



**EMPLOYEE MENTAL HEALTH AND ORGANIZATIONAL PERFORMANCE IN  
THE PUBLIC SERVICE IN KENYA**

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**ABSTRACT**

For a government to accomplish its strategic and operational objectives, it must have organizations in the public sector. The numerous government agencies that make up the public sector serve the public good by providing essential services to the general populace. The overall productivity of Kenyan government agencies has been below the target over the years. The general objective of the study was to establish the effects of employee mental health on organizational performance in the public service in Kenya. Specifically, this study sought to establish the effect of work-life balance on organizational performance in the public service in Kenya and to determine the effect of employee assistance programs on organizational performance in the public service in Kenya. This study was anchored on stakeholders theory and social contract theory. This study adopted a descriptive research design. The target population was the heads of 187 state agencies spread over different locations in Kenya. The unit of analysis was the state agencies while the unit of observation was the heads of the state agencies. The study used stratified random sampling technique to select 127 respondents from the target population. This study also used questionnaire to collect data relevant to this study. Quantitative data collected was analyzed using descriptive statistical techniques which are frequencies, mean, standard deviation. Inferential statistics which include Pearson correlation and the Regression Analysis Model was used to test the relationship between study variables. The significance of the model was tested at 5% level of significance. Data was analysed using Statistical Package for Social Sciences (SPSS) software. The study results were presented through use of tables and figures. The study concludes that work-life balance has a positive and significant effect on organizational performance in the public service in Kenya. The study also concludes that employee assistance programs have a positive and significant effect on organizational performance in the public service in Kenya. Based on the findings, the study recommends that the management of public service in Kenya should prioritize and promote work-life balance initiatives for employees. Implementing policies and practices that support work-life balance is essential to enhance employee well-being, job satisfaction, and overall productivity. The study also recommends that the management of public service in Kenya should implement comprehensive employee assistance programs (EAPs). These programs are designed to support employees' well-being, address personal and work-related challenges, and ultimately improve overall job satisfaction and performance.

**Key Words:** Employee Mental Health, Work-Life Balance, Employee Assistance Programs

## **Background of the Study**

Success or failure of an organization highly depends on the wellbeing of its employees (Yu, Park & Hyun, 2021). Workplace health and wellbeing continue to be an issue of global significance. According to Spence (2019), argued strongly that work stress had reached epidemic proportions within western industrialized societies. According to the World Health Organization, the workplace represents a key channel for health promotion, a view that appears to be widely held Wutzke, Morrice, Benton, Milat, Russell, and Wilson, (2018). Recognizing that the economic and material basis of any society is dependent on the productive capacity of its workforce, the World Health Organization (WHO) who have repeatedly called for the development of national strategies to secure the physical, psychological and social health and wellbeing of workers worldwide. In Australia this call appears to have been answered, with the 2008 National Partnership Agreement on Preventive Health and, more recently, the 2011 Australian Work Health and Safety Act stimulating the creation of health initiatives in all states and territories. The initiatives are designed to encourage and support workplaces to offer a range of health promotion initiatives to improve the lifestyles of working adults.

The World Health Organization (2018) defines mental health as “a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community”. Over the years, researchers have developed a variety of operational definitions. For example, Ford et al (2019) suggest that mental health refers to an individual’s affective experiences and behavior. Montano et al. (2018) define mental health as a continuum of neurophysiological and cognitive states related to thinking, mood and emotion, and behavior including negative and positive mental health states. Sharma et al. (2016) show that mental health is a positive expression, which is the absence of anxiety, social dysfunction and the presence of condition.

The relationship between mental health and organization performance has received increased attention in the organizational literature. It is argued that employee mental health is positively correlated with job performance. This view is consistent with the happy-productive worker hypothesis that suggests that mental health is positively related to job performance. Specifically, mentally healthy employees with positive affective states can improve cognitive flexibility and find more solutions to problems in work tasks. Thus, employees with good mental health perform better on work tasks than those with poor mental health. Moreover, positive affective states are associated with individuals building good interpersonal relationships, which enable them to receive help from their leaders and colleagues at work. Studies also showed that good social relationships are an important source of job-related information and knowledge

In the United Kingdom about 30% of employees stated that their well-being at their place occupation was unhappy or extremely unhappy, this was discovered through CIPR (Chartered Institute of Public Relations). It is further states that mental health is treated like a disability, hence people shun away from it. It also further explained that manager should be aware and be able to provide employee needs that cater for mental wellness (Waddington, 2016).

