been done. Hence, current study aimed at bridging the existing knowledge gap by evaluating the effect of work attitude on employees' performance at KPLC.

## 2.4 Theoretical Foundation

The study was anchored on expectancy theory and complemented by border theory and job characteristics model.

### 2.4.1 The Expectancy Theory

Expectancy theory is a motivational theory that proposes that people are motivated to behave in certain ways because they expect that their actions will lead to desired outcomes. It was developed by Victor Vroom (1964), and has been influential in understanding employees' motivation and behaviors within an organization. The individuals modify their behavior in a manner that best lead them to attaining their goals. As it is believed that performance of the employees is influenced by the expectations concerning future events, this theory therefore underlined the concept of employees' performance (Salaman, 1982). It further emphasizes the impact of three key factors including valence, instrumentality and expectancy.

Valence refers to the value or importance that individuals place on rewards or the expected outcomes. It considers whether the rewards or outcomes are desirable. For instance, if an employee values financial rewards, they will be motivated by the expectation of a bonus. However, if they prefer recognition or additional time off, they may be less (Vroom, 1964).

Instrumentality on the other hand refers to the belief that successful performance will lead to certain rewards or outcomes. It involves understanding performance-reward relationship, trust in the reward system and clarity of reward outcomes. Further, it explores the perceived connection between performance and outcomes. If employees believe that achieving performance targets will lead to rewards such as a bonus or

recognition, then instrumentality is high. Conversely, if they perceive no connection between their performance and outcomes, motivation may decrease (Vroom, 1964).

Expectancy refers to the belief that increased amount of efforts will result to increased level of performance. In other words, individuals assess whether their effort will result in successful performance. It is influenced by factors such as individual's skills and abilities, availability of necessary resources, individual capabilities, perceived difficulties and the clarity of task instructions. If an employee believes that putting in extra effort will result in meeting targets, then the expectancy is high (Vroom, 1964).

Therefore, this theory has implication for the design of employees' performance and performance management processes and the overall organizational performance. It is grounded on the premise that an individual thinks or behaves in an individualistic, rational and calculative manner. Consequently, work-life balance transforms employees' behavior, thinking and work capabilities.

Expectancy theory allows employees to explore more important and innovative ways of executing work, hence creating sense of self fulfillment, contentment and work life balance. Moreover, it provides a valuable framework for understanding motivation in organizational settings by focusing on the relationships between efforts, performance and outcomes. By enhancing valence, instrumentality and expectancy through effective leadership and better work life balance practices, an organization creates an enabling environment where employees are motivated or encouraged to achieve high performance (Locke & Latham 1990).

### 2.4.2 Border Theory

Clark, (2000) proposed border theory which from a new dimension looks at work life balance. Clark, (2000) points out that individual's roles occur in certain confines life's

domains that are separate from one another by emotional, bodily or temporal borders forming this theory's assumption. The theory addresses border crossing especially between home and work domains. The conversion between the domains and the degree of conflicts or synthesis can be affected or regulated by the limit and ease in which individuals switch between work and family lives.

Common conversions become easier when domains are reasonably synthesized, however, work-family conflicts may arise whereas conversion becomes hard when the domains are divided but less likely with work-family conflicts (Frone and Russell, 1997). Therefore, this theory plays a vital role in analyzing WLB borders which helps to indicate the individuals' levels of control over issues relating to family and work balance.

### 2.4.3 Job Characteristics Model

This Model was proposed by Oldham and Hackman (1976) and is used to study how job outcomes are impacted by particular job characteristics.

JCM states that there three critical psychological states including knowledge of the actual outcomes, experienced responsibility and as well experienced meaningfulness for the results that are influenced by five core job characteristics including feedback, task identity, autonomy, task significance and skills variety. This therefore, influences job outcomes such as absenteeism, organization's commitment, work motivation and happiness at work (Oldham and Hackman, 1976).

A job's motivating potential score (MPS), formed as a result of the combination of the five core job characteristics which is used to indicate how likely a job can affect behaviors and attitudes of the employees. The validity of the JCM is supported by a

meta-analysis of studies that looks into the model's framework (Oldham and Hackman, 1976).

The quality of the physical environment, employees' relationships with their supervisors and the level of fulfillment influence employees' attitudes or behaviors (Vischer, 2008).

### 2.5 Empirical Review

Work-life balance, work attitude, and employees' performance would examine how balancing personal and professional responsibilities impacts on employees' attitudes toward work, and how these attitudes, in turn, influence their performance. Understanding the interplay between work-life balance, work attitude, and employee performance is critical for organizations aiming to foster a positive work environment and optimize productivity (Thevanes, (2018). In a study by Perhoniemi, Peeters and Hakanen (2015), it is depicted that work-life balance is positively associated with higher work engagement's levels, leading to higher performance. In the same vein, Hill, Ferris, and Märtinson (2015) found that flexible work arrangements, which support work-life balance, lead to higher performance.

#### 2.5.1 Employee Performance

Employees' performance differs with relation to specific context or situation hence not uniform since it entails different indicators and measurement styles depending on the reasons for its measurement as well as the organization measuring it. Some of the employees' performance dimensions (measures) included timeliness, efficiency, quality of work, creativity and innovation and client feedback (Tali, 2023).

Creativity is the occurrence where the employees go an extra mile to creating better work templates and perform at peak, as asserted by Bamba, (2016).

To begin with, creativity allows employees to approach challenges from different perspectives and develop unique solutions that enhance productivity and efficiency (Oldham & Cummings, 1996).

Further, employees with high creativity are more adaptable to change, as they can quickly devise strategies to navigate uncertainty and evolving work environments (Shalley, Zhou, & Oldham, 2004).

Similarly, Paulus & Dzindolet, (2008) argue that creativity fosters collaboration by encouraging knowledge sharing and brainstorming, leading to collective innovation in teams.

On the other hand timeliness refers to employees' timely and faster deliverables enhancing employees' productivity hence, greater employees' performance, (Mount, 2002). It also refers to an employee's ability to complete tasks, meet deadlines, and respond promptly to work-related demands. It is a critical aspect of performance that ensures efficiency, productivity, and smooth workflow within an organization.

Macan, (1994) posits that employees who prioritize tasks, set deadlines, and minimize procrastination tend to perform better.

Moreover, Locke & Latham (1990) argue that setting specific, time-bound goals improves employee performance. Employees who understand the importance of deadlines and work systematically to achieve them demonstrate high levels of timeliness.

In the same vein, timeliness is closely linked to workplace discipline and professionalism. Employees who consistently meet deadlines and arrive on time

contribute to a more organized and productive work environment Schriber & Gutek (1987).

Work quality is yet another employees' performance dimension occurring when the employees' total output satisfy the clients intended for (Nasudin et al., 2006). It refers to the accuracy, thoroughness, and effectiveness with which employees complete their tasks. It ensures that work meets or exceeds organizational standards, leading to higher efficiency, customer satisfaction, and overall business success.

Campbell, (1990) emphasizes the importance of job-specific task proficiency and the ability to produce high-quality outcomes.

Furthermore, Deming, (1986) highlights continuous improvement, defect prevention, and adherence to high-quality standards as critical factors for employee and organizational performance.

Similarly, Borman & Motowidlo, (1993) state that, the employees who produce high-quality work contribute more effectively to organizational goals.

Efficiency involves measures such as cost, time or waste minimization. It is thus the minimization of such resources towards the accomplishment of the set targets and goals. It thus refers to the ability to accomplish tasks using the least amount of time, effort, and resources while maintaining quality. Efficient employees maximize productivity, reduce waste, and contribute to overall organizational effectiveness (Ogboso, 2014).

According to Barney, (1991), efficiency enhances performance by optimizing inputs while maximizing outputs.

Further, Vroom, (1964) suggests that employees perform efficiently when they believe their effort will lead to desirable outcomes. Motivated employees tend to optimize their work processes to achieve better results.

Moreover, employees who complete tasks effectively with minimal resource consumption contribute positively to organizational success Campbell, (1990).

Client feedback refers to evaluations, opinions, and reviews from customers or clients regarding an employee's performance. It is a key indicator of service quality, professionalism, and customer satisfaction, influencing both individual and organizational success. It occurs when employees are responsive and as well timely clients' feedback in an organization hence, allowing for attendance to the questions that the customers may wish to ask. This therefore, enhances employees' performance. It therefore, helps assess an employee's performance based on these factors (Parasuraman, Zeithaml, & Berry, 1988).

Further, Oliver, (1980) suggests that customer satisfaction is determined by the gap between expected and actual service performance. Client feedback highlights whether an employee meets, exceeds, or falls short of expectations.

Moreover, client feedback serves as an external component of multi-source performance evaluations, complementing internal assessments by supervisors and peers (London & Smither, 1995).

### 2.5.2 Work Attitude and Employee Performance

#### 2.5.2.1 Stress Management and Employee Performance

Stress management refers to the wide range of practices employed to control an individual's level of stress (chronic stage stress) so as to enhance effectiveness and

efficiency (Hans, 2013). It is therefore, a dimension of work-life balance and a vital concept identified to improve the performance and the overall well-being of the organization (Siu, 2003).

Stress management as defined by Dar et.al. (2010); Lumley and Provenzano, (2003) refers to ways of mitigating stress in companies or organizations of different sizes with an aim of minimizing the negative outcomes related to stress. Further, it is the enhancement of psychologically conducive working environment helping employees to cope with stress in an organization as argued by Mancini, Bryant, and Boss (2017).

A study anchored on role theory by Harry, (2020) explored the association between stress management and employees' performance. It was established that employee performance positive and significant influence stress management.

In the same vein, Chelangat, (2017) analyzed stress management on employee performance in Kween District Local Government South Sudan. The findings revealed that the influence of stress management on employee performance was at high level. Therefore, it significantly and positively influenced employee performance indicating a variation of over 11%. Additionally, Ratnawat and Jha (2014) explored the Occupational Stress Inducers (OSI) to study the impact of stress (represented by different OSI) on the performance of employees. The results indicated that there was a significant relationship between stress management and employees' performance.

Mutunga and Lawrence (2018) on the other hand, explored the impact of work life balance on employees' performance in Kenya Ports Authority, Mombasa County. It was determined that, employees dependents' care and support had a strong correlation, hence, indicating that welfare support of the employees significantly influenced employees' performance. It was also established that, employees'

performance was positively influenced by employees' leave and flexible work programs.

Furthermore, Emma (2017) analyzed on the impacts of stress on employees' performance in UT Bank in the Ghana. It was identified that stress did not have the same impact on the respondents and they all responded differently since they were working under similar conditions in the same place but at different levels of responsibilities. The study further established that the concept of stress management in the workplace was about effectively reducing the chances of stress among the employees and assisting them manage the stress. It also indicated that the employees' health and safety at the workplace and drawing grievances to their managers' attention at early stages was the responsibility of the employees.

In the same breadth, Adim and Odunayo (2018) examined the relationship between stress management and employees' performance in Nigeria Port Harcourt's Banks. Findings showed that there existed a positive and significant connection between stress management and employees' performance.

Similar findings were echoed by Odita (2020) who explored the impact of stress management strategies on employees' performance in manufacturing firms in Edo State, Nigeria. The study established that employees dealt with stressful work conditions when they received greater social support in the workplace and have higher competences in stress management. Therefore, the results depicted that study's practices on stress management positively and significantly influenced employees' performance.

In a Kenyan context, Abonyo (2020) expounded on the relationship between stress management and employees' performance at Kenya Airways Company. The study

adopted cross-sectional study design and it was discovered that stress management explained 47.7% variation of employee performance. The study therefore depicted that stress management (flexible work arrangement) plays a significant impact on employees' performance.

Similarly, Assibey, (2021) investigated the impacts of the practices of stress management on employees' performance at Cape Coast University, Ghana. It was identified that employees' welfare programs, job design, training and development and psychological support effectively helped in managing stress. Further, it was revealed that stress management significantly and positively influenced employees' performance.

Therefore, effective stress management is essential for maintaining both mental and physical health in today's fast-paced world. Through various strategies such as, exercise, time management, and healthy lifestyle choices, individuals can significantly reduce their stress levels and improve their overall well-being. The importance of early recognition of stress symptoms and proactive management cannot be overstated, as it can prevent the escalation of stress into more serious health issues such as chronic anxiety, depression, and other related disorders (Lazarus & Folkman, 1984).

However, despite the growing awareness and availability of stress management techniques, there are several notable gaps that need to be addressed including inaccessibility of resources such as therapy, counseling, or wellness programs. Further, there is failure to address the root causes of stress and as well lack of comprehensive support including organizational changes, better work-life balance, and mental health support. Moreover, there is a gap in research and resources focused on sustaining stress relief over time, particularly through ongoing support and

education since many stress management strategies are effective in the short term but fail to provide long-term benefits. Similarly, there remains a significant gap in public education about stress and its management. Many individuals still lack a basic understanding of how to identify stress and apply effective management strategies, highlighting the need for more widespread and accessible educational initiatives (Lazarus & Folkman, 1984). All these therefore, necessitate the need for this study.

#### 2.5.2.2 Time Management and Employee Performance

Time management refers to a set of techniques principles, tools, procedures, skills, and practices that enable managers to effectively manage time so as to achieve set objectives. It is the process or an act aimed at increasing efficiency and effectiveness through exercising conscious control and planning over time spent and thus a vital factor towards enhancing work performance. Moreover, employees' management is dependent on their favorable or unfavorable attitudes towards time hence further influencing their perceived work performance in the workplace.

It has therefore, attracted an array of studies. For instance, Nyamka and Ndang (2022) explored on the effects of time management on employees' performance in three public organizations in Nigeria**.** It was revealed that punctuality, work-schedule, and procrastination positively influenced employees' performance. Therefore, there is a significant impact time management practices on employees' performance.

In another related study, Zafarullah, Mumtaz, Uzma and Saeed (2016) investigated the impacts of time management in the performance of the students and the professional lives of teachers in Hyderabad districts' primary schools. It was discovered that the impact of teacher time management is directly proportioned with

the performance of students. Therefore, teachers' time management significantly influenced the academic performance of students.

Similarly, Khan and Faisal (2016) examined the impacts of time management on teachers' performance comprising of senior school teachers of Sahiwal district of Punjab. The study revealed that teachers' time management techniques positively and significantly influenced their performance in class. It was further discovered that due to affective management of time, teachers' lesson plan techniques impacted positively on their class performance.

Additionally, Eshtewi and Anuar (2019) analyzed the time management's effects on employees' performance in National Oil Corporation (NOC) of Libya. The study determined that the relationship between time management and employees' performance had a positive connection.

On the other hand, Harahsheh, (2019) determined the time management's strategies influence on employees' performance in Yarmouk Water Company in Jordan. The study used some statistical tests and inferred that all five factors; fulfillment obligations strategy, time planning strategy, utilization of the resources, time organizing strategy and priorities status strategy of resources positively influence on employee performance. Further, there is also a positive altitude from study sample towards time management strategies.

On the same note, Asiedu (2019) explored on the effects of time management on employees' performance at Fan Milk Limited, Ghana. It was discovered that showed that time management practices significantly impacted on employees' performance.

Enuoh and Alfred (2019) explored time management's impacts on employees' performance in Niger Mills Limited. The results indicated that there was a significant positive relationship between time management significantly and positively impacted on resources utilization as well as employees' performance.

In another related study, Hayat (2022) explored the effect of time management on the employees' performance at Mobilis Company. The study inferred that time management enabled the company to increase its competitive advantage thus positively impacting on the employees' performance. The employees' control over time through good use of time, proper direction, organization, and planning leads to their performance improvement.

Moreover, Lucy and Jane (2012) with particular focus on Kenyan parastatals, examined the effects of time management's strategies on employees' performance. The results depicted that time management positively correlated with employees' performance hence, existence of statistical significance between them.

Additionally, Antara, Sitiari, and Sarmawa (2021) examined time management and communication's effects on employees' performance mediated by work motivation in the Money Crafts Industry, Kepeng. It was emergent that communication, work motivation and time management all positively and significantly influenced employees' performance.

Engy, Mohamed, Jehan and Emad (2021) analyzed time management's effects on employees' performance in various hotels. It was discovered that time management significantly and positively impacted on employees' performance.

Equally, Williams (2002) explored time management's impact on employees' performance in some Edo State's organizations. Findings show that adherence to time on employee performance was significant and indicated its statistical significance to employee performance. Therefore, each of the identified variables is positively and significantly correlated to the dependent variable showing their importance to corporate organization in the selected study area in Edo State.

Pande and Vikas (2022) conducted a researched on time management as a technique for organization's survival and employees' performance. The study's findings showed that time management positively has an influence setting, organization and the accomplishment of objectives. Thus, it was revealed that there is a positive relationship between the time management and the employee performance.

In a similar study, Aliyu (2021) explored on time management's effects on employees' performance in an organization. Results revealed that time management is one among the potent contributors to employees' job performance. The paper inferred that time management helps improve employee's performance and makes jobs easier hence a positively and significantly impacting on employees' performance.

Lela, Mohamed and Ahmad (2012) investigated the effects of time management on the work performance among the events management's crew in Malaysia. It was discovered that time management among the organization's employees influenced their work performance for instance, tasks completion when conducting events. Further, it indicated that time management's practices moderately and significantly predicted employees' work performance.

Therefore, in order to attain targets, meet deadlines and make the best of their own, it is important for the working individuals to learn on proper management of time.

Those that appreciate the importance of time always enjoy every moment of their lives and do not feel overburdened or experience excessive workloads (Lakein, 1973).

Many organizations despite the importance placed on time still do not consider their employees on the need to embrace time management as a concept for performance. Therefore, there is need for the managers in organizations to determine the tasks, who, when and how such tasks should be conducted. These enhance the organization's growth, sustainability and its overall competitiveness. Furthermore, they should ensure effective techniques, principles and skills on time management so as to enhance the facilitation of the organization's operations as expected. To gain growth and performance as a result of effectively managing time, the above factors should be taken into consideration in any organization, therefore, necessitating the essence of this study (Allen, 2001).

Integrating time management practices effectively in the organization can significantly improve employees' performance by setting clear goals, providing proper training, enhancing accountability boosting productivity, improving focus, reducing stress, enhancing professional development, encouraging breaks and work life balance, fostering a positive working environment and team collaboration. These put in practice will address the gaps existing among the organization's employees including lack of prioritization (employees spending excessive time on less important activities), task overloads (too many tasks or unrealistic deadlines) and procrastination due to unclear goals, fear of failure or lack of motivation (Tracy, 2017).

Effective time management is a crucial skill for achieving both personal and professional goals. By prioritizing tasks, setting realistic deadlines, and minimizing distractions, individuals can make the most of their time, leading to increased

productivity, reduced stress, and a better work-life balance. Developing strong time management habits fosters discipline and enables individuals to achieve more in less time, ultimately contributing to overall success and performance (Covey, 1989).

Despite the clear benefits of time management, several gaps remain that hinder its effective implementation. They include lack of education and training as many individuals are not taught time management skills in school or during professional training leading to ill-preparedness in managing time effectively, hence procrastination, missed deadlines, and burnout. Moreover, there is a lack of emphasis on the importance of time management. Furthermore, many individuals struggle with balancing their personal and professional lives, which can undermine efforts in time management. In the same vein, time management techniques are not universally effective since what works for one person may not work for another. Finally, some individuals resist adopting new time management strategies due to ingrained habits or fear of change (Lakein, 1973). Hence, all these gaps necessitate the essence of this study.

#### 2.5.2.3 Self-Management and Employees' Performance

Self-management relates to the individuals adopting appropriate behaviors to obtain the standards of performance in relation to their surrounding or environment they live in by continuously evaluating, reinforcing and managing their thoughts, emotions and actions constantly keeping in mind the norms and ethical values, (Goleman *et. al*, 2012). It has therefore, attracted an array of terms, definitions and studies as discussed below.

To begin with, Jane and Lillian (2020) for instance investigated the effects of self-management on employees' performance. It was revealed that self-management's

practices on daily basis enables employees self-awareness, hence significantly influenced the employees' performance.

In a similar study, Vito and Kumanwee (2018) explored the effects of self-management on employees' performance in various Port Harcourt's telecommunication companies. The study determined that there was a positive and statistically significant relationship between self- management and employees' performance.

Moreover, Androshchuk, Lypchanskyi and Pitel, (2022), analyzed the impacts of the practices of self-management on employees' productivity and performance. The study revealed that there was a positive connection between self-management's practices and the employees' performance and that further, enhancing self-management's skills could lead to enhancement in all the dimensions of employees' performance.

On the other hand, Ajay and Arvind (2003) established the impacts of self-management's practices on employees' work performance (in-role and extra-role behaviors). The study found out that self-management had a positive and significant prediction employees' work performance.

Moreover, Ramesh et al. (2018) explored the emotional intelligence's effects (relationship management, social-awareness, self-management and self-awareness) on employees' performance in a selected organization in Malaysia. The results indicated that self-management strongly and significantly predicted the employees' performance.

Mamatha and Kazmi (2017) further examined the connection between the emotional intelligence of the employee and employees' performance. The findings indicated that

emotional intelligence directly affects the performance of employees. Therefore, it was established that there was a positive and significant relationship between self-management and employees' performance.

Self-management is a critical aspect of personal and professional growth, encompassing the ability to regulate one's emotions, behavior, and time to achieve set goals. By developing self-awareness, discipline, and motivation, individuals can effectively manage their responsibilities and challenges, leading to greater success and well-being. The practice of self-management empowers individuals to take control of their lives, make informed decisions, and adapt to changing circumstances with resilience and confidence (Goleman, 1995).

However, despite the recognized significance of self-management, several gaps hinder its full realization. They include; limited self-awareness as many individuals lack a deep understanding of their strengths, weaknesses, and triggers. Moreover, there is lack of consistent discipline and motivation since many individuals struggle with sustaining their efforts over time, leading to unmet goals. In the same vein, there is lack of emotional regulation skills since not everyone has developed these skills, leading to reactions that can undermine goals and relationships. Furthermore, there are inadequate support systems essential for success such as mentorship, coaching, and peer networks. Moreover, there are challenges in goal setting and achievement hence many individuals find it difficult to set realistic, achievable goals, or to follow through on them effectively. Finally there is a gap as a result of cultural and societal influences which imposes unrealistic standards and norms (Dweck, 2006).

### 2.5.3 Work Attitude and Employee Performance

The term attitude is a feeling or belief that impacts on how an individual views, judges or behaves in their surrounding or environment at work and forms a mental state that influences how they perceive someone or something else. It covers concepts such as beliefs preferences, feelings, opinions, principles, expectations, intentions judgments, appraisals, values and emotions, (Onzima, 2010). In particular literature, attitude towards work has been defined in different ways. Therefore, past studies have explored the aspect of work attitude in relationships involving employees' performance.

For instance, in a study by Mohammed, Munir and Salisu, (2017) on the relationship between work attitude and employees' performance conducted at State University in Bauchi, Nigeria. The study findings revealed that work attitude positively and significantly influenced employees' performance.

Similarly, Habeeb and Rashmi (2017) investigated the impact of employees' work related attitudes on their performance in health care industry. The results showed that there were statistically significant relationships between employees' work attitude and the employees' performance

In the same breadth, Usmani, Haris and Mahmood (2019) explored on the effects of work attitude and values of Generation X and Y and employees' performance. The outcome indicated that work attitude and values significantly influenced employees' performance for both Generation X and Y.

On the other hand, Siraj and Hagen (2022) established the impacts of work attitude and leadership on employees' performance. The analysis showed that work attitude positively and significantly influenced employees' performance.

Dewi and Budi (2023) conducted a research on the effects of work attitude, work discipline and employees' loyalty on employees' performance in Kpp Pratama Medan East. The results indicated that work attitude, employee loyalty and work discipline all have a significant impact on employees' performance.

Equally, Yani, Mohammad, Martinus (2021) sought to determine the effects of work attitude and motivation on employees' performance in Bogor's City Regional Secretariat. The outcome showed that work attitude and motivation positively and significantly influenced employees' performance.

Rodwell, Shadur and Kienzle, (1998), examined the impacts of work-related attitudes and perceptions on employees' performance in Information Technology Company based in Australia. The study revealed that work-related attitudes and perceptions significantly predicted self-rated performance.

Moreover, Juliati (2021) focused on the effects of work attitude, organizational culture and discipline on the employees' working performance either partially or simultaneously. The results showed that organizational culture, work attitude and discipline based on partial test positively and significantly had an effect on employees' performance.

Habeeb and Rashmi (2017) researched on the impact of employees' work on job performance in health care industry. P test, F test, correlation and regression outcome showed that work related-attitudes significantly relationship predicted of employees' performances.

In a similar study, Jayarathna and Hettiararchchi, (2014), established the relationship between work-related attitude on employees' performances in Sri Lanka's vocational

and tertiary government sectors. It was discovered that work attitude significantly and positively impacted on employees' related performance.

Furthermore, Aries and Rizqi (2013) analyzed the effects of work attitude, job satisfaction, and organization's commitment on employees' performance. It was identified that work attitude; satisfaction, and organization's commitment positively impacted on employees' performances.

Therefore, in conclusion, detailed studies specifically in KPLC have not yet been conducted especially on the moderating effect of work attitude on the association between work life balance and employees' performance despite several studies having been done on this field its presence is more vital in the achievement of both the organizational and individual goals basing on their performances. Hence in order to fill this gap, the current study intended to identify the impact of work attitude on the relationship between WLB and employees' performance in KPLC.

### 2.6 Demographics (Control Variables) and Employee Performance

This study utilized gender, age and experience as control variables. Research indicates that demographic factors such as age, gender, and work experience can influence employee performance. These variables are often used as control variables in studies to isolate their effects and better understand other influencing factors (Tesluk & Jacobs, 1998; Hyde, 2005; Feldman, 2010).

The relationship between age and job performance is complex. Some studies suggest that as employees' age, they accumulate experience and skills, potentially enhancing performance. However, other research indicates that performance may follow a curvilinear pattern, increasing with age up to a point before declining. For instance,

Ng and Feldman (2010) found that age had a positive relationship with core task performance, but this relationship weakened at higher ages.

Gender differences in job performance have been extensively studied, with mixed findings. Some research suggests no significant performance differences between genders, while other studies indicate that gender may influence performance in specific contexts or roles. For example, a study by Hyde (2005) found that males and females perform similarly across most psychological variables, challenging stereotypes about gender differences in abilities.

Work experience is generally positively correlated with job performance. Experienced employees often have a deeper understanding of their roles, leading to higher efficiency and effectiveness. Tesluk and Jacobs (1998) highlighted that both the amount and type of experience contribute to performance outcomes, emphasizing the value of relevant experience over mere tenure.

