INFLUENCE OF EMPLOYEE ASSISTANCE PROGRAMS ON EMPLOYEE MOTIVATION IN PUBLIC UNIVERSITIES; A CASE STUDY OF RONGO UNIVERSITY, KENYA

[1*] **Elizabeth Akinyi Abong'o**
elizabethoiye@gmail.com

[2**] **Susan Wekesa**
swekesa@jkuat.ac.ke

[1, 2] *Jomo Kenyatta University Of Agriculture And Technology*

Abstract: *The capacity of being able to balance work and family life successfully continues to attract attention within the organizations. Employee assistance program is a work base intervention program that is designed to assist the employee's in resolving personal problems that may affect the employee's performance. Programs are made by organizations to enable employees manage both work and non-work issues without significant conflicts. This study established the influence of work-life balance practices on employee motivation in public universities using Rongo University as a case study. The specific objective of this study was to determine the influence of employee assistance programs on employee motivation in Rongo University. The study adopted a descriptive survey research design. The target population of the study was the 466 employees of Rongo University and the target population comprised of the 115-academic staff, 164 management and administrative staff and 187 support staff, from which 215 respondents were selected using the stratified random sampling technique. Multiple linear regression model and the ANOVA was used in the study in determining the significance influence of independent variables on employee motivation. In conclusion, the study findings are that employee assistance programs had positive effect on employee motivation in the university. This has been affirmed by the social exchange theory of the study as the model provides reason why work-life programs may create added effort on the part of workers. It helps workers in building up sentiments for the firm. The indicators that help in enhancing employee assistance programs on motivation as specified in study findings are rehabilitation, wellness and counseling programs. The study also finds that work life balance practices are vital in helping employees strike a balance between work and personal lives. The study therefore recommends the need to develop and implement these programs to improve work life balance thus improved employee motivation.*

Keywords: *Work Life Balance, Employee Assistance Programs, Wellness Programs*

1. Introduction

In the global economy, individual employees have conflicting commitments and varying responsibilities making work-life balance a major issue that needs to be enhanced by employers in the workplaces. Satisfying the conflicting demands of work-life and family-life is one of the biggest challenges for the modern employees (Lingard *et al.,* 2012). With varied explanations and definitions of work-life balance, it is generally associated with an equilibrium and maintaining a sense of harmony in life (Abubaker, 2015). Work life balance being the satisfactory level of involvement between the multiple roles of a person's life, it is a critical issue in human resource management in an organization, thus the introduction of work life balance practices. Global

competition, aging workforce and interest in personal lives, family values are some of the major factors that contributes to the importance of work-life balance and its practices in lives of employees in an organization.

Work-life balance practices are the motivating factors in an organization and helps employees to accomplish organizational goal. This has been supported that corporations have to facilitate their employees by providing programs and flexibility arrangement toward their workers. Work life balance practices are vital in creating a sense of assurance to employees that employer is supportive of their well-being and other non-work-related needs (Baral & Bhargava, 2010). Work life balance practices helps employees experience a sense of control and stay productive and competitive at work while maintaining a happy, healthy home life with sufficient leisure. It is attaining focus and awareness, despite seemingly endless tasks and activities competing for the time and attention of the employees (Mala & Bharathi, 2016).

The issues of policies have raised a lot of concerns and arguments on work-life balance practices and how they enhance working life in relation to the larger idea of family matters. This has led to a challenge on how work-life balance and its practices may be adopted by employees and the organizations, adoption of policies to tackle conflicts that arise from the interference from social pressures, family and work stress in an organization. Some researchers also showed that employees with access to policies express less intentions to leave the organization and a higher commitment (Beck & Davis, 2015). Workers who have some form of control over their balance in working tend to suffer less stress that causes ill-health (Obiageli, 2015).

Work life conflicts when not addressed timely, may lead to negative impacts on the performance of employees, job quality, productivity, health and also on employees' families (Noor, 2011; Leiva *et al*., 2012; Haar, 2013), thus need for researcher's recommendation on support and policies that will provide work life balance to help enhance employee commitment, well-being and job satisfaction (ILO, 2011). When there is increase in the level of stress, there can be low employee morale, reduced productivity and decreased job satisfaction. Employees experience severe stress over workload and time pressures (Dupuis & De Bruin, 2014). Implementation of work-life balance policies in an organization can expressively address the issues of job satisfaction, productivity, employee morale and retention (Lockwood, 2013).

