



**WORKLIFE BALANCE AND EMPLOYEE PERFORMANCE IN JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY KIAMBU COUNTY, KENYA**

<sup>1</sup>Ngugi Joan Njeri, <sup>2</sup>Dr. Muli Jedidah

<sup>1</sup>Masters Student, Kenyatta University

<sup>2</sup>Lecturer, Kenyatta University

**ABSTRACT**

Employees across the world often face several challenges in order to manage work life balance, ranging from matters concerning their private lives and families. Such challenges have resulted in stress, burn out, dissatisfaction among employees, poor employee performance, low organizational productivity as well as a lack of proper organizational direction. In an attempt to implement work life balance, public universities have experienced challenges. This study therefore sought to establish the influence of work-life balance on employee performance in Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kiambu County, Kenya. Specifically, the study sought to examine the influence of time management and employee development on employee performance in JKUAT. The study was guided by Spill over Theory and The Role Theory. The study used descriptive research design. The target population of this study will be both Teaching and Non-teaching senior officers of JKUAT in Kenya. The total approximated population of the senior officers 2,500 persons. The researcher used proportionate stratified random sampling technique to select 345 respondents from the target population, the researcher divided the population into different strata based on certain characteristics, and then selecting a proportionate number of samples from each stratum. This technique ensures that each subgroup, or stratum, is represented in the final sample in proportion to its size in the overall population. The researcher collected both primary and secondary data for the study Secondary data was collected through the review of literature that was done on JKUAT. Primary data was collected through use of semi structured questionnaires. The study used both descriptive and inferential statistics for data analysis with the aid of Statistical Package for Social Sciences (SPSS version 25). Descriptive statistics such as mean, standard deviation, frequency and percentages were used in this study. Data was then presented in a tables, bar charts and pie charts. The study concludes that time management has a positive and significant effect on employee performance in Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kiambu County, Kenya. The study concludes that employee development has a positive and significant effect on employee performance in Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kiambu County, Kenya. The study recommends that the organization should implement a time management training program for all staff members.

**Key Words:** Worklife Balance, time management, employee development, Performance in Jomo Kenyatta University of Agriculture and Technology

## **Background of the Study**

Employee performance is considered as instrumental to the growth and development of any organization (Hameed, 2018). Employees form part of the growth process of organizations in that they provide the necessary results or outputs that will improve the performance level of these organizations. Certain factors are attributed to the improvement in the performance of organizations such as reward, teamwork, career development and many other factors. However, despite the presumed positive contribution of employees to the growth and development of organizations, it has been observed that many employees do not contribute positively to the organization (Adzovie, Nyieku, Keku, 2018).

Due to the public policy reforms taking place worldwide, public organizations are striving to increase the quality of their human capital to respond to sustainability and competitive structures that are put in the economies' systems (Alagaraja, & Shuck, 2019). Studies in work life balance have captured attention in the minds of multiple scholars even apart from human resources; there are fields of management, psychology and practitioners (Biason, 2018). Work-life balance is a wide concept that has dominated and divided opinion both globally, regionally and local on its impact on performance in both private and public organization. For organizations to enhance performance then work life balance cannot be ignored (Aryeetey, & Gockel, 2018). According to Joseph and Carlson (2020) defined work-life balance as the "accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role-related partners in the work and family domain

Globally, organizations have had to battle with challenges of decline in employee performance. In the United States of America (USA) organizations have had to battle with different challenges due to poor service delivery of the employees and their commitment towards the work (Zuheir, 2018). Some of the identified challenges that has affected employee performance among these organizations include poor work life balance, poor mentorship training deficiency and poor interpersonal relationship in the organisation (Dialoke & Nkechi, 2020). According to Skripak, Cortes, and Walz, (2019), performance of employees in the China is more individualized and this has reduced their productivity by 23%. Poor work life balance and lack of proper knowledge transfer have been pointed out as some of the causes of poor performance of employees. In Malaysia, most organizations are not ruled out from the challenges that crop up as a result of poor employee performance, as it is observed that poor knowledge and work process integration often make employees to contribute less to the growth and progress of the organizations where they work (Osman & Ibrahim, 2019).