Recent studies have shown the relationship between employee mental health and different organizational outcomes, including employee emotional expression, job satisfaction, daily work behavior, job performance and firm performance (Caveen, Dewa & Goering, 2017). Among these, the relationship between employee mental health and job performance has been an important research topic and has received more and more attention. Scholars suggested that employees with good mental health will show a positive working state and devote themselves to work tasks with more enthusiasm, whereas poor mental health may lead to inactivity at work and degradations in interpersonal relationships, which, in turn, negatively impacts employees’ work performance (Shain, Arnold, & GermAnn, 2017).

The ultimate performance of organizations depends on the performance of its employees which in turn depends on numerous factors. The factors can be related to, family, leisure or other personal aspects (Mulei, 2018). Wellness programs which enhances efficiency and thus productivity of an employee increases satisfaction or dissatisfaction of workers which in the long run affects the performance of an organization. In this case therefore corporate organizations need to ensure wellness programs practices are incorporated in the policies of the organization to realize increased organizational performance. State agencies are organized institutions that are formed to undertake all business activities in key industries by the government with the purpose of fulfilling its economic policies. There are currently 187 state agencies operating in Kenya categorized according to their mandate that is, 55 commercial, 62 executive agencies, 25 independent regulatory agencies and 45 higher education, research and training institutions. For the purpose of this study the focus will be on all state agencies, however, the government has been in discussions to re-align the state agencies in accordance to the devolved system of governance.

### **Statement of the Problem,**

For a government to accomplish its strategic and operational objectives, it must have organizations in the public sector. The numerous government agencies that make up the public sector serve the public good by providing essential services to the general populace. The overall productivity of Kenyan government agencies has been below par over the years. This has been regardless of the billions of shillings allocated each year to enterprises owned by the government (Njiru, 2019). Most recently, despite the continuous bailout of government agencies like Kenya Airways, Telkom Kenya, and Mumias sugar company, there is scant evidence to support that the institutions are emerging from their loss-making streak in the short run (Ochieng, 2015). The major cause of this poor performance within state agencies has been blamed on the poor leadership, employee productivity, wastefulness of management, political interference, corruption, and low-quality service/product offering

Employee performance is central to the survival of organizations whether public or private. Successful organizations have established that there are several factors affecting performance but the most crucial one is human resource (Marsh, Hau, & Wen, 2018). According to the 2013 Presidential Reforms Report, there was a significant decline in the employee performance of commercial state corporations in Kenya, as evidenced by their reports, which highlighted 21%, 23%, and 24% declines in performance in 2020/2021, 2019/2020, and 2018/2019 respectively. Studies by Mose (2017) and Murithi (2018) also affirmed that employees in commercial state corporations in Kenya have been performing abysmally due to ineffective leadership, governance, and management practices. It is approximated that more than 38% of civil servants quit their jobs every year and move to private sector or become self-employed and therefore the corporations loose most of its talented workers. Njoroge (2019) established that challenges of managing careers results to issues related to work life balance and reward of employees in the organizations. Kemboi & Were (2018) studied factors thhaheen, Naqvi and Khan (2019) focused on visualizing the importance of employee mental health for school teachers at the district of Kotli Azad Jammu & Kashmir, Pakistani and in analysing its relationship between employee mental health and teachers' performance. They found out a significant and positive association between employee mental health and organization performance. Employee mental health is a critical factor in the well-being and job satisfaction of employees in any organization. However, in the context of public service in Kenya, there is a growing concern that the effects of employee mental health on organizational performance. This study therefore sought to establish the effects of employee mental health on organizational performance in the public service in Kenya

### **General Objective**

The general objective of the study is to establish the effects of employee mental health on organizational performance in the public service in Kenya

## **Specific Objectives**

- i. To establish the effect of work-life balance on organizational performance in the public service in Kenya.
- ii. To determine the effect of employee assistance programs on organizational performance in the public service in Kenya.

