



INFLUENCE OF EMPLOYEE WELLNESS INTERVENTIONS ON EMPLOYEE PERFORMANCE IN STATE PARASTATALS IN NAIROBI CITY COUNTY

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ABSTRACT

Employee performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resources within a changing environment. Employee wellness measures increase the organizational productivity and promote healthy industrial relations. The purpose of this study is to investigate the influence of employee wellness interventions on employee performance in state parastatals in Nairobi City County. The study was guided by System theory and Behavioral Learning theory. Descriptive research design was adopted in the study since it helps in achievement of measurable findings. The target population was 112 employees working in State corporations in HR Directorates. The sample size was calculated using Taro Yamane sample size technique. Primary data was collected using the questionnaire. Data was analyzed using descriptive statistics to get frequencies, percentages, tables, graphs and pie charts. Inferentially data was analyzed using correlation and multiple regression models. The study concludes that flexible working practice has a positive and significant effect on employee performance in state parastatals in Nairobi City County. The study also concludes that line manager training programs have a positive and significant effect on employee performance in state parastatals in Nairobi City County. From the results, the management of state parastatals in Nairobi City County should develop clear and comprehensive policies regarding flexible working arrangements. The management should also implement comprehensive training programs for line managers that focus on leadership skills, effective communication, and people management.

Key Words: Line Manager Training Programs, Flexible Working Practice, Employee Performance and Employee Wellness Interventions

Background of the Study

Employee performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organisation, to pre-defined acceptable standards while efficiently and effectively utilizing available resources within a changing environment (Echaaobari, Ihunda & Adim, 2018). Expectations for employee performance are detailed in the employee performance plans and employee accomplishments must also be recognized. Employee performance plans are the recorded performance elements that set forth the expected employee performance and the performance must be up to the organization's set standards. An important point to note is that employee accomplishments can be measured at the employee level and organization's level. In addition, performance appraisals are done either yearly or half yearly in order for the accomplishments to be recognized (Katili, Wibowo & Akbar, 2021).

Employee performance thus refers to undertaking a set of activities while aiming for the results and although performance evaluation is at the heart of performance management. Performance of an individual or an organization depends heavily on organizational policies, practices, and design features of an organization (Ogbonnaya & Messersmith, 2019). This integrative perspective represents a configuration approach to strategic human resources management which argues that patterns of HR activities, as opposed to single activities, are necessary to achieve organizational objectives. Organizations should understand that an organization cannot move forward without employee engagement. Employee engagement is one of the key determinants fostering high levels of employee performance, as is constantly shown in a number of studies (Murphy, Curtis & McCloughen, 2016).

Employee performance is an essential building block of an organization and elements which establish the framework for high performance must be explored by the organizations, since each organization can't rely on an individual's input, rather, input from all team players of the organization. Performance is a major diverse concept with an aim to achieve results and is highly inter-linked to strategic targets in an organization. Managers at all positions need to consolidate their efforts and make greatest utilization of their capacities which some of the times are conceived under control or without it. Be that as it may, there are a few trusts from chairmen working in a business (Moynihan, 2009).

Enterprises and organizations are increasingly recognizing the need to take the well-being of their workers seriously. The more progressive organizations are doing so because they appreciate that their most important resources are their human resources - their people. Other organizations are beginning to address well-ness issues because it is becoming increasingly clear that many workplace problems draw from a lack of commitment to the needs of their workers. A lack of recognition on the need to promote workers well-being may give raise to workplace problems, such as stress, bullying, conflict, alcohol and drug abuse and mental health disorders. Potential solutions, such as leadership, communication and a focus on learning and development are essential for anyone committed to making the workplace a more decent and satisfying place. It had become fairly common in some industrialized countries, often under the stimulus of legislative measures, to adopt programmes targeting specific health problems in the workplace as a complement to traditional safety and health measures, in particular those related to drug and alcohol abuse. More recently, there has been a growing trend for the development of global health promotion policies by employers and their partners covering not only drug and alcohol abuse, but also a whole range of lifestyle issues including smoking, diet, exercise and mental well-being.

