

Effect of Leave Administration on Employee Performance in Public Universities in Kenya

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ABSTRACT

Work-life Balance allows employees greater plasticity in their work therefore enhancing balance between work and the responsibilities outside their work stations. Leave Administration involves how paid absence is managed after a period of service with a particular employer such as annual, sick and compassionate leave. Leave days allow the workers to relieve themselves from work related issues and focus more on family matters. When leave is granted, it stimulates motivation hence ensures performance and productivity among workers. Herzberg's Two-Factor Theory, also known as the motivation-hygiene theory, guided this research. The study adopted descriptive research design because it describes the state of affairs, as it exists at present in the study. The study adopted disproportionate stratified sampling technique since it is a probabilistic sampling technique which is distinguished by its two-steps procedure. The study targeted 17,221 employees in the 7 public universities in Kenya established under the old constitution and chartered under individual Act of parliament. The sample size was 376 respondents which comprised of academic and non-academic staff. Primary data was collected using a structured questionnaire which was dropped to respondents and collected later. The quantitative analysis technique was used for analyzing data collected from the respondents. Descriptive summary measures specifically frequencies, percentages, means and standard errors were used to describe profiles of the Universities and respondents. Correlation was used to establish the relationship between the research variables. Hypotheses was tested using t-test while the overall significance of the model was tested using F-test at 5% level of significance. The findings were presented by use of tables and figures. Cronbach Alpha coefficient of 0.7 was used to test the reliability of research instruments. The study findings indicated that leave administration has an effect on employee performance in public Universities in Kenya. The study concluded that leave administration has a statistically significant effect on employee's performance in that 70.1 % of the variations in employee performance can be explained by the independent variable leave administration while 29.9% of variations in employee performance are explained by random error or other factors. Further the study results indicate that leave administration should be effective so as to enable employees to meet their expectations and ultimately influences university's performance. Therefore, a lack of leave administration may lead to decreased employee service delivery, efficiency, and effectiveness, which negatively affects the university's performance. The study recommends that universities should sustain and continually improve on their leave administration by instituting a leave policy to ensure consistent leave administration that is in accordance with the existing laws.

Key Words: Employee Performance, Kenya, Leave Administration, Public Universities

I. INTRODUCTION

Performance of organizations is contingent on the performance of its employees which in turn depend on numerous factors such as family, leisure or other personal aspects (Susanto et al., 2022). To improve organizational competitiveness, performance must be increased and monitored while taking into account various aspects such as work-life values, diversity of employee needs, working relationships as well as work-life balance practices. Work-life Balance allows employees greater plasticity in their work therefore enhancing balance between work and the responsibilities outside their work stations.

Nyanjom (2013) posit that employee performance problems that have seen universities report poor service delivery, injustice, corruption as is evidenced on complaints office (Ombudsman) could be caused by lack of appropriate work life balance programmes in universities. During the period 2002-2015, Kenya experienced a major increase in number of public universities which adopted work styles from developed countries requiring employees to work for longer hours with limited leave administration. This adversely affects work-life balance hence decline in employee performance (Mwangi et al., 2017). With the potential contribution of work-life balance practices to employee performance in terms of improved organizational commitment, job satisfaction, reduction on the turnover rate, universities have introduced programs that are aimed at achieving a balanced work-life. These include leave administration, staff wellness and organizational support

The Employment Act provides for various type of leave that include annual, sick and parental leave. Employees are entitled to take time off from work to concentrate on non-work related issues. This helps them create a balance since leaves are significant mechanism in supporting the wellbeing of an employee. The law sets the basic minimum for what leave entitlements employers must offer employees (Republic of Kenya, Employment Act, 2007). In regard to annual leave, when an employee serves, the employee is entitled to twenty-one days leave with full pay but the leave takes place when the employer and employee agree. According to Kenya Employment Act (2007), this leave may be taken with consent of employee with days distributed across the years. Leave provision helps employees strike a balance between their personal and professional lives (Tamunomiebi & Oyibo, 2020).

Most organizations have focused on the output of employees and their organizational performance rather than the welfare of the human resource. Therefore employee leave is one of the critical employees' right and welfare aspect which every employer should respect. It allows them to spend time with family, pursue personal interests and take care of personal obligations which are part of work life balance (Vance, 2014). It ensures a balance between operational efficiency, compliance with legal and organizational policies, and support for employee well-being. This involves creating clear policies, handling requests for various leave types (medical, family, vacation, personal), maintaining thorough documentation, and ensuring consistent and fair application of the policies (Chungo & Anyieni, 2019).

