



**WORK-CENTERED LIFE AND EMPLOYEE
PERFORMANCE AT GEOTHERMAL DEVELOPMENT
COMPANY IN NAIROBI CITY COUNTY, KENYA**

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Abstract:

Work-life balance entails to the working arrangements that ensure an employee's personal and professional duties are balanced. Poor work-life balance is a key risk that jeopardizes employee well-being, performance, and organizational effectiveness. Most employees find it difficult to strike a balance between their personal lives and their work obligations. Work-life balance is linked to the stability between the time and effort employees devote to work and also attend personal responsibilities to maintain an overall sense of synchronization in life. State corporations such as Geothermal Development Company are currently operating in an extremely competitive environment. This demand for more responsiveness and efficiency of employees that is brought about by Work-life balance as adopted in private organizations. The main objective of this study was to investigate the influence of work-centred life and employee performance at Geothermal Development Company. The anchor theory of the study was Spill-over Theory that was reinforced by Compensation Theory. The study adopted a descriptive research design. Data was collected using structured questionnaires from the senior management, middle management, and lower-level support staffs of Geothermal Development Company. The target population of the study was 341 and the study's sample size was 102. The study used stratified random sampling. The researcher conducted a pilot study using 10% of the respondents before the questionnaires were distributed for data collection. Pre-testing and expert opinion were used to examine the instrument's validity. The instrument's dependability was tested using the Cronbach's alpha reliability test. The qualitative data was analyzed with the aid of SPSS version 26.0.

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Inferential statistics (correlations and regression analysis) was used by the researcher to show the relationship between independent and dependent variables. Pearson correlation helped in envisaging and defining the relationship between the variables. Data was presented on tables and figures. Pearson correlation helped in envisaging and defining the relationship between the variables. The study established that work-centred life had a significant influence on employee performance. The study concluded that work-centered life had significant influence on employee performance. The researcher recommends that the management of GDC should enhance their policies on work-centred life by formulation and implementation of modern policies, and this should be cascaded down to departmental level. The Human Resource department at GDC should reconsider its policies on flexi working arrangements, organization wellness programmes, job sharing as well as employee health as way of motivating employees to improve their performance.

Keywords: work-centred life, employee performance, Geothermal Development Corporation

1. Introduction

1.1 Background of the Study

Employees are a highly valued asset in any company (Baral & Bhargava, 2010), who say that a successful and productive company can be readily accomplished by actively involving employees in the process of increasing performance. According to Michael Armstrong (2007), performance is defined as "*the attainment of the established quantifiable objectives.*" The greatest way to measure an employee's performance is to look at how well he or she meets his or her work criteria. Appropriate conduct and the successful use of information, skills, and expertise result in a high performance rate. Not all staff are equal in their work; some have excellent skills irrespective of incentives and others may need to start up sometimes. The result might thus be much better if it is managed correctly with high efficiency (Wilderom & Maslowski, 2000).

The results or results of an individual's labor can be characterized as the employee performance (Dessler, 2011). Neely et al. (2002) says employee performance has two dimensions: efficiency (or use of resources) and efficiency (fulfillment of needs), and work satisfaction. The core of employee performance rests in these two aspects. Armstrong (2012) contends that performance is a performance of everything organized or performed, performed and worked out. This alludes to the achievements but also indicates that the achievements are about the effort and the achievements (Armstrong, 2012). The results or results of the task are employee performance. This is the final outcome (Dunnette & Fleishman, 2011).

The notion of work-life balance refers to the consistency of time and effort individuals give to work while simultaneously attending to personal commitments in order to preserve a sense of synchrony in their lives (Obiageli, Uzochukwu, & Ngozi,

2015). Work-life balance recognizes that most employees have multiple roles, and the concept help curtail the number of skirmishes in the organization and targets the experiences such as job overloads and job demands, therefore, organizations can adopt and implement work-life balance that can assist employees to perform better their duties as well as personal responsibilities and improve their well-being and achieve organizational goals.

Work-life balance (WLB) is defined by Redmond et al. (2006) as flexible working schedules that allow both non-parents and parents to strike a balance between personal and professional obligations. WLB is an important subject that affects a variety of workers in both the public and private sectors. It is not limited to one's personal life or job function. It continues to have an impact on a person's mental, social, economic, and psychological well-being. According to Orugbu et al. (2015), all of these difficulties are manifested in an individual's output, which has an influence on employee performance.