According to Zassazi, (2018) in Uganda, identified that employees are major assets of any organization. The active role they play towards a company's success cannot be underestimated. As a result, equipping these unique assets through effective training becomes imperative in order to maximize the job performance. In Nigeria, Gadi and Lauko (2019) conducted a study on the effects of training of academic staff on employees' performance in federal polytechnics, Nigeria. Findings revealed that worklife balance of Academic Staff has a significant effect on employees' productivity, enhanced timeliness in service delivery and work quality.

Locally Countries in East Africa specifically Kenya have continued to come up with innovative work-life balances that will counter this disparity. The ever-changing demographics in the labor market are another element pushing organizations to embrace flexibility and balance as they make efforts to arrest any top talent outside their organization (Mukururi & Ngari, 2019). Every employee has a personal and professional life; both of these are very difficult to separate. If an organization wishes to have better performance and more commitment from employees, then they have to be happy and satisfied. Mukururi & Ngari (2020) adds that for higher levels of employee performance to be achieved in an organization, an employee must fulfill his/her individual right to have a fulfilled life inside and outside work. This right however must be accepted and respected, to the mutual benefit of the individual and the organization.

The concept of work-life balance is commonly used in a comprehensive way to describe policies that were previously known as family-friendly, though they have been extended beyond the scope of the family (Githinji, & Muli, 2023). Different researchers have defined the term work-life balance differently using diverse dimensions (Poulose and Sudarsan, 2017). Grzywacz and Carlson (2016) defined work-life balance as the “accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role-related partners in the work and family domains”. Work is an activity that provides employees with resources that they need to live, and the concept of work includes social contribution, personal growth, and a feeling of belonging that are central to a sense of well-being (Gragano, Simbula, & Miglioretti, 2020)

Jomo Kenyatta University of Agriculture and Technology (JKUAT) is a public university that is situated in Juja, 36 kilometres northeast of Nairobi, along the Nairobi-Thika SuperHighway, off Exit 15 (CUE, 2020). It offers courses in Technology, Engineering, Science, Commerce, Management and Building sciences. The university has a strong research interest in the areas of biotechnology and engineering. Jomo Kenyatta University of Agriculture and Technology is established under the JKUAT Act, 1994. The Act provides the legal foundation for the establishment, organization, and governance of the university. The university was named after Jomo Kenyatta, the first President of Kenya, and it reflects its commitment to education, agriculture, and technology (CUE, 2020).

### **Statement of the Problem**

According to Mutua (2021), there is a significant decline in the employee performance at JKUAT, as evidenced by their reports, which highlighted 21%, 23%, and 24% declines in performance in 2018/2019, 2020/2021, and 2021/2022 respectively. Studies by Mose (2017) and Murithi (2018) also affirmed that employees in public universities in Kenya have been performing abysmally due to ineffective work-life 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. 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). Kemboi & Were (2023) studied factors thhaheen, Naqvi and Khan (2020) focused on visualizing the importance of work life balance for school teachers at the district of Kotli Azad Jammu & Kashmir, Pakistani and in analysing its relationship between work life balance and teachers' performance. They found out a significant and positive association between work life balance and organization performance. However, having been limited to Pakistan the study findings cannot be generalized to the current study

Work-life balance is a critical factor in the well-being and job satisfaction of employees in any organization. However, in the context of Jomo Kenyatta University of Agriculture and Technology (JKUAT) in Kenya, there is a growing concern that the balance between work and personal life may be having a significant impact on employee performance (Debrah, & Ofori, 2022). This issue arises due to the demands of academic and administrative roles within the university, which often require long working hours and high levels of dedication. The potential consequences of work-life imbalance on employee performance at JKUAT, including reduced productivity, job satisfaction, and overall well-being, pose a substantial challenge to both the employees and the institution as a whole (Cherono, Kiprono, & Njeje, 2021).

This study sought to investigate the specific ways in which work-life balance, or the lack thereof, affects employee performance at JKUAT. By understanding the nature of this influence, the research aims to provide valuable insights that can help JKUAT and similar institutions develop strategies and policies to improve work-life balance for their employees and enhance overall job performance, job satisfaction, and retention rates.

