# EVALUATING THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND ORGANISATIONAL PERFORMANCE AMONG FIVE STARS RATED HOTELS IN NAIROBI COUNTY

**Anthony K. Ngunga**

Department of Hospitality & Tourism Management and Leisure Studies, Kenyatta University, Nairobi, Kenya

**Edgar Ndubi**

Department of Hospitality & Tourism Management and Leisure Studies, Kenyatta University, Nairobi, Kenya

**Mary Mutisya Mutungi**

Hospitality & Tourism Management, United States International University, Nairobi, Kenya

## ABSTRACT

Maintenance of high organisation productivity is a major challenge that faces management of enterprises. Hotels have implemented welfare strategies to promote their organisational productivity. The study sought to evaluate the relationship between work-life balance and organisational performance among five-star hotels in Nairobi County. The study adopted a descriptive survey design to collect primary data. Six five star rated hotels in Nairobi Central Business District, six human resource managers and 1100 unionisable workers were targeted. Complete census of the hotels and human resource managers were selected and involved in the study. Slovin's proportionate formula was employed to calculate the sample size of 293 unionisable staff from a target population of 1100 unionisable workers. Self-administered questionnaires and interview schedule were used to collect primary data from unionisable staff and human resource managers respectively. Primary quantitative data was analysed using descriptive and inferential statistics while qualitative data was analysed using content analysis. Hypothesis testing using Chi-Square analysis returned $p>0.01$ on the influence of work-life balance, implying that it did not significantly influence hotel performance. The study concludes that work-life balance does not positively enhance organisational productivity in the sampled hotels. The study recommends for a study to be conducted to determine why work-life balance does not significantly influence organisational productivity in five star rated hotels in Nairobi County.

Keywords: **Work-life balance, Work-life balance influence, organisational productivity, organisational performance**

# INTRODUCTION

## Background of the Study

Across the globe, every organisation is striving to enhance the productivity and growth rate. According to the prosperity and success of an organisation is determined by the type of work environment in which it operates (Serfontein, 2010). Employee welfare measures increase the productivity of organisation and promote motivation, healthy organisational relations thereby maintaining industrial peace and retain the employees for longer duration (Waititu, Kihara & Senaji, 2017). According to Lilling (2015) employee welfare is a comprehensive term that included various services, benefits and facilities offered to them by employers. This welfare measure could either be monetary or non-monetary. Welfare services include; allowances, housing, transport, medical insurance, pension schemes, family leave, sick days, child care programs, financial assistance and educational among others. Lack of effective reward systems for compensating the employees work efforts negatively lowers the level of employees work

morale and these impacts negatively on an organisations' productivity (Terera & Ngirande, 2014).

Yerkes, (1922) report that in the early 1900s labour unions, social reformers, journalists, and photographers brought to national attention poor working conditions experienced by industrial workers. Consequently, in the 1920s and 1930s, many executives came to believe that the underpinning of any business and of a democratic society rested in affirming the role of the worker. In order to inspire company loyalty, curb high employee turnover and unionisation, corporate managers began to focus on the well-being of the employee through the practice of welfare capitalism. Resultantly, pensions, sick pay, disability benefits, and stock purchase plans, workers could participate in a range of recreational and educational programs as well as sports.

According to Cadalian (2013) most developed economies such as USA, UK and Canada 65% of their public sector organisations have succeeded in developing and maintaining organisational performance through strategic application of various staff welfare practices. Equally, in China, Korea and Japan the emphasis on employee welfare towards productivity has greatly been emphasised. In Kenya, government efforts to improve employee welfare were initiated through Public Sector Reforms in 2007. The economic review by Kenya National Bureau of Statistics (KNBS) of 2012 it was noted that the decreased contributions of the employment sector in Kenya to GDP growth besides creating wealth (KNBS, 2012). According to the report, poor labour productivity is a main contributor to the drop in the economy growth and progress of the country.

Kenya has witnessed an upsurge growth in the hotel sector resulting from foreign entry. Consequently, the hotel sector is facing increased competition. Staff welfare and retention has become apparent in the hotel sector (Peshave & Gujarathi, 2014). The hotel sector is labour intensive and this makes it expensive to grow and retain the required talent. Peshave and Gujarathi (2014) pointed out that there are new ways of not only costing human capital in the hotel sector but also accounting for it as way through which hoteliers can track their employment practices with the hotel performance.