Equally, Fieldman (2010) analyzed the gender and age of the respondents. It was revealed that out of the total male count of 92, 40 were from Makerere university business school representing 43.5% of the total and 52 were from Kyambogo University representing 56.5% of the total. Out of the total female count of 83, 37 were from Makerere university business school representing 44.6% of the total and 46 were from Kyambogo University representing 55.4% of the total. The comparison of the numbers showed that male respondents were more than their female counterparts. Subsequently, it was revealed that a large proportion of the respondents were in the age group of 30-39 years. Thiswas an indicator that there was a greater need for employee work life balance in the two institutions.

A study by Sitienei (2015) captured age, gender and tenure control variables. It was deduced that the demographic of the respondents showed that the majority were female, 112 (60.21%) and many employees were in the age bracket 31 to 50 years. The assumption is that employees in this age bracket were more settled in their jobs and desired to be more committed to their job performance. It was further revealed that most of the respondents (44%) had worked for between 6 to 10 years, or below 5 years (33%). Thiswas an indicator that there was greater employee work life balance and performance in the department.

Incorporating these demographic factors as control variables in research allows for a more nuanced understanding of their direct and indirect effects on employee performance. By accounting for age, gender, and experience, studies can better isolate the impact of other variables on performance outcomes.

### 2.7 Literature Gaps

Existing literature revealed that work-life balance significantly influenced employees' performance. Further, evidence from the literature review linking work attitude was very limited. From the theories and empirical literature, the conclusion drawn was that there was inadequacy on the existing framework used to analyze employees' performance and thus failed to give detailed explanation of how work attitude and work-life balance enhanced employees' performance in public sector.

Basing on the literature review, the knowledge gaps were highlighted and the study's main focus was determined, informing this study. Therefore this study aimed to address these knowledge gaps as a contribution to work attitude and employees' performance. Table 2.1 below presented the knowledge gaps and summary of studies.

**Table 2.1 Summary and the Research Gaps**

| Author | Study's Focus | Study's Variable | Findings | Research Gaps |
|---|---|---|---|---|
| Antara, Sitiari, and Sarmawa (2021) | Examined the time management's effects and communication on employee performance with of work motivation as a mediator in Money Crafts Industry, Kama-san Village, Kepeng. | Independent variable: time management and communication<br>Mediating variable: work motivation<br>Dependent variable: employee performance | It was emergent that time management, communication and work motivation all positively and significantly influenced employees' performance. | This study was mediated by work motivation whereas the current study focused on work attitude as a moderator and its effect on the association between WLB and employees' performance. |
| Mutunga and Lawrence (2018)) | Determined the impact of WLB on employees' performances | Independent variable: Stress management<br>Dependent variable: employee performance | It was noted that it is of significance to have a balanced personal life and stress management as this enhances performance of employees. | However, the current study focuses on the moderating effect of specific work attitude on the association between WLB and employees' performance. |
| Nyamka and Ndang (2022) | Explored the effects of time management on employee performance of some three public organizations (councils) in Boyo, Nigeria. | Independent variables: Time management<br>Dependent variable: employee performance | The study revealed that work schedule, punctuality, and procrastination had a positive influence on employee performance. Therefore, time management has a significant influence on employee performance. | However, the study was specifically conducted on three main sectors in Nigeria focusing on the relationship between time management and employee performance which makes the results of the study not generic. Thus, this present study focused on the impacts of time management on employees' performance in KPLC as the only sector and also a Kenyan context. |
| Odita (2020) | Studied the link between stress management and employee performance where manufacturing firms in Edo State were the focus of the study. | Independent Variable: Stress management<br>Dependent variable: Employee performance | The study discovered that there exists a statistically significant correlation between all the stress management strategies outlined in the study and employees' performance in manufacturing firms. | The study was however based only on correlation analysis, whereas, this study is based on both correlation analysis and multiple regression analysis therefore, addressing the methodological gaps in literature. |

| | | | | |
|---|---|---|---|---|
| Beatrice (2016) | Expounded on stress management and employee performance at Kenya Airways Company. | Independent Variable: Stress management Dependent variable: Employee | The study concluded that stress management (work place quality and flexible work scheduling) significantly influenced employees' performance. | The study despite focusing on Kenya, it was centered on stress management in Kenya Airways Company while this present study determines the effect of general WLB on employees' performance in KPLC |
| Vito and Kumanwee (2018) | Determined the relationship between self-management and employee performance in telecommunication companies in Port Harcourt. | Independent Variable: self-management Dependent variable: Employee Performance | The study concluded that self- management has a significant positive relationship with employee performance. | Notably, the study only focused on self-management, while other vital aspects of work life balance stress management and management of time were not considered which formed two of the current study's objectives. Additionally, the previous study focused on telecommunication companies in Port Harcourt whereas this Current study differs as it focuses on KPLC |
| Ramesh et al. (2018) | Examined the effect of emotional intelligence (self-awareness, self-management, social awareness and relationship management) on employee job performance in a selected organization in Malaysia. | Independent Variable: Emotional intelligence Dependent variable: Employee job performance | The results showed that self-management tends to be the strongest predictor towards employees' job performance. | The analysis of the study was based on emotional intelligence on employee performance Malaysian context whereas this present study will be different in that the focus is on the moderating effect of specific work attitude on the connection between WLB and employees' performances. |

## 2.8 Conceptual Framework

The conceptual framework for this study was modeled along the study's objectives and as well the theories on which it was grounded on. It was thus a researcher-based framework as shown in figure 2.1 below. It postulated that work-life balance and employees' performance were positively moderated by work attitude. Employees' gender, age and experience were the control variables. Therefore, for this study, a total of six hypotheses were formulated.

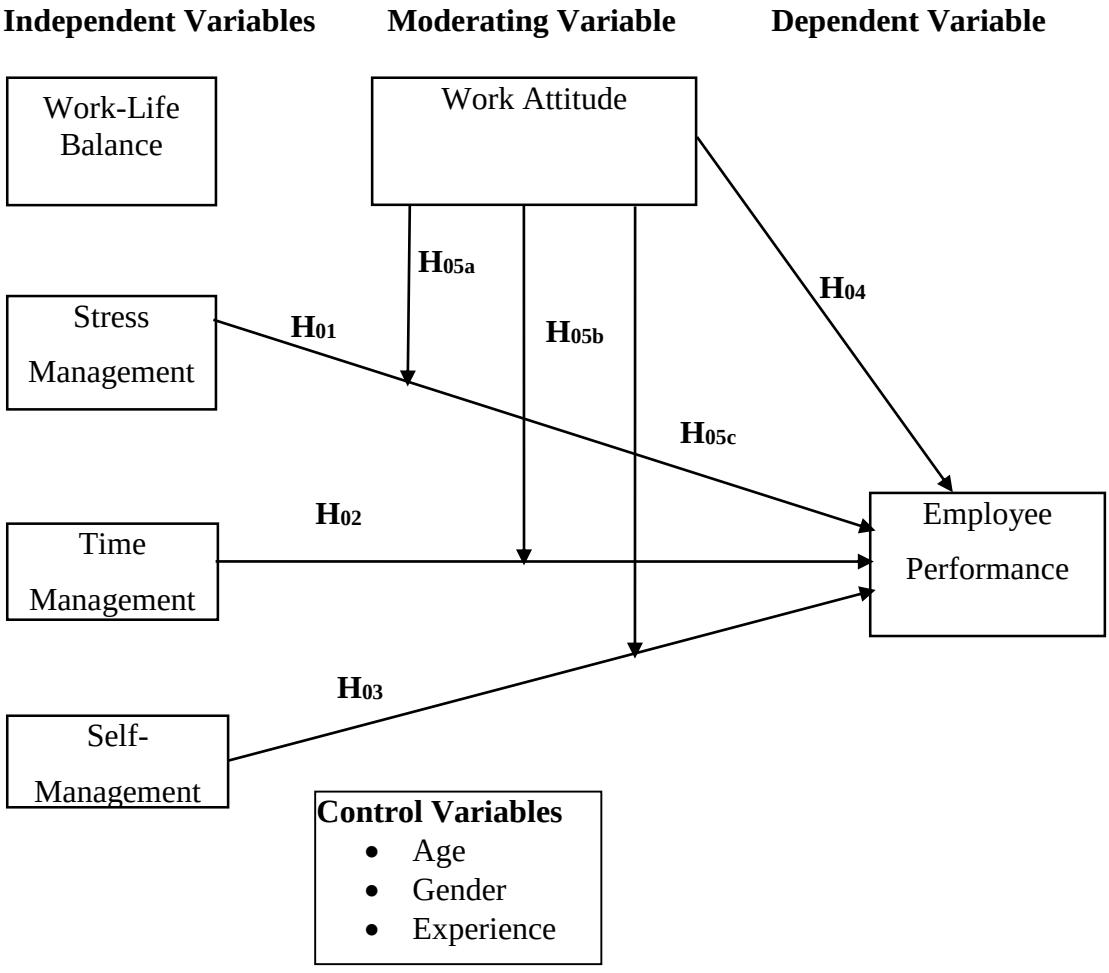


**Figure 2.1: The Conceptual Framework.**

Adopted from: Hayes (2023)

**Source**: Research data, (2024)

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.0 Introduction

This chapter presented an overview of research design adopted for the study and the overall methods that were used. It began by looking at, research design, target population and sampling techniques. Data collection methods were also discussed in this chapter as well as data analysis, reliability and validity and ethical consideration.

## 3.1 Research Design

The study adopted explanatory research design which was concerned with assessing relationship among the study variables. It is therefore, an empirical inquiry in which there is no direct control by the researcher over independent variables since they cannot be manipulated. It instead seeks a description for occurrences of some phenomena (Johnston, 2009) and also it is used in studies that aim to determine the causal relationship between study variables. The design in terms of time factor enabled the study to be carried out at a researcher's own point in time. It is as well quantitative in nature and thus facilitated the use of questionnaires, which enhanced effective collection of data from employees in KPLC Noreb region.

It was deemed appropriate as it provided a means through which information on attitude, opinions and suggestions for improvement was obtained and it also enabled the study to be completed within the horizon of limited time and resources. This design was important in explaining how work attitude moderated the association between WLB and employee performance.

### 3.2 Study Area

The study was conducted in three counties in the NOREB Region including; Uasin Gishu, Nandi and Trans Nzoia Counties (Appendix XIV). The company's headquarters is located in Uasin Gishu County.

Uasin Gishu is located approximately 320 kilometers northwest of Nairobi, the capital city of Kenya. It is one of Kenya's 47 counties, located in the Rift Valley region. The County is divided into six sub-counties: Soy, Moiben, Kapseret, Kessess, Turbo and Ainabkoi which are further subdivided into fifty one locations and ninety seven sub-locations. As of September 2021, the population of the county was estimated to be around 1 million people.

On the other hand, Nandi County occupies an area of 2,884.4 square kilometers. It is divided into six sub-counties; Aldai, Tinderet, Chesumei, Emgwen, Mosop and Nandi Hills. The sub-counties are further subdivided into thirty wards. The county has a population of 885,754 as per 2019 census which is thus made up of a number of Kenyan communities, the majority belonging to Nandi as a native tribe.. Further, it is endowed with a scenic topography that is dotted with numerous tea plantations. These provide the raw material for the county's most vibrant agricultural industry, tea processing. It hosts fifteen of Kenya's tea factories.

Trans-Nzoia County is yet another county in the NOREB region, located between Mount Elgon and Nzoia River, 380 km northwest of Nairobi. Its capital and largest town is Kitale and its community is majorly Luhya. It covers an area of 2495.5 square kilometres. The county is widely agricultural with small scale and large scale maize, wheat and dairy farming. The county is widely known for its role in food production

in the country. It has five sub-counties: Kiminini, Cherangany , Endebess , Kwanza , and Saboti Constituencies.

These areas were selected because few studies have been conducted there; hence it was pertinent to understand how work-life balance and work attitude as a moderator affect employee performance at KPLC. The Noreb region further has a high number of employees that provided the population of interest in the study and hence gave vital information on the factors of interest for employee performance.

### 3.3 Target Population

According to Mugenda and Mugenda, (2003), population is a defined set of elements, events, people, services and group of things or households that are being looked into. It further refers to the total combination of all the factors about which the researcher wishes to make decision (Cooper and Schindler, 2011). Therefore, this study's target population comprised all KPLC staff from the three counties in the NOREB region working in various capacities, including top, middle and low cadre of management hierarchy as shown in table 3.1 below. According to the company's website and also the HR department Database, (2023), there are 2800 staff working in NOREB region, this forms the study's population as shown below.

**Table 3.1 Population**

| **Category** | **Employees** |
|---|---|
| Uasin Gishu County | 1400 |
| Nandi County | 600 |
| Trans Nzoia County | 800 |
| **Total** | **2800** |

**Sourc**e: Research data, (2024)

### 3.4 Sampling Design and Procedure

This study adopted two sampling techniques that is, stratified sampling and simple random sampling techniques at different stages of the sample(s) selection to select 350 respondents from the study population. The aim of this was to secure a representative group that would allow the researcher to gather data about an entire population.

To begin with, stratified sampling involved grouping the population into homogeneous subsets called strata thereafter, selecting elements within the respective subset ensuring total representativeness from each of the three counties. The major aim of this technique was to achieve the best representation from the sub-sets in the entire population. In this technique as well, respondents were selected in that the existing strata in the population would be equally represented in the sample (Kothari, 2004). Thereafter, the study employed simple random sampling technique to pick the elements in each sub-group. According to Zikmund et al., (2000), this method was deemed fit since it enabled for the selection of a sample by the researcher from each stratum without discrimination. This method also allowed inferences about the sub-population represented by each stratum to be made.

Therefore, the sample size was computed using Yamane (1967) formula for sample size determination.

$$n = \frac{N}{1 + \mathrm{Ne}^2}$$

Where; N = Population; *n* = Sample size; size; e = standard error (sig = 0.05). Hence, with the above information, placing the formula for the current population gave a sample size as follows:

$$n = \frac{2800}{1 + 2800 \text{ x } 0.05^2}$$

Sample size ($n$) =

$$n = \frac{2800}{8} = 350$$

**Table 3.2 Sample Size Distribution**

| Category | Study Population | | Sample Size |
|---|---|---|---|
| **Uasin Gishu County** | | | |
| Top Level | 100 | 140 / 1400*100 | 10 |
| Middle Level | 500 | 140 / 1400*500 | 50 |
| Low Level employees | 800 | 140 / 1400*800 | 80 |
| **Sub Total** | **1400** | | **140** |
| **Nandi County** | | | |
| Top Level | 60 | 90 / 600*60 | 9 |
| Middle Level | 120 | 90 / 600*120 | 18 |
| Low Level employees | 420 | 90 / 600*420 | 63 |
| **Sub Total** | **600** | | **90** |
| **Trans Nzoia County** | | | |
| Top Level | 80 | 120 / 800*80 | 12 |
| Middle Level | 200 | 120 / 800*200 | 30 |
| Low Level employees | 520 | 120 / 800*520 | 78 |
| **Sub Total** | **800** | | **120** |
| **Total** | **2800** | | **350** |

Source: Research data, (2024)

### 3.4.1 Unit of Observation

The aim of this study was to identify the effect of work attitude on the relationship between WLB and the performance of KPLC's employees. It was therefore of greater need to seek fast information about how these study variables influenced the performance of the employees. Thus, the study aimed at obtaining the information from the KPLC's employees. Therefore, the unit of analysis was the Kenya Power employees in NOREB region.

### 3.4.2 Unit of Analysis

According to Kathuria, Partovi, & Greenhaus, (2010), this refers to the component from which information is obtained. Therefore, the unit of analysis was the individual employees since the main objective of this study was to determine the different factors influencing performance among the employees drawn from KPLC. This was in discernment of assertion that it was not possible for a firm/company to produce answers to a questionnaire but instead it had to be conducted by human respondents. Hence, it was vital to use respondents in obtaining data about organizational practices as stated by Kathuria *et al*., 2010; Olhager and Hallgren, 2009).

## 3.5 Data Collection

This part outlined the sources of data, data collection instruments and also the procedure for data collection.

### 3.5.1 Sources of Data

In sourcing for data, primary sources were used. This was the original data or the raw data that would be related directly to the problem. It was that kind of data the researcher acquired using various techniques like questionnaire, interviews, or surveys (Tisdell & Merriam, 2015). Therefore, data in this study was obtained by use of close-ended questionnaires. The part of the information that would be sourced from the employees was traced and contained in the questionnaires.

### 3.5.2 Questionnaire

Questionnaires were employed in this study to obtain the relevant data. It entailed closed ended questions which were highly preferred as they could be coded with ease and as well analyzed. The use of questionnaires was adopted because they allowed the researcher to diversify and obtain large information from many respondents

making the study findings more reliable and dependable. They were also of equal importance to both the respondents and the researcher because it was easier to code and analyze as argued by Vanderstoep and Johnston, (2009). According to Kothari, (2004), the use of questionnaires enables the researcher to obtain data within the confines of time since most of the needed information was simply brought forth in writing.

They were therefore, administered by the researcher who ensured no bias or errors during collection of data. The questionnaires had four sections. Section A majorly dealt with demographic data. On the other hand, section B consisted of work-life balance practices, comprising of three components: stress management, time management and self-management with eight items each. Section C consisted of items on work attitude comprising of eight items. Section D consisted of items measuring the performance of employees comprising of eight items.

### 3.5.3 Data Collection Procedure

To begin with, student's approval for research was facilitated by faculty school of business and economics from Moi University which was then used by the researcher to seek permit for a research from NACOSTI (National Commission for Science, Technology and Innovation). The major purpose of the questionnaires was then explained by the researcher through an introductory letter to each of the respondents so as to dispel fears and increase the response rate. Therefore, the respondents were given at least two weeks to fill and submit the filled questionnaires which were then collected by the researcher for analysis.

### 3.6 Pilot Study

As Sincero, (2012) states, this is a fast plan employed by the researcher prior to the actual research so as to test a smaller sample size as compared to the actual sample size. It was carried out to detect limitations in design and instrumentation sample as Cooper, Blumberg and Schindler, (2011) posit. The techniques that were used in conducting piloting exercise were the same as those employed during the actual data collection. This was a rehearsal and as well a replica and of the main research survey. Piloting was therefore undertaken to pre-test the reliability and validity of the questionnaire. It was therefore piloted at KPLC offices in Kericho County because they possessed similar qualities to the study area. In this study, 28 respondents were selected in the piloting of the questionnaire, which was 8% of 350 respondents. This is in line with Kothari, (2004) argument that the number involved in the piloting exercise should be small (1% to 10% of the sample size). The final draft of the pre-test tool was distributed to the respective respondents and this was after the layout, sequencing, validity of the questions and corrections were made on wording.

### 3.7 Validity and Reliability of Research Instruments

As Mohamad and Sulaiman, (2015) posits, it was therefore of great importance to consider reliability and validity of the research tools before being put in use. Reliability and validity were both important in determining if the instrument was of good standards. It was vital in pilot exercise since it enabled the researcher to make the best decisions on the suitability of the research instrument before the actual data collection commenced as stated by Van et al., (2001). This also helped the researcher to identify whether the research instruments were fit for the purposes for which they were intended.

### 3.7.1 Validity

This points out the extent to which a research instrument measures what it is intended to measure. It the measure to which a research instrument has the accurate and right questions to be asked, (Booth, 2008). As asserted by Johnston and Vanderstoep (2009), it is the meaningfulness and consistency of research outcome.

Face, construct, content, and criterion validities in this research were tested. Face validity was measured through inspection of the variables under study for their appropriateness to plausibly appear to replicate what it was intended to be measured. For content validity, the concepts under study were identified from past literature on work life balance, work attitude and employee performance. Opinions from professionals in the School of Business and Economics, Moi University were sought. Additionally, varied conceptualizations from extant literature were also conducted (Zikmund *et al*., 2013). Consequently, criterion validity was carried out to help in the generalization of the study findings to the population of KPLC from which the sample was drawn.

Construct validity established the extent to which the constructs hypothetically related to one another to measure a concept based on the theories underlying the research as posited by (Zikmund *et al*., 2013). Therefore, construct validity was measured by a thorough review of the theories that underlie the major variables under study. In achieving construct validity, convergent and discriminant validity were established. This was done by detecting the correlation matrix and the inter-construct correlation. This validity was indicated by predictable low correlations between the measures of interest and other measures not measuring the same variable. Convergent validity exist when concepts that should be related to one another are actually related, while discriminant validity is when a measure or

scale is unique as encapsulated by (Hair, Anderson, Babin, & Black, 2010) and not just a reflection of other variables.

### 3.7.2 Reliability

This is the degree to which an instrument in research yields consistent outcome or results even after repeated trials, (Greener, 2008). It was calculated by applying Cronbach's' Alpha during piloting. This method was suitable as it did not require subjecting the subjects to the same questionnaire over repeated times which in one way could frustrate them hence inconsistency as stated by Louis, (2020). It therefore, assessed the internal consistency, measuring how the subjects are related when they were grouped together (Hair, 2010).

The formula for Cronbach alpha was:

$$\alpha = \frac{K\hat{\mathrm{r}}}{(1 + (K - 1)\hat{\mathrm{r}})}$$

Where K - Number of items

$\bar{\mathrm{r}}$ - Mean (inter-indicator correlation)

As noted by the scholars, good reliability coefficient's value should be at least 0.70, as pointed out by Hair *et al.,* (2010). However in some instances, coefficients of up to 0.65 could be deemed fit for instance in social research studies (Johnston and Vanderstoep, 2009). Therefore, in relation to this the major assumption made was that items with high correlations were suitable for a general test (Hair *et al.,* 2010). According to Taber, (2018) the items in the questionnaire would be considered acceptable or reliable if the Cronbach's Alpha would meet the threshold of 0.7 and above. However, the items in the research instrument would be reviewed if Cronbach's Alpha would be below 0.7 threshold mark. The researcher was able to

review and assess the research instrument and made sure that all the objectives of the study were covered by the items put in place, (Dikko, 2016).

### 3.8 Measurements of Variables

The study identified the key measures for each variable and then used the five point Likert scale to measure dependent, independent and moderator variables so as to measure them. The scale consisted of an interval scale of 1 to 5 (5 = strongly agree, 4 = agree, 3 = undecided, 2 = disagree, and 1 = strongly disagree). The study had one dependent variable (employees' performance), one moderator (work attitude) and three independent variables (stress management, time management and self-management).

In this research, the influence of WLB and work attitude at work (happiness at work, job satisfaction and affective organizational commitment) on employee performance was measured at KPLC. The research instrument (questionnaire) was employed as the source of data collection which was in line with the extant literature.

The research instrument used in this study contained four sections. To begin with, section A entailed items related to the demographic information for instance, the respondents' gender, age and years of tenure. Section B on the other hand, related to the dependent variables (DV). Section C on the other hand, related to the independent variables (IV). Precisely, the second section encompassed items constructed to measure the dimensions of work-life balance (independent variables). Lastly, the forth section, section D included items which measured the moderating variable's dimensions.

The research instrument attempted to gather information relating the impact of independent variables and moderating variable on dependent variable. Following the

extant review of the literature, the items in the questionnaire were adequately selected and thus measured the model dimensions.

Minor adjustments were made accordingly to these items so as to ensure that the selected items were suitable and applicable to the context of the study.

### 3.8.1 Control Variables

Control variables including gender, age and experience were all measured using information in section one of the questionnaire entailing the demographic details.

### 3.8.2 Employees' Performance

Using eight-item scale, performance of the employees was measured using timeliness, efficiency, quality of work, creativity and innovation and client feedback (Robbins & Judge, 2013; Cascio, 2006; Gremler & Bitner, 2006). Therefore, a five-point Likert scale was used to gather information from the responses entailed in Appendix II section B of the questionnaire ranging from 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

### 3.8.3 Work-life balance

WLB was measured through first-order indicators. The three first order indicators were stress management, time management and self-management. The Likert scale ranging from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) to 5 (strongly agree) was used to measure each part.

Stress management was assessed using eight-item scale while time management was measured through 8 item-scale and self-management was also measured with the help of eight item scale. All these items were displayed in Appendix II, section C.

### 3.8.4 Work Attitude

An eight-item scale was used to measure work attitude. Several validated scales assess various dimensions of work attitudes, including job satisfaction, affective organizational commitment, and work engagement. Therefore, a five-point Likert scale was used to obtain information from the responses given as entailed in Appendix II section D of the questionnaire ranging from 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

**Table 3.3: Summary of Measurement of Variables**

| No. | Section in Questionnaire | No. of Items | Level of Measurement | Source(s) |
|---|---|---|---|---|
| 1 | Part A: Employee Performance | 8 | Likert Scale Transformed arithmetically | Bernaards et al., (2014) London et al., (1995) Griffin et al., (2007) Woo (2017) |
| 2 | Part B: Stress Management | 8 | Likert Scale Transformed arithmetically | Kaluza (2000) Maslach et al., (2016) Pestonjee (1999). Cohen et al., (1983) |
| 3 | Part C: Time Management | 8 | Likert Scale Transformed arithmetically | Macan et al., (1990) Bond et al., (1988) Britton et al., (1991) Claessens et al., (2007) |
| 4 | Part D: Self-Management | 8 | Likert Scale Transformed arithmetically | Mezo et al., (2009) Brown et al., (1999) Bateman et al., (1993) |
| 5 | Part E. Work Attitude | 8 | Likert Scale Transformed arithmetically | Spector, (1997) Porter et al., (1979) Schaufeli et al., (2002) |

Researcher, (2024)

### 3.9 Data Processing and Analysis

According to Preacher and Hayes, (2004), this involves the process whereby the data during a research is structured and given meaning. Therefore, data was assessed for consistency, completeness, errors, and sifted before analysis. For further analysis, it was then fed into the SPSS, version 42.0 software program with significance value of

0.05. Both inferential and descriptive statistics were involved in the analysis of data collected.

Descriptive statistics were employed so as to summarize data and also for the description of basic characteristics and in a clear, precise and understandable manner. On the other hand, so as to make inferences about the entire population, inferential statistics was utilized. The study also looked into factor analysis.

### 3.9.1 Descriptive Statistics

This was used to summarize, organize and describe data. Frequency distribution, measures of central tendency and dispersion such as the value that occurs with the highest frequency (mode), the arithmetic average of values in a set (mean) and the middle number in an array of values ordered in an ascending manner (median) both for the three study variables. The study findings were analyzed and summarized in associated standard deviations, means, frequencies and percentages and to display the summarized data, bar graphs were utilized.

Moreover, to represent the information obtained for demographics pie charts were applied and tables as well were used in presenting the data in each of the study variables.

