

# **The Influence of Work-Life Balance Initiatives on Employee Performance in the Hotel Industry: A Case of Nairobi County**

By

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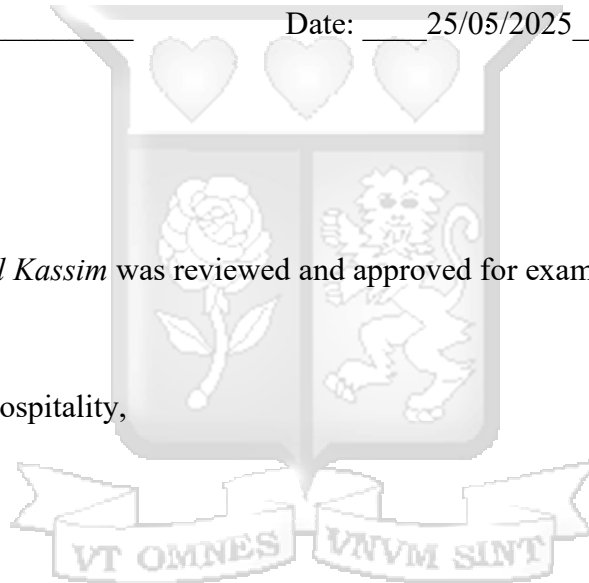
### Approval

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## Abstract

The hospitality industry is characterized by a demanding work environment, marked by long hours, irregular schedules, and high stress levels. Consequently, Work-Life Balance (WLB) has become a critical focus for management, employees, human resource specialists, and wellness coordinators, given its significant impact on employee health, well-being, and performance. Work-Life Balance initiatives encompass workplace policies and activities that address these challenges, including paid leave, flexible working hours, personal time off, and other family-friendly policies. This study explored the influence of WLB initiatives on employee performance in the hotel industry, specifically within 3-star and 5-star hotels in Nairobi County. Additionally, the study provides recommendations for enhancing Work-Life Balance initiatives to further improve employee performance in these hotels. The research employed a descriptive quantitative research design, utilizing open-ended and closed-ended questionnaires as the primary data collection tool. Spillover Theory guided this research by providing a conceptual framework to understand the dynamic interaction between work and personal life domains. The target population consisted of employees from various departments within the hotel industry in Nairobi. A convenience sampling technique was used to select the sample of participating hotels. Data was analysed using both quantitative and qualitative approaches. Descriptive statistics, including means and standard deviations, was used to summarize the data, while inferential statistics was employed to determine the relationships between WLB initiatives and employee performance. The study analysed the impact of work-life balance (WLB) initiatives on employee performance in star-rated hotels in Nairobi through correlation and regression analysis. Flexible working schedules showed a strong positive and statistically significant correlation with employee performance ( $r = 0.864$ ,  $P < 0.01$ ). Wellness programs had a weak negative correlation ( $r = -0.016$ ,  $P > 0.005$ ), while supportive work environments showed a weak positive but insignificant correlation ( $r = 0.080$ ,  $P > 0.05$ ). Management support had a positive but marginally insignificant relationship ( $r = 0.730$ ,  $P > 0.05$ ). Overall, WLB initiatives explained 52% of the variance in employee performance (adjusted  $R^2 = 0.490$ ). The study concludes that flexible working schedules significantly enhance employee performance in star-rated hotels in Nairobi, while wellness programs and supportive work environments have minimal or insignificant effects.

**Keywords:** *Employee performance, Hotel Industry, Work-life balance (WLB), WLB Initiatives.*

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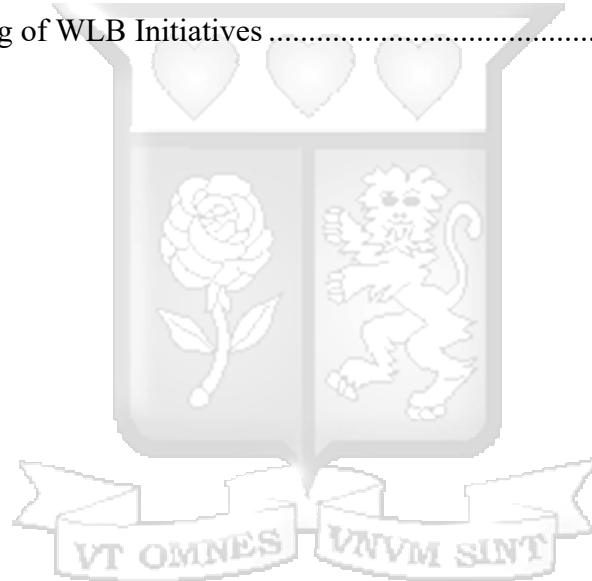
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## List of Abbreviations

**HRM** - Human Resource Management

**JD-R** - Job Demands-Resources theory.

**SWE** - Supportive work environment

**WLB** - Work Life Balance



## Definition of Terms

<b>Work-Life Balance (WLB)</b>	Work-Life Balance refers to the equilibrium between personal life and professional responsibilities, where individuals manage and manage these two crucial aspects effectively (Kudachimath & Rotti, 2020).
<b>Employee Performance</b>	Employee performance is the quality and quantity of work completed by an employee in executing their duties in line with their responsibilities (Susanto et al., 2022) .
<b>Organizational Commitment</b>	Organizational commitment refers to the psychological attachment an employee feels towards their organization, which often influences their willingness to continue working with the organization and contribute to its success (Dousin et al., 2019).
<b>Job Satisfaction</b>	Job satisfaction is the level of contentment employees feel regarding their job, which is influenced by factors such as work environment, pay, and work-life balance (Sri & Ratna, 2023).
<b>Well-being</b>	Well-being in the workplace context refers to the overall physical, mental, and emotional health of employees, which can be positively influenced by effective work-life balance policies (Wambui et al., 2017).
<b>Turnover Intention</b>	Turnover intention refers to the likelihood that an employee will leave their current organization (Wambui et al., 2017).

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# Chapter 1: Introduction

## 1.1 Background of the study

Work-life balance is essentially linked to employees' need to maintain a balance between their personal and professional commitments (Kudachimath & Rotti, 2020). The concept of work-life balance is strongly founded in employees' inherent need to strike a balance between their family and professional responsibilities. It can be defined as the degree to which individuals in the workplace can meet their basic personal requirements through their experiences within the firm (Marecki, 2023). This theory recognizes that all employees, particularly managers, must aim for a harmonic balance between their professional and personal life, independent of family obligations (Barsulai et al., 2020). Beyond family duties, individuals may also need personal time for self-development and social engagement (Marecki, 2023). Achieving a healthy work-life balance has become a primary objective for workers across various industries, especially in today's fast-paced and demanding work environments (Belias & Koustelios, 2014). Striking this balance is increasingly viewed as essential for enhancing employee performance, overall well-being, and job satisfaction.

A typical work-life balance involves employees managing their time, energy, and responsibilities effectively between work and personal life. This balance is supported through flexible working arrangements including flexible hours, compressed workweeks, remote work options, and job-sharing, which allow employees to adjust their schedules to better accommodate personal and family needs (Abioro et al., 2018). Leave policies—including paid leave, parental leave, sick leave, and personal time off—are critical to enable employees to rest or attend to family matters without risking income or job security (Keitany et al., 2017).

In addition, a supportive work environment that encourages open communication, respects employees' personal time, and limits excessive overtime plays a key role in achieving work-life balance (Yusliza et al., 2021). Employee well-being programs, ranging from health screenings, stress management initiatives, fitness activities, and mental health support, maintain physical and emotional health, enhancing employees' ability to balance their roles (McCleary et al., 2017). Furthermore, family-friendly benefits like childcare and eldercare support recognize the

caregiving responsibilities many employees carry outside work, further supporting work-life balance (Azubuike, 2023). Together, these elements form a framework that helps employees feel supported in balancing professional demands with personal needs, improving job satisfaction, reducing stress, and increasing performance.

Work-life balance (WLB) initiatives have become central to organizational strategies aimed at promoting employee well-being and improving performance. These initiatives encompass a broad range of policies, including paid leave, flexible working hours, personal time off, job-sharing arrangements, remote work options, supportive work environment and family-friendly benefits (AL-Omari et al., 2020). Such policies not only help employees manage their personal and professional obligations but also contribute to reducing work-related stress and improving overall job satisfaction (Garg et al., 2018). In addition to these practical benefits, a well-implemented WLB strategy can positively influence employees' mental, physical, and emotional health, leading to improved resilience, higher productivity, and a more engaged workforce (Tamunomiebi & Oyibo, 2020). Globally, the concept of WLB is often referred to as the art of balancing personal and professional responsibilities, enabling employees to effectively allocate their time and energy between both domains (Kudachimath & Rotti, 2020).

Creating a healthy and supportive work environment is essential for employees to balance these responsibilities, as doing so not only boosts productivity but also fosters a more committed and motivated workforce (Garg et al., 2018). As a result, WLB is now a priority for management, human resource professionals, and wellness coordinators, as it has proven benefits for both employees and businesses alike (Bataineh, 2019). WLB initiatives are particularly critical in workplaces due to their direct impact on organizational outcomes such as work engagement, job satisfaction, and employee productivity. Kyoung (2014) found that promoting WLB leads to enhanced employee engagement, which in turn improves overall performance and contributes to organizational success.

Research conducted by Dousin et al. (2019) further underscores the importance of WLB, noting that it reduces work-family conflict and fosters organizational commitment. By implementing these initiatives, organizations not only enhance employee satisfaction but also minimize costs associated with absenteeism and turnover, resulting in a more stable and productive workforce

(Larasati & Hasanati, 2019) . The cumulative impact of WLB initiatives on employee well-being and organizational performance has made it a vital area of focus in the modern workplace (Marecki, 2023).

Employee performance is the result of a person's work in conducting the tasks assigned to him and how much the employee contributes to the organization. Performance is typically assessed through the quality and quantity of work an employee delivers while meeting their responsibilities (Harni et al., 2019). Research indicates that high-performing employees contribute significantly to both the financial and non-financial outcomes of an organization (Susanto et al., 2022). In the United States, for example, WLB initiatives have been shown to reduce employee stress levels and improve overall performance, highlighting the significant impact of these policies on workforce effectiveness (“International Labour Organization,” 2022). Furthermore, Kyoung (2014) found that the absence of WLB often results in increased absenteeism and reduced job satisfaction, underscoring the importance of balancing work and personal life to maintain performance.

Globally, WLB initiatives have been proven to enhance both organizational competitiveness and employee performance. In Australia, research by Lingard et al. (2007) showed that companies offering robust WLB policies were more successful in attracting top talent and motivating employees to put in discretionary effort at work. Similarly, in the UK, (Beauregard, 2014) found that WLB initiatives enhanced employees’ perceptions of organizational support, leading to increased task performance and affective commitment.

Studies from Indonesia and Malaysia also support this view, with Johari et al. (2018) concluding that WLB positively affects employee performance by improving job satisfaction and reducing turnover intentions. Moreover, research in Malaysia has shown that WLB practices lead to higher job satisfaction, which in turn increases productivity and job performance (Dousin et al., 2019). In India, studies demonstrate that fostering a healthy work-life balance can significantly improve employee relationships, well-being, and overall productivity. Sri & Ratna (2023) found that organizations with strong WLB initiatives experienced higher levels of employee performance and reduced absenteeism.

Similarly, in Nigeria, Tamunomiebi & Oyibo (2020) identified WLB as one of the key drivers of high employee performance, noting that it enhances employees' ability to manage personal and

professional responsibilities. In South Africa, a study commissioned by Accenture found that 67% of respondents turned down job offers that would negatively impact their WLB, demonstrating the importance of these initiatives for employee retention (Paresh, 2013). Additionally, in Tanzania, Mukanzi & Senaji (2017) found that satisfied employees who benefited from strong WLB programs were more likely to perform well and remain with their employers (Mtani & Sikawa, 2023).

In Kenya, the hospitality industry plays a vital role in the national economy, and WLB initiatives are becoming increasingly important for enhancing employee performance in this sector. The Employment Act of 2007 outlines several WLB initiatives designed to protect employees and improve their performance in the workplace (Muchiti et al., 2015). As the Kenyan economy moves towards a 24/7 business model, particularly in sectors like hospitality, there is a growing need for flexible work arrangements to accommodate the demands of a round-the-clock economy. Studies have shown that inadequate WLB can significantly harm employee well-being and organizational performance, particularly in sectors where long hours and irregular shifts are common (Wambui et al., 2017). Research by Ngunga et al. (2021) further supports the idea that employee productivity is closely tied to engagement and WLB, making these initiatives critical for sustaining the productivity and competitiveness of organizations in Kenya.

WLB initiatives are crucial in enhancing employee performance, reducing absenteeism, and promoting job satisfaction across various industries. From developed economies like the United States and the UK to emerging markets like Kenya and Nigeria, WLB initiatives have consistently demonstrated their ability to improve organizational outcomes by fostering a healthier and more engaged workforce. As organizations continue to recognize the importance of balancing work and personal life, WLB initiatives will remain a key factor in improving employee performance and maintaining a competitive edge in the global marketplace.

## **1.2 Problem Statement**

The hospitality sector is widely recognized for its demanding work conditions, including long hours, irregular schedules, and heavy workloads, which often cause significant work-life conflict among employees. This conflict negatively affects their well-being and job performance (Zhao & Ghiselli, 2016). While research globally highlights the positive impact of work-life balance (WLB) initiatives on employee motivation, productivity, and organizational commitment

(Bataineh, 2019; Valery et al., 2023), there remain significant gaps in understanding how these initiatives affect employee performance specifically within the hospitality industry, especially in Kenya.

Most studies have focused on developed countries where WLB initiatives are more established (Ngunga et al., 2021; Agusioma et al., 2019). In Kenya, although there is growing awareness of the importance of WLB, many hotels have yet to fully implement effective policies, leading to employee stress, low engagement, and high turnover (Barsulai et al., 2020; Kinuthia & Kiragu, 2022). Additionally, existing research has largely examined the link between WLB and organizational performance rather than directly measuring employee performance outcomes (Kyoung, 2014). This gap is significant because employee performance is critical to service quality and competitiveness in the hospitality sector. Without a clear understanding of how WLB initiatives influence employee performance in Kenyan hotels, managers lack evidence-based guidance to design and implement effective policies. This study aims to address this gap by analyzing the influence of WLB initiatives on employee performance in 3-star to 5-star hotels in Nairobi, providing practical insights for improving both employee well-being and organizational outcomes.

### **1.3 General Objective**

The General objective of the study to assess the influence of work life balance initiatives on employee performance in 3-star to 5-star hotels in Nairobi.

### **1.4 Specific Objectives**

The specific objectives of the study are:

- i). To identify Work-life balance initiatives that are present in 3-star to 5-star hotels in Nairobi County.
- ii). To evaluate the effectiveness of work-life balance initiatives on employee performance in 3-star to 5-star hotels in Nairobi County.
- iii). To analyze hotel management support for WLB initiatives on employee performance in 3-star to 5-star hotels.

## **1.5 Research Questions.**

- i. What Work-Life Balance initiatives are currently practiced in 3-star to 5-star hotels in Nairobi County?
- ii. What is the effectiveness of Work-Life Balance initiatives on employee performance in 3-star to 5-star hotels in Nairobi County?
- iii. How do hotel management practices support work-life balance initiatives in 3-star to 5-star hotels in Nairobi County?

## **1.6 Significance of the Study**

The proposed study has several contributions in the hotel industry it will add to the limited research on work-life balance practices and their effects within the Kenyan hotel context which is underrepresented.

### **1.6.1 Researchers and Academics**

The study will provide researchers and academics with empirical evidence on the influence of WLB on employee performance and insights specific to the hotel industry. Researchers can further explore the topic and build upon findings to deepen their understanding.

### **1.6.2 Employees**

The study will benefit employees who are the primary beneficiaries of this study it will help them understand the impact of work-life balance initiatives can help employees make informed decisions about their career choices and seek organizations that prioritize their well-being.

### **1.6.3 Employers**

Employers in the hotel industry can gain valuable insights from the study. They can understand the positive effects that work-life balance initiatives can have on employee performance, productivity, and job satisfaction.

### **1.6.4 Human resources Professionals**

Human resources professionals play a critical role in designing and implementing the work-life balance initiatives within organizations. The study can provide them with evidence-based insights and best practices for developing policies and programs that support work-life balance.

### **1.6.5 Industry Associations and Policy Makers**

Industry Associations and policy makers can utilize the study's findings to form their guidelines and recommendations for promoting work-life balance initiatives in the hotel industry.