Kiruja and Mukuru (2013) noted that the delivery of an organisation's strategic initiatives is dependent on the productivity and level of engagement of the employees. Employee productivity is a factor of both capability and motivation mechanisms employed by the employer. Employee capability refers to skills and access to resources to deliver on assigned tasks. Mohanty and Mohanty (2014) opined that staff in the hotel sector are faced with pressure from not only the work place, but also the social network and structure. This is mainly noted in work life balance and this leads to increased employee attrition, low morale and low levels of productivity (Chiang, Birtch & Kwan, 2010). This results in the labour-intensive nature of the sector. Moreover, labour in the tourism industry is a fundamental part of a service product (Kvam &

Straete, 2010). Similarly, the hospitality industry and hotels in particular, have witnessed increased competition for high service quality and customer satisfaction (Parayani, Masoudi & Cudney, 2010). This explains why human resources in general and particularly workers matching the job are key factors in improving firms' competitiveness regarding quality of service and labour productivity.

With the industrial structure changes in the recent past, the output value of the service industry has become more than 70% of the GDP in most advanced countries (CIA, 2009). This is therefore an indication that the service industry plays a significant role in national economic development. The hospitality industry is a typical service industry, and it is a critical service industry around the world. Owing to the critical role played by employees in the hospitality industry, managers are realising that employees are the most important assets in an organisation. This is so since they contribute to the achievement of goals and objectives of the organisation. The employees will perform at their best if they are recognised, provided an opportunity to contribute, grow and receive fair compensation. As the hospitality industry becomes an important factor in most economies, Kenya included, there is need to find out the influence of work-life balance on the organisational performance. This study therefore sought to fill this gap.

## Problem Statement

Kenyan economy and steady increase in tourism earnings US$ 513 in 2002 to US$ 855 million in 2007 have led to expansion and new investments in hotels in Kenya. In this respect, hospitality organisations are now turning to performance measurement and management in order to qualify for the International Organisation for standard certifications and national awards such Company of the Year Awards (COYA). Similarly, general business pressures, the achievement of the coveted five-star rating and membership to international hotel associations have created the need for effective key performance indicators. For instance, organisations that have already implemented the balanced scorecard performance measurement system have shown much better results as compared to those who have not (Malinga, 2004).

Further, productivity is increasingly becoming significant especially in the service industry as labour costs rise. As the hotel industry is labour intensive, productive use of its profitability depends on the success achieved in making its employees. Mahadevan and Yap (2019) argues that having large number of employees is undoubtedly not a remedy to increase productivity in the hospitality industry. Ironically, not all employee motivation and productivity problems are solved by pay raises, promotions and other related fringe benefits that human resource managers assume are satisfying for an employee. Dessler (2011) noted that employees who are performers do assist firms to deliver organisational strategic initiatives and therefore gain competitive edge over their competitors. However, there is little literature on the link between welfare and productivity in the hotel sector. This study therefore sought to establish the relationship between employees' welfare and productivity in five star rated hotels in Kenya.

## Study Objective

To evaluate the relationship between work-life balance and organisational performance among five stars rated hotels in Nairobi County.

## Research Hypothesis

$H_0$      There is no relationship between work-life balance and organisational performance among five stars rated hotels in Nairobi County.

## Significance of the Study

The study will generally contribute to the body of knowledge by filling the research gap regarding the role of employees' welfare on productivity in the hotel industry. The study will also contribute to hotel sector productivity knowledge for use by academicians, scholars and researchers as a point of reference in Kenya broadening hospitality and tourism industry. Further, the study findings will provide useful information to hotels on how to improve employees' productivity through effective work-balance approaches. The study will also provide opportunities for further research especially in the context of employee work-balance and performance in the service industry in Kenya. Finally the study will benefit the Kenya government through the ministry in charge of hospitality together with other bodies like Tourism Research Institute (TRI)

## Scope of the Study

The study sought to evaluate the relationship between work-life balance and organisational performance among five stars rated hotels in Nairobi County. Six five-star rated hotels within Nairobi Central Business District were involved in the study. Primary data was collected from the human resource managers and unionisable staff. The study was conducted in 2017.

## Study Limitations

The study encountered the challenges of administering questionnaire in this time of Covid-19 pandemic since the respondents were worried about corona virus infection. This challenge was alleviated by sending questionnaires online and dropping and picking them later. The respondents were assured of their safety since the handler of questionnaires ensured they sanitised their hands and the surfaces they touched.

## LITERATURE REVIEW

### Work-Life Balance

The conception of work-life balance can be traced in the late 18th century after the enactment of laws in United Kingdom and United States to limit the number of employees working hours (Brown, 2018).   According to Brown (2018), work-life balance gained more prominence in the 1970s and 80s when more women entered the labour market and they lobbied for more time outside their working stations to take care of their children and meet other obligations. Work-life balance encompasses ways in which employees manage time spent at and outside of work (Adan, 2019). According to Al-Omari, et al. (2020) work-life balance has the advantage of improving the workers' productivity by managing relationships, family responsibilities and at the same time ensuring workers health life.