Skewness and kurtosis were also employed. Skewness indicated how data points were concentrated at the low or high ends of the scale of measurement, (Norusis, 2010). A negative value indicated skew to the left; a positive, skew to the right. On the other hand, how data was concentrated around the mean by assessing how flat or peaked the data distribution was, was explained by Kurtosis. Therefore, a positive value indicated leptokurtosis (less items in the intermediate regions but more at the tails and near the

mean) while a negative value indicated platy kurtosis (more items in intermediate regions but fewer at the tails and at the mean), (Norusis, 2010).

A significant deviation from normality would be indicated if the skewness or kurtosis value was outside the threshold of $\pm$ 2.0 and $\pm$ 3.0 respectively, (Norusis, 2010).

### 3.9.2 Inferential Statistics

This involved use of various significance tests to test hypotheses and it aimed at determining the cause-effect association between variables. The study thus used multiple regression, correlation, and ANOVA analysis so as to determine the existing association between the study variables.

#### 3.9.2.1 Correlation Analysis

This was an analysis that was conducted to determine the degree of relationship between the study variables. It used a correlation coefficient, statistical measure to identify relationship between dependent and independent variables. It denoted that, a value of -1.00 shows a perfect negative and strong correlation whereas a value of +1.00 shows a strong and perfect positive correlation. Therefore, the closer the correlation (r) is to $\pm$ 1.0, the greater the degree of association between the variables involved. Values less than 0.35 indicated poor or low correlations while values ranging between '0.36 to 0.67' indicated moderate correlation. Further values ranging between 0.68 to 0.90 showed strong and high correlations while values greater than 0.90 indicated very high correlations (Field, 2005).

The correlation between the two variables was tested using the Pearson's product correlation. SPSS (data analysis software), was used to generate and compute a correlation matrix to show the association among the study variables.

### 3.9.2.2 Factor Analysis

Dimensions in the study, for instance, those of work-life balance and work attitude, were analyzed as latent and unobserved, each being assessed by various observed constructs. Factor analysis (FA) was therefore necessary to be conducted to affirm whether they represent the underlying study variables and as well to minimize the large number of measured variables into a fewer variables that could contain as much data from the original variables as possible (DeCoster, 1998). A statistical method, (Principal Components Analysis, PCA) was adopted to execute this data reduction and as well identify components (unobserved variables) which could account for as much deviation as possible in a large set of observed variables (Mann, 1995).

Factor analysis was also done to ensure that important items for data analysis were retained by identifying the highly loaded items. To reduce the number of items (questions), exploratory factor analysis was used. This was vital as larger number of items in avariable would make the study to be ambiguous. Therefore, variables with similar characteristics were grouped together to create a small number of factors while the residual factors were retained for further analysis. Factor analysis suitability about the sample size was first checked as argued by Lee and Comrey (1973). Williams (2008) asserts in their study, a sample size of 100 as poor, 200 as fair, 300 as good, 500 as very good and 1000 as excellent. Therefore, in this study, the sample size was 350 which was in this case considered applicable. To determine the factors to be retained as per PCA method, this study used the Kaiser-Meyer-Olkin (KMO) and Bartlett's Test which accounted for all the variance including those found in the error term and the coefficients of correlation (Onsman, Williams and Brown, 2010).

In conducting FA, four steps would be adhered to: factorability of data assessment; overall fit assessment and deriving factors; labeling and interpreting factors; and lastly factor scores computation that would be employed in subsequent analysis (Heir, 2006). Several criteria were used to determine whether the data was suitable for factor analysis. The determinant was checked to ensure that it is not zero to ensure that there was no multicollinearity in the factors. The Bartlett's test of sphericity (the condition where the combinations of related groups or levels' variances all are all equal) was inspected to see whether it was significant, that is, greater than 0.05, while the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was inspected to see whether it was above the 0.5 threshold thus suggesting that the factor model would be suitable.. Finally, variables' correlations were inspected to know whether they correlated at minimum 0.3 with at least one other item (indicating some latent constructs) and that none of the items correlations was above 0.9 threshold (showing no data singularity). In this study also, Eigen values greater than 1 from the Kaiser criterion for retaining factors was also applied as suggested by Yong and Pearce (2013).

#### 3.9.2.3 Assumptions of Regression Model

These were the assumptions tests necessary to ascertain the level in which the data met the regression assumption. The assumptions' violations could result in errors and poor significance tests and confidence levels (Hadi and Chatterjee, 2012). Therefore five multiple regressions' assumptions were ascertained, that is; normality, linearity, homoscedasticity, multicollinearity and data independence (Osborne & Waters, 2019).

#### 3.9.2.3.1 Normality Test

According to Keith, (2006), this was the assumption that was directly linked to the normal distribution curve that describes the kind of values the researchers should anticipate for. It postulates that the constructs have normal distribution. Variables that are highly Kurtotic or skewed (variables not normality distributed) would affect the tests level of significance and correlations. Further normality test could be conducted in many ways including, P-P plots, visual inspection of data plots and skewness (deviation of distribution from symmetry) and kurtosis (peakness of the distribution) and as well Shapiro Wilks Tests and Kolmogorov-Smirnov (Wilk and Shapiro, 1965). Kurtosis andskewness values would always be zero in normal data distribution with their values falling within the threshold of -2 and +2 for skewness and -7 and +7 for kurtosis (Fidell and Tabachnick, 2007).

#### 3.9.2.3.2 Linearity Test

Linearity refers to the mathematical equation "y = cx," (c referring to any constant value) whereby the two study variables involved, "x" & "y," are related. Linearity test was vital since regression, correlation and the general model for linear regression assumed linearity and requires the relationship between the two direct related variables to be linear. Since linearity test was sensitive to effect of outliers, it was therefore necessary to confirm the presence of the outliers. It thus ensures that the data was obtained from a population that presents the variables of interest in a linear manner hence the need to conduct linearity test.

The regression equations were used to model the relationship between the dependent variable and the independent variable.

#### 3.9.2.3.3 Test for Multicollinearity

When there is high correlation on independent variables with one another, multicollinearity could be said to have occurred (Sarkar, Rana and Midi, 2010). The test was conducted so as to find out if there was high correlation between one or more predictor variables so that one would be linearly predicted from the other variables. VIF and Tolerance criteria were used for diagnosis where the presence of multicollinearity would be confirmed by small tolerance and large VIF values (Keith, 2006).

#### 3.9.2.3.4 Homoscedasticity

This is an assumption that points out equal precision of errors across all levels of predictor variables and would be tested using Levene's statistic for equality of variances (Waters and Osborne, 2012). It would therefore be assumed that the error estimates would be evenly spread between the constructs (Keith, 2019). The residuals would either have rectangular distribution or would be concentrated around 0 (center). The assumption holds that, if the Levene's test statistic would be significant, violation of homoscedasticity would therefore be confirmed (Barbakh, 2012).

#### 3.9.2.3.5 Autocorrelation

This is the assumption that holds that when the residuals are dependent on each other, auto correlation would be said to have occurred (Fidell and Tabachnick, 2001). Thus, Durbin-Watson test was used test for autocorrelation which assumes values between 0 and 4. However, considering thumb rule, values >1.5 and <2.5 indicate no autocorrelation, (Field, 2009). The conservative rule provides that values greater than 3 and lesser than 1 and should raise a concern.

### 3.9.2.4 Multiple Regression

Multiple regression analysis was employed to look into the association between the constructs (three independent variables, one moderator and one dependent variable), Oliveira and Siemsen, (2020) and as well to identify whether dependent variable (employees' performance) was predicted by a group of independent variables (work-life balance practices). Multiple regressions were used in hypotheses testing applied as a technique to predict the value of a variable that was unknown (dependent variable, Y) from the known values of two or more variables (independent variables, $X_n$), (Peck, Vining and Montgomery, 2012). The suitability of the model of multiple regression was tested using the F-test where a significant F showed a linear relationship between at least one of the X's both with or without a moderator and Y. The coefficient of determination ($R^2$) was examined to interpret the regression model where always would be between 0 and 1. Therefore, when the values are close to 1, the model and its prediction would be better interpreted. To test the null hypotheses, t-test coefficient would be interpreted and its significance would reveal that Y would be significantly influenced by the variable being studied. Therefore, from the model, each independent variable's beta coefficient (β) was generated.

### 3.9.3 Specification of the Model

The conceptual and statistical diagrams from the study were depicted in the figures below (3.1, 3.2 and 3.3).

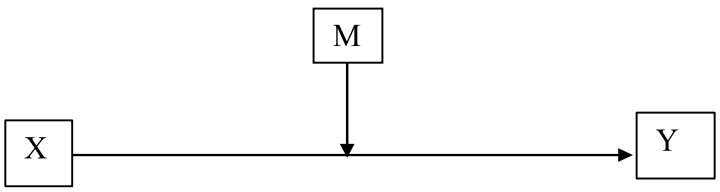


**Figure 3.1: Moderation Analysis Conceptual diagram**
**Source: Andrew Hayes' Model**

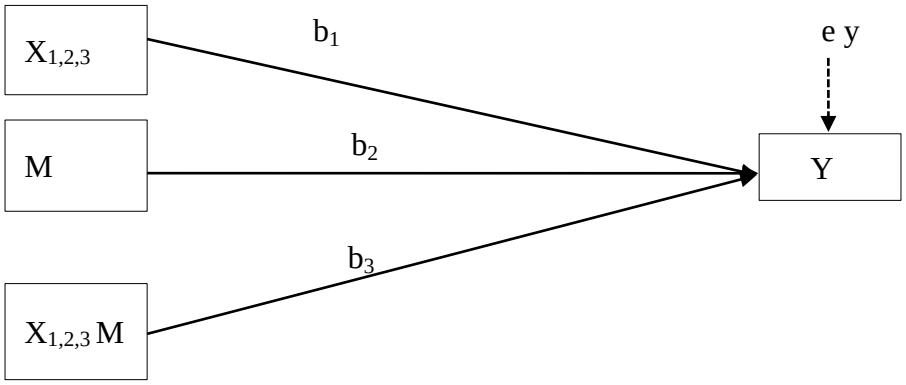


**Figure 3.2: Statistical diagram**

**Source: Andrew Hayes' Model**

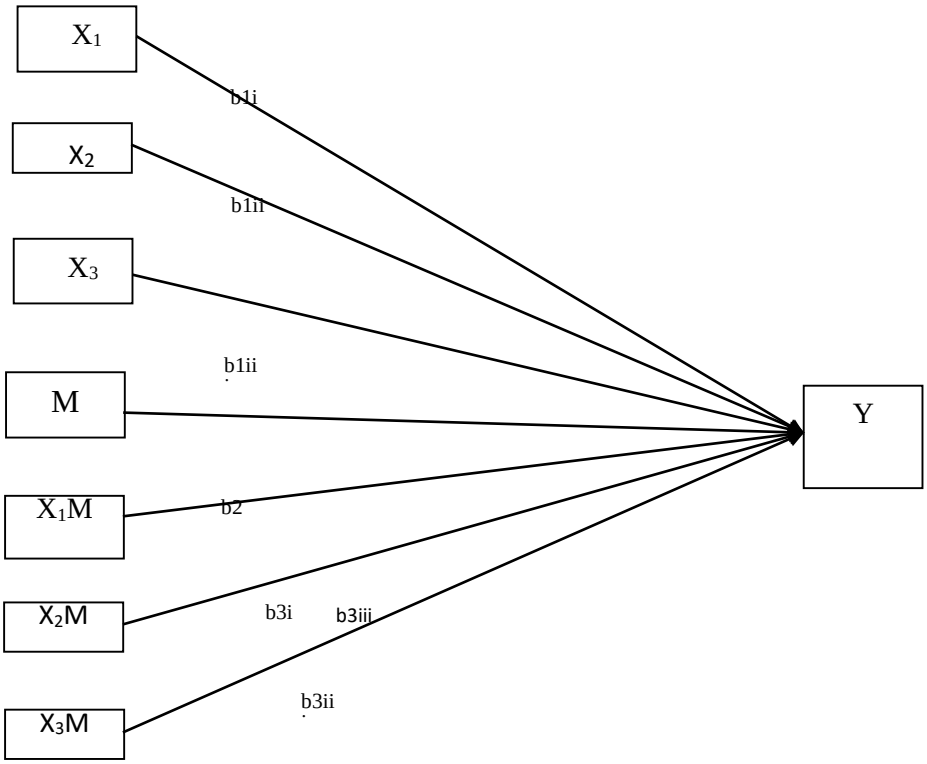


**Figure 3.3: Moderation Analysis Statistical diagram**

**Source: Andrew Hayes' Model**

### 3.9.4 Testing for Direct Effect and Moderation

The aim of the current study was to determine the influence of work-life balance on employee performance with the moderation of work attitude. For direct effects

between employee performance and work-life balance models of multiple regression were given as follows;

$$\mathbf{Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon} \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \text{(1)}$$

Where;

**$Y$** - Dependent variable (Employee performance)

**$\beta_0$** - Intercept (constant)

**C** - Control variables

**$\beta_{1, 2, 3}$** - Variables' coefficients

**$X_1$** - Independent variable 1 (Stress Management)

**$X_2$** - Independent variable 2 (Time Management)

**$X_3$** - Independent variable 3 (Self-Management)

**£** - Model's error term

### 3.9.5 Test of Moderation

A moderator was a third variable that adjusts the strength of a causal relationship. It is a variable that affects the direction or strength of the relationship between study variables (Baron & Kenny, 1986). The study used hierarchical multiple linear regression to test for moderation effects (Baron & Kenny, 1986). First, control variables in the model were regressed against employees' performance for potential direct effects. Secondly, control variables and work-life balance aspects were regressed against employee performance. Thirdly, moderating variable was introduced and regressed together with other variables. Therefore, the interaction term between predictor and moderating variables was obtained by multiplying the two

variables that produced an interaction effect done at different stages for each individual interaction as specified in the hierarchical regression models below:

The model specification was as follows:

$Y = \beta_1 + C + \varepsilon$ …… (1)

$Y = \beta_1 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$ …… (2)

$Y = \beta\, 0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 M + \varepsilon$ …… (3)

$Y = \beta\, 0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_1 * M + \varepsilon$ …… (4)

$Y = \beta\, 0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_1 * M + \beta_5 X_2 * M + \varepsilon$ ……..... (5)

$Y = \beta\, 0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_1 * M + \beta_5 X_2 * M + \beta_6 X_3 * M + \varepsilon$ ……..…... (6)

**Where;**

**Y** - Dependent variable (Employee performance)

**$\beta_0$** - Intercept (constant)

**C** - Model's control variables

**$\beta 1$... $\beta_6$** - Variables' coefficients

**$X_1$** - Independent variable 1 (Stress Management)

**$X_2$** - Independent variable 2 (Time Management)

**$X_3$** - Independent variable 3 (Self-Management)

**M** - Moderating variable (Work Attitude)

**£** - Error term

### 3.10 Ethical Considerations

These are set norms of conduct that best distinguishes acceptableand unacceptable behaviors (Resnik, 2011). It posits that when studies involving human beings are being conducted, ethical considerations should be adhered to. These included; treating people equitably, privacy, courtesy and respect, consent and right to withdraw the consent, safety and freedom to discontinue participation in a given research (Traianou and Hammersley, 2012). The researcher ensured that the research was undertaken in a professional manner. Research permits from relevant authorities and as well the National Commission for Science, Technology and Innovation (NACOSTI) were sought and granted before the study commenced. Further, before engaging potential respondents, written or verbal consent was sought from them. Moreover, before the research commenced,risk assessment was carried out so as to ensure the participants' safety was upheld and as well treated with dignity and respect. Codes instead of names of the subjects were used and reporting only the requested information so as to enhance confidentiality and privacy. Lastly, subjects were also assured of their freedom to withdraw from the study in the event that they felt the information sought could cause them any harm.

# CHAPTER FOUR

# DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

## 4.0 Study's Overview

This section presents the research outcomes and findings arrived at through the research methodology. It further reports the findings on the relationship between work life balance and employee performance under the moderating effect of work attitude in KPLC Noreb Region. Moreover, it gives results of the objectives of the research the study including the effect of stress management, time management and self-management on employee performance.

## 4.1 Study's Response Rate

This study targeted 350 KPLC's Noreb Region employees including Uasin Gishu County, Trans Nzoia County and Nandi County. Out of 350 questionnaires that were administered, 322 were duly filled and returned resulting to a response rate of 92% which was termed high as a result of the researcher making a good pre-study allowing him to make adjustments of the items on the questionnaire as per the respondents' 'capacity to respond with ease'. On the other hand, 28 questionnaires yielding to 8% were not recovered by the researcher. To ensure that the questionnaires were dully filled, the researcher had to make thorough follow ups and also monitor the respondents by engaging 3 research assistants from the three counties through regular phone calls. According to the recommendations by Saldivar, (2012), a study's response rate of 50% - 70% is deemed suitable. In this study, personalization and appearance in personal enhanced a high response rate as argued by Hadlock, Levine, and Kaplowitz, (2004). The breakdown of the response rate on the questionnaires administered was summarized in table 4.1 below.

**Table 4.1: Study's Response Rate**

| Response Rate | No | % |
|---|---|---|
| Questionnaires administered | 350 | 100 |
| Questionnaires Returned | 322 | 92 |
| Questionnaires not returned | 28 | 8 |
| **Total** | **350** | **100** |

***Source**; Research Data, (2024)*

### 4.2 Data Screening and Preparation

Before undertaking the analyses, data cleaning and screening were conducted to ensure that data for the previous analyses were subsequently correct and accurate (Fidell and Tabachnick, 2013) and as well to check for data latent errors and to clean the data before conducting the analysis (Hair, 2006).. Therefore, screening of data aimed at checking for multivariate outliers and cleaning the missing data.

#### 4.2.1 Missing Data

Missing data refers to the unavailability of relevant data in some variables facilitating the analysis of data and this could cause negative impacts in analysis, (Hair *et al*., 2006). To ensure that data had no missing values and also to make this research assertive, the researcher right from the field had to put up necessary measures since this had been pointed out as one of the main issues in the analysis of data (Fidell and Tabachnick, 2013). The amount of missing data could be identified as an issue but the missing data pattern could be assumed or ignored. However, in this study, there were no cases of missing data experienced.

#### 4.2.2 Multivariate Outliers

As Hair *et al*., (2010) states, examining multivariate outliers caters for univariate outliers. Therefore, this study addressed these multivariate outliers. Fidell and Tabachnick, (2013) argue that due to poor data entry or otherwise unusual or

synonymous values (outliers) in a data set may occur hence becoming potential sources of internal validity threats. Therefore, there was need to eliminate such threats through cleaning the outliers' data (Stevens, 2002). To check for the availability of the multivariate outliers, Mahalanobis distance ($D^2$) technique was used. Its computation was conducted using the linear regression and saving the commands in the statistical tool (SPSS version 4.2). As noted by Fidell and Tabachnick, (2013), $D^2$ always followed a chi-square distribution and if it would have a probability less than 0.001, the case would be noted to being a multivariate outlier. In this study, all data had values greater than 0.001, hence depicting no presence of multivariate outliers.

Table 4.2 below showed the Mahalanobis Distance results.

**Table 4.2: Mahalanobis Distance**

| | **Criteria** | **Statistic** |
|---|---|---|
| Mahalanobis Distance | Mean | 3.988 |
| | Standard Deviation | 3.327 |
| | Max | 27.147 |
| | Min | 0. 118 |

**Source:** *Research Data, (2024)*

### 4.3 Demographic Characteristics' Analysis

Demographic data plays a very important role in providing information concerning participants' attributes. Apart from enhancing the representativeness of study population hence facilitating generalization, demographic information also gives important information towards assessing the impacts generated by such variables towards the intended relationships as postulated by Hair *et al*., (2006). In the current study, three variables, age, gender, and experience were treated as control variables (demographic variables) which in that case could not be manipulated. Therefore, the major purpose of examining these demographics distribution in the study sample was

aimed at highlighting the possibility of control for their extraneous impact, their composition and possibility of their effects on the study's variables.

In relation to response rate of gender in this study, male population was 233 (72.4%) while that of the female was 89 (27.6%). This implied that the company preferred to employ male employees because unlike the female parties who, from time to time have to attend to other domestic tasks (responsibilities related to motherhood and taking care of children in time of sickness among other duties), the company prefers male workforce due to their flexibility hence they are more flexible and effective in discharging their duties.

Furthermore, the study looked into the distribution in respondents' age. It was noted that the respondents aged between 36 – 45 years had the highest percentage (36.6%) followed by those aged more than 46 years (31.4%) then respondents aged between 25 – 35 years (29.2%), and respondents aged below 25 years with a mere 2.8%, showing that in this study the workforce was elderly. This implied that the employees in this age limit were engaged with families hence their greater understanding of work-family needs and balance and conflicts management between them which was in line with the performance levels enhancement.

Moreover, the study further determined the level of respondents' tenure. The outcome showed that the employees who had worked for more than 11 years had a larger percentage of 33.9%, followed by the respondents who had worked for 6 to 10 years (30.7%), then those who had between 1 and 5 years of experience (23.6%) and lastly 11.8% those who had less than 1 year of experience (23.6%). This showed that a larger number of employees had an experience for more than 10 years hence implying that the respondents were suitable for providing the study with reliable data hence

applying their acquired knowledge and skills on the best way to strike a balance between work and personal life while delivering their duties and tasks. This therefore, enhances their performance in the company. Table 4.3 below shows the demographic information given above.

**Table 4.3: Demographic Characteristics**

| | | Frequency | % |
|---|---|---|---|
| Gender | Male | 233 | 72.4 |
| | Female | 89 | 27.6 |
| | Total | 322 | 100.0 |
| Age | Below 25 Years | 9 | 2.8 |
| | 25-35 Years | 94 | 29.2 |
| | 36-45 Years | 118 | 36.6 |
| | 46 Years or Above | 101 | 31.4 |
| | Total | 322 | 100.0 |
| Experience | Less than 1 year | 38 | 11.8 |
| | 1-5 Years | 76 | 23.6 |
| | 6-10 Years | 99 | 30.7 |
| | 11 years or Above | 109 | 33.9 |
| | Total | 322 | 100.0 |

**Source:** Research Data, (2024)

### 4.4 Cross-Tabulation of Demographic Data against the Study's Variables

This study aimed at exploring the existing relationship between respondents' demographic characteristics and the study's variables. Demographics data were therefore cross-tabulated with five variables representing one dependent variable, three independent variables and one moderator (Feldman, 2008). One Way Analysis of Variance (ANOVA) was used to determine the presence of significant differences in demographic data. As it was the case in this current study, when a categorical independent variable relating to a single numerical dependent variable has more than two levels, ANOVA would therefore be more suitable across the various levels in exploring the significant differences basing on the assumption that the observations were independent of one another and could not be re-used. In One Way Analysis of

Variance, F-statistic was employed as a statistical method used to know the kind of the demographic factors or research objectives that differ more significantly when compared to the variables under study as stated by Seltman, (2012). This method was therefore, employed to explore whether there were any significant difference between the demographic factors' means (gender, age and tenure) and the means of the variables under study (stress management, time management, self- management, work attitude and employee performance).

T-test on the other hand was used to test if there was any statistical significant difference between the demographic factors and study variables means. It helped in comparing the average values of the data sets involved and as well determined if they were from the same population as Seltman, (2012) states.Therefore, for findings to be statistically significant, a p-value (the probability that variations between variables may have by chance occurred), equal or less than 0.05 would be needed (95% confidence level).

### 4.4.1 Respondents' Gender and Study's Variables

Cross-tabulation of employees' gender against stress management, time management, self- management, and work attitude and employee performance was conducted.

The outcome revealed that male gender had the highest mean (4.04) in employee performance while the females had a slightly lower mean (3.96). A t-test analysis showed no statistical significant differences between employees' gender and performance ($t= 2.25, \rho = .135$). Therefore, it was concluded by the researcher that employees' performance was independent of employees' gender.

Cross-tabulation of employees' gender against stress management indicated that male under stress management had the highest mean (4.18), while females had slightly

lesser mean (4.17). A t-test analysis showed no statistical significant differences between employees' gender and stress management (t = 0.74, $\rho$= .786). Therefore, it was concluded by the researcher that stress management was independent of employees' gender.

Cross-tabulation of employees' gender against time management indicated that females under time management had the highest mean (4.25), while males had slightly lesser mean (4.24). A t-test analysis showed no statistical significant differences between employees' gender and time management (t= .019, $\rho$= .891). Therefore, it was concluded by the researcher that time management was independent of employees' gender.

On the other hand, cross-tabulation of employees' gender against self-management indicated that males under self-management had the highest mean (4.28), while females had slightly lesser mean (4.27). A t-test analysis showed no statistical significant differences between employees' gender and self-management (t= .011, $\rho$= .918). Therefore, it was concluded by the researcher that self-management was independent of employees' gender.

Cross-tabulation of employees' gender against work attitude indicated that males under work attitude had the highest mean (4.47), while females had slightly lesser mean (4.44). A t-test analysis showed no statistical significant differences between employees' gender and work attitude (t= .658, $\rho$= .418). Therefore, it was concluded by the researcher that work attitude was independent of employees' gender.

It was generally ascertained that it was not gender that related to the variables under study but rather a group of other significant factors.

**Table 4.4: One Way ANOVA for Gender and Variables**

| | | N | Mean | Std. Deviation | F | Sig. |
|---|---|---|---|---|---|---|
| Employee Performance | Male | 233 | 4.0424 | .43194 | 2.250 | .135 |
| | Female | 89 | 3.9635 | .39493 | | |
| | Total | 322 | 4.0206 | .42291 | | |
| Stress Management | Male | 233 | 4.1840 | .42469 | .074 | .786 |
| | Female | 89 | 4.1699 | .38951 | | |
| | Total | 322 | 4.1801 | .41472 | | |
| Time Management | Male | 233 | 4.2387 | .51310 | .019 | .891 |
| | Female | 89 | 4.2472 | .43464 | | |
| | Total | 322 | 4.2411 | .49202 | | |
| Self-Management | Male | 233 | 4.2774 | .38805 | .011 | .918 |
| | Female | 89 | 4.2725 | .35434 | | |
| | Total | 322 | 4.2760 | .37849 | | |
| Work Attitude | Male | 233 | 4.4721 | .26799 | .658 | .418 |
| | Female | 89 | 4.4452 | .26040 | | |
| | Total | 322 | 4.4647 | .26579 | | |

**Source:** Research data, (2024)

### 4.5 Employees' Age and Study Variables

Cross-tabulation of employees' gender against stress management, time management, self- management, and work attitude and employee performance was conducted to understand if there were any significant differences among them

In relation to employee performance, the results revealed that employees aged between 36-45 years had the highest mean (4.06) while Employees aged above 46 years had a slightly lower mean (3.99). The F-test analysis showed no statistical significant differences between employees' age and performance ($F$ = .637, $\rho$= .592). Therefore, employees' performance was independent of employees' age.