The emerging issues of work-life conflicts has led to challenges in organizations in attracting, retaining and maintaining the best and talented workforce, hence need for managers to come up with human resource practices that may enable them attain organizational goals (Collins *et al*., 2011). Work-life balance practices can be categorised as those touching on employee assistance programs includes wellness programs, dependent care, counselling programs and rehabilitation programs.

Work-life balance has been an issue globally. Experiences in western countries indicate that responsiveness to the work and family needs of employees in the growing number of multinational enterprises is likely to be a key factor in ensuring effective local and global business outcomes (Russell, 2009). Bardoel and De Cieri (2006) note that there has been little serious analysis of work-life needs and approaches to policies, practices in the context a global workforce. Shapiro and Noble in Bardoel & De Cieri, (2001) reports that employees from different parts of the world identify three overriding barriers to work life harmony or integration: lack of workplace flexibility, access to and affordability of dependent care and issues associated with work demands and long hours of work.

Incidences of informal employment are growing and currently accelerating in Asian Countries, Latin America and Africa. This is characterised with long working hours and upward trends of non-standard work schedules such as in the evenings, at night and or weekends. This comes as a spread of more globalized twenty-four hours and seven days economy that has put considerable strains on workers and their families. In some instances,

parents are working twenty-four hours shifts, one on a child duty while the other works. Even though this may allow a family to make ends meet, it has a negative effect on the well-being of workers. Likewise, family responsibilities in low- and middle-income earning countries have become a barrier to women in employment and good and quality jobs within the organizations (ILO, 2011).

Employee assistance program is a work base intervention program that is designed to assist the employee's in resolving personal problems that may affect the employee's performance. It has since assisted workers with issues like alcohol or substance abuse, relationship challenges, wellness matters and traumatic events. These are done inform of rehabilitation programs, wellness programs and counseling programs offered to the employees in an organization at no cost by the experts or specialists. To some extents, the assistance programs extend to the employee spouses and children as well (Kleiman *et al.,* 2003). According to Younger, (2014), EAP consists of professional services provided primarily by clinicians offering problem identification, assessment, referral, counseling, and follow up on employees affected by a variety of personal concerns.

These are programs or efforts in an attempt through treatment to stop offenders from continuing to offend. It is a program that seeks to restore disabled individuals to their physical, mental, social, vocational and economic ability. According to Webster (2004), it is a crime prevention strategy rooted in the notion that offenders can change and lead a crime free life in the community. The program also targets those who have already engaged in delinquent or violent behaviour.

Wellness program is a way of promoting the good health rather than correcting the poor health, (Don & Taylor, 2010). Wellness program is designed to promote the health and wellbeing of employees. It emerged in the U.S. during the 1990s as a major concern for employers, making an evolution away from the traditional occupational safety and health focus on injury and disease prevention (Aldana; Riedel *et, al.,* 2001). Naydeck and Pearson, (2009) explains wellness program and gave examples of social activities, fitness programs, recreational opportunities, the spiritual and intellectual programs which in-turn impacts on the organizations bottom-line where the wellbeing of employees is greatly seen affecting the overall productivity due to the motivated work-force. Motivation for most employers is to reduce or contain the rising costs of health benefits and most of all to motivate the employees and boost their productivity (Leonard, 2001). Kamau *et, al.* (2015) found out that wellness on corporate shows stronger relationship between employee performance and physical wellness.

Employers in Kenya have in the recent past put in place regulatory organizational programs and policies to bring to the employees' understanding the importance of work-life balance. Also, private organizations and social services have been encouraged by the Government to deliberately introduce family friendly policies in the work places to help employees balance their family life and work. The Government of Kenya has smoothly implemented the five-day work week within most of its ranks and within the private sectors where it plays a role of a watchdog of employer in Kenya (Clutter Buck, 2003). The country experienced a major growth of most of the sectors, particularly in education sector between the years 2002 to 2011. The growth has been experienced in the higher education sector, where Universities have grown from the previous six to over 64. This has called for the institutions to adopt working programs that will increase motivation in their employees. Also, organizations are progressively embracing and gradually implementing work-life balance practices (Muinde, 2013). Also, Safaricom and the Coca-cola Company are well equipped with recreational services like gym for their workers to use during their free time among others, according to (Serapay, 2012).