Work-life balance is ensured by putting in place strategies like prioritisation of tasks, relaxing and exercising, focusing on the core tasks, delegating work, working as a team among others. Employees observing these strategies have the potential of becoming motivated and in the long run improve their productivity at their workplaces. Employees who practice work-life balance according to stand a better chance of accomplishing tasks on time and are less stressed.

Kumar (2020) noted that quality work life consists of opportunities for active involvement in group working arrangements, or problem solving that are of mutual benefit to employees or employers.  Du Modau, et al. (2018) stated that most of the employees felt that their organisations create work conditions whereby they are motivated to work harder and recognise the importance of training to help them work better. However, according to Du Plessis et al. (2015) the main factor that brings about high level of job satisfaction and motivation is a good salary as per the employees' expectations.

Zientara, Kujawski and Bohdanowicz-Godfrey (2015) studied the concept of Corporate Social Responsibility (CSR) adopted by hotels. They established that to motivate and retain staff, CSR-oriented schemes, like ensuring the material well-being of employees and the community, competency and skill development and lifestyle improvement are important. From their findings they argued that CSR makes the hotel company a more attractive employer for local inhabitants and a partner in the development of the community.

In many scholarly articles, high turnover in the industry has been attributed to work-family conflicts, as a result of the poor working conditions and constant emotional labour from customer contact (Ariza-Montes, Hernández-Perlines, Han & Law, 2019).  This would suggest that an employer must understand the importance of recognising and achieving the expectations of new employees as a means of avoiding dissatisfaction leading to turnover.

A study in USA by Sheppard (2016) on the influence of work-life balance programs on improving non-profit school employee performance. The study found that work-life balance motivates employees and in turn improves the organisational productivity. From the findings,

Sheppard (2016) argued that work-life balance programs have the potential of contributing to organisational culture and employee overall performance. The study focused on the work-life balance programmes in schools as per the school policies. In his conclusion, he argued that though the study focused on school setting, the same results affects all forms of businesses. Liu, et al. (2021) studied women's work-Life balance impact on organisational commitment in hospitality industry. It was revealed that work-life balance significantly affected employees' organisational commitment. Work-Life balance was specifically found to influence socio-demographic characteristics. The author did not succinctly determine if the employees' organisational commitment influenced organisational productivity.

Work-life balance activities have been found to reduce stress in the hospitality industry. Moyeenudin and Anandan (2020) studied how work life balance overcomes stress in hospitality sector in India. The study found that work-life balance programmes that reduce work versatility reduce work related stress. In South Africa Adriano and Callaghan (2020) studied the influence of work-life balance, job satisfaction and retention affecting turnover intentions of professionals in part-time study.  The study found that favourable work-life balance positively influences turnover intentions. This study specifically focused on students taking evening degree courses. The study did not focus on hotel workers; however, it can be argued that favourable work-life balance is a prerequisite for ensuring employees are productive.

The positive influence of work-life balance on employees' productivity was noted in Nigeria by Nwinyokpugi (2017). He established that work-life balance plays a critical role in motivating employees which ultimately leads to high productivity.  Kibozi and Michael (2018) studied the nexus between work-life balance practices and affective organisational commitment. The study revealed that work-life balance practices have a positive influence on affective organisational commitment. It was argued from the study that work-life balance practices have the ability to foster employment commitment relevant in improving their productivity.  This study focused on medical staff.

A number of studies have been conducted in Kenya regarding work-life balance in different industry. For example, Chemirmir, Musebe and Nassiuma (2018) studied the role of work-life balance on employee turnover in the flower industry.   They found that there is statistical relationship between work life balance and employee turnover. These findings portray the negative effects of work life balance on employee motivation. It is argued that work life balance in some cases can have negative effect. Ifrah (2019) researched on the effects of work-life balance on employees' productivity within Hotels in Kenya.  The study found that support for work-life balance activities was not enough to ensure improved employees' productivity. Provision of employees' welfare facilities and matching skills with job tasks was critical in ensuring organisational productivity.

## Productivity in Hospitality Industry

Essentially, productivity is a ratio to measure how well an organisation (or individual, industry, country) converts input resources such as labour, materials and machines into goods and services (Khanna, 2015). DeCenzo, Robbins & Verhulst (2016), argues that increased productivity within an organisation is subject to employing the right skills, that is, people with the right skill level, and knowledge, quality material, tools and equipment and enactment of the right systems, managements, processes and attitudes. Employee productivity in hospitality industry is a particularly important issue to managers and supervisors as the primary purpose of their job.