Similarly, in relation to stress management, the results revealed that employees aged between 36-45 years had the highest mean (4.21) in stress management while employees aged below 25 years had a slightly lower mean (4.14). The F-test analysis showed no statistical significant differences between employees' age and stress

management ($F$ = 0.449, $\rho$= .718). Therefore, it was concluded by the researcher that stress management was independent of employees' age.

Moreover, in relation to time management, the results revealed that employees aged below 25 years had the highest mean (4.31) in time management while employees aged between 25-35 years had a slightly lower mean (4.21). The F-test analysis showed no statistical significant differences between employees' age and time management ($F$ = 0.335, $\rho$= .800). Therefore, it was concluded by the researcher that time management was independent of employees' age.

Furthermore, in relation to self-management, the results revealed that employees aged below 25 years had the highest mean (4.31) while those aged above 46 years had a slightly lower mean (4.21). The F-test analysis showed no statistical significant differences between employees' age and self-management ($F$= .230, $\rho$=.876). Therefore, it was concluded by the researcher that self-management was independent of employees' age.

Lastly, in relation to work attitude, the results revealed that employees aged below 25 years had the highest mean (4.51) while employees aged between 36-45 years had a slightly lower mean (4.46). The F-test analysis showed no statistical significant differences between employees' age and work attitude ($F$ = .188, $\rho$= .904). Therefore, it was concluded by the researcher that work attitude was independent of employees' age.

**Table 4.5: ANOVA for Employees' Age and the Study Variables**

| | | N | Mean | Std. Dev. | F. | Sig |
|---|---|---|---|---|---|---|
| Employee Performance | Below 25 Years | 9 | 4.0000 | .53033 | .637 | .592 |
| | 25-35 Years | 94 | 4.0053 | .33547 | | |
| | 36-45 Years | 118 | 4.0625 | .41207 | | |
| | 46 Years or Above | 101 | 3.9876 | .49482 | | |
| | Total | 322 | 4.0206 | .42291 | | |
| Stress Management | Below 25 Years | 9 | 4.1389 | .45262 | .449 | .718 |
| | 25-35 Years | 94 | 4.1436 | .43144 | | |
| | 36-45 Years | 118 | 4.2076 | .41093 | | |
| | 46 Years or Above | 101 | 4.1856 | .40335 | | |
| | Total | 322 | 4.1801 | .41472 | | |
| Time Management | Below 25 Years | 9 | 4.3056 | .40074 | .335 | .800 |
| | 25-35 Years | 94 | 4.2114 | .44489 | | |
| | 36-45 Years | 118 | 4.2712 | .51274 | | |
| | 46 Years or Above | 101 | 4.2277 | .51973 | | |
| | Total | 322 | 4.2411 | .49202 | | |
| Self-Management | Below 25 Years | 9 | 4.3750 | .34233 | .230 | .876 |
| | 25-35 Years | 94 | 4.2793 | .34266 | | |
| | 36-45 Years | 118 | 4.2744 | .39773 | | |
| | 46 Years or Above | 101 | 4.2661 | .39396 | | |
| | Total | 322 | 4.2760 | .37849 | | |
| Work Attitude | Below 25 Years | 9 | 4.5139 | .27560 | .188 | .904 |
| | 25-35 Years | 94 | 4.4747 | .22419 | | |
| | 36-45 Years | 118 | 4.4576 | .28739 | | |
| | 46 Years or Above | 101 | 4.4592 | .27732 | | |
| | Total | 322 | 4.4647 | .26579 | | |

**Source:** Research data, (2024)

### 4.6 Employees' Experience and Study Variables

In this study, the researcher performed a cross-tabulation of employees' experience against stress management, time management, self- management, and work attitude and employee performance was conducted to determine if there were any significant differences among them

In relation to employee performance, the results revealed that employees with an experience of between 1 to 5 years had the highest mean (4.06) while employees with

experience between 6 to 10 years had a slightly lower mean (4.00). The F-test analysis showed no statistical significant differences between employees' experience and performance ($F$ = .321, $\rho$= .810). Therefore, it was concluded by the researcher that employees' performance was independent of employees' experience.

On stress management, the employees with an experience of above 11 years had the highest mean (4.23) while employees with experience between 6 to 10 years had a slightly lower mean (4.14). The F-test analysis showed no statistical significant differences between employees' experience and stress management ($F$ = 0.745, $\rho$= .526). Therefore, stress management was independent of employees' experience.

With regards to time management, the results revealed that employees with an experience less than 1 year had the highest mean (4.37) while employees with experience between 6 to 10 years had a slightly lower mean (4.11). The F-test analysis showed a statistical significant difference between employees' experience and time management ($F$ = 4.467, $\rho$=.004). Therefore, time management was dependent of employees' experience.

Furthermore, in relation to self-management, the results revealed that employees with an experience less than 1 year had the highest mean (4.38) while employees with experience between 6 to 10 years had a slightly lower mean (4.20). The F-test analysis showed a statistical significant difference between employees' experience and self-management ($F$ = 3.326, $\rho$= .020). Therefore, it was concluded by the researcher that self-management was dependent of employees' experience.

Lastly, in relation to work attitude, the results revealed that employees with an experience of less than 1 year had the highest mean (4.56) while employees with experience between 6 to 10 years had a slightly lower mean (4.43). The F-test analysis

showed no statistical significant differences between employees' experience and work attitude ($F$ = 2.418, $\rho$= .066). Therefore, it was concluded by the researcher that work attitude was independent of employees' experience.

**Table 4.6: ANOVA for Employees' Experience and Study Variables**

| | | N | Mean | Std. Deviation | F | Sig. |
|---|---|---|---|---|---|---|
| Employee Performance | Less than 1 year | 37 | 4.0304 | .43342 | .321 | .810 |
| | 1 to 5 Years | 76 | 4.0592 | .38863 | | |
| | 6 to 10 Years | 98 | 4.0000 | .44222 | | |
| | 11 years or Above | 111 | 4.0090 | .42830 | | |
| | Total | 322 | 4.0206 | .42291 | | |
| Stress Management | Less than 1 year | 37 | 4.1723 | .41285 | .745 | .526 |
| | 1 to 5 Years | 76 | 4.1678 | .45486 | | |
| | 6 to 10 Years | 98 | 4.1416 | .43916 | | |
| | 11 years or Above | 111 | 4.2252 | .36261 | | |
| | Total | 322 | 4.1801 | .41472 | | |
| Time Management | Less than 1 year | 37 | 4.3649 | .40652 | 4.467 | .004 |
| | 1 to 5 Years | 76 | 4.2155 | .56147 | | |
| | 6 to 10 Years | 98 | 4.1122 | .41998 | | |
| | 11 years or Above | 111 | 4.3311 | .50330 | | |
| | Total | 322 | 4.2411 | .49202 | | |
| Self-Management | Less than 1 year | 37 | 4.3818 | .36078 | 3.326 | .020 |
| | 1 to 5 Years | 76 | 4.3520 | .32578 | | |
| | 6 to 10 Years | 98 | 4.2066 | .41868 | | |
| | 11 years or Above | 111 | 4.2500 | .36850 | | |
| | Total | 322 | 4.2760 | .37849 | | |
| Work Attitude | Less than 1 year | 37 | 4.5642 | .28047 | 2.418 | .066 |
| | 1 to 5 Years | 76 | 4.4786 | .24186 | | |
| | 6 to 10 Years | 98 | 4.4324 | .25458 | | |
| | 11 years or Above | 111 | 4.4505 | .28066 | | |
| | Total | 322 | 4.4647 | .26579 | | |

**Source:** Research data, (2024)

### 4.7 Factor Analysis

In this study, factor analysis was conducted with an aim of facilitating regression through identification of latent variables in the study variables. To measure the independent variables (stress management, time management and self- management), factor analysis was therefore run through all the constructs' items.

The principal component analysis (PCA) approach was applied in reducing items into principal units that would account for the variances in original variables. It was known for its ability in segregating a number of factors, by deleting items that amount to low validity and ensures high validity in maintained items (Hair *et al*., 2010). Therefore, principal component analysis could be run on the three variables under study.

Moreover, the concepts of Bartlett's Sphericity and sampling adequacy were checked before PCA was run. The concept of Kaiser-Meyer-Olkin (KMO) measure was used to ascertain sampling adequacy to confirm linearity existence among the study variables, (Field, 2009; Hair, 2010; Fidell and Tabachnick, 2007). Further, the researcher used eigenvalue criterion to identify the number of items to retain for the study. Therefore, eigenvalue less than 1 could explain less variance in a study variable implying the lack for need to retain it.

Since one of the conditions which were met was that the reliability yielded excellent Cronbach alpha coefficient results of .913 and .961 on dependent and the moderating variable respectively, there was no need to conduct factor analysis. Furthermore, each of these variables had only one dimension becoming non-factorable thus limiting need for factor analysis.

All the three study variables were run through PCA. This technique was employed to reduce variables to be subjected to the study by deleting items redundant that could account for original variables' variances. Table 4.7 below presents the information on factor analysis discussed above.

### 4.7.1 Factor Analysis for the Independent variable

The dimensions of independent variable; stress management, time management, and self-management were used. The measure of sampling adequacy test (KMO) and Bartlett's test of sphericity were both applied to assess data. The results revealed that Bartlett's test of sphericity was 1716.095 with a statistically significant chi-square ($p<.000$) while KMO for the variable's dimensions was .734. The total variance accounted for 34.862%; with stress management at 17.014%, time management 10.412% and self-management accounted for 7.437%. For further analysis, factors with values above 0.5 were retained. Therefore since the threshold was met, all the factors were retained (Fidell and Tabachnick, 2013). Each of the eight items in independent variable's dimensions (stress management, time management and self-management) met the threshold and were all chosen for further analysis (Fidell and Tabachnick, 2013). The above information was depicted in tables 4.7 and 4.8 as shown below.

**Table 4.7: Factor Analysis for Independent Variables**

**Total Variance Explained**

| Component | Initial Eigenvalues | | | Sum of Squared Loadings (Extraction) | | | Sum of Squared Loadings (Rotation) | | |
|---|---|---|---|---|---|---|---|---|---|
| | Total | Variance (%) | Cum (%) | Total | Variance (%) | Cum (%) | Total | Variance (%) | Cum (%) |
| 1. | 4.083 | 17.014 | 17.014 | 4.083 | 17.014 | 17.014 | 3.450 | 14.374 | 14.374 |
| 2. | 2.499 | 10.412 | 27.426 | 2.499 | 10.412 | 27.426 | 2.843 | 11.844 | 26.219 |
| 3. | 1.785 | 7.437 | 34.862 | 1.785 | 7.437 | 34.862 | 2.074 | 8.643 | 34.862 |
| 4. | 1.523 | 6.347 | 41.209 | | | | | | |
| 5. | 1.332 | 5.550 | 46.759 | | | | | | |
| 6. | 1.228 | 5.117 | 51.876 | | | | | | |
| 7. | 1.144 | 4.766 | 56.642 | | | | | | |
| 8. | .990 | 4.127 | 60.769 | | | | | | |
| 9. | .889 | 3.702 | 64.471 | | | | | | |
| 10. | .872 | 3.635 | 68.106 | | | | | | |
| 11. | .859 | 3.580 | 71.686 | | | | | | |
| 12. | .769 | 3.205 | 74.891 | | | | | | |
| 13. | .761 | 3.172 | 78.062 | | | | | | |
| 14. | .744 | 3.100 | 81.162 | | | | | | |
| 15. | .654 | 2.725 | 83.887 | | | | | | |
| 16. | .565 | 2.355 | 86.242 | | | | | | |
| 17. | .544 | 2.265 | 88.507 | | | | | | |
| 18. | .500 | 2.084 | 90.591 | | | | | | |
| 19. | .446 | 1.858 | 92.448 | | | | | | |
| 20. | .411 | 1.713 | 94.161 | | | | | | |
| 21. | .384 | 1.600 | 95.761 | | | | | | |
| 22. | .361 | 1.503 | 97.265 | | | | | | |
| 23. | .336 | 1.400 | 98.665 | | | | | | |
| 24. | .320 | 1.335 | 100.000 | | | | | | |

Extraction Method: Principal Component Analysis.

Key 1 = Stress Management, 2 = Time Management, 3 = Self- Management

**Table 4.8: Bartlett's Test and Kaiser-Meyer-Olkin (KMO)**

| Kaiser-Meyer-Olkin and Bartlett's Test | | |
|---|---|---|
| Measure of sampling adequacy (KMO) | | .734 |
| Bartlett's test of sphericity | Approx. Chi-square | 1716.095 |
| | df. | 276 |
| | Sig. | .000 |

**Source**; Survey, (2024)

### 4.7.2 Factor Analysis for Independent Variables

Table 4.9 below presents results for factor analysis for all variables' items.

**Table 4.9: Factor Analysis for all Items of Independent Variables**

| | Stress Management | Time Management | Self-Management |
|---|---|---|---|
| Stress greatly affects my efficiency in the company and lowers my work performance | | .731 | |
| I get stressed when I don't achieve my work target | | .669 | |
| I don't experience excessive pressure due to demand placed on me by the company. | | .556 | |
| There is a planned strategy on how to tackle stress related problems in the company | | .716 | |
| Effective stress management measures always reduces psychological stress and improves my work-life | | .717 | |
| Spending time with my family reduces stress | | .735 | |
| The management's stress management practices are clearly defined and proper measurers adopted to check stress | | .766 | |
| The company ensures continuous improvement and stress management practices for employees | | .742 | |
| Being conscious of time helps me to achieve my goals faster and increases my capabilities and performance | .774 | | |
| I always set deadlines as a guide for my daily activities | .665 | | |
| I often take action to minimize interruptions on my time | .614 | | |
| Good time management reduces stress experienced at work and increases my focus | .652 | | |
| I always set and honor priorities. | .686 | | |
| Procrastination is a time waster and I make sure I finish all the work available to avoid pilling them. | .676 | | |
| I plan out my time before beginning work and always schedule ahead of my work. | .648 | | |
| I prepare a list of the activities I have to do daily | .672 | | |
| I always know the difference between my personal demands and organizational demands | | | .600 |
| I am responsible for my own mistakes and will always try to make things right | | | .738 |
| I have acquired the skills needed of me at work | | | .706 |

| | |
|---|---|
| I can manage my time well and use it for things which are relevant to my objectives. | .696 |
| I have freedom (autonomy) in planning out my work | .750 |
| I have the ability to control my thoughts, anger and emotions | .753 |
| I have complete knowledge and understanding of my tasks. | .675 |
| I plan out my daily tasks and duties before beginning work and also in advance I schedule my work. | .756 |

| | | |
|---|---|---|
| Eigenvalues | 4.083 | |
| % of Total Variance | 34.862 | |
| Measure of sampling adequacy (KMO) | .734 | |
| Approx. Chi-square | 1716.095 | Sig .000 |

Method of Extraction - Principal Component Analysis
Method of Rotation - Varimax with Kaiser Normalization.[a]
**Source;** Researcher, (2024)

### 4.8 Reliability of the Research Instrument

As argued by Hair *et al*., (2006), Cronbach alpha value more than or equal to 0.7 implies high reliability and the research instrument would deemed suitable and reliable for the study.

#### 4.8.1 Employee Performance

Cronbach alpha was used to examine reliability of the scale measuring employee performance. Therefore, the results denoted an excellent Cronbach alpha result of .913. Therefore no item would improve the Cronbach alpha, if deleted. The reliability results of employee performance items were presented in table 4.10 below.

**Table 4.10: Employee Performance Reliability Results**

| | Corrected Item Total Correlation | Cronbach Alpha if Item Deleted |
|---|---|---|
| EP1. Timely work completion and meeting deadlines enhances my performance | .822 | .895 |
| EP2. High quality work enhances employee's performance | .661 | .906 |
| EP3. My work performance has been enhanced by effective time management at KPLC | .735 | .900 |
| EP4. I always meet my set targets at work in KPLC | .697 | .903 |
| EP5. I am very fast, effective and efficient in delivering greater work output | .738 | .900 |
| EP6. I try to create better work templates and always perform at peak | .867 | .888 |
| EP7. Effective and constructive client/customer feedback enhances my performance | .685 | .906 |
| EP8. I have well set goals that must be achieved every day. | .579 | .912 |

**Source:** *Survey Data, (2024)*

### 4.8.2 Stress Management Reliability Results

The Cronbach's alpha test result for stress management was .917. Therefore no item would improve the Cronbach alpha, if deleted. Stress management reliability results were depicted in Table 4.11 below.

**Table 4.11: Stress Management Reliability Results**

| | Corrected Item Total Correlation | Cronbach Alpha if Item Deleted |
|---|---|---|
| STM1. Stress greatly affects my efficiency in the company and lowers my work performance | .698 | .910 |
| STM2. I become stressed when I don't achieve my work target | .794 | .900 |
| STM3. I don't experience excessive pressure due to demand placed on me by the company. | .865 | .894 |
| STM4. There is a planned strategy on how to tackle stress related problems in the company | .746 | .906 |
| STM5. Effective stress management measures always reduces psychological stress and improves my work-life | .675 | .910 |
| STM6 Spending time with my family reduces stress | .775 | .903 |
| STM7. The management's stress management practices are clearly defined and proper measurers adopted to check stress | .702 | .908 |
| STM8. The company ensures continuous improvement and stress management practices for employees | .602 | .916 |

**Source;** Research data, (2024)

### 4.8.3 Time Management Reliability Results

The Cronbach's alpha test result for time management was .953. Therefore no item would improve the Cronbach alpha, if deleted. Time management reliability results were depicted in Table 4.12 below.

**Table 4.12: Time Management Reliability Results**

| | Corrected Items Total Correlation | Cronbach Alpha if Item Deleted |
|---|---|---|
| TM1. Being conscious of time helps me to achieve my goals faster and increases my capabilities and performance | .807 | .948 |
| TM2. I always set deadlines as a guide for my daily activities | .920 | .941 |
| TM3. I often take action to minimize interruptions on my time | .747 | .952 |
| TM4. Good time management reduces stress experienced at work and increases my focus | .810 | .947 |
| TM5. I always set and honor priorities. | .839 | .946 |
| TM6. Procrastination is a time waster and I make sure I finish all the work available to avoid pilling them. | .923 | .941 |
| TM7. I plan out my time before beginning work and always schedule ahead of my work. | .792 | .949 |
| TM8. I prepare a list of the activities I have to do daily | .837 | .946 |

**Source;** Research data, (2024)

### 4.8.4 Self-Management Reliability Results

Cronbach alpha was used to examine reliability of the scale measuring self-management. Therefore, the results denoted a very good Cronbach alpha result of .804. Therefore, there was no item that would improve the Cronbach alpha, if deleted. The reliability results of self-management items were presented in table 4.13 below.

**Table 4.13: Self-Management Reliability Results**

| | Corrected Item Total Correlation | Cronbach Alpha if Item Deleted |
|---|---|---|
| SLM1. I always know the difference between my personal demands and organizational demands | .349 | .804 |
| SLM2. I am responsible for my own mistakes and will always try to make things right | .468 | .789 |
| SLM3. I have acquired the skills needed of me at work | .403 | .799 |
| SLM4. I can manage my time well and use it for things which are relevant to my objectives. | .641 | .762 |
| SLM5. I have freedom (autonomy) in planning out my work | .480 | .788 |
| SLM6. I have the ability to control my thoughts, anger and emotions | .661 | .760 |
| SLM7. I have complete knowledge and understanding of my tasks. | .669 | .757 |
| SLM8. I plan out my daily tasks and duties before beginning work and also in advance I schedule my work. | .456 | .791 |

**Source;** Research data, (2024)

### 4.8.5 Work Attitude Reliability Results

Cronbach alpha was used to examine reliability of the scale measuring work attitude. The results denoted a very good Cronbach alpha result of .961. Therefore, there was no item that would improve the Cronbach alpha, if deleted. The reliability results of work attitude items were presented in table 4.14 below.

**Table 4.14: Work attitude Reliability Results**

| | Corrected Item Total Correlation | Cronbach Alpha if Item Deleted |
|---|---|---|
| WA1. I accept mistakes and take personal accountability in my area of work | .866 | .955 |
| WA2. I am always full of energy and enthusiastic towards work. | .906 | .953 |
| WA3. I am always satisfied and contented with my job | .775 | .961 |
| WA4. I work collaboratively with my colleagues without discrimination | .896 | .953 |
| WA5. I always with maximum will perform my tasks | .898 | .953 |
| WA6. I am always happy and keep under control my emotions. | .761 | .961 |
| WA7. I always show respect, care, compassion and affection for others | .915 | .952 |
| WA8. I am flexible to socialize and interact with others freely. | .803 | .959 |

**Source;** Research data, (2024)

### 4.8.6 Reliability Results Summary

The Chronbach's alphas of the study variables considered to be highly reliable were summarized and presented in table 4.15 below.

**Table 4.15: Reliability Results Summary**

| **Item-Total Statistics** | | |
|---|---|---|
| **Variable** | **Items** | **Corrected Item-Total Correlation** |
| Employee Performance | 8 | .913 |
| Stress Management | 8 | .917 |
| Time Management | 8 | .953 |
| Self-Management | 8 | .804 |
| Work Attitude | 8 | .961 |

Research data, (2024)

## 4.9 Descriptive Statistics for the Study Variables

The results for the descriptive statistics of the study variables are highlighted in this section. The main constructs of the study that were analyzed included; employee performance, stress management, time management, self- management and work

attitude. This was done after conducting reliability analysis and if any deleting items with poor Cronbach alpha across all the study variables.

### 4.9.1 Employee Performance Descriptive Statistics

The results revealed that, timely work completion and meeting deadlines enhances employees' performance (M = 3.98, Std. = .759, skew= -.834, kurtosis= 1.653). It implied that employees would complete their work on time and as well meeting deadlines.

Subsequently, the employees revealed that high quality work enhances their performance (M = 3.98, Std. = .933, skew = -1.049 and kurtosis = 1.183). This showed that there was production of quality work by the employees.

Further, the employees revealed that their work performance is enhanced by effective time management (M = 3. 93, Std. = .864, skew = -.884, kurtosis = .955). It revealed that employees effectively managed their time ensuring that each task was completed as per the schedule. Also, employees had a great deal of performing better due strong work ethics in the company.

Furthermore, the employees revealed that they always meet their set targets at work (M = 3.93, Std. = .915, skew = -.503, kurtosis = -.574). This showed that employees developed culture of teamwork building strong teams towards meeting employers' expectations and targets.

Additionally, the employees revealed that they are very fast, effective and efficient in delivering greater work output (M = 4.00, Std. =.891, skew = -.685, kurtosis = .176). This could imply that there existed a positive culture of hard work and determination among the employees fostering greater achievements.

Furthermore, the employees revealed that they try to create better work templates and always perform at peak (M = 4.02, Std. = .877, skew = -.712, kurtosis = .169). This was indicative that the employees went beyond their employers expectations and could dedicate and devote themselves towards enhancement of the company's overall performance.

Moreover, the employees revealed that effective and constructive client/customer feedback enhanced their performance (M = 4.36, Std. = .737, skew = -1.155, kurtosis = 1.619). This revealed that they were greatly concerned with their customers ensuring that they got their satisfaction through regular and timely feedback and as well creating a strong rapport with them. This proved that a culture of trust existed hence bringing positive results into employees' relationships at work and in their lives.

Lastly, the employees revealed that they had well set goals that were to be achieved every day. (M = 4.01, Std. = .927, skew = -1. 121, kurtosis = 1.742). This revealed that employees maximized their capabilities by setting SMART objectives associated with their goals and ambitions enhancing their overall performance.

The descriptive statistics' results for employees' performance are presented in table 4.16 below.

**Table 4.16: Employee Performance Descriptive Statistics**

| | Min Statistic | Max Statistic | M Statistic | Std. Statistic | Skew Statistic | Kurtosis Statistic |
|---|---|---|---|---|---|---|
| EP1. Timely work completion and meeting deadlines enhances my performance | 1 | 5 | 3.98 | .759 | -.834 | 1.653 |
| EP2. High quality work enhances employee's performance | 1 | 5 | 3.93 | .933 | -1.049 | 1.183 |
| EP3. My work performance has been enhanced by effective time management at KPLC | 1 | 5 | 3.93 | .864 | -.884 | .955 |
| EP4. I always meet my set targets at work in KPLC | 2 | 5 | 3.93 | .915 | -.503 | -.574 |
| EP5. I am very fast, effective and efficient in delivering greater work output | 1 | 5 | 4.00 | .891 | -.685 | .176 |
| EP6. I try to create better work templates and always perform at peak | 1 | 5 | 4.02 | .877 | -.712 | .169 |
| EP7. Effective and constructive client/customer feedback enhances my performance | 1 | 5 | 4.36 | .737 | -1.155 | 1.619 |
| EP8. I have well set goals that must be achieved every day. | 1 | 5 | 4.01 | .927 | -1.121 | 1.742 |
| Employee Performance | 2.63 | 5.00 | 4.0206 | .42291 | -.509 | .742 |

Research data, (2024)

### 4.9.2 Descriptive Statistics for Stress Management

Employees revealed from the findings that stress affected their work performance (M = 4.32, Std. = .652, skew = -.781, kurtosis = 1.441). This implied that the employees were completing their work on time and as well meeting deadlines.

Subsequently, the employees revealed that they get stressed when they don't achieve their work target (M = 4.34, Std. = .669, skew = -.699 and kurtosis = .208. This showed that there was production of quality work by the employees.

Further, the employees revealed that they didn't experience excessive pressure due to demand placed on them by the company (M = 4.33, Std. = .685, skew = -.639, kurtosis = -.225). This implied that employees were effectively driven and psychologically prepared for any task allocated to them completing them on time without strain or excessive push by the superiors.

Furthermore, the employees revealed that the company had no planned strategy on how to tackle stress related problems in the company (M = 2.31, Std. = .691, skew = -.733 and kurtosis = -.259). This implied that there was no clear strategy by the management to assist the employees in dealing with stress and work related problems.

Additionally, the employees revealed that they employees stress management practices, improves their working-life and reduces psychological stress (M = 4.11, Std. = .890, skew = -1.275, kurtosis = 2.076). This could imply that the presence of stress management strategies by the company greatly assisted the employees to manage the stress surrounding them and performed their tasks without any interference due to of stressors from family and work.

Furthermore, the employees revealed that spending time with their family reduced stress (M = 3.93, Std. = .982, skew = -.771, kurtosis = .154). This showed that employees could be relieved of stress as a result of having some comfy time with family away from daily work routine and thus eliminated monotony.

Moreover, the employees revealed that stress management practices by management were not clearly defined and interventions were not put in place to check stress (M = 2.02, Std. = .882, skew = -.870, kurtosis = .641). This revealed that the management was not concerned with putting in place measures to assist employees in managing stress and further revealed that there was lack of proper interventions put in place to monitor stress among the staff.