Work-life balance problems do not only affect employees but also the organization itself. The concern of the employer is that the disadvantages of poor work-life balance manifest itself through recruitment and training costs, poor performance, high rate of absenteeism and employee turnover, and also sick leaves. The effect on

employee may be unfavourable on individual performance in an organization, mental health as well as life and work satisfaction, which has been the case with most Universities in Kenya. According to Abdulkadir (2018), in his research which was conducted in the Cabinet Affairs Office on work-life balance, found out that long working hours made employees experience much stress in their lives, employee assistance programs and work-family priorities have adverse effect on employees.

Also, the regular applauds and support by supervisors on individual employees with outstanding performance helps in motivating the workforce leading to high employee commitment. Commitment towards self-development, allegiance to fulfil the demands and duties at work are vital for individual employee, (Kadiegu, 2018). A study was conducted by Lula & Abdulkadir, (2018) on work life balance at the Cabinet Affairs Office in Kenya. The study established that employees in the cabinet affairs office are more involved in their jobs and working longer hours, thus making it difficult for them to keep a balance between family, job and other personal issues. This has resulted in work related challenges that are manifested through high cases of too much stress, employee absenteeism, high training and recruitment costs, high employee turnover, poor performance and constant sick leaves. What is not empirically clear is the effect of work life balance practices on employee motivation in public universities in Kenya such as Rongo University. The present study therefore, sought to establish influence of work life balance practices on employee motivation in public universities using Rongo University as a case study.

2. Statement of the Problem

Work-life balance practices have shown to be very important in organizations world-over. The imbalance of work-life is a problem that poses risks to the wellbeing of workers, thus relatively affecting motivation of the employees within the organization. Employees find it difficult to balance responsibilities at workplace and family or social life, yet work and family are the most important domains of life for most adults (Den Dulk, Petr & Poutsma, 2012). The fact that universities are no longer just seen as institutions that are engaged in delivering knowledge to new generations, rather are also institutions that have wider impact on society and economies at local and national level, Tripple *et al*., (2014).

The major role of shaping regional economy and entrepreneurial activities among others requires a motivated workforce to help in achieving the desired goals and objectives of the respective institution of higher learning. Because of the massive contribution to the economic development, a survey was conducted on employee motivation within the university. It found out that, only 60% of the employees were motivated, yet the remaining 40% also form part of the workforce. According to the finding in the performance appraisals (PA) reports of 2017 – 2019, it showed that there was high rate of employee absenteeism, low commitments and intentions of leaving the organization due to the imbalance that were being experienced. This may lead to qualified employees with excellent knowledge, abilities and skills leave the organization to find better opportunities elsewhere (KWA, 2015).

It was clear that several studies had been conducted on the effect of work-life balance and its practices. However, influence of work-life balance practices on employee motivation in public institutions of higher learning remains under explored, yet they are found to minimize the quality of work and family life. The work life imbalance influences employee commitment, absenteeism and timely goals achievement, thus necessitating the need for further research. The employees in Rongo University had generally shown to have low motivation and the present study therefore, tried to find out the influence of work-life balance practices on employee motivation in Public Universities using this university as a case study.

3. Research Objectives

The study main objective was to establish the influence of work-life balance practices on employee motivation with a specific objective to determine the influence of employee assistance programs on employee motivation in Rongo University.