### **1.7 Scope of the study**

This study focused on the Kenyan hotel industry, specifically targeting 3-star to 5-star hotels in Nairobi County. The hotel sector was chosen due to its demanding work environment and the significant work-life balance (WLB) challenges faced by employees in this industry. Work-life balance in this study referred to the policies and initiatives designed to help employees manage and balance their personal and professional responsibilities. These included flexible work arrangements (such as flexible scheduling), supportive work environments, and employee well-being programs like wellness initiatives.

The study surveyed a diverse sample of hospitality employees, including front-line staff, supervisors, and middle to upper-level managers, as these groups are often exposed to high levels of work-life conflict and workplace stress. Employee performance was defined and measured in terms of task efficiency, employee engagement, productivity, and reduced absenteeism. The study investigated how the identified WLB initiatives influenced these aspects of employee performance. The boundaries of the research were limited to the Nairobi hotel industry and did not extend to other sectors or regions, which may have different work-life balance challenges and employee performance dynamics.

## **Chapter 2: Literature Review**

### **2.1 Introduction**

The hospitality industry, particularly the hotel sector, is well-known for its challenging work environment, which frequently needs employees to work long hours and deal with high levels of stress. This tough climate has sparked renewed interest in the concept of Work-Life Balance (WLB) as a vital factor impacting employee performance and well-being. WLB initiatives, which include policies and procedures to assist employees in managing their work and personal duties, have become critical in sustaining a productive and pleased workforce, especially in industries such as hospitality, where employee turnover is high. This chapter aims to provide an overview of the current state of WLB initiatives in the hospitality industry, highlighting the key challenges, benefits, and best practices in this area. The overview will be structured around the research objectives, focusing on the impact of WLB initiatives on employee performance in the hotel industry.

### **2.2 Theoretical Literature**

Concepts are included in the theoretical framework, together with definitions, references to important academic literature, and contemporary theories that are applicable to a certain study. This demonstrates an understanding of ideas and concepts relevant to the study's topic and the larger fields of knowledge under consideration. In this study, the researcher will employ both the Spillover Theory and Herzberg's two factor theory.

#### **2.2.1 Spillover Theory**

Wilensky proposed this hypothesis in 1960, and it has since been frequently used to describe the link between work and non-work life. The core idea of spillover theory is that as one position grows more similar to another, perceptions of the other role change. According to Spillover Theory, experiences, attitudes, and behaviours in one domain (e.g., work) might cross over into another domain (e.g., family, or personal life), and vice versa. According to the hypothesis, positive or negative emotions, behaviours, and experiences in one area might influence an individual's sentiments, behaviours, and performance in another domain. Spillover theory also postulates whether the spillover between the job and family microsystems is favourable or negative.

Work-life balance efforts (such as flexible hours, remote working choices, wellness programs, or enough leave) aim to reduce negative spillover while increasing positive spillover. The hypothesis explains how an employee's job experiences (both positive and negative) can influence their personal life, and vice versa.

Research indicates that when work-family contacts are strictly organized in terms of time and space, the overflow in terms of time, energy, and behaviour is usually negative. Studies confirm that job flexibility, which allows workers to mix and overlap work and family duties in terms of time and place, has a positive knock-on impact and is necessary for attaining a healthy work-family balance. Spillover theory explains what is essential for a personal-professional balance. Furthermore, the spillover hypothesis states that in order to have a balanced existence, a person must be content, stable, and happy in all aspects of their life, including social, professional, and personal. The Spillover Theory in Work-Life Balance (WLB) proposes that positive or bad experiences in one area might travel beyond the immediate environment in which they happened, influencing the other. Figure 2.1 shows the general spillover model.

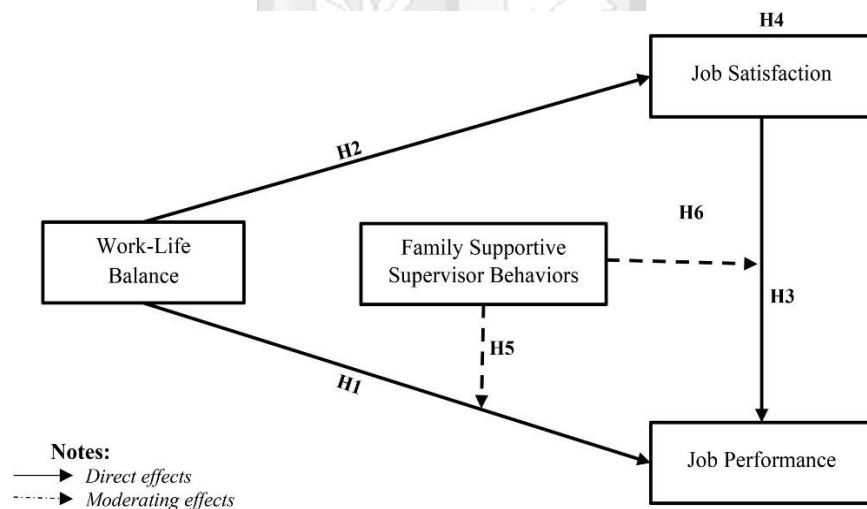


Figure 2.1: Spillover Model

Spillover Theory has received significant criticism because it presents a basic understanding of how work roles influence non-work roles. Some experts disagree with this theory because it fails to recognize the diverse ways individuals manage their work and personal domains since some people successfully separate these domains. The theory faces challenges when used industries

including hospitality because its implementation proves difficult in these settings. The spillover effect appears stronger in hospitality because employees frequently work extended irregular shifts or stressful environments which makes work arrangement flexibility challenging to achieve.

This research utilizes Spillover Theory to analyse how hospitality employees respond to work-life balance initiatives through changes in performance, despite the theory's acknowledged challenges in the hospitality context. While implementing Spillover Theory in hospitality can be difficult due to the sector's nonstandard work schedules and high customer demands, the framework remains valuable for understanding how positive and negative work experiences influence employees' personal lives and vice versa. This study specifically examines how hospitality workers manage work-life balance amid unique professional challenges encompassing irregular shifts and intense service expectations. By investigating spillover effects, the research aims to identify strategies that minimize negative consequences and enhance both employee well-being and job performance within this demanding industry.

### **2.2.2 Positive Spillover**

Although the concept of "positive spillover" refers to the beneficial effects that experiences in one domain (work or home) can have on the other, research on how this relates to depression is limited. Lee et al. (2021) found that in dual-income couples, positive spillover from work to home life was more strongly linked to reduced depression symptoms than negative spillover. Additionally, positive spillover was associated with lower rates of problematic drinking. The study also highlighted a "crossover" effect, where the emotional well-being influenced by positive spillover in one partner affected the depression levels of the other partner and potentially other family members. For example, if an employee has a positive experience at work, such as a successful project, it can lead to a positive spillover effect, where they feel more energized and motivated in their personal life. This can lead to increased job satisfaction, overall well-being, and a better work-life balance.

### **2.2.3 Negative Spillover**

Negative spillover suggests that insufficient resources for managing different jobs in both domains could cause stress in turn. People may find it difficult to focus on their work due to

serious family conflicts or accidents, which significantly lowers productivity (Lee et al., 2021). We refer to these phenomena as negative spillover. For instance, an unpleasant experience at work, such a disagreement with a coworker, might have a detrimental knock-on impact, making an individual feel apprehensive and concerned in their personal life. A weaker work-life balance, general well-being, and a decline in job satisfaction can result from this. Figure 2.2 shows the negative spillover model.

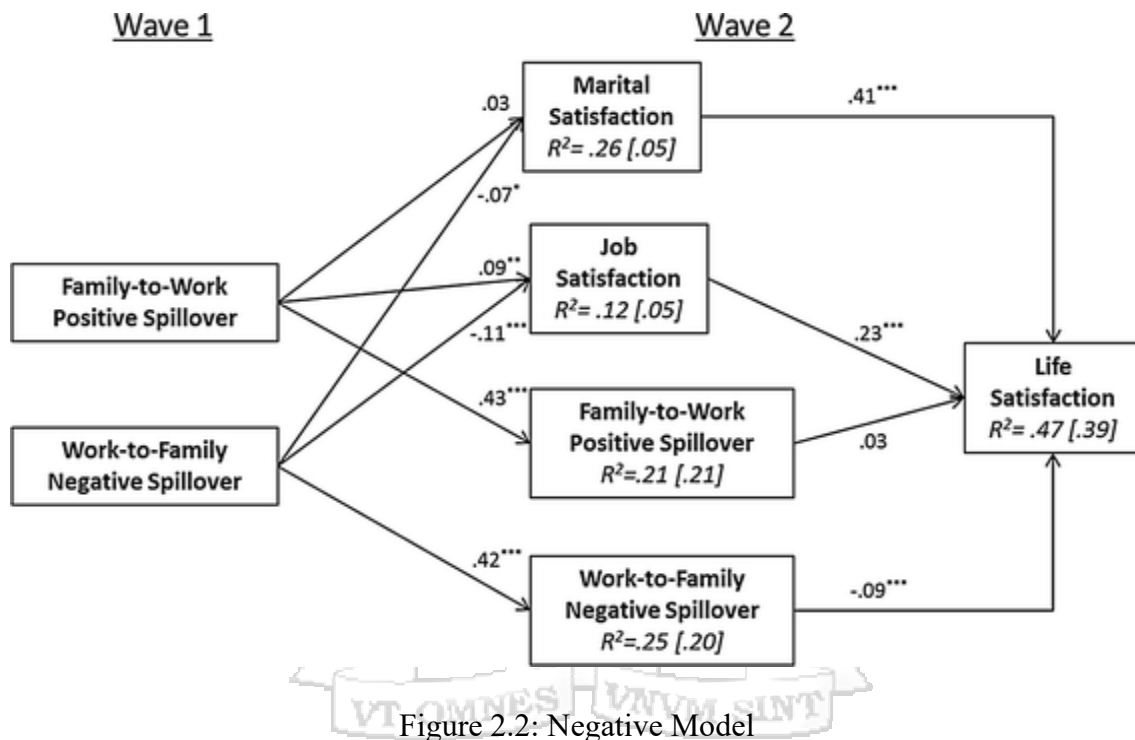


Figure 2.2: Negative Model

### 2.2.4 Job Demands-Resources (JD-R) theory.

Demerouti et al. (2014) presented the Job Demands-Resources (JD-R) theory, which provides a thorough framework for comprehending employee performance and well-being in a variety of occupational contexts. According to this notion, each job has unique requirements and resources that affect how well employees perform. The physical, psychological, social, or organizational components of a job that need consistent effort and are linked to specific physiological and psychological costs, such workload and time pressure, are referred to as job demands. Job resources, on the other hand, are those elements of a job that help one achieve goals, lessen pressures and related expenses, or promote personal development, such as autonomy and social support (Pezirkianidis et al., 2022).

In the context of this research, the JD-R theory is particularly pertinent. The hospitality sector is characterized by high job demands, including irregular working hours, emotional labour, and intense customer interactions, which can lead to employee burnout and turnover. Implementing work-life balance initiatives can serve as vital job resources, mitigating the adverse effects of these demands. For instance, a study by Teknologi et al. (2024) highlighted that job demands significantly contribute to burnout among hotel employees, while job resources, such as supportive work environments, can alleviate these negative outcomes.

Initiatives for work-life balance, like flexible scheduling and company-sponsored leisure benefits, can improve job resources, which will improve worker performance and well-being. These programs support the JD-R theory's claim that job resources increase employee motivation and engagement while also mitigating the effects of job demands. According to research, workers' job satisfaction and performance levels increase when they feel that work and personal life are balanced, which enhances customer service and organizational dedication (Strassburger et al., 2023).

The JD-R idea is not without its detractors, though. The theory's broad classification of job needs and resources, according to some academics, may obscure the complex and dynamic character of these concepts. Furthermore, the theory may overlook larger organizational and societal implications on employee well-being because it mainly concentrates on individual-level issues. Notwithstanding these criticisms, the JD-R theory is nevertheless a useful instrument for analysing how job demands, available resources, and employee outcomes interact, especially in high-demand sectors like hospitality.

## **2.3 Empirical Literature**

### **2.3.1 Work-Life Balance Initiatives**

It has become clear how important work-life balance (WLB) is in today's contemporary enterprises. WLB is the proportion of work-related activities that take place at home in relation to a person's personal and professional activities (Begum et al., 2024). Finding a balance between work and personal life is extremely difficult for professionals in the hospitality sector, which is marked by lengthy workdays, erratic schedules, and prominent levels of stress (Verma, 2017). It is impossible to overstate the influence of WLB initiatives on the hotel sector. Research has

repeatedly shown that employees who successfully balance their personal and professional lives tend to exhibit higher levels of performance, organizational commitment, and job satisfaction (Verma, 2017). On the other hand, the lack of WLB initiatives may result in unfavourable effects like fatigue, employee turnover, and lower productivity.

### **2.3.2 Flexible Working Schedules**

Workplace policies and practices that offer WLB programs are crucial. Several academics have backed these recommendations, stating that companies should create HR policies that encourage flexible work schedules in order to improve employees' WLB (Dousin et al., 2019). According to Abioro et al. (2018), WLB techniques are used to improve stability between the demands of the job and the strong management of life outside of the workstation and flexible work environment. The modern professional workforce actually requires flexible work schedules in order to thrive in both their personal and professional life (Kibozi & Michael, 2018). Employees are increasingly taking advantage of the ability to work from home as flexible working arrangements have been more common in many countries in recent years (Mani et al., 2020).

One of the most crucial factors for attaining and managing WLB, according to studies on WLB practices conducted in Pakistan, is working hours (Mubeen & Rashid, 2014). According to Mubeen & Rashid (2014), long workdays without flexibility may lead to imbalances that have a detrimental impact on employees' social and personal lives. High employee satisfaction was the outcome of changes made to the physical circumstances of work, such as working hours, rest periods, fatigue rewards, and employee attitudes, according to another study conducted in India on the WLB of women employed in the service sector (Kshirsagar, 2018). According to Wong et al. (2017), a Malaysian study on work-life balance (WLB) and workplace characteristics among workers in a particular service industry found that many Western companies understand the value of work-family culture and use WLB strategies, such as flexible work schedules, to improve employee satisfaction. A previous Gojal & Babel study in Malaysia found that WLB programs provide a chance to invest in a business that aims to increase employee happiness, reduce anxiety, improve performance, provide flexible work hours, and improve safety (Mani et al., 2020).

According to Zambian studies on the effect of work-life balance (WLB) on employee performance, long work hours, high work pressure, and a lack of flexibility are stressing out many workers, lowering their productivity and job performance, and also causing many broken homes (Siwale et al., 2021). According to a study conducted in Kenya by Wambui et al. (2017), the organization should prioritize reducing imbalance and improving performance. Measures like implementing flexible work schedules that allow employees to address family concerns should be implemented.

In Kenya, particularly within Nairobi's hospitality sector, flexible working schedules have been found to significantly enhance employee engagement. A recent study by Kathukya (2025) indicated that flexible work arrangements explained 71.5% of the variance in employee engagement in five-star hotels in Kenya. The study emphasized that organizational support plays a crucial role in enhancing the effectiveness of these flexible arrangements. Furthermore, research by Kinanu (2016) in the banking sector in Kenya indicated that flexible work arrangements, such as job sharing and flextime, significantly improved employee satisfaction and performance. While this study was not specific to the hospitality industry, it underscores the potential benefits of flexible work practices. Implementing flexible work schedules in Nairobi's hospitality sector could involve strategies such as allowing shift swaps, offering compressed workweeks, and providing options for part-time employment. These initiatives can help employees better manage their work-life balance, leading to improved job satisfaction and reduced turnover.

### **2.3.3 Wellness Programs**

Wellness programs are initiatives designed to improve and maintain the overall health and well-being of individuals, often within an organizational context (Yu et al., 2024). They encompass a range of activities and services aimed at promoting healthy behaviors and reducing health risks. These programs can cover physical, mental, social, and emotional aspects of wellness. Wellness programs, according to Zhang et al. (2014), are activities designed to help people change harmful lifestyles, form healthy habits, and develop a balanced perspective of their intellectual, social, emotional, physical, and spiritual well-being. Stressful behaviours, reduced productivity, absenteeism, and a lack of attention at work are all consequences of an

unhealthy workforce. Among the main causes of conditions like hypertension, diabetes, and cardiovascular disorders are stressful work, inadequate diet, and inactivity (Kunte, 2016). Numerous advantages for businesses have been associated with wellness initiatives, such as improved job performance, increased employee engagement and motivation, and financial savings (Varga et al., 2021).