Lastly, the employees revealed that the company did not ensure continuous improvement and also did not put in place stress management practices for employees (M = 4.08, Std. = .837, skew = -.865, kurtosis = 1.063). This was indicative that matters on employee development and advancement were not practiced by the company and as well no strategic measures were ascertained and deemed fit to manage employee's stress.

The below table 4.17 presents the data of stress management descriptive statistics.

**Table 4.17: Descriptive Statistics for Stress Management**

| | Min Statistic | Max Statistic | M Statistic | Std. Statistic | Skew Statistic | Kurtosis Statistic |
|---|---|---|---|---|---|---|
| **STM1**. Stress affects my performance in the organization and lowers the effectiveness of my work | 1 | 5 | 4.32 | .652 | -.781 | 1.441 |
| **STM2**. I get stressed when I don't achieve my work target | 2 | 5 | 4.34 | .669 | -.699 | .208 |
| **STM3**. I don't experience excessive pressure due to demand placed on me by the company. | 2 | 5 | 4.33 | .685 | -.639 | -.225 |
| **STM4**. There is a planned strategy on how to tackle stress related problems in the company | 2 | 5 | 2.31 | .691 | -.733 | .259 |
| **STM5**. Employees stress management practices improves my work-life, and reduces psychological stress | 1 | 5 | 4.11 | .890 | -1.275 | 2.076 |
| **STM6** Spending time with my family reduces stress | 1 | 5 | 3.93 | .982 | -.771 | .154 |
| **STM7**. The management's stress management practices are clearly defined and proper measurers adopted to check stress | 1 | 5 | 2.02 | .882 | -.870 | .641 |
| **STM8**. The company ensures continuous improvement and stress management practices for employees | 1 | 5 | 4.08 | .837 | -.865 | 1.063 |
| Stress Management | 2.75 | 5.00 | 4.1801 | .41472 | -.613 | .554 |

Research data*, (2024)*

### 4.9.3 Time Management Descriptive Statistics

Employees revealed from the findings that they were always conscious of time (M = 4.15, Std. = .939, skew = -1.029, kurtosis = .431). It was indicative that employees

achieved their goals faster and minimized time wastage and this could further have their capabilities and performance increased.

Consequently, the employees revealed that they always set deadlines as a guide for their daily activities (M = 4.34, Std. = .706, skew = -1.008, kurtosis = 1.220). It was indicative that the employees were able to plan for their tasks effectively and ensured that each task was accomplished on or before the time lapsed.

Additionally, the employees revealed that they minimized interruptions on their time (M = 4.30, Std. = .800, skew = -.994, kurtosis = .627). This implied that the employees often took action to avoid or hinder interruptions and other unnecessary concerns that could lead to wastage of time.

Further, employees revealed that good time management reduced stress experienced at work and increased their focus (M = 4.30, Std. = .651, skew = -.606, kurtosis = .298). This implied that by managing their time well employees would be relieved of stress that could result from work pilling up a due to insufficient time factor. This therefore, helped them have a clear focus at work.

Furthermore, the employees revealed that they always set and honor priorities (M = 4.28, Std. = .729, skew = -.965, kurtosis = 1.372). It implied that employees considered accomplishing the set tasks as per the plan set completing them one at a time. Hence, it revealed that there existed was commitment and loyalty among the employees towards their work.

Furthermore, the employees revealed that procrastination was a time waster and they made sure they finished all the work available to avoid pilling them (M =4.24, Std. = .736, skew = -.640, kurtosis = -.116). This was indicative that the employees were

always determined to complete all the tasks allocated to them and made sure that they all worked as team to undertake all the work as per the company's schedule and plans and hence a culture of effective performance.

Further, employees revealed that they tried to schedule their work in advance and planned out their day before beginning work (M = 4.14, Std. = .813, skew = -.711, kurtosis = .004). This implied that the employees of the company came up with guides to decide what tasks was needed of them and for specified duration, to achieve the objectives of the company.

Lastly, the findings showed that employees made a daily list of the activities they had to do (M = 4.19, Std. = .861, skew = -1.324, kurtosis = 2.353). This revealed that the employees were fully aware of the tasks that were supposed to be being undertaken in the company. It also showed that the employees were self-driven and goal oriented towards achievement of the set company's objectives.

Descriptive data for time management was depicted in table 4.18 below.

**Table 4.18: Time Management Descriptive Statistics**

| | Min Statistic | Max Statistic | M Statistic | Std. Statistic | Skew Statistic | Kurtosis Statistic |
|---|---|---|---|---|---|---|
| **TM1**. Being conscious of time helps me to achieve my goals faster and increases my capabilities and performance | 1 | 5 | 4.15 | .939 | -1.029 | .431 |
| **TM2**. I always set deadlines as a guide for my daily activities | 2 | 5 | 4.34 | .706 | -1.008 | 1.220 |
| **TM3**. I often take action to minimize interruptions on my time | 1 | 5 | 4.30 | .800 | -.994 | .627 |
| **TM4**. Good time management reduces stress experienced at work and increases my focus | 2 | 5 | 4.30 | .651 | -.606 | .298 |
| **TM5**. I always set and honor priorities. | 1 | 5 | 4.28 | .729 | -.965 | 1.372 |
| **TM6**. Procrastination is a time waster and I make sure I finish all the work available to avoid pilling them. | 2 | 5 | 4.24 | .736 | -.640 | -.116 |
| **TM7**. I plan out my time before beginning work and always schedule ahead of my work. | 2 | 5 | 4.14 | .813 | -.711 | .004 |
| **TM8**. I prepare a list of the activities I have to do daily | 1 | 5 | 4.19 | .861 | -1.324 | 2.353 |
| Time Management | 2.00 | 5.00 | 4.2411 | .49202 | -.847 | 1.407 |

Research data, (2024)

### 4.9.4 Self-Management Descriptive Statistics

Employees revealed from the findings that they always knew the difference between their personal demands and organizational demands (M = 4.24, Std. = .686, skew = -.994, kurtosis = 2.628). This implied that employees understood their roles well, had a clear direction, work oriented and fully aware boundaries between their needs and those of the company hence avoiding conflicting roles and demands.

Further, employees revealed that they were responsible for their own mistakes and would always try to make things right (M = 4.21, Std. = .830, skew = -1.491, kurtosis = 2.285). It thus depicted that employees took personal accountability and responsibility of issues directly related to them and took corrective measures to make them right hence effective performance.

Consequently, the employees revealed that they were always organized to get their tasks and everything necessary sorted (M = 4.14, Std. = .872, skew =-.-1.206,kurtosis = 1.926). This implied that they were fully prepared and committed to accomplishing their tasks and had a clear organized plan at work to ensure each task were attended to and completed.

Further, the employees revealed that they managed their time and used their working time for matters which were right for the goals (M= 4.24, Std. = .794, skew = -1.243, kurtosis = 2.267). It implied that employees felt a sense of belongingness and connection to the firms and practiced the culture of good use of the available time for matters that were directly related to the aim and goals and those as well beneficial to the company.

Moreover, the employees revealed that they had significant autonomy (freedom) in determining how to perform their jobs (M = 4.12, Std. = .895, skew = -1.139, kurtosis = 1.405). This was indicative that the company encouraged significant independence and personal responsibility of the employees in management of their various tasks and duties and therefore, felt supported and encouraged by the management.

Additionally, the employees showed that they had the ability to control their thoughts, anger and emotions (M = 4.45, Std. = .590, skew = -.895, kurtosis = 1.748). It revealed that they developed culture self-control in matters relating to emotions,

feelings and perceptions on their surroundings. This further created a peaceful and comfortable environment for the employees to work free from disruptions and disturbances enhancing their performance

Further, the employees revealed that they had complete knowledge and understanding of their tasks (M = 4.26, Std. = .741, skew =-.-1.015,kurtosis = 1.506). This implied that they were fully equipped with relevant knowledge, skills, expertise and experience to their areas of work working effectively and efficiently in the company.

Lastly, the employees revealed that they could schedule their work in advance and plan out my day before beginning work (M = 4.55, Std. = .611, skew = -1.265, kurtosis = 1.733). This indicated that they had clear aims and goals and prepared earlier enough before embarking on their daily activities. This depicted that all the operations were running smoothly as per the company's aims.

The descriptive data for self-management was depicted in table 4.19 as shown below.

**Table 4.19: Descriptive Statistics for Self-Management**

| | Min Statistic | Max Statistic | M Statistic | Std. Statistic | Skew Statistic | Kurtosis Statistic |
|---|---|---|---|---|---|---|
| **SLM1**. I always know the difference between my personal demands and organizational demands | 1 | 5 | 4.24 | .686 | -.994 | 2.628 |
| **SLM2**. I am responsible for my own mistakes and will always try to make things right | 1 | 5 | 4.21 | .830 | -1.491 | 2.285 |
| **SLM3**. I have mastered the skills necessary for my job | 1 | 5 | 4.14 | .872 | -1.206 | 1.926 |
| **SLM4**. I can manage my time and use my working time for matters which are right for the goals. | 1 | 5 | 4.24 | .794 | -1.243 | 2.267 |
| **SLM5**. I have significant autonomy (freedom) in determining how to do my job | 1 | 5 | 4.12 | .895 | -1.139 | 1.405 |
| **SLM6**. I have the ability to control my thoughts, anger and emotions | 2 | 5 | 4.45 | .590 | -.895 | 1.748 |
| **SLM7**. I have complete knowledge and understanding of my tasks. | 1 | 5 | 4.26 | .741 | -1.015 | 1.506 |
| **SLM8**. I plan out my daily tasks and duties before beginning work and also in advance I schedule my work. | 2 | 5 | 4.55 | .611 | -1.265 | 1.733 |
| Self-Management | 2.63 | 5.00 | 4.2760 | .37849 | -.540 | .600 |

Research Data, (2024)

### 4.9.5 Work Attitude Descriptive Statistics

Employees revealed from the findings that they accepted and took personal accountability in their area of work (M = 4.57, Std. = .539, skew = -.683, kurtosis = -.704). It showed that they were responsible and had a positive attitude towards work and could account for any concern arising.

Similarly, it was revealed that the employees were always enthusiastic and full of energy undertaking their tasks (M = 4.46, Std. = .617, skew = -.940, kurtosis = 1.047). This was indicative that they were passionate about their work and worked effectively and efficiently towards attaining the set goals. They gave all their efforts toward their work.

Moreover, from the findings, employees were always contented with their work (M = 4.37, Std. = .614, skew = .588, kurtosis = .277). This revealed that they fostered a positive working environment maintaining a high positive attitude. This thus enhanced a higher level of satisfaction. Additionally, findings revealed that I work collaboratively with my colleagues without discrimination (M = 4.45, Std. = .529, skew = -.246, kurtosis = -.366). This was indicative that the employees created a culture of teamwork and collaboration without bias working together and fostered positive work outcome.

Further, it was revealed that the employees always performed the task with maximum will and efforts (M = 4.48, Std. = .532, skew = -.279, kurtosis = -1.162). This implied that the employees were ambitious performing their tasks efficiently and conducting themselves with less or no supervision from the management revealing that they were self-driven and knew what was required of them.

Furthermore, it was revealed that the employees were always happy and tried to keep their emotions under their control (M = 4.47, Std. = .518, skew = -.090, kurtosis = -1.521). This was indicative they enjoyed their work and also the environment surrounding them. Consequently, it revealed that they were not only in search for jobs and tasks, but also peaceful work where they could find comfort.

Moreover, the findings indicated that the employees always showed respect, care, compassion and affection for others (M = 4.44, Std. = .584, skew = -.667, kurtosis = .549). This revealed that they were emotionally, physically and psychologically attached to one another minding one another's welfare and respecting each other's concerns, ideas and decisions. This created a strong working family in the company.

Finally, the employees revealed that they were approachable and always pleasant to talk with (M = 4.48, Std. = .652, skew = -1.210, kurtosis = 1.730). It indicated that they were flexible and willing to relate with one another irrespective of the status, age or ethnicity. They could borrow ideas, advice, encouragement and even correcting one another freely.

The information on descriptive data for work attitude was depicted in table 4.20 below.

**Table 4.20: Descriptive Statistics for Work Attitude**

| | Min Statistic | Max Statistic | M Statistic | Std. Statistic | Skew Statistic | Kurtosis Statistic |
|---|---|---|---|---|---|---|
| **WA1**. I accept mistakes and take personal accountability in my area of work | 3 | 5 | 4.57 | .539 | -.683 | -.704 |
| **WA2**. I am always full of energy and enthusiastic towards work. | 2 | 5 | 4.46 | .617 | -.940 | 1.047 |
| **WA3**. I am always satisfied and contented with my job | 2 | 5 | 4.37 | .614 | -.588 | .277 |
| **WA4**. I work collaboratively with my colleagues without discrimination | 2 | 5 | 4.45 | .529 | -.246 | -.366 |
| **WA5**. I always perform the task with maximum will and efforts. | 3 | 5 | 4.48 | .536 | -.279 | -1.162 |
| **WA6**. I am always happy and keep under control my emotions. | 3 | 5 | 4.47 | .518 | -.090 | -1.521 |
| **WA7.** I always show respect, care, compassion and affection for others | 2 | 5 | 4.44 | .584 | -.667 | .549 |
| **WA8**. I am flexible to socialize and interact with others freely. | 2 | 5 | 4.48 | .652 | -1.210 | 1.730 |
| Work Attitude | 3.50 | 5.00 | 4.4647 | .26579 | -.182 | .017 |

Research Data, (2024)

### 4.10 Transformation of Data

This involved the use of means obtained from the items loaded during factor analysis using the transformation method (logarithmic) to compute the study variables. The loaded items generated for further analysis included; employee performance, stress management, time management, self- management and work attitude. The information derived containing data transformation was presented in table 4.21 below.

**Table 4.21: Transformed Descriptive Statistic**

| | N | Min Statistic | Max Statistic | M Statistic | Std. Statistic | Skew Statistic | Kurtosis Statistic |
|---|---|---|---|---|---|---|---|
| Employee Performance | 322 | 2.63 | 5.00 | 4.0206 | .42291 | -.509 | .742 |
| Stress Management | 322 | 2.75 | 5.00 | 4.1801 | .41472 | -.613 | .554 |
| Time Management | 322 | 2.00 | 5.00 | 4.2411 | .49202 | -.847 | 1.407 |
| Self-Management | 322 | 2.63 | 5.00 | 4.2760 | .37849 | -.540 | .600 |
| Work Attitude | 322 | 3.50 | 5.00 | 4.4647 | .26579 | -.182 | .017 |

**Source;** Research *data, (2024)*

### 4.11 Correlation Statistics

It is recommended that the correlation coefficient value should fall in between +1 and -1. A correlation value of -1.00 indicates a negative perfect correlation, while 0.00 indicates no linear relationship between the two variables and +1.00 shows a positive perfect correlation and (Fidell and Tabachnick, 2013). Therefore, to test the existence of linear relationship between the two variables (independent and dependent), the researcher employed Pearson Product Moment Correlation and this was vital since prior to conducting regression, correlations should be first confirmed (Tabachnick & Fidell, 2007). The correlation results depicted that all factors were significant and positively associated with employee performance and time management having the highest relationship ($r = .903<0.01$) then stress management ($r = .846<0.01$), followed by self- management at $r =. 729$, $p<0.01$ and lastly work attitude being the least at $r = .536<0.01$. Therefore, Pearson Product Moment Correlation of the variables under study is depicted in table 4.22 below.

**Table 4.22: Summary of Correlation Statistics for Study Variables**

| | EP | STM | TM | SLM | WA |
|---|---|---|---|---|---|
| Employee Performance | 1 | | | | |
| Stress Management | .846** | 1 | | | |
| Time Management | .903** | .789** | 1 | | |
| Self-Management | .729** | .858** | .808** | 1 | |
| Work Attitude | .536** | .406** | .410** | .464** | 1 |
| List wise N=322 | | | | | |

**Key:** EP ~ Employee Performance, STM ~ Stress Management, TM ~ Time Management, SLM ~Self-Management, WA ~ Work Attitude
** Significant at the 0.01 level (2-tailed).

**Source**: Research *Data, (2024)*

### 4.12 Regression Assumptions Tests

Assessment of multivariate outliers was conducted by the researcher across the study variables prior to regression assumptions tests. Therefore, the data was tested for existence of Mahalanobis $D^2$. However, all data had values greater than 0.001 which confirmed that the few or no outliers from the questionnaire were removed. The regression assumptions analyses were vital to confirm that the obtained results were reliable to obtain as best results as possible (Hair *et al*., 2006). The regression assumptions to be tested included: linearity, normality, multicollinearity, homoscedasticity and independence of data (Hair *et al*., 2006). Thereafter, data of the existing sample was used to test hypothesis once the key study assumptions were met.

#### 4.12.1 Test for Normality

This was a regression test to determine the data distribution assumes a bell-shaped symmetric curve. Normally distributed data had to ensure that the dependent variable (Y) prediction was distributed and aligned to the normal cure (Zahediasl and Ghasemi, 2012). The normality assumptions at both multivariate and univariate levels were assessed (scores distribution within a combination of more than one item. As stated by Shapiro & Wilk, (1965), the distribution of items in the study was tested

using two techniques which were utilized for calculating each variable, that is, Shapiro Wilk and Kolmogorov-Smirnov tests. Since the SPSS gives the two default values and given the sample was more than 50, Kolmogorov-Smirnov was used for normality test by looking at the p-value. Therefore, if the p-value would be greater than 0.05, it would depict that the data was normal whereas, if the significant value would be below 0.05, it would indicate significant deviation from normality. However, in this current study, the variables' p-values were greater than 0.05, hence, confirming the normality of the data.

Therefore, the variables met the normality assumptions since they were insignificant. Further, the skewness and kurtosis statistic were all found to be within range (-2 and +2 for skewness and -7 and +7 for kurtosis). Hence, the results depicted normal distribution.

The test for normality results are therefore, presented in table 4.23 below.

**Table 4.23: Test for Normality**

| | Kolmogorov - Smirnov[a] | | | Shapiro -Wilk | | | Skewness | Kurtosis |
|---|---|---|---|---|---|---|---|---|
| | Statistic | Df. | Sig. | Statistic | Df. | Sig | Statistic | Statistic |
| Employee Performance | .101 | 322 | .289 | .969 | 322 | .163 | -.509 | .742 |
| Stress Management | .107 | 322 | .200 | .951 | 322 | .140 | -.613 | .554 |
| Time Management | .096 | 322 | .291 | .974 | 322 | .532 | -.847 | 1.407 |
| Self-Management | .107 | 322 | .247 | .974 | 322 | .252 | -.540 | .600 |
| Work Attitude | .122 | 322 | .207 | .969 | 322 | .095 | -.182 | -1.132 |

a. Lilliefors Significance Correction

**Source**: Research data, (2024)

### 4.12.2 Test for Linearity

Pearson's Product Moment Correlation coefficient was used to test for linearity by checking the actual strength of the relationships (Hair *et al*., 2006). By having a constant change of slope or unit of the dependent variable for that of the independent

variable, linear models predict values falling in a straight line. The purpose for correlation was to determine independent variables that gave the best predictions which were considered a requirement to regression analysis. The above information is presented in table 4.24 below.

**Table 4.24: Test for Linearity**

| | | F. | Sig | R Squared | Eta | Eta Squared |
|---|---|---|---|---|---|---|
| Employee Performance * Stress Management | Linearity | 8.191 | .005 | .025 | .281 | .079 |
| | Deviation from Linearity | 1.117 | .338 | | | |
| Employee Performance * Time Management | Linearity | 13.621 | .000 | .041 | .292 | .085 |
| | Deviation from Linearity | .863 | .619 | | | |
| Employee Performance * Self-Management | Linearity | 34.035 | .000 | .095 | .380 | .145 |
| | Deviation from Linearity | 1.169 | .295 | | | |
| Employee Performance * W. Attitude | Linearity | 2.763 | .007 | .089 | .213 | .846 |
| | Deviation from Linearity | 1.203 | .288 | | | |

Researcher, (2024)

### 4.12.3 Test for Multicollinearity

Sun, Schindler and Cooper, (2006) states that this relates to a situation where the association (correlation) between two or more independent variables is high and could cause adverse effects on multiple regression results. Tolerance and variance inflation factor (VIF), its reciprocal, techniques were employed to test for multicollinearity. To meet the threshold, a value more than 0.2 for tolerance and a value less than 10 VIF is the cut-off point for ascertaining multi-collinearity (Hair *et al*., 2006;Ghozali, 2005). In this study all the tolerance values were greater than 0.2 and the VIF values were less than 10 showing that multicollinearity among variables under the study was not violated. This is depicted in table 4.29 as shown below.

**Table 4.25: Test for Multicollinearity**

| | Tolerance | VIF |
|---|---|---|
| Stress Management | .926 | 1.080 |
| Time Management | .876 | 1.141 |
| Self-Management | .832 | 1.202 |
| Work Attitude | .936 | 1.069 |

a. Dependent Variable: Employee Performance

**Source:** Researcher, (2024)

### 4.12.4 Test for Homoscedasticity

According to Hair *et al*., (2010), this is an assumption of linear regression which points out that variance in error do not change substantially with the predictors' values. For this current study, the test for homoscedasticity was done using the Levene's statistic for equality of variances and if found to be significant (0.05) would confirm its violation. Subsequently, Levene's statistic for all the variables under study was above 0.05, therefore, insignificant confirming that there was no violation of the assumption of homoscedasticity in the current study. The Levene's test for homoscedasticity results were depicted in Table 4.26 below.

**Table 4.26: Levene's statistic for equality of variances**

| | Levene's Statistic | df1 | df2 | Sig |
|---|---|---|---|---|
| Employee performance | .260 | 3 | 318 | .854 |
| Stress Management | 1.681 | 3 | 318 | .171 |
| Time Management | 1.213 | 3 | 318 | .305 |
| Self- Management | 1.192 | 3 | 318 | .313 |
| Work Attitude | .638 | 3 | 318 | .591 |

**Source:** Research data, (2024)

### 4.12.5 Data Independence

Durbin-Watson test, a 1$^{st}$ order auto-correlation, was employed to test for the assumption of data independence (Fox, 1997). Durbin-Watson statistic ranging between 1.5 and 2.5 is recommended for independent observations (Garson, 2012). Therefore the test statistics in the current study was 1.530 confirming that all the

variables under the study generated Durbin-Watson values that were within the recommended range and subsequently, there was no auto-correlation among the residuals.

The Durbin Watson Test Statistics are presented in Table 4.27 below.

**Table 4.27: Durbin Watson Test**

| | **Durbin-Watson Statistic** |
|---|---|
| | 1.530 |

a. Dependent variable : Employee performance
b. Predictors (constant) : Stress management, time management, self-management, work attitude

**Source:** Research data, (2024)

### 4.13 Testing of Hypotheses

#### 4.13.1 Control Variables of the Study Results

To determine whether the control variables had any influence on the dependent variable, the researcher conducted a test. It was depicted from the test findings that 6.6% variation in employee performance was as a result of employee's experience, gender and age, that is, $R^2$= .066, F= 7.501, p< .05. Moreover, findings revealed that both the employees' gender and experience significantly influenced employee performance indicated by β = -.279, p =.011 and β = .246, p = .004 respectively. However, respondents' age insignificantly influenced employee performance indicated by β = .089, p = .092. The above information is depicted in table 4.29 below.

**Table 4.28: Study's Control Effects**

| | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|
| | B | Std. error | β | T -value | P -value |
| Constant | 2.444 | .337 | | 7.259 | .000 |
| Gender | -.279 | .108 | -.141 | -2.570 | .011 |
| Age | .089 | .052 | .094 | 1.689 | .092 |
| Experience | .246 | .085 | .162 | 2.902 | .004 |
| R | .257 | | | | |
| $R^2$ | .066 | | | | |
| F Change | 7.501 | | | | |

**NB:** P < .05
*Dependent Variable: Employee performance
Source: Research data, 2024

### 4.13.2 Hypotheses Testing for Direct Effects

Holding all the control variables constant, the results of the hypotheses for direct effect were depicted as shown in table 4.30. The study results showed that all control variables were insignificant gender giving values of β= -.076, p= .068, age having β= -.018, p= .372 and tenure (experience) with β= -.033, p= .341. The model's results depicted $R^2$= .868 and $R^2$-change of .868 with F = 344.621 significant at p = .000. Therefore, it revealed that 86.8% ($R^2$ change of .868) variation of employees' performance was determined by the independent variables (stress management, time management and self-management) holding all the control variables constant. Table 4.30 shows these regression's results for the independent variables on dependent variable.

### 4.13.3 Stress Management Effects on Employee Performance ($H_{01}$)

Hypothesis one ($H_{01}$) revealed that stress management had no significant influence on employeeperformance. Therefore from the study's findings, stress management had a positive and significant effect on employee performance (β = .493, *p* = .000) as depicted in table 4.30, hence the null hypothesis was rejected and arrived at a conclusion that stress management significantly influenced employee performance.

Further, it revealed that for each unit increase in stress management, there was about .493 unit increments in employees' performance.

It was therefore, revealed from the study's developed hypothesis that stress management (flexible work schedule, work place quality, and work place counseling) were found to impact on employees' performance. The study's results were similar to that of Aliasah, (2020) where he observed that there was a significant and positive correlation between work-life balance and employees' performance among the non-academic staff.

These results were also in agreement with that of Kiima et al., (2015) where they discovered that flexible work schedule, work place quality and work place counseling, were positively related to the performance of employees.

In the same vein, this study's results were in concurrence with Emma, (2017) whose study revealed that stress management and employee attitude respectively significantly affected employee performance. Furthermore, flexible work schedule had strong influences on employees' performance.

### 4.13.4 Time Management Effect on Employee Performance ($H_{02}$)

Hypothesis one ($H_{02}$) revealed that time management had no significant influence on employee performance. Therefore from the study's findings, time management had a positive and significant effect on employee performance ($\beta$= .705, $p$= .000) as depicted in table 4.30, hence the null hypothesis was rejected and arrived at a conclusion that time management significantly influenced employee performance. Further, it revealed that for each unit increase in time management, there was about .705 unit increment in employee performance.

From the hypothesis developed in the study, it was revealed that time management was found to boost performance of employees.

These results are in line with that of Sitiari, and Sarmawa (2021) who argued that employee counseling and coaching had a positive influenceon employee performance which supported the hypothesis.

Similarly, these results concurred with that of the study by Choi and Sung (2014) which indicated that there was significant effect of work schedule, punctuality, and procrastination on performance of employees.

Moreover, these findings were also in concurrence with the findings of Kiima, (2015) who stated that time management had a significant positive influence on perceived employee performance.

The findings of Uzma and Saeed (2016) postulated that there was a significant positive relationship between teachers' management of time and academic performance of students.