4. Conceptual Framework

A conceptual framework is developed to provide clear links of the independent and dependent variables as they relate to each other in the study. In the study, the conceptualized relationship between the research independent variable (employee assistance program) and the dependent variable of the study are shown in Figure 1;
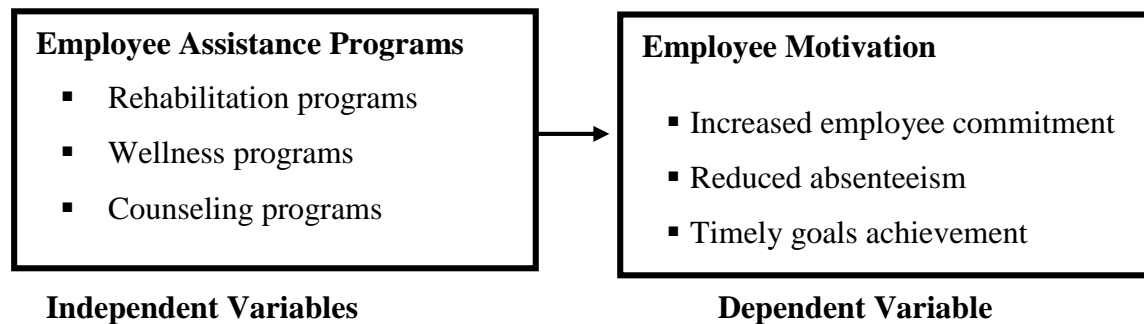
Employee Assistance Programs ▪ Rehabilitation programs ▪ Wellness programs ▪ Counseling programs	→	**Employee Motivation** ▪ Increased employee commitment ▪ Reduced absenteeism ▪ Timely goals achievement
Independent Variables		**Dependent Variable**

Figure 1: Conceptual Framework

5. Research Methodology

The target population were all the employees of Rongo University. According to the human resource department of Rongo University, there were 466 employees in the institution who were categorised into administrative, academic and support staff. The target population comprised of the academic staff 115, management and administrative staff 164 and support staff being 187 in number. The study adopted a descriptive research design in this case to study the influence of work life balance practices on employee motivation and stratified random sampling technique to select the respondents from the population. The study relied on primary data that was collected using a questionnaire. The questionnaire was checked for validity and reliability.

6. Research Findings and Discussions

Table 1: Cronbach's Alpha and Reliability test results

Item-Total Statistics Analysis for Reliability

S/N Variables		No. of items	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Comment
1.	Employee Assistance Independent Programs (EAP)	6	0.782	0.876	Accepted

7. Diagnostic Tests Analysis

The tests for assumptions aid the examiner to authenticate the nature of the data and be able to identify the applicable model for the study that ensures consistent, efficient and unbiased estimates (Yu, 2010). If the regression assumptions are violated, the estimates of the links between variables will be biased and unreliable (Hadi, 2012). In this case, the statistical assumptions were tested to establish if the data met the normality, multicollinearity, homoscedasticity and autocorrelation assumptions.

8. Normality Test

The normality test was conducted to ensure that the basic assumptions of multiple regression are met. The Kolmogorov-Smirnov and Shapiro-Wilk tests, also known as the K-S and S-W were used to test the distribution of the data. It has been suggested that graphical methods such as histogram and Q-Q plot can also be used together with the K-S test to enhance the strength of the test. Evidently, the results presented in table 2 below confirmed that the normality of the data was not a problem because the tests of all the variables were not significant. Hence the data distribution in the study was reliable for the analysis.

Table 2: Results for Kolmogorov-Smirnov and Shapiro-Wilk Normality Test

Statement	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee Assistance Program (EAP)	.221	5	.200*	.902	5	.421
Employee Motivation (EM)	.221	5	.200*	.902	5	.421

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

9. Multicollinearity Test

Multiple linear regressions assume that there is no multicollinearity in the data. Multicollinearity occurs when the independent variables are too highly correlated with each other to the extent that the independent variables effects cannot be isolated (Garson, 2012). The Tolerance and Variance Inflation Factor (VIF) was used to find the extent of collinearity among the Independent Variables (IVs). Tolerance is the percentage of the variance that cannot be explained by other independent variables and the VIF is the inverse of tolerance. The rule is that, if the VIF>4.0, it is said that there is a problem of multicollinearity; however, the threshold put by some scholars is that VIF>5.0 as stated by Waweru (2018).

A benchmark of VIF=4.0 was adopted in the study where VIF ranged between 1.312 and 2.185, while Tolerance Value ranged between 0.458 and 0.762. The results are as represented in the table 3, indicating that all the predictors' VIF value passed the test because, they were less than the adopted benchmark of 4.0. The Tolerance values were above 0.1 and VIF below 3. Based on the results, it means that for all the independent variables, there was no presence of multicollinearity. The variables, therefore met the conditions for acceptance for regression modelling.