Wellness programs have grown dramatically over the last few decades, and current surveys indicate that the majority of American companies now provide them (McCleary et al., 2017). A study in America on employer and employee attitudes toward workplace health promotion (wellness) programs found that a substantial proportion of employers reported positive wellness program impacts on workers' health, performance and productivity, and health care costs (McCleary et al., 2017). According to a PricewaterhouseCoopers survey conducted in India with a variety of organizations, the top argument for investing in wellness programs is higher productivity and reduced indirect costs (Chaudhury & Modi, 2016). A recent study by Asella and Arachi found that most Sri Lankan tourist workers are stressed and dissatisfied with their professions. This depicts a disturbing picture and underscores the critical need for intervention that prioritizes employee well-being to ensure the industry's long-term growth (Munasinghe et al., 2024).

A study in Nigeria on workplace wellness programs and employee performance concluded that workplace wellness programs improve employee performance, and that continuous improvement in workplace wellness programs such as fitness centres, medical services, and cafeterias leads to corresponding improvements in employee performance (Azubuike, 2023). The findings of this study, as well as another done in Zimbabwe, indicate that job satisfaction increases in tandem with employee health and WLB quality (Bumhira et al., 2017). This is because employee wellbeing moderates the relationship between WLB quality and job happiness. A study in Tanzania found that workplace wellness programs have a significant impact on general population health and employee job performance (Msuya & Kumar, 2023).

In the Kenyan 2018/2019 financial year, 31 percent of sampled organizations experienced employee turnover (Wangui & Scholastica, 2023). Employees are burdened with large workloads, priority being out on the quality-of-service delivery rather than their own wellbeing,

the employees ending up in burn outs and become less productive (Wangui & Scholastica, 2023). Employers in Kenya are embracing staff wellness programs and growing more aware of the health of their personnel, according to Faiza Devji, research and product development manager at AON Kenya (Ngeno, 2014). Most firms have recently resorted to welfare programs to meet employees' financial requirements as a means of ensuring that company goals are met and as a means of helping them focus on work (Ngeno, 2014)

#### **2.3.4 Supportive Work Environment**

A supportive work environment, as described in scholarly research, is a setting where employees feel valued, respected, and empowered to perform their best (Donley, 2021). It fosters a sense of belonging and encourages open communication, collaboration, and opportunities for growth. This type of environment is characterized by elements like supervisor support, peer relationships, organizational policies, and a positive work climate (Donley, 2021). Many people struggle to balance work and family life in today's extremely demanding workplace (Mendis & Weerakkody, 2017). A nice working environment can affect employees to feel comfortable about their work and give required incentives to support the staff (Yusliza et al., 2021). A supportive work environment (SWE) is perceived as a set of conditions that include peer or supervisor assistance, opportunity to practice taught behaviour on the job, and constraints that make employees feel encouraged and supported (Prieto & Pérez-Santana, 2014). Managerial retention in an organization is made possible by interpersonal interactions and a nurturing atmosphere (Kundu & Lata, 2017).

According to Deci and Ryan, in order to acquire new skills and address work-related challenges, SWE-supportive management typically displays concern for its employees' needs and feelings, provides positive feedback, and encourages people to express their concerns (Annitha, 2014). According to an Australian study, when employees perceive a good SWE, they create positive job outcomes in response to their businesses' favourable treatment (Teo et al., 2020). Data collected from Chinese hotel employees revealed that an environment that encourages creativity, empowered leadership, and helpful colleagues all contribute to greater intrinsic motivation (Karatepe and Demir, 2014).

Another study in Cyprus's hotel business suggests that encouraging and guiding front-line employees with a strong customer orientation to take active roles in building a supportive work environment can pay large dividends (Babakus et al., 2017). Previous research in India showed that a desired work environment includes both physical and emotional safety, which motivates people to remain engaged at work (Anitha, 2014). It demonstrated how a person's opinion of their workplace and contribution to it has a substantial impact on their engagement and output (Anitha, 2014).

According to the results of another study conducted in India, workers are more likely to be engaged with the company and stick around for the long term when they receive adequate support from their supervisors, positive peer relationships, and the organization itself (Kundu & Lata, 2017). They further stated that SWE is obligatory for organizations to sustain the viable growth and performance (Kundu & Lata, 2017). According to a Cameroonian study, workers who are employed in environments with human resource practices linked to organizational support perceive the world more favourably, are self-motivated, and put in more effort to complete tasks (Karatepe, 2015). Another study in Uganda on impact of work environment on staff job performance concluded that there is a positive relation between work environment and staff job performance and that work environment is key in enhancing staff job performance (Wilson, 2015). A study in Amman Jordan found that in support work environment the level of appreciation is high when the working conditions are preferable which enhance employee performance (AL-Omari et al., 2020b). As a result, it is reasonable to argue that an environment that supports work-life balance (WLB) among its staff members is better equipped to recognize the circumstances of employees and take appropriate action, which has a beneficial impact on their output and contribution to the administration's goal (AL-Omari et al., 2020b).

Employee performance is key in ascertaining hotel profitability because employees are one of the hotels most fundamental assets as they have direct interaction with the guests (Adhiambo Owiti et al., 2024). A study in Kenya concluded that there is a positive relationship between SWE and employee job performance in the hotel industry the study was specifically conducted in the housekeeping department (Adhiambo Owiti et al., 2024).

### **2.4.1 Error Minimization**

Globally, error minimization has become a key focus for organizations looking to enhance operational efficiency and maintain high standards of service. Studies in the United States and Europe suggest that work-life balance initiatives, such as flexible work schedules and employee support programs, can reduce errors by lowering stress levels and improving employee focus. This is particularly important in industries such as healthcare and hospitality, where small errors can have significant consequences. Similarly, Le et al. (2020) found that companies in Australia with strong wellness programs reported a 15% reduction in employee errors due to improved mental health and cognitive function.

In addition to work-life balance, organizational practices that prioritize continuous learning and employee support have been shown to minimize errors. Research by Bakker & Demerouti (2017) highlights that organizations that invest in employee training and stress management programs experience fewer operational errors. When employees feel supported and equipped with the right tools and knowledge, they are more likely to perform their tasks accurately. Furthermore, George Solomon et al. (2016) found that error rates were significantly lower in companies that implemented employee wellness programs and stress reduction initiatives, as these programs improved focus and reduced the cognitive overload associated with high-pressure environments.

In Africa, studies have similarly linked work-life balance initiatives to error minimization in various sectors. In Nigeria, a study found that banks with comprehensive WLB policies experienced fewer operational errors compared to those without such initiatives (Agusioma et al., 2019). The study concluded that employees who had access to flexible schedules and wellness programs were more focused and less likely to make costly mistakes. Similarly, research in South Africa by Van Niekerk and Douglas revealed that error minimization in the hospitality sector was closely linked to employee well-being (Mageni & Slabbert, 2014). The study highlighted that organizations with wellness initiatives and stress management programs experienced fewer errors in service delivery, leading to improved customer satisfaction.

In Kenya, research has also demonstrated the positive impact of work-life balance initiatives on error minimization. A study by Kinuthia & Kiragu (2022) in Nairobi's banking sector found that employees who benefited from WLB programs were more focused and made fewer errors in their work. The study reported that flexible working hours, mental health support, and wellness

programs led to a 20% reduction in operational errors. Similarly, Ngunga et al. (2021) concluded that hotels in Nairobi that implemented stress management programs and flexible shifts experienced fewer service-related errors, contributing to higher customer satisfaction and better overall performance. These findings underscore the importance of WLB initiatives in enhancing employee focus and minimizing errors in high-pressure environments.

#### **2.4.2 Task Efficiency**

Task efficiency is the measure of how effectively an individual or team completes a task with minimal waste of time, resources, and effort while maintaining high-quality output (Askarov, 2024). At its core, task efficiency is about maximizing output while minimizing input. It's the art and science of completing tasks in the most effective manner possible, considering factors such as time, resources, quality, and cost. Efficient task completion isn't just beneficial for the bottom line; it also contributes to employee satisfaction and overall workplace harmony (Askarov, 2024). Employee performance at work influences both service quality and customer satisfaction levels directly in the hospitality industry, thus efficiency in task completion remains crucial. Current research shows that work-life balance programs generate substantial improvements in task productivity values among staff in hospitality settings. Giousmpasoglou (2024) conducted a detailed review of working frameworks across the worldwide hospitality field which showed that tough work schedules alongside stressful work atmospheres reduce employee operational efficiency. An evaluation of the text shows that flexible work arrangements together with supportive management practices should be implemented to reduce stress levels and boost operational effectiveness according to the research.

He et al. (2019) conducted research about how responsible leadership practices and human resource management influence well-being among Chinese hospitality industry millennial employees. The research discovered that supportive leadership together with effective human resource management practices boost employee health which directly leads to better task outcomes. The hospitality sector achieves better task efficiency when organizations implement responsible leadership and strong human resource management practices to create supportive workplaces. The hospitality industry needs to integrate WLB initiatives because this approach decreases employee absenteeism while boosting task efficiency. Workplace environments which

support employee health together with adjustable policies create better employee wellness resulting in consistent attendance with enhanced operational results.

#### **2.4.5 Reduced Absenteeism**

Reduced absenteeism means a decrease in the number of employees being absent from work. It signifies a positive change in employee attendance and productivity, indicating a healthier workplace environment and potentially improved employee well-being (Tarro et al., 2020). Absenteeism, in general, refers to the habit of being absent from work, often without a legitimate reason or beyond the acceptable time allowed for vacations, sickness, or emergencies (Tarro et al., 2020). It can negatively impact productivity, increase costs, and even affect employee morale. The hospitality industry faces major operational problems from employee absenteeism which results in deteriorated service quality. The literature now demonstrates that work-life balance initiatives serve as a fundamental tool to reduce absenteeism levels among hospitality staff members. Absenteeism is an important study of organization aspect because they are believed to have a direct negative impact on organization effectiveness in relations to the employees' productivity (Husna Mohd et al., 2016). According to a study conducted in Sri Lanka, improving WLB leads to better employee job performance by increasing employee loyalty, satisfaction, commitment, organizational citizenship behaviour, and productivity, as well as lowering employee turnover and absenteeism (Nadesan, 2018). According to a study in China by Liu et al. (2021), companies that invest in WLB programs and policies improve employee performance, productivity, reduce absenteeism, reduce stress among employees' health and wellbeing, increase dedication, loyalty, and motivation, enhance customer services, improve employee health, enable flexible work schedules, and have a happier and more motivated workforce.

Ngwenya & Utete (2023) conducted research in a South African electronic organization which showed that insufficient work-life balance increases unplanned employee absences. Employees who encounter unsatisfactory WLB face higher exposure to stress and burnout which results in increased absenteeism in the workplace. Supportive workplace Leave Balance policies that feature flexible scheduling and wellness programs result in noticeable reductions of employee absenteeism throughout the organization. The hospitality industry should find this discovery

important because it operates under irregular work hours and demanding job conditions. Giousmpasoglou (2024) conducted a critical review that investigates how the global hospitality industry operates through an analysis of unequal pay systems and insufficient employment practices and excessive workplace pressure. The review demonstrates that fair work practices combined with WLB promotion create better employee well-being which leads to decreased absenteeism and improved organizational performance. The research conducted by He et al. (2019) investigates how responsible leadership and human resource management practices affect well-being among millennial employees working in China's hospitality sector. The research demonstrates that leadership support along with well-designed HRM practices generate superior employee wellness as a factor that minimizes employee absence. A favourable workplace environment developed through both responsible leadership and strong Human Resource Management practices proves effective at reducing absenteeism in hospitality institutions.

## **2.5 Management Support for WLB Initiatives**

Management support plays a crucial role in the successful implementation and sustainability of work-life balance (WLB) initiatives within organizations (Ahmad et al., 2020). Across various industries, the commitment of management to fostering a supportive work environment significantly influences the effectiveness of these initiatives. Studies suggest that when management actively endorses and promotes work-life balance programs, employees are more likely to engage with them, leading to improved job satisfaction, productivity, and overall well-being (Suryani et al., 2017). In high-pressure industries such as hospitality, where long hours and irregular shifts are common, the role of management in creating a culture that values work-life balance is especially important.

### **2.5.1 Training and Awareness Programs**

Training and awareness programs are educational initiatives designed to enhance the knowledge, skills, and attitudes of employees or individuals to improve their performance or understanding of specific topics (Yasar, 2023). These programs can cover a wide range of subjects, including safety procedures, cybersecurity, information security, and business continuity. The goal is to create a culture of awareness and encourage desired behaviours by equipping individuals with the necessary tools and knowledge.

Training and awareness programs are critical for the successful implementation of work-life balance (WLB) initiatives because they ensure that both employees and managers understand the significance of these programs and how to properly engage with them (Suryani et al., 2017). Globally, firms in the United States, United Kingdom, and Australia have effectively implemented training programs that teach employees and managers about the benefits of work-life balance (Sheppard, 2016). Baggio, Shani, and Scott's study stressed the significance of employee training, mentorship, and growth opportunities in the American context (Saayman et al., 2023). American hotels recognize the need of investing in their employees' professional development to increase job satisfaction and build long-term loyalty to the company (Saayman et al., 2023). For example, organizations in the United States that invest in WLB training report higher employee engagement and lower turnover rates (Sheppard, 2016). In Australia, firms who provide managerial training on WLB programs report higher employee satisfaction because managers are better prepared to support their employees' needs and effectively implement these initiatives (Deery & Jago, 2015).

In African countries, there has been a growing focus on introducing training programs to support work-life balance in various industries, including hospitality. A study conducted in South Africa by Nkosi (2015) found that organizations that provided training to employees and managers on work-life balance experienced higher levels of employee retention, commitment, and performance. Employees who received such training reported feeling more valued and understood by their employers, leading to enhanced job performance (Nkosi, 2015). Similarly, in Nigeria, research by Obiageli et al. (2015) highlighted that training programs on work-life balance for employees in the financial and hospitality sectors contributed to a significant improvement in productivity and employee morale. These findings suggest that WLB training programs are critical for addressing the challenges of work-related stress in African workplaces.

In Kenya, training and awareness programs on work-life balance have become more common, particularly in 5-star hotels, where management recognizes the importance of supporting employee well-being. A study conducted in Nairobi by Keitany et al. (2017) found that WLB are underutilized by employees due to lack of training and awareness of WLB initiatives such as flexible working hours and comprehensive leave policies. As the hospitality industry in Nairobi

continues to evolve, it is essential for management in both 3-star and 5-star hotels to invest in training and awareness programs to enhance employee performance and retention.

### **2.5.2 Feedback Mechanisms**

Feedback is defined as a regulatory mechanism where the effect of an action is fed back to modify and improve future action (Ramani et al., 2019). A feedback mechanism is a process or system through which information about the outcomes of actions or performance is collected and communicated to relevant parties. This information is used to adjust, improvements, or decisions. In organizational contexts, feedback mechanisms can include performance reviews, customer surveys, suggestion boxes, and real-time feedback tools (intoo, 2024). Effective feedback mechanisms ensure continuous improvement by providing actionable insights, facilitating communication, and promoting accountability. Feedback mechanisms are a critical component of effective work-life balance initiatives, as they provide employees with an opportunity to voice their concerns and contribute to the shaping of policies that affect their work-life balance. Globally, organizations in countries such as Denmark, Sweden, and Canada have implemented feedback mechanisms to ensure that WLB initiatives are tailored to meet the specific needs of employees (Chen et al., 2017).

Companies in Sweden who actively collect employee feedback on WLB programs show greater levels of employee satisfaction and engagement, especially in industries with high levels of work-related stress (Kossek et al., 2022). Similarly, in India, feedback systems are used to constantly improve work-life balance programs, leading to higher employee retention and overall productivity (Jayakar & Suman Babu, 2016). The quality of work life depends on the knowledge and treatment employees receive from their organization; however, this approach requires continuous dialogue and feedback in which employees and employers can exchange their perspectives to improve efficiency while achieving individual and corporate goals (Jayakar & Suman Babu, 2016).