Effective leave administration minimizes absenteeism, ensures legal compliance, and fosters a positive workplace culture and this may increase individual performance. According to Vance (2014), paid absence when appropriately organized fosters job satisfaction and hard work among employees. It stimulates motivation hence ensures performance and productivity among workers (Maxwell, 2005).

An International Labour Organization (ILO) Report (2018) and Armstrong (2014) have laid out various recommendations on how appropriate leave administration should be conducted. The studies posit that leave administration has potential to boost employee performance if properly administered. Despite the potential contribution of leave administration to employee performance previous studies have not adequately addressed this gap. This provision ensures that employees have a period of sick leave with pay if they fall ill, as long as they meet this initial employment duration. However an employee who applies for sick leave must provide from a qualified medical practitioner a certificate of incapacitation. Sick leave is known to be associated with behavioral attitudes that influence employee performance. The correlation between sick leave and performance has been studied infrequently and with contradictory results (Cieri et al., 2008).

The Employment Act provides for parental leave that enable employees to take time off work after birth of a child, but without risk of being dismissed. Parental leave is important to protect the health and well-being of both parent and child. Women are entitled to three months maternity leave while men are entitled to fourteen days in the event that their recognized wives give birth. The Act enables employers promote family stability. This helps them create a balance since leaves are significant mechanism in supporting the wellbeing of an employee. The Kenya employment law sets the basic minimum for what leave entitlements employers must offer employees (Republic of Kenya; Employment Act, 2007).

1.1 Statement of the Problem

Kenya's Vision 2030 social pillar; education and training envisage a growing, vibrant and globally competitive education sector. The Universities play a vital role towards the realization of this vision. During the period 2002-2015, Kenya experienced a major increase in the number of public Universities which adopted work styles from developed countries requiring employees to work for longer hours with limited leave administration. This adversely affects work-life balance hence declining employee performance. Kenyan Universities have great potential a regional hub of research and development. Despite the high employee performance potential, Kenyan Universities are bedeviled by challenges of low morale due to worsening working conditions and brain drain where employees leave the Universities for better opportunities elsewhere. These raises the questions as to which work-life balance measures Universities are adopting to enhance work-life balance hence improve employee performance. Previous studies have not adequately addressed the actual effect of work-life balance on employee performance in Universities and revealed work-life imbalance (Cieri et al., 2008; Chungo & Anyieni, 2019; Mwangi et al, 2017). Review of literature indicates there are scanty and inconclusive studies on employee performance in Universities. Moreover, studies relating to work-life and employee performance in public Universities in Kenya are inconclusive. Therefore, this study seeks to investigate the effect of work-life balance on employee performance in public Universities in Kenya.

1.2 Research Objective

The general objective of the study was to determine the effect of leave administration on employee performance in public Universities in Kenya.

1.3 Research Hypothesis

H0₁: There is no statistically significant relationship between leave administration and employee performance in public Universities in Kenya

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Hertzberg Two-Factor Theory

Herzberg's Two-Factor Theory, also known as the motivation-hygiene theory, is a psychological framework developed by Frederick Herzberg in 1959. It seeks to explain what motivates employees and contributes to job satisfaction or dissatisfaction. Herzberg's theory categorizes workplace factors into two groups: motivators and hygiene factors. Hygiene factors are extrinsic factors that, when absent or inadequate, cause job dissatisfaction. However, their presence does not necessarily motivate employees or lead to job satisfaction. They are essential for avoiding dissatisfaction but are not sufficient for creating high levels of motivation. Examples of hygiene factors are; salary and benefits, company policies and administration, working conditions, interpersonal relationships with peers, supervisors, and subordinates, job security and status among others. Motivators are intrinsic factors that, when present, actively create job satisfaction and encourage higher performance. They are related to the nature of the work itself and the opportunities it provides for personal growth and fulfillment. Examples of motivators are; recognition and achievement, opportunities for advancement and growth, responsibility and autonomy, challenging and meaningful work and a sense of accomplishment. The study driven by Hertzberg made sense of what people truly require from their occupations.), Herzberg's two-factor speculation is a basic packaging of reference for managers who need to get an understanding of occupation satisfaction and related business execution issues. This theory is relevant in this study in that flexible working environment with breaks to enable attend to family issues and also take a rest area very key for an employee because employee leave was one of the key motivators and hygiene in an organization. Leave administration encompasses policies, processes, and practices related to employee time off. Effective management on both hygiene factors and motivators in leave administration, organizations can create a balanced system that minimizes dissatisfaction while fostering a motivated and engaged workforce hence employee satisfaction and performance (Herzberg, 1966; 1982; 1991; Herzberg et al., 1959).