In Malaysia, Employee performance is very important in all organizations because organizations cannot achieve their goals and objectives without the performance of employees (Paschal & Nizam, 2016). Organizational success depends on the performance of

employees; thus, the levels of employee performance have the effect to the levels of the organizational performance. Employee performance is influenced by many factors like company's overall policies, working conditions, training employees, relations between employee and employer. Employee performance played a crucial role to all organizations. The positivity of performance leads to the organizational success, while the negativity of performance leads to the organizational failure. It is usually perceived that if employees are satisfied with their job or working conditions their performance will be much better than those employees who are not happy with their work (Hanaysha, 2016).

Kenya initiated reforms in employee performance via introduction of Performance Contracting (PC) at Kenya Railways in 1989 and National Cereals and Produce Board (NCPB) in 1991 when state corporations were experiencing minimal productivity against increasing expenditure (Kelemba, 2017). It was introduced as a tool to set targets upon which employee performance could be measured. Indeed, what is measured, gets done! The programme failed partly due to lack of political goodwill, capacity, non-participation, lack of guidance and incentives for employees. In addition, lack of appropriate mindset and socio-psychological dispensations also played a key role in the slackening public sector reforms. Nevertheless, PC was later reintroduced through the Economic Recovery Strategy for Wealth and Employment Creation (2003–2007) to sixteen (16) state corporations on pilot basis in 2004 and in the entire civil service in 2005 (Njoroge, 2017).

Statement of the Problem

A major problem in the world today is poor Welfare programs, which has a significant impact on both individual and organizational results. Employees frequently struggle while attempting to strike a balance between their social lives and obligations at work. The achievement of one's career and personal objectives can be greatly aided by striking a healthy balance between work and life (Fridman& Grenhaus, 2018).

Nevertheless, a 2020 American psychological survey found that 41% of staff members tense up or worried out throughout the work week and that 69percent of the total of people think that job is indeed a significant cause of stress. Numerous employees are under stress due to a lack of relatives rules, flexible hours, work design, and parental leave, which results in decreased job efficiency and productivity as well as broken households (DeBruin,2019).

As per Spinks (2018), the change has led to poor employee input and productivity since a worker who struggles to strike a healthy balance between work and home life likely to also struggle to manage duties at his or her place of employment. There have been various issues that are affecting employee performance at the Kenya Bureau of Standard (KEBS) and this includes inability to manage heavy workload which is causing occupational stress.

Additionally, there are discriminatory employment circumstances, such as weekend shifts, shift troubles, excessive days, misallocation of resources, safety concerns, and random transfers of personnel without proper consideration for their welfare (KEBS Review Report 2020). Among the problems that are influencing job performance are uncertainty in power and authority, engagement rules, and a lack of involvement in decision-making. Policies touching on welfare programs are lacking and not adhered to and this is what drives the ability of employees to be efficient and effectively deliver services (Delore 2018).

The (2017 'Thriving at Work' report) focused specifically on the implications for mental health at work, concluding that the challenge here is much larger than had previously been recognized and that the issue needs to be prioritized by both Government and employers to improve outcomes for workers living with a mental health condition. Many employers are already creating healthy inclusive workplaces, but more needs to be done so that employers provide the support needed for employees with mental health conditions. The study therefore

sought to answer the question, the Influence of Employee Wellness Interventions on Employee Performance in State Parastatals in Nairobi City County.

General objective

The general objective of this study is to investigate influence of employee wellness interventions on employee performance in state parastatals in Nairobi City County.

Specific objectives

- i. To determine the extent to which flexible working practice influence employee performance in state parastatals in Nairobi City County
- ii. To evaluate the extent to which line manager training influences employee performance in state parastatals in Nairobi City County.