### **General Objective**

The main objective of the study was to establish the influence of work-life balance on employee performance in Jomo Kenyatta University of Agriculture And Technology (JKUAT), Kiambu County, Kenya

### **Specific Objectives**

- i. To determine the influence of time management on employee performance in Jomo Kenyatta University of Agriculture and Technology Kiambu County, Kenya.
- ii. To assess the influence of employee development on employee performance in Jomo Kenyatta University of Agriculture and Technology Kiambu County, Kenya.

## **Theoretical Framework**

### **Spill over Theory**

Spillover theory is based on Pleck's (1977) early notion of asymmetrically permeable boundaries between the life domains of work and family. It is concerned with work-related factors and family related factors (Piotrkowski, 1979). According to Bin, Lasi and Darno (2020) the spillover theory explains the conditions under which there is spillover between the family microsystem and the work micro system. The spillover may either be negative or positive. If the

interactions between work and family are rigidly structured in space and time, then spillover in term of energy, behaviour, and time are negative. Whenever there is flexibility such that an employee can integrate and overlap family and work responsibilities in space and time, a positive spillover is experienced, which is crucial in attaining healthy balanced life (Iskamto, 2021).

Rao and Krishna (2021) opined that what determines the work- life- balance is in both work and home contexts. Contextual determinants include the culture of work, demands of home, the culture of home, and demands of work. On the other hand, Individual determinants work orientation or the extent to which home or work is an epicenter of life interest, coping energy, personality, and personal control, age, career stage, and gender. The nature of the balance between work and life may be both subjectively and objectively. The objective indicators include time of uncommitted or free time outside and hours of work. On the other hand, Subjective Indicators is the states of balance or imbalance. Guest also argued that balance may occur when gives equal weights to both home and work or either of the two dominates by choice. Spillover happens when one sphere of life interferes with the other. Moreover, results of work life balance include well-being in life as a whole, personal satisfaction, impact on others at work as well as friends and families, and productivity at work and home, (MohdAbass, 2019). This theory explains the condition under which there is conflict between work and life responsibilities as a result of spillover effect. Spill over theory was used in this study to assess the influence of work-life balance on employee performance.

### **The Role Theory**

Role stress theory was developed by Kahn *et al*, (1964). Role stress theory is closely linked to the concept of work-life balance, as it underscores the challenges individuals face in balancing their various roles, including their work-related roles and personal roles. Work-life balance is a critical aspect of this theory and serves as a key dimension through which role stress is understood and managed (Githinji, & Muli, 2023). One of the central themes within role stress theory is the idea of role conflict, where the demands and expectations of work roles can come into conflict with those of personal roles, leading to stress and tension. For instance, the conflict between being a dedicated employee and a committed parent can create role stress for working parents. Finding the right equilibrium between these roles becomes crucial to achieving work-life balance and reducing stress (Adzovie, Nyieku, & Keku, 2017).

Role stress theory recognizes the importance of coping mechanisms in managing the stress that arises from conflicting roles. People often employ strategies like time management, setting priorities, and negotiating role expectations with employers and family members to create a harmonious work-life balance. These strategies are essential in helping individuals navigate their multiple roles effectively and minimize the strain associated with them (Palvalin, Voordt, & Jylhä, 2019). Moreover, the theory considers gender and cultural factors that influence an individual's experience of role stress and work-life balance. Societal expectations and stereotypes regarding gender roles can contribute to varying experiences of work-life balance for different individuals. Addressing these factors is integral to creating a more inclusive and equitable work-life balance for all (Githinji, & Muli, 2023). The Role Theory was used in this study to assess the influence of work-life balance on employee performance

## Empirical Review

### Time Management and Employee Performance

Kibebsii and Chufi (2022) researched on the effect of time management on employee performance in public sector organizations (Councils) in Boyo Division, Cameroon. Data for the study was gotten from primary sources. 120 structured questionnaires were administered to employees of the Councils who were selected through the stratified sampling technique. Data was analysed using descriptive and inferential analysis and presented using tables. The coefficient shows a relative moderate degree of explanation of the dependent variable by the independent variables. Thus, work schedule, punctuality, and procrastination have a positive influence on employee performance. Hence the decision will be to reject the null hypothesis (H<sub>0</sub>) in favour of the alternative. This means that time management has a significant influence on employee performance.