## **Theoretical Review**

### **Stakeholders Theory**

In 1984, R. Edward Freeman originally detailed the Stakeholder Theory of organizational management and business ethics that addresses morals and values in managing an organization. Stakeholder is defined as any group or individual who can affect or is affected by the achievement of the organization's objectives. Stakeholder theorists suggest that managers in organizations have a network of relationships to serve that include the suppliers, employees' and business partners. According to Mungania, Waiganjo and Kihoro (2016) each stake holder is given an important say in making important decisions. The stakeholder theory argues about the importance of paying special attention to each of the each stake holder who may directly or indirectly affect the operations of the organization.

Jones (1995) indicates that, organizations contracts with their stakeholders with an aim that cooperation and mutual trust grant a competitive advantage over those that do not. Frank (2018) assert that, the rationale of instrumental stakeholder theory is to link corporate supply chain accountability to financial performance measures based on stakeholder impact consideration on firm's bottom line. Coombs (2019) adds that, stakeholders function as organizational units in which members share common meaning, influence over, and expectations of the firm. In order to develop continuity of supplies and chain integration, supply chain will achieve expectations about fiscal and ecological aspects (Carter & Rogers, 2018) as the viable supply chain has now become a necessity for customers, suppliers and stakeholders (Seuring & Muller, 2018). Supplier partnerships enhance the capacity of the organizations hence leading to improved performance (Pettit *et al.*, 2019). This study used Stakeholders Theory to establish the effect of work-life balance on organizational performance in the public service in Kenya

### **Social Contract Theory**

Social Contract Theory was developed by Jean-Jacques Rousseau (1962). Social Contract Theory, often associated with philosophers like Jean-Jacques Rousseau, John Locke, and Thomas Hobbes, explores the idea that individuals come together to form a society or organization and agree to abide by certain rules and principles for mutual benefit and protection. In the context of welfare policies in organizations, the theory suggests that there is an implicit agreement between employers and employees to ensure the well-being and fair treatment of individuals within the workplace (Godwin, 2020).

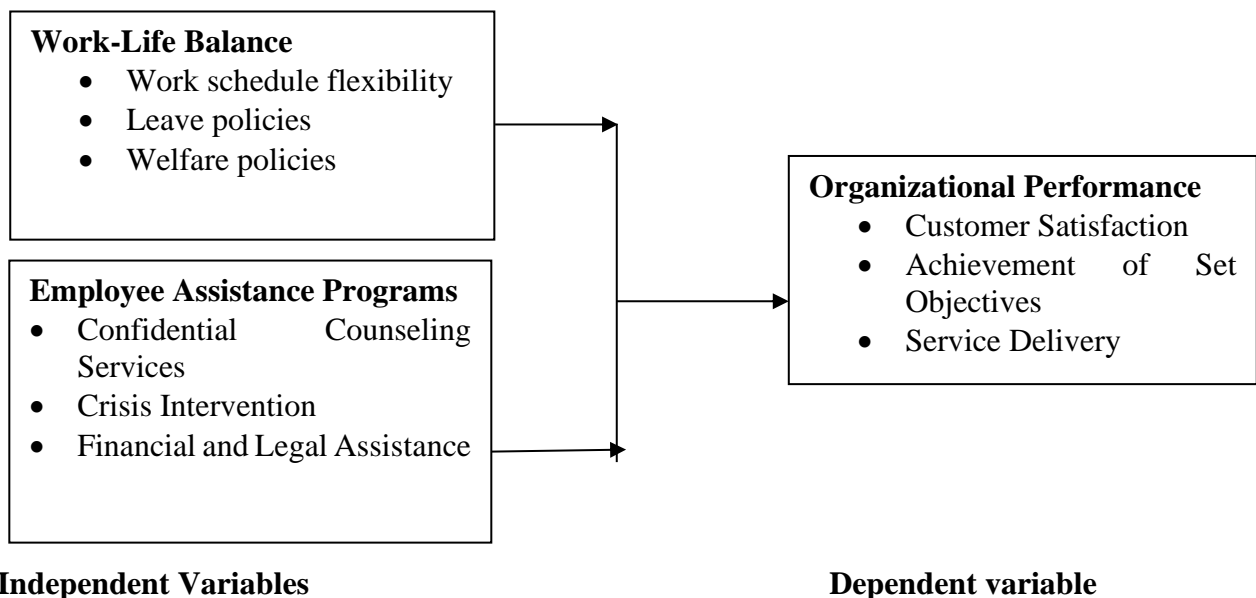
Social Contract Theory posits that individuals agree to certain rules and obligations for the benefit of the collective. In the workplace, this translates to the mutual understanding that employers have a responsibility to provide for the well-being of their employees, and employees, in turn, are committed to contributing to the success of the organization (Akintoye & Obruku, 2022).