Hanzaee and Mirvaisi, (2011) in their study on customer satisfaction in the Iran hotel industry concluded that, all dimensions of customer image and service quality perception have significant relationships with customer satisfaction. The study showed higher t-values hence a stronger relationship between functional and both image and service perception (12/36 & 8/13) than technical and both image and service quality perception (10/80 & 4/58). The employee related functional aspects in the study included reliability, empathy, responsiveness and assurance.

There are differing perspectives on productivity measurement. DeCenzo, et al. (2016), urges that in practice there are two main productivity measures; that is, goal measures, that by their nature tend to be partial measures and system-based measures that attempt to take account of context and the wider system in which they operate. In the Kenyan context, Wadongo, Kambona and Odhuno (2011) pointed out that hotel managers faced challenges in running the institutions and that the source of these challenges was the failure to correctly recognise values in human relations competencies. This study thus sought to examine the link between employee welfare and productivity amongst five star rated hotels.

## RESEARCH DESIGN AND METHODOLOGY

This chapter describes the research design adopted by the study, outlines the methods that were used and provides justification for their inclusion, study location, target population and sample selection, data collection instruments, data collection procedures, pre-testing and data analysis.

## Research Design

The study adopted descriptive survey design to establish the role of welfare factors in employee productivity in hospitality industry. Descriptive design is the process where data is gathered for the goal of producing as well as testing the hypothesis with the aim of providing answers to the research question in a specific area of study (Creswell & Poth (2016). Descriptive research design helps to identify research variables and their relationships. According to Cox and Hassard (2010) descriptive survey research design enables a researcher to collect data without manipulating or changing the study subject or environment. It also enables the researcher to describe the study findings using statistical methods such as mean, frequencies, and regression

among others, justifying the researcher's decision to adopt the study design. The choice of this method was as a result of the need to describe the phenomenon the way it is without manipulating the variables.

Both quantitative and qualitative approaches were adopted. The quantitative approach is focuses on explaining phenomena by collecting numerical data that are analysed using mathematically based methods (Muijs & Dunne, 2010). This means a quantitative research approach is usually used to gather numerical data from physical and social activities such as actions and conversations, and then employs statistical measurements, mathematical models, and computational techniques to analyse those numerical data directly relating to the phenomena. It is grounded on a deductive theory in which the researcher tests and measures hypotheses against the existing theories.

The qualitative research methods are clearly different from quantitative research methods. This is because qualitative research methods mostly focus on collecting words, pictures, and objects rather than numbers. Cohen, Manion, and Morrison (2013) pointed out that unstructured or semi-structured techniques such as in-depth individual interviews, media analysis, focus groups, and observations are typical data collection methods in qualitative research. In addition, the data from qualitative research such as words, pictures, and objects are frequently analysed without the use of statistics. According to Mugenda & Mugenda (2013), descriptive survey research determines and reports the way things are. Since this study seeks to find out the role of employee welfare on productivity in the hospitality industry, descriptive survey study was the best suited method.

## Target Population

The study targeted Five Star Hotels within Nairobi Central Business District as the study site. The Nairobi Central Business district has six (6) five-star hotels. The study also targeted human resource (HR) managers and unionisable employees as respondents. Table 1 tabulates the target population of human resource managers and unionisable employees in each hotel.

**Table 1: Target Population for Hotel Staff**

| Category of Hotel | HR Managers | Unionisable Staff |
|---|---|---|
| Hotel "A" | 1 | 157 |
| Hotel "B" | 1 | 165 |
| Hotel "C" | 1 | 202 |
| Hotel "D" | 1 | 196 |
| Hotel "E" | 1 | 204 |
| Hotel "F" | 1 | 176 |

| Total | 6 | 1100 |
|-------|---|------|

**Source:** Tourism Regulatory Authority (2015); Respective hotels human resource databases (2016)

## Sampling Technique

The study used Slovin's formula $n = \frac{N}{1+N(e)^2}$ , (where "n" is the desired sample size, "N" is the population size, and "e" is the margin of error [0.05]) to determine the sample size of unionisable employees.

## Sample Size

Using Slovin's formula $n = \frac{1100}{1+1100(e)^2}$ , a sample size of 293 unionisable employees were sampled. Simple random sampling method using the individual hotel employees' master roll as sampling frame will be employed using lottery method to select 293 individual subjects for all the six hotels. In addition, proportionate sample for each hotel will be calculated. Table 2 presents the sample size of the respondents that will be involved in the study.