The government of developed countries, such as the United Kingdom, commissioned a study on work-life balance. The UK government has been at the forefront of campaigning for better work-life balance, which improves employee performance, and the findings established that poor family life, working long hours, and inflexibility are some of the factors that lower staff productivity in the UK (Sakthivel, Kamalanabhanb, & Selvarania, 2011). Mordi and Ojo (2011) established that most staff suffer from work-life conflict, and an overwhelming majority blames it on the working conditions in Nigeria banks, and employees' family lives are disrupted for the sake of profitability and organizational growth. While conducting a study on work-life balance practices, job performance, and turnover intentions in the Ghanaian banking sector, Asiedu-Appiah, Frempong, and Dufie-Marfo (2016) discovered that employees were unable to balance their daily routines and lives, and they wished that organization management would improve their work-life balance to enhance their work. Work-life balance is a key driver of employee success, according to the research.

Several organizations in Kenya have started to embrace work-life balance such as Safaricom and Britam Kenya limited have integrated wellness programmes for their employees that include creche, internal medical clinics, staff clubs, and management gym. Equity Bank, EcoBank and Safaricom PL management has invested in learning and development of life-work balance programs that take care of health education, financial wellness, nutritional care, drug abuse, HIV/AIDS peer education, and stress management that are implemented by the human resource department. The facilities that are geared to the reduction of work-family conflicts that has a negative impact on employees' performance.

1.2 Employee Performance

Employee performance is defined as how well an employee performs their work obligations and completes the tasks that have been assigned to them. It relates to the output's efficacy, quality, and efficiency. Performance is also a factor in determining how valuable an employee is to the company. Employee performance, according to Wekesa

and Makhamara (2019), is a combination of efficiency and effectiveness, which implies how well an employee performs on the job and how well that performance is assessed against the widely recognized indicators of performance criteria set by their organizations. Wekesa and Makhamara's (2019) definition was used in this investigation (2019). This implies that in every firm, employees are held to certain standards in terms of their performance.

Employee performance is the most critical component of any company. Employee performance enables and assists the company in maximizing the potential of its human resources, resulting in improved service delivery and interactions that contribute to the achievement of corporate goals and objectives. As a result, businesses must implement rules that will inspire these officers. Employee performance depends on various factors such as ability, opportunity, qualification, and efforts, but the measurements can be evaluated about their performance. The performance of employees is related to that which one was hired to fulfil and the output can be evaluated.

The performance of employees in an organization is highly significant since it is a major factor in attaining corporate objectives and goals. That is why businesses seek different strategies to motivate their employees. Each policy in a company aims at enhancing the performance of employees. This is because a company should remain competitive, enhance and monitor the workforce's performance, and fail to confront numerous problems that hamper employee performance reflected in organizational performance (Obiageli, Uzochukwu & Ngozi, 2015). This study measured employee performance with effectiveness, work efficiency, employee job satisfaction and improved resource mobilization. This is supported by Ngurubu (2016) and Wekesa, *et al.* (2019).

2. Work-Centred Life

Work-centred life, according to Riley (2012) work is an important aspect of human life, and it provides several benefits for employees such as establishing identity, it is an avenue for social interaction that surpass work-related activities, it also promotes relationship, as well as encourage engagement and finally provides a purpose and meaning to individuals lives as the source of income, and status. 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 (Simbula et al., 2020). The most important aspect of work centered life is working conditions and options for employees; these include flexible working conditions such as part-time work, compressed working weeks, staggered hours or rota working, career breaks, unpaid leave, parental leave, teleworking among others. Employees are also affected by workplace stress that is associated with extensive long working hours, harassment, management bullying, difficult relationship with fellow staff, the toxic working environment can lead to compromised health, heart attacks, cardiovascular diseases, pressure, and in extreme cases it can lead to suicide (Govendor, 2019).