There is increasing recognition of the importance of feedback mechanisms in ensuring the effectiveness of work-life balance initiatives in the African context. A study conducted in Tanzania found that organizations that regularly sought employee feedback on WLB policies reported higher levels of employee engagement and job satisfaction (Muzanila & Jaffu,

2021). Feedback enhances work-life balance by reducing working hours (Muzanila & Jaffu, 2021). In Nigeria, research by Obiageli et al. (2015) indicated that companies with robust feedback mechanisms were able to make necessary adjustments to their WLB policies, leading to improved employee retention and reduced absenteeism. These studies underscore the role of feedback in tailoring work-life balance initiatives to suit the unique needs of employees in African workplaces.

Feedback mechanisms related to work-life balance are more prevalent in Nairobi's 5-star hotels, where management actively solicits employee input to improve WLB programs. A study by Ngunga et al. (2021) found that employees in 5-star hotels who had the opportunity to provide feedback on work-life balance policies reported higher levels of job satisfaction and engagement. In contrast, employees in 3-star hotels, where feedback mechanisms are less common, reported lower satisfaction levels and higher turnover rates. The study also found that hotels that regularly solicited employee feedback on work-life balance initiatives tended to have lower absenteeism rates and better overall performance. As Nairobi's hospitality sector continues to grow, it is essential for management to implement effective feedback mechanisms to ensure that WLB initiatives remain relevant and responsive to employee needs.

### **2.5.3 Communication of WLB Policies**

Clear communication of work-life balance (WLB) policies is crucial for their successful implementation, as employees need to be fully aware of the available initiatives and how to access them (Bedarkar & Pandita, 2014). Managers believe that training in people management, communication, and "soft" skills improves their ability to maintain balance (Glynn et al., 2014). Globally, countries such as the United States, Sweden, and the United Kingdom have implemented comprehensive communication strategies to ensure that employees understand the work-life balance programs provided by their organizations (Bedarkar & Pandita, 2014).

Many managers emphasized the necessity of open and honest communication with personnel, allowing for personal and professional engagement. In India, where work-life balance is important, clear communication of WLB policies has resulted in lower absenteeism rates and higher levels of productivity among employees (Jayakar & Suman Babu, 2016).

Organizations are increasingly recognizing the importance of communicating WLB policies clearly to employees in Africa. A study conducted in South Africa by Deery & Jago (2015) found that companies in the hospitality sector that actively communicated their WLB policies to employees experienced higher levels of employee satisfaction and lower absenteeism rates. Employees who were aware of the available WLB initiatives reported feeling more supported by their employers and were more likely to engage with the programs. Similarly, in Nigeria, research by Obiageli et al. (2015) indicated that clear communication of WLB policies helped to reduce employee turnover and improve job satisfaction, as employees felt more empowered to take advantage of the work-life balance initiatives provided by their organizations.

Communication of WLB policies is more prevalent in 5-star hotels in Nairobi, where management actively informs employees about the available programs and how they can access them. A study by Ngunga et al. (2021) found that employees in 5-star hotels who were aware of the available work-life balance initiatives reported higher levels of engagement and job satisfaction. In contrast, employees in 3-star hotels, where communication of WLB policies was less effective, reported lower satisfaction levels and higher absenteeism rates. The study also found that clear communication of work-life balance policies in 5-star hotels led to better service delivery and higher customer satisfaction. As Nairobi's hospitality industry continues to expand, improving communication of work-life balance initiatives is essential for ensuring that employees are fully aware of the benefits and can utilize the available programs to enhance their work-life balance.

## **2.6 Employee Performance**

### **2.6.1 Definition of Employee Performance and its Importance**

Employee performance is a broad concept that refers to the effectiveness and efficiency with which employees fulfil their job duties and responsibilities to contribute to organizational goals. It encompasses various dimensions, including the quality of work, the quantity of output, and the ability to meet deadlines. High employee performance is essential because it directly influences an organization's success, competitiveness, and sustainability. Armstrong (2020) emphasizes that employee performance is a critical driver of organizational performance and is tied to an organization's overall productivity, customer satisfaction, and profitability. In industries such as

hospitality, where direct customer interaction is frequent, employee performance significantly impacts customer satisfaction and loyalty, which are key determinants of a hotel's reputation and long-term success (Kusluvan et al., 2019). In Nairobi's star-rated hotels, employees often work shifts ranging between 8 to 12 hours, covering 24/7 operations with schedules such as 7 am–3 pm, 3 pm–11 pm, and 11 pm–7 am, including swing shifts during peak periods (Marikio, 2024). These long and irregular hours can lead to fatigue, negatively affecting employee performance by reducing concentration and efficiency.

Employee performance is also vital for fostering a positive organizational culture and boosting morale. Employees who consistently perform well not only contribute to achieving business objectives but also inspire their peers, creating a culture of high performance within the organization (Schneider et al., 2018). Moreover, well-performing employees are often more engaged and motivated, leading to increased job satisfaction and retention rates. This is particularly important in the hotel industry, where the high turnover rate is a common challenge. Kenya's hospitality sector faces turnover rates exceeding 50%, with Nairobi hotels recording turnover above 72% by the first quarter of 2021 (Onyango et al., 2022). Employees who perform well are more likely to remain loyal to the organization, thus reducing recruitment and training costs associated with hiring new staff (Kusluvan et al., 2019).

From an operational perspective, high employee performance leads to enhanced efficiency. Employees who are productive and meet performance expectations contribute to smoother operations, particularly in service-based industries like hospitality, where service delivery is time-sensitive. This operational efficiency allows hotels to meet customer demands promptly, maintain service quality, and reduce operational costs (Bakker & Demerouti, 2017). High employee performance also enables the organization to achieve its strategic goals more effectively, ensuring that it remains competitive in the market. Thus, in industries where the customer experience is critical to success, such as hospitality, employee performance is an invaluable asset.

### **2.6.2 Measures of Employee Performance**

Employee performance is typically measured through various quantitative and qualitative indicators. These measures provide organizations with the tools to assess how well employees

are fulfilling their job roles and contributing to the overall goals of the organization. One of the primary measures is task efficiency, which refers to the ability of employees to complete their work accurately and within a specified timeframe. In the hotel industry, where employees are required to provide timely and accurate service, task efficiency is an important measure. Efficient task completion directly influences customer satisfaction, as delays or errors in service delivery can negatively impact the guest experience (Brough et al., 2020). Studies have shown that employees who complete tasks quickly and with minimal errors contribute to higher levels of customer satisfaction, which is a key performance indicator in hospitality (Schneider et al., 2018).

Productivity is another critical measure of employee performance. It evaluates the output of an employee within a certain period. High productivity is often associated with employees who can manage their time effectively and prioritize tasks. In the hospitality industry, productivity may be measured by the number of guests served, the speed of service, or the ability to manage multiple tasks simultaneously. Research by Kusluvan et al. (2019) highlights that in high-pressure environments like hotels, where customer demands are unpredictable, employees who are highly productive play a crucial role in maintaining operational efficiency and guest satisfaction. Additionally, the intensity and unpredictability of hospitality work in Nairobi star rate hotels, coupled with long shifts often extending up to 12 hours (Marikio, 2024), underscore the importance of maintaining productivity despite challenging conditions.

Work engagement is another important measure of employee performance. Engaged employees are those who are emotionally and mentally invested in their work, showing enthusiasm and commitment to their roles. Engaged employees tend to perform better because they are motivated to contribute to organizational success. Armstrong (2020) emphasizes that work engagement is strongly correlated with higher performance levels, lower absenteeism, and better job satisfaction. In the hotel industry, where employees are expected to provide personalized and attentive service to guests, engagement is crucial for ensuring that employees remain motivated and deliver high-quality service consistently (Mani et al., 2020).

Additionally, customer feedback serves as a valuable qualitative measure of employee performance, especially in service-based industries like hospitality. Positive customer reviews, ratings, and feedback provide direct insights into how well employees are performing in their

roles. Employees who consistently receive positive feedback are often those who go beyond in their service delivery, demonstrating not only task efficiency but also exceptional customer service skills. According to Schneider et al. (2018), customer feedback is a key performance measure in the hospitality industry, as it reflects the direct impact of employee performance on guest satisfaction.

Lastly, innovation and critical thinking skills can be used to measure employee performance, particularly in dynamic environments like hospitality, where employees must adapt to unexpected situations. Employees who are able to think critically and find solutions to challenges that arise during service delivery are often viewed as high performers. In conclusion, by using a combination of quantitative and qualitative performance measures, organizations can effectively evaluate employee performance and implement strategies to enhance productivity, engagement, and overall job satisfaction.

## **2.7 Gaps in Literature**

Despite the large body of literature on WLB influence on employee performance, there exist gaps in the existing literature. While Bataineh (2019) notes that much research on life satisfaction has focused on non-working populations, a broader survey reveals that employee well-being and WLB remain underexplored in management research. Similarly, Ollier-Malaterre et al. (2018) highlight the lack of unified theoretical frameworks for comparative work-family research, which complicates empirical studies, especially across national contexts. Chaudhuri et al. (2020) emphasize the scarcity of research on WLB policies in less industrialized countries, and the fragmentation of studies directly linking WLB initiatives to employee performance. Although several authors have addressed WLB, the field still lacks comprehensive studies that connect WLB initiatives with employee attitudes and behaviours, including performance metrics (Kyoung, 2014). Additionally, much of the hospitality-related research, such as that by Alaa et al. (2019), tends to focus on specific groups like female employees, limiting insights into the broader workforce and sector-specific dynamics, especially in Nairobi's 3-star and 5-star hotels where organizational cultures and employee demographics may differ significantly.

This study aims to fill these broader gaps by examining how WLB initiatives influence employee performance across different employee groups in Nairobi's star-rated hotels. Using a positivist

paradigm and quantitative methods with self-reported data, the research seeks to clarify inconsistent findings and contribute contextually relevant knowledge to the hospitality sector in a developing country setting (Table 2.1).

Table 2.1. Summary of the Knowledge gaps

<b>Author/Year</b>	<b>Key Findings</b>	<b>Research Gap</b>	<b>Focus of Current Study</b>
Bataineh (2019)	The findings of the study indicates that WLB has a positive significant impact on employee performance.	This study focused just on the pharmaceutical industry, leaving out other organizations and businesses. Hence, further studies could be undertaken in other sorts of organizations in order to extend the body of knowledge more.	The current study focal point is the hotel industry.
Ollier-Malaterre et al. (2018)	There is a lack of research on the association between WLB and job performance, particularly research that uses third-party reports rather than self-reports.	At the empirical level, comparative work life research faces the traditional methodological challenges of cross-national research, such as the logistics of gathering comparable data from comparable populations.	The current study will use self-reports instead of 3 <sup>rd</sup> parties.

<p>Chaudhuri et al. (2020)</p>	<p>WLB research has gained momentum due to demographic changes.</p> <p>The majority of the empirical studies on WLB has seen a surge since 2013 and follows mainly positivist research paradigm.</p> <p>Of the 27 articles selected, there are 21 articles which has used quantitative research methods 4 articles use qualitative research method and 2 articles have used mixed method using both quantitative and qualitative methodologies.</p>	<p>WLB policies are common in the west and in most industrialized countries there is a substantial lack of research in less industrialized countries.</p>	<p>The current study will use positivists research paradigm.</p> <p>The study will use quantitative research methods.</p>
<p>Kyoung (2014)</p>	<p>The result of the study found WLB to be positively related with affective commitment it was also found that WLB was positively associated with in-role-performance.</p> <p>Thus, the study posited that WLB along with employee's affective commitment, could affect performance improvement.</p>	<p>Although these studies insist that WLB plays a significant role in employees psychological well-being and behavioural performance less attention has been focused on what effect WLB has on employees' attitudes and behaviours.</p>	<p>The study will focus on the influence of WLB on employee performance.</p>
<p>Susanto et al.</p>	<p>Work-life balance positively</p>	<p>Lacks focus on the hospitality</p>	<p>Examines how</p>

(2022)	influences job satisfaction and performance in SMEs. Job satisfaction partially mediates the relationship between work-life balance and job performance. Family-Supportive Supervisor Behaviours (FSSB) moderate the relationship between WLB, job satisfaction, and performance.	sector, particularly in 3-star and 5-star hotels in Nairobi County.	WLB initiatives influence employee performance specifically in the hotel industry in Nairobi County.
Alaa et al. (2019)	Implementing work-life balance practices improves employee performance and satisfaction, particularly among female workers in the hospitality sector.	The study primarily focuses on female workers, lacking a broader perspective on various employee categories.	Investigates the influence of WLB initiatives on overall employee performance across different employee groups in hotels.

## 2.8 Conceptual Framework

The conceptual framework for this study, as illustrated in Figure 2.3, is based on the theoretical foundations of work-life balance (WLB) and its influence on employee performance. It incorporates various WLB initiatives that influence employee performance in the hotel industry in Nairobi.

The conceptual framework for this study is structured around the following components:

### Independent Variables (IVs)

**Work-Life Balance Initiatives (WLBI):** This includes various strategies and policies implemented by the hotel to support employees in balancing their personal and professional responsibilities. Examples include flexible working arrangements, employee wellness programs, and supportive work environment.

Management Support – This includes training and awareness programs, feedback mechanisms.

### Dependent Variables (DVs)

The dependent variable is employee performance which refers to how effectively employees complete their tasks, meet deadlines, and contribute to organizational success, measured through productivity, engagement, and task efficiency.

### Independent Variables

### Dependent Variables

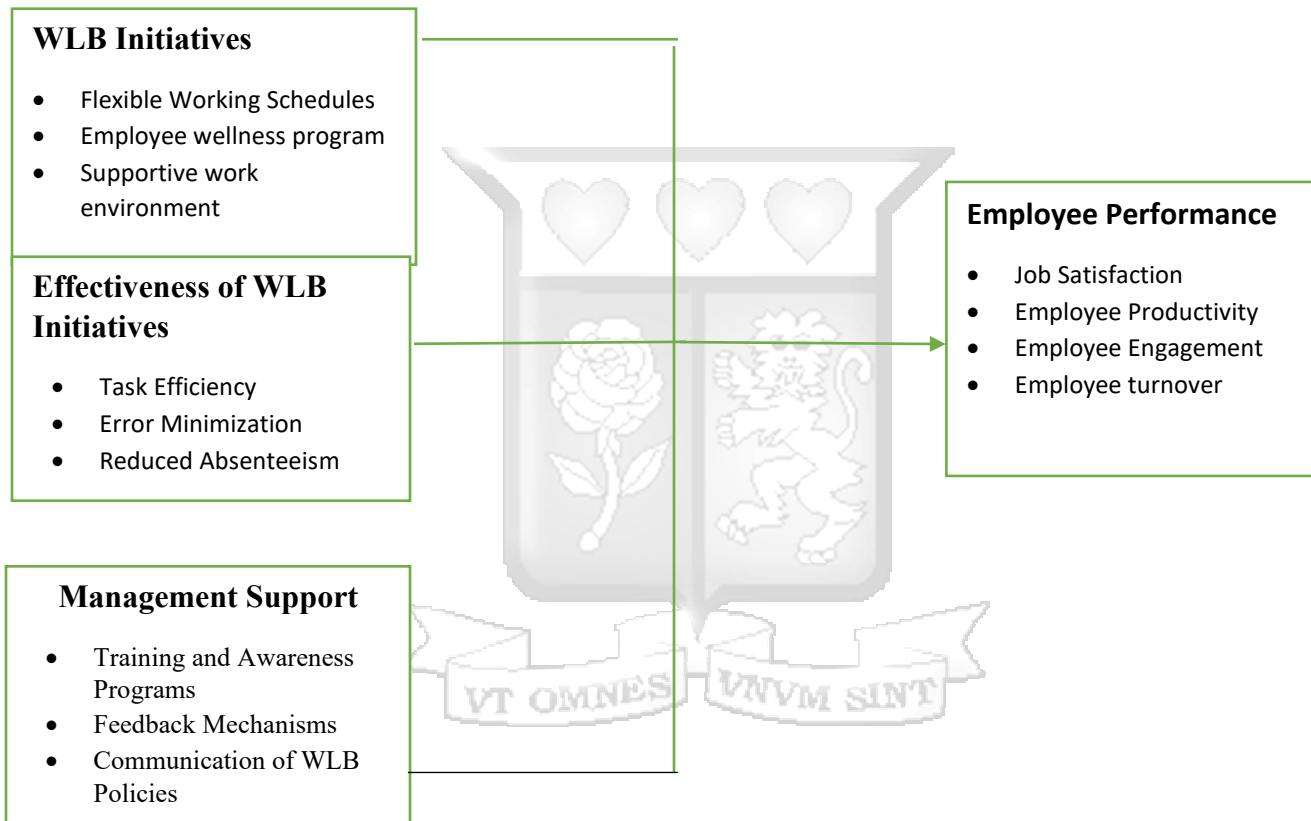


Figure 2.3: conceptual framework

## 2.9 Operationalization of Variables

Table 2.2: Operationalization of Variables

Variable		Indicators	Measures
<b>Independent</b>	Flexible Working Schedules	Availability of flexible work schedules	-Number of employees with access to flexible working hours
		Employee satisfaction with flexibility	-Employee satisfaction surveys
		Reduction in work-related stress	-Reported levels of stress through surveys
		Impact on employee well-being	-Survey on fatigue and job satisfaction
<b>Independent</b>	Employee wellness	Availability of Employee Wellness	-Number of employees with access to wellness program
		Absenteeism Rates	-Trends in absenteeism before and after program implementation
		Healthcare Costs	-Changes in healthcare spending for the organization
		Employee Engagement	-Feedback on program relevance and accessibility
<b>Independent</b>	Supportive Work Environment	Communication Quality	-Frequency of communication between management and staff
		Leadership Support	-Employee feedback on management's approachability and supportiveness
		Professional development programs	-Access to training, workshops, and mentorship programs
		Team collaboration	-Frequency of team-building activities