Table 3: Multicollinearity Test

Statement	Tolerance	VIF	Minimum Tolerance
Employee Assistance Program (EAP)	0.762	1.312	0.762

10. Test for Homoscedasticity

The test examines whether or not the variances between independent and dependent variables is equal. The equality of variances was tested for the assumption of homoscedasticity. Violation of homoscedasticity of variance is confirmed if the Levene's test statistic is found to be significant (alpha level of 0.05) as shown in table 4 below. If the Levene's test for equality of variances is statistically significant $\alpha=0.05$ this indicates that the group variances are unequal. It is a check as to whether the spread of the scores in the variances are approximately the same. The findings in table 4 shows that basing on statistic, the Levene's statistic values in respect of all the study variables are not significant, falling between 0.06 and 1.951. Hence, homoscedasticity is not a problem for all the variables, p-value > 0.05. This essentially means that there is a linear relationship and there is no need to have a non-linear data transformation or quadratic term to fix. The assumption of homoscedasticity of variance in this study was therefore supported. Thus, the data met the condition for regression analysis.

Table 4: Test for Homoscedasticity

Statement	Levene's Statistic	df1	df2	Sig.
Employee Assistance Programs	0.139	1	185	0.709

11. Autocorrelation Test

This represents the degree of similarity between a given time series and a lagged version of itself over successive time intervals. Autocorrelation measures the relationship between variables current value and its past values. The Bartlett approximation was used to test autocorrelation in the residuals from a statistical regression analysis. According to Field (2009), a value of 2.0 means that there is no autocorrelation detected in the sample while values from 0 – less than 2 indicate positive autocorrelation, and values from 2 – 4 indicate negative autocorrelation. The table 5 indicated a positive autocorrelation, therefore, the results indicated a significant autocorrelated relationship between the employee motivation and the independent variables. The values were between 0.501 and 1.977, thus the data met the condition for regression analysis.

Table 5: Test for Autocorrelation

Autocorrelations

Lag	Autocorrelation	Std. Error[a]	Box-Ljung Statistic	
			Value	Sig.[b]
Employee Assistance Programs	-.086	.074	1.399	.237

a. The underlying process assumed is MA with the order equal to the lag number minus one. The Bartlett approximation is used.
b. Based on the asymptotic chi-square approximation.

12. Descriptive statistics

The purpose of this study was to investigate the influence of work life balance practices on employee motivation in public universities using Rongo University as a case study area. The following variables were analysed descriptively by the researcher; family responsibility programs, employee assistance programs, flexible work arrangement and employee breaks on employee motivation in public universities.

13. Employee Assistance Programs

The observation of the research was that 43.8% (81) of the respondents disagreed with the fact that wellness programs such as gyms for employees are available at the university, while the minority 10.8% (20) of the respondents neither agree nor disagree on the same. On the other hand, 77.4% (143) of the respondents agreed that the university gives its employees training and education on importance of good health with blood pressure and BMI (Body Mass Index) checked regularly, whereas 9.2% (17) were neutral on the matter. In addition, 59.5% (110) of the respondents agreed to the fact that the organization supports employees by providing them with subsidized balanced meals in the company while 22.1% (41) of the respondents disagree. At the same time 56.8% (105) agreed that the organization often organizes regular employee health / counselling programmes while 9.2% (17) respondents remained neutral. Also, 60.0% (111) respondents agreed that there is a clear policy on rehabilitation of drug addicts among employees in the university. Consequently, 63.2% (117) respondents agreed that the employee assistance programs contribute to employee motivation in the organization against 24.3% (45) of the respondents that disagreed on the same. Employee assistance had a mean score of 2.27 and 1.09 respectively. This indicates that the respondents observed with general agreement that availability of employee assistance program was to a moderate extent within the organization. This implies that although employee assistance programs were implemented, they were still considered inadequate and thus required improvement.