**Table 2: Target population and sample sizes**

| Target Hotel | Target Population for unionisable employees | % Proportionate Sample | Proportionate Sample Size |
|--------------|----------------------|----------------------|----------------------|
| Hotel "A" | 157 | 14.3 | 42 |
| Hotel "B" | 165 | 15.0 | 44 |
| Hotel "C" | 202 | 18.4 | 54 |
| Hotel "D" | 196 | 17.8 | 52 |
| Hotel "E" | 204 | 18.5 | 54 |
| Hotel "F" | 176 | 16.0 | 47 |
| **Total** | **1100** | **100.0** | **293** |

**Source:** *Author's own compilation from Staff Registers in six hotels, 2012*

## Data Collection Instruments

Smith (2016) noted that data collection method entails the process of gathering and formulating data that is useful to reveal findings that relate to a specific research area. The study used mixed method of research approach where qualitative and quantitative data was collected. According to Creswell (2013) and Kothari (2020) mixed method of data research approach ensures the study collect a rich qualitative and quantitive data. With this in mind, this study used questionnaire and interviews schedule to collect qualitative and quantitive primary from the respondents as discussed below.

## Questionnaires

Billups (2020) assert that questionnaires techniques of data collection are preferred because it collects a lot of information within a short period of time and offers confidentiality. These types of instruments were used to collect primary data from unionisable employees. Questionnaires adopted consisted of open and closed ended items. The open-ended items had options where the respondents selected while open ended questions had spaces for writing the responses. The questionnaire had two parts; part "A" comprised of background information (variables) of the respondents, while part "B" captured variables for each specific objective.

## Interview Schedule

This instrument was found suitable for collecting qualitative data from small number of respondents mainly from people with wide knowledge (expert) of an area or phenomenon (Kothari, 2020). In this study this instrument was used to collect data from the human resource manager of each hotel. The choice of this instrument was informed by the fact it provided an avenue of asking questions and making clarification on the responses made. This instrument had the advantage of seeking more information by probing further unlike the questionnaires. The interview schedule instruments were structured to guide the interviewer and the interviewee. It also provided an avenue for a follow-up in case lack of in-sufficient data.

## Pre-Testing

Pre-testing a questionnaire is very useful in order to make sure that the questions are clear and understandable by the respondents and that there are no inconsistencies in the meaning or order of questions that might confuse respondents and interfere with the results (Geisen & Murphy, 2020). Pre-testing is also useful to identify new issues of importance to the respondents and to find out how much time administering the questionnaire will actually take, thus helping to plan the data collection logistics (Geisen & Murphy, 2020). Pre-testing of questionnaires and the interview schedules were done to determine their validity and reliability.

Madan & Kensinger (2017) argues that for pre-testing questionnaires to yield reliable data, 1% to 10% of the sample size is adequate. Based on Madan and Kensinger (2017) affirmation, a 5% of 293 (14) questionnaires was administered to unionisable employees in 5-Star hotels outside NCBD. Stratified random sampling was used to select 15 unionisable employees who were involved in the pre-test to determine the reliability of the instruments using test-re-test method. The respondents were tasked to give comments and suggestions about the clarity of the instruments. The pre-tested instruments were subjected to internal consistence (reliability of the instruments) determination.

## Validity of Instruments

Validity is defined as the extent to which the instrument measures what it purports to measure (Kothari, 2020). Instrument validity ensures that, results obtained from the analysis of collected data in a study actually represent the phenomenon under investigation (Mugenda & Mugenda, 2013). According to Veal and Darcy (2014), validity is the extent to which information collected by the researcher truly reflects the phenomenon being explored. This study ensured content validity of the instruments was maintained. This was done by ensuring that the questionnaires collected the right data according to the purpose of study and research objectives. This was achieved by seeking supervisor's and experts' opinion regarding the validity of the research instruments and also to ensure validity of the instruments, simple language was adopted to avoid ambiguity in an effort to promote accurate responses by the respondents.

## Reliability

According to Joppe (2012), reliability is the extent to which results are consistent over time using the same measuring instruments and can be reproduced under a similar methodology. To ensure reliability of the pre-tested questionnaires, an internal consistency determination was done. Internal consistency determination of the instrument is crucial in determining the reliability of pre-tested data collection instruments. This is done by subjecting pre-tested instruments to Cronbach Alpha analysis to determine the reliability of the instruments that were used in the collection of primary data. Cronbachs alpha coefficient results were interpreted using George and Mallery rules of thumb where $\alpha \geq 0.9$ Excellent (High-Stakes testing) $0.7 \leq \alpha < 0.9$ Good (Low-Stakes testing), $0.6 \leq \alpha < 0.7$ Acceptable, $0.5 \leq \alpha < 0.6$ Poor $\alpha < 0.5$ Unacceptable. According to Gliem and Gliem (2003), the closer Cronbachs alpha coefficient is to 1.0 the greater the internal consistency of the items piloted. A Cronbachs alpha coefficient value is equal or greater than 0.6; it is an indicator that the instruments are reliable. On the other hand if Cronbachs alpha coefficient value is less than 0.6, it indicates that the instruments are not reliable. The Cronbachs alpha coefficient value results are presented in Table 3.