2.2 Empirical Review

A study by Sakthivel et al. (2011) examined the effect work-life balance on employee satisfaction in some profit-making banks in Lagos, Nigeria. The study focused on the number of tasks performed by an individual and how that limited the employee from handling personal factors. The measurement of work-life balance is different as this study only focused on tasks while the current study focuses on leave administration initiated by organizations to attain work-life balance (WLB). Methodology of the study involved purposive sampling using structured questionnaires which yielded a nonprobability sample. The relationships among variables were analyzed by use of correlation and linear regression methods. The study findings indicate low adoption of WLB programmes such as leave administration which might have been affecting performance of employees. The findings contradict those of Jeet and Sayeeduzzafar (2014) who indicated high adoption of leave administration on employee performance. However, the current study sought to study the influence of leave administration on employee performance in public universities in Kenya.

Brough et al. (2009) conducted studies on work-life balance, job satisfaction, and employee well-being in Northampton in USA. The study used mixed-methods research design, combining both quantitative and qualitative data. The study focused on issues related to parental leave, work-family conflict, and mental health in various professional settings. The study focused on extent to which parents get paid while at home after child birth. The study recommended development of comprehensive leave policies such as paid family leave, mental health days, and vacation time) which can help employees meet their personal needs without the added stress of work obligations, promoting overall well-being. The study also recommended a study on programmes that enhance personal health and wellbeing and in the work sphere to be conducted superior data analysis methods. The study was focused solely on Northampton in the United States. Findings may not be generalizable to other regions or countries, where cultural norms, economic conditions, and organizational expectations around work-life balance may vary significantly.

Chungo and Anyieni (2019) studied employee leave and strategic organizational performance of Rift Valley Bottlers in Kenya. The study established that annual leave significantly influenced firm performance. Similarly, Ernst and Young (2016) established that employees who took regular holidays were much less likely to leave the business. On maternity/paternity leave the study established that maternity/paternity leave significantly influenced firm performance. The study further recommends that the firm ought to have a policy on sick leave. Sick leave ought to be granted on a recommendation by a doctor. Period for sick leave ought to be open depending on nature of sickness. The

study focused solely on Rift Valley Bottler hence; the findings may not be generalizable to other organizations or industries, particularly those with different workplace cultures or leave policies hence the reason for this study.

Contacos and Wilcox (2014) conducted a study on comprehensive employee leave management and employee performance. Their study found that well-managed leave policies helped improve employee productivity. The study did not account for other variables, such as organizational culture, job role, and managerial support, which could also affect employee performance and leave utilization.

Similarly, Iqbal (2010) conducted a comparative study analysis of best human resource management (HRM) practices in public and private sector focusing executives of both public and privately owned Universities in Pakistan. The study found that there was a significant difference in HRM practices such as leave administration in public and private universities. The study was not specific on what best practices it was researching on but recommends a study to be conducted on specific aspects of leave administration. The study was based in Pakistan and focused on both public and private universities among executives while the current study focused on academic and non-academic employees of public universities in Kenya.

A study by Cieri et al. (2008) on relationship between leave program and employee performance in three sectors in Nigeria found that an employee's job performance is a direct result of the combination of employee abilities, determination, and chance. These three features can be enhanced by organizations employing relevant strategies. The study found a positive relationship between well-structured leave programs (such as annual leave, sick leave, and parental leave) and employee performance. Employees who took leave felt more energized and productive upon returning to work, which enhanced their overall welfare. From the study it was noted that some organizations went to an extent of denying employees sick leave, those that granted leave were paid only a portion of their money. To grant such leaves the employers demanded a certificate of incapacity to work from a medical practitioner. The study noted that such incidents could be affecting the productivity of employees. However, the study did not link employee leave administration with the performance while the current study adopted multiple linear regression to determine the effect of leave administration on employee performance. Cieri et al. suggested complementing leave programs with wellness initiatives, such as mental health support and counseling services, to enhance employee well-being and help prevent burnout.