Table 6: Employee Assistance Programs

Statement	1 %	2 %	3 %	4 %	5 %	N	Mean	Std. Dev
1. The wellness programmes such as gyms for employees are available at the university.	14.1	43.8	10.8	17.8	13.5	185	2.40	.894
2. The university gives its employees training and education on importance of good health with blood pressure and BMI (body mass index) checked regularly.	6.5	7.0	9.2	26.0	51.4	185	2.20	1.789
3. The organization supports employees by providing them with subsidized balanced meals in the company.	13.5	8.6	18.4	37.3	22.2	185	2.40	1.140
4. The organization often organizes regular employee health /counselling programmes.	21.1	13.0	9.2	31.4	25.4	185	2.40	.894

5.	There is a clear policy on rehabilitation of drug addicts among employees in the university.	18.4	11.9	9.7	29.2	30.8	185	2.00	.707
6.	Employee assistance programs contribute to employee motivation in my organization.	9.2	15.1	12.4	42.7	20.5	185	2.20	1.095
	Average							**2.27**	**1.09**

KEY: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, Std. Dev=Standard Deviation, N=Number of Observation (185)

14. Employee Motivation

The findings on employee in table 7 below indicate that 82.1% (139) of respondents agreed that they are committed to their work at the university, with 80% (148) of respondents also agreeing that they are proud to be working for the university even though 14.1% (26) of the respondents still disagreed on the same. Moreover, 76.2% (141) of respondents agreed that they do more than what is listed as their duties and a majority 92.4% (171) of respondents also agreeing that they don't absent themselves from work unless they have a pressing issue away from work, with 7.0% (13) and 1.6% (3) of respondents disagreeing on the cases respectively. On the other hand, 57.3% (106) strongly agreed and 26.5% (49) of respondents agreeing, giving a total of 83.8% (155) of respondents supported that they carry out their work diligently and meet deadlines. Lastly, 87.6% (162) of respondents agreed that they meet their work targets more often, with 5.4% (10) remaining neutral and 7.0% (13) of respondents disagreeing on the matter. Slightly more than half of the respondents 58.9% and 57.3% strongly supported that fact that they are proud to be working for the university and that they carry out their work diligently meting the set deadlines respectively. Thus represented an average mean of 2.07 and an average standard deviation of 1.68.

Table 7: Employee Motivation

Statement	1 %	2 %	3 %	4 %	5 %	N	Mean	Std. Dev
1. I am committed to my work at the university	9.2	6.5	2.2	23.2	58.9	185	2.00	1.732
2. I am proud to be working for the university.	6.5	7.6	5.9	55.1	24.9	185	2.40	1.789
3. I do more than what is listed as my duties.	7.0	7.0	9.7	45.9	30.3	185	2.00	1.414
4. I don't absent myself from work unless I have a pressing issue away from work	1.6	3.8	2.2	42.7	49.7	185	2.20	1.643
5. I carry out my work diligently and meet deadlines	4.3	7.0	4.9	26.5	57.3	185	2.00	1.732
6. I meet my work targets more often.	2.7	4.3	5.4	68.1	19.5	185	1.80	1.789
Average							**2.07**	**1.68**

KEY: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, Std. Dev=Standard Deviation, N=Number of Observation (185)

15. Inferential Statistics

Inferential statistics are methods to generalize, make estimates, predicts and draw conclusion from a set of data (Freedman, 2008). In this study, inferential analysis was conducted through the use of correlation and regression analysis to determine the relationship between work life balance practices and employee motivation.

16. Correlation Tests (Pearson Correlation) of variables

Correlation is a statistical relationship between variables. It is a measure of how well the variables are related and the degree or direction of the relationship. It is assumed that correlation coefficient informs a researcher of the magnitude and direction of the relationship between two variables as stated by Mugenda and Mugenda (2012). The correlation ratio is able to detect almost any functional dependency and also indicates strength of a linear relationship between variables. It has however been argued that its value generally does not completely characterize their relationship (Damghani, 2013). The nature of the data determines the measure to use, whereas in this study, the Pearson product moment correlation was used. The correlation results were represented by ρ is between -1 and +1.

The negative -1 indicates that there is perfect negative correlation between the two variables whereas, positive +1 means that there is a perfect positive correlation between the two variables, as 0 means that there is no relationship at all (Sekaran & Bougie, 2013). It can be high, moderate or low depending on how close the value is to ± 1, the bigger the coefficient, the stronger the association (Mugenda & Mugenda, 2012). Pearson product moment correlation (r) was used in this study to analyze the relationships between the variables which were family responsibility programs, employee assistance programs, flexible work arrangement, employee breaks and employee motivation. And Pearson product correlation p-value of significance to show the degree and significance of the relationship.