Social Contract Theory begins with the hypothetical notion of a "state of nature," where individuals exist in a pre-political and pre-social condition. In this state, individuals possess natural rights, such as the right to life, liberty, and property, but also face insecurity, conflict, and the potential for exploitation by others. According to Social Contract Theory, individuals

come together and agree to form a social contract or compact with one another and with the governing authority. This contract involves surrendering certain individual freedoms and submitting to the authority of a government in exchange for the protection of their remaining rights and the establishment of social order (Godwin, 2020). Social Contract Theory was used to assess the effect of employee assistance programs on organizational performance in the public service in Kenya

### Conceptual Framework

A conceptual framework is a virtual or written concept that explains either graphically or in narrative form the main objectives to be studied and the presumed relationships among them (Mathieson, Peacock, & Chin, 2017). The independent variables include; work-life balance and employee assistance programs while the dependent variable is organizational performance in the public service in Kenya



**Figure 2. 1: Conceptual Framework**

#### Work-Life Balance

Work-life balance refers to the equilibrium or harmony between the demands of one's professional life (work) and personal life (non-work), allowing individuals to effectively manage and integrate their responsibilities, activities, and priorities in both domains. It involves striking a satisfactory balance between time spent on work-related tasks, such as employment, career development, and job responsibilities, and time devoted to personal pursuits, such as family, leisure, hobbies, health, and social activities (Nair, *et,al*, 2023).

Achieving work-life balance entails allocating time and energy in a manner that accommodates both work-related commitments and personal interests or obligations. It involves setting boundaries and managing one's schedule to ensure that sufficient time is dedicated to both work and non-work activities. Flexibility in work arrangements, such as flexible hours, telecommuting options, or compressed workweeks, can facilitate work-life balance by providing individuals with greater control over their work schedules and the ability to accommodate personal needs or preferences (Cahyo, *et,al*, 2022).

Work-life balance promotes physical and mental health by allowing individuals to prioritize self-care activities, such as exercise, relaxation, and stress management. Balancing work and personal life reduces the risk of burnout, fatigue, and psychological distress, enhancing overall well-being and quality of life. Maintaining a healthy work-life balance contributes to a sense of fulfillment and satisfaction in both professional and personal domains. Individuals who

successfully manage work-life balance experience greater job satisfaction, engagement, and motivation at work, as well as improved relationships, happiness, and fulfillment outside of work (Darko-Asumadu, Sika-Bright & Osei-Tutu, 2018).

### **Employee Assistance Programs**

Employee Assistance Programs (EAPs) are employer-sponsored initiatives designed to support employees in managing personal and work-related challenges that may impact their well-being, productivity, and job performance. EAPs typically offer a range of confidential services and resources to help employees address various issues, including mental health concerns, emotional distress, substance abuse, financial difficulties, relationship problems, and workplace stress (Godwin, 2020).

EAPs often provide access to confidential counseling services, either through in-person sessions with licensed therapists or counselors or via telephone or online platforms. Counseling services may address a wide range of issues, including stress management, depression, anxiety, substance abuse, grief and loss, marital or family problems, and work-related conflicts. EAPs may offer referral services to connect employees with external resources and support networks, such as mental health professionals, legal advisors, financial planners, community organizations, or support groups. Referral services help employees access specialized assistance tailored to their specific needs and circumstances (Tonye & Bolouimbelemoere, 2023).

