



Uganda Martyrs University
Archbishop Kiwanuka
Memorial Library

WORKLIFE BALANCE AND EMPLOYEE PERFORMANCE

CASE STUDY: MARIE STOPES INTERNATIONAL UGANDA

A dissertation presented to

FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT

in partial fulfillment of the requirements for the award of the degree

Master of Business Administration

UGANDA MARTYRS UNIVERSITY

AKULLU Suzan
2016-M102-20006

Supervisor: Bwegyeme Jacinta

Co-supervisor: Mubiru Aloysius

March 2021

DEDICATION

I dedicate this piece of work to my family for their patience and for individual sacrifice in supporting my education dreams.

ACKNOWLEDGEMENT

I thank the Almighty God for the gift of life, wisdom, knowledge and good health that He provided throughout the course.

My appreciation to my supervisors Dr. Jacinta Bwegyeme and Mr. Mubiru Aloysius for the guidance and supervision they offered during my report writing.

The management of Uganda Martyrs University and BAM Faculty for sharing their knowledge and expertise throughout the MBA Curriculum.

I thank the respondents of Marie Stopes International Uganda for their time and support during the data collection.

My gratitude to my group members team Victorz and MBA colleagues for the encouragement, guidance and support throughout the course.

To my Family, I appreciate the time you sacrificed so I could embark on this journey.

TABLE OF CONTENTS

DECLARATION	Error! Bookmark not defined.
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ACRONYMS	xi
ABSTRACT	xii
CHAPTER ONE	1
INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background to the study	2
1.2 Background to Case	5
1.3 Problem statement.....	6
1.4 Objectives of the study.....	7
1.4.1 Major objective	7
1.4.2 Specific objectives	7
1.5 Hypothesis.....	7
1.6 Scope of the study	7
1.6.1Content scope.....	7
1.6.2 Geographical scope	8
1.6.3 Time scope	8
1.7 Significance of the study	8
1.8 Justification of the study	10
1.9 Definition of Key Terms	10
1.9.1 Work Life Balance	10
1.9.2 Employee Performance	10
1.10 Conceptual Framework.....	11

CHAPTER TWO	13
LITERATURE REVIEW	13
2.0 Introduction.....	13
2.1 Theoretical Framework.....	13
2.1.1 Spillover theory.....	13
2.1.2 Origin of the theory.....	13
2.1.3 Assumptions of the spillover theory	13
2.1.4 Relevance of the theory to the study.....	14
2.1.5 Criticisms of the spill over theory.....	14
2.2 Compensation Theory	15
2.2.1 Assumptions of the Compensation theory	15
2.2.2 Criticism of the compensation theory	15
2.3 Work Life Balance	15
2.4 Employee Performance	16
2.5 Flexible Working Hours and Employee Performance	18
2.6 Job Sharing and Employee Performance	22
2.7 Leave Policy and Employee Performance	26
2.8 Summary of the Literature review	31
CHAPTER THREE:.....	32
RESEARCH METHODOLOGY	32
3.0 Introduction.....	32
3.1 Research Design.....	32
3.2 Area of Study	32
3.3 Study Population	33
3.4 Sampling Procedures	33
3.4.1 Sample Size.....	33
3.4.2 Sampling Techniques.....	34
3.5 Data Collection Methods and Instruments.....	34
3.5.1 Questionnaire Survey Method	35
3.5.2 Interview Method.....	35

3.6 Quality Control Methods	36
3.6.1 Validity	36
3.6.2 Reliability.....	36
3.7 Measurement of variables	37
3.8 Data Management and Processing	38
3.9 Data Analysis	38
3.9.1 Quantitative data	38
3.9.2 Qualitative Data Analysis	38
3.10 Ethical Considerations	39
3.11 Limitations to the Study.....	39
CHAPTER FOUR.....	40
PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS	40
4.0 Introduction.....	40
4.1 Background Characteristics of respondents.....	40
4.2 Descriptive Statistics.....	44
4.2.1 Leave policy and Employee Performance	44
4.2.2 Flexible Working Hours and Employee Performance	47
4.2.3 Job Sharing and Employee Performance	51
4.2.4 Employee Performance	54
4.2.5 Family Support.....	56
4.3 Conclusion on Descriptive Findings.....	58
4.3.1 Leave Policy.....	58
4.3.2 Flexible Working Hours	58
4.3.3 Job Sharing.....	58
4.3.4 Employee Performance	59
4.3.5 Family Support.....	59
4.4 Correlation Analysis	59
4.4.1 Leave Policy and Employee Performance.	59
4.4.2 Flexible Working Hours and Employee Performance	60
4.4.3 Job Sharing and Employee Performance	61

4.4.4 Family Support and Employee Performance	62
4.6 Discussion of Findings.....	65
4.6.1 Leave Policy and Employee Performance.	65
4.6.2 Flexible Working Hours and Employee Performance.	67
4.6.3 Job Sharing and Employee Performance.	68
4.7 Conclusion	70
CHAPTER FIVE	71
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	71
5.0 Introduction.....	71
5.1 Summary of the report	71
5.2 Summary of findings per objective	72
5.2.1 Leave Policy and Employee Performance	72
5.2.2 Flexible Working Hours and Employee Performance	72
5.2.3 Job Sharing and Employee Performance	73
5.3 Conclusion	73
5.3.1 Leave Policy and Employee Performance	73
5.3.2 Flexible Working Hours and Employee Performance	74
5.3.3 Job Sharing and Employee Performance	74
5.4 Recommendations.....	75
5.4.1 Leave Policy.....	75
5.4.2 Job Sharing.....	75
5.4.3 Flexible Working Hours	75
5.5 Suggestions for Further Research	75
REFERENCES.....	76
APPENDICES	82
APPENDIX I: Questionnaire for Work Life Balance and employee performance	82
APPENDIX II: key Informant Interview Guide	87
APPENDIX III: Table for Determining Sample Size.....	88

LIST OF TABLES

Table 1: Sample size selection.....	34
Table 2: Cronbach Alpha Value for reliability of the study tools.....	37
Table 3: Distribution of the employees by characteristics.....	40
Table 4: Cross tabulation for Gender of respondents and position.....	42
Table 5: Cross tabulation for Age and position of Employees	43
Table 6: Respondents' Opinion on Leave policy and Employee performance at Mariestopes International Uganda.....	45
Table 7: Respondents' view on Flexible Working Hours and Employee Performance at Mariestopes International Uganda	48
Table 8: Respondents' view on Job Sharing and Employee Performance at Mariestopes International Uganda.....	51
Table 9: Respondents' views on Employee Performance at Mariestopes International Uganda .	54
Table 10: Respondents' view on family support	56
Table 11: Correlation between Leave Policy and Employee Performance	59
Table 12: Correlation between Flexible Working Hours and Employee Performance	60
Table 13: Correlation between Job Sharing and Employee Performance	61
Table 14: Correlations of family support and employee performance	63
Table 15a:Model Summary of regression.....	68
Table 15b: Regression Result	64

LIST OF FIGURES

Figure 1: Conceptual Framework	11
--------------------------------------	----

LIST OF ACRONYMS

Max	Maximum
Min	Minimum
MSIU	Marie Stopes International Uganda
NGO	Non-Governmental Organization

ABSTRACT

The study is titled Work life Balance and Employee Performance a Casestudy of Mariestopes International Uganda .The general objective of the study was to establish the relationship between work life balance and employee performance and the specific objectives of the study were: (i) To establish the relationship between Leave Policy and Employee Performance, (ii) To establish the relationship between Flexible Working hours and Employee Performance and (iii) To establish the relationship between Job Sharing and Employee Performance.

Declining Employee Performance was the problem that prompted the research to establish whether work life balance has an impact on employee performance.

A cross sectional case study research design was adopted using both quantitative and qualitative methods. The study targeted 184 respondents but 183 returned the survey questions. Stratified sampling was used to divide employees of Marie Stopes International Uganda into groups (departments), Simple random sampling technique was used to select the respondents for the quantitative data collection while purposive sampling was used to select the key informant respondents. Data analysis was done using SPSS and it involved frequencies, percentages and inferential statistics such as correlations and regression analysis.

Findings revealed a significant positive relationship ($p=0.00$, $Beta=0.569$) between Leave Policy and Employee Performance; a significant positive relationship ($P=0.005$ $Beta=0.529$) between Flexible Working hours and Employee Performance and significant positive relationship ($P=0.00$, $Beta=0.448$) between Job Sharing and Employee Performance. The results indicate that all the variables are predictors of Employee Performance. The moderating variable which is Family Support had a weak impact on Employee Performance ($p=0.004$, $Beta=0.196$)

It was therefore concluded that Leave Policy, Flexible Working hours and Job Sharing have an effect on Employee Performance. The findings meant that Work Life Balance has a positive relationship with Employee Performance. Work Life Balance positively affected Employee Performance, Work Life balance is a predictor of Employee Performance.

The study recommended that Marie Stopes International Uganda should ensure Work Life Balance is enhanced to improve Employee Performance by adhering to Leave Policy, implementing Job Sharing, letting staff have Flexible Working hours.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study looked at the relationship between Work Life Balance and Employee Performance at Mariestopes International Uganda. Employee Performance as the dependent variable consisted of Meeting deadlines, Quality of work and reports, Compliance to standards and achieving set targets while the independent variable which was Work Life Balance was measured in form of leave policy, flexible working hours and job sharing.

Employees are considered as very important assets for good and effective performance in any organization. (Armstrong, 2009), stressed that improved performance is attained through the use of employees in the organization since it is the employees that produce the desired outputs and outcomes required. Until the 1980s, Employee Performance was viewed as comprising of both ability and motivation of the key human resources employed and as such, having motivated people became a key component of most management work. (Ronah 2015).

Employee Performance is viewed as the outcome or contribution made by employees towards the attainment of the organization's objectives (Namsaka, 2013). This concept is used to define what an organization has accomplished over a period of time in regards to the process, results, relevance and success over a given period of time. In the same way, Afshan *et al.*, (2012), defines performance as the achievement of specific tasks that is measured against set standards of accuracy, completeness, cost, time and speed. Employee Performance can manifest in improvement in productivity, commitment to complete tasks, easiness in using technology and highly motivated workers.

Work Life Balance is an important area of human resource management that is receiving increasing attention from various sectors of management. Work Life Balance, as viewed from the employee perspective, is the maintenance of a balance between responsibilities at work and at home. Employers view the benefits or the working conditions that they provide to help employees to balance the family and the work as work life benefits (Mungania, 2016)

WorkLife Balance is the harmonious and holistic integration of work and private life. There are various aspects of one's personal life that can intersect with work including family, career, leisure,

and health. WorkLife Balance is considered to be multidirectional since work can interfere with private life, and private life can equally interfere with work leading to a conflict. (G. & Janakiram, 2017)

1.1 Background to the study

Globally, there seems to be a performance crisis in work places as seen by the quest to produce more for less and this has resulted in need for mechanisms to evaluate and assess performance of employees. (Nabukeera, 2015) while it was clear by the 1980s that interest in Employee Performance had moved away from the academia world to other areas of management of Organizations, businesses and government institutions. As a result of this, many systems of Employee Performance Management were birthed and implemented at many levels of management. These can be traced back to the use of cost benefit analysis, management by objectives and output budgeting in the 1960s and 1970's. Most of these initiatives, however, were regarded as experimental and some were only adopted as one-off exercises. (Saleem, 2013)

After the liberalization of most economies in the 1980s and early 1990s, most organizations in developing countries experienced a high level of growing competition from multinationals and as a result, there was need for these organizations to devise ways of becoming responsive to customer needs so as to compete favorably in the global market. (Halachmi, 2002). Employee Performance management has been identified by policy makers in many developing countries as a strategic tool used in efforts to enhance individual and organizational effectiveness, and hence improve service quality. (Ohemeng, 2009)

Much as there is growing research on Employee Performance in developing countries, with 75 per cent of empirical research focused on institutional theory in the developed world compared to only 25 per cent in the developing countries in the past two decades (De Waal, 2007), the application of the concept of Employee Performance management in organizations in the developing countries is steadily increasing with specific interest in Africa (Elzinga et al, 2009; De Waal, 2007). In Malaysia, Employee Performance is considered as the measures of the quality of human capital held by the organization and is a key component in the Ninth Malaysia Plan (Fauzilah, 2011).

According to (Fauzilah, 2011), the determinants of Employee Performance are personal, organizational, environmental, motivation, skill level, aptitudes and role perceptions. To the Malawi

state government, Employee Performance is very important because it reflects the government performance and as such, designing Employee Performance standards is key if performance of government institutions and organizations is to be improved. The quality of employees is the important influence on performance and it is believed that employees are the backbone of the state government services with an imperative role of ensuring that government policies and programmes in the new era of national development are implemented effectively and efficiently. (Fauzilah et al, 2011)

In Nigeria, Employee Performance in Organizations and public institutions is viewed as the fulcrum for any success in these institutions. For Organizations and public sector institutions to experience improvement of performance, major efforts should be put on Employee Performance. (Plummer, 2012). In South Africa, for example, recent developments in the way employees are managed in organizations have brought about the need to seriously consider employees as major stakeholders in organizations (Tchapchet et al, 2014).

Regarding Employee Performance in Kenya, most companies have started adopting the use of the Balanced Score Card as a way of both measuring and improving Employee Performance (Malinga, 2004). Relatedly, Ethiopia, is also experiencing a growing interest in the use of the balanced score card in more firms with support from government as a tool to not only measure but also improve Employee Performance. (Tessema, 2005). In Uganda, public universities and other tertiary institutions have faced significant Employee Performance challenges during recent years. (Kagaari et al, 2013).

In Uganda, Employee Performance is increasingly becoming an area of interest for organizations as there is more need to achieve more output and productivity. (Olum, 2004). For Organizations, Employee Performance is viewed as a yardstick for measuring performance broadly. Standards are being set out in various public institutions using the results oriented and quality management principles of time, quantity, quality, customer satisfaction, stakeholder participation, and other methods of assessment of performance are being popularized. Finally, Employee Performance measurement in Uganda is being emphasized through quality controls as well as the implementation of Results Oriented Management through monthly, quarterly and annual reports.(Nambi, 2010).

Work Life Balance was initially conceived in terms of work family conflict, work family enhancement/ facilitation or, work family balance. (Greenhaus Jeffrey H, 1985). In the recent years,

it is being realized that life involves multiple domains and is not restricted to the work and family domains only. Warren 2004, for example, pointed out that there are very many different life domains have been identified. The major ones include domains of work, financial resources, leisure, dwelling and neighborhood, family, friendships, social participation and health. All these domains of life are closely related to each other. (Higgins et al, 2004). This means, neglecting or preferring one domain over the other will have certain undesirable impacts. For example, spending too much time and energy for work could lead to health problems like somatic complaints or conflicts in the family with one's partner, which in turn might affect the performance at work. (Guest, 2002).

During the second half of 20th century, work demands were increasing encroaching on personal and family life of employees and as such, employers acknowledged the need of Work Life balance programmes to enable employees maintain a healthy balance between the conflicting demands of their work and personal life. (Parus, 2010). Availability of Work LifeBalance facilities to employees witnessed a phenomenal growth between the late eighties of the 20th century and early years of the 21st century where a number of initiatives were put in place to ensure employees have a balance between work and life. (Naithani, 2010).

Composition of work and family life spheres has significantly changed over a period of time. Today's working male and female face a broad set of daily challenges which many times create imbalance between their working life and personal/family life. (Pocok 2003) Lack of WorkLife Balance programmes thus influences working individual's performance at workplace as well as in their personal life. In the current economic scenario, organizations are hard pressed for higher productivity and can face challenges better if their employees are more engaged productively at work. Organizations, more than ever, need employees with improved WorkLife Balance. An employee with better Work Life Balance will contribute more meaningfully towards the organizational growth and success (Naithani, 2010)

The worklife management area is increasingly recognized as an important aspect of management policy and practice (Tharsiny, 2015). In Australia, worklife initiatives such as part time work, study leave and flexible working times and job share are the most likely work-life initiatives to be available in workplaces (Brownhilder, 2017). A comparable range of practices have also been

reported in New Zealand with domestic/special leave, study leave, flexible hours and job sharing being the most common worklife initiatives available. Similarly, in North America and Europe there is increasing interest in ways to improve workplace flexibility and to better manage the tensions between work and other life demands for employees (H. De Cieri, et al., n.d.).

Work target demands, family pressure and the pressure to balance the two have taken a toll on most employees' health and wellbeing (Parus, 2010). Employers are faced with skyrocketing healthcare costs, global competition and economic uncertainty, are concerned about attracting and retaining high quality employees and delivering superior organizational performance. (Maurya, 2014). As a result, some companies such as Apple in United States, Nokia in China and British Bureau of Statistics in London among others have responded to this business challenge by taking care of their employees work life issues. These employers then create workplaces that do more than just improve productivity, they do not only build a strong, vibrant organizational culture that supports the company itself but a psychologically healthy workplace (Greenhaus & Beutell, 2010).

Whereas work life balance is an area which has been flooded in western literature, far less attention has been given to the area in developing economies like Nigeria. (Obiageli, 2015). Obiageli, Uzochukwu and Ngozi however acknowledges that some aspects of Work Life Balance practices may be less applicable or require substantial adaptation in Nigeria because of institutional and cultural differences. It is important for organizations to ensure that their employees have a satisfactory level of balance between work and other areas of their personal life in order to ensure they maintain a high level of job quality so as to minimize errors which would be costly to the organization (Saleem, 2013).

1.2 Background to Case

For over 20 years, Marie Stopes International Uganda (MSIU) has been working to provide voluntary family planning services to thousands of men and women across the country. MSIU is the largest, most specialized private Family Planning and reproductive health organization working in every District in Uganda with approximately 30% of modern contraceptive market share. (2015 Annual Report)

Ninety percent of clients are women living in rural and underserved areas where health services, particularly family planning are not readily available. MSIU employs about 344 staff spread across

the whole country. (HR Report December 2015). MSIU is a non –governmental Organization that is currently receiving funding from USAID, UKAID, UNFPA, the Dutch Government, Bill and Melinda Gates Foundation as well as private foundations. The Vision for Marie Stopes International Uganda is: A world in which every birth is wanted. The Mission for Marie Stopes International Uganda is: We are committed to ensuring every individual's fundamental human right to have children by choice not chance. (MSIU 2018 LTFP annual report)

1.3 Problem statement

Employee performance in the health sector has declined tremendously over the years as evidenced by health care staff not providing care according to standards, and not being responsive to the needs of the community and patients (Madlabana teal 2020). In Uganda reports provide significant evidence regarding health worker performance problems in the districts, such as absenteeism, neglect of patients, drug pilferage and poor staff motivation.((UBOS 2017, 2018)

The mid-term review (MTR) of the Health Sector strategic plan carried out in March 2018, identified poor workforce performance characterized by absenteeism, low productivity, negative attitudes towards patient care, rampant dualism and high turnover as major constraints (UBOS 2018)

The poor employee performance in the health sector has resulted into a number of challenges both for the clients and institutions where employees are employed and these challenges include medical mistakes, poor stock management, failure to meet set deadlines and poor quality of work generally (Lutwama etal 2012). For donor funded organizations operating in the health sector, issues related to poor employee performance have resulted in some organizations losing funding, spending a lot of funds in specialized treatments, compensating clients for time lost due to the injuries and under worse circumstances handling court cases. (Yadhoubi etal 2017).