Rahman *et al.*, (2018) explained that employee performance work is an analytical tool to help the decision makers in making valuable and accurate decisions that leads to improvement of organisation goals. Obeidat,(2016) mentioned three different ways employers can support the productivity of the organisation through providing employees with required information on time about performance improvement, motivation and performance appraisal. Amstrong (2016) emphasised on the importance of employee performance as a path way to conduct and integrate different ways of aiding employees' performance in order to enhance the knowledge and skills of employees without tiding them to fix physical place or ignoring their busy schedules.

Daniel *et al.* (2020) carried out a study to examine the effects of time management on employees' performance. Two variables of the study were time management and employee performance. A Survey Research design was used for the study with a sample size of 102 respondents. Questionnaires were used to collect categorical data for the study. Descriptive statistics was used test the hypothesis. The findings of the study revealed that there is a positive relationship between organizational performance and effective time management.

Richard (2019) conducted a study to find out the extent to which time management affects employee performance. Time Management and employee performance were the main variables of the study. A quantitative approach was adopted and a simple random technique was to draw 80 respondents. Questionnaires were used to collect categorical data. Descriptive statistics was used to summarize tables and figures. The method used to test the hypothesis was chi square. The findings showed that Time Management enables the organization to survive competition and get more business.

### Employee Development and Employee Performance

Cherono (2017) conducted a study on employee development and organizational performance of Unilever Tea Kenya Ltd in Kericho County. The main theory the study used was the Human Relations theory. The study also used Human Resource Management and Resource based view Theories. The research design that was adopted was descriptive research design. The target population was 696 employees of Unilever Tea Kenya limited. Stratified and simple random sampling

techniques were used. To obtain primary data questionnaires with both structured and unstructured questions were used. Descriptive and inferential statistics were both used in analysis. The findings indicated that there exist significant effect between employee development and the performance of the organization. Training and mentorship were significant in contributing to the performance and participation and delegation were not significant in affecting the performance. Productivity, cost, innovation and task completion level play significant importance in performance of the organization.

A study was carried out in Nigeria by Malaola and ogbuabor (2019) on the effects of training and manpower development in employees' productivity and organizational performance, using First Bank Of Nigeria PLC as a case study. The study applied structured questionnaires to a sample size of 75 drawn by simple random sampling. The data generated was analysed using descriptive statistics .The findings of the study show that majority (70%) of the respondents agreed that training and manpower development has enhanced their efficiency and job productivity. Secondly, Majority (80%) of the respondents agreed that manpower development enhanced organizational performance. A research gap exists in the above study as the researcher only found out that training and development enhances effectiveness and productivity this research would thus want to find out if it also affects the level of costs, innovation and tasks completion level. The sector, in which the study was done the banking sector, is different from the current sector of study the tea sector

A study was conducted by Lankau and Scandura (2018) on how people learned in mentoring relationships. The study surveyed 440 employees in a non-profit hospital in the south-eastern United States on whether they had a mentor, their degree of role ambiguity, level of job satisfaction, intention to leave and aspects of learning in a mentoring relationship. The study found out that mentoring was significantly related to skill development. It also found out that mentoring was related to organizational commitment as well as job satisfaction.

### Conceptual Framework

A conceptual framework is a structure that the researcher believes can best explain the natural progression of the phenomenon to be studied. From a statistical perspective, the conceptual framework describes the relationship between the main concepts of a study. It is arranged in a logical structure to aid provide a picture or visual display of how ideas in a study relate to one another (Grant & Osanloo, 2014).