In situations of acute distress or crisis, EAPs provide immediate support and intervention to help employees cope with emergencies, such as traumatic events, accidents, or personal crises. Crisis intervention services may include telephone hotlines, on-site counseling, or coordination with emergency response teams to ensure employees receive timely assistance and support. Many EAPs offer programs and resources to help employees achieve a healthy work-life balance and manage competing demands on their time and energy. This may include assistance with childcare or eldercare arrangements, flexible work (Imanaturikumwe & Oniye, 2022).

### **Empirical Review**

#### **Work-Life Balance and Organizational Performance**

Nair, *et,al* (2023) conducted a study on the impact of emotional intelligence on work-life balance and job performance among Malaysian employees. The study used qualitative approach. The target population was 150 employees from diverse Malaysian organizations. The study found that emotional intelligence, job involvement, job satisfaction, and work-life balance positively influence job performance. The study concluded that there are strong inter linkages between emotional intelligence, job involvement, job satisfaction, work-life balance, and job performance.

Cahyo, *et,al* (2022) investigated on the analysis of work life balance and job satisfaction flight instructor: a case study of the Indonesian Aviation Academy Banyuwangi. The study used quantitative approach with descriptive and causal research types. The target population was 28 permanent employees and contract workers at the Indonesian Aviation Academy Banyuwangi. The study found that the work life balance variable has a significant effect on job satisfaction. The study concluded that Work life balance has a positive and significant effect on FI job satisfaction.

Uzochukwu, Ifeoma and Obiora (2023) conducted a study on the effect of work- life-balance on organizational performance in banking industry in Nigeria. The search design was descriptive survey method. The target population was 12, 000 employee of 25 Banks that achieved the recapitalization requirement as at January 2021. The study found that organizational leave policy has positive and significant effect on branch expansion in Banking Industry in Nigeria and alternative work arrangement has positive and significant effect employee retention in Banking Industry in Nigeria. The study concluded that work-life-balance

has positive and significant effect on organizational performance in Banking Industry in Nigeria.

Mwangi, Nzulwa and Kwena (2018) investigated on the influence of work-life balance on employee productivity in government institutions: a case of the Supreme Court, Nairobi. The study adopted a descriptive survey. The population for the study was 106 employees of Supreme Court at their office in Nairobi. The study found that flexible work arrangement and family leaves positively influenced the employee productivity. The study concluded that flexible work arrangement had enabled employees improve their job performance as well as has empowering and motivating the employees and family leave offered in the institution improves their commitment to the organization as an employee.

### **Employee Assistance Programs and Organizational Performance**

Godwin (2020) investigated on the employee welfare packages and the performance of public organizations in rivers state, Nigeria. The study adopted descriptive survey research design. The population of the study consisted of the fifteen thousand six hundred civil servants with the Rivers State civil service. The study found that employee welfare packages enjoyed by civil servants in Rivers State included rent subsidy and transport allowance but they were less than expected. The study concluded that staff productivity is a function of staff welfare.

Tonye and Bolouimbelemoere (2023) researched on the employee benefits and organizational performance in Nigeria. The study employed a quantitative research design, with the population being Nigerian organizations across various industries. The study found that employee benefits significantly predicted organizational performance, with health insurance benefits, retirement benefits, and bonuses making a significant contribution to the prediction. The study concluded that employers in Nigeria should prioritize investing in employee benefits such as health insurance, retirement benefits, and bonuses to improve organizational performance.

Imanaturikumwe and Oniye (2022) conducted a study on the employee training and organizational performance in public entities, a case of Rwanda social security board. The study applied both descriptive and correlational research designs. The target population was Rwanda Social Security Board. The study found that there was a strong, positive monotonic correlation employee training and the organizational performance in Rwanda Social Security Board. The study concluded that employee training in terms of employee training procedures, employee training environment and employee training risk assessment; strongly affects the organizational performance of public institutions in Rwanda.