Additionally, Khaled and Almaz (2016) in their study findings determined that there was significant relationship between management of time and employees' performance.

Furthermore, this study's findings also concurred with the findings of Sitienei (2015) who pointed out that there was a significant connection between time management and perceived performance of employees. However, this study's findings were in disagreement with that of Sasidaran, (2018) who stated that there was no influence of effective time plan on employees' performance.

### 4.13.5 Self-Management Effect on Employee Performance ($H_{03}$)

Hypothesis one ($H_{03}$) revealed that self-management had no significant influence on employee performance. Therefore from the study's findings, self-management had a positive and significant effect on employee performance (β= .138, *p*= .000) as depicted in table 4.30, hence the null hypothesis was rejected and arrived at a conclusion that self-management significantly influenced employee performance. Further, it revealed that for each unit increase in time management, there was about .138 unit increments in employeeS4 performance.

From the hypothesis developed in the study, it was revealed that self-management was found to boost performance of employees.

In the same vein, Jane and Lillian (2020) postulated that a day to day basis practice of self-management enhanced employees' self-awareness, significantly increasing their performance.

Similarly this was in agreement with the findings of Woo and Mamatha, (2017) where they argued that emotional intelligence (self-management, relationship-management, self-awareness and social-awareness) significantly affected employees' performance.

Equally, the findings of this study were similar to those of Aman et al., (2015) where they conceived that the practice of self-management greatly impacted on the individual output performance (quantity and quality) and further a key to increase in all dimensions of performance.

Moreover, the findings of Vito and Kumanwee (2018) were in agreement with these current study's findings where it states that there was a positive relationship between self-management and performance of the employees.

Consequently, the current findings were inconsistent with those in Ramesh et al. (2018), where it was posited that there was insignificant relationship between social awareness and performance plateaued by work culture.

**Table 4.29: Testing for the Direct Effects of Work-Life Balance and Employees' Performance**

| | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|
| Variables | β | Std. Error | β | T - Value | P – Value |
| (Constant) | 3.187 | .134 | | 23.790 | .000 |
| Employees' Gender | -.076 | .041 | -.038 | -1.833 | .068 |
| Employees' Age | -.018 | .021 | -.019 | -.894 | .372 |
| Employees' Experience | -.033 | .035 | -.021 | -.954 | .341 |
| Stress Management | .493*** | .051 | .442 | 9.668 | .000 |
| Time Management | .705*** | .038 | .643 | 18.646 | .000 |
| Self-Management | .138** | .047 | .120 | 2.963 | .003 |
| R | .932 | | | | |
| $R^2$ | .868 | | | | |
| $R^2$ Change | .868 | | | | |
| F Change | 344.621*** | | | | .000 |

NB: *** $p < .001$; ** $p < .01$
DV: Employee Performance
Research data, (2024)

### 4.13.6 Effect of Work Attitude on Employee Performance ($H_{04}$)

Hypothesis one ($H_{04}$) revealed that work attitude had no significant influence on employee performance. Therefore from the study's findings, work attitude had a positive and significant effect on employee performance (β= .129, $p$= .000) as depicted in table 4.31, hence the null hypothesis was rejected and arrived at a conclusion that work attitude significantly influenced employee performance. Further, it revealed that for each unit increase in time management, there was about .129 unit increments in employee performance.

From the hypothesis developed in the study, it was revealed that work attitude was found to boost performance of employees.

Furthermore, from the study's finding, all the control variables under study were not significant (p >.05) with gender (*p* = .231, age (*p* = .139), and experience (*p* = .420). Additionally, all the study's dimensions were significant with stress management indicating (β = .471, *p* <.05), time management (β =. 743, *p* <.05) and self-management (β = .200, *p*<.05). Moreover, there was an increase in $R^2$ (.875) and $R^2$ change (.875) in this model depicting that 87.5% variance in employee performance was explained work attitude while holding all independent variables and the control variables under study constant.

In the same vein, the findings by Aries and Rizqi (2013) argued that work-life balance had significant and positive influence on job satisfaction and performance of employees. Further, the study revealed that there was insignificant association between employees' attitude towards work and job performance.

Similarly, the findings by Hettiararchchi and Jayarathna (2014) were in agreement with the current study significant effect existed between of work related attitude and employees' job performance. The findings by Habeeb and Rashmi (2017) were consistent with the current study's findings that there existed significant connection between employees' attitude and employees' performance. However, findings in Dewi and Budi (2023) were inconsistent with the current study's findings revealing that there existed insignificant association between employee loyalty and work discipline and employees' performance.

**Table 4.30: Test for Direct Effects of Work Attitude on Employees' Performance**

| | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|
| Variables | β | Std. Error | B | T -value | P -value |
| (Constant) | 3.166 | .130 | | 24.283 | .000 |
| Employees' Gender | -.049 | .041 | -.025 | -1.199 | .231 |
| Employees' Age | -.030 | .020 | -.031 | -1.485 | .139 |
| Employees' Experience | -.027 | .034 | -.017 | -.807 | .420 |
| Stress Management | .471*** | .050 | .422 | 9.439 | .000 |
| Time Management | .743*** | .038 | .678 | 19.669 | .000 |
| Self-Management | .200*** | .048 | .174 | 4.209 | .000 |
| Work Attitude | .129*** | .029 | .104 | 4.377 | .000 |
| R | .936 | | | | |
| $R^2$ | .875 | | | | |
| $R^2$ Change | .875 | | | | |
| F Change | 315.151*** | | | | .000 |

NB: ***$p < .001$; ** $p < .05$
Dependent Variable: Employee Performance
*Research data, (2024)*

### 4.15 Test for Moderation

Hierarchical regression was used to test hypotheses ($H_{05a}$, $H_{05b}$, and $H_{05c}$) from model 4 to 6 presented in table 4.31. To test for the interaction terms, all variables under study were standardized before hierarchical regression analyses were conducted, (Jose, 2008; Reno, Aiken, and West 1991). The control variables (age, gender and experience), the independent variables and moderating variable influence on employee performance were represented in model 1, 2 and 3 respectively.

As pointed out by Aiken *et al*. (1991), moderation graphs should be used to present the results for moderation. This therefore, was to facilitate the understanding of the nature of the association of work attitude on the connection between work-life balance (stress management, time management, and self-management) and employees' performance. Moreover, they argued that without probing the nature of that interaction at different levels of the moderator, it could not be sufficient to make a conclusion that there existed an interaction. Thus, work attitude coefficients'

significance was checked at high, medium and low levels of stress management, time management, and self-management.

Therefore, below explained are the formulated hypotheses.

### 4.15.1 Moderating Effect of Work Attitude Test on the Association between Stress Management and Performance of Employees ($H_{05a}$)

The results of $H_{05}$a are shown in table 4.31, model 4 indicating that there was insignificant effect among all the study's control variables all having p value greater than .05 (p > .05). However, in this model, all study's variables were significant with stress management having (β =.460; p =.000), time management (β =.785; p =.000), self-management (β =.229; *p*=.000) and work attitude with (β =.133; p =.000). Moreover, the results on moderation revealed that work attitude significantly and positively moderated the association between stress management and performance of employees with (β =.079; *p*=.013). Further, $R^2$ of .878,and $R^2$ change of .022 were depicted in this model with a significant F = 6.293, *p*=.000 implying that by the adding work attitude on the association between stress management and performance of the employees, there existed a 2.2% increase in variance on performance of employees. The results suggested that work attitude strengthened the association between stress management and the performance of employees. Therefore, the null hypothesis was rejected since a p <.05 was indicated in the interaction results. Subsequently, it was concluded that the relationship between stress management and performance of employees was significantly moderated by work attitude.

Figure 4.1 further explained the interaction results showing the buffered, antagonistic, and enhanced moderating effect through the mod graph as postulated by (Jose, 2008). The enhanced moderating effect indicated that with all work attitude levels,

employees' performance was low at low levels of stress management. However, with all work attitude levels, employees' performance increased with increase in stress management but the increase was higher with work attitude' higher levels as compared to low work attitude' levels.

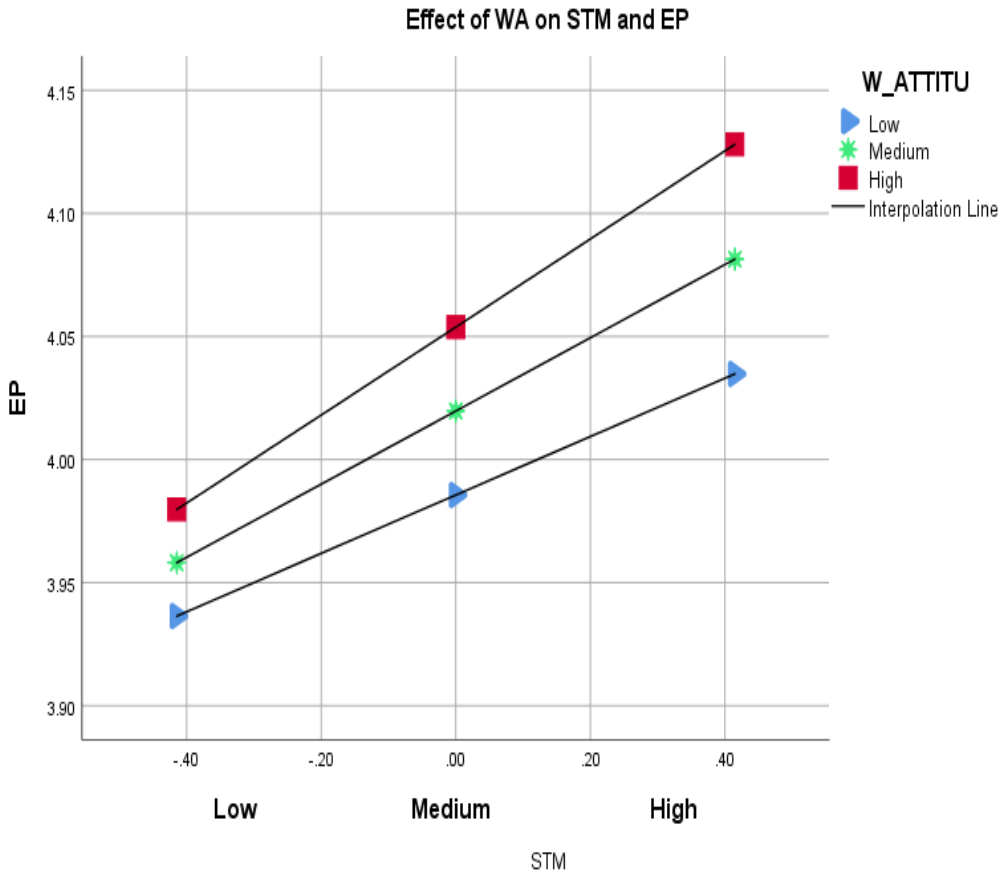


**Figure 4.1: Moderation graph for the Moderating Effect of Work Attitude (WA) on the Relationship between Stress Management (STM) and Employees' Performance (EP)**

### 4.15.2 Moderating Effect Test of Work Attitude on the Association between Time Management and Performance of Employees ($H_{05b}$)

The results of $H_{05}$b are shown in table 4.31, model 5 indicating that there was insignificant effect among all the study's control variables all having p value greater than .05 ($p > .05$). However, in this model, all study's variables were significant with stress management having ($\beta = .365$; $p = .000$), time management ($\beta$

=.841; p =.000), self-management (β =.202; p =.000) and work attitude (β =.129; p =.000). Moreover, the results on moderation revealed that work attitude significantly and positively moderated the association between time management and performance of employees with (β =.155; p=.005). Further, $R^2$ of .881, and $R^2$ change of .043 were depicted in this model with a significant F = 8.153, *p*=.000 implying that by the adding work attitude on the association between time management and performance of the employees, there existed a 4.3% increase in variance on performance of employees. The results suggested that work attitude strengthened the association between time management and the performance of employees. Therefore, the null hypothesis was rejected since a p <.05 was indicated in the interaction results. Subsequently, it was concluded that the relationship between time management and performance of employees was significantly moderated by work attitude.

Figure 4.2 further explained the interaction results showing the buffered, antagonistic, and enhanced moderating effect through the mod graph as postulated by (Jose, 2008). The enhanced moderating effect indicated that with all work attitude levels, employees' performance was low at low levels of time management. However, with all work attitude levels, employees' performance increased with increase in time management but the increase was higher with work attitude' higher levels as compared to low work attitude' levels.

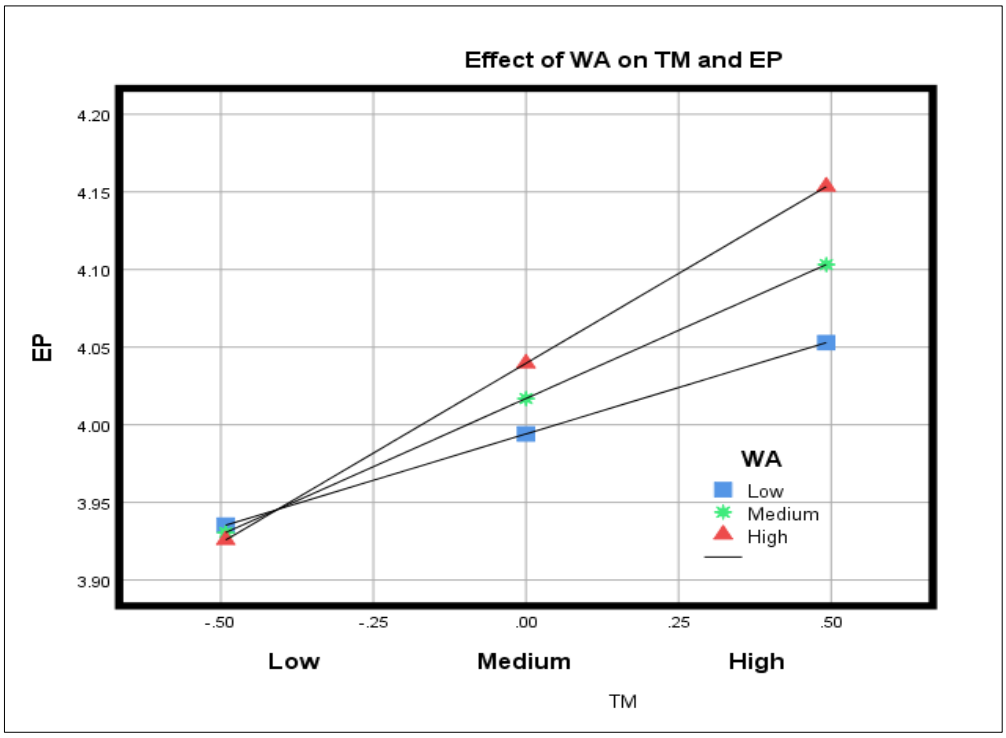


**Figure 4.2: Moderation graph for the Moderating Effect of Work Attitude (WA) on the Relationship between Time Management (TM) and Employees' Performance (EP)**

### 4.15.3 Moderating Effect Test of Work Attitude on the Association between Self-Management and Performance of Employees ($H_{05c}$)

The results of $H_{05}c$ are shown in table 4.31, model 5 indicating that there was insignificant effect among all the study's control variables all having p value greater than .05 (p > .05). However, in this model, all study's variables were significant with stress management having (β =.418; p =.000), time management (β =.861; p =.000), self-management (β = -.261; p =.000) and work attitude (β =.122; p =.000). Moreover, the results on moderation revealed that work attitude significantly and positively moderated the association between self-management and performance of employees with (β =.195, p =.000). Further, $R^2$ of .887,and $R^2$ change of .046 were depicted in this model with a significant F = 17.067, *p*=.000 implying that by the adding work attitude on the association between self-management and performance of

the employees, thereexisted a 4.6% increase in variance on performance of employees. The results suggested that work attitude strengthened the association between self-management and the performance of employees. Therefore, the null hypothesis was rejected since a $p < .05$ was indicated in the interaction results. Subsequently, it was concluded that the relationship between self-management and performance of employees was significantly moderated by work attitude.

Figure 4.3 further explained the interaction results showing the buffered, antagonistic, and enhanced moderating effect through the mod graph as postulated by (Jose, 2008). The enhanced moderating effect indicated that with all work attitude levels, employees' performance was low at low levels of self-management. However, with all work attitude levels, employees' performance increased with increase in self-management but the increase was higher with work attitude' higher levels as compared to low work attitude' levels.

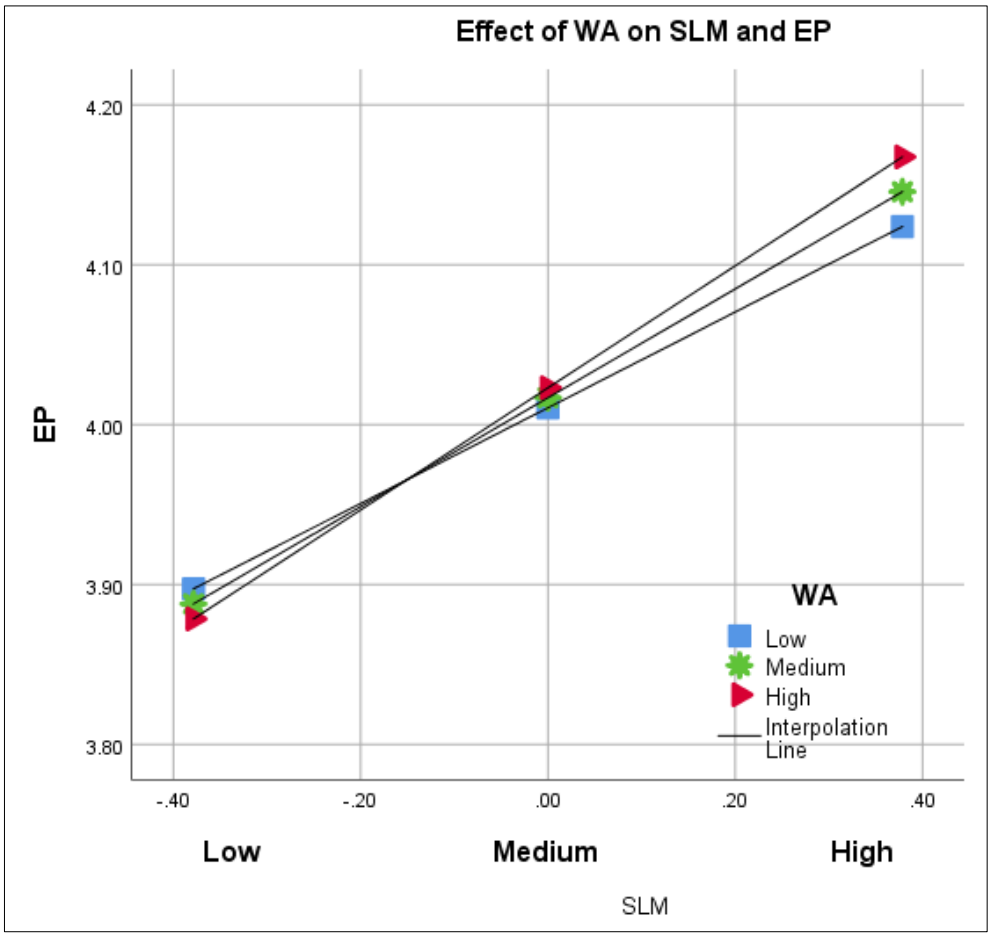


**Figure 4.3: Moderation graph for the Moderating Effect of Work Attitude (WA) on the Relationship between Self-Management (SLM) and Employees' Performance (EP)**

**Table 4.31: Interaction Results of Work Attitude on Work-Life Balance and Employees' Performance**

| Variables | Model 1. | Model 2. | Model 3. | Model 4. | Model 5. | Model 6. |
|---|---|---|---|---|---|---|
| | β | β | β | β | β | β |
| Gender | -.279 | -.076 | -.049 | -.047 | -.051 | -.045 |
| Age | .089 | -.018 | -.030 | -.024 | -.020 | -.019 |
| Experience | .246 | -.033 | -.027 | -.031 | -.019 | -.016 |
| Stress Management Centre | | .493*** | .471*** | .460*** | .365*** | .418*** |
| Time Management Centre | | .705*** | .743*** | .785*** | .841*** | .861*** |
| Self-Management Centre | | .138** | .200** | .229*** | .202*** | .261*** |
| Work Attitude Centre | | | .129*** | .133*** | .129*** | .122*** |
| Work Attitude x Stress Management | | | | .079** | .207*** | .337*** |
| Work Attitude x Time Management | | | | | .155** | .120** |
| Work Attitude x Self-Management | | | | | | .195*** |
| R | .257 | .932 | .936 | .937 | .870 | .878 |
| $R^2$ | .066 | .868 | .875 | .878 | .881 | .887 |
| $R^2$ Change | .066 | .802 | .028 | .022 | .043 | .046 |
| F Change | 7.501*** | 636.755*** | 19.155*** | 6.293** | 8.153** | 17.067*** |

NB: *** $p < .001$; ** $p < .01$
Dependent Variable: Employees' Performance
Research data, (2024)

### 4.16 Moderation Summary

The table below represents the moderation summary of the regression model.

**Table 4.32: Moderation Summary**

| Model | R | $R^2$ | Adjusted $R^2$ | Std. Error of Estimates | $R^2$ Change | Change Statistics F Change | Df1 | Df2 | Sig. |
|---|---|---|---|---|---|---|---|---|---|
| 1. | .257[a] | .066 | .057 | .93791 | .066 | 7.501 | 3 | 318 | .000 |
| 2 | .932[b] | .868 | .865 | .35455 | .802 | 636.755 | 3 | 315 | .000 |
| 3 | .936[c] | .875 | .873 | .34476 | .008 | 19.155 | 1 | 314 | .000 |
| 4 | .937[d] | .878 | .875 | .34189 | .002 | 6.293 | 1 | 313 | .013 |
| 5 | .939[e] | .881 | .878 | .33805 | .003 | 8.153 | 1 | 312 | .005 |
| 6 | .942[f] | .887 | .884 | .32967 | .006 | 17.067 | 1 | 311 | .000 |

Predictors: (Constant), Experience, Gender, Age

Predictors: (Constant), Experience, Gender, Age, Self-Management Centre, Time Management Centre, Stress Management Centre

Predictors: (Constant), Experience, Gender, Age, Self-Management Centre, Time Management Centre, Stress Management Centre, Work Attitude Centre

Predictors: (Constant), Experience, Gender, Age, Self-Management Centre, Time Management Centre, Stress Management Centre, Work Attitude Centre, Work Attitude Centre

Predictors: (Constant), Experience, Gender, Age, Self-Management Centre, Time Management Centre, Stress Management Centre, Work Attitude Centre, Work Attitude x Stress, Work Attitude x Time

Predictors: (Constant), Experience, Gender, Age, Self-Management Centre, Time Management Centre, Stress Management Centre, Work Attitude Centre, Work Attitude x Stress Management, Work Attitude x Time Management, Work Attitude x Self-Management

*Dependent Variable: Employee Performance

Research data, (2024)

**Table 4.33: Hypotheses Testing Summary**

| Hypotheses | | β | p | Decision |
|---|---|---|---|---|
| **$H_{01}$** | Stress management has insignificant effect on employees' performance. | .471 | .000 | Reject |
| **$H_{02}$** | Time management has insignificant effect on employees' performance. | .743 | .000 | Reject |
| **$H_{03}$** | Self-management has insignificant effect on employees' performance. | .200 | .006 | Reject |
| **$H_{04}$** | Work attitude has insignificant effect on employees' performance. | .129 | .000 | Reject |
| **$H_{05}$a** | Work attitude has no moderating effect on the relationship between stress management and employees' performance. | .079 | .013 | Reject |
| **$H_{05}$b** | Work attitude has no moderating effect on the relationship between time management and employees' performance. | .155 | .005 | Reject |
| **$H_{05}$c** | Work attitude has no moderating effect on the relationship between self-management and employees' performance. | .195 | .000 | Reject |

Research data, (2024)

# CHAPTER FIVE

# FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

## 5.0 Chapter Overview

The moderating effect of work attitude on the association between work-life balance and employee performance drawn from Kenya Power and Lighting Company in Noreb region was explained in this chapter. The main aim was to examine the interaction and contribution of work attitude, work-life balance and employee performance. in respect to seven objectives of the study, this chapter provided the insights on major study's outcomes, conclusion, theoretical contributions, managerial/practical contributions as well as suggestion for further research.

## 5.1 Summary of Study's Findings

The hypotheses of the study formulated were all rejected. To begin with, the first hypothesis ($H_{O1}$) aimed at determining whether there was no significant effect of stress management on the performance of employees. Since stress management significantly and positively influenced employees' performance (β= .493, *p*= .000), the alternative hypothesis was therefore attained.

The second hypothesis ($H_{O2}$) on the other hand aimed at determining whether there was no significant effect of time management on the performance of employees. Since time management significantly and positively influenced employees' performance (β= .705, *p*= .000), the alternative hypothesis was therefore attained.

The third hypothesis ($H_{O3}$) aimed at determining whether there was no significant effect of self-management on the performance of employees. Since self-management significantly and positively influenced employees' performance (β= .138, *p*= .003), the alternative hypothesis was therefore attained.

The fourth hypothesis ($H_{O4}$) aimed at determining whether there was no significant effect of work attitude on the performance of employees. Since work attitude significantly and positively influenced employees' performance (β= .129, *p*= .000), the alternative hypothesis was therefore attained.

The fifth hypothesis ($H_{O5a}$) sought to examine whether there was no significant moderating effect of work attitude on the relationship between stress management and the performance of employees. Since work attitude significantly and positively influenced the relationship between stress management and employees' performance (β= .079, *p*= .013), the alternative hypothesis was therefore attained.

The sixth hypothesis ($H_{O5b}$) sought to examine whether there was no significant moderating effect of work attitude on the relationship between time management and the performance of employees. Since work attitude significantly and positively influenced the relationship between time management and employees' performance (β= .155, *p*= .005), the alternative hypothesis was therefore attained. .

The seventh hypothesis ($H_{O5c}$) sought to examine whether there was no significant moderating effect of work attitude on the relationship between self-management and the performance of employees. Since work attitude significantly and positively influenced the relationship between self-management and employees' performance (β= .195, *p*= .000), the alternative hypothesis was therefore attained.

### 5.2 Study's Conclusion

From this study's results basing on the direct effects, it was concluded that: there was a positive and significant effect of stress management on employees' performance. These findings of this study collaborates with the conclusions made from previous research on the influence of flexible work arrangements on employees' performance

in an organization, which discovered that these two variables had a positive and significant relationship among them (Maxwell et al., 2003; Smith and Dex, 2015; Foster and Harris, 2016;). Finley‟s and Glass, (2018) supported these findings, and arrived at a conclusion that flexible work creates positive impacts on the well-being of the employees and reducing work–family conflict. It can therefore be concluded that stress management had a positive and significant effect on employee performance. This finding supports the words of Wang et al., (2014) when they reiterated that giving high level of social support to workers at the workplace grows to reduce job stress among them and increase their performance levels. However, it negates the observation of a meta-analysis found on Psychology (2021) that suggested that giving workers high level of social support would result in some forms of workplace stressors such role ambiguity, role conflict and underutilization of skills.