Theoretical Review

Systems Theory

Systems theory was first introduced in the 1940s by biologist Ludwig von Bertalanffy and furthered by W. Ross Ashby and George Bateson. Bertalanffy initially argued for open systems as opposed to the more closed systems associated with classical science. Systems theory states that organizational success relies on synergy, interrelations and interdependence between different subsystems (Liu, Zhuang & Shen, 2022). As arguably the most valuable component of a company, employees make up various vital subsystems within an organization. Departments, work groups, business units, facilities and individual employees can all be considered component systems of the organizations. Systems theory provides a powerful method for the description of homeostatic systems, that is, systems in which feedback-controlled regulation processes occur. Since human goal-directed behavior is regulated by such processes, systems theory is also very useful for psychological research. One of the most elaborated psychological models based on systems theory is the Zurich Model of Social Motivation by Bischof (Kline, 2020).

System theory emerged as an alternative to the dominant form of inquiry and way of thinking, reductionist analysis, which was criticized for being unable to address wholes, interdependence, and complexity (Buchanan, 2019). Reductionism is based on the assumption that scientific explanation of complex phenomena should be in terms of component, simpler phenomena, and that the whole is explained from the knowledge of its parts. General system theorists argued that reductionism abstracts a subject from its environment, with the isolation of a variable in a laboratory being the classic example, and that by studying an element of a larger whole in isolation reductionism is unable to account for systemic and emergent properties, or the way relationships and interactions form the organization of the life (Thomas, 2021).

Systems theory is applicable to flexible working practices as it helps in understanding, managing and planning organizations (Sony & Naik, 2020). Employee relations is a human resources discipline concerned with strengthening ties between employers and employees. Systems theory can provide a fresh perspective for approaching employee-relations initiatives, allowing managers to understand their employees' importance and position as a vital system in the organization, rather than viewing employees as an expense through the lens of accounting. Systems theory is less of a management methodology as it is a way of analyzing and thinking about organizations. It puts forth the premise that organizations, like living organisms, are made up of numerous component subsystems that must work together in harmony for the larger system to succeed (Tece, 2018).

Behavioral Learning Theory

Behavioral learning is a training theory centered on the idea that people learn through their interactions with their environment (Piccoli, Ahmad & Ives, 2017). Basically, it assumes that learners react and behave based on the associations between stimuli and responses. Positive reinforcement plays a vital role in this training theory. The theory states that people think and make decisions based on internal and external factors. Behavioral Learning Theory states that all learning is based on experience. From potty training to performance-based incentives at work, humans use behavioral learning to teach and modify behaviors to achieve the desired outcome. Behavior is also learned through classical conditioning, where two events are unconsciously related even though they may not be intuitively associated with each other. Pavlov's dog study is a famous behaviorism experiment in which Pavlov rang a bell each time a group of dogs was about to be served their food (Olson & Fazio, 2020).

Behavioral Learning Theory is a school of thought that believes humans learn through their experiences by associating a stimulus with either a reward or a punishment. This learning theory is instrumental in understanding how to motivate humans your employees to learn. Employees can apply behavioral learning to the workplace to boost engagement, improve performance, and even pursue behavior modification of less engaged employees (Reber, 2018). The key is to create the right environment with a "conditioned stimulus" a reward that triggers a desired response or behavior in employees. This strategy works regardless of the behavior, whether it's curiosity, continuous learning, or taking initiative. After all, business growth and innovation depend on continuous learning. Set your team up for success by introducing self-directed learning and gamification, along with active and social learning techniques (Damasio, Tranel & Damasio, 2020).

Empirical Review

Flexible Working Practice and Employee Performance in State Parastatals

Okafor (2018) investigated the relationship between flexible work schedules and the organizational performance of Textile Production Companies in Rivers State. The study employed the use of the exploratory survey research design. The study revealed that: flexible work schedules and the financial success of textile production companies in Rivers State are strongly positively correlated; flexible work schedules and the provision of services by Textile Production Companies in Rivers State are strongly positively correlated, and; flexible work schedules and productivity of textile production companies in Rivers State are strongly positively correlated. The study however was done in Nigeria hence its findings cannot be generalized for the current study.