A study by Bloom and Van Reenen (2006) assessed the effect of work life balance (WLB), management and productivity in medium sized companies in the United States. The study revealed that employees associate WLB with job satisfaction which translates to higher levels of performance. Offering employees a chance to take leave often translates into good service delivery. The study by Bloom and Van Reenen also pointed out that when women are granted maternity leave with full pay and upon return to work they are matched to suitable jobs; they become more committed in their work. This kind of arrangement creates loyalty among the employees especially where the procedures to obtain maternity leave are easy. Similarly when paternity leave is granted to men for two weeks the same men become committed to their work. Although this study shows positive employee performance gains when organizations implement such programmes. Bloom and Van Reenen (2006) show that such programmes lead to lost work time which affects employee performance. The study by Bloom and Van Reenen (2006) also fails to link administration of maternal and paternal leaves to performance of the employees once they report back to work. This current study isolated the statistical effect of leave administration on employee performance by conducting a multiple linear regression analysis.

2.3 Conceptual Framework

The study conceptualizes leave administration as annual leave, sick leave and parental leave as indicators of work life balance which has an effect on employee performance. The study also provides employee performance as the dependent variable which is enhanced by service delivery, efficiency and effectiveness as illustrated in Figure 1.

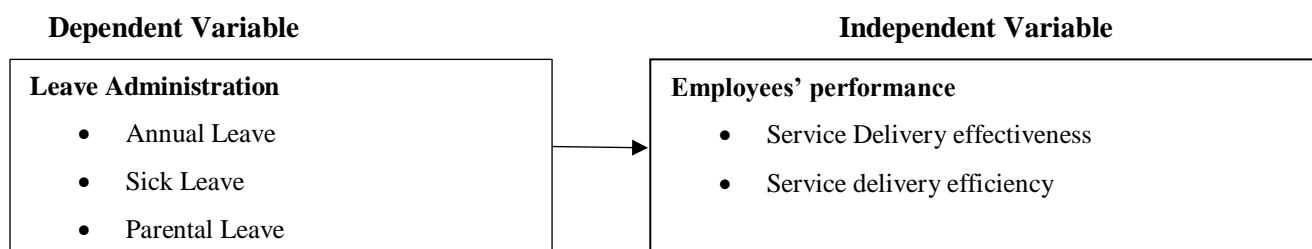


Figure 1
Conceptual Framework

III. METHODOLOGY

3.1 Research Design

The study adopted descriptive research design because it describes the state of affairs, as it exists at present in the study. The study adopted disproportionate stratified sampling technique since it is a probabilistic sampling technique which is distinguished by its two-steps procedure. The study targeted 17,221 employees in the 7 public universities in Kenya. The sample size was calculated using Creative Research Systems formula, often based on standard sample size calculations for surveys;

$$n = \frac{Z^2 \cdot p \cdot (1-p)}{E^2}$$

Where:

n=sample size

Z=Z score corresponding to confidence level (for a 95% confidence level, Z=1.96)

p= Estimated proportion of population (often set at 0.5)

E= Margin of error

$$n_{\text{adjusted}} = \frac{n}{1 + \frac{n-1}{N}}$$

N_{adjusted} is the adjusted sample size

N= is the Population size 17221

n=376

From the formula above, the sample size was 376 respondents which comprised academic and non-academic staff.

This study used one set of questionnaire as research instrument. The questionnaire also had open-ended questions which provided nominal data. Thus, questionnaires provided both quantitative and qualitative data. The questionnaire was chosen because it is less costly to administer, allows sample accessibility, efficiency, anonymity and could help to cover all aspects of the study topic (Dalati & Marx Gómez, 2018). Cronbach Alpha coefficient of 0.7 was used to test the reliability of research instruments.

The data collected was analyzed descriptively using means and standard errors (SE). The Statistical Package for the Social Sciences (SPSS) software, version 25.0, was used for data analysis, and the results were presented in tables.

IV. FINDINGS & DISCUSSION

4.1 Leave Administration and Performance

Leave administration was measured in terms of annual leave, sick leave and parental leave while parameters for measuring employee performance were service delivery efficiency and effectiveness. The respondents were required to respond to a likert rating scale on the effect of leave administration and employee performance. The results obtained are shown in Tables 1 and 2; Where 1 is Strongly Disagree, 2 is Disagree, 3 is Neutral, 4 is Agree while 5 is Strongly Agree).