Employee Performance at Mariestopes International Uganda has declined over the years as evidenced in the findings of the Organization's annual reports (MSIU annual Reports 2015, 2016, 2017). This is worsened by the fact that employees especially the field staff are expected to work from 8-6:30 pm daily and also on Saturdays from 8:00-2:00 pm. Also, the aspect of camping where the field staff camp away from their districts of residence for almost three weeks with only returns on Friday and office work on Saturdays In an attempt to curb this loss, organizations have put up initiatives to ensure employees in the health sector, have a balance of both their work and life like

leave policies, working in shifts, jobs sharing among other It is thus upon this background that the researcher would like to carry out research to examine the relationship between Work life balance and employee performance in Marie Stopes International Uganda.

1.4 Objectives of the study

1.4.1 Major objective

This study sought to establish the relationship between Work Life Balance and Employee Performance at Marie Stopes International Uganda.

1.4.2 Specific objectives

The study was guided by the following specific objectives;

- (i) To establish the relationship between Leave Policy and Employee Performance
- (ii) To establish the relationship between Flexible Working Hours and Employee Performance
- (iii) To establish the relationship between Job Sharing and Employee Performance

1.5 Hypothesis

- (i) Leave policy impacts employee performance in Marie Stopes International Uganda?
- (ii) Flexible Working Hours results in Employee Performance in Mariestopes International Uganda?
- (iii) Job Sharing has an impact on Employee Performance in Marie Stopes International Uganda?

1.6 Scope of the study

1.6.1 Content scope

The study focused on the relationship between Work Life Balance and employee performance in Uganda with reference to Mariestopes International Uganda. Therefore, work Life Balance was the independent variable while Employee Performance was the dependent variable. Furthermore, the relationship between the two variables was mediated by Family Support. This study focused on the management perspective of work life balance with focus on the human resource. Human resource aspects of work life balance like leave policy, flexible working hours and employee performance were the focus of the research.

1.6.2 Geographical scope

The research study was conducted in Mariestopes International Uganda located at Kisugu Muyenga. This is because the problem of the mismatch between work life balance and employee performance was found to be in Mariestopes International Uganda.

1.6.3 Time scope

The time scope of the study was the period of 2015-2019 at Mariestopes International Uganda (MSIU). During this period, Mariestopes International Uganda experienced a reduction in employee performance as evidenced in the annual performance reports. In 2015 performance of outreach reduced by 5% from 2014 as evidenced by a reduction in clients reached from 30 clients per day to 25 clients. (2015 Annual Report) 2016 saw a further decline as compared to 2014 and 2015 as clients reached per day reduced to 15 per outreach team. (2016 Annual Report)

1.7 Significance of the study

From the researcher's perspective, this study will benefit the following categories of people;

The study will help the top management at Mariestopes International Uganda in taking strategic decisions that can improve positive Work Life Balance and Employee Performance for efficient service delivery. In this way, the study findings will help in proper planning for human resources and performance programmes that have a bearing on employee morale at the work place.

The study will be useful to the members of staff at Mariestopes International Uganda as they will generate adequate knowledge regarding the importance of Work Life Balance and why it is necessary that they execute their duties from time to time. This will help them improve their skills and knowledge to compete favorably in the labor market.

Furthermore, future researchers and policy makers will also find this work very useful as it will provide relevant literature that will act as a reference point for further studies especially in the context of service delivery and Work Life Balance.

Data generated from this study will be helpful to Organizations that seek to improve employee performance. Since employee performance is the fulcrum of an organization's success, issues related to their performance should be treated with utmost care. This information is therefore vital when

designing programmes and projects as the design of an Organizations programme will be informed by information regarding how Work Life Balance relates with Employee Performance.

For practitioners in the field of Human resource management, data from this study will be helpful in designing work arrangements. Human resource managers need to ensure employees have a conducive environment to perform so as to deliver on their job expectations. Additionally, providing an accurate assessment of the day-to-day experiences of the organization may empower NGOs to determine if the organization is a good fit or not based on needs, values, and expected outcomes.

It is important when assessing the general performance of the organization that each employee's contribution is assessed and how they create a balance between their personal life and work life. Understanding the relationship between Work Life Balance and Employee Performance will help Organizations in planning on how to best manage their employees so as to achieve the best results possible. Specifically, for Human resource practitioners this information will be helpful in designing of policies and practices in employee management.

The study also benefits employees by understanding the connection between Work Life Balance and their performance. As such employees will be in position to design strategies on how to balance the two spheres of their lives and eventually improving their performance. The study also serves as a basis for future studies and a stepping stone for future researchers in the field of Human resources. With the above said, this study is important to further understand how in practice NGO managers address the mismatch between work life balance and employee performance. The study is based on the Ugandan context and an NGO, based at in Uganda was analyzed. Findings and discussions were based on a deep analysis and description of the Mariestopes International Uganda as a case study, looking for aspects that might contribute to improvement of Employee Performance. The researcher provided a framework of relationship between Work Life Balance and Employee Performance in Mariestopes International Uganda.

1.8 Justification of the study

Given the enormous growth of the uptake of family planning services in the health sector and the growing challenges of employee performance, there was need for Marie stopes international Uganda and other policy makers to look into the relationship between Work life balance and Employee Performance.

Marie Stopes International has been providing sexual and reproductive health services for over 20 years and has always had a quest to be at the top of service provision and performance. However, just like other institutions, these are a number of challenges hindering success ranging from organizational commitment, organizational culture, funding among others. This means that unless the relationship between work life balance and employee performance is assessed, the success of Marie stopes International Uganda will be jeopardized. Marie stopes was chosen because of the challenges it was facing both internally and externally. The researcher therefore wished to establish the relationship between Work life Balance and Employee Performance

1.9 Definition of Key Terms

1.9.1 Work Life Balance

Work life balance (WLB) is a concept that provides the proper prioritization between work in terms of career and ambition, and lifestyle in terms of health, pleasure, leisure and family. It defines the amount of time individuals spend doing their jobs compared with the amount of time they spend with their families and doing things they enjoy. For this research Work life balance will be measured in terms of flexible working hours, job sharing and leave policies. (Mendis, M.D.V.S., & Weerakkody 2014).

1.9.2 Employee Performance

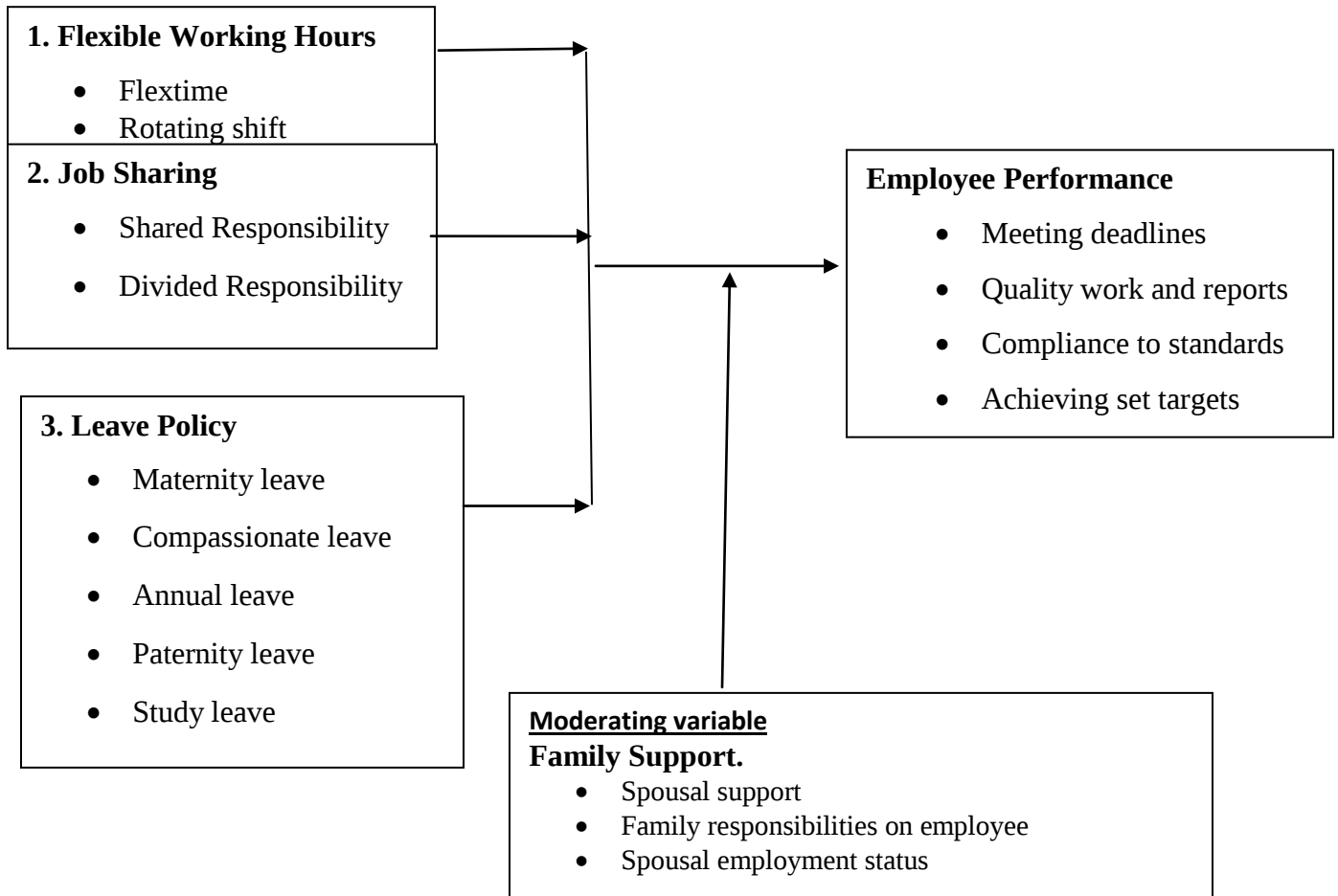
Employee performance has been defined as the outcome or contribution of employees' efforts towards attainment of the organization's objectives. For purposes of this study, employee performance will be measure by achieving targets, meeting deadlines, producing quality work and reports and complying to standards. (Inuwa, M. 2016).

1.10 Conceptual Framework

Below is a diagrammatic presentation of a conceptual framework showing the relationship between work life balance and employee performance.

Figure 1: Independent and dependent variables of the study

Independent Variable (work life balance) Dependent Variable (employee performance)



Source: adopted from literature review by Obiageli, Uzochukwu and Ngozi (2015), Afshan et al., (2012), and Akinbowale, Lourens and Jinabhai, (2014) and modified by the researcher.

From the framework above, it is indicated that employee performance is a function of transfer of work life balance promoted by organizations. This suggests that the two variables are related to one another. From the conceptual framework, the independent variable that is worklife balance is measured in terms of leave policy, flexible working hours and job sharing and employee performance

includes meeting deadlines, quality of work and reports, compliance to standards and achieving set targets. From the diagram, the arrows of the independent variable points towards the dependent variable indicating that employee performance is dependent on work life balance. In addition, the model also indicates that family support can moderate the relationship between work life balance and employee performance. Specifically, the model indicates that employee performance can be improved in organizations through work life balance

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents theoretical framework, the review of literature based on the study objectives and conceptual framework.

2.1 Theoretical Framework

The study based on two theories of Spillover theory and compensation theory. Since the Spillover theory had limitations in adequately addressing the areas of Work Life Balance being studied, the study sought the combination of 2 theories to clearly illustrate how Work Life Balance affects Employee Performance.

2.1.1 Spillover theory

2.1.2 Origin of the theory.

The Spillover theory has its origin in the works of Blood and Wolfe between the periods of 1960's - 1980's who came up with the compensation, segmentation, border, role enchantment and spill over theories. (Robert O. Blood, 1960).The Spillover theory proposes the most popular view of relationship between work and family. Several researchers suggested that workers carry the feelings, emotions, attitudes; skills and behaviors that they establish at work into their family life and vice versa. (Ana Isabel Sanz-Vergela & Alfredo Rodriguez-Muoz, 2013) Theoretically, Spillover is perceived to be one of two types: positive or negative. Spillover considers multidimensional aspects of work and family relationship. Positive spillover refers to fact that satisfaction and achievement in one domain may bring along satisfaction and achievement in another domain. Negative spillover on the other hand refers to the fact that problems and despair in one domain may bring along the same emotion into another domain (K & Krishna, June 2016)

2.1.3 Assumptions of the spillover theory

The theory assumes work life balance as being objective and subjective. The objective analysis comprises of the hours of work and hours of idleness or time outside work. The subjective analysis talks about the states of balance and imbalance. Balance exists when the time spent at work is equal to the duration of time spent at home. When one of the two supersedes the other, imbalance is said to have occurred. Spill over occurs when there is interference of one sphere of life with other. More so,

work life balance has aid in reducing the stress and enhances toward achieving personal satisfaction and wellbeing at work. (Obiageli etal 2015)

The theory assumes that the determinants of work life balance are located in the work and home contexts. Contextual determinants include demands of work, culture of work, demands of home and culture of home. The contextual determinants, include things like leave policy and service delivery. The leave policy is the culture of work, while the service delivery is the demand of work (Ana Isabel Sanz-Vergela & Alfredo Rodriguez-Muoz 2013)

Conditions under which spillover between the work micro system and the family micro system occurs. It can either positive or negative. If work-family interactions are rigidly structured in time and space, then spill over in term of time, energy and behavior is negative. (Audretsch David .B, 2013). When flexibility occurs which enables individuals to integrate and overlap work and family responsibilities in time and space lead to positive spill over which is instrumental in achieving healthy work life balance. (Abdullah Adewumi sulaiman, 2018)

2.1.4 Relevance of the theory to the study

The Spillover theory has been selected in this study because it explains the impact of the work domain on the home domain, and consequently the effect of work-related emotions from the individual (employee) to others at home (particularly the partner). The experiences that are transferred from one domain to the other can be either negative, or positive. For instance, an employee may experience a time based conflict between work and private life when work overload results in overwork at the expense of leisure time (K & Krishna, June 2016). Similarly, an employee who experiences strain or an unpleasant moment at work would continue worrying about the same in the evening at home.

2.1.5 Criticisms of the spill over theory

Some researches point out that most often people have control of both their work and social lives. According to (K & Krishna, June 2016), most employees have the capacity to separate emotions experienced at both levels. This same researcher also presents the view that people require different skill sets for both their home and work life and as such, majority have the capacity to separate these two aspects of their lives.

2.2 Compensation Theory

The Compensation theory defines the compensatory effect between two forms of psychological interference: work-to-family and family-to-work. This theory simply proposes that what may be lacking in one sphere, in terms of demands or satisfactions can be made up in the other (Guest, 2002). In contrast to the Spillover theory, it holds that the relationship between the two is bi-directional that is, one domain compensates for what is missing in the other. It represents efforts to offset negative experiences in one domain (i.e. work or family) by increased efforts to seek positive experiences in the other domain (i.e. family or work). (Greenhaus Jeffrey H, 1985)

2.2.1 Assumptions of the Compensation theory

The Compensation theory is assumed to take two pathways. One pathway includes increased involvement in one domain (e.g.,work) reciprocated by decreased involvement in the other domain (e.g., family). When one does not achieve satisfaction due to long working hours, limited days of leave, they will reduce involvement in work shown by limited performance and compensate by increased involvement in their family life. (Greenhaus Jeffrey H, 1985).

The other assumption involves pursuing the domain offering greater rewards and fulfillment at the expense of the domain that offers little return (Edwards & Rothbard, 2000). The assumption here is that the worker who is dissatisfied with family life may be happier putting in more hours and thus enhancing his performance and vice versa

2.2.2 Criticism of the compensation theory

One key criticism of this theory is the risk compensation. According to critiques of this theory, employees stand a risk of depression and stress in case they domain they fully compensate for eventually fails. For example, if one compensates the negative effects of home domain by putting in more effort in the work domain, failure to derive satisfaction may result into stress. Depression is also likely to occur in the event that work contracts ends. (Rincy V.M, 2014).

2.3 Work Life Balance

Work Life Balance is a process of managing work and family life towards achieving individual and organizational goals. (Abdullah et al 2018) defined Work Life Balance as achieving satisfying experiences in all life domains. The authors went on to be more prescriptive, stating that to achieve satisfying experiences in all life domains requires personal resources like energy, time and

commitment to be well distributed across domains (Igbinomwanhia, Osaro Rawlings, et al., July 2012) Work Life Balance is “the extent to which an individual’s effectiveness and satisfaction in work and family roles are compatible with the individual’s life priorities, (Swamy2007) defined Work Life Balance as a practice that is concerned with providing scope for employees to balance their work with the responsibilities and interests they have outside work. It enables them to reconcile the competing claims of work and home by meeting their own needs as well as those of their employers.

According to Obiageli, Uzochukwu and Ngozi (2015), Work Life Balance (WLB) is a concept that provides the proper prioritization between work in terms of career and ambition, and lifestyle in terms of health, pleasure, leisure and family. It defines the amount of time individuals spend doing their jobs compared with the amount of time they spend with their families and doing things they enjoy. For this research Work life balance will be measured in terms of flexible working hours, job sharing and leave policies.

The worklife management area is increasingly recognized as an important aspect of management policy and practice. Worklife initiatives such as part time work, study leave and flexible working times and job share are the most likely work-life initiatives to be available in workplaces. (Miebaka Dagogo 2019). A comparable range of practices have also been reported in New Zealand with domestic/special leave, study leave, flexible hours and job sharing being the most common work-life initiatives available Similarly, in North America and Europe there is increasing interest in ways to improve workplace flexibility and to better manage the tensions between work and other life demands for employees (H. De Cieri, et al., n.d.)

2.4 Employee Performance

Employee Performance has been defined as the outcome or contribution of employees’ efforts towards attainment of the organization’s objectives (Namsaka, 2013).It is used to define what an organization has accomplished with respect to the process, results, relevance and success over a given period of time. In the same way, Afshan *et al.*, (2012), define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee Performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers.