Gacheri (2021) examined the effects of flexible work arrangements on employee performance in the Vocational and Technical Training State Department in Nairobi County. The study revealed that flexi time, job sharing, compressed work weeks, and telecommuting positively and significantly affected employee performance. The study concluded that in telecommuting allow employees to be productive, happier, and less stressed, whereas firms are gaining from good personnel retention, increased output, and lower absenteeism. Compressed work week arrangements give a simple solution for balancing high workload times in an organization as they occur. Through job sharing, more diverse talents and expertise are used, especially when they are complementary and through permitting flexible work hours. Companies can freely introduce agile working through alternating shift patterns and staggered hours to be more available to clients at all times including outside the work hours. The study however focused on learning institution unlike the current study which is focused on government parastatals.

Kipkoech (2018) carried out a research on flexible working patterns on employee performance in Kericho county referral hospital in Kericho County. The study adopted descriptive research design. The data was analyzed using descriptive statistics with the aid of statistical package of social sciences (SPSS), the results were presented using tables and charts. The finding indicated that flexi working strategies was significant to performance of employees in an organization. It was noted that the performance contributed by flexi working methods were 22.9% while other factors which was not measured was 77.1%. Temporary contract, work shift and part time working were positive significant predictors while flexi time positive but not significant to performance. The study nonetheless was done in Kericho while the current study is done in Nairobi city.

Opuko and Munjuri (2017) examined the effect of flexible work practices on job performance at an international courier delivery services company operating in Kenya. The research study adopted a descriptive research design. The results showed that Flexible working is regarded as an effective way to achieve work life balance in the company. The study findings showed a strong and positive correlation (.994) between flexible work practices and job performance. The variables were found to have a significant impact on flexible work practices and job performance. The study concluded that Flexible Work Practices have a strong positive effect on Job Performance. The study findings were very important in informing the current study on influence of flexible working practices and employee performance.

Line Manager Training and Employee Performance in State Parastatals

Mohamud (2017) investigated the effect of training on employee performance in public sector organizations in Kenya: The Case of NHIF Machakos County. Data analysis was done through descriptive statistics. The study found out that training had an impact on organizational productivity despite the challenges from the management which included: poor motivation, lack of trainings, lack of compensation policy, poor working conditions, inadequate financial resources to support training, resistance of the top-level management to empower junior employee and lack of team spirit among workers. The study recommended that: NHIF should conduct Training Needs Assessment in all departments; management should provide training and workshop opportunities for staff in order to keep them updated and improve their knowledge and skills. Poorly performing staff should also be appraised and reasons for their dismal performance determined instead of condemning them. The study was however focused on public sector unlike the current study which is on government parastatals.

Okumu, Kiflemariam and Mang'unyi (2018) did a study on the effects of employee training on employee performance: a case of the Judiciary of Kenya. The study used descriptive research design. The study revealed that transfer of knowledge has a significant relationship with employee performance and was ranked as the first and most significant independent variable while instructional media has a significant relationship with employee performance and was ranked as the second highest significant variable in predicting employee performance. Another finding was that training resources have a significant relationship with employee performance and was ranked as the third highest predictor of employee performance while policies have a significant relationship with employee performance. However, the relationship between policies and employee performance was not significant in predicting employee performance.

Kamau, Rotich and Anyango, (2017) assesses the effect of employee discipline on performance in parastatals in Kenya with a specific focus on the Kenya Revenue Authority. The study found that the mean organisational performance was 4.0 suggesting that most of the respondents noted that the performance scores for their organisation for the last five years ranged from 31-40%. On employee discipline, the most important factors were leadership styles (mean = 4.02) followed by employee relations (mean = 3.92), organisational policies

(mean = 3.85), and organisational culture (mean = 3.64). The ANOVA results showed that F-statistic was significant since the p-value falls below 0.05. The study however focused on Employees discipline unlike the current study which is focused on line training and employee's performance.

Ateya and Maende (2018) examined the impacts of training on employee performance in an organization. The study utilized descriptive research design with target population comprising of all the 112 employees in PALWECO Busia County. The findings revealed that training need assessment, training delivery approaches and training evaluation had significant influence on employee performance. Overall, up to 61.0% of change in employee performance is significantly explained by employee training. Better employee performance is realised because of excellent training programs that results to employee inspiration and the fulfilment of their needs. The study however was done in Busia County while the current study is done in Nairobi County.