The resultant correlations were indicated by the prefix 'r ', where the degree of correlation was expressed by a value of the coefficient (Katz, 2006). From the results in table 8 below, there is a positive and significant correlation between the independent variables and employee motivation. Particularly, the correlation results showed that family responsibility has a positive and significant relationship with employee motivation ($r = .051$, $\rho < 0.01$). While employee assistance programs positively and statistically significantly correlate with employee motivation ($r = .007$, $\rho < 0.01$). Moreover, results indicate that flexible work arrangement positively and significantly relate to employee motivation ($r = -.033$, $\rho < 0.01$). From the results, employee break is positively and significantly correlated with employee motivation ($r = .020$, $\rho < 0.01$).

Table 8: Pearson Correlation Coefficient of Study Variance

		EM	FR	EAP	FWA	EB
EM	Pearson Correlation	1				
	Sig. (2-tailed)					
EAP	Pearson Correlation	.007	.020	1		
	Sig. (2-tailed)	.925	.788			

Correlation is significant at the 0.01 level (2-tailed).
Correlation is significant at the 0.05 level (2-tailed).

The Pearson's correlation was checked to ascertain whether or not there is a statistical relationship between employee assistance programs and employee motivation in public universities in Kenya using Rongo

University as a case study. The results show the Pearson's correlation coefficient between employee assistance programs and employee motivation was (r=0.007, ρ<0.925) two tailed, tested at 95% confidence level. The results showed that there is positive and significant relationship between employee assistance programs and employee motivation in the university. A sign that employee motivation in public institutions of higher learning in Kenya are influenced by employee assistance programs. An indication that, an increase in employee assistance programs would affect the level of employee motivation positively. The study findings agree with some of the previous studies (Kamau *et., al.* 2015; Younger, 2014).

17. Summary of Findings

The main objective of this study was to establish the influence of work life balance practices on employee motivation in public universities in Kenya. In search of this, the study sought to establish the influence of employee assistance programs on employee motivation in public universities in Kenya.

18. Influence of Employee Assistance Programs on Employee Motivation

The researcher sought to analyze the influence of employee assistance programs on employee motivation in public universities in Kenya. The researcher used rehabilitation programs, wellness programs and counseling programs as the indicators for the study. The result of the study indicated that the presence of employee assistance programs positively affects employee motivation. Provision of rehabilitation, training and education on importance of good health plus counseling programs helps in reducing employee absenteeism as the employees will be enjoying good health. The goals and objectives of the organization will be achieved timely due to reduced absenteeism from the motivated workers of the organization. It was noticed that the absence of wellness programs such as gyms needs to be improved within the organization.

19. Conclusion

Based on the study findings, the conclusion of the study was that employee assistance programs had positive effect on employee motivation in the university. This has been affirmed by the social exchange theory of the study as the model provides reason why work-life programs may create added effort on the part of workers. It helps workers in building up sentiments for the firm. The indicators that help in enhancing employee assistance programs on motivation as specified in study findings are rehabilitation, wellness and counseling programs. Based on the study findings, it was concluded that enhanced rehabilitation, training and education on importance of good health reduces employee absenteeism within the organization. Also, as per the findings, it was established that organizational goals and objectives are timely achieved due to the reduction of employee absenteeism and a motivated workforce. However, the study depicted that wellness programs such as gym be improved within the institution.

20. Recommendations

The main objective of the study was to establish the influence of work life balance practices on employee motivation in public universities. The recommendations of the study were based on the study findings and can be applied in any other organization and not just public universities.

On employee assistance programs, it is recommended that the management should ensure the availability of the determinants such as rehabilitation programs, wellness programs and counseling programs within the organizations. Enhanced employee assistance programs form the major motivators at work places as per the study findings. Further recommendations of the study were that there is need to improve on wellness programs such as gym facilities within the organization. There should be proper communication to employees on

employee assistance programs available within the organization as it was noted that some workers were not aware of the presence of major programs in the institution.

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