3. Geothermal Development Company

The government of Kenya established the Geothermal Development Company (GDC) in 2008 as a special purpose entity to accelerate the development of geothermal resources in Kenya. Surface geothermal extraction is carried out by the state company, which includes drilling, harnessing, and delivering steam to energy corporations and private investors. State Corporations are legal organizations created by an act of parliament, specifically section three of the State Corporations Act Cap 446, which permits the Kenyan government to own a majority of the shares. The Head Office of Geothermal Development Company is located in Nairobi, Popo Lane, Bellevue, off Red-Cross Road, KAWI House South C in Nairobi County, the state corporation is managed by 11 non-executive board members, and 12 executive members in which three are regional managers that which are responsibilities of managing day to day operations. The corporation has a total of 1012 employees. Geothermal Development Company has policies that are instrumental for improving work-life balance, however all employees participate in these programs.

4. Statement of the Problem

State Corporations are entities that are established by an Act of parliament, under section three of the State Corporations Act Cap 446 that allows the government to control majority of shares (Alexander & Ussher, 2011). A state corporation such as Geothermal Development Company is currently operating in an extremely competitive environment. This demands for more responsiveness and efficiency as adopted in private organizations. Employees at GDC are faced with several work-related stresses that are attributed to multiple roles at work and family responsibilities, and this has been the source of mental health issues for most of the employees.

Employees at GDC have been dealing with a variety of work-related stress since the introduction of performance contracts in government parastatals. Individuals at GDC frequently experience stress, which Allen and Spector (2010) ascribe to various tasks and obligations that employees confront both at work and at home. This adds to work-family conflict, which has a negative spillover effect from work to home and vice versa, lowering employee productivity. Kithae and Kieno (2016) established that work centred life increases employee burnout, which has a negative effect on employee performance, while Asiedu-Appiah, Frempong, and Dufie-Marfo (2016) established that staff in the banking sector were unable to balance their daily routines and life, which resulted in employee absenteeism, the study provides an empirical gap. The study also provides a methodological gap.

Staff appraisal feedback forms available at the human resource department at GDC, established competing demands from home, and work-life, and this is due to changing workplace demographic factors such as working over the weekends, long working hours, working from home, use of complicated technology in communication

that allows immediate contact in the working location, and an increase in female employees. The management of Geothermal Development Company is compelled to be more responsive and flexible for their employees and GDC management believes it is the role of the human resource department to fix employees' issues to avoid brain drain and losing their best employees. Employee's performance at Geothermal Development Company continue to dwindle due to work and family related stress, and if it was not important; the Human resource department would not have recommended work-life balance to employees in the organization.

The GDC management is aware that work-centred life programs exist, and by utilizing them, the program brings forward the need for an employer to address complexities that workers face in their line of duty as they seek to strike the balance between their professional life, and individual life. Scholars have carried out studies on work-life balance in an organization. The study by Mordi and Ojo (2011) established that most staff suffer from work-centred life, and an overwhelming majority blames it on the working conditions. Asiedu-Appiah, Frempong, and Dufie-Marfo (2016) established that staff in the banking sector were not able to balance their daily routines and life; this resulted on employees absenteeism, and this provides a contextual gap, while Kithae and Kieno (2016) established that lack of work-life balance increases employee burn out that has a negative effect on employee performance and this study provides a methodological gap, therefore this research was filling the informational gap regarding employee performance in state corporation in the energy sector as the subject under the study, the research tends to establish the relationship between work-life balance and employee performance at GDC.

4.1 Specific Objectives of the Study

To determine the influence of work-centered life and performance of employees at Geothermal Development Company.

4.2 Significance of the Study

The results of this study will add value to the private and public sector organization, in that it will show areas of interest and improvement about the performance of employees concerning work-centred life that is built on job demands. State corporations human resource managers private organizations and policymakers will benefit and integrate work-centred policies in their respective organisations. HR students as well as scholars was in a position to use the findings as a source of literature for their studies and was in a position to identify research gaps in this study. The study result will assist the government in policy formulation and finally the researchers will also be more informed from the study.

4.3 Scope of the Study

The study sought to investigate the influence of work-centred life on employee performance in GDC Nairobi City County in Kenya. The study adopted a descriptive

research design. Data was collected using a structured questionnaire from the senior management, middle management, and lower level support staff. The target population was 341 and the sample size was 102 that is 30% as recommended by Kothari (2014). The study was based on a three-year period i.e. between September, 2017 to September 2020. And the study period was between September 2020 and July 2021.