Conceptual Framework

A conceptual framework is a synthetization of interrelated components and variables which help in solving a real-world problem. It is the final lens used for viewing the deductive resolution of an identified issue (Imenda, 2017).

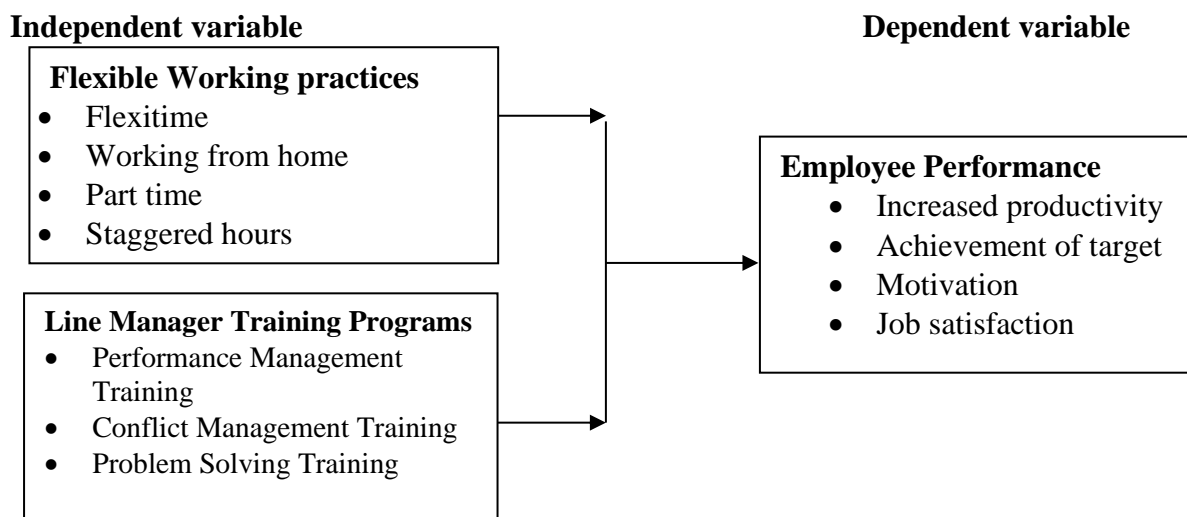


Figure 2.1: Conceptual framework

Flexible work arrangements are alternate arrangements or schedules from the traditional working day and week. Employees may choose a different work schedule to meet personal or family needs. Alternatively, employers may initiate various schedules to meet their customer needs. Through flexibility, it enables the employees to make the amendments according to the circumstances. It is the tool that use to increase productivity, job satisfaction, efficiency in the work, enhance performance, improved the quality of life, it decreases absenteeism and decrease overtime cost of the organization (Mas & Pallais, 2017).

Employee Assistance programs are mediation programmes at the work place that assist employees to resolve their personal problems. Retention of employees alludes to strategies and practices that an organization uses to keep important and high qualified employees from finding employment elsewhere. An Employee Assistance program (EAP) is organized by the organization to help workers in settling individual issues that might influence their work performance. These programmes normally include counselling programs for relationships, physical, mental, emotional wellbeing of employees, drug and substance abuse. The principal

objective of EAPs is to improve profitability, commitment, retention and help overall performance of the organization (Chen, Chen & Chu, 2022).

Stress management has a huge effect on employees and their performance as it brings about positivity and competence, therefore, it has an even greater impact on the organization because if their employees are stress free, they are at least 95% focused in their duties, thus the businesses advantages increase. In every organization, employees are the backbone that ensures the smooth running of the business. But as a matter of fact, these employees are ordinary people who are vulnerable to any and all threats, be it physical, emotional and psychological and this includes stress (Motamed-Jahromi, Fereidouni & Dehghan, 2017).