The employees are regarded as the major business resources that facilitate the daily activities and operations of an organization (Mudah, Rafiki & harahap 2014). Oluwafemi (2010) asserted that organizational effectiveness and efficiency depends on how effective and efficient the employees in the organization are. Employee job performance has always been a major challenge in organizational management and adopting effective ways to motivate employees to achieve and deliver higher job performance as well as increase the organizational competitiveness is the main objective of every business organization (Lee & Wu 2011). Ogbulafor, (2011) suggested that the deteriorating level employee performance in Nigerian tertiary institutions is fast becoming a serious threat to survival of universities in Nigeria which needs to be addressed urgently. It is therefore believed that employee performance is instrumental to organizational growth and profitability and advancement (Poole, 2009).

Performance of an employee on a given job or task is of strategic importance to a business and as a result, elements that give rise to enriched performance must be dissected in a more critical dimension. (Abbas & Yaqoob, 2009). Performance and productivity of an employee is seen as an issue of momentous vitality for employers, managers and the entirety of an organization. (Kelidbari, Dizgah, & Yusefi, 2011). Ahmad and Khurram (2011), are of the opinion that employee performance embodies the all-encompassing belief of the personnel in relation their conduct and aids in the direction of the achievement of the organization.

Khan, Razi and Ali (2011) view Employee Performance as work performance in relation to both quality and quantity that is anticipated from an employee. Due to persistent competition among different business organization, employers of labor have realized the significance of employee performance so as to strive in today's global market while realizing the fact that as employee performance increases so does the firm's overall performance as well as profitability also rises

Coulter (2006) describes Employee Performance as the total or aggregate output of an employee's activities and actions in an organization. She goes further to declare that the level of Employee Performance may be characterized as low performance levels, moderate performance levels and high performance levels. She agrees that the Employee Performance in an organization is normally measured using such attributes as effectiveness, efficiency, quality, innovation, creativity, commitments, satisfaction, cohesiveness, flexibility, communication patterns and employee efforts towards the goals of an organization. However, the dominant one which is commonly used in many

organizations is measuring their actual performance against expected result. (Armstrong, 2009). For purposes of this study, Employee Performance will be measure by achieving targets, meeting deadlines, producing quality work and reports and complying to standards.

2.5 Flexible Working Hours and Employee Performance

Flexible Working hours is an arrangement where employees together with their employers may, within set limits, determine when to arrive at work and when to leave. (Qureshi, 2012)(The daily rest period may also be agreed to be included in the flexible working hours. Flexible working hours may be either company oriented or individual oriented (Tharsiny, 2015. Company-oriented flexibility meets the needs of employers, e.g., changing operational times, varying customer and service times. The company-driven flexibility is exemplified by the negotiated right to determine a moderate extension (or reduction) of the working week, without overtime pay or reduced wages, respectively. Other varieties include adding shifts, extending shifts, introducing overtime and weekend work, (Goguen, 2017).

Individual-oriented flexibility of working hours meets the changing needs of employees in different phases of life (e.g., studies, family, aging). Individual flexibility provides more autonomy regarding starting and ending times as well as breaks, days off, and vacations. The possibility of choosing the amount of working hours in different periods of one's working life (e.g., part-time work, bank of hours) can also meet the needs of employees (Goguen 2017)

One of the antecedent determinants of Employee Performance from literature is the duration of working time (Tharsiny, 2015) and (Hashim, 2017)have established that work durations are important aspects in ensuring an increase in Employee Performance. For instance, (Goguen 2017) revealed that there is a significant relationship between working hours and Employee Performance. The study suggested that it is significant for organizations to create flexible working schedules because this creates an effective and classified working environment that increases employee performance. Similarly, (Man, 2014), reported that offering flexible working arrangements is the surest way companies can improve efficiency and effectiveness among employees. According to the study by Man and Ling, Flexible Working hours encourage employees to devote all their effort

towards performing organizational activities since such arrangement allows them to maintain family-friend relationships.

Similarly, data from the National Survey of Midlife Development in the United States found that working less than 20 hours per week was associated with less negative work-family spillover, whereas working 45 or more hours per week was associated with more negative work-family spillover. (Ana Isabel Sanz-Vergela & Alfredo Rodriguez-Muoz, 2013)

Similarly, (Shagvaliyeva, 2014) stressed that working hours greatly determines employee end results. The study asserts that favorable working arrangements promote employee health and well-being which enables them to directly control their work demands and non-work activities leading to an increase in performance. Additionally, an empirical study conducted by (Lahti, 2017) indicated that effective design of working arrangements is an important tool in striking a balance between personal life and work. Accordingly, well designed working hours enable employees to address family and personal needs which consequently pushes them to choose the best when it comes to executing their duties leading to increased employee efficiency and effectiveness. Consistent with (Tharsiny, 2015), favorable working hours encourage employees to perform their respective duties with more freedom and control over the work structure hence bolstering employee performance.

Also, (Hashim, 2017)stressed that organizations that adopted Flexible Working hours are likely to observe an increase in employee performance because this is vital in creating a favorable working place where workers are motivated to perform better while complying to the work standards. Likewise, (Abid, 2017) concluded that not only do flexible working hours create a conducive working place for employees to work and interact but also heightens their desire to passionately work which intrinsically increases their performance levels. Additionally,(Chen, 2015) postulates that working hours and employee performance are closely and regularly intertwined. According to the study, adjustable working hours greatly increases convenience in employee lifestyle which leads to increased performances with reduced work stress.

similar views, from (Shagvaliyeva, 2014)postulates that Flexible Working hours increases employee physical and mental stability hence effectively striking a balance between work and personal life. With this balance, employees are empowered while performing their duties more efficiently and effectively. In the same way, a study by (Solanki 2013) towards employee satisfaction and use of

flexible working arrangements, it was conclusively observed that effectively designed working schedules boosts employee productivity which is one of the measures of performance. According to the study, flexible working schedules result into reduced employee turnover intentions which leads to increased performance.

An empirical study by (Solanki 2013) revealed that working arrangements play an integral role in determining the level of employee performance. The study asserts that flexible working hours increase employee satisfaction leading to minimized cases of absenteeism thereby bolstering efficiency and effectiveness while performing. Consistent with (Ivanauskaite, 2015), flexible working arrangements enhance employee commitment and clear distinction between work and home responsibilities which increases job concentration. Furthermore, (Abid, 2017) opine that flexible working schedule enhances employee career growth and development since it allows for unpaid leaves for employees to switch and train with other organizations thereby acquiring competent skills required to perform. An empirical study by Qureshi *et al.*, (2012) which sampled 51 engineers in a telecommunication company in Pakistan highlighted that long working hour is the main the logic behind poor employee performances.

A study by (Radzali Farah Mardiana, 2013) indicated that unfriendly working arrangements are found to affect employee performances. The study indicated that extended working schedules increases workload which severely leads to too much stress that retards employee from performing better. (Lee, 2017), complemented that extended working hours result into increased workload something that amplifies rational anxiety which consequently pulls down employee performance levels. In another empirical study conducted by (Qureshi, 2012) on the impact of late working hours on employee's performance among medical resident workers ascertained that extended working time of over 24 hours leads to declined levels of concentration, attention and alertness hence reducing employee efficiency and effectiveness.

(Qureshi, 2012) also established that flexibility of working arrangements is surest way organizations can improve employee performance. According to the study, this is not only an innovative policy but a means through which organizations can create a win-win situation that encourages employees to perform better. In the same vein, (Hahm, 2017) suggested that long working hours increases fatigue,

sleeplessness, unregulated deals and shifts which affects employee effectiveness and efficiency. In a related study by (Ivanauskaite, 2015), working hours in organizations can either improve or degrade employee performance because flexibility of working schedules boost employee engagement and morale which are salient forces that drive employee's intentions to perform more efficiently and effectively. Furthermore, the study ascertained that effectively designed working periods reduce work stress thereby striking a balance between work and personal life which increases employee concentration to perform better.

More recently, (Lahti 2017) revealed that perceived Flexible Working hours is significantly related to the level of employee performance because favorable working hours enhance employee determination and coordination which is a push factor that encourages them to perform their duties more effectively and effectively. An empirical study by (Hashim, 2017) conducted among employees in government colleges in Pakistan revealed a positive relationship between working hours and employee performance. In this study, it was ascertained that working time flexibility plays an integral role in boosting working relations which greatly influences employee performance over time. In another study by (Man, 2014) which sampled 312 employees in Hong Kong confirmed that the reason why organizations have different employee performance levels is due to the variations in working hours.

An empirical study by (Beckmann Micheal, 2011) highlighted that working hours are closely related to employee performance because well designed working schedules enhance employee autonomy which encourages proper arrangement of individual work time so as to elicit increased performance. Further, Hashim and khan (2017) postulated that well designed working schedules increase employee control over their work schedules which empowers them to meet their responsibility effectively and efficiently. As mentioned earlier, (Wulfert 2010) also stressed that trust-based working arrangements enhances effective recruitment and retaining competent employees who can effectively and efficiently perform organizational activities. In another study by (Abid, 2017) that sampled 200 employees among telecommunication centers confirmed that there is a strong interconnectedness between working hours and employee performance. Consistently, empirical findings by (Ivanauskaitė 2015) that sampled 232 employed adults indicated that flexible working time and place is vital in improving employee performance usually because it enhances employee

engagement and commitment which are conduits through which efficiency and effectiveness is embedded.

Despite the documented positive results between working hours and employee performance presented by majority scholars and academia, some section holds totally contradicting views concerning the subject matter. For instance, studies by (Arlinghaus, 2014) and (Ninaus, 2015) indicated that there is a weak relationship between working hours and employee performance. According to the study, excessive flexibility of working arrangements offers much employee control over working structures leading to increased supplemental or additional work which later affects employee productivity and performance.

Another gap in literature is that previous studies in other developing countries are mainly done in public sector organizations, (Hegedues 2011) which show that there is a direct relationship between working hours and employee performance. Based on this the focus of this study is to understand the effects of working hours on employee performance in the non-government organizations as well.

2.6 Job Sharing and Employee Performance

According to (Suzane , et al., 2013) Job Sharing is a concept developed in the 1960s which allowed two people to fulfill the responsibilities of one full-time position. Typically, the two individuals worked opposite shifts or opposite days, depending on the type of flexibility desired.

Job sharing involves three approaches namely; shared responsibility, divided responsibility, and unrelated responsibility. Shared responsibility results when two employees equally share all of the responsibilities of one full-time position. In this approach, no formally stated division of responsibilities is stated. The partners of the position are interchangeable and are able to pick up where the other person left off. Divided responsibility is illustrated when two employees share one full-time position with a division of responsibilities by project or client group. Job sharers in this arrangement perform separate tasks and provide backup for each other. In the case of unrelated responsibility, two employees who perform different and unrelated tasks are grouped together for an employee head count. Sharers usually work in the same department, but their duties and responsibilities are not linked, and they do not provide backup for each other.

From literature, it is increasingly becoming inevitable for organizations to adopt new methods in order to increase efficiency and effectiveness in this competitive world. This is because new

methods come up with considerable adjustments that clearly direct employees while performing. One of the most effective method is developing a horizon where Job Sharing is encouraged due to its remarkable influence on Employee Performance. This paradigm has been widely embraced by various scholars and academia. For instance, (Daniels, 2011) reported that organizations look at job sharing as the best alternative they can use to reduce employee working time and work-related fatigue which provides room for increased creativity, efficiency and effectiveness amongst employees. Additionally, (Suzanne Benn, 2015) revealed that job sharing and employee performance are closely related. According to the study, this is a practice that enhances employee career satisfaction and engagement which pushes them to perform duties assigned to them more efficiently and effectively.

Similarly, (Shelley Xin Li, 2017), Job Sharing is an important human resource management practice that can be used by managers in making consented decisions regarding succession planning, something that leads to increased employee engagement and performance. According to (Daniels, 2011), Job Sharing encourages knowledge sharing among employees which is significant in increasing on the quality of team decisions thus leading to better employee performance. Agba, Nkpoyen and Ushie (2010) complemented that Job Sharing gives an opportunity of career development and advancement because this helps workers to reach out for bigger roles and opportunities which subsequently increases on their level of competence which results into increased performance. Additionally, Shrestha and Baniya (2016) highlighted that job sharing increases on the level of employee intelligence and productive capacity which enables such employees gain competitive advantage with increased performance.

A study by (Mesmer-Magnus Jessica R, 2012) revealed that Job Sharing and Employee Performance are significantly related. The study suggested increasing Job Sharing boosts information circulation amongst employees which builds on their existing knowledge stock with improvement in performance. Congruently, Agba *et al*, (2010) reported that Job Sharing is greatly connected with Employee Performance because it increases task significance, identity and task autonomy which bolsters on the rate of task completion and performance subsequently. Correspondingly, (Hahm, 2017) argues that with Job Sharing enhanced, employees are in position to share various work-related, individual experiences, job content something that has a positive relationship with their

performance. Additionally, (Mgedezi, 2014) reported that with increased Job Sharing, employee unity is strengthened which provides a unique and open working environment for employees to perform effectively and efficiently. Likewise, (Daniels, 2011) complements that Job Sharing increases employee cohesiveness and togetherness which is a driving force that pushes them to perform their duties more effectively and efficiently.

Moreover, (Danish, 2015) emphasized that Job Sharing and employee performance are positively and significantly intertwined. The study postulates that job sharing increases employee commitment which prompts workers to devote all their efforts towards improving performance. According to Sethi and Mittal (2016), organizations that fully adopt job sharing practices always have highly committed employees who perceive and take their work more seriously a factor that boosts their performance in the long run. Similarly, Mungania, Waiganjo and Kihoro (2016) highlighted that encouraging job sharing is the surest way organizations can increase efficiency, effectiveness as well as compliance to standards among employees. In an empirical study by (Mildred, 2016) that sampled 174 employees in the medical research institute revealed that the reason why some organizations registered an increase in employee performance was due to the fact that they implemented practices such as job sharing which increased employee innovativeness and creativity.

Accordingly, Hahm (2017) postulates that Job Sharing is more closely associated with employee performance. The study suggested that job sharing allows employees to develop new values that lead to increased employee performance and productivity. Consistently, (Shelley Xin Li, 2017) postulates job sharing encourages employees to carry out career exploration which enables them to cope up with befitting strategies so as to increase employee performance. Furthermore, (Danish, 2015) revealed that job sharing is an inseparable piece in determining the level of employee performance. In this study, it is highlighted that job sharing unveils positive and direct employee behavior which is driving force that encourages them to perform their activities with considerable efficiency and effectiveness. Consistent with (Mungania *et al.*, 2016), job sharing enhances constructive attitudes which prompts employees to exhibit positive behavior towards the jobs which leads increased employee performance. Furthermore, (Sofijanovska and Zabijakin-Chatleska 2013) stressed the need for managers to adopt proactive measures as well as creating flexible working arrangements such as encouraging job sharing. The study supposes that this is the best move organizations can hire, retain

skillful and competent employees who can perform organizational activities with much efficiency and effectiveness hence up scaling performance.

Moreover, (Mgedezi 2014) postulate that Job Sharing is a motivational factor that increases employability amongst employees, minimize turnover rates hence focusing on performing better. According to a study by (Mildred 2016), the ability of organizations to design working arrangements that encourage job sharing is the surest way to bolster employee performance simply because it is an important factor in improving career development and growth which is significant in bolstering employee performance. In addition, (Sethi and Mittal 2016) notified that job sharing increases employee confidence which prompts them to like their jobs more, devote much time and energy to produce better outcomes. Furthermore, (Chelimo and Ouma 2017) identified that job sharing is one of the most important management practice in boosting employees' skill sets which is an important asset in improving employee performance. Likewise, (Beheshtifar, 2012) reported that job sharing enables organizations to get hold of best talented employees, matching skills and experience with others hence inspiring such employees to choose their best so as to achieve individual and organizational goals with the available resources.

Correspondingly, (Sofijanov2013) suppose that alternative work schedules significantly determine the level of employee performance. The study suggested that Job Sharing gives competent workers baseline to comprehensively develop their productive abilities which increases on employee productivity and performance. Compatibly, (Alinein 2016) emphasized that job sharing increases on the speed at which employees handle their duties, responsibilities and tasks with more effectiveness, efficiency and compliance to performance standards. (Mgedezi 2014) complements that the more employees share jobs, the more they perform their tasks with additional love and pleasure which consequently boosts their level of performance. (Mungania, 2016) confirmed that job sharing is the means through which employee performance can be improved. An empirical study by (Rizwan, 2011) revealed that there is a clear relationship between job sharing and employee performance. The study asserts that effective job sharing in an organization encourages workers to massively put forth remarkable efforts during their work shifts so as to attain personal and organizational goals, this leads to more efficiency, effectiveness with increased compliance to standards.

Similarly, (Daniels 2011) identified that Job Sharing is beneficial to employees because with reduced time of work, employees are able to clearly balance both work and family obligations something that pushes employees to love their jobs more which later increases on their performance level. In another study by (Napitupulu, 2017) on the influence of practices such as job sharing on employee performance among employees in Indonesia's finance ministry and it was revealed that the extent to which such institutions are capable of encouraging job sharing determines the level of employee commitment and performance subsequently. Likewise, an empirical study by (Inuwa, 20016) that sampled 270 employees revealed that one of the reasons why different organizations have registered continued variation in employee performance is due to the fact some have embraced job sharing while others have rejected it. The study posits that failure to create a working environment that realizes job sharing leads to increased employee demotivation and dissatisfaction which affects later affects their productivity and output.

2.7 Leave Policy and Employee Performance

Leave is the amount of hours/days employees of an organization are permitted to be away from their employment position within a period of time without consequences. This time off is paid by the company and employees are allowed to request the time for any reason they wish to be off work. It also gives the ability for employee to release themselves from work stress and create a balance between work and their family activities. This type of work life balances helps employees to perform other duties outside work, which creates a balancing effect between work activities and life activities. There are different types of leave policy which are:

Annual leave: Annual leave can be defined as paid leave for the purpose of recreation to which employees become entitled after a period of qualifying service or employment with a particular employer. Annual leave is normally on accrual basis and these are a maximum number of days one can have in a year. For Marie stopes, annual leave is a maximum of 25 working days and it accrues at a rate of 2.08. The employment act maintains that an employee will be awarded a paid annual leave annually. (Employment act 2006)

Sick leave: Sick leave is time off from work that an employee can use to address their health and safety needs without losing pay. A worker, working at least sixteen hours a week, is entitled to pay sick leave on completion of one month of service with the employer. When a worker is incapable of

work because of sickness or injury, he/she is entitled to fully paid sick leave for the first month of illness. (Employment Act 2006)

Study leave: Study leave is given to any staff member who is undertaking an approved study course.