**Table 3: Reliability statistics**

|  | Number of items | Cronbach's Alpha | Standardized Cronbach's Alpha |
|---|---|---|---|
| Demographic | 7 | 0.900 | 0.901 |
| Welfare strategies | 16 | 0.716 | 0.718 |
| Work-life balance | 11 | 0.702 | 0.703 |
| Work environment | 9 | 0.699 | 0.700 |
| Influence of welfare on organisation productivity | 8 | 0.898 | 0.900 |

**Source:** Researched data (2016)

The Cronbachs alpha coefficient value results as presented in Table 3.3 show that the piloted questionnaires had a favourable internal consistency of above 0.6. The above findings based on George and Mallery rules of thumb, implies that the internal consistency of the piloted instruments were reliable. The reliability of the instruments ensured that data collected during the actual study was credible and valid.

## Data Collection Techniques

The research held a consultation with the management of sampled hotels on the methodology, participants and the purpose of the study. A briefing on data collection procedures was done to ensure participants were conversant on what was expected of them.  Self-administered questionnaires were administered to the respondents with the help of a research assistant at their work to collect quantitative data. Face to face and phone calls interviews with the senior management staff were conducted by the researcher to collect qualitative data. To ensure confidentiality of the respondents' responses, no names or employment numbers were recorded on the questionnaire. To ensure HR managers views and opinions remained anonymous during reporting,   pseudo names like Mr. XX was adopted to maintain utmost confidentiality.

## Data Analysis

Collected primary data using questionnaires was cleaned, coded and entered into the Statistical Package for Social Sciences (SPSS) version 20 software for analysis. Responses from open ended items responses collected using questionnaires were grouped according to themes and coded to produce data that was be analysed quantitatively. The next analysis focused on each specific objective in an attempt to answer the research questions. Quantitative data was descriptively analysed using statistics like dispersion, distribution and cross tabulation to

describe the variables under study. The analysed quantitative data was presented in tables and charts.

Data collected using interview schedule formed the qualitative information which was analysed in three-stage process namely data reduction, data discussion and drawing conclusions. Data reduction involved data mining of collected through oral interview by transcription to reveal the key issues that helped to separate the relevant issue from irrelevant. Data discussion involved the compilation of the reduced data into an organised and compressed logical context. Finally, data discussion offered interpretation of data and logical explanations on the relationship of the findings. Qualitative research findings were presented as phrases or key voices quotation as per the interview responses.

Chi-Square was used to test the hypotheses to determine the relationship between work-life balance and organisational performance among five star rated hotels in Nairobi County. This was necessary in order to make a determination of the influence of the explored variables on the organisational productivity. The presented data findings were subjected to interpretation with support of other documented research findings for or against. A summary and conclusion of the findings was offered.

Likert data was analysed using mean and standard deviation for each statement. The response categories and interpretation as indicated in Table 4.

**Table 4: Response Categories and Interpretation**

| Response | Weighting | Lower Limit | Upper Limit | Interpretation |
|---|---|---|---|---|
| **Strongly Agree** | 5 | 4.21 | 5.00 | Very High |
| **Agree** | 4 | 3.41 | 4.20 | High |
| **Moderately Agree** | 3 | 2.61 | 3.40 | Fair |
| **Disagree** | 2 | 1.81 | 2.60 | Low |
| **Strongly Disagree** | 1 | 1.00 | 1.80 | Very Low |

## Ethical Considerations

The research approval letters were obtained from Kenyatta University Post-Graduate Board and National Commission for Science, Technology and Innovation (NACOSTI). Before data collection, permission to collect data from HR managers and unionisable staff was obtained from respective hotels management. An introductory letter attached to the questionnaires was availed to the respondents and consent to collect data from individual respondent was obtained. The respondents were taken through an oral briefing where they were informed about the objectives

and purpose of the study. In addition, the respondents were also assured that their responses would be treated with confidentiality and the study findings were only to be used for academic purposes. The respondents were also not required or expected to indicate their names. This was meant to ensure that their anonymity was fully respected. Collected data was handled with utmost confidentiality by ensuring all questionnaires administered were accounted for.

## FINDINGS AND DISCUSSION

### Respondents Demographics

The study sought to document the participants' demographics. This was necessary in order to have a better understanding of the respondents to assist in discussing the study findings. Demographic characteristics explored included gender, age, marital status, level of education, designation, and work experience among others. The study findings are presented and discussed in sections below.