Mtana and Kepha (2022) researched on the personal counselling on employee productivity in the hotel industry in Nairobi City County in Kenya. A descriptive survey research method was adopted in this study. The target population was 2093 management level employees. The study found that personal counselling had a positive effect on employee productivity in the hotel industry. The study concluded that personal counselling has a positive effect on the employee productivity in the hotel industry Nairobi City County in Kenya.

## **RESEARCH METHODOLOGY**

### **Research Design**

This study adopted a descriptive research design. This design was preferable for this study because it enables the researcher to undertake a breadth of observations on phenomenon under study. Besides, it provides accurate descriptive analysis of the characteristics of the population from which the study sample is drawn to make inferences about it .

## Target Population

The target population was the heads of 187 state agencies spread over different locations in Kenya. The unit of analysis was the state agencies while the unit of observation was the heads of the state agencies.

**Table 3. 1: Target Population**

Category	Number of State agencies	Percentage %
Commercial	55	29
Executive Agencies	62	33
Independent Regulatory Agencies	25	13
Higher Education and Research Institutions	45	24
<b>Total</b>	<b>187</b>	<b>100</b>

## Sampling Technique and Sample Size

The study used stratified random sampling technique where the subjects were selected in such a way that the existing subgroups in the population are more or less reproduced in the sample (Kothari, 2019). Ngechu (2018) defines stratified random sampling as a method of sampling that involves the division of a population into smaller groups known as strata. In this study, state agencies from different categories form strata and stratified random sampling was used to select sample size from each stratum.

This stratified random sampling technique guaranteed each stratum to be represented in the sample and were more accurate in reflecting the characteristics of the population. A sample is a portion or part of the population of interest. Mugenda and Mugenda (2018), states that an ideal sample should be large enough so that the validity and reliability of the data is achieved. That is if the same study is conducted with different sample size same data is collected.

## Sample Size Formula

Where  $n$  is the sample size,  $N$  is the population (187) and  $\beta$  denotes the error, set at 0.05

$$N / \{1 + N(\beta^2)\} = n$$

$$187 / \{1 + 187(0.05^2)\} = 127$$

The equation gives sample size of 127 state agencies. Therefore, the study seeks to collect data from 127 state agencies located in across the country.

**Table 3. 2: Sample Population**

Category	No. of State agencies	Sample Size	Percentage
Commercial	55	37	30
Executive Agencies	62	42	33
Independent Regulatory Agencies	25	17	13
Higher Education & Research Institutions	45	31	24
<b>Total</b>	<b>187</b>	<b>127</b>	<b>100</b>

## Data Collection Instruments

The study employed both the questionnaires and interview as the main collection instrument that contains both open ended and close ended questions. Questionnaires tend to be effective data collection instruments which allows respondents to give much of their opinions pertaining to the research problem (Dempsey, 2013). The study also collected both primary and secondary data based on the objectives of the study. Primary data is defined as an information which is



first hand obtained (Sekaran, 2002). The most preferred tool for the study is questionnaire which ensured that respondents responses were confidential.

### **Pilot Study**

A pilot study was also conducted to determine the levels of independent variables that are appropriate, the validity and reliability of methods of observation (Bodens, 2019). A pilot test is important since it helps in ensuring that the respondents can understand the questions clearer as well as the grammar and the wording. The study also gave out questionnaires to 13 employees who were not counted in the final sample. This was for the sake of questionnaires validation to help attain accuracy on the questionnaire's intention (Mugenda & Mugenda, 2019).

### **Data Analysis and Presentation**

Quantitative data collected was analysed by the use of descriptive statistics using SPSS (Version, 25) and presented through percentages, means, standard deviations and frequencies. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of SPSS (Version 25) to communicate research findings. Content analysis was used to test data that is qualitative in nature or aspect of the data collected from the open ended questions. Correlation analysis is the statistical tool that can be used to determine the level of association of two variables (Levin & Rubin, 2018). The study conducted a correlation analysis to establish the strength of the relationship between the independent and the dependent variable.