Training leave is given to an employee for self-development and organization development

Compassionate leave: This leave is given to employees to take care of issues like loss of a close relative like parents, spouse siblings and children. At Marie stopes this is a maximum of 10 working days. Literature from Australia indicates that an employee is entitled to two days of compassionate leave when a member of the employee's immediate family (immediate family member means a spouse child, parent, grandparent, grandchild or sibling) dies, contracts or develops a life-threatening illness, or suffers a life-threatening injury. (Srdanovic, and Jessica 2019)

Maternity and paternity leave: This is given to new parents to enable them take care of their new babies. Different organizations have different days given for both maternity and paternity leave. The employment act maintains that an employee will be entitled to 60 days of paid maternity leave. (Employment act 2006)

Since employees are the life blood of any organization regardless of the size and nature of business they subscribe to, it is increasingly becoming important for human resource managers to design better working environments in order to boost employee performance levels (Benito-Osorio, 2015). This is because the ever demanding working environment has proved a major problem for employees to strike a balance between work and family life. Based on such premises, numerous researchers and academia have emerged up in a worldwide quest for effective implementation of work life balance programs such as leave policies in order to register remarkable improvement in employee performance. For instance, (Mwangi, 2017) reported that organizations with appropriate work life programs such as leave policies greatly improved employee emotional well beings which is a force that subsequently pushed them to devote much of their efforts towards the completion of the assigned tasks more efficiently and effectively.

In addition, (Maiya, 2014) emphasized that human resource managers need to make considerable adjustments in work life balance policies that accrue employee performance. The study noted that appropriate leave policies in organization are paramount because they directly modify the psychological state of employees and improve work life balance since employees believe that it is a

sign of support from the management, thus fostering employees to perform better. With the same view, (Yildirim, 2013) supposed that employees are always interested in striking an appropriate balance between their jobs and life beyond work. According to the study, institutions that offer better leave policies enhances employee commitment and loyalty which intrinsically encourages employees to perform better. Correspondingly, (Maurya, 2014) suppose that better leave policies enhance commitment and working among employees which drives their actions in a definite direction aimed at reaching organizational goals more effectively and efficiently.

An empirical study by (Richardson, 2014) stressed that there is a clear relationship between leave policies and employee performance. The study suggested that leave policies allow employee timely vacations which increases on their work performances during the time of work. Additionally, such policies avail employees with a positive collection of motivational tools and opportunities thus leading to an increase in the level of performance. Furthermore, (Benito-Osorio, 2015) highlighted that effective design of leave policies increases employee adaptability and permanence which prompts them to engage in more productive activities that increase organizational efficiency and effectiveness. Similarly, (Yildirim, 2013) postulate that appropriate leave policies enhance employee satisfaction which minimizes on turn over intentions leading to increased job concentration and performance. This is consistent more recent findings of (George 2016) who concluded that work-life balance policies such as employee leave programs are main pillars in tuning workers' degree of satisfaction which later determines the overall performance.

In addition, (Richardson 2014) posits that employees' intentions to stay in a particular organization is dependent on the sloppiness of the work-life balance policies with leave policies inclusive. Therefore, the laxity of leave policies leads to increased employee turnover which negatively affects performance. This conforms with the empirical findings of (Dilhani, 2016) who sampled 96 female employees in the Sri Lankan apparel sector revealing that there is a high correlation between work life balance practices and employee performance because such practices provide family supportive work provisions which highly impacts on the level of employee performance. Congruently, (Maurya, 2014) postulate that the increased number of females in the workforce has greatly necessitates implementation of family friendly policies such granting leave so as to solve both family and work responsibilities simultaneously in order to boost performance. Additionally, (Maurya, 2014) revealed

that satisfaction is the end result of well instituted work-life balance policies such as leave schemes usually because they modify employee motivation sentiments a factor that determines employee's creativity, productivity and performance.

A study by (Mendis, 2014) concluded that leave policies are paramount in striking work life balance in the faces of employees simply because such policies reveal how much sympathy and support management puts up for its employees. With such perceptions, employees always exhibit high levels of work concentration which increases on their performance. Another empirical study by (Mwangi, 2017) that sampled 70 employees in higher institutions of learning recommended that organizations need to come up with policies that allow employees to strike a balance between their careers and how they can address issues that pertain to their families so as to create a stable mind that can lead to more effective and efficiency outcomes. Accordingly, a survey by (Richardson 2014) revealed that the ineffectiveness of human resource practices such as unfair leave policies create an imbalance between work and family needs thus leading increased demotivation with horrifying performances.

(Maurya 2014) emphasized that since every employee has both the professional and personal life, it is undeniably important for managers to come up with policies such as employee leave programs to enable them settle their individual rights both within and outside work. Further, it is significant to accept and respect such employee rights if organizations are to boost the level of their performance. Another study by (Muchiti, 2015) concluded that organizational leave programs and employee performances are significantly correlated. The study that sampled 67 employees among law courts in Nairobi suggested that employees usually perform better in areas where flexible working arrangements with effective leave policies are instituted. Furthermore, (Mendis, 2014) indicated that leave policies are important practices of work life balance policies in predicting employee performance levels. In this study, it is supposed that with effective leave policies, employees feel more rejuvenated, happier and energized during their working life which prompts them to perform more efficiently and effectively.

Further, (Maurya, 2014) complemented that slackness of leave policies piles pressure on employees with excessive work load, loss of control of what they do which exterminates their concentration thus leading to a decline in performance. Moreover, (Sheppard 2016) identified employee leave policies as inseparable pieces in predicting the level of employee performance. According to the

study, such policies develop organizational relational support, culture and structure which key facets in directing employee activities to achieve desired cause in a more effective and efficient manner. Also, (Mwangi, 2017) opines that work-life balance policies enables employees to claim an equilibrium between professional work and other personal activities. The study asserts that when granted leave, employees are in position to execute other duties something that keeps them more focused when they get back to their professional life. Consistently, an empirical study by (Kluczyk, 2013) that sampled 114 employees in the private sector highlighted that leave policies and employee performance are two intertwined variables. The study asserts that inflexible working schedules with ineffective leave policies arise into work-family conflicts which affects employee performance.

Similarly, (Richardson 2014) suggested that effectively designed work life policies minimize work-family conflicts since employees are provided with sufficient time off work to handle personal and family aspects which uplifts their performance during their working periods. As earlier noted by (Sabarwal, 2014), effectively designed work- life initiatives would encourage employees to perform in a more desirable manner. Further, an empirical study by (Mendis, 2014) among approximately 270 employees in the banking and telecommunication sector reported that proper implementation and management of work life initiatives is the surest way employees can be lured to perform effectively, efficiently and more compliant to standards. In another study by (Obiageli, 2015), work life policies and employee performance are significantly connected. The study opines that uncertain leave policies amplified work life conflicts which limited employees from wholesomely participating in productive organizational activities. (Sheppard 2016) reported that it is only through designing effective work life policies that organizations can minimize work life conflicts leading to increase in efficiency and effectiveness. More also, (Maurya, 2014) revealed that leave policies are important tools in modern organizations because of the continued exhaustion of competent personnel. Therefore, it through such work life policies that competent employees can be recruited and retained for organizations to register an improvement in performances. Also, (Obiageli, 2015) noted that implementation of work life balance is intended to attract well qualified personnel who are more dynamic to perform with more effectiveness and efficiency in this competitive era. In addition, (Mendis, 2014) highlighted that failure to institute clear leave policies would lead to persistent decline in employee performance, tardiness, low work motivation as well as continued performance errors hence affecting efficiency and effectiveness. Additionally, (Yildirim, 2013) emphasized the

role of work life balance policies in reducing work force stress, absenteeism which are key predictors of employee performance level.

On the contrary,(Kim, 2014) postulates that the relationship between work-life balance policies and employee performance is far-fetched. According to the study, there was no direct relationship instead employee commitment mediated the nature of relation, in that work life balance policies increase employee affective commitment which intrinsically determines the level of individual. On the other hand, (Arinanye, 2015) opines that employee performance is highly embedded in how various organizations encourage effective communication channels through which employees are in position to share knowledge and skills which are key in boosting employee performance.

2.8 Summary of the Literature review

Employee Performance is one of the greatest challenges most managements face due to the competition in the world market. Some organizational managements have acknowledged the importance of employees based on their contributions towards achieving organizational goals and objectives. Various measures have been put into consideration to improve employee performance. The management cannot work without involvement of other organizational employees. Missions and visions are set to ensure that all employees work towards achieving similar goals. Employers acknowledge that their organizations will flourish if they can engage their employees, meaning that they will be motivated to give their very best to their employer (Foot and Hook, 2008).

From the literature reviewed, therefore, the researcher identified major gaps from the studies that showed a few authors have had little studies in this area of work Life Balance and Employee Performance in the health sector although a few were conducted in industries, banks, and public institutions. The fact that there is scanty literature in this area especially regarding the relationship between Work Life Balance and Employee Performance and particularly on how it impacted on the performance of employees in a given organization shows a big gap in most of the studies reviewed. It is against this background that the current researcher found it suitable to investigate the relationship between Work Life Balance and Employee Performance. Building on these studies, the researcher wished to bridge the gaps identified in these studies by putting more emphasis and focus on the critical role Work Life Balance plays towards the improvement of Employee Performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methods that were used to carry out the study, the research design, data collection and instruments for data analysis.

3.1 Research Design

The research used a descriptive research design using both qualitative and quantitative methods was adopted in this study. Descriptive research design was used because it enabled the research to accurately and systematically describe the phenomenon under study. Views and opinions were sought and described accordingly and established on how Work life balance affected Employee Performance. Both qualitative and quantitative methods were used because they supplement each other. The qualitative approach was mainly used to describe subjective assessments, analyses and interpretation of attitudes, opinions, and behaviors of the respondents as expressed verbatim from interviews (Mugenda and Mugenda, 1999). The quantitative methods helped in generating numerical data, which was statistically manipulated to meet required objectives through descriptive statistics (frequencies and percentages) and inferential statistics, which tested hypotheses using correlations and coefficients of determination (Amin, 2005). This was because there was need to outlay some information statistically in order to bring out the statistical aspects of the study clearly. Using a combination of qualitative and quantitative data allows triangulation by ensuring that the limitations of one type of data are balanced by the strengths of another. The unit of analysis were the individuals who are the staff of Marie Stopes International Uganda.

3.2 Area of Study

The study was carried out in Mariestopes International Uganda and it established the relationship between work life balance and employee performance. This was because there were concerns of Employee performance and Mariestopes International Uganda is struggling to put in place Work Life Balance measures. Marie Stopes International Uganda currently has a number of projects including Long Term Family Planning (LTFP), Reproductive health voucher project, Preventing Maternal Death, Cervical cancer project (MSIU Company Report, 2018). These provide

reproductive health services across the whole country i.e. 126 districts (MSIU Company Report, 2018).

3.3 Study Population

The study population comprised of 344 employees. This population is a cumulation of employees at the support office in Kampala and the field teams upcountry.

3.4 Sampling Procedures

Sampling as described by Sarantakos (1997) is the process of choosing the units of the target population which are to be included in the study in such a way that the sample of selected elements represent the population.

3.4.1 Sample Size

The sample size was determined by use of Krejcie and Morgan (1970)'s table of sampling for guidance. Under this table, it is noted that a population of 344 calls for 184 sample size. 175 were primary respondents for the self-administered questionnaires and 9 were key informants. The key informants were selected basing on their knowledge on the variables at MSIU

To arrive at the sample for each of the categories (departments at Mariestopes International Uganda), the formular below was used.

Outreach (N)*100

344

This gave the percentage then,

%*184

100

This gave us the exact number of respondents to sample from each of the categories

Table 1: Sample size selection

NO	Category	N	S
1	Outreach	164	84
2	Centers/Clinics	124	66
3	Social Franchise	32	17
4	Support Staff	15	8
5	Management	9	9
Total		344	184

N=population, S=sample size

Source; Primary Data (2019)

3.4.2 Sampling Techniques

Purposive sampling involved identifying and selecting individuals or groups of individuals that were knowledgeable about or experienced with a phenomenon of interest (Cresswell and Plano Clark, 2011). This sampling was used to select 9 management members who were interviewed as key informants. The researcher chose this technique because the respondents were knowledgeable.

Simple random sampling is a strategy that adds credibility to a sample when the potential purposeful sample is larger than one can handle where by it uses small sample sizes, thus the goal is credibility, not representativeness or the ability to generalize (Patton, 2001). This sample was used to select 175 respondents who were expected to participate in the research. The researcher chose this sampling technique because each member in this population had an equal chance of being included in the sample.

Stratified sampling was used to divide the different departments in Mariestopes International Uganda into groups so that each department has an equal opportunity. Given that each of the departments have different characteristics.

3.5 Data Collection Methods and Instruments

The researcher collected data using both primary and secondary data collection methods. Structured interviews, key informant interviews and document review were the key methods used in the study.

3.5.1 Questionnaire Survey Method

Questionnaire survey method was used among employees of Marie Stopes International Uganda. It had an advantage of covering large number of respondents and it was less expensive. This method provided good quantitative data. Data can be collected relatively quickly because researcher would not need to be present when the questionnaires are being completed. Milne (1999) argues that surveys can be useful in some cases when the questions asked are specific and if the questions asked affect them.

In terms of instrument, primary data was collected through a structured questionnaire. The questionnaire was first be pre-tested to remove ambiguities. Survey questionnaires were prepared and pre-tested for each processor randomly selected in the study area. It helped gather data on demographic characteristics and issues raised among the study objectives.

3.5.2 Interview Method

Kvale (1983) defined interview as a method used with a purpose of gathering descriptions of the life-world of interviewee with respect to interpretation of meaning of described phenomena. Collecting these descriptions can be done in several ways, of which face-to-face interviews are the most common.

A key informant interview guide was the instrument used for collecting data from interviews. Data was collected by interviewing to ensure that qualitative data was gathered. Interviewing was used among the key informants to collect qualitative data. Interview guide was used because it played an important role in gathering case study information as they enabled the researcher to record opinions, feelings and emotions of participants regarding the studied phenomena (Yin 2003). Thus, data obtained from this source comprised narratives from interviewees about their knowledge, opinions, emotions and experiences. These interviews were conducted by using a face-to-face approach and email approach for those who could not be easily accessed face to face.

3.6 Quality Control Methods

3.6.1 Validity

Validity refers to the truth of the data and findings that are produced and reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Content validity index was used to establish whether the questionnaire measured what it was intended to measure. The formula for content validity index is;

$$\text{Content Validity Index} = \frac{\text{Relevant items according to experts}}{\text{Total number of items}}$$

Validity WAS found by considering the number of items declared relevant divided by total number of items presented. (Amin, 2005).

The researcher used Content Validity Index (CVI) to measure the validity of the research instruments for this study. The CVI was measured using the formula:

$$\text{CVI} = \frac{72}{74} = 0.97$$

When the CVI is 0.7 and above, the instrument can be considered valid. (Amin, 2004, Kothari & Palls, 1994). After computation of validity of the instruments, the CVI was found to be 0.97 implying that the research instruments were valid.

3.6.2 Reliability

Amin, (2005) asserts that reliability of an instrument is the consistence with which it measures what it is intended to measure. Reliability was used to measure the degree to which the instrument was the same when put under the same conditions. Data collection instruments were presumed to be reliable when they produced similar results whenever they were repeatedly used to measure concepts from the same respondents even by other researchers. To ensure reliability, the research instruments were pre-tested on 10 respondents to ensure consistency and comprehensiveness. The degree of reliability was established using Cronbach's coefficient Alpha.

Table 2: Cronbach Alpha Value for reliability of the study tools

Variables	Number of items	Cronbach's Alpha
Leave policy	10	0.870
Flexible working hours	10	0.860
Job sharing	10	0.850
Employee performance	09	0.772

Source; Primary Data (2019)

Table 2 above shows that all the dimensions of the independent variable as well as dependent variable gave Cronbach's alpha values above 0.6 when reliability test was conducted. This implied the tools used in the study were reliable for data collection as asserted by (Sekaran 2003).

3.7 Measurement of variables

The independent and dependent variables used in the study were measured as shown below.

Flexible working hours was measured using flextime, rotating shifts and compressed work week. Flextime involved deciding reporting and leaving time, working over weekends, working overtime among others. Rotating shifts looked at aspects of rotating working shifts among the employees.(Tharsiny & Sareena Umma, 2015)

Job Sharing was measured by divided responsibility and shared responsibility. Shared responsibility involved aspects of two employees equally sharing all of the responsibilities of one full-time position. Divided responsibility was illustrated by two employees sharing one full-time position with a division of responsibilities by project or client group. (Suzane , et al., 2013)

Leave Policy was measured by the different leave types provided by Mariestopes International Uganda like annual leave, maternity leave, paternity leave, study leave and compassionate leave.

3.8 Data Management and Processing

Marshall and Rossman (2006) described six general phases of data analysis: organizing the data, generating categories and themes, coding the data, offering interpretations, searching for an alternative understanding and writing the report. The first stage entailed a pre-analysis process of organizing the data into a format suitable for further analysis. The qualitative data sources mostly comprised of historical and archival documents, observations and interviews pertaining to the topic.

Coding data is the formal representation of analytical thinking. It involves grouping the previously categorized data into a smaller number of explanatory themes (Marshall and Rossman, 2006). The raw quantitative data was cleaned, sorted and condensed into systematically comparable data.

Data analysis was done using the Statistical Package for Social Scientists (SPSS), which helped to summarize the coded data and this facilitated quick interpretation of the results. According to Patton (2002), for qualitative data, interpretation is attaching significance to what was found, making sense of the findings, offering explanations, drawing conclusions, extrapolating lessons, making inferences, considering means, and otherwise imposing order on an unruly but surely patterned world.

3.9 Data Analysis

3.9.1 Quantitative data

Descriptive statistics was analyzed using frequency tables that included sample size, percentages, means, mode, standard deviation, maximum and minimum values, averages. Tables, charts, were also used to analyze quantitative information, while descriptions were used in the case of the qualitative analysis

For the case of inferential statistics, correlation and regression analysis was used. Correlations were used to establish associations between two or more variables or sets of variables while regression analysis was used to establish causal relationships or predictions between variables.

3.9.2 Qualitative Data Analysis

Qualitative data that was collected from both primary and secondary sources was collated, synthesized and analyzed using qualitative analytical techniques to draw valid conclusions and inferences. Content analysis was used to measure the content of information. Its objective was to

obtain a qualitative description of the manifest content of communication (Robison, 2003). This is preferred because of its flexibility and allows for objectivity (Cooper & Schindler, 2006).

3.10 Ethical Considerations

Examples of ethical issues that may arise are voluntary participation of respondents, deception to participants, anonymity and confidentiality of information given, analysis and reporting, harm or danger to participants and any other professional code of ethics expected.

To ensure that this research was done in an ethical manner according to the expectations of all authorities, the researcher obtained an introductory letter from UMU to collect data from Marie Stopes International Uganda and also a letter of acceptance from Management of Mariestopes International Uganda.