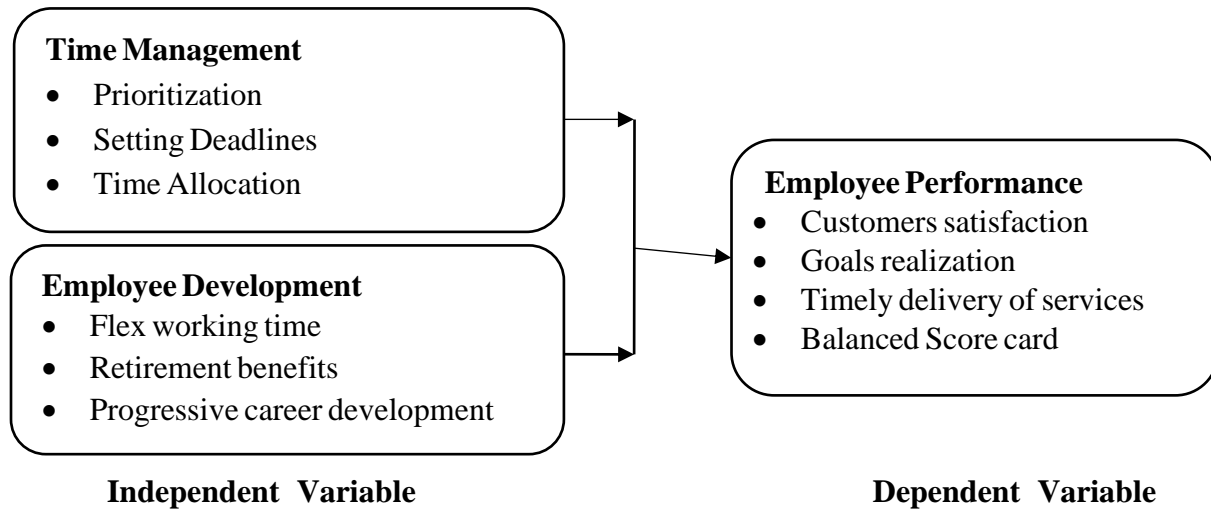


Figure 2. 1: Conceptual Framework

Source: (Researcher, 2024)

## RESEARCH METHODOLOGY

### Research Design

This study utilize the descriptive research design. Descriptive research design illustrates an ideal situation where the researcher can conduct the study on work-life balance on the performance of employees in the independent constitutional commissions.

### Target Population

The target population of this study was all cadre of staff i.e Teaching, Non teaching senior and junior officers of JKUAT in Kenya. The total approximated population of the senior officers was 2,500 persons (JKUAT,2022)

Table 3. 1: Target Population

Category	Target Population	Percent
Top Managers	120	4.8
Middle level Managers	230	9.2
Lower Level Managers	650	26
Junior Employees	1500	60
<b>Total</b>	<b>2500</b>	<b>100</b>

Source: (JKUAT, 2023)



### Sampling Technique and Procedure

Proportionate stratified random sampling is a method of sampling that involves dividing the population into different strata based on certain characteristics, and then selecting a proportionate number of samples from each stratum. The researcher used proportionate stratified random sampling technique.

### Sample Size

The study used stratified random sampling to determine the appropriate sample size for this study. The sample size for each of the research institutions was 345 members of staff

**Table 3. 2: Distribution of Sample Size**

Category	Target Population	Sample Size
Top Managers	120	17
Middle level Managers	230	32
Lower Level Managers	650	90
Junior Employees	1500	207
<b>Total</b>	<b>2500</b>	<b>345</b>

Source: (Researcher, 2024)

### Data Collection Instruments

The researcher collected both primary and secondary data for the study. The researcher used a structured questionnaire which was administered to all the participants that are identified for the study. The questionnaire contained both open-ended and closed-ended questions on the relationship between work-life balance and performance in the civil service. This is because questionnaires allow users to collect massive data in a short time. Additionally, they allow one to address a large number of issues in a structured way. Secondary data was collected through the review of literature that was done on JKUAT, also from their Human Resource Manuals and the website.

### Pilot Testing

A pilot study, or, pilot test or pre-test is defined as a small-scale preliminary research that is conducted so as to evaluate time, cost and feasibility to improve on the design of a particular study prior to conducting the actual one or full-scale research project (Kultar, 2017). The researcher carried out a pilot study to ensure the data collection tool is reliable and valid. The pilot test helped correct some of the challenges encountered before undertaking the final study. The pretesting sample was made of 17 respondents, representing 5% of the sample size. The results from the pilot test was not used in the main study. In addition, the respondents used in the pilot test were excluded from the final study.