Further, the study revealed that time management has significant and positive effect on employees' performance. This also is in line with the findings of Adeojo (2012) which depicted that, time management is a panacea to employee and organizational effectiveness. This is also in agreement with Eslam and Eshaghieh (2015), who revealed that employee performance increased by increasing the use of time management and that significant relationship exists between individual time management factor and performance. In the same vein, Hisrich and Peters (2017) pointed out that effective management of time leads to reduction in employees stress, thus making employees to put their best effort towards performing their tasks in workplace. It can therefore be concluded that time management had a positive and significant effect on employee performance.

Furthermore, finding of the study revealed a significant relationship between self-management andemployee performance. The study finding also is in agreement with Marques-Quinteiro and Curral (2012) who indicated that managing personal behavior was a way to increase individual performance by controlling one's behavior and the person could able to minimize the level of actions undesirable and focus on behaviors beneficial for attaining goals. The current study finding also lays credence to the views of McPheat (2010) who stated that self-management enables employees to take responsibility for their own behaviours, deeds, mistakes and in general emotions and understand how these aspects impacted on their daily lives and performance through the so many decisions that have to be made in their lives instead of blaming others for mistakes they make or constantly defending themselves. It can therefore be concluded that self-management positively and significantly affects employee performance.

Lastly, the results showed that work attitude positively and significantly affects employee performance. These findings are similar to a study by Shariq et al. (2012.) who opined that job attitude also determines the productivity of the employees in various sectors of the industry. Study also found that Banking professionals were most content with working conditions and least with financial terms. The study finding also is in line with the findings of Habeeb and Rashmi (2017) who posit that there is a significant and positive relationship between job attitude (job satisfaction, commitment, organizational leadership and job involvement) and job performance n in health sector. It can therefore be concluded that work attitude positively and significantly affects employee performance.

From the indirect effects of this study, it was also concluded that; work attitude was an enhancing moderator between; stress management, time management, and self-management and employee performance.

## 5.3 Implications of the Study

### 5.3.1 Theoretical Contribution/New Knowledge

This study contributes to the literature in a number of ways which are grouped according to methodological and theoretical contributions. This study is unique in the methodology adopted in terms of the moderating effect of work attitude and how it has interacted with work-life balanceand employee performance. The study therefore, has incorporated a combination of data collection, analyses and procedures which provides a methodological contribution in the field of business and specifically human resource management through an investigation of the moderating effect of work attitude on the relationship between work-life balance and employee performance. Moreover, the study included a hierarchical regression analysis to investigate the moderating effectof work attitude on work-life balance and employee performance, and use of moderation graph as recommended by Jose (2008) to generate the interaction plots hence new knowledge for effective management of workforce in the company.

Theoretically, the study creates a new insight about the moderating effect of work attitude on work-life balance and employee performance. This provides a simple model and illustration on the interaction by stating that work attitude have an enhancing moderation that influences the relationship between work-life balance and employee performance. Therefore, organizations may find such findings very useful

since attitude towards work is a key component used by management to enhance work-life balanceas well as encourage efficiency and employee performance.

Regarding theory, the study advanced a theoretical argument for the use of expectancy theory, border theory and job characteristic model. It advances the use of expectancy theory in HRM by investigating the design of performance management processes and employee performance and the general organizations performance. Additionally, the study contributes to border theory with respect to work-life balance (stress, time and self-management) by linking them to employee performance. The study also contributes to job characteristic model which looked into aspects of work attitude thus linking these factors to employees' performance.

The findings of this study have made contributions to new knowledge by being the first known to investigate the moderating effect of work attitude on the relationship between work-life balance and employees' performance. Through the lens of this study, it emerged that work attitude is an enhancing moderator on the relationship between work-life balance and employee performance.

### 5.3.2 Policy/Managerial Implications

Organizations need to develop policies that guide on work-life balance for its workforce as well as satisfying programs which have a measurable impact on the bottom line. These programs should have clarity and consistency and should offer employees and managers an on-going value-add in the company while employers obtaining best results from the employees through increased output and profits and at the same time making sure the employees are contented and flexible enough as it affects performance.

Policy makers in companies should establish human resource management policies especially those touching on work-life balance and the degree to which they contribute directly to the accomplishment of companies' strategic goals and objectives. These enable the companies to come up with strategies to follow so as to achieve sustainable competitive intensity and advantage through employees' performance. This will help in discerning the stress, time and self-management practices for employees within the company, how their personal demands fit the overall objectives and as well demands of the company and its general contribution to employee performance.

Management of the companies should also train their employees on effective application of time management practices in management of time in order to achieve effectiveness and competitive advantage. Further, managers should consider management of time as a strategy that will facilitate efficient utilization of their organizational resources and performance as well.

Moreover, companies should encourage employees to sharpen their emotional self-control and regulation which is one of the aspects of self-management that needs to be managed by management to endeavor employees to be in control of their emotions and ensure these emotions are effectively managed to avoid it affecting their work and persons they relate and work with daily to ensure improved output and healthy work environment relationships.

### 5.4 Suggestions for Further Research

The study recommends that future research should address further review of work-life balance additional variables and other possible moderators or intervening variables which may broaden the range of influence between these research practices and employees' performance.

Moreover, future studies should focus on longitudinal research to investigate the causal relationship between work-life balance practices and employee performance because there may be chances that the relationship changes with time and it also influences the perception of employees.

Furthermore, future researchers should consider using triangulation approach which may add greater depth and make findings even more detailed and as well solicit for enriched meanings and provide the context and prospects for expanded discussion which will eliminate the common-method-bias.

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# APPENDICES

## Appendix I: Introductory Letter

Noah Kipruto,
Moi University,
P. O. Box 3900.
Eldoret.

Tel.no. 0705031085
*noahtich@gmail.com*

Dear Respondent,

**RE: REQUEST TO FILL THE QUESTIONNAIRE**

I am a Moi University's postgraduate student in the Department of Management Science and Entrepreneurship, School of Business and Economics, pursuing Master's Degree in Business Administration. Before graduating, one of my academic outputs is a project and for this, I chose a research topic entitled: "***Work-Life Balance, Work Attitude and Employee Performance in KPLC Noreb Region, Kenya".***

You have been selected to take part in this study. This is to humbly request you to respond to the attached questionnaire to assist me collect the data. The information you provide will be treated with utmost confidence and will be strictly be for academic purposes only. Your assistance will be highly appreciated.

Yours faithfully,

**Noah Kipruto**
**MBA/5827/21**

**Appendix II: Questionnaire**

**SECTION A: DEMOGRAPHIC QUESTIONS**

Indicate your response(s) by ticking the boxes to the items below.

| | **Response** |
|---|---|
| Gender. | ☐ Male ☐ Female |
| Age. | ☐ Below 25 Years ☐ 25 - 35 Years<br>☐ 36 – 45 Years ☐ 46 Years or Above |
| Experience. | ☐ Less than 1 Year ☐ 1 - 5 Years<br>☐ 6 – 10 Years ☐ 11 Years or Above |

**SECTION B: WORK-LIFE BALANCE AND EMPLOYEES PERFORMANCE.**

Kindly tick the box ☐ besides the statement that best expresses your opinions on work-life balance in your company (stress management, time management and self-management) using the response scale below.

**1 = Strongly Disagree (SD), 2 = Disagree (D) 3 = Not Sure (NS), 4 = Agree (A), 5 = Strongly Agree (SA)**

**PART A: STRESS MANAGEMENT**

| **Statement** | **Response** | | | | |
|---|---|---|---|---|---|
| | **5** | **4** | **3** | **2** | **1** |
| **STM1**. Stress affects my performance in the organization and lowers the effectiveness of my work | | | | | |
| **STM2**. I get stressed when I don't achieve my work target | | | | | |
| **STM3**. I don't experience excessive pressure due to demand placed on me by the company. | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| **STM4**. There is a planned strategy on how to tackle stress related problems in the company | | | | | |
| **STM5**. Employees stress management practices improves my work-life, and reduces psychological stress | | | | | |
| **STM6** Spending time with my family reduces stress | | | | | |
| **STM7**. The management's stress management practices are clearly defined and proper measurers adopted to check stress | | | | | |
| **STM8**. The company ensures continuous improvement and stress management practices for employees | | | | | |

**PART B: TIME MANAGEMENT**

| **Statement** | **Response** | | | | |
|---|---|---|---|---|---|
| | **5** | **4** | **3** | **2** | **1** |
| **TM1**. Being conscious of time helps me to achieve my goals faster and increases my capabilities and performance | | | | | |
| **TM2**. I always set deadlines as a guide for my daily activities | | | | | |
| **TM3**. I often take action to minimize interruptions on my time | | | | | |
| **TM4**. Good time management reduces stress experienced at work and increases my focus | | | | | |
| **TM5**. I always set and honour priorities. | | | | | |
| **TM6**. Procrastination is a time waster and I make sure I finish all the work available to avoid pilling them. | | | | | |
| **TM7**. I plan out my time before beginning work and always schedule ahead of my work. | | | | | |
| **TM8**. I prepare a list of the activities I have to do daily | | | | | |

**PART C: SELF-MANAGEMENT**

| Statement | Response | | | | |
|---|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
| **SLM1**. I always know the difference between my personal demands and organizational demands | | | | | |
| **SLM2**. I am responsible for my own mistakes and will always try to make things right | | | | | |
| **SLM3**. I have mastered the skills necessary for my job | | | | | |
| **SLM4**. I can manage my time and use my working time for matters which are right for the goals. | | | | | |
| **SLM5**. I have significant autonomy (freedom) in determining how to do my job | | | | | |
| **SLM6**. I have the ability to control my thoughts, anger and emotions | | | | | |
| **SLM7**. I have complete knowledge and understanding of my tasks. | | | | | |
| **SLM8**. I plan out my daily tasks and duties before beginning work and also in advance I schedule my work. | | | | | |

**SECTION C: WORK ATTITUDE**

Kindly indicate your response(s) by ticking the boxes □ to the items below that best expresses your opinion(s) on Work attitude.

**1 = Strongly Disagree (SD), 2 = Disagree (D) 3 = Not Sure (NS), 4 = Agree (A), 5 = Strongly Agree (SA)**

| Statement | Response | | | | |
|---|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
| **WA1**. I accept mistakes and take personal accountability in my area of work | | | | | |
| **WA2**. I am always full of energy and enthusiastic towards work. | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| **WA3**. I am always satisfied and contented with my job | | | | | |
| **WA4**. I work collaboratively with my colleagues without discrimination | | | | | |
| **WA5**. I always perform the task with maximum will and efforts. | | | | | |
| **WA6**. I am always happy and keep under control my emotions. | | | | | |
| **WA7.** I always show respect, care, compassion and affection for others | | | | | |
| **WA8**. I am flexible to socialize and interact with others freely. | | | | | |

**SECTION D: EMPLOYEE PERFORMANCE**

Kindly indicate your response(s) by ticking the boxes  to the items below that best expresses your opinion(s) on Employees' Performance.

**1 = Strongly Disagree (SD), 2 = Disagree (D) 3 = Not Sure (NS), 4 = Agree (A), 5 = Strongly Agree (SA)**

| **Statement** | **Response** | | | | |
|---|---|---|---|---|---|
| | **5** | **4** | **3** | **2** | **1** |
| **EP1**. Timely work completion and meeting deadlines enhances my performance | | | | | |
| **EP2**. High quality work enhances employee's performance | | | | | |
| **EP3**. My work performance has been enhanced by effective time management at KPLC | | | | | |
| **EP4**. I always meet my set targets at work in KPLC | | | | | |
| **EP5**. I am very fast, effective and efficient in delivering greater work output | | | | | |
| **EP6**. I try to create better work templates and always perform at peak | | | | | |
| **EP7**. Effective and constructive client/customer feedback enhances my performance | | | | | |
| **EP8**. I have well set goals that must be achieved every day. | | | | | |

**Appendix III: Moderation Model Summary**

**Coefficients**

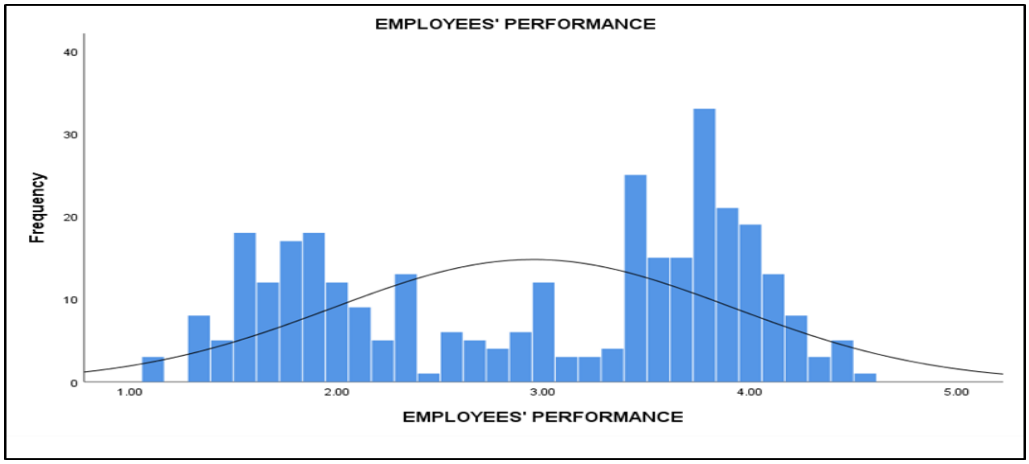
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig |
|---|---|---|---|---|---|---|
| | | β | Std. error | β | | |
| 1 | Constant. | 2.194 | .349 | | 6.293 | .000 |
| | Gender | -.279 | .108 | -.135 | -2.476 | .014 |
| | Age | .089 | .053 | .120 | 2.162 | .031 |
| | Experience | .246 | .089 | .194 | 3.486 | .001 |
| 2 | (Constant) | 3.187 | .134 | | 23.790 | .000 |
| | Gender | -.076 | .041 | -.038 | -1.833 | .068 |
| | Age | -.018 | .021 | -.019 | -.894 | .372 |
| | Experience | -.033 | .035 | -.021 | -.954 | .341 |
| | Stress Management Centre | .493 | .051 | .442 | 9.668 | .000 |
| | Time Management Centre | .705 | .038 | .643 | 18.646 | .000 |
| | Self-Management Centre | .138 | .047 | .120 | -2.963 | .003 |
| 3 | (Constant) | 3.166 | .130 | | 24.283 | .000 |
| | Gender | .049 | .041 | .025 | -1.199 | .231 |
| | Age | -.030 | .020 | -.031 | -1.485 | .139 |
| | Experience | -.027 | .034 | -.017 | -.807 | .420 |
| | Stress Management Centre | .471 | .050 | .422 | 9.439 | .000 |
| | Time Management Centre | .743 | .038 | .678 | 19.669 | .000 |
| | Self-Management Centre | .200 | .048 | .174 | -4.209 | .000 |
| | Work Attitude Centre | .129 | .029 | .104 | 4.377 | .000 |
| 4 | (Constant) | 3.180 | .129 | | 24.572 | .000 |
| | Gender | -.047 | .040 | -.024 | -1.180 | .239 |
| | Age | -.024 | .020 | -.025 | -1.180 | .239 |
| | Experience | -.031 | .033 | -.020 | -.938 | .349 |
| | Stress Management Centre | .460 | .050 | .412 | 9.261 | .000 |
| | Time Management Centre | .785 | .041 | .716 | 19.120 | .000 |
| | Self-Management Centre | .229 | .049 | .199 | -4.724 | .000 |
| | Work Attitude Centre | .133 | .029 | .107 | 4.545 | .000 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Work Attitude x Stress Management | .079 | .031 | .055 | -2.509 | .013 |
| 5 | (Constant) | 3.154 | .128 | | 24.591 | .000 |
| | Gender | -.051 | .040 | -.026 | -1.283 | .201 |
| | Age | -.020 | .020 | -.021 | -.997 | .320 |
| | Experience | -.019 | .033 | -.012 | -.569 | .570 |
| | Stress Management Centre | .365 | .059 | .327 | 6.152 | .000 |
| | Time Management Centre | .841 | .045 | .767 | 18.677 | .000 |
| | Self-Management Centre | .202 | .049 | .176 | -4.135 | .000 |
| | Work Attitude Centre | .129 | .029 | .104 | 4.457 | .000 |
| | Work Attitude x Stress Management | .207 | .055 | .145 | -3.792 | .000 |
| | Work Attitude x Time Management | .155 | .054 | .107 | 2.855 | .005 |
| 6 | (Constant) | 3.118 | .125 | | 24.873 | .000 |
| | Gender | -.045 | .039 | -.023 | -1.155 | .249 |
| | Age | -.019 | .020 | -.020 | -.986 | .325 |
| | Experience | -.016 | .032 | -.010 | -.504 | .614 |
| | Stress Management Centre | .418 | .059 | .375 | 7.058 | .000 |
| | Time Management Centre | .861 | .044 | .786 | 19.496 | .000 |
| | Self-Management Centre | .261 | .050 | .227 | 5.247 | .000 |
| | Work Attitude Centre | .122 | .028 | .098 | 4.306 | .000 |
| | Work Attitude x Stress Management | .337 | .062 | .237 | 5.451 | .000 |
| | Work Attitude x Time Management | .120 | .054 | .083 | 2.230 | .026 |
| | Work Attitude x Self-Management | .195 | .047 | .132 | 4.131 | .000 |

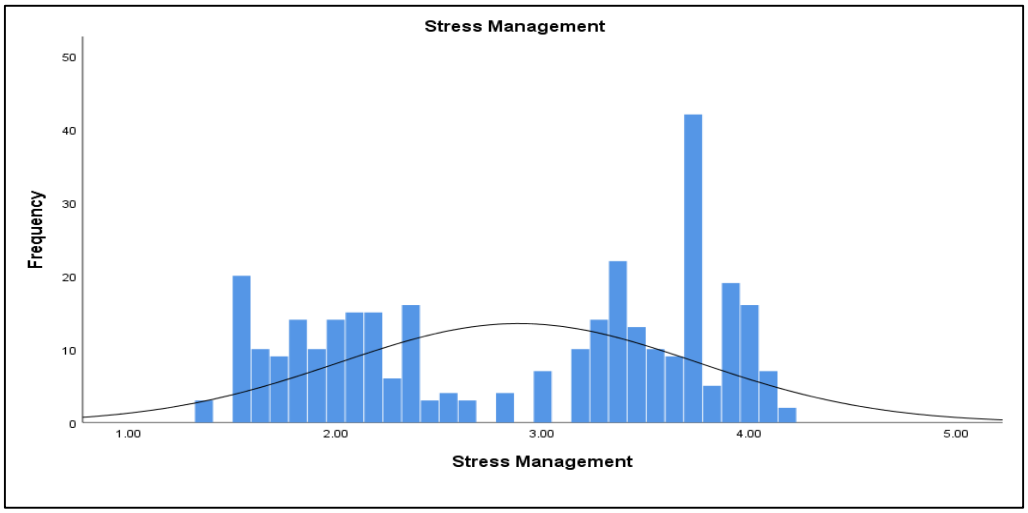
a. Dependent Variable: Employee Performance

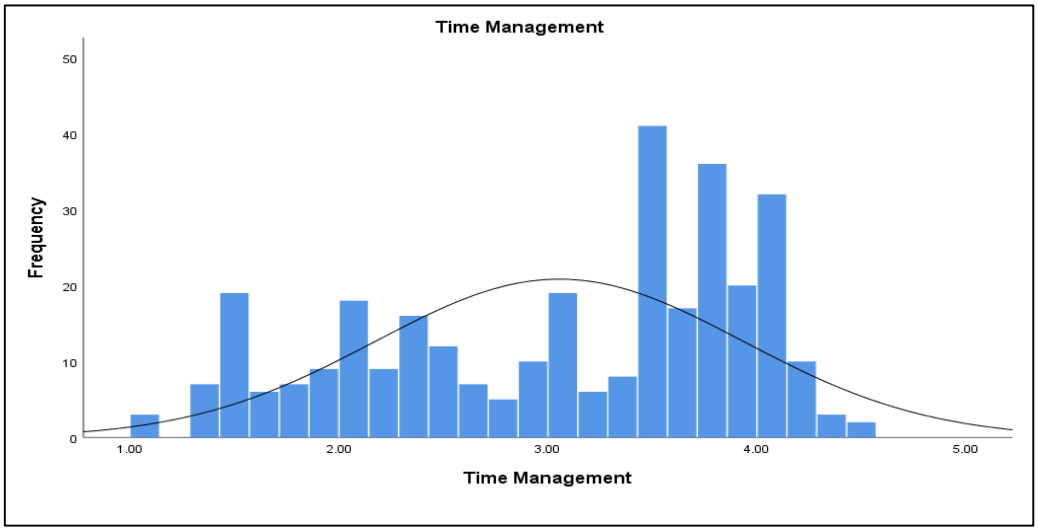
## Appendix IV: Normality Distribution Curves

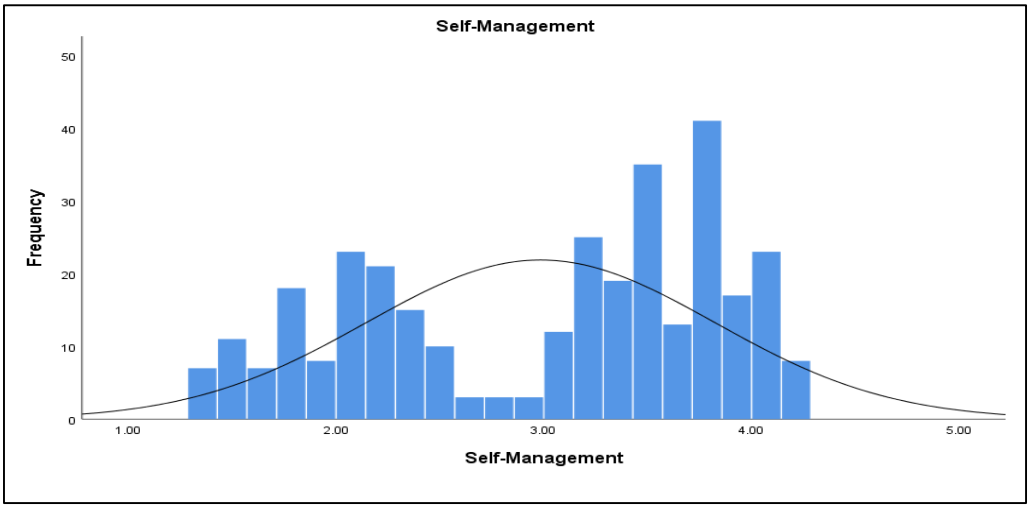
### Employees' Performance



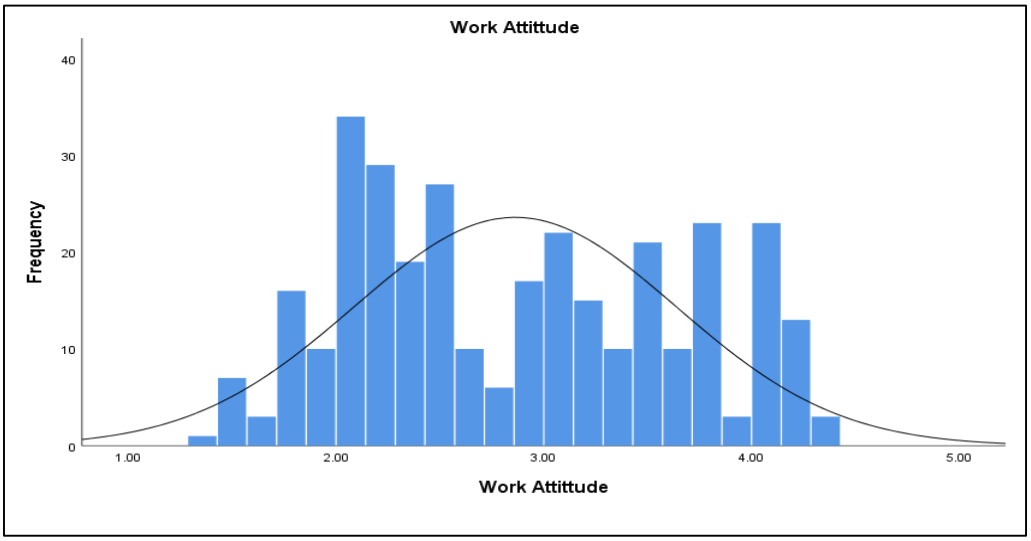

### Work life Balance






## Work Attitude



## Appendix V: Introductory Letter from School of Business

MOI UNIVERSITY
POSTGRADUATE OFFICE
SCHOOL OF BUSINESS AND ECONOMICS

Tel: 0722271134
0722685969
0715245347
Fax No: (053) 43047
Telex No. MOIVARSITY 35047

P.O. Box 3900
Eldoret.
Kenya

RE: MBA/5827/21 DATE: 23rd March, 2024

*TO WHOM IT MAY CONCERN:*

RE: NOAH KIPRUTO -MBA/5827/21

The above named is a bonafide student of Moi University School of Business and Economics, undertaking **Masters in Business Administration** degree; specializing in **Human Resource Management**.

He has successfully completed the coursework, defended his proposal, and is proceeding to the field to collect data for his research titled: ***"Work-Life Balance, Work Attitude And Employee Performance At Kenya Power And Lighting Company, Noreb Region, Kenya."***
Any assistance accorded to him will be highly appreciated.

For any additional information, do not hesitate to get in touch with the undersigned.