The researcher had a moral obligation to treat the sensitive information with utmost respect and confidentiality. The researcher also informed the respondents that the information gathered would be for academic purposes only.

3.11 Limitations to the Study

Methodological limitations; since the research design was a case study that was conducted in one organization which was weak, it affected other organizations of the same nature from the conclusions drawn by the researcher. A narrow scope for example a study on one organization affected the validity and reliability of the findings.

Time Dimension; the time allocated for the research was so limited to enable the researcher comprehensively understand the research variables. It also offered inadequate data collection, analysis and reporting period which affected the giving of reasonable conclusions. Yet the researcher tried to his best to be fixed to the time allocated to ensure the quality of the study.

The operational or practical limitations also occurred. This is all about the immediate application of the findings recommended by the researcher. The findings might not be applicable to other organizations. However, since the study used scientific approach and followed all procedures required these limitations were minimized. Moreover, multi-methods (quantitative and qualitative methods) were applied to reduce limitations.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents and interprets findings from the study entitled Work Life Balance and Employee Performance which was based on three objectives namely; 1) To establish the relationship between Leave Policy and Employee Performance, 2) To identify the relationship between Flexible Working Hours and Employee Performance, and 3) To establish the relationship between Job Sharing and Employee Performance.

4.1 Background Characteristics of respondents

Respondents were asked to mention their sex, age, education level, work station and work position. The findings are presented in tables below;

Table 3: Distribution of the employees by characteristics

Employees' characteristics	Frequency (N=174)	Percent (%)
Sex		
Female	97	54.0
Male	80	46.0
Age		
Below 30	55	31.6
30-34	83	47.7
35-39	25	14.4
40-44	8	4.6
45 & above	3	1.7
Highest Education level		
Certificate	31	17.8
Diploma	86	49.4
Bachelor's Degree	53	30.5
Master's Degree	3	1.7
Other	1	0.6

Work station		
Field Office	114	65.5
Support Office (head office)	60	34.5

Source Primary Data (2019)

With regard to employees' characteristics in the Table 1, Majority of the employees studied (65.5%) work at the field offices which is almost twice the number of support office employees (34.5%). This can be alluded to the nature of operation and services provided by Mariestopes International Uganda.

Looking at the highest education level, majority of the employees studied (49.4%) were Diploma holders followed by Bachelor's degree (19.0%) with only 1.7% having Master's degree qualification, a clear indicator that, majority of the employees studied were below bachelor's degree level. The Education level at Mariestopes International Uganda is due to the fact that Mariestopes International Uganda majorly provides family planning and other sexual reproductive health related medical services and it is majorly nurses that are required to provide these services.

Age of the employees is a crucial factor in this study because demand, character, performance and attitude towards work vary with age. Almost half of the employees studied (47.7%) were in the active age 30-34 followed by those below 30 years of age (31.6%). Very few employees (1.7%) were above 45 years of age. Given the nature of work of Mariestopes International Uganda, this age group may be deemed appropriate to provide the family planning services. The nature of work at Mariestopes International Uganda involves a lot of field work, days away from home and standing for long hours which is can easily be managed by the youth age group. Since Mariestopes International Uganda provides youth sensitive services, the age group of the employees makes it appropriate for them to provide services. The youth group is a sensitive group that often require services from fellow youth that they believe understand their sexual and reproductive needs better.

Table 4: Cross tabulation for Gender of respondents and position

Position * Gender of respondents Cross tabulation				
		Gender of respondents		Total
		Male	Female	
Position	Manager	4	2	6
	Service provider	10	35	45
	Clinical Officer	8	10	18
	Fleet manager	1	0	1
	Fleet officer	1	0	1
	Warehouse assistant	2	0	2
	Procurement Assistant	1		1
	Doctor	20	7	27
	Operations Officer	0	2	2
	Laboratory technician	22	3	25
	Finance assistant	2	2	4
	Human Resource Manager/Assistant		2	2
	Officer Assistant	4		4
	Transport Assistant/officer	15		15
	Cluster Coordinator	4		4
	M&E officer	2	1	3
	Counselor	0	14	14
Total		96	78	174

Source: Primary Data (2019)

Table 3 shows that, Mariestopes International Uganda employs more female than male in certain positions. For the positions that require interaction with clients like service providers and counselors, the females are more than the males and this is because of the nature of services provided by Mariestopes International Uganda. Given that family planning is mostly accessed by women, the first line service providers for such services are women. This is because women tend to be comfortable with fellow women attending to their sexual and reproductive health needs.

Table 5: Cross tabulation for Age and position of Employees

Position * Age Crosstabulation							
		Age					Total
		Below 30	30-34	35-39	40-44	45 and above	
Position	Manager	0	2	4	0	0	6
	Service provider	23	15	5	2	0	45
	Clinical Officer	4	12	2	0	0	18
	Fleet manager	0	1	0	0	0	1
	Fleet officer	0	0	1	0	0	1
	Warehouse assistant	2	0	0	0	0	2
	Procurement Assistant		1	0	0	0	1
	Doctor	2	18	4	3	0	27
	Operations Officer	0	2	0	0	0	2
	Labaratory technician	7	16	2	0	0	25
	Finance Assistant	0	1	3	0	0	4
	Human Resource Manager/Assistant	1	0	1	0	0	2
	Officer Assstant	1	2	1	0	0	4
	Transport Assistant/officer	5	7	2	1	0	15
	Cluster Coordinator	0	1	3	0	0	4
	M&E officer	0	1	1	1	0	3
	Counselor	7	6	1	1	0	15
Total		52	84	30	8	0	174

Source Primary Data (2019)

Majority of employees are in the age bracket of 30-34 (84), followed by those below 30 years (52) and this could be due to the nature of work done by Mariestopes International Uganda and their mode of operation. Mariestopes International Uganda's mode of operation involves a lot of fieldwork and therefore requires energetic and flexible employees. The fact that those fresh from institutions are willing to work in more rigorous environments could explain the age brackets employed by Mariestopes International Uganda.

4.2 Descriptive Statistics

In order to assess the level of agreement and disagreement of the different items used to measure the three variables of leave policy, flexible working hours and job sharing, in the questionnaire, item mean analysis was carried out. The responses were anchored on a five Likert scale ranging from strongly agree to strongly disagree. To establish the opinions of the respondents on the three independent variables, descriptive statistics were done to establish mean and standard deviations and the results are presented as below on each of the variables.

4.2.1 Leave policy and Employee Performance

This was one of the objectives of the study aimed at establishing the Opinion of respondents on leave policy and employee performance. In order to achieve this objective, respondents were asked to show their level of agreement or disagreement with statements relating to leave policy and employee performance and findings are presented in table below;

Table 6: Respondents' Opinion on Leave policy and Employee performance at Mariestopes International Uganda

	Statements on leave policy and employee performance	Min. value	Max. Value	Mean	Mode	Std Dev
1	The organization provides adequate annual leave days	2	5	4.19	4	0.621
2	Employees who fall sick are given adequate sick leave days to recover	2	5	4.17	4	0.700
3	Employee who require personal development are given adequate study leave days to enable them pursue their personal goals	1	5	3.58	4	1.108
4	The maternity leave days (60 days) are provided for female staff to nurse their babies	2	5	3.96	4	0.908
5	Paternity leave is provided for male staff to provide support to their nursing wives	1	5	3.39	4	1.078
6	Compassionate leave is provided for me to have adequate time to grieve loss of a loved one	2	5	3.91	4	0.895
7	Leave without pay is provided for staff who may require more leave days	1	5	3.43	4	1.098
8	The process and procedure required for me to access my leave days are easy and not so bureaucratic	1	5	3.45	2	1.238
9	I can get my leave signed off whenever I apply for it without any hindrance	1	5	3.41	2	1.197
10	Our department maintains a leave schedule help plan our leave	1	5	3.41	2	1.173
	Mean of means			3.61		

Source (Primary Data 2019)

The findings presented in table above indicate that majority of respondents admitted that their organization provides adequate annual leave (mean=4.19, mode=4, std dev=0.621). This implies that Mariestopes International Uganda staff are satisfied with the annual leave days provided. From the above results, it can be deduced that employees of Mariestopes International Uganda are contented

with the annual leave days provided by the Organization. Being contented with the annual leave policy provided may mean that employees are happy with the leave days and are able to have time off from work for their personal engagements

Regarding sick leave, the responses from the employees indicate that they agree that Mariestopes International Uganda provides adequate sick leave for employees to recover. (Mean= 4.17, mode=4, std dev= 0.700). This may mean that employees of Mariestopes International Uganda have time to recover from home once they fall sick. The responses given above show that employee of Mariestopes International Uganda concur that they get enough time to recover once they fall sick. The mean of 4.17 shows that employees agree with the duration provided for them to recover. The mode of 4 also shows that the response occurred most. Most of the respondents agreed with the question. This may mean that once employees fall sick, they have adequate time to recover and as such, return to work in good health.

Statement (3) response revealed that Mariestopes International Uganda provides their employees with adequate study leave days to enable them pursue personal development. (mean=3.58, mode=4, std dev=1.108). The responses may mean that employees have adequate time to pursue career development and as such they improve their knowledge that can in turn be beneficial to the Organization. This may mean that employees of Mariestopes International Uganda are professionals and also have adequate knowledge and expertise to perform their jobs.

Responses from statement (4) show that female employees of Mariestopes International Uganda are provided maternity leave of 60 days to nurse their babies upon delivery. (Mean= 3.96, mode=4, std dev= 0.908). This may imply that employees adequately nurse their babies and also recover from child birth before returning to work and as such, come back contented and able to resume their duties.

Regarding statement (5), Mariestopes International Uganda provides paternity leave for their male staff to provide support in nursing their babies. (mean=3.39, mode=4, std dev= 1.078). This may mean that the male staff at Mariestopes International Uganda are able to provide support to their spouses in the event that a new child is born so that their spouses can fully recover after child birth.

Responses from statement (6) reveal that Mariestopes International Uganda provides compassionate leave for their employees to mourn the loss of their loved ones. (mean=3.91, mode=4, std dev=

0.895). It can be deduced from these findings that employees of Mariestopes International Uganda receive adequate time to mourn the loss of their loved ones and as such, they are able to recover from the loss of their loved ones emotionally. This implies that employees of Mariestopes International Uganda return to work emotionally stable after the loss of a loved one and as such, feel supported by their employer.

Statement (7) shows that employees of Mariestopes International Uganda are provided with leave without pay in case they require more leave days. (mean=3.43, mode=4, std dev= 1.098). This may imply that Mariestopes International Uganda provides their employees with adequate time to deal with their personal issues whenever it is required so that they are able to concentrate on their work once they return. This time off also provides employees with adequate time to deal with personal issues without worrying about work.

The responses from statement (8) reveal that the process for the employees of Mariestopes International Uganda to access their leave whenever required is easy. There are not much bureaucracies involved in employees accessing their leave days. (Mean=3.45, mode=2, std dev=1.238)

Regarding having leave signed off whenever required, the responses reveal that employees can easily have their leave requests signed off. (Mean=3.41, mode=2, std dev= 1.197). Having leave easily signed off ensures employees are compliant with the human resource policies and records are maintained. Also having leave signed off before employees take their leave enables the staff to go for their leave with a settled mind.

Responses to statement (10) reveal that at Mariestopes International Uganda, departments maintain leave schedules to help staff plan their leave. (Mean= 3.41, mode=2, std dev= 1.173). maintaining a leave schedule enables employees to plan their time and also ensures work is always covered since there will not be conflicts in leave times for the employees. Also, in case of conflicting schedules, it's easy to resolve and the department is also in position to plan ahead of time.

4.2.2 Flexible Working Hours and Employee Performance

This was one of the objectives of the study aimed at establishing the Opinion of respondents on flexible working hours and employee performance. In order to achieve this objective, respondents

were asked to show their level of agreement or disagreement with statements relating to flexible working and employee performance and findings are presented in table below;

Table 7: Respondents' view on Flexible Working Hours and Employee Performance at Mariestopes International Uganda

No	Flexible working hours	Min Value	Max. value	Mean	Mode	Std. Dev
1	Flexible Time Employees decide their reporting and leaving time	1	5	3.06	2	1.013
2	Can work half days or take some hours off	1	5	4.05	4	1.085
3	Can work for specific numbers of days a week as long as it makes 40 hours in a week	1	5	3.96	4	1.076
4	Can work over the weekend and get a week day off	1	5	3.96	4	1.044
5	Can work for some hours from home	1	5	3.74	4	1.095
6	Rotating shifts Practice working in shifts	1	5	3.65	4	1.090
7	Can rotate working days depending on responsibilities	1	5	3.49	4	1.047
8	Can rotate working hours	1	5	3.46	4	1.073
9	Compressed work week Can shorten week obligations	1	5	3.45	4	1.093
10	Can work overtime in a day to reduce work on subsequent day	1	5	3.00	3	1.161
	Mean of means			3.05		

Source; Primary Data (2019)

The findings presented in table 4.2 above indicate that majority of the respondents agreed with the fact that employees decide their reporting and leaving time (mean=3.06, mode=2, std dev=1.013). This implies that employees of Mariestopes International Uganda can attend to personal issues before reporting to work without the worry of arriving late to work. The responses provided here indicate that employees decide when to report and leave work and as such, they are able to focus on

deliverables. This arrangement provides employees with the opportunity to do their other engagements alongside with the work for example, an employee can first drop their child to school then report to work later and leave later.

For statement (2), regarding whether employees can work half days or take some time off, the responses show that majority of the respondents agree (Mean=3.05, mode=4, std dev=1.085). This implies that employees at Mariestopes International Uganda are given the opportunity to work half day so as to be able to deal with personal issues in case they arise. The responses provided here may mean that employees are at liberty to have some hours off to attend to personal issues. This enables employees to balance both work and personal lives since they have the opportunity to have time off to attend to other issues.

Responses for statement (3) reveal that employees can work for specific number of days a week as long as the total hours make 40 working hours (mean= 3.96, mode=4, std dev= 1.076). This may imply that employees at Mariestopes International Uganda can decide their working hours a day and this gives them the opportunity to attend to other non-work issues.

Responses for statement (4) reveal that employees can work over the weekend and get a day off during the week (mean= 3.96, mode= 4, std dev= 1.044). The responses to this question means that employees of Mariestopes International Uganda are able to deal with other non-work related issues during the week. This kind of work arrangement enables employees to balance work with their personal lives.

For statement (5), the responses show that the respondents agree that they can work for some hours from home (mean= 3.74, mode= 4, std dev= 1.095). This response could imply that Mariestopes International Uganda gives their employees the liberty to decide where and when to work from. Working from home for some hours gives the employees opportunity to deal with other issues and also be able to concentrate at work without distractions and as such, the quality of their work is improved

Responses to statement (6) reveal that there is a practice of working in shifts (mean=3.65, mode= 4, std dev= 1.090). This response may mean that the employees of Mariestopes International Uganda have some hours off in a day to attend to their personal and family issues. The mode for this

response is 4 which means that majority of the respondents agreed that there is a practice of working in shifts.

Statement (7) responses reveal that employees can rotate working days depending on the responsibilities they have (mean= 3.49, mode= 4, std dev= 1.047). This opportunity gives the employees an opportunity to attend to their other responsibilities. Rotating shifts may imply that employees of Mariestopes International Uganda are able to plan their work schedules ahead and as such, have time for both work and home. Employees who are pursuing career development benefit well from rotating shifts as they can attend to school at the same time with work without interference.

Responses to statement (8) reveal that working hours can be rotated (mean=3.46, mode= 4, std dev= 1.073). This statement means that employees at Mariestopes International Uganda are able to rotate when to work between morning and evening shifts. Rotating shifts give employees time to attend to other issues or even have time to compile their reports in a conducive environment. Rotating shift may mean that clients get the best services from the employees since they come for their shifts fresh. Fatigue and mistakes may also be reduced since employees do not spend the whole day on the job.

Regarding statement (9), the responses reveal that employees can shorten their week obligations (mean=3.45, mode= 4, std dev= 1.161). The mode of 4 means that employees of Mariestopes International Uganda agree with the statement that they can shorten their week obligations. This may mean that employees work for fewer days in a week and as such, they have time for their personal engagements. Shorting work weeks may also result into improved concentration and quality of work on the side of the employee. An employee concentrates for the days they are working since they will have time off on other days of the week.

The responses to statement (10) reveal that, employees Can work overtime in a day so as to reduce work on subsequent days (mean= 3.00, mode= 3, std dev =1.16). This may mean that employees get to work overtime so as to get time off on another day in the week. This arrangement provides employees with an opportunity to focus on non-work related engagements.

4.2.3 Job Sharing and Employee Performance

This was one of the objectives of this study which was aimed at establishing the views of respondents on job sharing and employee performance. The findings are presented in the table below;

Table 8: Respondents' view on Job Sharing and Employee Performance at Mariestopes International Uganda

No	Statements on job sharing and employee performance	Min value	Max value	Mean	Mode	Std Dev
	Shared responsibility				4	
1	I share same job description with my colleague that I share with the position	1	5	3.82	4	0.810
2	My job expectations and deliverables are the same for similar positions	1	5	3.91	4	0.665
3	We have a duty Rota that enables us to perform our roles	1	5	3.86	4	0.773
4	Teams share single team email and working equipment	1	5	3.53	4	0.817
5	We split the working hours and working days with my colleagues	1	5	3.44	4	0.876
6	Me and my colleagues have same capabilities and expertise to perform the shared job	1	5	3.36	4	0.955
7	We have same performance measures	1	5	3.36	4	0.968
	Divided responsibility					
8	My job deliverables are different from those of my colleagues even when the job is similar	1	5	3.26	4	1.013
9	My job roles compliment those of my colleagues and we all contribute towards the overall objectives	1	5	3.78	4	0.679
10	Splitting job deliverables among employees encourages accountability	1	5	3.85	4	0.646

Source: Primary Data (2019)

Findings from the table above indicate that when respondents were asked whether they share same job description with their colleagues that they share with the position, slightly more respondents agreed with the statement (mean=3.82, mode= 4, std dev=0.810). This implies that Jobs at Mariestopes International Uganda are shared and more than one employee have the capacity to sit in for each other. Due to the nature of work done at Mariestopes International Uganda, it is important that jobs are shared to ensure efficiency and effectiveness and also to ensure that there is continuity of service provision when others employees are on leave.

For statement (2) on whether their job expectations and deliverables are the same for similar positions, still majority agreed (mean=3.91, mode= 4, std dev =0.665). Since Mariestopes International Uganda provides reproductive health services, and the team compositions are the same, having similar job deliverables and expectations means it is easy for the teams to switch jobs without interruption of service provision. It may mean that staff can be off duty and service provision is not interrupted.

Similarly, when asked whether employees have duty rota that enables them to perform their work, more respondents agreed (mean=3.86, mode= 4, std dev=0.773). Having a duty rota may imply that employees at Mariestopes International Uganda are able to have time off for their personal responsibilities without disruption of normal work routines.