## Data Processing and Analysis

The data collected from the participants was presented in terms of Tables, Pie Charts, and Graphs. The data was based on the study's objectives and research questions. The descriptive statistical techniques of frequency, mean, and standard deviation was used to analyze the quantitative data acquired. The results were displayed using frequency distribution tables, which kept track of how many times a score or response appears. Qualitative data was collected and analyzed using content analysis and presented in prose form.

This would give a clear presentation and processing of the data and ensure that all the data is recorded for analysis. (Yen, H., 2016). The research used Micro Soft Excel and SPSS version 28.0 as the tools for data analysis. The researcher used multiple regression analysis for the study.

$$Y = B_0 + B_1X_1 + B_2X_2 + e$$

Where;

Y= Employees performance

B<sub>0</sub>= constant

B<sub>1</sub>.B<sub>2</sub>=Coefficients of the variables

x<sub>1</sub>= Time management

x<sub>2</sub>= Employee development

e= Error Term

Y (Employee Performance) = B<sub>1</sub>(Time imanagement) + B<sub>2</sub> (Employee idevelopment) + e (Error term)

## DATA ANALYSIS, PRESENTATION AND INTERPRETATION

### Descriptive Statistics Analysis

#### Time Management and Employee Performance

The first specific objective of the study was to determine the influence of time management on employee performance in Jomo Kenyatta University of Agriculture And Technology (JKUAT), Kiambu County, Kenya. The respondents were requested to indicate their level of agreement on the statements relating to time management and employee performance in Jomo Kenyatta University of Agriculture And Technology (JKUAT), Kiambu County, Kenya. The results were as shown in Table 4.1

**Table 4. 1: Time Management and Employee Performance**

	Mean	Std. Deviation
Effectively managing my time leads to improved job performance	3.902	0.897
I believe that employees who prioritize and manage their time well are more productive	3.884	0.731
The implementation of good time management practices positively impacts the quality of my work	3.843	0.763
I feel that my time management skills directly influence my overall job performance	3.816	0.641
Well-managed time leads to a reduction in stress levels and an improvement in employee attendance and punctuality.	3.736	0.675
A workplace culture that values and supports effective time management positively impacts employee morale and job satisfaction	3.687	0.741
Effective time management contributes to a decrease in workplace conflicts and improves overall team dynamics	3.642	0.687
<b>Aggregate</b>	<b>3.787</b>	<b>0.734</b>

**Source:(Researcher, 2024)**

From the results, the respondents agreed effectively managing their time leads to improved job performance (M=3.902, SD= 0.897). In addition, the respondents agreed that they believe that employees who prioritize and manage their time well are more productive (M=3.884, SD= 0.731). Further, the respondents agreed that the implementation of good time management practices positively impacts the quality of their work (M=3.843, SD= 0.763). The respondents also agreed that they feel that their time management skills directly influence their overall job performance (M=3.816, SD= 0.641). Further, the respondents agreed that well-managed time leads to a reduction in stress levels and an improvement in employee attendance and punctuality (M=3.736, SD=0.675). In addition, the respondents agreed that a workplace culture that values and supports effective time management positively impacts employee morale and job satisfaction (M=3.687, SD=0.741). The respondents also agreed that effective time management contributes to a decrease in workplace conflicts and improves overall team dynamics (M=3.642, SD=0.687).

The respondents were further requested to indicate how time management affect their performance. From the results, the respondents indicated that effective time management allows employees to prioritize tasks and focus on what is most important. By allocating appropriate time to each task, employees can complete more work in less time, increasing overall productivity. Further, the respondents indicated that proper time management helps in reducing the feeling of being overwhelmed by deadlines and workload. By planning and scheduling tasks, employees can approach their work with a clear mind, reducing stress and anxiety. The respondents also indicated that when time is managed well, employees have sufficient time to pay attention to details, leading to higher quality work. Rushed tasks are more likely to contain errors, so managing time effectively ensures thoroughness and accuracy

From the results, the respondents indicated that good time management allows employees to allocate time for personal activities and responsibilities outside of work. This balance prevents burnout and promotes overall well-being, which in turn enhances job performance. In addition, the respondents agreed that employees who manage their time effectively are more reliable in meeting deadlines. This reliability builds trust with supervisors and colleagues and ensures that projects and tasks are completed on schedule. The respondents agreed that by managing time efficiently, employees can set aside periods for professional development, such as learning new skills or attending training sessions. This continuous learning enhances their capabilities and career prospects. The findings conform to the findings of Richard (2019) that there is a very strong relationship between time management and employee performance.