Table I

Descriptive Statistics for Leave Administration

Statement	N	Mean	Std. Error
The University provides adequate annual leave to deal with other non-work related issues	348	4.90	.015
Annual leave allows me to improve on my personal growth and reduce work related stress	348	4.40	.034
Employees get paid annual leave to attend to their family and personal issues	348	4.29	.036
The University observes sick leave policy in employee agreement	348	3.21	.065
Sick leave offered to employees is sufficient	348	2.12	.073
Employees request for sick leave when they don't want to work	348	3.80	.070
The University has a parental leave policy	348	4.73	.022
Parental leave provides adequate time with my children	348	4.25	.049
Parental leave provided to employees is sufficient	348	1.91	.053
Overall	348	3.73	0.05

As indicated in Table 1, majority of the respondents strongly agreed (Mean =4.90, SE= 0.15) that the University provides adequate annual leave to deal with other non-work related issues. The respondents also agreed (Mean =4.40, SE= 0.34) that annual leave allows them to improve on personal growth and reduce work related stress. Similarly, (Mean =4.29, SE= 0.36) respondents agreed that employees get paid annual leave to attend to their family and personal issues. A mean of 3.21 and SE= 0.65 was recorded for those who were indifferent that their University observes sick leave policy in employee agreement while (Mean =2.12, SE= 0.73) disagreed that sick leave offered to employees is sufficient. However, majority of respondents agreed (Mean =3.80, SE= 0.70) that employees requested for sick leave when they do not want to work. Majority of the respondents agreed (Mean =4.73, SE= 0.22) that their University has a parental leave policy followed by (Mean =4.25, SE= 0.49) who agreed that parental leave provides adequate time with their children. However, (Mean =1.91, SE= 0.53) disagreed that parental leave provided to employees was sufficient.

Generally, the respondents agreed with most of the variables on leave administration (overall Mean =3.73, SE= 0.05). This implies that leave administration is effective in public Universities. The results of current study are contrary to findings by Broughe et al. (2009) that employees who have little or no access to paid parental leave were more likely to return to work due to financial pressures. On the positive in support of findings Contacos and Wilcox (2014) found that well-managed leave policies helped improve employee productivity.

4.2 Employee Performance Descriptive Statistics

The study aimed at assessing how leave administration affected employee performance

Table 2

Descriptive Statistics of Employee Performance

Statement	N	Mean	Std. Error
Annual leave gives me full energy to perform my duty and achieve set targets	348	4.72	.032
Sick leave enhances accomplishment of set performance tasks assigned to me	348	1.66	.045
Parental leave enhances family stability which boosts my job performance	348	4.26	.052
Health programs contributes to my performance	348	4.90	.015
Counseling programs enhances my ability to achieve set performance targets	348	3.25	.076
Fitness programs enhances relaxation that contributes to my job performance	348	4.56	.040
Good communication channels enhances good performance	348	4.83	.027
Regular training boosts motivates me to improve on task performance	348	4.13	.059
Career advancement contributes to my job performance	348	4.79	.020
Overall	348	4.12	.041

As indicated in Table 2 , the study found that majority of the respondents strongly agreed that annual leave gives employees full energy to perform duties and achieve set targets (Mean =4.72, SE=.032) and fitness programs enhances relaxation that contributes to employee job performance (Mean =4.56, SE=.040) while good communication channels enhances good employee performance (Mean =4.83, SE=.027). Respondents agreed with the following two indicators of employee performance: Parental leave enhances family stability boosts employee job performance (Mean =4.26, SE=.052) and regular training motivates employees to improve on task performance (Mean =4.13, SE=.059). Further, respondents were indifferent on whether counseling programs enhances their ability to achieve set performance targets (Mean =3.25, SE=.076) while other respondents (Mean =1.66, SE=.045) disagreed that sick leave enhances accomplishment of set performance tasks assigned. Generally, the respondents agreed with most of the indicators of employee performance as indicated by overall mean of 4.12 and SE of 0.041).The results are in support of recommendations of Whitener (2001) that for organizations to remain abreast, they need to increase their performance and monitor it while taking into account various aspects such as work-life values, diversity of employee needs, working relationships as well as work-life balance practices.

4.3 Regression and Correlation Analysis for Mean Administration and Employee Performance

As indicated in Table 3 (a) the study shows the value of R-squared obtained by the study was 0.701 which implies that 70.1 % of the variations in employee performance can be explained by the independent variable leave administration while 29.9% of variations in employee performance are explained other factors which are not in this study.