### Gender, age and marital demographics characteristics

Table 4 tabulates gender, age and marital demographics characteristics of the respondents'

**Table 5: Gender, age and marital demographics characteristics**

| Gender | N=280 | |
|---|---|---|
| | **n** | **%** |
| Male | 149 | 53.2 |
| Female | 131 | 46.8 |
| **Total** | **280** | **100.0** |
| **Age** | | |
| 18-25 | 62 | 22.1 |
| 26-35 | 109 | 38.9 |
| 36-45 | 87 | 31.1 |
| 46-55 | 22 | 7.9 |
| **Total** | **280** | **100.0** |
| **Marital status** | | |
| Married | 141 | 50.4 |
| Single | 135 | 48.2 |

| | | |
|---|---|---|
| Divorced | 4 | 1.4 |
| **Total** | **280** | **100** |
| **Education** | | |
| Primary | 4 | 1.4 |
| Secondary | 57 | 20.4 |
| Tertiary | 160 | 57.1 |
| Undergraduate | 53 | 18.9 |
| Post-Graduate | 6 | 2.1 |
| **Total** | **280** | **100.0** |

**Source:** Research data (2017)

Findings in Table 5 shows that majority 149(53.2%) of the respondents were males while the rest were females. The findings found that most 109(38.9%) of the respondents were in the ages between 16-35 years. Finally, it was established that a slight majority 141(50.4%) of the respondents were married. It was also found that a partly 4(1.4%) were divorced. It was reviewed that majority 160(57.1%) of the respondents had attained tertiary education while a minority 6(2.1%) had post-graduate level of education.

## Relationship between Work-Life Balance and Organisational Productivity in Five Star Rated Hotels

The study sought to evaluate relationship between work-life balance and organisational performance among five star rated hotels in Nairobi County. Respondents' opinions were collected using a five (5) Likert scale (1- Strongly Disagree, 2-Disagree, 3- Don't Know, 4- Agree, 5- Strongly Agree) questionnaire. According to Boone and Boone (2012), descriptive statistics like mean, mode and Standard Deviation (SD) are appropriate for analysing Likert scale data. This study settled on mean and SD statistics to analyse collected data. Mean statistics was used as the primary focal point for discussing the results based on the Likert scale key below. The findings are presented in Table 6.

**Table 6:** R**elationship between Work-Life Balance and Organisational Productivity in Five Star Rated Hotels**

| | **Mean** | **Std. Deviation** |
|---|---|---|
| Seeking assistance/working as a team | 4.32 | .653 |
| Not taking tasks at home | 4.18 | 1.042 |
| Prioritisation of tasks (Setting goals) | 4.17 | .736 |

| | | |
|---|---|---|
| Working smarter | 4.17 | .675 |
| Completion of task at the hotel | 4.15 | .786 |
| Time management | 3.95 | 1.009 |
| Taking time to rest | 3.84 | .997 |
| Taking care of personal health | 3.54 | 1.188 |
| Putting in considerations family matters | 3.12 | 1.532 |
| Participation in recreational activities | 2.80 | 1.546 |
| Programmes for exercises | 2.76 | 1.494 |

**Source:** Research data (2017)

The findings on the relationship between work-life balance and organisational performance among five star rated hotels are presented in Table 4.8. The findings in Table 4.8 show that the employees have been practicing a number of work-life balances. Some of the work-life balances explored were found to influence organisational productivity. Based on response categories and interpretation (Table 4) all the respondents agreed (Mean>3.41) with majority of the statements that employee work-life balance has positively influenced organisational productivity to a high extent. However**, p**utting in considerations family matters **(**Mean =3.12; SD=1.532)**,** participation in recreational activities (Mean =2.80; SD=1.546) and provision of programmes for exercises **(**Mean =2.76; SD=1.494) work-life practices had fairly influenced organisational performance.

The above observations were supported by one of human resource manager in hotel "C" who confided the following;

> " ….. *the company has put in place programmes that ensure employees adhere to work-life balance practices. Such work-life balance includes; taking time to rest in between shifts, setting task goals, time management among many others. Staff are discouraged from taking tasks at home which has the possibility of negatively influence organisational productivity …….*" [O.I. Manager "C"-2017)

Human resource managers in hotel "D" and "F" noted the following;

> " ….. *the organisation takes it seriously the importance of work-life balance as a mechanism of improving the company productivity since it promotes employees job satisfaction. As a human resource manager with 10 years of experience in this organisation I can attest the work-life balance approaches adopted in this hotel has been found to positively influence the organisational productivity . …….*" [O.I. Manager "D & F"- 2017).