### Employee Development and Employee Performance

The second specific objective of the study was to examine the influence of employee development on employee performance in Jomo Kenyatta University of Agriculture And Technology (JKUAT), Kiambu County, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to employee development on employee performance in Jomo Kenyatta University of Agriculture And Technology (JKUAT), Kiambu County, Kenya. The results were as presented in Table 4.2.

**Table 4. 2: Employee Development and Employee Performance**

	Mean	Std. Deviation
Investments in employee development has positively contribute to my overall job performance	3.931	0.891
Employees who actively engage in professional development opportunities tend to be more productive	3.855	0.857
The organization's commitment to employee development enhances the quality of the work I produce.	3.720	0.714
I believe that my participation in employee development programs directly influences my job performance	3.685	0.677
Employee development initiatives contribute to reduction in stress levels and an improvement in my attendance and punctuality	3.678	0.656
A workplace culture that prioritizes and supports employee development positively impacts my morale and job satisfaction	3.665	0.759
Employee development efforts contribute to a decrease in workplace conflicts and improve overall team dynamics	3.643	0.889
Employees who actively engage in ongoing development opportunities demonstrate better decision-making abilities.	3.612	0.543
The organization's commitment to employee growth positively influences my work performance.	3.587	0.876
<b>Aggregate</b>	<b>3.708</b>	<b>0.762</b>

Source:(Researcher, 2024)

From the results, the respondents agreed that investments in employee development has positively contribute to their overall job performance (M=3.931, SD= 0.891). In addition, the respondents agreed that employees who actively engage in professional development opportunities tend to be more productive (M=3.855, SD=0.857). Further, the respondents agreed that the organization's commitment to employee development enhances the quality of the work they produce (M=3.720, SD= 0.714).

The respondents also agreed that they believe that their participation in employee development programs directly influences their job performance (M=3.685, SD= 0.677). Further, the respondents agreed that employee development initiatives contribute to reduction in stress levels and an improvement in their attendance and punctuality (M=3.678, SD=0.656). In addition, the respondents agreed that a workplace culture that prioritizes and supports employee development positively impacts their morale and job satisfaction (M=3.665, SD=0.759). The respondents also agreed that employee development efforts contribute to a decrease in workplace conflicts and improve overall team dynamics (M=3.643, SD=0.889). In addition, the respondents agreed that employees who actively engage in ongoing development opportunities demonstrate better decision-making abilities (M=3.612, SD=0.543). Further, the respondents agreed that the organization's commitment to employee growth positively influences their work performance (M=3.587, SD=0.876).

The respondents were requested to indicate how else employee development affects their performance. The respondents indicated that development programs provide employees with new skills and knowledge, directly improving their ability to perform tasks effectively and efficiently. This continuous learning ensures that employees remain competent and competitive in their roles. In addition, the respondents indicated that as employees develop new skills and expand their knowledge, their confidence in their abilities grows. This confidence translates to taking on new challenges, making decisions, and performing tasks with greater assurance and competence. The respondents indicated that employee development equips individuals with the tools and mindset needed to adapt to changes within the organization or industry. This adaptability is crucial for maintaining performance levels during periods of transition or innovation.