A management training program is a professional course offered by an institution or organization that enables participants to learn and develop the skills needed to work in a managerial position successfully. Training enhances employee performance by influencing positively job satisfaction by enhancing staff/supervisor/customer relationships at work; the employee's ability to use their own initiatives and skills at work; opportunities for pay and promotion; and by influencing the work activities (Moldoveanu & Narayandas, 2019).

RESEARCH METHODOLOGY

Research Design

Descriptive research design was adopted in the study since it helps in achievement of measurable findings (Nassaji, 2015). This design is simple and easy to carry out, yet it can yield suitable information desirable by the study (Creswell 2014). This design helps the researcher to get high level of general capability in representing a large population using the sampled population. The collected data was possess a better description of the relative characteristics of the general population involved in the study. Conducting descriptive surveys is also cheap and easy.

Target Population

A population is a complete set of individuals with the same common observable characteristics (Majid, 2018). Target population is the portion of the total population from which the study was draw its respondent components. The target population was 112 employees working in State corporations in HR Directorates

Table 3.1 Target Population

| Category | Target Population |
|-----------------------|-------------------|
| HR Managers | 33 |
| Assistant HR Managers | 79 |
| Total | 112 |

Sample Size and Sampling Technique

According to Neuman (2017), a sample is “a smaller set of cases a researcher selects from the larger pool and generalizes to the population. Sampling is the process of selecting a number of individuals for a study (Creswell, 2018). The study employed simple random method. Simple random is a subset of a sample chosen from a larger set (population) thus the total sample size. The sample size was calculated using Taro Yamane sample size technique (Yamane, 1973) as shown below.

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n =Number of sample

N =Total population

e =Error tolerance (0.0)

Therefore;

$n = \frac{112}{1 + 112(0.05)^2}$

Sample size for the population = 87

Table 3.2 Sample Size

| Category | Target population | Sample size |
|-----------------------|-------------------|-------------|
| HR Managers | 33 | 26 |
| Assistant HR Managers | 79 | 61 |
| Total | 112 | 87 |

Data collection Instruments

Data collection is a process of collecting information from all the relevant sources to find answers to the research problem, test the hypothesis (Dudovskiy, 2022). Data collection methods can be divided into two categories: secondary methods of data collection and primary methods of data collection. Primary data was data collected from the surface or observation while secondary data was data collected from previous studies. Primary data was collected using the questionnaire. Cover letter from the university was used so as to enable access to the sampled area of study.

Data Analysis and Presentation

According to (Carlzon, 2021) Data analysis is the process of collecting, modeling, and analyzing data to extract insights that support decision-making. The collected data was classified, coded, corrected, analysed and then interpreted using tables and charts. Data was analyzed using descriptive statistics to get frequencies, percentages, tables, graphs and pie charts.

Quantitative data helped the researcher to obtain detailed information which enable her to come out with useful conclusions and recommendations to determine how the influence of employee wellness interventions on employee performance in state parastatals in Nairobi City County. The data was then presented in form of tables, graphs and charts. Inferentially data was analysed using correlation and multiple regression models. The regression model was to be used.

Pilot test on Research Instrument

Pilot study is a minor study that is conducted before the main study with the objective of assessing both the study feasibility and the suitability of the data collection tool. (Thabane, et al., 2010), recommended research instrument pretesting to check on its reliability and validity. A total of nine questionnaires were administered at Kenya Bureau of Standards that were not form study sample. KEBS was preferred because it is most proximate to the researcher. This was to check for questions clarity and enable modifications where necessary to allow proficiency and viability of the gathered information. The questionnaires were revisited for correction before issuing to the study respondents.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Descriptive Statistics Analysis

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire or a sample of a population. Descriptive statistics are broken down into measures of central tendency (mean), measures of dispersion (standard deviation), frequencies and percentage (Baggio & Klobas., 2017). This study used descriptive statistics with the help of Statistical Package for Social Sciences to analyze the study variables.

Flexible Working Practice and Employee Performance

The first specific objective of the study was to determine the extent to which flexible working practice influence employee performance in state parastatals in Nairobi City County. The respondents were requested to indicate their level of agreement on statements relating to flexible working practice and employee performance in state parastatals in Nairobi City County. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.1.