4.4 Limitations of the Study

The outbreak of the COVID-19 pandemic has changed the daily operations of most of the State Corporations, and this was a limitation in data collection due to changes in working patterns. The study handled this limitation by developing an online questionnaire that was emailed to the respondents. There was a limitation of the study likely to have low responses because most State Corporations filter their emails. The researcher mitigated this limitation by making follow-up calls and ensuring the respondents responded to the questionnaire and those that were not able to access emails from third parties were requested to provide personal email addresses for use when sending the questionnaires. The research was limited to a single geographical location; that is Nairobi City County; this excluded other branches' in Nakuru and Baringo.

5. Literature Review

5.1 Theoretical Framework

This section examined the theories that was adopted to form the foundation supplements of the research study, and the anchor theory of the study was Spillover Theory that was reinforced with Compensation Theory.

5.2 Spill-Over Theory

The spill-over theory came into lime light in 1969 with the research work of Aldous. The theory is based on irregular permeable confines amid work, and family. Its main concern is family-related factors as well as work-related factors. If the relationships between work and family are precisely planned in place and in time, then behaviour, time and energy are usually devastating and destructive. Guest (2002) explains that the work flexibility assists employees in integrating the overlapping family and work responsibilities that are significant in accomplishing healthy balanced life. The theory main concern is the transition of life-states of wellbeing from one realm (this can be positive or negative) to another. The theory was important and its relevance to the research because it supports and tests study variables (work-centred life).

5.3 Compensation Theory

Piotrkowski developed the theory in 1979. Piotrkowski (1979) investigated the connection between job and family life. Workers, according to the notion, seek more satisfaction from job or family life as a result of being dissatisfied with the other. Work had a good impact on the family, according to the notion. The theory refers to the efforts that are projected

to counter negative experiences in one sphere via increased efforts that have a positive influence in another sphere (Edward & Rothbard, 2005). Piotrkowaki (1979) explains that individuals look at their homes as a source of personal satisfaction that lacks in the occupational domain. The theory advocates that employees will try to compensate for lack of satisfaction either at work or home, and they will try to find satisfaction in the other domain.

The study adopted the compensation theory as the study supplementary theory as it explains the compensatory effect between two types of psychological interference between life and work tasks that are a consequence absent in one domain and are found in the other. The idea is important to the research because it emphasizes the compensation component of work-life balance

5.4 Empirical Literature Review

5.4.1 Work Centred Life and Employee Performance

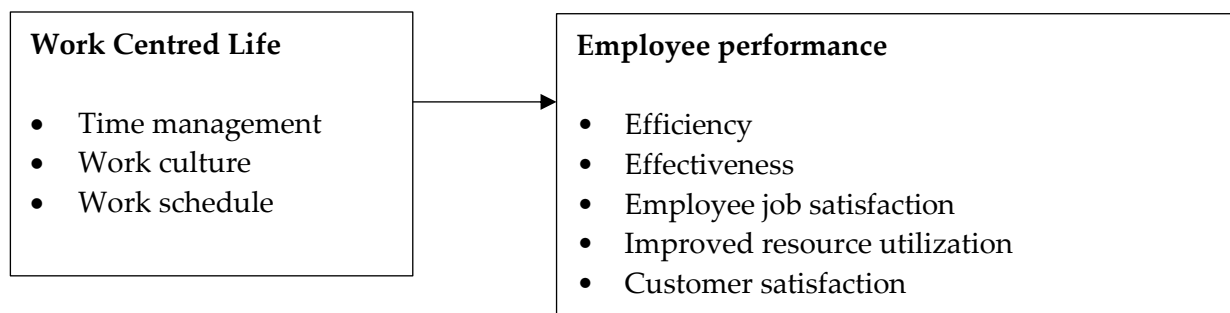
Kumar (2010) investigated at the experiences of an invisible workforce in Malaysia, namely women migrant domestic workers. The study used a qualitative research approach to collect data from 13 women from Indonesia and the Philippines via interviews. Thematic analysis was used to examine the data. Working as migrant domestic workers helped women to support their family back home, according to the research. The study also discovered that a work-life balance centered on women had an impact on their capacity to execute numerous responsibilities as migratory domestic workers and absent moms. Other elements of work-centered life, such as time management, work culture, work schedule, and working hours, must be included in the research. By extending the conceptual framework and operationalizing time management, work culture, and work schedule in a local setting, this study filled a gap.