On the influence of work-life balance on the hotel's productivity one human resource manager of "A" confided the following;

> " *..... I have worked in the hotel industry for more than 10 years as a human resource manager and I have noted that when the management facilitate favourable work-life balance approaches, staff gets highly motivated. The motivated workers get productive in such a way they finish tasks on time, reduction of conflict among the workers and the management. Work-life balance measures like time management, adhering to Standard Operating Procedures, taking time to rest among others has contributed greatly in motivating staff and in the long run has positively influenced the hotel productivity........"* [O.I. Manager "A"-2017).

Another human resource noted the following regarding the importance of facilitating work-life balance among the staff;

> " *..... one of my duty as HR Manager is to ensure workers are productive. This is done through different mechanism like providing statutory and non-statutory measures. In addition, the management have adopted to promote work-life balance measures in attempt to motivate staff. The motivation is meant to make the staff satisfied so that they meet the requirements of work and private life. Our company have noted the important implementing favourable work-life measures........"* [O.I. Manager "A"-2017).

The above findings from unionisable workers and human resource manager imply that favourable work-life motivates workers resulting in improved hotel productivity.

## Hypothesis Testing on the Relationship Between Work-life Balance and Organisational Performance

Chi Square non-parametric analysis was used to test the null hypothesis;

$H_0$     There is no relationship between work-life balance and organisational performance among five stars rated hotels in Nairobi County. The results are presented in Table 7.

**Table 7: Results for Hypothesis Testing for Objective Two**

| Chi-Square Tests | | | |
|---|---|---|---|
| | Value | df | Asymp. Sig. (2-sided) |
| Pearson Chi-Square | 1.332[a] | 4 | .856 |
| Likelihood Ratio | 1.695 | 4 | .792 |
| Linear-by-Linear Association | .750 | 1 | .386 |
| N of Valid Cases | 165 | | |

a. 5 cells (50.0%) have expected count less than 5. The minimum expected count is .04.

Interpretation of Table 7 results; it is revealed that the significance value 0.856 is greater than 0.05, and hence the null hypothesis is accepted and alternative hypnosis is rejected. This implies

that there is no positive relationship between work-life balance and organisational performance of the explored hotels.   These results paint a disparate opinion among the HR manager and unionisable staff on the influence of WLB on hotel performance.

## DISCUSSIONS OF FINDINGS

### Relationship between Work-Life Balance and Organisational Productivity in Five Star Rated Hotels

The study established that there is a close relationship between the work-life balance and organisational productivity.  This was so since respondents agreed with the majority of the statements posed.  For instance, working as a team, completing tasks at the workplace, setting goals for tasks and working smart are some of the approaches used by employees to attain work-life balance. These strategies have been found to be very effective in ensuring work-life balance. These findings are in agreement with observation by Liu, et al. (2021) who argued that working as a team and setting task goals are one of the best approaches of ensuring work-life balance. Responses from one of the human resources manager indicated that favourable work-life balance has been found to motivate workers which lead to improved organisational productivity. These observations are in agreement with the findings by Al-Omari, et al. (2020) who revealed that work-life balance leads to employee satisfaction which ultimately improves the hotels productivity. Management of organisation for a long time have been focusing on giving staff-welfare benefits to motivate them with the hope that it will contribute to productivity. However, of late organisations have realised that staff-welfare benefits are not the only approaches that can motivate workers to improve the organisational productivity. Work–life balance has now been incorporated as part of the culture of organisations to help workers remain motivated.  It has been found out that favourable work–life balance approaches lead to satisfied workers. According to Malik et al., (2014), there is a close relationship between work–life balance and employees' satisfaction. They further argued that there is high likelihood that a satisfied employee will be motivated to work effectively thus promoting the organisation's productivity.

The results established that participation in recreational activities and in programmes for exercises work-life balance approaches, scored a low rating in influencing organisational productivity. This implies that recreation and physical exercise   is not given a lot of weight by employees and priority approaches to work-life balance.  This could be attributed to the high cost of facilitating recreation and physical exercises to a large number of unionisable staff. These kind of work-life balance approaches are mostly reserved for the senior management team whose number is small. It is also offered to senior managers as a way of motivating them since they don't enjoy the service of collective bargaining which is preserved to the unionisable staff. These revelations are supported by study findings by Sheppard (2016) on work-life balance programs to improve employee performance. He argued that majority of organisations do not facilitate

work-life balance program that are specific to recreation and physical exercises dues to high cost implications.

## Conclusion

It emerged from the study that there was a positive relationship between work-life balance and organisational productivity in explored hotels.   However, Chi Square analysis found that there was no statistical positive relationship between work-life balance and organisational performance in Five Star Rated Hotels.

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