From the results, the respondents agreed that employees have been trained on Flexible time balances. This is supported by a mean of 3.943 (std. dv = 0.981). In addition, as shown by a mean of 3.926 (std. dv = 0.850), the respondents agreed that employees have been trained fully on working from home. Further, the respondents agreed that part time working has been scheduled to working from home. This is shown by a mean of 3.911 (std. dv = 0.914). The respondents also agreed that employees have been allowed to use staggered time in their daily activities. This is shown by a mean of 3.896 (std. dv = 0.947).

Table 4. 1: Flexible Working Practice and Employee Performance

| | Mean | Std. Deviation |
|---|--------------|-------------------|
| Employees have been trained on Flexible time balances | 3.943 | 0.981 |
| Employees have been trained fully on working from home | 3.926 | 0.850 |
| Part time working has been scheduled to working from home | 3.911 | 0.914 |
| Employees have been allowed to use staggered time in their daily activities | 3.896 | 0.947 |
| Aggregate | 3.898 | 0.873 |

Line Manager Training and Employee Performance

The second specific objective of the study was to evaluate the extent to which line manager training influences employee performance in state parastatals in Nairobi City County. The respondents were requested to indicate their level of agreement on various statements relating to line manager training and employee performance in state parastatals in Nairobi City County. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.2.

From the results, the respondents agreed that training sessions on management training has boosted employee's performance. This is supported by a mean of 3.968 (std. dv = 0.905). In addition, as shown by a mean of 3.859 (std. dv = 0.885), the respondents agreed that counselling Training have been regularly conducted for the employees. Further, the respondents agreed that employees are well equipped with conflict management training. This is shown by a mean of 3.800 (std. dv = 0.605). With a mean of 3.705 (std. dv = 0.981), the respondents agreed that problem solving skills forms part of the management training offered in the organization.

Table 4. 2: Line Manager Training and Employee Performance

| | Mean | Std. Deviation |
|--|--------------|-------------------|
| Training sessions on management training has boosted employee's performance | 3.968 | 0.905 |
| Counselling Training have been regularly conducted for the employees | 3.859 | 0.885 |
| Employees are well equipped with conflict management training | 3.800 | 0.605 |
| Problem solving skills forms part of the management training offered in the organization | 3.705 | 0.981 |
| Aggregate | 3.819 | 0.867 |

Employee Performance in State Parastatals

The respondents were requested to indicate their level of agreement on various statements relating to employee performance in state parastatals in Nairobi City County. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.3.

From the results, the respondents agreed that there has been increased productivity among the Employees. This is supported by a mean of 3.984 (std. dv = 0.997). In addition, as shown by a mean of 3.907 (std. dv = 0.831), the respondents agreed that daily, weekly and monthly targets by targets among the employees have been achieved. Further, the respondents agreed that employees are well satisfied and motivated. This is shown by a mean of 3.828 (std. dv = 0.563). The respondents also agreed that high Job satisfaction rates has been recorded. This is shown by a mean of 3.821 (std. dv = 0.851).

Table 4. 3: Employee Performance in State Parastatals

| | Mean | Std. Deviation |
|---|--------------|-------------------|
| There has been increased productivity among the Employees | 3.984 | 0.997 |
| Daily, weekly and monthly targets by targets among the employees have been achieved | 3.907 | 0.831 |
| Employees are well satisfied and motivated | 3.828 | 0.563 |
| High Job satisfaction rates has been recorded | 3.821 | 0.851 |
| Aggregate | 3.829 | 0.818 |

Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (employee performance in state parastatals in Nairobi City County) and independent variables (flexible working practice and line manager training).