In the United States of America, Sagherian and Rose (2020) investigated the impact of extended working hours, prolonged daytime naps, and reduced performance in mature and elderly individuals. The research was cross-sectional and took place between 2013 and 2014. The study sampled 308 respondents that were identified based on working hour's data and cognitive operations as well as sleep-related parameters. The study established that 73% of sampled respondents worked more than 40 hours a week and had an average sleep of 6 hours and 43% reported daytime napping. The study also discovered that there is no significant difference in cognitive function between individuals who nap during the day vs those who do not nap throughout the day. The study has highlighted empirical gaps, as well as a contextual gap, and has proposed a longitudinal study on the impact of flexible work hours and daytime naps on the performance of ageing employees (Sagherian & Rose, 2020). The purpose of this study was to address a vacuum in the conceptual framework by looking at other aspects including time management, work culture, and work schedule.

In a case study of Kilifi County Government, Awadh, Gichinga, and Ahmed (2015) investigated the impact of workplace stress on employee performance. A descriptive research design was used in the study, which targeted 2300 county government

personnel. Data was collected via questionnaires. SPSS, inferential and descriptive statistics were used to analyze the data. For the examination of inferential statistics, the researchers employed a basic linear regression model. Tables were used to present the information. The study found that job expectations are a source of stress for employees, causing them to perform poorly. In addition, the study discovered a substantial link between work expectations and employee performance. Time pressure was also identified as a key source of stress, with most employees believing that working long hours was a big problem in dividing their time between work and family. The study determined that workplace stress has an impact on employee performance, and it suggested that the county government organize burnout sessions for its employees and provide reasonable time for them to meet with their constituents (Awadh et al., 2015). Other elements of work-centered life, such as time management, work culture, work schedule, and working hours, must be included in the research. This research bridged the gap by broadening the theoretical framework and emphasizing time management, work culture, work schedule, and working hours.

5.5 Conceptual Framework



6. Research Methodology

6.1 Research Design

The study employed a descriptive research methodology to explain effectively the influence on employee performance of the work-life balance. A descriptive study design was described by Fowler (2013) as a strategy that allows researchers to watch and explain, without affecting, the conduct of variables.

6.2 Target Population

The study target population was 341 employees of GDC in Nairobi City County that were categorized as Senior Management, Middle management, and Lower level or Support staff.

6.3 Sample and Sampling Technique

The process of sampling includes the identification of information about the subjects that are used for data analysis Cooper et al (2018). The study used stratified random sampling,

which is unbiased and each employee of GDC had an equal chance of participating in the study. According to Kombo and Tromp (2009), a sample size of 10%, 20%, or 30% of the target population chosen using stratified sampling is sufficient to generalize study findings. In this case, the researcher used 30% of the target group, which amounted to 102 responses out of a total of 341 employees.

6.4 Data Collection Instrument

The primary data collecting tool for this study was a questionnaire, while secondary data was obtained from recorded and peer-reviewed publications and reports from GDC and utilized in literate review. The questionnaire contained closed-ended questions. A questionnaire was administered online via email.

6.5 Data Collection Procedure

The questionnaire was emailed to the respondents, due to the outbreak of Covid-19, and as per the guidelines of Ministry of Health. The researcher requested for authorization letter from the university and applied to NACOSTI to authorize the study and received the authorization from both institutions.

6.6 Pilot Study

The researcher conducted a pilot survey with ten respondents at the GDC offices in Nakuru County, and the 10% of those who took part in the pilot study were not included in the main study.

6.7 Validity of Research Instrument

The study sought the assistant from the supervisor to align the operationalization of the variables to capture the content being studied. The suggested instrument's face validity was evaluated in this study based on the opinions of professionals in the field of HRM, particularly supervisors.

6.8 Reliability of Research Instrument

Cronbach's Alpha value was used to assess the consistency of research instruments across studies, and the threshold employed by researchers is usually set at 0.7. The minimal criterion for assessing the reliability of the items measuring the constructs in this study was 0.7 Cronbach's alpha.

6.9 Data Analysis and Presentation

The researcher utilized inferential statistics (correlations and regression analysis) to illustrate the link between the independent and dependent variables. The Pearson correlation matrix was utilized in the research. Pearson correlation was useful in visualizing and describing the size and course of the relationship between the variables. The correlation test was performed with a 2-tailed test at a significance level of 5%. As a result, the critical significance value is 0.025 above, which indicates that the connection is

insignificant and vice versa. The overall model significance was determined using analysis of variance (ANOVA). The relevance of the independent factors' effect on the dependent variable was tested using a multiple linear regression model.