## **PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

### **Descriptive Statistics Analysis**

#### **Work-Life Balance and Organizational Performance**

The first specific objective of the study was to establish the effect of work-life balance on organizational performance in the public service in Kenya. The respondents were requested to indicate their level of agreement on the statements relating to work-life balance and organizational performance in the public service in Kenya. The results were as shown in Table 4.1

From the results, the respondents agreed that achieving a healthy work-life balance is important for their overall well-being and job satisfaction ( $M=3.902$ ,  $SD= 0.897$ ). In addition, the respondents agreed that they feel that they have enough time to fulfil their personal and family responsibilities outside of work ( $M=3.884$ ,  $SD=0.731$ ). Further, the respondents agreed the organization encourages and supports initiatives aimed at promoting work-life balance among employees ( $M=3.843$ ,  $SD= 0.763$ ). The respondents also agreed that flexible work arrangements, such as telecommuting or flexible hours, contribute positively to their work-life balance ( $M=3.816$ ,  $SD= 0.641$ ). The respondents agreed that they feel that their workload is manageable, allowing them to maintain a healthy balance between work and personal life ( $M=3.736$ ,  $SD=0.675$ ). In addition, the respondents agreed that the organization provides resources and programs to help employees manage stress and maintain work-life balance ( $M=3.728$ ,  $SD=0.741$ ). Further, the respondents agreed that they feel comfortable discussing work-life balance concerns with their manager or supervisor ( $M=3.697$ ,  $SD=0.836$ ).

**Table 4. 1: Work-Life Balance and Organizational Performance**

	<b>Mean</b>	<b>Std. Deviation</b>
Achieving a healthy work-life balance is important for my overall well-being and job satisfaction.	3.902	0.897
I feel that I have enough time to fulfil my personal and family responsibilities outside of work.	3.884	0.731
The organization encourages and supports initiatives aimed at promoting work-life balance among employees.	3.843	0.763
Flexible work arrangements, such as telecommuting or flexible hours, contribute positively to my work-life balance.	3.816	0.641
I feel that my workload is manageable, allowing me to maintain a healthy balance between work and personal life.	3.736	0.675
The organization provides resources and programs to help employees manage stress and maintain work-life balance.	3.728	0.741
I feel comfortable discussing work-life balance concerns with my manager or supervisor.	3.697	0.836
<b>Aggregate</b>	<b>3.801</b>	<b>0.755</b>

### **Employee Assistance Programs and Organizational Performance**

The second specific objective of the study was to determine the effect of employee assistance programs on organizational performance in the public service in Kenya. The respondents were requested to indicate their level of agreement on various statements relating to employee assistance programs and organizational performance in the public service in Kenya. The results were as presented in Table 4.2.

From the results, the respondents agreed that they are aware of the employee assistance programs (EAPs) offered by the organization ( $M=3.931$ ,  $SD= 0.891$ ). In addition, the respondents agreed that the organization provides clear information about the services available through the employee assistance programs ( $M=3.855$ ,  $SD=0.857$ ). Further, the respondents agreed that they feel comfortable utilizing the employee assistance programs to seek support for personal or work-related challenges ( $M=3.720$ ,  $SD= 0.714$ ).

The respondents also agreed that the employee assistance programs offer a variety of resources and services to help employees with mental health issues, stress management, and work-life balance ( $M=3.685$ ,  $SD= 0.677$ ). The respondents agreed that they believe that the employee assistance programs contribute positively to the overall well-being of employees ( $M=3.678$ ,  $SD=0.656$ ). In addition, the respondents agreed that they have personally benefited from utilizing the services provided by the employee assistance programs ( $M=3.665$ ,  $SD=0.759$ ). Further, the respondents agreed that the organization promotes the employee assistance programs effectively to ensure all employees are aware of their availability ( $M=3.654$ ,  $SD=0.774$ ).

**Table 4. 2: Employee Assistance Programs and Organizational Performance**

	Mean	Std. Deviation
I am aware of the employee assistance programs (EAPs) offered by the organization.	3.931	0.891
The organization provides clear information about the services available through the employee assistance programs.	3.855	0.857
I feel comfortable utilizing the employee assistance programs to seek support for personal or work-related challenges.	3.720	0.714
The employee assistance programs offer a variety of resources and services to help employees with mental health issues, stress management, and work-life balance.	3.685	0.677
I believe that the employee assistance programs contribute positively to the overall well-being of employees.	3.678	0.656
I have personally benefited from utilizing the services provided by the employee assistance programs.	3.665	0.759
The organization promotes the employee assistance programs effectively to ensure all employees are aware of their availability.	3.654	0.774
<b>Aggregate</b>	<b>3.741</b>	<b>0.761</b>

#### 4.6.1 Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (work-life balance and employee assistance programs) and the dependent variable (organizational performance in the public service in Kenya). Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients.