		Employee participation in WLB programs	-Participation rates in work-life balance initiatives
<b>Independent</b>	Task Efficiency	Reported Levels of Work Stress	-Percentage of employees reporting high, moderate, or low levels of stress related to task execution.
		Utilization of Shift Scheduling and Breaks	-Percentage of employees who take scheduled breaks without work disruptions.
<b>Independent</b>	Error Minimization	Rework rate	-Surveys the percentage of tasks that require rework due to errors
		Complaint rates	-Customer insights into the quality of products or services delivered
		Employee Error Reporting Rate	-Survey frequency indicating a culture of transparency and continuous improvement
		Error Rate	-Indicating the frequency of mistakes
<b>Independent</b>	Reduced Absenteeism	Unscheduled Leave Frequency	- Number of times employees take unplanned leave (e.g., calling in sick last-minute).
		Workplace Wellness Program Participation	- Number of employees actively engaging in wellness programs (e.g., health check-ups, stress management).
<b>Independent</b>	Training and Awareness Programs	Availability of work-life balance training programs	-Number of training sessions conducted

		Employee awareness of WLB initiatives	-Post-training knowledge assessments
		Employee participation in WLB programs	-Participation rates in work-life balance initiatives
<b>Independent</b>	Feedback Mechanisms	Existence of formal feedback channels	-Number of feedback mechanisms (e.g., surveys, suggestion boxes)
		Employee satisfaction with WLB initiatives	-Survey results on satisfaction with current WLB policies
		Changes made to WLB policies based on feedback	-Number of WLB policy adjustments made in response to employee feedback
<b>Independent</b>	Communication of WLB Policies	Clarity of communication on WLB policies	-Communication frequency of WLB policies (meetings, emails)
		Accessibility of WLB policies	-Employee utilization of available policies
		Impact of communication on employee engagement	-Engagement levels before and after WLB policy communications -Employee feedback on clarity and support
<b>Dependent</b>	Employee Performance	Task efficiency	-Time taken to complete tasks compared to organizational standards
		Employee Productivity	-Output per employee (e.g., number of tasks completed, services provided)
		Employee Engagement	Emotional commitment towards the organizational goal
		Job Satisfaction	-Job satisfaction levels -Attendance rates; Participation in organizational activities

## **Chapter 3: Research Methodology**

### **3.1 Introduction**

This chapter describes the methods and tactics used to collect data. It examines the research philosophy, research design, target population, sample size determination, sampling methodologies, and data collection technologies used to assess the impact of WLB efforts on employee performance in the hotel business.

### **3.2 Research Philosophy**

The study was guided by a positivist research philosophy, which aligns with the principles of quantitative research. The positivist research philosophy enables the researchers to adopt a systematic and deductive approach to understand the influence of WLB initiatives on employee performance.

### **3.3 Research Design**

According to Akhtar (2016), a research design blends procedural and economic significance for the objective of the study while designing the settings under which data are gathered and analysed. The framework that guides the process of collecting and analysing data in research is known as the research design. In this study, a descriptive research design was used, focusing on hotel staff to identify and define the key issues. The purpose was to explore the various dimensions to be analysed, which include work-life balance (WLB) initiatives, the impact of WLB on employee performance, and management support for WLB initiatives. A quantitative research method was implemented for this study, as it allowed for the collection and analysis of a large volume of data. This approach was effective in enabling the comprehensive evaluation of the data gathered.

A quantitative research method was implemented for this study, as it allowed for the collection and analysis of a large volume of data. This approach was effective in enabling the comprehensive evaluation of the data gathered.

### 3.4 Target population

Population refers to the complete set of individuals that researchers intend to draw conclusions about (Willie, 2022). The target population for this study comprised employees from various departments within 3-star to 5-star hotels in Nairobi County, including frontline staff, supervisory staff, and managerial personnel. This group was chosen because hotel employees often work irregular hours, including late shifts and holidays, to maintain continuous service delivery to guests. The total population across these hotels was 15,650 employees (Mota, 2019).

### 3.5 Sample Size

The sample size depended on the scope of the study and available resources. A large sample size generally provides more reliable results, but practical considerations such as time constraints and budget limitations may influence the final sample size. The data on number of employees of the different star rated hotels is obtained from Mota (2019). Using Glenn's formula, a sample size of 399 employees is obtained (Table 3.1).

Table 3.1: Sample Size and Target population

Hotel types	Number of employees
3- star rate hotels	1,880
4 - star rated hotels	3127
5-star rated hotels	10,643
<b>Total</b>	15650

**Source (Mota,2019).**

The study adopts the formula developed by Glenn (2009) to determine the sample size.

Sample size,  $n = N/(1+N(e)^2)$

Where  $e$  = margin of error 0.05 and  $N$  is the population

$$n = \frac{15650}{1 + 15650(0.05)^2} \quad n = 399$$

### **3.6 Sampling design**

This study employed non-probability sampling methods for selecting the hotels. Specifically, convenience sampling was used to choose participating hotels based on their availability and accessibility. This approach was justified by the need to efficiently reach and engage hotels within Nairobi's star-rated category that were willing to participate in the study. Given the practical constraints of time, resources, and access, non-probability sampling allowed the researcher to focus on hotels that were readily accessible and cooperative, thereby facilitating timely data collection and ensuring an adequate sample size. While this method limits the ability to generalize findings to all hotels, it provided a pragmatic solution for studying the targeted population within the contextual realities of the Nairobi hospitality sector.

### **3.7 Data collection instruments**

This is the process of gathering and assessing information or data from many sources in order to evaluate results, foresee trends and probability, and identify solutions to research problems. This study used a primary source to collect data. This study used open and closed-ended questionnaires.

### **3.8 Data collection procedure**

Data was collected between February 14th and February 18th, 2025, using a self-administered survey questionnaire. Prior to the main data collection, a pre-test was conducted to ensure the clarity and reliability of the questionnaire. The questionnaire included a mix of closed-ended questions and Likert-scale items designed to assess work-life balance implementation, management support, and employee performance indicators. The researcher collaborated closely with the participating hotels to facilitate the data gathering process and achieve a high response rate. Hotel management was responsible for selecting the personnel who participated in the survey, as well as distributing and collecting the questionnaires. Participants were given clear instructions about the study's purpose, the voluntary nature of their involvement, and the confidentiality of their responses. A reasonable timeframe was provided for participants to complete and submit the questionnaires.

## **3.8 Research quality**

### **3.8.1 Validity**

Validity is defined as the relevant and suitable interpretation of the data produced from the measuring instrument as a result of the analysis (Lutfi & Ahmet, 2020). Instrument validity guarantees that findings from a study's analysis of its data collection accurately depict the topic being studied. This study ensured content validity of instruments was maintained. This was performed by verifying the validity of the study instruments and soliciting feedback from experts and supervisors on their validity. Simple wording was utilized to reduce ambiguity and encourage responders to provide accurate responses.

### **3.8.2 Reliability**

Random errors can have an impact on research reliability. Reliability decreases as random error increases and vice versa. Data become untrustworthy when the study's coding is incorrect. Furthermore, bias and tiredness in both the interviewer and the interviewee might lead to reliability mistakes. The reliability coefficient was calculated to analyse the instruments' dependability. This helped in determining the extent to which the surveys were designed to produce consistent results each time they were used.

## **3.9 Data analysis and presentation**

The collected data was examined for consistency and completeness prior to analysis. Both quantitative and qualitative methods were used in the data analysis process. The mean and standard deviation of descriptive statistics as well as multiple linear regression of inferential statistics were used to examine the data.

### **3.9.1 Data presentation**

The collected data was presented using various formats to enhance clarity and facilitate analysis:

Data type: Surveys responses on satisfaction levels to assess employee satisfaction with WLB.

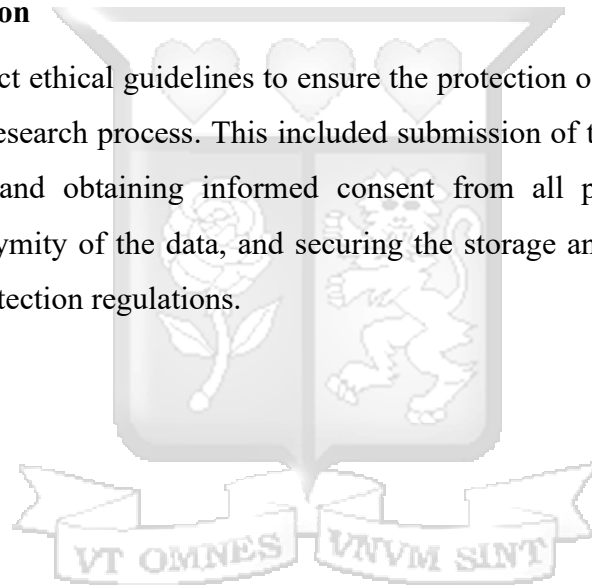
Presentation format: Bar charts displayed the distribution of employee satisfaction ratings. Each bar represents the percentage of employees rating their satisfaction with WLB.

Regression Analysis: This analysis was employed to understand the influence of Work-Life Balance (WLB) initiatives on employee performance while controlling other relevant factors. Specifically, linear regression was used to identify which aspects of WLB significantly impact performance. Prior to conducting the regression, necessary diagnostic tests will be performed to ensure the assumptions of linearity, normality, and homoscedasticity are met. These tests will include checks for linear relationships between variables, normality of residuals using Q-Q plots and statistical tests, and homoscedasticity through visual inspections of residual plots.

Correlation Analysis – The analysis was performed to check the influence of individual constructs on employee performance.

### **3.10 Ethical consideration**

The study adhered to strict ethical guidelines to ensure the protection of the research participants and the integrity of the research process. This included submission of the dissertation for ethical clearance to SU-IERC and obtaining informed consent from all participants, ensuring the confidentiality and anonymity of the data, and securing the storage and handling of the data in accordance with data protection regulations.



## Chapter 4: Presentation of Research Findings

### 4.1 Introduction

This chapter presents the findings of the research conducted on the impact of work-life balance (WLB) initiatives on employee performance within star-rated hotels in Nairobi. The study aimed to explore the influence of various WLB practices—such as flexible working schedules, wellness programs, management support, and supportive work environments—on employees' job satisfaction and overall performance. Data were collected from 374 employees, providing a comprehensive understanding of how these initiatives affect their work-life integration and productivity. The findings presented here offer insight into the extent to which these WLB practices contribute to enhancing employee performance in the context of Nairobi's hospitality industry.

### 4.2 Response Rate

The study achieved a high response rate, with 374 out of the 399 distributed questionnaires being returned, resulting in a response rate of 93.74%. This indicates a strong participation level and suggests that the collected data accurately represents the perspectives of employees in star-rated hotels in Nairobi (Table 4.1).

Table 4.1: Response Rate.

Total Questionnaires Distributed	Total Questionnaires Returned	Response Rate (%)
399	374	93.74%

### 4.3 Demographics Analysis

The demographic characteristics of the study participants provide crucial context for understanding the diversity of the sample and its relevance to the research objectives. The analysis considers factors such as age, gender, current position, and years of experience in the hotel industry as shown in Table 4.1. The study's workforce in Nairobi's star-rated hotels is relatively young, with the largest age group being 26 to 35 years old (43.6%), followed by those aged 18 to 25 (26.7%), and smaller proportions in older age groups. Gender representation is nearly equal, with males at 49.5% and females at 50.5%, ensuring balanced perspectives across genders. Most respondents are line staff (57.2%), with supervisors and managers comprising

25.9% and 16.8%, respectively, highlighting the frontline role in hotel operations. Employees' years of experience vary widely, with the largest group having 1 to 3 years (36.9%), and others spread across less than 1 year to over 10 years, providing a diverse range of insights into work-life balance across career stages (Table 4.2).

Table 4.2: Demographic Characteristics of Employees.

Demographic Characteristic		Frequency	Percentage (%)
Gender	Male	185	49.5
	Female	189	50.5
Age	Below 18	48	12.8
	18 – 25	100	26.7
	26 – 35	163	43.6
	36 – 45	37	9.9
	Above 55	26	7.0
Current Position	Manager	63	16.8
	Supervisor	97	25.9
	Line Staff	214	57.2
Years of Experience in the Hotel Industry	Less than 1 Year	56	15.0
	1 – 3 Years	138	36.9
	4 – 6 Years	55	14.7
	7 – 10 Years	62	16.6
	Above 10 Years	63	16.8
	Total	349	100%

#### 4.4 Frequency Distribution

The result for each item is explained below.

##### 4.4.1 Awareness of WLB Initiatives

The findings reveal that while a substantial number of respondents (31.3%) indicated that they were aware of the work-life balance initiatives available at their workplace, 24.6% reported being fully aware as shown in Figure 4.1. This suggests that while most employees have some

knowledge of the initiatives, there is still room for improvement in communication and awareness of these practices.

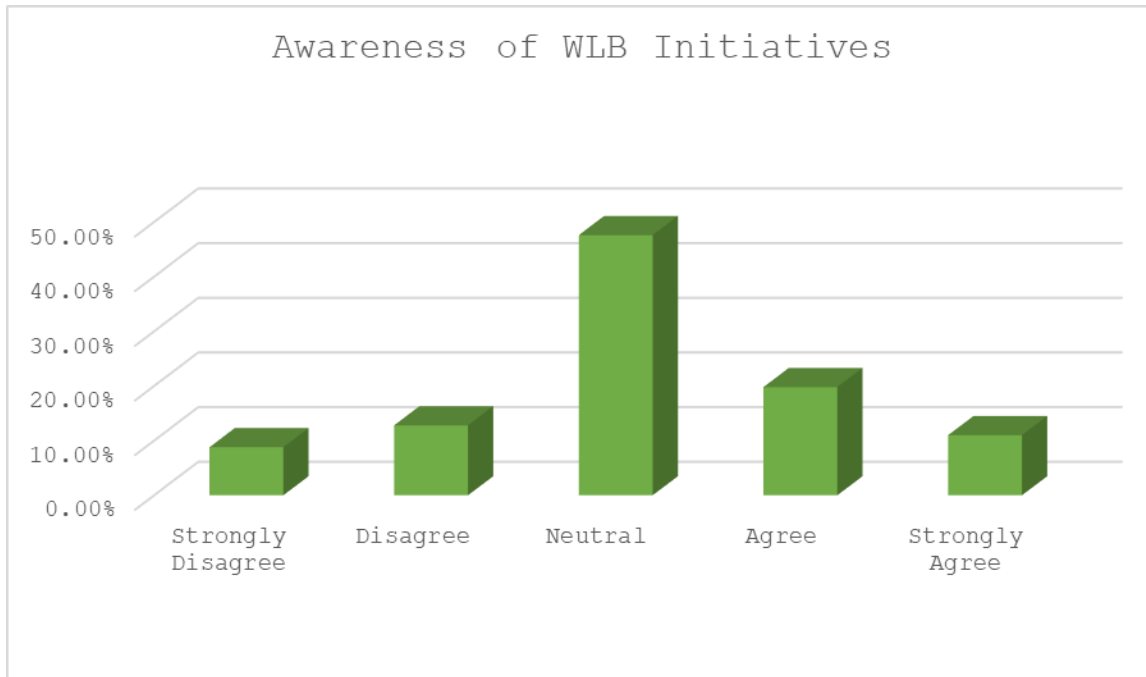


Figure 4.1: Awareness of WLB Initiatives among Employees in Star-rated Hotels in Nairobi

#### 4.4.2 Employee Satisfaction Levels

The findings on employee satisfaction levels indicate that a significant portion of employees (27.3%) were neutral regarding their satisfaction with their current job. While 19.5% reported being highly satisfied, 12.3% expressed dissatisfaction as depicted in Figure 4.2. These mixed results suggest that while many employees are content with their jobs, there is an opportunity for hotels to enhance employee satisfaction through more focused engagement strategies.