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (flexible working practice and line manager training) and the dependent variable (employee performance in state parastatals in Nairobi City County) dependent variable. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 4. 4: Correlation Coefficients

| | | | Employee Performance | Flexible Working Practice | Line Manager Training |
|------------------------------|---------------------|--|---------------------------------|--|----------------------------------|
| Employee Performance | Pearson Correlation | | 1 | | |
| | Sig. (2-tailed) | | | | |
| | N | | 85 | | |
| Flexible Working Practice | Pearson Correlation | | .836** | 1 | |
| | Sig. (2-tailed) | | .002 | | |
| | N | | 85 | 85 | |
| Line Manager Training | Pearson Correlation | | .856** | .185 | 1 |
| | Sig. (2-tailed) | | .000 | .078 | |
| | N | | 85 | 85 | 85 |

From the results, there was a very strong relationship between flexible working practice and employee performance in state parastatals in Nairobi City County ($r = 0.836$, p value = 0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings are in line with the findings of Okafor (2018) who indicated that there is a very strong relationship between flexible working practice and employee performance.

The results also revealed that there was a very strong relationship between line manager training and employee performance in state parastatals in Nairobi City County ($r = 0.856$, p value = 0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the results of Mohamud (2017) who revealed that there is a very strong relationship between line manager training and employee performance

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (flexible working practice and line manager training) and the dependent variable (employee performance in state parastatals in Nairobi City County)

Table 4. 5: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|----------|-----------------|--------------------------|-----------------------------------|
| 1 | .940 | .884 | .885 | .582 |

a. Predictors: (Constant), flexible working practice and line manager training

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r -squared for the relationship between the independent variables and the dependent variable was 0.884. This implied that 88.4% of the variation in the dependent variable (employee performance in state parastatals in Nairobi City County) could be explained by independent variables (flexible working practice and line manager training).

Table 4. 6: Analysis of Variance

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|-----------------------|-----------|--------------------|----------|-------------------|
| Regression | 12.027 | 2 | 6.014 | 71.60 | .000 ^b |
| 1 Residual | 6.568 | 80 | .082 | | |
| Total | 18.595 | 84 | | | |

a. Dependent Variable: employee performance in state parastatals

b. Predictors: (Constant), flexible working practice and line manager training

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 71.60 while the F critical was 3.117. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of flexible working practice and line manager training on employee performance in state parastatals in Nairobi City County.

Table 4. 7: Regression Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---------------------------|-----------------------------|------------|---------------------------|-------|-------|
| | B | Std. Error | | | |
| 1 (Constant) | 0.311 | 0.082 | | 3.793 | 0.003 |
| flexible working practice | 0.387 | 0.091 | 0.388 | 3.593 | 0.003 |
| line manager training | 0.392 | 0.102 | 0.393 | 3.843 | 0.001 |

a Dependent Variable: employee performance in state parastatals

The regression model was as follows:

$$Y = 0.311 + 0.387X_1 + 0.392X_2 + \varepsilon$$

According to the results, flexible working practice has a significant effect on employee performance in state parastatals in Nairobi City County ($\beta_1=0.387$, p value= 0.003). The relationship was considered significant since the p value 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Okafor (2018) who indicated that there is a very strong relationship between flexible working practice and employee performance.

In addition, the results revealed that line manager training has significant effect on employee performance in state parastatals in Nairobi City County ($\beta_1=0.392$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the results of Mohamud (2017) who revealed that there is a very strong relationship between line manager training and employee performance

Conclusions

The study concludes that flexible working practice has a positive and significant effect on employee performance in state parastatals in Nairobi City County. Findings revealed that flexitime, working from home, part time and staggered hours influences employee performance in state parastatals in Nairobi City County

The study also concludes that line manager training programs have a positive and significant effect on employee performance in state parastatals in Nairobi City County. Findings revealed that performance Management Training, conflict Management Training and problem Solving Training influences employee performance in state parastatals in Nairobi City County

Recommendations

The management of state parastatals in Nairobi City County should develop clear and comprehensive policies regarding flexible working arrangements. Ensure that these policies are communicated effectively to all employees to set expectations and guidelines for implementation.

The management should also implement comprehensive training programs for line managers that focus on leadership skills, effective communication, and people management. This training should cover topics such as team motivation, conflict resolution, feedback delivery,

and creating a positive work culture. Ensure that the training is ongoing, allowing managers to continually enhance their skills.

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