**Table 4. 3: Correlation Coefficients**

		Organization Performance	Work-Life Balance	Employee Assistance Programs
Organization Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
Work-Life Balance	N	107		
	Pearson Correlation	.827**	1	
Employee Assistance Programs	Sig. (2-tailed)	.003		
	N	107	107	
Employee Assistance Programs	Pearson Correlation	.895**	.119	1
	Sig. (2-tailed)	.000	.067	
	N	107	107	107

From the results, there was a very strong relationship work-life balance and organizational performance in the public service in Kenya ( $r = 0.827$ ,  $p$  value = 0.003). The relationship was significant since the  $p$  value 0.003 was less than 0.05 (significant level). The findings conform to the findings of Uzochukwu, Ifeoma and Obiora (2023) that there is a very strong relationship between work-life balance and organization performance.

The results also revealed that there was a very strong relationship between employee assistance programs and organizational performance in the public service in Kenya ( $r = 0.895$ ,  $p$  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 Godwin (2020) who revealed that there is a very strong relationship between employee assistance programs and organization performance

## Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (work-life balance and employee assistance programs) and the dependent variable (organizational performance in the public service in Kenya)

**Table 4. 4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923	.852	.851	.10129

a. Predictors: (Constant), work-life balance and employee assistance programs

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 0.852. This implied that 85.2% of the variation in the dependent variable (organizational performance in the public service in Kenya) could be explained by independent variables (work-life balance and employee assistance programs).

**Table 4. 5: Analysis of Variance**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.027	2	4.014	31.36	.000 <sup>b</sup>
Residual	6.555	104	.064		
Total	14.582	106			

a. Dependent Variable: organizational performance in the public service in Kenya

b. Predictors: (Constant), work-life balance and employee assistance programs

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 31.36 while the F critical was 2.461. 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 work-life balance and employee assistance programs on organizational performance in the public service in Kenya.

**Table 4. 1: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.202	0.051		3.960	0.002
	work-life balance	0.481	0.121	0.480	3.975	0.001
	employee assistance programs	0.425	0.107	0.424	3.972	0.002

a Dependent Variable: organizational performance in the public service in Kenya

The regression model was as follows:

$$Y = 0.202 + 0.481X_1 + 0.425X_2 + \varepsilon$$

According to the results, work-life balance has significant effect on organizational performance in the public service in Kenya,  $\beta_1=0.481$ , 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 conform to the findings of Uzochukwu, Ifeoma and Obiora (2023) that there is a very strong relationship between work-life balance and organization performance

In addition, the results revealed that employee assistance programs has significant effect on organizational performance in the public service in Kenya ( $\beta_1=0.425$ , p value= 0.002). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05. The findings are in line with the results of Godwin (2020) who revealed that there is a very strong relationship between employee assistance programs and organization performance.

### **Conclusions**

The study concludes that work-life balance has a positive and significant effect on organizational performance in the public service in Kenya. Findings revealed that work schedule flexibility, leave policies and welfare policies influences organizational performance in the public service in Kenya.

The study also concludes that employee assistance programs have a positive and significant effect on organizational performance in the public service in Kenya. Findings revealed that confidential counseling services, crisis intervention and financial and legal assistance influences organizational performance in the public service in Kenya.

### **Recommendations**

The study recommends that the management of public service in Kenya should prioritize and promote work-life balance initiatives for employees. Implementing policies and practices that support work-life balance is essential to enhance employee well-being, job satisfaction, and overall productivity.

The study also recommends that the management of public service in Kenya should implement comprehensive employee assistance programs (EAPs). These programs are designed to support employees' well-being, address personal and work-related challenges, and ultimately improve overall job satisfaction and performance.

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