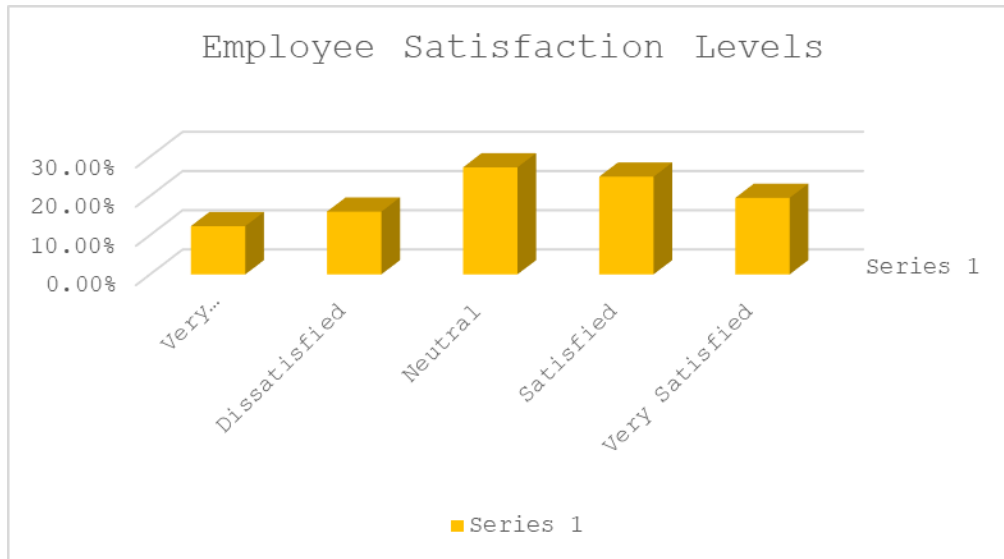


Figure 4.2: Employee Satisfaction Levels

#### 4.4.4 Employee turnover

The study assessed employee turnover by asking respondents if they had considered leaving their job due to challenges related to work-life balance (WLB). The results showed that a significant portion of employees, 43.3%, indicated that WLB issues influenced their intention to leave. Of these, 26.7% agreed, and 16.6% strongly agreed that they had considered leaving due to WLB challenges. Additionally, 29.9% of employees remained neutral on this issue. The remaining 10.2% strongly disagreed, and 16.6% disagreed, suggesting that WLB challenges were not a significant factor in their turnover considerations. These findings underscore the importance of addressing work-life balance within the organization, as half of the employees indicated that it played a role in their turnover intentions. By improving WLB initiatives, organizations could reduce turnover rates and improve employee retention. Figure 4.3 depicts distribution of employee intention to leave.

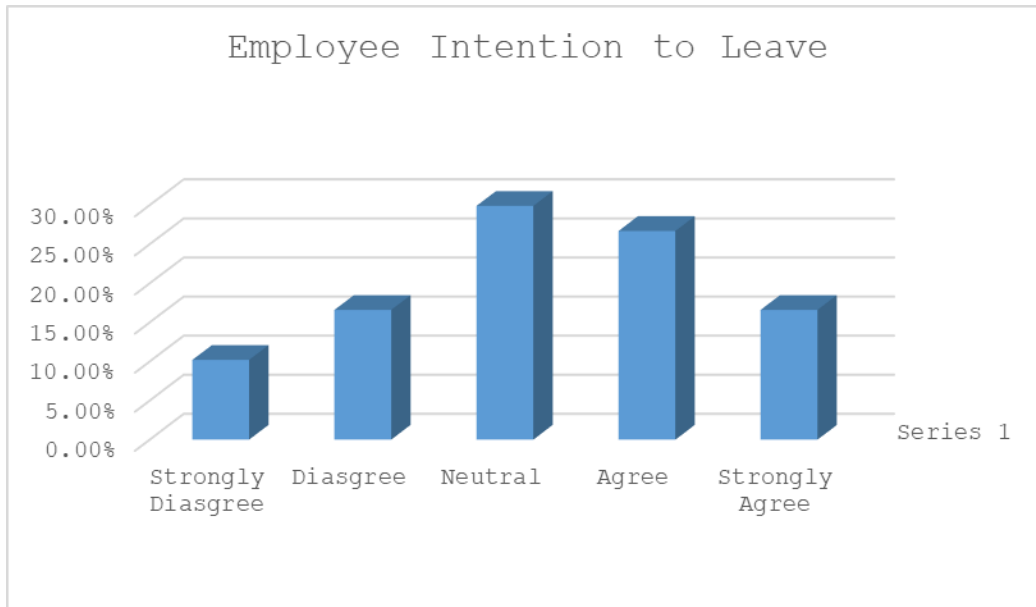


Figure 4.3: Employee Intention to Leave

#### 4.4.5 Employee Training

Employee training related to work-life balance initiatives was also evaluated in the study. A significant portion of employees, 42.3%, indicated that they had received training on WLB initiatives, with 22.2% agreeing and 20.1% strongly agreeing. However, 30.7% of employees either disagreed or strongly disagreed, suggesting that a notable portion of the workforce has not received training on how to effectively manage work-life balance. A further 27.0% remained neutral, indicating that their experience with WLB training was unclear as illustrated in Figure 4.4. The findings suggest that there is room for improvement in ensuring that all employees receive sufficient training on WLB initiatives, which could contribute to a more balanced work environment and improved employee performance.

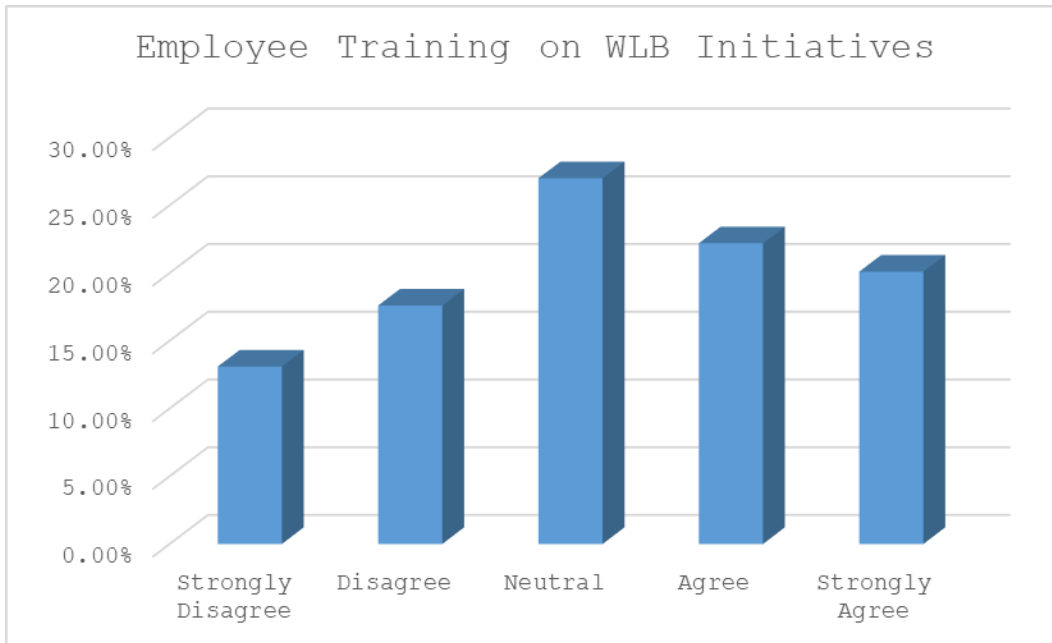


Figure 4.4: Employee Training

#### 4.4.6 Employee Training and its Effectiveness

The effectiveness of training on work-life balance was another key aspect explored in the study. When asked about the effectiveness of the training in helping employees balance work and life, 44.8% of respondents rated it positively, with 21.9% considering it effective and 23.8% finding it highly effective. However, 26.2% of employees felt the training was either ineffective or very ineffective, and 28.1% were neutral on the effectiveness of the training as illustrated in Figure 4.5. This indicates that while some employees found the training useful, there is still a considerable portion who either did not find it helpful or were unsure of its impact. To enhance the effectiveness of WLB training, hotels could improve the content and delivery of these programs, ensuring they address the specific needs of employees and lead to tangible improvements in managing work-life balance.

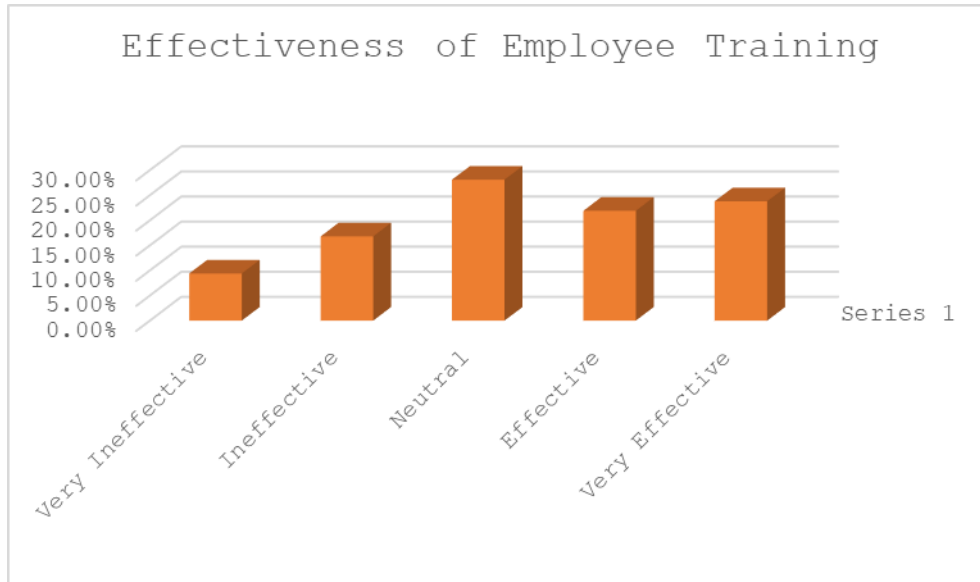


Figure 4.5: Effectiveness of Employee Training

#### 4.4.7 Feedback Mechanisms

The study also examined whether employees had access to feedback platforms for work-life balance policies. The results indicated that 46.8% of respondents felt there was a platform to provide feedback, with 20.9% agreeing and 25.9% strongly agreeing. However, 25.2% disagreed or strongly disagreed, and 28.1% were neutral as depicted in Figure 4.6. This suggests that while some employees believe feedback mechanisms are in place, there is room for improvement in ensuring that all employees are aware of and have access to these platforms. Effective feedback mechanisms are critical in improving WLB policies, as they allow employees to voice their concerns and contribute to the continuous improvement of work-life balance practices within the organization.

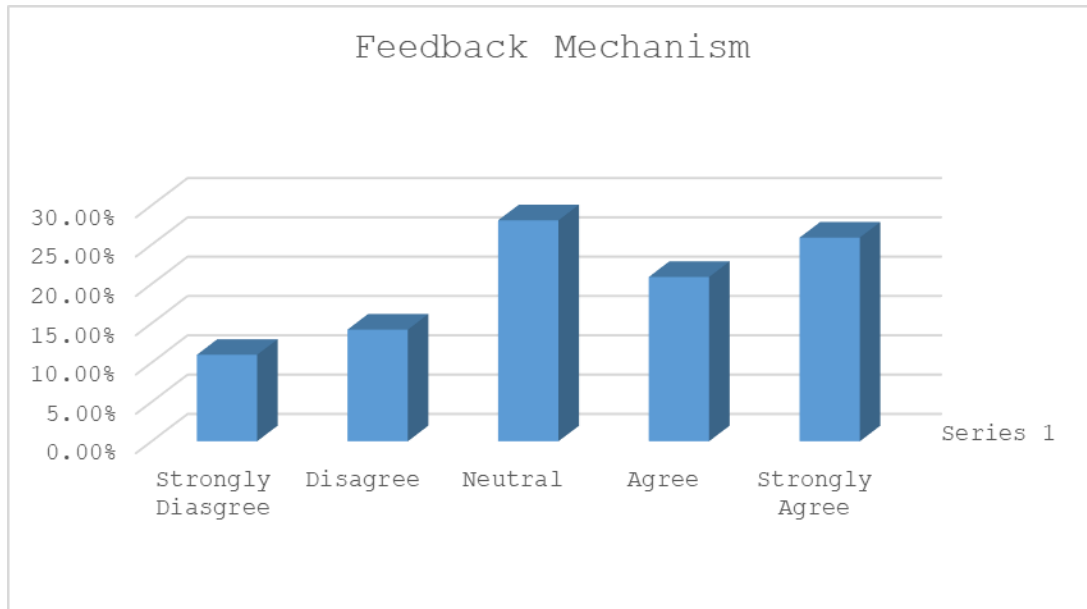


Figure 4.6: Feedback Mechanism

#### 4.4.8 Understanding of WLB Policies

The study explored how well employees understood the work-life balance policies in their organization. The results revealed that 43.4% of employees felt they understood the policies either well or very well, with 23.3% saying they understood them well and 20.1% very well. However, a significant portion of employees, 28.6%, reported a poor understanding of WLB policies, with 12.0% stating they understood them very poorly and 16.6% stating they understood them poorly. Additionally, 28.1% of employees were neutral, indicating that a sizable portion of the workforce either did not have a clear understanding of the policies or were unsure as shown in Figure 4.7. This highlights the need for improved communication and clarity regarding WLB policies, ensuring that all employees are fully aware of their rights and the resources available to help them balance work and personal commitments.

The study also examined the specific work-life balance initiatives available in the hotels surveyed. The most common policies reported included flexible working hours, which allow employees to adjust their start and end times to accommodate personal needs. Remote working options were less prevalent but were present in some hotels, primarily for administrative and managerial roles. Additionally, leave policies such as paid leave, parental leave, sick leave, and personal time off were widely offered, providing employees with opportunities to attend to family and health matters without compromising job security. Wellness programs including

mental health support, fitness activities, and stress management initiatives were available but varied significantly across hotels in terms of scope and participation rates. Family-friendly benefits, such as childcare support, were limited but noted in some higher-rated hotels. Overall, these WLB policies aim to provide employees with the necessary support to manage both work and personal responsibilities, though implementation and awareness appear inconsistent across the sector.

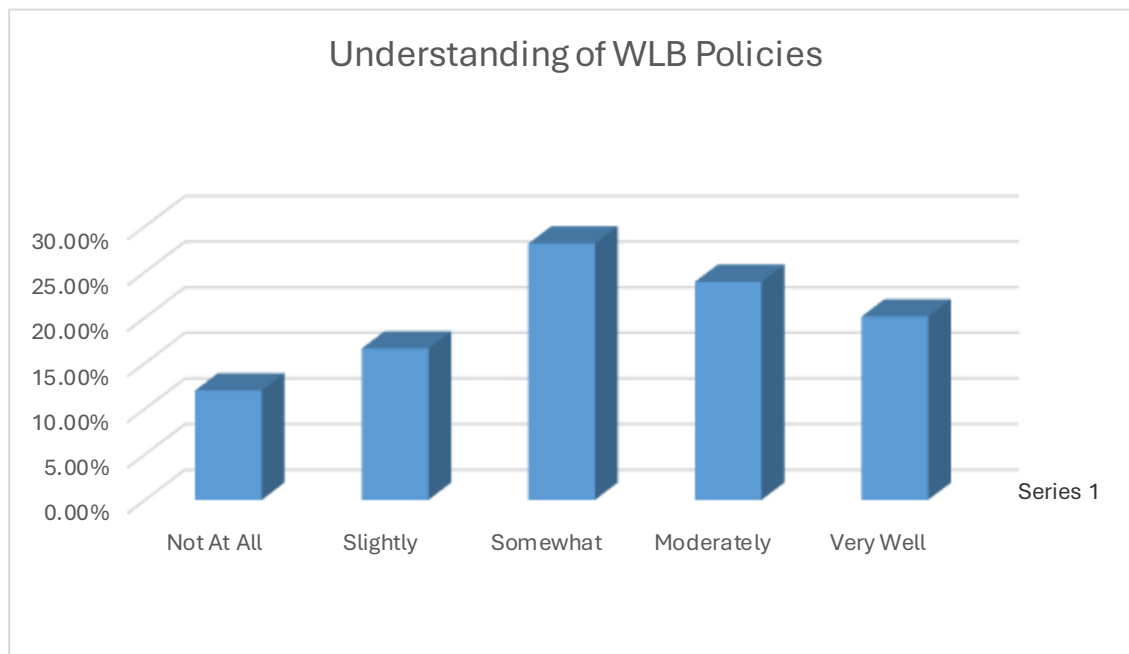


Figure 4.7: Understanding of WLB Initiatives

#### 4.5 Reliability and Validity Testing

Reliability testing of the survey instrument revealed that the overall Cronbach’s Alpha coefficient was 0.815, indicating acceptable reliability for the data collected. Specific constructs such as flexible working schedules, wellness programs, and supportive work environments exhibited reliability values well above the threshold of 0.70, confirming the consistency and validity of the measurements (Table 4.3).