Yours faithfully,

SCHOOL OF BUSINESS & ECONOMICS
MOI UNIVERSITY
P. O. Box 3900 ELDORET 30100

**PROF. RONALD BONUKE**
**ASSOCIATE DEAN AND CHAIR GRADUATE STUDIES**
**SCHOOL OF BUSINESS AND ECONOMICS**

*/vc*

## Appendix VI: NACOSTI Research Authorization Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **641319**

Date of Issue: **03/April/2024**

**RESEARCH LICENSE**

**This is to Certify that Mr.. Noah Kipruto Ngetich of Moi University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nandi, Transnzoia, Uasin-Gishu on the topic: WORK-LIFE BALANCE, WORK ATTITUDE AND EMPLOYEE PERFORMANCE AT KENYA POWER AND LIGHTING COMPANY, NOREB REGION, KENYA for the period ending : 03/April/2025.**

License No: **NACOSTI/P/24/34347**

**641319**

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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**See overleaf for conditions**

**THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)**
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

**The National Commission for Science, Technology and Innovation**, hereafter referred to as the Commission, was the established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

**CONDITIONS OF THE RESEARCH LICENSE**

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
    i. Endanger national security
    ii. Adversely affect the lives of Kenyans
    iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
    iv. Result in exploitation of intellectual property rights of communities in Kenya
    v. Adversely affect the environment
    vi. Adversely affect the rights of communities
    vii. Endanger public safety and national cohesion
    viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

**Appendix VII: CC – Nandi County Research Authorization Letter**

OFFICE OF THE PRESIDENT
MINISTRY OF INTERIOR AND NATIONAL ADMINISTRATION

Tel: 053 52621, 5252003, Kapsabet
Fax No. 053 – 5252503
E-mail:
countycommissioner@gmail..com
When replying, please quote

Ref: NC.ED.4/3 VOL.II/(78)

County Commissioner's Office
Nandi Central,
P.O. Box 30,
KAPSABET.

15th April,2024

Noah Kipruto
Moi University
P.O Box 3900
**ELDORET**

**RE: RESEARCH AUTHORIZATION**

This is in reference to letter No. NACOSTI/P/24/34347 dated 3rd April, 2024 from the Director General, National Commission for Science, Technology and Innovation on the above subject matter.

You are hereby authorized to conduct research on '**Work-Life Balance, Work, Attitude and Employee performance at Kenya Power and Lighting Company, NOREB Region, Keny'** for the period ending **3rd April, 2025.**

Wishing you all the best.

Pp

CAROLINE M. NZWILI,
COUNTY COMMISSIONER,
**NANDI.**

COUNTY COMMISSIONER NANDI 15 APR 2024 P.O BOX 30-30300, KAPSABET

Copy to:

All Deputy County Commissioners,
**NANDI.**

**Appendix VIII: MoE – Nandi County Research Authorization Letter**

MINISTRY OF EDUCATION
STATE DEPARTMENT FOR BASIC EDUCATION

Email: cdenandicounty@yahoo.com
Telephone: 0773044624
When replying please quote

County Director of Education
NANDI COUNTY,
P. O. Box 36-30300,
KAPSABET.

Ref: NDI/CDE/RESEARCH/1/VOL.111/120

Date: 15th April, 2024

Mr. Noah Kipruto Ngetich
Moi University,
P.O Box 3900
**ELDORET.**

**RE: RESEARCH AUTHORIZATION.**

Reference is made to the National Commission for Science, Technology and Innovation's letter Ref: No. NACOSTI/P/24/34347 dated 3rd April, 2024.

The above named person has been granted permission by the County Director of Education to carry out research on "*Work-Life Balance, Work Attitude and Employee Performance at Kenya Power and Lighting Company, " in Nandi County, Kenya'* for the period ending 3rd **April, 2025.**

Kindly provide him all necessary support he requires.

For: County Director of Education NANDI COUNTY

Mathew Sum
For: County Director of Education,
**NANDI COUNTY.**

## Appendix IX: CC – Uasin Gishu County Research Authorization Letter

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 641319

Date of Issue: 03/April/2024

RESEARCH LICENSE

This is to Certify that Mr.. Noah Kipruto Ngetich of Moi University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nandi, Transnzoia, Uasin-Gishu on the topic: WORK-LIFE BALANCE, WORK ATTITUDE AND EMPLOYEE PERFORMANCE AT KENYA POWER AND LIGHTING COMPANY, NOREB REGION, KENYA for the period ending : 03/April/2025.

License No: NACOSTI/P/24/34347

641319

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY &
INNOVATION

Approved.
8/04/24

COUNTY COMMISSIONER
UASIN GISHU COUNTY

Verification QR Code

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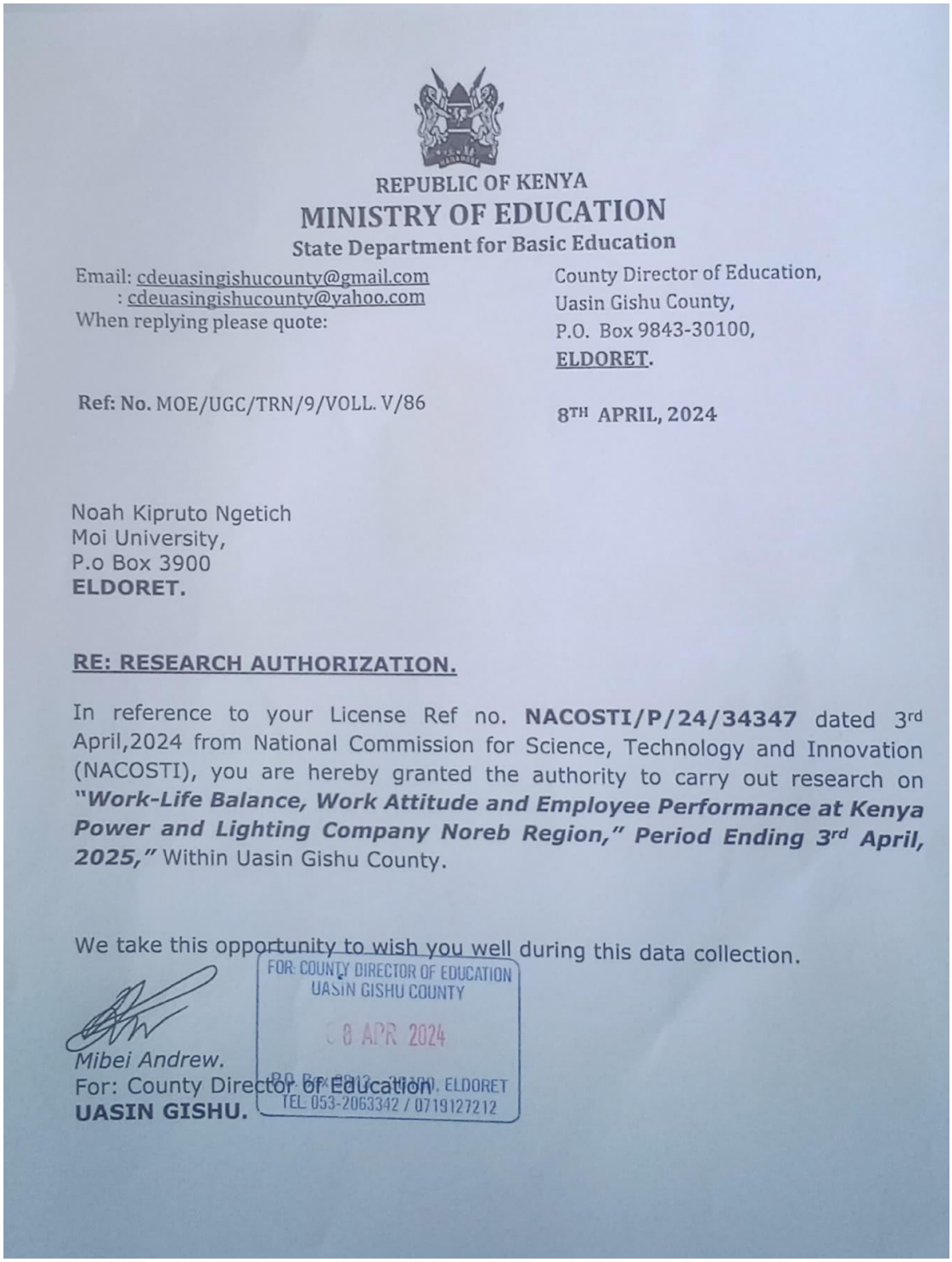
See overleaf for conditions

**Appendix X: MoE – Uasin Gishu County Research Authorization Letter**



REPUBLIC OF KENYA

MINISTRY OF EDUCATION

State Department for Basic Education

Email: cdeuasingishucounty@gmail.com
: cdeuasingishucounty@yahoo.com
When replying please quote:

County Director of Education,
Uasin Gishu County,
P.O. Box 9843-30100,
ELDORET.

Ref: No. MOE/UGC/TRN/9/VOLL. V/86

8TH APRIL, 2024

Noah Kipruto Ngetich
Moi University,
P.o Box 3900
**ELDORET.**

**RE: RESEARCH AUTHORIZATION.**

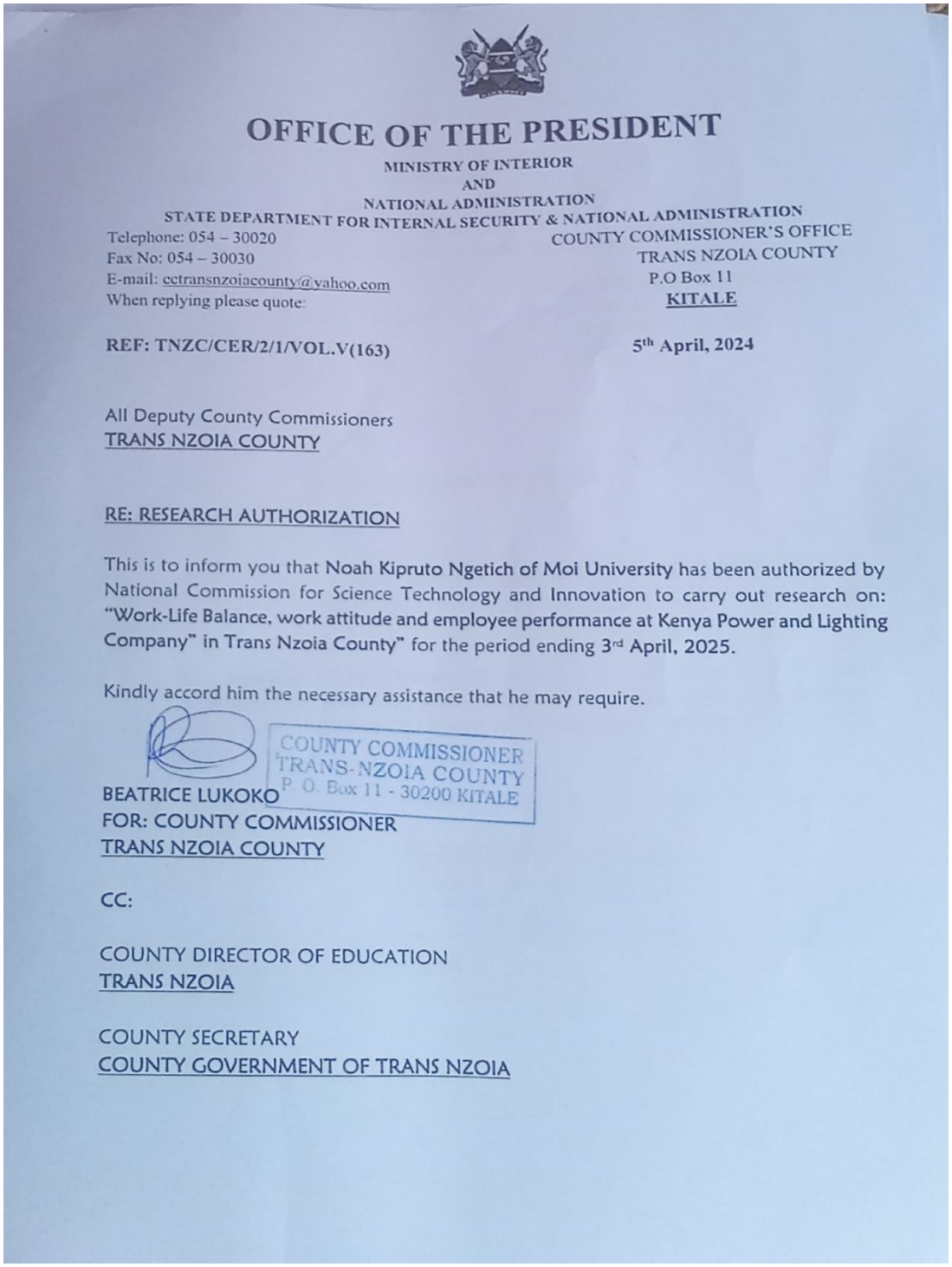
In reference to your License Ref no. **NACOSTI/P/24/34347** dated 3rd April,2024 from National Commission for Science, Technology and Innovation (NACOSTI), you are hereby granted the authority to carry out research on ***"Work-Life Balance, Work Attitude and Employee Performance at Kenya Power and Lighting Company Noreb Region," Period Ending 3rd April, 2025,"*** Within Uasin Gishu County.

We take this opportunity to wish you well during this data collection.

FOR: COUNTY DIRECTOR OF EDUCATION
UASIN GISHU COUNTY
08 APR 2024
P.O. Box 9843-30100, ELDORET
TEL: 053-2063342 / 0719127212

*Mibei Andrew.*
For: County Director of Education
**UASIN GISHU.**

**Appendix XI: CC – Trans Nzoia County Research Authorization Letter**



OFFICE OF THE PRESIDENT

MINISTRY OF INTERIOR
AND
NATIONAL ADMINISTRATION
STATE DEPARTMENT FOR INTERNAL SECURITY & NATIONAL ADMINISTRATION

Telephone: 054 – 30020
Fax No: 054 – 30030
E-mail: cctransnzoiacounty@yahoo.com
When replying please quote:

COUNTY COMMISSIONER'S OFFICE
TRANS NZOIA COUNTY
P.O Box 11
KITALE

REF: TNZC/CER/2/1/VOL.V(163)

5th April, 2024

All Deputy County Commissioners
TRANS NZOIA COUNTY

RE: RESEARCH AUTHORIZATION

This is to inform you that Noah Kipruto Ngetich of Moi University has been authorized by National Commission for Science Technology and Innovation to carry out research on: "Work-Life Balance, work attitude and employee performance at Kenya Power and Lighting Company" in Trans Nzoia County" for the period ending 3rd April, 2025.

Kindly accord him the necessary assistance that he may require.

COUNTY COMMISSIONER
TRANS-NZOIA COUNTY
P. O. Box 11 - 30200 KITALE

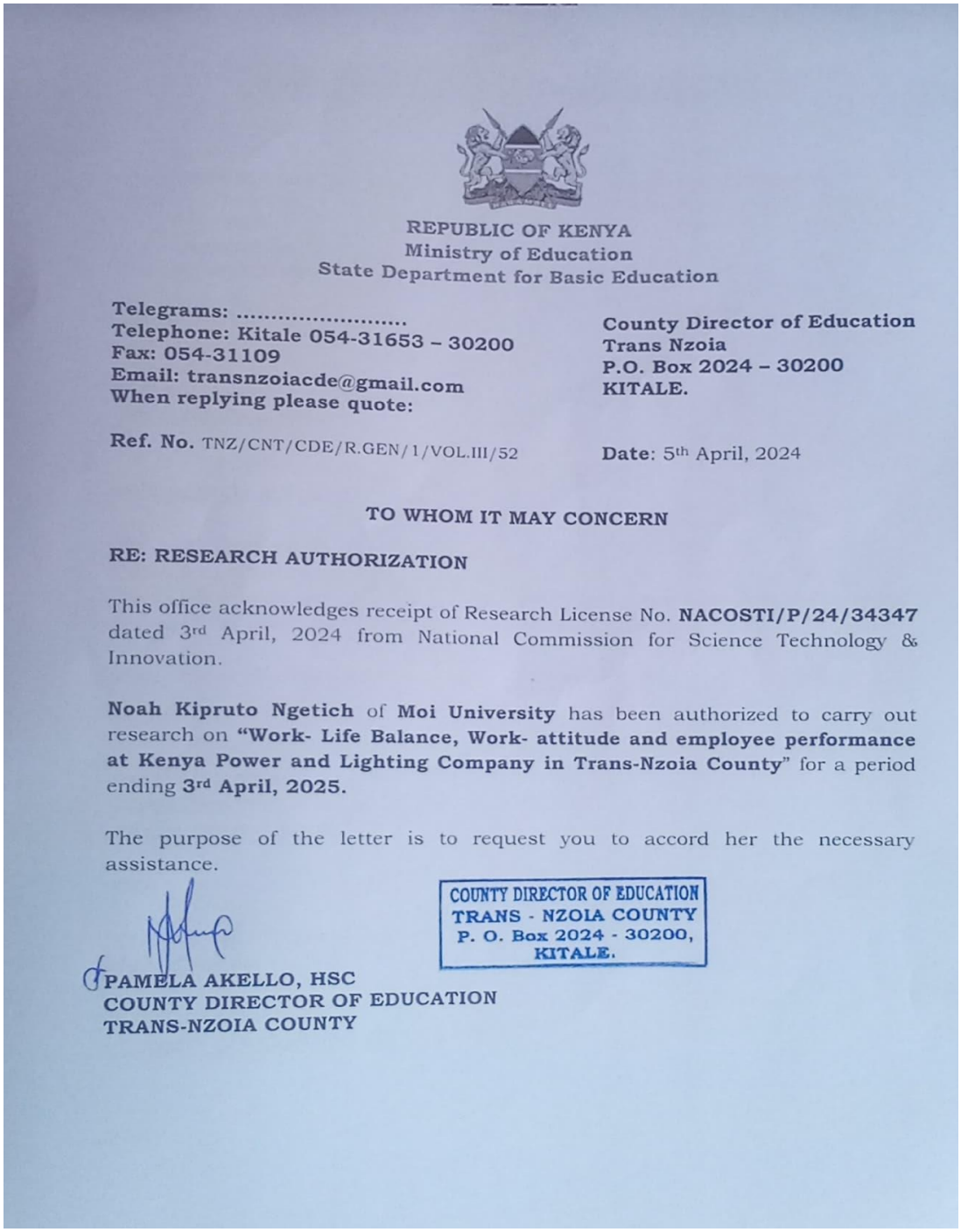
BEATRICE LUKOKO
FOR: COUNTY COMMISSIONER
TRANS NZOIA COUNTY

CC:

COUNTY DIRECTOR OF EDUCATION
TRANS NZOIA

COUNTY SECRETARY
COUNTY GOVERNMENT OF TRANS NZOIA

## Appendix XII: MoE – Trans Nzoia County Research Authorization Letter



REPUBLIC OF KENYA
Ministry of Education
State Department for Basic Education

Telegrams: .....
Telephone: Kitale 054-31653 – 30200
Fax: 054-31109
Email: transnzoiacde@gmail.com
When replying please quote:

County Director of Education
Trans Nzoia
P.O. Box 2024 – 30200
KITALE.

Ref. No. TNZ/CNT/CDE/R.GEN/1/VOL.III/52

Date: 5th April, 2024

TO WHOM IT MAY CONCERN

RE: RESEARCH AUTHORIZATION

This office acknowledges receipt of Research License No. **NACOSTI/P/24/34347** dated 3rd April, 2024 from National Commission for Science Technology & Innovation.

**Noah Kipruto Ngetich** of **Moi University** has been authorized to carry out research on **"Work- Life Balance, Work- attitude and employee performance at Kenya Power and Lighting Company in Trans-Nzoia County"** for a period ending **3rd April, 2025.**

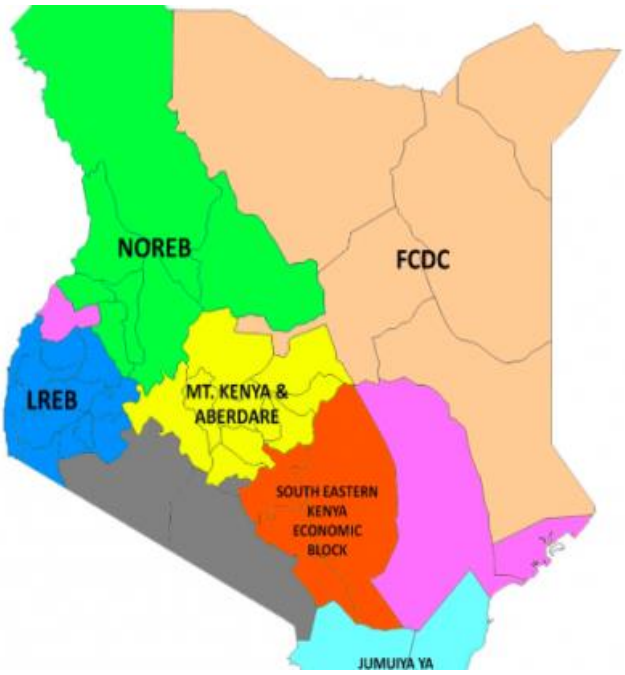
The purpose of the letter is to request you to accord her the necessary assistance.

COUNTY DIRECTOR OF EDUCATION
TRANS - NZOIA COUNTY
P. O. Box 2024 - 30200,
KITALE.

PAMELA AKELLO, HSC
COUNTY DIRECTOR OF EDUCATION
TRANS-NZOIA COUNTY

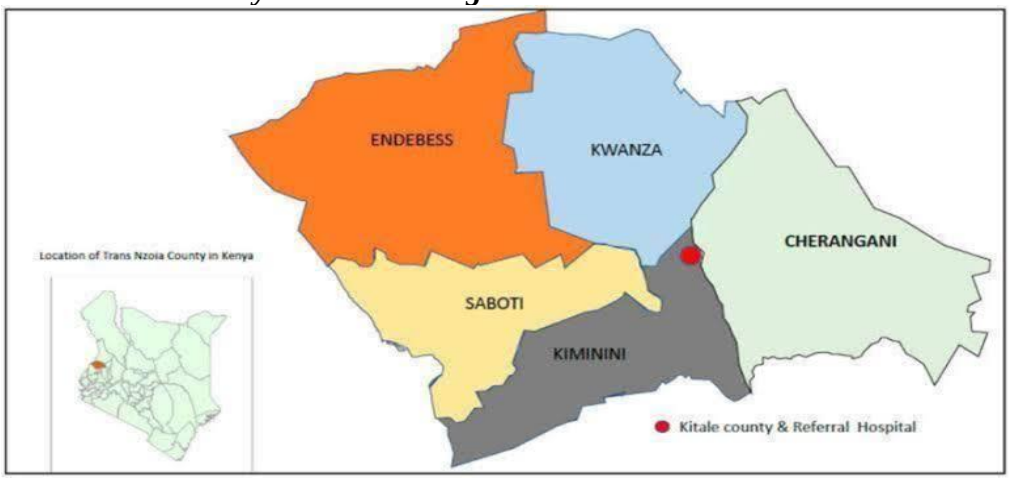
## Appendix XIII: Maps of the Study Area

**Kenya's Economic Bloc**

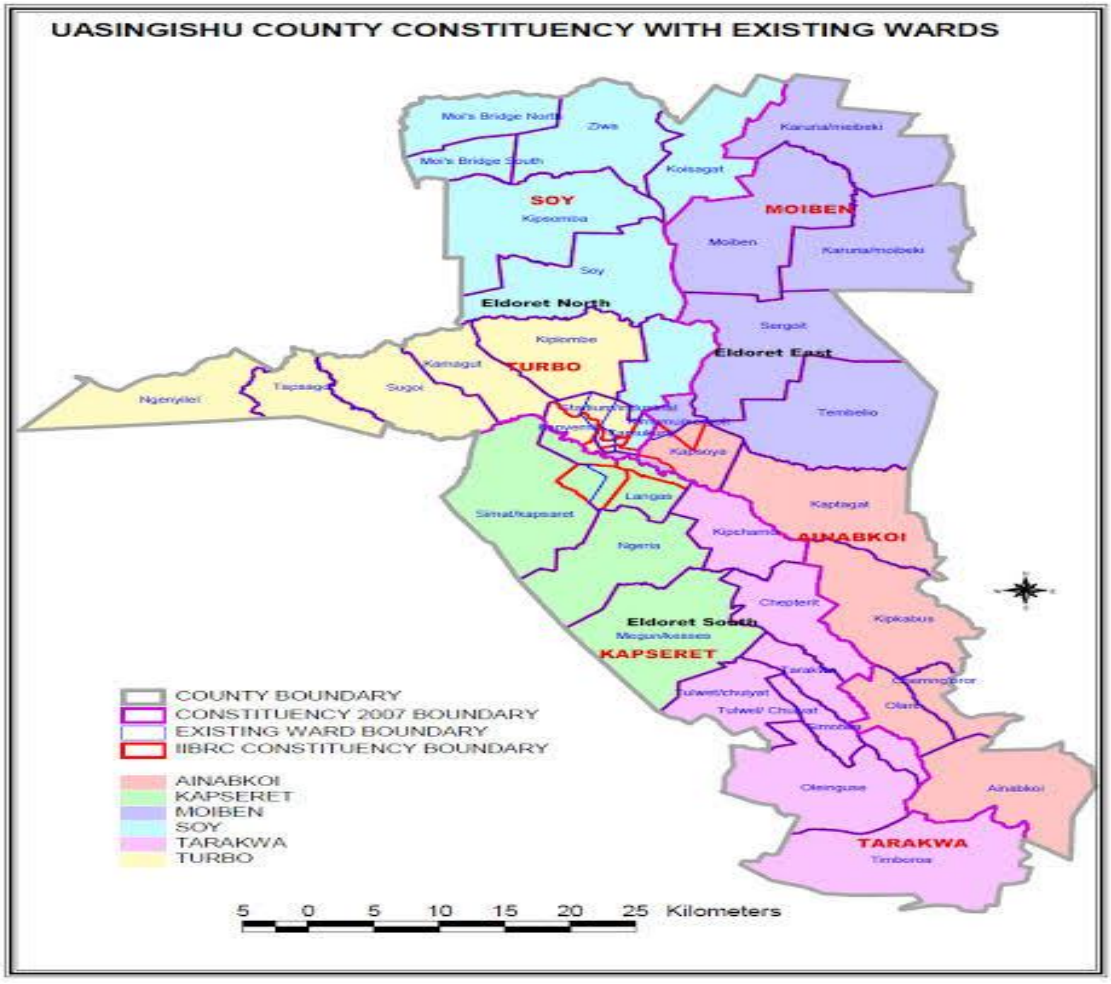



***Nandi County with its existing constituencies***


***Trans Nzoia County with its existing constituencies***



**Uasin Gishu County with its existing constituencies**



**Appendix VIV: Plagiarism Awareness Certificate**

SR670

*ISO 9001:2019 Certified Institution*

**THESIS WRITING COURSE**

*PLAGIARISM AWARENESS CERTIFICATE*

This certificate is awarded to

*NOAH KIPRUTO*

**MBA /5827/21**

In recognition for passing the University's plagiarism

Awareness test for Thesis **entitled**: **WORK-LIFE BALANCE, WORK ATTITUDE AND EMPLOYEES' PERFORMANCE AT KENYA POWER AND LIGHTING COMPANY, NOREB REGION – KENYA** similarity index of 9% and striving to maintain academic integrity.

**Word count:35305**

Awarded by

Prof. Anne Syomwene Kisilu
CERM-ESA Project Leader Date: 11/09//2024