In regardstatement (4), respondents agreed that the teams share same working email and equipments. (mean=3.53, mode= 4, mode= 4, std dev=.0.817) Having shared responsibilities may imply that employees can have time off from work and service provision is not interrupted since work emails and equipment are shared. When one employee is off, the other team members are in position to respond to work emails are requirements since their share a single email.

Responses to statement (5) indicate that employees of Mariestopes International Uganda split the working hours and working days with their colleagues (mean=3.44, mode= 4, std dev=0.817). Splitting working hours and days give employees an opportunity to attend to their other responsibilities. This may imply that work is not interrupted and employees are fresh to work when they split work hours.

Regarding having same capabilities and expertise to perform similar roles, the finding show (mean=3.34, mode= 4, std dev=0.876). Respondents agreed that it is important to have the same capabilities and expertise to share a job. Similar expertise and capabilities ensures continuity with the job roles and makes it easy for employees to ease into the roles or jobs that they share.

For Question (7), respondents were asked to whether they have same performance measures, the responses indicated that the performance measures are shared. (mean=3.36, mode= 4, std dev=0.955). Having the same performance measures shared may mean that employees are held accountable on the same yard stick and their performance is measured using the similar standards. Disagreements and conflicts may also be minimized as similar measures are applied when appraising performance. This may also imply that supervisors are able to gauge performance across and come up with measures to improve performance across especially if a specific performance objective is not being met across.

Responses from statement (8) indicated that job deliverables are different from among the employees sharing the same jobs. (mean=3.26, mode= 4, std dev=0.968). Having different job deliverables from employees ensures there is accountability and it is easy to supervise and also evaluate the employees that share the same job.

Respondents were asked whether their job roles compliment those of their colleagues and they all contribute towards the overall objectives. The findings indicate that the largest proportion of the respondents agreed (mean=3.78, mode= 4, std dev=0.646) This can imply that employees at Mariestopes International Uganda are all accountable and work towards performing a similar goal. This means that employees can easily step in for each other.

On whether splitting job deliverables among employees encourages accountability, majority of the respondents agreed indicated by the (mean response of 3.85, mode of 4, and std dev of 0.646). This may mean that each employee is held accountable for what they are expected to deliver upon and as such, it is easy for Mariestopes International Uganda to put up performance measures for those that fall short.

4.2.4 Employee Performance

This was the dependent variable of this study and in order to assess performance, respondents were asked to indicate their level of agreement and disagreement with statements related to performance and the findings are presented in table 8 below;

Table 9: Respondents' views on Employee Performance at Mariestopes International Uganda

No	Employee performance	Min value	Max value	Mean	Mode	Std Dev
1	Planned activities and set targets are achieved	2	5	4.58	4	0.472
2	Project activities are completed within required timelines	1	5	3.90	4	0.646
3	Report sent on time	2	5	3.99	4	0.527
4	Does work in line with set standards	1	5	4.01	4	0.667
5	Project reports is correct and of required quality	2	5	3.93	4	0.585
6	Able to reach areas in geographical scope	1	5	4.07	4	0.683
7	Provide timely feedback on issues raised	2	5	3.99	4	0.613
8	Accountabilities are provided on time and in correct manner	2	5	4.05	4	0.597
9	Requisitions and payments to beneficiaries on time	1	5	3.83	4	0.822

Source: Primary Data (2019)

In this study, respondents were asked whether their planned activities and set targets are achieved. In results, the largest proportion agreed indicated by the mean response of 4.58, Mode of 4 and standard deviation of 0.472. This implies that employees at Mariestopes International Uganda achieve their set targets and as such are performing.

Similarly, for statement (2), majority agreed that they do their project work within required timeline (mean =3.90, mode=4, std dev=0.646). This response may mean that employees at Mariestopes International Uganda do not carry forward activities to the subsequent month since they are all

completed within the set timelines. This also may mean that employees plan adequately and are able to complete all they set activities and as such, no workload is carried to the next month.

The findings for statement (3), also indicate respondents reported that they send their reports on time (mean =3.99, mode=4, std dev=0.527). This may imply that set project timelines are met, and reports are submitted on time. Submitting reports on time can mean that employees are able to get all their logistics on time and as such, project set timelines are not affected in any way.

For statement (4), when asked whether they do their work within set standard, the mean response 4.01, mode of 4 and standard deviation 0.667 showed agreement with the statement. Given that Mariestopes International Uganda is a medical institution, adhering to standards is important. Therefore, the above findings may imply that set standards at Mariestopes International Uganda are adhered to.

In regard to statement (5) on whether their project reports are correct and of required quality, the mean response was (mean= 3.93, mode= 4, std dev=0.586) indicating that majority agreed with the statement. Quality of reports is very important for the project since it is what is provided as accountability for funds to the donors. Quality project reports are indicative of the quality of work and a reflection of expenditure of funds.

Relatedly majority of the respondents reported that they are able to reach areas within their geographical scope (mean =4.07, mode=4., std dev=0.683). Reaching the geographical scope of the project indicates that employees are performing as expected and so implying that the project is meeting the set deliverables and clients across the target areas and being served.

On whether they provide timely feedback on issues raised, (the mean response was 3.99, mode=4, std dev= 0.613) implying that majority seem to agree with the statement. Providing timely feedback is very important especially for medical services. This may mean that at Mariestopes International Uganda, client care is at the forefront since timely feedback is provided at all levels.

On submission of accountabilities, majority reported that they provide their accountabilities on time (mean =4.05, mode=4, std dev=0.597). provision of accountability is the only measure that shows

work done. Being able to provide accountability on time may mean that employees of Mariestopes International Uganda are compliant with contractual obligations of their Partnership agreement.

Lastly, majority of the respondents agreed with the view that their requisition and payments to beneficiaries are done time (mean=3.83, std dev=0.822). This can mean that reports submitted by Mariestopes International Uganda employees are of the required quality and that all payment requests and processes are done on time.

4.2.6 Family Support

This study also collected data on the family support that employees receive which could have an effect on their performance at work. The findings are presented in table 9 below;

Table 10: Respondents' view on family support

No	Family Support	Min value	Max value	Mean	Mode	Std Dev
1	Extended family steps in to care for my family in my absence	1	5	4.05	4	0.825
2	Extended family provides moral support	1	5	4.65	4	0.832
3	Family understands the need for me to work long hours	2	5	3.85	4	0.730
4	Home related are responsibilities are manageable	1	5	3.74	4	0.788
5	Delegate some of my responsibilities	1	5	4.65	4	0.838
6	Spouse steps in to care for family in absence	1	5	3.75	4	0.698
7	Spouse understands that I have to work away from home	1	5	3.80	4	0.713
8	Spouse give him/her more home time	1	5	3.65	4	0.745
9	Spouse within the district of residence	1	5	3.65	4	0.972

Source: Primary Data (2019)

Findings for statement (1) reveal that the extended family members of MSIU staff step in to care for their family in their absence (Mean=4.05, mode=4, std dev= 0.825). This can mean that employees of Mariestopes International Uganda have time to concentrate on their work without worrying about

their families since there is statement (2), the findings reveal that extended family of MSIU staff provide moral support from extended family members. (mean=4.65, mode=4, std dev= 0,832). Support from the extended family members gives the employees peace of mind to concentrate on their work since they are assured of safety of their families.

Provision of moral support may imply that employees get to be in an emotionally stable position to carry on with their work. Moral support inform of encouragement and counselling can ensure that employees are emotionally stable and are able to carry on with their work.

For statement (3), the (mean response of 3.85, mode of 4 and std dev of 0.730) indicate that majority of respondents agreed that their family understands the need for them to work for long hours. This response may mean that employees are able to complete their tasks without worrying about getting home late and this relieves them from stress. As a result of this, they are able to concentrate on their work.

In the same way respondents agreed that home related responsibilities are manageable (mean=3.85, mode=4, std dev=0.730). Having home responsibilities manageable can mean that employees are able to concentrate on their jobs without carrying forward the fatigue from home onto work.

The findings also indicate the largest proportion of respondents (mean= 4.65, mode=4, std dev=0.838) reported that they delegate some of their responsibilities to their spouses. Delegating responsibilities to spouses can enables employees to perform as expected since they are not overloaded with non-work responsibilities.

Relatedly responses for statement (6), the respondents reported that their spouses step in to care for family in absence (mean=3.75, std dev=0.698). This may mean that employees are able to carry on their responsibilities without worrying about family responsibilities. The support from a spouse can enables employees to concentrate.

whether their spouses understand that they have to work away from home, the mean response was 3.80 implying that slightly above average agreed and lastly (mean=3.80, mode =4, std dev= 0.713). The spouse's ability to understand the employee's nature of work is very important as it enables concentration at work.

When asked whether their spouses are within the district of residence, they agreed with the statement. (mean=3.65, mode=4, std dev= 0.972) These findings may imply that Mariestopes International Uganda employees have adequate support from their family members that allows them to perform their job related duties without any worries about family.

4.3 Conclusion on Descriptive Findings

4.3.1 Leave Policy

From the findings on leave policy and employee performance, employees at Mariestopes International Uganda agreed that the leave policy is adequate with most of the responses having a mode of 4. This may therefore imply that there is a general satisfaction with the leave policy maintained by Mariestopes International Uganda. However, the modes for responses regarding processes and procedures to get the leave were low. This may mean that the process for employees to get leave is challenging and as such, it is imperative that Mariestopes International Uganda makes changes in the way employees have their leave signed off. When employees take leave, they return to work refreshed and as such, less fatigue and any problems that may arise from job burnout.

4.3.2 Flexible Working Hours

The findings from the descriptive statistics regarding flexible working hours and employee performance indicate that employees of MSIU are comfortable with an arrangement where the working hours are flexible. This may imply that employees feel comfortable when the working hours are flexible since they can have time to do other non-work-related engagements like dropping off their children to school. The arrangement of working in shifts minimizes job burnout and any mistakes that may arise as a result of fatigue at work.

4.3.3 Job Sharing

In regard to findings regarding job sharing and employee performance, employees at Mariestopes International Uganda generally agree that job sharing is done at Mariestopes International Uganda with all the response having a mode of 4. From the findings on job sharing, employees at MSIU share jobs, with similar job expectations deliverables and performance measures for similar positions. What differs with this is that employees who share the same job do not have the same deliverables. The required capabilities and expertise for shared jobs are similar and employees maintain a duty rota.

4.3.4 Employee Performance

With regard to this, it can be concluded that employees at Mariestopes International Uganda are performing as per set standards since the mode for the responses in this section is 4 for all the statements. Form the responses, it can be concluded that employees at MSIU are performing well.

4.3.5 Family Support

From the descriptive statistics regarding family support, it can be concluded that employees of Mariestopes International Uganda receive support from their family members as the mode from the responses is 4. Support from family gives employees an opportunity to concentrate on their work since less time is spent thinking about the wellbeing of the family.

4.4 Correlation Analysis

The relationship between work life balance and employee performance was tested using leave policy, flexible working hours and job sharing as dimensions for the independent variable while meeting deadlines, quality of work and reports, compliance to standards and achieving targets were for dependent variable. To test the association between the above variables, a correlation analysis was run and the results are tabulated below:

4.4.1 Leave Policy and Employee Performance.

In order to determine the association between leave policy and employee performance, a Pearson correlation was run and the findings are presented in table below;

Table 11: Correlation between Leave Policy and Employee Performance

		Leave policy	Employee performance
Leave policy	Pearson Correlation	1	.549**
	Sig. (2-tailed)		.000
	N	174	174
Employee performance	Pearson Correlation	.549**	1
	Sig. (2-tailed)	.000	
	N	174	174

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

Source: Primary Data 2019

The findings in the table 4.3 above indicate that there is a significant association ($p \leq 0.01$, $r = 0.549$) between leave policy and employee performance. This may imply that leave policy is closely associated to employee performance. 54.9% of the respondents agree to the association between leave policy and employee performance. This agreement is due to the fact that leave is a requirement provided for by the employment act of Uganda and also the Human resource policies of MSIU. The Human Resource manual of Mariestopes International Uganda provides for a variety of types of leave that employees can enjoy depending on the procedures and also guidelines and procedures for one to access this

Maintenance of a leave schedule by the different departments also ensures that people are planning for their leave and everybody is catered for in the leave schedules. Although the employees are able to access their leave days whenever they require to take leave the score of 54.9% could also be associated with employees not being in position to complete their leave days, Despite the fact that the policies both by the employment act and Mariestopes International Uganda allows for employees to take their leave, interruption of leave by calls to return to work could lead to halting leave days hence the 54%. This association therefore means that favorable leave policy arrangements can easily result into employee performance.

4.4.2 Flexible Working Hours and Employee Performance

In order to determine the association between flexible working hours and employee performance, a correlation was and the findings are presented in table 4.3.1 below;

Table 12: Correlation between Flexible Working Hours and Employee Performance

		Flexible Working Hours	Employee Performance
Flexible Working Hours	Pearson Correlation	1	.547
	Sig. (2-tailed)		.000
	N	173	173
Employee performance	Pearson Correlation	.547	1
	Sig. (2-tailed)	.000	
	N	173	174

Source: Primary Data 2019

When analyzed, flexible working hours was found to be associated with employee performance ($p \leq 0.01$, $r = 0.547$). 54.7% of the respondents agreed that flexible working hours is associated with employees performance. This may mean that there is an association between flexible working hours and employee performance. This may imply that an improvement in flexible working hours can be associated with employee performance at MSIU.

The human resource manual of Mariestopes International Uganda allows for flexible working hours. Employees can report between 8,8:30 and 9 am and leave late by 30 minutes depending on reporting time. Also departments are allowed to make provisions of working arrangements with their employees depending on the workload available. The fact that employees are allowed to work from home when they require some quite and also sometimes work half day from home.

However, the percentage of association is only 54.7% due to the restrictions and requirements for one to access the flexible schudles. For working form home, one is required to seek approval from the department head through line managers two days ahead of time to enable planning. This restricts employees since sometimes they may require a shorter notice peroid., For the field teams, one is required to get a temporary replacement before flexible working arrangement is allowed.

In light of this association, it is imperative that Mariestopes International Ugandaworks on the requirements or procedures in place for their employees to giv e notice of flexible work arrangements

4.4.3 Job Sharing and Employee Performance

In order to determine the association between job sharing and employee performance, a correlation was run and the findings are presented in table below;

Table 13: Correlation between Job Sharing and Employee Performance

		Job Sharing	Employee Performance
Job Sharing	Pearson Correlation	1	.404**
	Sig. (2-tailed)		.000
	N	174	174

Employee Performance	Pearson Correlation	.404**	1
	Sig. (2-tailed)	.000	
	N	174	174

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

Source: Primary Data 2019

To find whether job sharing could be associated with employee performance, a correlation test (Table 4.4.2) revealed a significant and positive association ($p \leq 0.01$, $r = 0.404$). This may imply that job sharing is closely associated to employee performance. This means that Job sharing at Mariestopes International Uganda is associated with employee performance, meaning good employee performance can be associated with job sharing.

The relationship strength of 0.404 shows a relationship between job sharing and employee performance. Majority of the employees that share jobs have similar expertise and experience. All the employees and temporary staff covers are all given the same training in provision of family planning and related services by MSIU. Also allowances like per diem and transfer allowance is equally provided to the temporary covers and as such this makes job sharing easy

For employed staff that share jobs, different deliverables are provided and a handover template is provided especially for those that work shifts.

However, staff are required to look for Temporary covers that are put in a database to cover staff in case the staff is unavailable. Since the temporary employees are not contractually obligated as employees of Mariestopes International Uganda, it is difficult to control their availability and as such, job sharing may be a challenge. To strengthen this association, Mariestopes International Uganda should strengthen how they engage the temporary staff that come for maternity cover among other forms of leave. Also there should be clear procedures on how to rotate employees. There should be clear contractual obligations for maternity covers and they should be provided with uniforms like the other staff.

4.4.4 Family Support and Employee Performance

In order to establish the association between family support and employee performance, a correlation was done and the findings are presented in table 10 below;

Table 14: Correlations of family support and employee performance

		Family support	Employee performance
Family support	Pearson Correlation	1	.179*
	Sig. (2-tailed)		.018
	N	173	173
Employee performance	Pearson Correlation	.179*	1
	Sig. (2-tailed)	.018	
	N	173	174

*, Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data 2019

Results in table above indicate that there is a weak association between family support and employee performance. ($p=0.018$, $r=0.179$) This implies that increase in family support may lead to a small increase in employee performance. This implies that for MSIU employees, family support is associated with employee performance. Given that this variable is not viewed by MSIU as important to the organization, the results on this is weak (17%). Most Organizations view that as an aspect of the employee's life that it's up to the employees to put in order. Also there is no contractual obligation between employees' families and Mariestopes International Uganda hence the feeling that the family support does not have a great bearing. In order to strengthen this association, it is imperative that MSIU puts up processes to ensure that family support to employees is guaranteed.

4.5 Regression Analysis

Result on regression on the effect of work life balance on employee performance

A linear regression was performed to assess the effect of factors related to work life balance on employee performance and the findings are presented in table below

Table 15a: Model Summary of regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605 ^a	.568	.559	.7407371

Predictors: (Constant), Flexible time, Job sharing, Family support, Leave policy

Source Primary Data (2019)

Based on the results in table 11, the adjusted R square shows the variation in dependent variable that is explained by variation in the independent variables.

Adjusted R square of 0.559 (55%) indicated that the model explains 55% of the variation in employee performance whereby staff leave policy, job sharing, flexible working hours and family support significantly predicts project performance. This may mean that 45% of the variation in employee performance may be explained by other variables like employee attitudes.

Table 15b: Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.003	.061		-.042	.003
Leave policy	.570	.077	.569	7.430	.000
Job sharing	.252	.067	.448	3.779	.000
Flexible working hours	.189	.062	.529	2.665	.005
Family Support	.196	.064	.196	2.667	.004

Dependent Variable: Employee Performance

Source: Primary Data 2019

From the findings presented above, leave policy is seen as a predictor of employee performance ($p=0.00$, Beta= 0.569). Given that leave policy is a requirement by both the labor act and Human Resource policies of MSIU, it explains the 56% results in impact of leave policy of performance. Given the nature of work that employees of Mariestopes International Uganda do, leave is very important for them to recuperate so as to perform well. Leave away from work provides employees an opportunity to not only rest but also engage in personal activities like studying, as such availability and favorable leave policies improve performance.

Flexible working hours has an impact on employee performance ($p=0.00$, $\text{Beta}=0.529$) this may mean that an improvement in flexible working hours results in an improvement of employee performance. Having flexible reporting and leaving time enables employees to take care of personal obligations like dropping their children to school, avoid traffic jam. this kind of arrangement motivates employees. Other arrangements like allowing employees to work for some hours from home enables these employees to plan their time and deliverables and as such, performance is improved.