Table 4.3: Reliability Test

Construct	Number of Items	Cronbach’s Alpha Index

Overall	26	0.815
Flexible Working Schedule	5	0.786
Wellness Programs	4	0.847
Supportive Work Environment	4	0.844
Management Support	4	0.880
Employee Performance	9	0.891

**4.5 Descriptive Analysis**

Descriptive statistics were calculated to better understand the general trends in the responses regarding work-life balance initiatives. The following sections present the means, standard deviations, and variances for key questions related to flexible working schedules, wellness programs, supportive work environments, and employee performance.

**4.5.1 Flexible Working Schedules**

The analysis of flexible working schedules involved calculating descriptive statistics, specifically mean scores, to summarize employees’ responses regarding workload manageability, frequency of unplanned leave, schedule flexibility, and satisfaction with work-life balance. Descriptive statistics were used as they effectively represent the central tendency of Likert scale responses, reflecting employees’ perceptions and experiences. A mean score near 3 on the 5-point Likert scale typically indicates a moderate level of agreement or frequency. In this study, a mean score of 3.17 for workload manageability suggests that employees find their workloads moderately manageable within their shift hours. The mean of 3.27 for unplanned leave frequency indicates that employees occasionally take unplanned leave, signalling some disruption in work-life balance. The mean score of 3.28 for schedule flexibility reflects a moderate perception of the hotels’ provision for adjusting work hours. Additionally, a satisfaction mean score of 3.25 shows that employees feel reasonably satisfied with their ability to balance work and personal commitments under the current flexible working arrangements (Table 4.4).

Table 4.4: Flexible Working Schedules.

	N	Mean	Std. Deviation	Variance
Do you think the workload assigned to you is manageable within your shift hours?	374	3.17	1.318	1.736
How often do you take unplanned or unscheduled leave from work?	374	3.27	1.208	1.459
To what extent does your hotel provide flexibility in work schedules (e.g., shift swapping, remote work options, or adjusted work hours) to help you manage personal and professional responsibilities?	374	3.28	1.240	1.539
How satisfied are you with the current flexibility of your work schedule in balancing job responsibilities with personal commitments?	374	3.25	1.242	1.543
Valid N (listwise)	374			

#### 4.5.2 Wellness Programs

Employees reported moderate satisfaction with the wellness programs offered at their workplaces (mean = 3.16), with participation in these programs rated slightly higher (mean = 3.36). This suggests that while employees are generally satisfied, there may be potential for increased engagement or improvement in the variety and quality of wellness programs (Table 4.5).

Table 4.5: Wellness Programs

	N	Mean	Std. Deviation	Variance
How satisfied are you with	374	3.16	1.229	1.511

the employee wellness programs (e.g., mental health support, fitness programs, or stress management initiatives) offered by your hotel?				
How often do you participate in the employee wellness programs provided by your hotel?	374	3.36	1.264	1.598
Valid N (listwise)	374			

#### 4.5.3 Supportive Work Environment

The responses indicate that employees have received training on work-life balance initiatives (mean = 3.18) and perceive the training to be moderately effective (mean = 3.34). The presence of a platform for feedback on WLB policies was also reported positively (mean = 3.37). However, the frequency with which management acts on feedback was slightly lower (mean = 3.14) (Table 4.6).

Table 4.6: Supportive Work Environment.

	N	Mean	Std. Deviation	Variance
I have received training on work-life balance initiatives	374	3.18	1.302	1.695
How effective is the training in balancing work-life?	374	3.34	1.266	1.603
There is a platform to provide feedback on	374	3.37	1.303	1.697

WLB policies				
How often does management act on feedback?	374	3.14	1.287	1.655
Supportive Work Environment	374	3.24	1.310	1.715
Colleague and Supervisor Support	374	3.07	1.299	1.686
Valid N (listwise)	374			

#### 4.5.3 Employee Performance

Employee performance metrics indicate that respondents feel moderately satisfied with their jobs (mean = 3.23) and tend to complete their tasks within the expected timeframe (mean = 3.32). However, the impact of WLB initiatives on productivity was rated lower (mean = 3.11), suggesting that while employees recognize their job performance, they might not perceive WLB initiatives as highly influential in enhancing their productivity (Table 4.7).

Table 4.7: Employee Performance.

	N	Mean	Std. Deviation	Variance
I am satisfied with my current job.	374	3.23	1.278	1.632
I often complete assigned tasks within the expected timeframe	374	3.32	1.255	1.575
Do you feel WLB	374	3.11	1.241	1.539

initiatives improve productivity?				
I am motivated to go beyond job requirements	374	3.21	1.262	1.592
I have considered leaving due to WLB challenges.	374	3.23	1.206	1.454
Valid N (listwise)	374			

#### 4.6 Correlation Analysis

The influence of work-life balance initiatives on employee performance was examined through various correlations. Flexible working schedules were found to have a strong positive correlation with employee performance, while wellness programs and supportive work environments showed weaker and, in some cases, statistically insignificant correlations.

##### 4.6.1 Influence of Flexible Working Schedules on Employee Performance

The analysis indicated a strong positive correlation between flexible working schedules and employee performance, with a Pearson correlation coefficient of 0.864. This coefficient suggests a very strong association, meaning that higher levels of flexible scheduling are linked to higher levels of employee performance. The relationship was statistically significant at the 1% level ( $P < 0.01$ ), indicating a very low probability that the observed correlation occurred by chance. This significance confirms that flexible working schedules have a meaningful impact on employee performance. This finding implies that employees who benefit from flexible work arrangements are better able to balance their work and personal responsibilities. The flexibility reduces work-related stress and fatigue, thereby enhancing employees' capacity to perform their tasks efficiently. Consequently, flexible working schedules are a critical factor in improving employee productivity and job satisfaction in the hotel industry. Details of the correlation analysis are presented in Table 4.8.

Table 4.8: The Influence of Flexible Working Schedules on Employee Retention in Nairobi Hotels

		Employee Performance	Flexible Work Schedules
Employee Performance	Pearson Correlation	1	.864
	Sig. (2-tailed)		.015**
	N	374	374
Flexible Work Schedules	Pearson Correlation	.864	1
	Sig. (2-tailed)	.015	
	N	374	374

#### 4.6.2 Influence of Wellness Programs on Employee Performance

The correlation between wellness programs and employee performance was very weak and negative (Pearson correlation = -0.016), with no statistically significant relationship ( $p = 0.762$ ). This suggests that wellness programs, despite their value, may not have a measurable impact on employee performance in the context of this study (Table 4.9).

Table 4.9: Influence of Wellness Programs on Employee Performance in Star-rated Hotels in Nairobi

		Employee Performance	Wellness Programs
Employee Performance	Pearson Correlation	1	-.016
	Sig. (2-tailed)		.762
	N	374	374
Wellness Programs	Pearson Correlation	-.016	1
	Sig. (2-tailed)	.762	

	N	374	374
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#### 4.6.3 Influence of Supportive Work Environment on Employee Performance

The supportive work environment was found to have a weak positive correlation with employee performance (Pearson correlation = 0.080), but it was not statistically significant ( $p = 0.123$ ), suggesting that its influence on performance is minimal (Table 4.10).

Table 4.10: Influence of Supportive Work Environment on Employee Performance in star rated Hotels in Nairobi.

		Employee Performance	Supportive Work Environment
Employee Performance	Pearson Correlation	1	.080
	Sig. (2-tailed)		.123
	N	374	374
Supportive Work Environment	Pearson Correlation	.080	1
	Sig. (2-tailed)	.123	
	N	374	374

#### 4.6.4 Influence of Management Support on Employee Performance

Management support showed a positive relationship with employee performance (Pearson correlation = 0.730), but the p-value of 0.065 suggests that the relationship is marginally insignificant (Table 4.11). This implies that while management support may have a positive effect on employee performance, the evidence is not conclusive.

Table 4.11: Influence of Management Support on Employee Performance

		Employee Performance	Management Support
Employee Performance	Pearson Correlation	1	.730
	Sig. (2-tailed)		.065

	N	374	374
Management Support	Pearson Correlation	.730	1
	Sig. (2-tailed)	.065	
	N	374	374

#### 4.8 Regression Analysis of WLB Initiatives Influence on Employee Performance in Nairobi's Hotels

Multiple regression analysis was employed to determine the collective effect of work-life balance initiatives on employee performance. The model summary, ANOVA, and beta coefficients revealed that flexible working schedules, wellness programs, and supportive work environments together explain a moderate portion of the variance in employee performance. The multiple regression model defined as follows:

$$Y = X_{(1)} \beta_1 + X_2 \beta_2 + X_3 \beta_3 + X_4 \beta_4 + \varepsilon$$

Where  $X_{(1)}, X_2, X_3, X_4$  = Flexible Working Schedules, Wellness Programs, Supportive Work Environment.

$\beta_{(1)}, \beta_2, \beta_3, \beta_4$  = the coefficients of Flexible Working Schedules, Wellness Programs, Supportive Work Environment.

$\varepsilon$  = Standard Error

Y = Employee Performance

The study's findings are summarised in the following tables: the summary model, ANOVA, and the coefficients table. These tables offer a comprehensive overview of the research results, providing essential statistical information for analysis and interpretation.

##### 4.8.1 Model Summary

The regression model indicated that the independent variables explained 52% of the variance in employee performance, with an adjusted R square of 0.490, demonstrating that the model fits the data moderately well (Table 4.12).

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.702 <sup>a</sup>	.52	.490	4.61262
a. Predictors: (Constant), Supportive Work Environment, Flexible Work Schedule, Wellness Programs				

#### 4.8.2 ANOVA

The ANOVA results indicate that the regression model is statistically significant ( $F = 0.242$ ,  $p = 0.000$ ), confirming that the independent variables collectively influence employee performance (Table 4.13).

Table 4.13: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1316.28	3	1.655	.242	.000 <sup>b</sup>
	Residual	1214.22	370	6.826		
	Total	2530.50	373			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Supportive Work Environment, Flexible Work Schedule, Wellness Programs						

#### 4.8.3 Beta Coefficients

The regression coefficients indicate that flexible working schedules and wellness programs have a positive impact on employee performance, with statistically significant p-values of 0.038 and 0.040, respectively. The supportive work environment had a negative relationship, but this was not significant (Table 4.14).

Table 4.14: Beta Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.293	.854		17.902	.000

	Flexible Work Schedule	.028	.083	.017	.634	.038
	Wellness Programs	.043	.083	.027	.519	.040
	Supportive Work Environment	-.043	.084	.074	.515	.007
a. Dependent Variable: Employee Performance						

#### 4.9 Summary of Results

The study examined how work-life balance (WLB) initiatives—specifically flexible working schedules, wellness programs, and supportive work environments—affect employee performance in star-rated hotels in Nairobi. Regression analysis showed that WLB initiatives have a significant positive impact on performance, explaining 52% of the variance. Flexible schedules had a statistically significant positive effect (beta = 0.028,  $p < 0.05$ ), highlighting the role of flexibility in boosting job satisfaction and performance. Wellness programs also positively influenced performance (beta = 0.043,  $p < 0.05$ ), suggesting that offerings like fitness and mental health support can improve employee well-being and output, although their impact might be strengthened with broader accessibility. In contrast, supportive work environments had a negative and statistically insignificant effect on performance (beta around -0.043,  $p < 0.01$ ), indicating that while employees value support, it does not strongly translate into improved performance compared to flexibility and wellness initiatives. Employee satisfaction with flexible schedules and wellness programs was moderate, reinforcing the importance of these factors in enhancing job performance within the hospitality sector.

Table 4.20: Regression summary

WLB Initiative		p-value
Flexible Working Schedules		.380 <sup>b</sup>
Wellness Programs		.040 <sup>b</sup>
Supportive Work Environment		.007 <sup>b</sup>
Management Support		.000 <sup>b</sup>

## **Chapter 5: Discussion, Conclusions, and Recommendations**

### **5.1 Introduction**

This chapter presents the discussion, conclusions, and recommendations based on the findings of the research on work-life balance (WLB) initiatives and their effect on employee performance in star-rated hotels in Nairobi. The discussion interprets the findings in relation to the existing literature, providing insights into how flexible working schedules, wellness programs, supportive work environments, and management support contribute to employee performance. Additionally, this chapter outlines the conclusions drawn from the study and propose actionable recommendations for improving WLB initiatives in the hospitality industry.

### **5.2 Discussion and Summary of Findings**

#### **5.2.1 Flexible Working Schedule Effect on Employee Performance**

This study found a strong positive relationship between flexible working schedules and employee performance in star-rated hotels in Nairobi, with a Pearson correlation coefficient of 0.864 ( $p$ -value = 0.015). This indicates that employees who have greater flexibility in their working hours are more likely to report higher levels of performance. Respondents expressed moderate satisfaction with the flexibility provided (mean = 3.25), suggesting that while flexibility is valued and contributes significantly to performance, there remains room for improvement.

In the context of this study, flexible working schedules refer to policies and practices that allow employees to adjust their start and end times, take breaks as needed, and in some cases, work remotely—although remote work options are primarily available to administrative and managerial staff. These arrangements enable employees to better manage personal responsibilities alongside their work duties, helping to reduce the conflict between work and home life. The availability of flexible schedules assists in mitigating work-related stress and fatigue by alleviating the pressures associated with rigid or prolonged working hours. This reduction in stress is reflected in employees' improved well-being, which enhances their ability to focus on tasks and perform effectively.

Analysis of the survey data further reveals that flexible work options are moderately available and utilized among employees in Nairobi's star-rated hotels. Most respondents acknowledged the presence of adjustable shift timings, with a moderate frequency of unplanned leave reported,

indicating that while flexible scheduling aids in managing work-life balance challenges, it does not entirely eliminate disruptions. Remote work remains limited and predominantly accessible to non-frontline staff due to the operational nature of hospitality roles. The moderate satisfaction levels recorded underscore opportunities for hotels to expand and better implement flexible scheduling policies to support employee performance comprehensively.

Within the hospitality industry, characterized by long working hours and demanding customer service roles, flexible schedules provide essential benefits by enabling employees to rest and recharge. This contributes to greater energy and focus during working hours, which in turn enhances performance. These findings align with international research that highlights the importance of flexible working hours in improving employee job satisfaction and productivity. For instance, Dousin et al. (2019) and Mubeen and Rashid (2014) emphasize that flexible work arrangements significantly improve employees' capacity to balance personal and professional demands. Similarly, Wong et al. (2017) found in the Malaysian hospitality sector that flexible schedules positively influenced job satisfaction and performance. In Kenya, Wambui et al. (2017) also report that flexibility in working hours is correlated with increased employee satisfaction and enhanced performance within the hospitality industry.

### **5.2.2 Wellness Programs Effect on Employee Performance**

The study also examined the impact of wellness programs on employee performance, revealing a positive but weaker correlation compared to flexible working schedules. The Pearson correlation for wellness programs was -0.016, with a p-value of 0.762, indicating that while wellness programs have some effect on employee performance, this effect was not statistically significant in this case. Respondents indicated a moderate level of satisfaction with wellness programs (mean = 3.16), reflecting that while employees recognize the value of wellness initiatives, they may not see them as a primary driver of their performance. Within the hotels surveyed, wellness programs included mental health support services such as counselling and stress management workshops. Fitness initiatives, including access to gym facilities and organized exercise sessions, were offered in some hotels, particularly in higher-rated establishments. A few hotels also provided health screenings and wellness education aimed at promoting healthier lifestyles among

employees. However, the extent and participation in these programs varied considerably across the hotels, with some employees indicating limited access or awareness of the wellness resources available. These programs can reduce stress, lower absenteeism, and improve overall job satisfaction, which are all factors that contribute to better employee performance. The inconsistent implementation of these programs may explain the weak statistical relationship between wellness initiatives and employee performance observed in the study.