The respondents also indicated that development programs often focus on critical thinking and problem-solving skills. Employees who undergo such training are better equipped to identify issues, analyze situations, and develop effective solutions, leading to improved performance. Findings revealed that exposure to new ideas, techniques, and perspectives during development programs can spark innovation and creativity. Employees can apply these fresh insights to their work, leading to more innovative solutions and improved performance. The respondent employee development often includes training in communication and teamwork skills. Improved communication and collaboration enhance the effectiveness of team projects and foster a more harmonious work environment. The respondents indicated with enhanced skills and knowledge, employees can perform their tasks more efficiently and effectively. This increase in productivity benefits both the individual and the organization. The findings are in line with the results of Cheron (2019) who revealed that there is a very strong relationship between employee development and employee performance

### Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (time management and employee development) and the dependent variable (employee performance in Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kiambu County, 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**

		Employee Performance	Time Management	Employee Development
Employee Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	321		
Time Management	Pearson Correlation	.827**	1	
	Sig. (2-tailed)	.003		
	N	321	321	
Employee Development	Pearson Correlation	.895**	.119	1
	Sig. (2-tailed)	.000	.067	
	N	321	321	321

**Source:(Researcher, 2024)**

From the results, there is a very strong relationship between time management and employee performance in Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kiambu County, 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 Richard (2019) that there is a very strong relationship between time management and employee performance.

The results also revealed that there was a very strong relationship between employee development and employee performance in Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kiambu County, 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 Cheron (2017) who revealed that there is a very strong relationship between employee development and employee performance

### Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (time management and employee development) and the dependent variable (employee performance in Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kiambu County, 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),

**Source:(Researcher, 2024)**

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 (employee performance in Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kiambu County, Kenya) could be explained by independent variables (itime imanagement iand iemployee idevelopment).

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

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.027	2	2.007	96.96	.000 <sup>b</sup>
1 Residual	6.555	318	.0207		
Total	14.582	320			

a. Dependent Variable: employee performance in Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kiambu County, Kenya

b. Predictors: (Constant),

t

**Source:(Researcher, 2024)**

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 96.96 while the F critical was 2.420. 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 time management and employee development on employee performance in Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kiambu County, Kenya.

**Table 4. 6: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	0.202	0.028		7.214	0.000
	time management	0.481	0.097	0.480	4.959	0.001
	employee development	0.425	0.081	0.424	5.247	0.000

a. Dependent Variable: employee performance in Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kiambu County, Kenya

**Source:(Researcher, 2024)**

The regression model was as follows:

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

According to the results, time management has significant effect on employee performance in Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kiambu County, 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. Time management is crucial across the education sector, where both academic and non-academic staff must balance various tasks. Efficient time management across institutions can lead to better teaching quality, research output, and administrative efficiency, thus enhancing the sector's performance. The findings conform to the findings of Richard (2019) that there is a very strong relationship between time management and employee performance.

In addition, the results revealed that employee development has significant effect on employee performance in Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kiambu County, Kenya  $\beta_1=0.425$ ,  $p$  value= 0.000). The relationship was considered significant since the  $p$  value 0.000 was less than the significant level of 0.05. Across the industry, emphasizing employee development will enhance workforce skills, leading to improved service delivery, innovation, and competitiveness in education institutions. The findings are in line with the results of Cheron (2017) who revealed that there is a very strong relationship between employee development and employee performance.

### **Conclusions**

The study concludes that time management has a positive and significant effect on employee performance in Jomo Kenyatta University of Agriculture And Technology (JKUAT), Kiambu County, Kenya. Findings revealed that prioritization, setting deadlines and time allocation influences employee performance in Jomo Kenyatta University of Agriculture And Technology (JKUAT), Kiambu County, Kenya.

The study also concludes that employee development has a positive and significant effect on employee performance in Jomo Kenyatta University of Agriculture And Technology (JKUAT), Kiambu County, Kenya. Findings revealed that flex working time, retirement benefits and progressive career development influences employee performance in Jomo Kenyatta University of Agriculture And Technology (JKUAT), Kiambu County, Kenya.

### **Recommendations**

The study found that time management has a positive and significant effect on employee performance in Jomo Kenyatta University of Agriculture And Technology (JKUAT), Kiambu County, Kenya. This study therefore recommends that the organization should implement a time management training program for all staff members.

The study also found that employee development has a positive and significant effect on employee performance in Jomo Kenyatta University of Agriculture And Technology (JKUAT), Kiambu County, Kenya. This study therefore recommends that the organization should establish a comprehensive professional development program.



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