Job sharing is also seen as a predictor of employee performance ($p=0.00$, $\text{Beta}=0.248$). Sharing of jobs arrangements like working in shifts, splitting working days and maintaining a duty rota enables employees to plan their time between work and personal life and as such, their deliverables are met. Family support is a predictor of employee performance though with a weak impact ($p=0.00$, $\text{Beta}=0.196$). This may mean that an improvement in family support will lead to an improvement in employee performance. If employees receive more support from their families, their concentration at work will improve and eventually improving their performance.

4.6 Discussion of Findings.

4.6.1 Leave Policy and Employee Performance.

The correlation findings show that there is an association between leave policy and employee performance. ($p \leq 0.01$, $r = 0.549$). The regression results also confirm that leave policy is a predictor of employee performance ($\beta=0.569$, $p=0.00$). From this, it can be deduced that the employee performance at MSIU is associated with leave policies of MSIU. This means that maintaining good leave policies at MSIU could be associated with the improvement in performance of employees at MSIU. The findings on leave policy and employee performance at MSIU tallies with findings by other scholars who all assert that performance of employees in every setting is closely associated or linked to the leave policies provided by the organization. It is important for organizations to design leave policies that enable employees time to rest (Maiya et al 2014). Relatedly, findings from Benito-Osorio et al., (2014) highlight an association between effectively designed leave policies and employee adaptability and permanence. According to this scholar, effectively designed leave

policies prompt employees to engage in more productive activities that increase organizational efficiency and effectiveness.

The correlation above ($p \leq 0.01$, $r = 0.549$) also conforms with findings of Dilhani and Dayarathna (2016) who sampled 96 female employees in the Sri Lankan apparel sector and it showed that there is a high correlation between work life balance practices and employee performance because such practices provide family supportive work provisions which highly impacts on the level of employee performance. This association means that when MSIU adheres to implementing their leave policies, it is likely that employee performance will be improved.

Findings from the regression analysis regarding leave policy and employee performance also shows that leave policy is a predictor of employee performance ($p = 0.000$, $\text{Beta} = 0.569$). The above findings indicate that there is a direct link between leave policy and employee performance. This means that leave policy predicts employee performance. From this, it can be deduced that because of the existence of leave policies at MSIU, staff are able to take time off for their personal issues without any worries. Also there is continuity in service provision and as such, their performance is improved.

The above findings are further supported from findings from literature related to the same. Mendis and Weerakkody (2014) indicated that leave policies are important practices of work life balance policies in predicting employee performance levels. In this study, it is supposed that with effective leave policies, employees feel more rejuvenated, happier and energized during their working life which prompts them to perform more efficiently and effectively. Further, Maurya *et al* (2014) complemented that slackness of leave policies piles pressure on employees with excessive work load, loss of control of what they do which exterminates their concentration thus leading to a decline in performance. Moreover, Sheppard (2016) identified employee leave policies as inseparable pieces in predicting the level of employee performance. According to the study, such policies develop organizational relational support, culture and structure which key facets in directing employee activities to achieve desired cause in a more effective and efficient manner.

Findings from the key informant interviews further ground this finding as seen in statement from Head of Centers who was quoted to have said *“I believe the leave policy we have at MSIU plays an important role in their performance. We have a number of leaves that enable employees to balance their life and work”*. In the same way, the Senior Human Resource Officer asserted that *“over time, we have noticed that staff members especially the field staff that take their leave days when required are able to perform better because they are able to balance their work. Given that we have more*

female staff of child bearing age, taking their leave is very important to enable them balance their work and life. Also we have noticed that the female staff that take their maternity leave in full return and concentrate on their work more as compared to those who apply to end their maternity leave and return before they are due''

Findings from data from the cross tabulations also shows that Mariestopes International Uganda has more female employees in the age brackets of below 30-34 years. These are mostly females of child bearing age and as such, they may require to take their leave to enable them balance work and family responsibilities. Data from the cross tabulations also show that majority of employees of Mariestopes International Uganda are below the age of 40 years and these are normally employees who are actively seeking to pursue career growth and as such, they require a more positive and enabling environment in terms of adequate leave arrangements. It is therefore important that MSIU ensures that its leave policies are favorable if they seek to improve employee performance. Since majority of their employees are in the age bracket that is seeking to upgrade academically, favorable leave policies will ensure they are performing well

4.6.2 Flexible Working Hours and Employee Performance.

Results from the correlation analysis run show that there is an association between flexible working hours and employee performance. ($p \leq 0.01$, $r = 0.547$). This association means that employee performance is linked to flexible working hours. These findings are in line with those of Lahti (2017) who revealed that perceived flexible working hours is significantly associated with the level of employee performance because favorable working hours enhance employee determination and coordination which is a push factor that encourages them to perform their duties more effectively and efficiently. An empirical study by Hashim and Khan (2017) conducted among employees in government colleges in Pakistan revealed a positive link between working hours and employee performance.

The regression analysis also shows that flexible working hours is a predictor of employee performance ($p = 0.005$, $\text{Beta} = 0.529$). This means that at MSIU, the flexible working hours' arrangement provided predicts employee performance. This arrangement enables employees to drop their children to school, beat traffic jam while not worrying about being late for work. This means that employees decide what time they report to work and also have time to attend to personal issues.

These findings are also corroborated by literature from other scholars. Studies by Hashim, Ullah & Khan, (2017) and Al-Rajudi, (2012) have revealed that work durations are important aspects in predicting increase of employee performance., Goguen (2017) revealed that there is a significant relationship between working hours and employee performance. The study suggested that it is significant for organizations to create flexible working schedules because this creates an effective and classified working environment that increases employee performance.

The responses from key informant interview further confirm this, as one is quoted to have said, *“we are lately piloting the idea of compressed work weeks and this has showed promising results. The centers piloting this has showed some improvement in performance, with one of them surpassing their targets by 5%. With this innovation, an employee can work over time so as to get a day off during the week to do personal things”*

This information from the key informant interview can be corroborated with data from the cross tabulation on age and position of employees. The data shows that majority of Mariestopes International Uganda employees are below the age of 40 years and these are active age brackets. For the field teams that have majority as nurses, most of them fall in the age bracket of below 30-35 years. These are employees who are active and fresh from university with a zeal to work and start up a life and career and as such, they will benefit more from a shared work arrangement like compressed work weeks. This arrangement would give the employees time to attend to non-work arrangements like school.

4.6.3 Job Sharing and Employee Performance.

The correlation run shows that there is an association between job sharing and employee performance. ($p \leq 0.01$, $r = 0.404$). This implies that job sharing at MSIU is associated with employee performance. The improvement in performance at MSIU is linked to the job sharing being done at MSIU. This is also supported by findings from other scholars.

Benn, etal (2015) revealed that job sharing and employee performance are closely related. According to the study, this is a practice that enhances employee career satisfaction and engagement which pushes them to perform duties assigned to them more efficiently and effectively. Results from Mesmer-Magnus and DeChurch (2012) reveal that job sharing and employee performance are significantly related. The study revealed that increasing job sharing boosts information circulation

amongst employees which builds on their existing knowledge stock with improvement in performance.

Regression analysis shows that job sharing predicts employee performance. ($p=0.000$, $\text{Beta}=0.448$). Result show that improvement in job sharing leads to increase in employee performance. This means that employee performance at MSIU is due to job sharing. The results imply that the divided and shared responsibility practiced enables learning and fosters accountability among employees which eventually results in performance.

Finding from other scholars obtained through literature review further confirms that job sharing predicts employee performance.

An empirical study by Rizwan, Khan and Saboor (2011) revealed that there is a clear relationship between job sharing and employee performance. The study asserts that effective job sharing in an organization encourages workers to massively put forth remarkable efforts during their work shifts so as to attain both personal and organizational goals, this leads to more efficiency, effectiveness with increased compliance to standards. Equally, Mungania *et al.*, (2016) also confirmed that job sharing is the means through which employee performance can be improved.

Relatedly, Danish, *et al* (2015) emphasized that job sharing and employee performance are positively and significantly intertwined. The study postulates that job sharing increases employee commitment which prompts workers to devote all their efforts towards improving performance.

This finding is also supported with statement from a key informant who had this to say;

“At the MSIU centers here the staff share jobs. Most of our centers have two shifts- day and evening shifts. The evening shift works on weekends though sometimes we alternate working on weekends between the day and night shifts. With the centers that have two shifts, the performance of employees has improved tremendously. This is due to the fact that our employees get time to take care of their families. Given the nature of work that we do, it’s important that our employees have time off work. Performance at our clinic has improved since all employees share jobs with either someone on the same shift or those in a different shift. Job sharing also enables our employees to have time to cater for their personal needs”

In the same way, a Senior Human Resource Manager stressed the importance of job sharing as below;

“Job sharing has enabled employees to increase their efficiency at work and as such be able to balance their schedules. Each outreach team for example has two to three nurses all of which share the same job but just different deliverable. This has encouraged a lot of learning among the employees. In the event that one employee is not around, work is not compromised since the others all have the same job descriptions. They can easily step in for others. The idea of transferring staff from one duty station to the other is made easier due to the idea of job sharing. Not much input is needed in terms of orientations”

4.7 Conclusion

The analysis of primary data indicates that the independent variables Leave policy, job sharing, and flexible working hours are important predictors of employee performance.

The study also found significant positive relationship between leave policy, job sharing, flexible working hours and employee performance. Findings from the various studies also support the findings collected from the primary data.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The study examined the relationship between Work Life Balance and Employee Performance a case study of Mariestopes International Uganda. The study adopted three research objectives which looked at establishing the relationship between leave policy, flexible working hours and job sharing and employee performance in MSIU. This chapter presents the summary of findings, conclusions and recommendations of the study and these are presented according to the findings in objective in chapter four.

5.1 Summary of the report

From the research findings, it can be deduced that there is a relationship between work life balance and employee performance. Leave policy, job sharing and flexible working hours were used as independent variable whereas employee performance was measured using meeting deadlines, quality of work and reports, compliance to standards and achieving set standards.

Data was collected qualitatively using key informant interview and quantitative data was collected using a questionnaire. The questionnaire collected information on opinions of respondents using a Likert scale ranging from strongly Agree to strongly disagree.

Results from correlation analysis revealed that there is a relationship between the independent variables and employee performance while the regression analysis confirmed that the independent variables have an impact on employee performance. As such, it can be concluded that there is a relationship between work life balance and employee performance. It is therefore important for organizations to ensure that their employees are in position to balance between their work and personal life through interventions like leave arrangements, job sharing arrangements and giving employee flexibility in executing their roles.

5.2 Summary of findings per objective

5.2.1 Leave Policy and Employee Performance

From the descriptive data collected, it can be summarized that employees of Mariestopes International Uganda agree that the leave policy of the organization is adequate, generally the responses revealed that the respondents were satisfied with the types of leave provided like annual leave, compassionate, sick, study and maternity leave among others. The responses generated ranged from 3-4 with the mode being predominantly 4, meaning that majority of the responses agreed with the leave arrangements provided for by MSIU

Findings of this study indicated that there is a significant relationship between leave policy and employee performance.

Results from correlation analysis showed that, leave policy is associated with employee performance ($p \leq 0.01$, $r = 0.549$). This possibly implies that leave policies in particular, more conducive policies are directly associated with employee performance. It can be deduced that leave policy arrangements provided by the organization and also the processes to access the leave is favorable for the employees.

The regression analysis showed leave policy to be a predictor of employee performance ($p = 0.000$, $\text{Beta} = 0.569$). It can be concluded from the regression analysis that leave policy has an impact on employee performance. An improvement in leave policy will result in an improvement in employee performance, it is therefore imperative that Mariestopes International Uganda ensures that the leave policy is favorable if they want to see an improvement in employee performance.

5.2.2 Flexible Working Hours and Employee Performance

Descriptive data shows that flexible working hours is practiced by Mariestopes International Uganda as evidenced by the results from the descriptive statistics. As it is stipulated in the Human resource manual, employees at the support office determine their reporting and leaving time. The respondents were in agreement with the flexible working arrangements that MSIU has in place.

Findings from the correlation analysis shows that there is a relationship between flexible working hours and employee performance. ($p \leq 0.01$, $r = 0.547$) This implies that increasing flexible working hours in the company affects employee performance.

The regression analysis results also show that flexible working hours is a predictor of employee performance ($p=0.005$, Beta= 0.529). This means that flexible working hours has an impact on employee performance where an improvement in flexible working hours results in an improvement in employee performance.

Results generated from the key informant interviews (qualitative) also confirms the impact of flexible working hours on employee performance. It is clear that performance at support office improved from the inception of flexible working hours and also for the centers that have piloted the compressed work weeks, they have had an improvement in their performance.

5.2.3 Job Sharing and Employee Performance

Information from the descriptive statistics on job sharing reveals that the respondents agree that there is job sharing at MSIU. The mode of the responses generated from this section is 4 and this shows that majority of the respondents agree to the job sharing arrangements at MSIU. The respondents also agree that they share the same job descriptions but different deliverables for accountability purposes.

The performance of employee performance was found to be positively associated with job sharing ($p\leq 0.01$, $r=0.404$). In fact, the more the employees share their responsibilities, the better their performance

The regression analysis further confirmed that job sharing greatly predicts employee performance ($p=0.000$, Beta=,0.448). This means that an improvement in job sharing leads to an improvement in performance

Qualitative data generated from the key informant interviews also shows that there is a relationship between job sharing and employee performance. It is evident that the idea of job sharing encourages the culture of learning among employees. Also working in shifts gives employees opportunity to pursue their personal lives. This arrangement improved performance in MSIU centers.

5.3 Conclusion

5.3.1 Leave Policy and Employee Performance

Based on the findings of the study, it is concluded that there is a relationship between work life balance and employee performance as explained by the study objectives. From both the findings and literature, it is clear that there is a relationship between leave policy and employee performance.

When employees are provided with adequate leave, their performance will improve. From the study, it is evident that leave policy has an effect on employee performance. Both the correlation and regression analysis point to a clear link between leave policy and employee performance. This clearly shows the importance of maintaining a favorable leave policy that allows employees to have time for their personal lives. The age composition of the employees at Mariestopes International Uganda points to the importance of leave policy. Majority of employees are at a prime age where they have a lot going on in their lives and as such, will require leave if they are to perform to the expectations.

It is therefore important that Organizations make efforts towards providing adequate leave policies. When the leave policies are adequate, then employee performance will be improved.

5.3.2 Flexible Working Hours and Employee Performance

There is a relationship between flexible working hours and employee performance. From the findings in the study, it is evident that when employees have flexible working hours, their performance will improve. Aspects of flexible working hours like determining reporting time, working over weekends, motivate employees and as such, their performance is improved.

Conclusively, from the study, it can be confirmed that giving employees flexible working hours results into improved employee performance since employees are in position to manage their time and different aspects of work and personal life.

5.3.3 Job Sharing and Employee Performance

Regarding job sharing and employee performance, it can be concluded that there is a relationship between job sharing and employee performance. The findings from the study has shown that the two are closely linked. The aspects of job sharing like shared and divided responsibility show a close link to employee performance. From the findings, it is also evident that aspects of shared responsibility like shared work emails, equipments, availability of duty rotas and same job description have a direct effect on employee performance. Findings from the research regarding job sharing also shows that jobs of employee's complement each other and there is accountability where job sharing is practiced. It can therefore be deduced that there is a clear relationship between job sharing and employee performance.

5.4 Recommendations

5.4.1 Leave Policy

Since there is a relationship between leave policy and employee performance, MSIU should ensure that employees are encouraged to take their leave so as to ensure their performance is enhanced.

Male staff should be encouraged to take their paternity leave to support their spouses during child birth so as to ensure their work and life is balanced appropriately.

5.4.2 Job Sharing

It is recommended that job sharing is implemented across all departments of MSIU. From the research, job sharing is mostly practiced among the field staff. Given the nature of work implemented by MSIU, job sharing should be adopted across departments. Job sharing should be encouraged among others like operations officers who also share similar job descriptions.

5.4.3 Flexible Working Hours

MSIU should incorporate flexible working hours in all departments. Currently, only staff at the head office and a few field staff are in position to implement flexible working hours. This can be seen in the strength of the association or link between flexible working hours and employee performance. I therefore recommend that flexible working hours is practiced across all teams of MSIU like outreaches.

Since family support as a moderating variable was seen to have an effect on employee performance, MSIU and other organizations should ensure that staff are encouraged and motivated to cultivate support from their families through inviting family members for end of year parties, providing family packages and vouchers during year ends.

5.5 Suggestions for Further Research

The researcher suggests the following areas for further research:

The relationship between leave policy and employee performance since it came out strongly in the research.

The researcher recommends that the relationship between family support and employee performance should also be studied.

The relationship between job sharing and employee performance.

REFERENCES

- Abdullah Adewumi sulaiman, A. N. s. a. A. A. p., 2018. work life balance and academic staff performance in Nigerian universities. *Iorin Journal of Human Resource Management (IJHRM)*, Volume Vol.2, No.1, 2018.
- Abid, S. B. D. K., 2017. The Impact of Flexible Working Hours On the Employees Performance.. *interdisciplinary journal of contemporary research in Biusiness*, 3(2).
- Agba, A. M. O. N. F. & U. E. M., 2010. Career development and employee commitment in industrial organisations in Calabar, Nigeria.. *American journal of scientific and industrial research*, 1(2), 105-114., pp. 105-114.
- Akinbowale, M. L. M. a. J. D., 2014. Employee Performance Measurement and Performance Appraisal Policy in an Organization.. *Mediterranean Journal of Social Sciences*,, Volume Vol 5 No 9 May 2014.
- Aleinein, A. A., 2016. *The Impact of Job involvement on Job Performance at UNRWA Gaza*, s.l.: s.n.
- Ana Isabel Sanz-Vergela & Alfredo Rodriguez-Muoz, 2013. The spillover and crossover of daily work enjoyment and well-being: A diary study. *Journal of Work and Organizational Psychology*, Volume 29, pp. 179-185.
- Anitha, J., 2014. Determinants of employee engagement and their impact on employee performance.. *International Journal of Productivity and Performance Management*, Volume 2.
- Arinanye, R. T., 2015. *Organizational factors affecting employee performance at the college of Computing and Information Sciences (COCIS) Makerere University Kampala Uganda*. U, s.l.: s.n.
- Arlinghaus, A. & N. F. ..., 2014. Health effects of supplemental work from home in the European Union.. *Chronobiology international*, 31(10).
- Armstrong, M., 2009. *Human Resource Management Practice*. London: Kogan: s.n.
- Audretsch David .B, L. E., 2013. The knowledge spillover theory of entrepreneurship. *Small Business Economics*, 41(4).
- Audretsch, D. & L. E., 2005. Does the knowledge spillover theory of entrepreneurship hold for regions?. *Research Polic*, Volume 34, p. 1191–1202..
- Beckmann Micheal, & I. H. (., 2011. *Trust-based working time and organizational performance: Evidence from German establishment-level panel data*, s.l.: s.n.
- Beheshtifar, M. & Z. M., 2012. *To promote job involvement via talent* , s.l.: management. Science Series Data Report, 4(1), 44-47..