However, the relatively weak effect in this study suggests that the implementation of wellness programs may not yet be robust enough to fully impact employee performance in the context of star-rated hotels in Nairobi. This finding contrasts with other studies that highlight the significant positive impact of wellness programs on employee performance. For instance, Zhang et al (2014) and Varga et al. (2021) emphasize the benefits of wellness programs, including improvements in job performance, motivation, and engagement. Mcclary et al. (2017) and Azubiike (2023) also support the idea that wellness initiatives improve employee performance and reduce absenteeism. In Kenya, studies such as those by Wangui & Scholastica (2023) have indicated that wellness programs, particularly in high-stress industries like hospitality, can significantly improve employee health and performance. Despite this, the impact in the current study appears to be moderate, possibly due to limited access or insufficient promotion of wellness resources. To improve their effectiveness, hotels may need to expand the range of wellness offerings and ensure they are accessible to all employees.

### **5.2.3 Supportive Work Environment Effect on Employee Performance**

A supportive work environment showed a weak positive correlation with employee performance ( $r = 0.080$ ,  $P > 0.05$ ). Although the relationship was positive, it was not statistically significant, indicating that while employees appreciated a supportive environment, it did not have as strong an impact on performance as other factors such as flexible working schedules and wellness programs. Respondents reported moderate satisfaction with their work environment (mean = 3.24), suggesting that the support they received from colleagues, supervisors, and the organization was valued but perhaps insufficient to significantly enhance job performance.

In this study, a supportive work environment referred to both emotional and practical support available to employees within the hotels. This included peer support and teamwork, approachable and understanding supervisors, effective communication, and access to resources

that facilitate daily tasks. While many employees felt they had collegial relationships and supervisor support, the data revealed variability in how consistently this support was experienced across different hotels and departments. Literature by Prieto and Pérez-Santana (2014) and Anitha (2014) emphasizes that a supportive environment fosters engagement and motivation, which can lead to better performance. However, the hospitality sector's high-pressure conditions, including long working hours and customer demands, may limit the influence of workplace support alone. The lack of a statistically significant effect in this study suggests that other work-life balance initiatives—specifically flexibility in scheduling and wellness programs—play a more substantial role in driving employee performance.

This finding contrasts with previous research such as Karatepe and Demir (2014) and Teo et al. (2020), which highlighted the significant positive impact of supportive work environments in hospitality settings. In the context of Nairobi's hotels, the results imply that although supportive work environments are necessary, they may not be sufficient to substantially boost performance without complementary WLB initiatives.

#### **5.2.4 Management Support Effect on Employee Performance**

The relationship between management support and employee performance in this study was positive but statistically insignificant ( $r = 0.730$ ,  $P > 0.05$ ). This suggests that while employees valued management support, its direct effect on performance was less pronounced compared to other work-life balance initiatives. The respondents reported a moderate level of satisfaction with management support (mean = 3.37), indicating that management was perceived as somewhat supportive in facilitating work-life balance but that this support did not strongly translate into improved performance outcomes.

In this research, management support was operationalized through elements such as training and awareness programs on WLB policies, feedback mechanisms allowing employees to voice concerns, and effective communication of WLB initiatives. The findings showed that while some hotels provided training sessions and actively sought employee feedback, the frequency and quality of these practices varied across establishments. Communication of WLB policies was more prevalent in higher-starred hotels, which correlated with slightly higher employee

satisfaction levels. Management support, as framed in the literature, is critical in creating an environment that encourages utilization of WLB initiatives. Ahmad et al. (2020) highlight that active management involvement enhances employee satisfaction and performance. However, the demanding nature of the hospitality industry—with irregular hours, high customer expectations, and stressful work environments—may reduce the direct influence of management support on performance. Thus, while management support plays an important role, this study’s findings suggest it may need to be more robust and integrated with other WLB initiatives, such as flexible working schedules and wellness programs, to more effectively impact employee performance in Nairobi’s star-rated hotels.

### **5.2.5 Influence of WLB Initiatives on Employee Performance**

The regression analysis revealed that work-life balance (WLB) initiatives, particularly flexible working schedules and wellness programs, positively influence employee performance in Nairobi’s star-rated hotels. The model summary indicates that these initiatives collectively explain 52% of the variance in employee performance, with an adjusted R-squared of 0.490. This moderate explanatory power suggests that while WLB initiatives play a substantial role in shaping employee performance, other factors outside the model also contribute to performance outcomes. The ANOVA results ( $F = 0.242$ ,  $p = 0.000$ ) confirm that the regression model is statistically significant, reinforcing the importance of the examined WLB variables.

Specifically, the beta coefficients indicate that improvements in flexible working schedules ( $\beta = 0.028$ ,  $P < 0.05$ ) and wellness programs ( $\beta = 0.043$ ,  $P < 0.05$ ) correspond with increases in employee performance. These findings underscore the crucial role these initiatives play within the hospitality sector in Nairobi. Flexible working schedules allow employees to better align their work hours with personal commitments, thereby reducing work-family conflict, a known issue in the hotel industry where irregular shifts and long working hours are prevalent (Ngunga et al., 2021). Employees frequently cited challenges related to inflexible scheduling, which impacted their ability to manage family responsibilities and personal health. This aligns with literature by Dousin et al. (2019) and Mubeen and Rashid (2014), who demonstrate that flexible hours reduce employee stress and improve productivity by fostering a better balance between work and life demands.

Wellness programs emerged as another significant predictor of performance. In the Nairobi hotels surveyed, these programs typically included mental health support, fitness initiatives, and health screenings, though their scope and reach varied widely. Some employees reported limited access or awareness of wellness offerings, reflecting a gap in effective implementation. Nonetheless, the positive beta coefficient suggests that where these programs are well-executed, they contribute to reducing burnout and absenteeism, consistent with findings by Zhang et al. (2014) and Varga et al. (2021), who link wellness initiatives to improved engagement and job satisfaction across various industries. This points to the potential for hotels to strengthen wellness programs as a strategic tool to enhance employee health and productivity.

Conversely, the supportive work environment showed a negative but statistically insignificant relationship with employee performance ( $\beta = -0.043$ ,  $P > 0.05$ ). While prior research (Karatepe & Demir, 2014; Teo et al., 2020) has established supportive work environments as vital for engagement and motivation, the Nairobi context presents unique challenges. The high job demands, irregular shifts, and intense customer service expectations prevalent in these hotels may diminish the ability of a supportive environment alone to significantly boost performance. Employees reported mixed experiences with supervisor support and peer collaboration, indicating inconsistency in the quality and availability of support across different hotels and departments. This suggests that, although supportive environments contribute to employee well-being, their effect may be overshadowed by structural and operational factors inherent in the hospitality industry.

These findings suggest a hierarchy of WLB initiatives in Nairobi's hospitality sector, where flexibility and wellness programs have a more immediate and measurable impact on performance compared to workplace support. This highlights the need for hotel management to prioritize practical interventions that address scheduling flexibility and comprehensive wellness services. Strengthening these areas could yield substantial improvements in employee productivity and satisfaction, while the creation of supportive environments should continue as a complementary strategy.

In summary, the regression results emphasize the critical role of flexible working schedules and wellness programs in enhancing employee performance within Nairobi's star-rated hotels. Given the demanding nature of hospitality work in this region, these initiatives help mitigate the

adverse effects of irregular hours and job stress. While supportive work environments remain important for overall employee morale and satisfaction, their direct influence on performance appears limited in this context. Consequently, hotel managers and policymakers should focus on expanding flexible scheduling options and developing robust wellness programs as key drivers of workforce effectiveness.

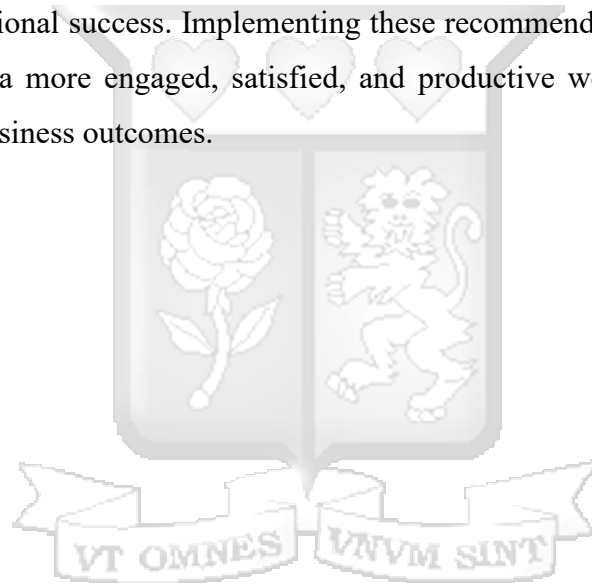
### **5.3 Suggested Future Research**

Based on the findings of this study, several directions for future research have been identified. Future studies should explore the long-term effects of flexible working schedules and wellness programs on employee performance and retention within the hospitality industry. Additionally, research comparing the effects of work-life balance (WLB) initiatives across different hotel categories, such as 3-star versus 5-star hotels, would provide valuable insights into how the implementation of these programs varies by hotel type. Another area of interest is examining how organizational culture, leadership styles, and employee engagement interact with WLB initiatives to influence employee performance. Lastly, future research should assess how regularly evaluating WLB initiatives through employee feedback and performance data can lead to the development of more effective programs.

### **5.4 Recommendations**

Based on the findings of this study, several recommendations have been made to enhance work-life balance (WLB) initiatives and improve employee performance in star-rated hotels in Nairobi. This study recommends that star-rated hotels in Nairobi enhance their work-life balance (WLB) initiatives to improve employee performance. Given the strong positive link between flexible working schedules and performance, hotels should expand flexible work arrangements. This includes offering more flexible hours, shift-swapping options, and remote work where possible. Greater flexibility will help employees better balance personal and professional demands, leading to higher job satisfaction and productivity. Wellness programs should also be broadened to include mental health support, fitness activities, and stress management workshops. Currently, the limited scope and inconsistent implementation of these programs suggest room for improvement. Increasing their accessibility and visibility will foster employee well-being and boost performance.

Although supportive work environments showed a weaker direct impact on performance, cultivating a culture of collaboration, empathy, and open communication remains vital. Such an environment enhances employee morale and long-term job satisfaction. Management should play a proactive role in promoting WLB initiatives, ensuring employees are fully aware of available programs and encouraged to utilize them. Actively seeking employee feedback will help continuously refine these initiatives to better meet workforce needs. Regular evaluation of WLB programs through employee feedback and performance data analysis is crucial to maintain their effectiveness. Lastly, integrating WLB into broader employee development—such as training, career progression, and performance management—will create a holistic approach to employee well-being and organizational success. Implementing these recommendations will help Nairobi’s hospitality sector foster a more engaged, satisfied, and productive workforce, improving both employee welfare and business outcomes.



## **5.5 Conclusion**

This study establishes that work-life balance initiatives, particularly flexible working schedules and wellness programs, significantly enhance employee performance in star-rated hotels in Nairobi. Flexible working schedules emerged as the most influential factor, with employees benefiting from greater control over their work hours exhibiting higher performance. Wellness programs also contributed positively, although their effect was less pronounced. Supportive work environments and management support, while important for employee well-being, showed a less direct influence on performance in this context. This suggests that practical interventions targeting flexibility and wellness may yield more immediate improvements in productivity within the hospitality sector.

The findings also highlight the complexity of work-life balance dynamics in high-demand industries like hospitality, indicating that the effectiveness of these initiatives may be influenced by organizational culture, leadership approaches, and workforce diversity. Additionally, the evolving nature of work, driven by technological advancements and changing employee expectations, calls for continued investigation into how work-life balance programs can be adapted and integrated to meet future challenges. Moreover, capturing employee experiences through qualitative methods could provide richer insights into the barriers and facilitators of successful implementation, helping to refine strategies that support sustainable employee performance and well-being.

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# Appendices

## Appendix A: Plagiarism Report

NAWAL KASSIM\_04APR2025 Final Dissertation (1) (1) (1) (2) (3).docx

ORIGINALITY REPORT

**24%**

SIMILARITY INDEX

**23%**

INTERNET SOURCES

**22%**

PUBLICATIONS

**17%**

STUDENT PAPERS



## Appendix B: Ethical Clearance Release Letter



7<sup>th</sup> February 2025

Mrs Nawal Ali,  
ali.kassim@strathmore.edu

Dear Mrs Nawal,

**RE: The Influence of Work Life balance Initiatives on Employee Performance in the hotel industry in Nairobi Kenya**

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** proposal. Your application reference number is **SU-ISERC2596/25**. The approval period is from **7<sup>th</sup> February 2025 to 6<sup>th</sup> February 2026**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
- iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours.
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Ambrose Rachier".

**Mr Ambrose Rachier,  
Chairperson; SU-ISERC**



Thank you for taking the time to participate in this research study titled "The Influence of Work-Life Balance Initiatives on Employee Performance in the Hotel Industry: A Case of Nairobi County." This study aims to explore how work-life balance (WLB) initiatives affect employee performance in the hotel industry. Your insights as an employee are critical to understanding the effectiveness of these initiatives and how they can be improved to benefit both employees and the organization.

The following questionnaire is divided into sections covering your demographic information, awareness, and implementation of WLB initiatives, and their perceived impact on employee performance. Your responses will be kept confidential and will be used solely for the purposes of this study.

Thank you for your valuable contribution.



**The Influence of Work-Life Balance Initiatives on Employee Performance in the Hotel Industry: A Case of Nairobi County**

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**Section A: Demographic Information**

1. What is your gender?
  - Male
  - Female
  - Prefer not to say
  
2. Age Group
  - 18-25
  - 26-35

- 36-45
- 46-55
- 56 and above

3. Marital Status

- Single
- Married
- Divorced
- Widowed

4. Years of Experience in the Hotel Industry

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- Over 10 years



5. Current Position

- Manager
- Supervisor
- Line Staff
- Other (Please specify): \_\_\_\_\_

○ \_\_\_\_\_

**Section B: Work-Life Balance Initiatives**

6. I am aware of WLB Initiatives in the hotel

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

7. WLB Initiatives Available at Your Workplace (Select all that apply)

- Flexible working hours
- Remote working options
- Supportive work environment
- Paid parental leave.
- Personal time off (PTO)
- Health and wellness programs
- Childcare support
- Job sharing
- Employee assistance programs
- Others (Please specify): \_\_\_\_\_

8. Available wellness Program at your workplace

- Fitness Programs
- Mental Health Support
- Health Education
- Preventive Health Programs

9. The wellness programs in my hotel contribute to my overall well-being and job satisfaction

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

10. To what extent do you agree with the following statement: "The work environment in my hotel helps me manage my work and personal life better."

- Strongly Agree
- Agree
- Neutral
- Disagree

- Strongly Disagree

11. How true is this statement “I feel comfortable discussing WLB concerns with my Manager/ Supervisor

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

### **Section C: Effectiveness of Work-Life Balance on Employee Performance**

12. To what extent do you agree with the following statement: "Improved work-life balance has reduced my work-related stress and increased my productivity."

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

13. To what extent do you agree with the following statement: "The availability of WLB initiatives positively impacts my job performance and allows me to perform my tasks with minimal errors."

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

14. Do you believe that the WLB initiatives have helped reduce your intention to leave the organization?

- Very likely
- Likely

- Neutral
- Unlikely
- Very Unlikely

15. How clearly are the objective of WLB initiatives communicated to you?

- Very Clearly
- Clearly
- Neutral
- Not Very Clearly
- Not clearly at all

16. How much do you agree with the following statement: 'I undergo regular training in my hotel.'

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

17. How much do you agree with the following statement: 'The work-life balance programs in my hotel provide practical strategies for managing work-life balance.'

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

18. Do you feel that your manager listens to and values your input and suggestions?

- Always
- Often
- Sometimes
- Rarely

- Never

**Section D: Suggestions for Improvement**

19. What additional WLB initiatives would you like to see implemented in your hotel? (Please specify)

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20. What recommendations would you give to improve the existing WLB initiatives in your hotel?

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**Section E: General Feedback**

21. Please provide any additional comments or feedback regarding WLB initiatives and their impact on your performance.

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