Table 3(a)*Summary of the Regression Model*

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate
1	.838 ^a	.701	.701	.445

a. Predictors: (Constant), Leave Administration b. Dependent Variable: Performance

To further test for the influence of leave administration, Analysis of Variance (ANOVA) was carried out to ascertain the significance of the estimation model. As presented in Table 3 (b), the study shows the analysis of variance (ANOVA) where F-value was found to be 813.012 and a p-value of 0.000. The p-value is less than the significance level ($0.000 < 0.05$) hence indicating that the overall model testing the influence of leave administration on employee performance was statistically significant. The findings of this study show that leave administration is a good predictor of the employee performance.

Table 3 (b)*Analysis of Variance for Leave Administration*

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	161.991	1	161.991	813.012	.000 ^b
Residual	68.940	346	.199		
Total	230.931	347			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leave Administration

Regression Coefficients for the model on leave administration and employee performance are presented in Table 3 (c)

Table 3(c)*Regression Coefficients for Leave Administration*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.359	.100		13.625	.000
	Leave Administration	.7941	.028	.838	28.513	.000

a. Dependent Variable: Performance

Table 3(c) shows the constant of regression was 1.359 while slope of regression model obtained was 0.794. The t-statistic obtained for this model was 28.513 at a P-value of 0.000 which is less than the significance value of 0.05. This implies that leave administration has a statistically significant effect on the employee performance in public Universities. This is an indication that public Universities are implementing leave administration policies as stipulated in the employment Act (2007). The simple regression model for effect of leave administration on employee performance can be presented by the equation; where:

$$Y = 1.359 + 0.7941X_1 + \varepsilon$$

Y = Employee Performance

1.359 = constant

0.7941 = slope of regression model

 X_1 = leave administration ε = error term

To further test for the relationship between leave administration and employee performance, correlation analysis was carried. The findings are presented in Table (d).

Table 3 (d)*Correlation between Leave Administration and Employee Performance*

Correlation		Leave Administration	Employee Performance
Leave administration	Pearson Correlation	1	.838**
	Sig. (2-tailed)		.000
	N	348	348
Employee Performance	Pearson Correlation	.838**	1
	Sig. (2-tailed)	.000	
	N	348	348

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

As indicated in Table 3 (d), the Pearson correlation was used to determine the relationship between leave administration and employee performance. The correlation coefficient was 0.838 with p –value (0.00) which was found to be significant at 5% significance level. This implies that there exists a strong positive relationship between leave administration and employee performance. An increase in leave administration will lead to an increase in employee performance. This means that, if leave administration is improved by a unit, then level of employee performance would improve by 0.838. Therefore, the null hypothesis that stated leave administration has no statistically significant effect on employee performance in public Universities in Kenya was rejected.

These findings support a study by Bloom and Van Reenen (2006) that assessed the effect of WLB, management and productivity in medium sized companies in the United States. The results of this study posit that employees who are able to find a work-life balance are able to make the best of their capacities which translates to higher levels of performance. According employees leave opportunities often translates into good service delivery. Organizations have taken heed and are steadily applying policies that will encourage employee performance

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

Based on the findings of the specific objective that leave administration has an effect on and employee performance in public universities in Kenya, the study concluded that leave administration has a statistically significant effect on employee's performance. Further the study results indicate that leave administration should be effective so as to enable employees to meet their expectations and ultimately influences university's performance. Therefore, lack of leave administration may lead to decreased employee service delivery, efficiency and effectiveness which have a negative effect on university's performance. This study therefore concludes that Universities should provide adequate annual leave to deal with non-work related issues, which will allow employees to improve on their personal growth and reduce work related stress. Furthermore, employees should get paid annual leave to attend to their family and personal issues which will in turn boost their morale.

5.2 Recommendation

The study recommends that universities should sustain and continually improve on their leave administration by instituting a leave policy to ensure consistent leave administration that is in accordance with the existing laws. Public universities should have a policy on how to effectively handle leave requests from employees by responding to them promptly. This study further recommends that to ensure leave administration is effective, organizations should ensure compliance with leave administration policies and guarantee employees availability of sufficient time out of work. This can be after the achievement of daily goals or after working continuously after a number of works. This ensures employees have sufficient time and also makes sure that employee performance is retained. The process for accessing leave administration should be sufficiently simple and error free process. Organizations should automate the process through self-service portals, this will save the employee the struggles of going through manual approvals and further ensure that the organization is able to track the leave based on the organizations requirements. The University management should observe sick leave policy in employee agreement. For instance, sick leave offered to the employees should be sufficient enough to give them an opportunity to gain enough strength to be productive in their work.

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