- Benito-Osorio, D. M.-A. L. & V. C., 2015. The Impact of Family and Work- Life Balance Policies on the Performance of Spanish Listed Companies.. *M@ n@ gement*, Volume 17(4), pp. 214-236..
- Brownhilder, N. N., 2017. Family Support and Performance of Women-owned Enterprises: The Mediating Effect of Family-to-Work Enrichment. <https://doi.org/10.1177/0971355717716762>.
- Chen, Y., 2015. The link between flexible work arrangements and employee work outcomes: A multilevel model. Rutgers The State University of New Jersey-New Brunswick. *International Journal of social sciences*.
- Daniels, L. .. J., 2011. Job sharing at senior level: Making it work.. *The job share project*..
- Danish, R. Q. S. A. U. A. N. A. M. & A. H. Y., 2015. Relationship Between Job Performance, Job Involvement and Career Salience of Employees in Education Sector of Pakistan.. *American Journal of Educational Research*, 1(2), 19-23.
- De Waal, A. A., 2007. Is performance management applicable in developing countries? The case of a Tanzanian college.. *International Journal of Emerging Markets*, Volume Vol. 2 (1),, pp. 69-83.
- Dilhani, W. G. N. & D. N. W. K. D. K., 2016. The Impact of Work Life Balance Practices on Employee Performance of Female Machine Operators on the Sri Lankan Apparel Sector.. *Journal of Human Resource management*, 4(1).
- Fauzilah, e. a., 2011. The Effect of Motivation on Job Performance of State Government Employees in Malaysia.. *International Journal of Humanities and Social Science*, , Volume Vol. 1 No. 4; April 2011, , pp. 147-154..
- G., V. K. & Janakiram, D. B., 2017. Theories of Work Life Balance- A conceptual Review. *International Research Journal of Management and Commerce*.
- George, S., 2016. *Work-life balance programs to improve employee performance (Doctoral dissertation, Walden University)*, s.l.: s.n.
- Goguen, K., 2017. *Flexible and Fit: Examining the Relationship Between Flexible Work Arrangements and Employee Health*., s.l.: https://tigerprints.clemson.edu/all_dissertations.
- Greenhaus Jeffrey H, N. J. B., 1985. Sources of Conflict between Work and Family Roles. *The Academy of Management Review*, Vol. 10(No. 1).
- Guest, E. D., 2002. Human resource management: When research confronts theory.. *International Journal of Human Resource Management*, 12(2), 22-38..
- H. De Cieri, E. A. Bardoel & T.L Shea, n.d. Measuring the Impact of Work-Life Initiatives: The Development of an organisational Work-Life Performance.
- Hahm, S., 2017. Information Sharing and Creativity in a Virtual Team: Roles of Authentic Leadership, Sharing Team Climate and Psychological Empowerment. *KSII Transactions on Internet*

& Information Systems, 11(8).. *KSII Transactions on Internet and Information Systems*, VOL. 11, (NO. 8, Aug. 2017).

Hashim, m. u. m. & k. m. A., 2017. Impact of time flexibility on employees' performance: a study of teaching faculty in government colleges of management sciences peshawar..

Igbinomwanhia, Osaro Rawlings, Iyayi, Omole & Iyayi, Festus, July 2012. Employee Work-Life Balance as an HR Imperative. *African Research Review, An International Multidisciplinary Journal, Ethiopia*, Volume 6(3), pp. 109-126.

Inuwa, M., 20016. Job Satisfaction and Employee Performance: An Empirical Approach.. *The Millennium University Journal*., Volume 1(1), 90.

Ivanauskaite, A., 2015. *The impact of flexible work arrangements on employee engagement and organizational commitment through the mediating role of work-family enrichment (Doctoral dissertation, ISM University of Management and Economics)*, s.l.: s.n.

Kim, H. K., 2014. Work-life balance and employees' performance: The mediating role of affective commitment. *Global Business and Management Research*. 6(1, 37).

K, L. & Krishna, D. G. R., June 2016. Work Life Balance and Implications Of Spill Over Theory – A Study on Women Entrepreneurs. *International Journal of Research in IT & Management (IMPACT FACTOR – 5.96)*, Volume 6(Issue 6).

Kluczyk, M., 2013. *The impact of work-life balance on the wellbeing of employees in the private sector in Ireland (Doctoral dissertation, National College of Ireland)*, Dublin: s.n.

Lahti, A., 2017. The perceived impact of flexible working hours on work-life balance in the educational sector in Finland: a qualitative research study.

Lee, K. S. C. K. J. E. & P. J. O., 2017. The impact of long working hours on psychosocial stress response among white-collar workers.. *Industrial health*, Volume 55(1), 46-53.

Maiya, S. & B. M. M., 2014. An empirical investigation on work-life balance among working mothers: Emerging HRM interventions.. *International Journal of Business and Administration Research Review*, , 1 (5), pp. 165-176..

Malinga, G., 2004. *Current State and Future Developments of Performance Management in Kenya*. , s.l.: Paper, Maastricht School of Management..

Man, N. C. & L. T. W., 2014. Relationships between working hours and productivity: The Case of Food Services and information communication industries in Hong Kong.. *Advances in Economics and Business*., Volume 2(7), 281-292..

Maurya, V. N. J. C. K. S. B. A. C. S. M. A. K. & A. D. K., 2014. Empirical analysis of work life balance policies and its impact on employee's job satisfaction and performance: Descriptive statistical approach.. *American Journal*.

- Mendis, M. D. V. S. & W. W. A. S., 2014. The Relationship between Work Life Balance and Employee Performance: With Reference to Telecommunication Industry of Sri Lanka.. *Kelaniya Journal of Human Resource Management*, 9(1-2), pp. 95-117.
- Mesmer-Magnus Jessica R, & D. L. A., 2012. Information sharing and team performance: a meta-analysis.. *IEEE Engineering Management Review*, 40(1), 119-136, 40(1), pp. 119-136.
- Mgedezi, S. T. R. & M. T., 2014. Intrinsic motivation and job involvement on employee retention: Case study-A selection of eastern cape government departments.. *Mediterranean Journal of Social Sciences*, , Volume 5(20), 2119..
- Mildred, A. K., 2016. *Research Institute (Centre for Effect of Employee Involvement On Job Performance at The Kenya Medical Global Health Research) Kisumu (Doctoral dissertation, School of Business, University Of Nairobi)*., s.l.: s.n.
- Muchiti, E. M., 2015. Influence of Work Life Balance On Employee Productivity in Kenya; A Case of Milimani Law Courts Nairobi. *Strategic Journal of Business & Change Management*, 2(2).
- Mungania, A. K. W. E. W. & K. J. M., 2016. Influence of Flexible Work Arrangement on Organizational Performance in the Banking Industry in Kenya.. *International Journal of Academic Research in Business and Social Sciences*, 6(7), 159-172, 6(7).
- Mwangi, L. B. C. C. T. E. & B. D., 2017. Effects of Work Life Balance on Employees Performance in Institutions of Higher Learning. A Case Study of Kabarak University. *Kabarak Journal of Research & Innovation*, Volume 4(2), pp. 60-69..
- Nabukeera, M. A. B. & R. N. B., 2015. Performance evaluation of public service institutions (CQS) framework.. *World Journal of Social Science*., Vol. 2, No. 1; 2015 pp. (1), pp. 1-25.
- Naithani, P., 2010. Overview of Work-Life Balance Discourse and Its Relevance. *Business information review*, 6(6), pp. 148-153.
- Nambi, K. B., 2010. *Challenges of performance management in Universities in Uganda. International Research Symposium in Service Management*, Le Meridien Hotel, Mauritius: ISSN 1694-0938. <http://www.sajip.co.za> doi:10.4102/sajip. v3.
- Namsaka, D. P. M. L. C., 2013. Effects of Staff Turnover on the Employee Performance of Work at Masinde Muliro University of Science and Technology. *International Journal of Human Resource Studies*, ISSN 2162-3058, , Volume Vol. 3, No.1 p11.
- Napitupulu, S. H. T. L. R. A. S. H. S. R. & H. M., 2017. The impact of career development on employee performance: an empirical study of the public sector in Indonesia.. *International Review of Public Administration*, 22(3), 2.

- Ninaus, K. D. S. T. R. C. K. & H. A., 2015. Benefits and stressors–Perceived effects of ICT use on employee health and work stress: An exploratory study from Austria and Hong Kong.. *International journal of qualitative studies on health and wellbeing*, Volume 10(1), 28838.
- Obiageli, O. L. U. O. C. & N. C. D., 2015. Work life balance and employee performance in selected commercial banks in Lagos State.. *European Journal of Research and Reflection in Management Sciences*, Volume Vol, 3(4)..
- Ohemeng, F. L. K., 2009. Constraints in the Implementation of Performance Management Systems in Developing Countries: The Ghanaian Case.. *International Journal of Cross- Cultural Management*, 9(1) pp.109-132., Volume 9.
- Olum, Y., 2004. Public Service Reform in Uganda (1989-2002). A critical appraisal. Department of Political Science and Public Administration, Makerere University.. *AfricanJournal of Public Administration and Management*,, Volume Vol. 15 (1),, pp. 1-21..
- Plummer, L. & A. Z., 2012. Localized competition in the knowledge spillover theory of entrepreneurship.. *Journal of Business Venturing* (2012). DOI:10.1016/j.jbusvent. 2012.10.003..
- Qureshi, M. S. T. J. M. & Z. A., 2012. *Impacts of Late Working Hours on Employee's Performance: A Case Study on Engineers in Telecom Company of Pakistan*. Working Paper, Institute of Business and Management, UET, Lahore, s.l.: s.n.
- Rado, M., Nagy, B. & Kiraly, G., 2015. Work-to-Family Spillover:. *Journal of Work and Organizational Psychology*, 58(5).
- Radzali Farah Mardiana, A. A. & Z. O., 2013. Workload, Job Stress, Family-To-Work Conflict and Deviant Workplace Behavior.. *International Journal of Academic Research in Business and Social Sciences*, 3(12 ISSN: 2222-6990).
- Richardson, F. W., 2014. *Enhancing strategies to improve workplace performance (Doctoral dissertation, Walden University)*, s.l.: s.n.
- Rincy V.M, N. P., 2014. Work Life Balance: A Short Review of Theoretical and Contemporary Concepts. *Wilolud Journals*, Volume 7(1).
- Rizwan, M. K. D. J. & S. F., 2011. Relationship of job involvement with employee performance: moderating role of attitude.. *European Journal of Business and Management*, , Volume 3(8), 77-85..
- Robert O. Blood, D. M. W. H. a. W. N. Y. M., 1960. *Husbands & wives: the dynamics of married living*. s.l.:Glencoe, Ill. : Free Press.
- Sabarwal, P. K., 2014. *An analysis of how HR policies and procedures impact on employees' performance in New Zealand organizations (Master's thesis)*,. s.l.: s.n.

- Saleem, S. & A. S., 2013. The impact of organizational support for career development and supervisory support on employee performance: An empirical study from Pakistani academic sector.. *European Journal of Business and Management*, 5(5), 194-207., 5(5).
- Shagvaliyeva, S. & Y. R., 2014. Impact of flexible working hours on work-life balance.. *American Journal of Industrial and Business Management*, Volume 4(1), 20..
- Shelley Xin Li, T. S., 2017. Effects of an Information Sharing System on Employee Creativity, Engagement, and Performanc. *Journal of Accounting Research*.
- Solanki, K. R., 2013. Flextime association with job satisfaction, work productivity, motivation & employees stress levels.. *Journal of Human Resource Management*. , Volume 1(1), 9-14..
- Suzane , C., Ceasar, D., John, H. & Jitendra, M., 2013. Job sharing: Chllenges and Opportunity. *Siedman Business Review*, 9(1), pp. 21-22.
- Suzanne Benn, S. T. T. S. B., 2015. Employee participation and engagement in working for the environment. *Personnel Review*, , 44 Iss 4(4).
- Tessema, A. M., 2005. *Performance Management Tools: Is the balanced score card applicable in public enterprises in Ethiopia.*, s.l.: Maastricht School of Management..
- Tharsiny, M. T. & S. U. M. A. G., 2015. The impact of work life balance on employees' work performance: special reference to insurance companies operating in the Kilinochchi District.. Volume <https://www.researchgate.net/publication/329182160>.
- Yildirim, M. H. S. M. & Y. S., 2013. A research about employees 'work-life balance and presenteeism tendency. *International Journal of Social Sciences and Humanity Studies* , 5 (2), pp. 119-129.1960.

APPENDICES

APPENDIX I: Questionnaire for Work Life Balance and employee performance

Dear respondent, I am a student of Uganda Martyrs University pursuing a Master's In Business Administration. I am carrying out a study on work life Balance and Employee Performance: a case study of MSIU. Please, answer the questions that follow by ticking the appropriate option (if provided) or writing unrestrictedly for open-ended questions. Please answer all questions freely but objectively. The information is for academic purposes only and will be treated with the strictest confidentiality.

Thank You

Suzan Akullu

Section 1: Background Characteristics of respondents

1. Gender

1. Male 2. Female

2. Age

1. below 30 years 2. 30 - 35 3. 34-40 4. 40-45 5. Above 45

3. Highest education qualification

1. Certificate 2. Diploma 3. Bachelor's Degree 3. Master 4. Other Specify-----

4. Work station

1. Head office 2. Field Staff

5. Work position.....

Section 2: Flexible working hours

To what extent do you agree with the following statements

5- Strongly Agree 4- Agree 3. Neutral 2. Disagree 1. Strongly Disagree

	Statements	SA	A	N	D	SD
	Flexitime					
2.1	Employees decide their reporting and leaving time					
2.2	I am allowed to work half day or take some hours off when I have personal issues to attend to					
2.3	Employees can work for specific number of days a week as long as a total of 40 hours are worked a week					

2.4	Employees can work over weekends and get a day off during the week					
2.5	We are allowed to work for some hours in a day from home whenever it is required					
	Rotating shifts					
2.6	We have a practice of working in shifts					
2.7	We can rotate our working days depending on what personal responsibilities we have on specific days					
2.8	We are allowed to rotate the working hours among us.					
	Compressed work week					
2.9	I am allowed to complete my week obligations in less than the five working days.					
2.10	I can work overtime in a day so as to reduce on the hours I will work in the subsequent days					

Section 3: Job sharing

To what extent do you agree with the following statements

5- Strongly Agree 4- Agree 3. Neutral 2. Disagree 1. Strongly Disagree

	Statements	SA	A	N	D	SD
	Shared Responsibility					
3.1	I share the same job description with my colleagues that I share with the position					
3.2	My job expectations and deliverables are the same for similar positions.					
3.3	We have a duty rota that enables us to perform our roles					
3.4	Teams share a single team email and working equipments					
3.5	We split the working hours and working days with my colleague					
3.6	Me and my colleagues have the same capabilities and expertise to perform the shared job					
3.7	We have the same performance measures					
	Divided Responsibility					
3.8	My job deliverables are different from those of my colleagues even					

	when the job is similar.					
3.9	My job roles compliment those of my colleagues and we all contribute towards to overall objectives.					
3.10	Splitting job deliverables among employees encourages accountability					

Section 4: Leave Policy

To what extent do you agree with the following statements

5- Strongly Agree 4- Agree 3. Neutral 2. Disagree 1. Strongly Disagree

	Statements	SA	A	N	D	SD
4.1	The Organization policy provide adequate annual Leave days					
4.2	Employees who fall sick are given adequate sick leave days to recover.					
4.3	Employees who require personal development are given adequate study leave days to enable them pursue their personal goals					
4.4	The Maternity leave days (60 days) are provided for female staff to nurse their babies					
4.5	Paternity leave is provided for male staff to provide support to their nursing wives					
4.6	Compassionate leave is provided for me to have adequate time to grieve loss of a loved one					
4.7	Leave without pay is provided for staff who may require more leave days					
4.8	The process and procedures required for me to access my leave days are easy and not so bureaucratic					
4.9	I can get my leave signed off whenever I apply for it without any hindrances					
4.10	Our department maintains a leave schedule to help us plan our leave					

Section 5: Employee performance

To what extent do you agree with the following statements

5- Strongly Agree 4- Agree 3. Neutral 2. Disagree 1. Strongly Disagree

	Statements	SA	A	N	D	SD
5.1	My planned activities and set targets are achieved					
5.2	I do my project activities within required timelines					
5.3	My reports are sent on time					
5.4	I do my work in line with the set standards (compliance)					
5.5	Information in the project reports is correct and of the required quality					
5.6	I am able to reach areas in the geographical scope.					
5.7	I provide timely feedback on issues raised					
5.8	Accountabilities are provided on time and in a correct manner					
5.9	I do my requisitions and payments to beneficiaries on time					

Section 6: Family support

To what extent do you agree with the following statements

5- Strongly Agree 4- Agree 3. Neutral 2. Disagree 1. Strongly Disagree

	Statements	SA	A	N	D	SD
6.1	My extended family steps in to care for my family in my absence.					
6.2	My extended family provides moral support and this enables me to work without worry					
6.3	My Family understands the need for me to work long hours					
6.4	My home related responsibilities are manageable and this makes it easy for me to work without worry					
6.5	I can delegate some of my responsibilities to family members.					
6.6	My spouse steps in to care for the family in my absence					
6.7	My spouse understands that I often have to work away from home					
6.8	My spouse's s gives him or her more time home					
6.9	My spouse works within our district of residence and this makes it easy for me to work away from home					

State any other information that affects the relationship between Work life balance and employee performance.

.....
.....

End of Questionnaire. Thank you for your time and cooperation in this

APPENDIX II

KEY INFORMANT INTERVIEW GUIDE

1. Position
2. Education level
3. Work experience
4. Duty station
5. Do you think there is a significant relationship between work life balance and employee performance?
6. What is the relationship between job sharing and employee performance in MSIU?
7. What is the relationship between flexible working hours and employee performance in MSIU?
8. What is the relationship between leave policy and employee performance in MSIU?
9. Do you have any other comments on work life balance and employee performance in MSIU?

APPENDIX III: TABLE FOR DETERMINING SAMPLE SIZE

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	90	181	1200	291	6000	361
45	40	73	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	730	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	90
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: “N” is population size “S” is sample size.

Krejcie, Robert V., Morgan, Daryle W., “Determining Sample Size for Research Activities”, Educational and Psychological Measurement, 1970