7. Finding, Discussion and Interpretation

7.1 Findings

The study sample size was 102 respondents that were issued with questionnaires, and a total of 91 respondents participated in the study that provided data that has been used for analysis N=91. 89 percent of the questionnaires were employed for data analysis, based on responses from the studied population. According to these writers, research that receives 50% or more response is sufficient for data analysis, while research that receives 70% or more feedback is good for data analysis. The minimal criterion for assessing the reliability of the items measuring the constructs in this study was 0.7 Cronbach's alpha.

7.2 Descriptive statistics on research variables

Table 1: View on work-centered life and employee performance

	N	Mean	Std. Deviation
My responsibilities at work can't allow absenteeism.	91	4.33	.616
My supervisor creates a work role conflict that puts more pressure on performance.	91	4.57	.540
I experience job stress as a result of long working hours and job schedules.	91	3.89	1.251
I handle my responsibilities one task at a time to avoid job pressure.	91	4.46	.688
Lack of leadership support causes stress among employees.	91	4.46	.523
My supervisors prepare work schedule without my input.	91	3.92	1.368
Aggregate		4.272	0.831

Research Data, 2021

Respondents were requested to use the Likert scale to reply to different items in the questionnaire, and the findings were as follows: respondents were questioned whether their duties at work can't allow absenteeism, and the replies had a mean of 4.33 and standard deviation of 0.616. This demonstrates that workers' accountability does not permit absence, which has an impact on employee performance. The statement had a mean of 4.57 and a standard deviation of 0.540 in the research, which asked if the respondent's supervisor generates a work role conflict that puts additional pressure on performance. This implies that at GDC work role conflict puts pressure on employee performance.

When respondents were asked if they feel job stress as a result of lengthy work hours and schedules, the response had a mean of 3.89 and a standard deviation of 1.251, indicating that job stress at GDC is connected to long work hours and schedules. The

respondents were also asked whether they manage their duties one task at a time to prevent job pressure; the response had a mean of 4.46 and SD of 0.688, indicating that employees at GDC are encouraged to do so. The second last question on this variable inquired was if lack of leadership support causes stress among employees and the statement mean was 4.46, and an SD of 0.52; this shows that lack of leadership support at GDC causes job stress among the employees, and finally respondents were asked if their supervisors prepare work schedule without their input and the statement mean was 3.92, and SD 1.368; this implies that at GDC supervisors prepare work schedule without employees input. The total aggregate mean of the research variable was 4.272, with an SD of 0.831, indicating that work-centered life has an influence on employee performance.

Other research, such as Kumar (2010), have found that a work-life balance focusing on women affects their capacity to execute their various responsibilities as migrant domestic workers and absent moms. While Sagherian and Rose (2020) found no significant difference in cognitive performance between those who napped throughout the day vs those who did not, Awadh, Gichinga, and Ahmed (2015) found that job expectations are a stress factor that impairs employee performance. In addition, the study discovered a substantial link between work expectations and employee performance. Time pressure was also identified as a key source of stress, with most employees believing that working long hours was a big problem in dividing their time between work and family.

7.3 Employee Performances

Table 2: Views on statements on employee performance

	N	Mean	Std. Deviation
Family responsibilities do not influence my job efficiency.	91	3.77	1.399
Working from home is effective and does not affect my performance.	91	3.57	1.343
Employee assistance programmes have a positive effect on employee job satisfaction.	91	4.57	.540
Work-centred life has improved resource utilization in my organization.	91	4.46	.688
Staff performance is effective when one has no family responsibilities.	91	4.46	.523
Aggregate		4.166	0.8986

Research Data, 2021.

Respondent was asked about their views on statements that were in line with the dependent variable employee performance and the responses were as follows the first statement inquired if family responsibilities do not influence respondents job efficiency, the response had a mean of 3.77 and SD of 1.399; that implies that it does to some extent. The study asked if working from home is effective and does not affect my performance, the responses had a mean of 3.57 and SD of 1.343; that shows that working at home doesn't affect employee performance. The study also asked if employee assistance programmes have a positive effect on employee job satisfaction, and the responses had a

mean of 4.57 and SD of 0.540; this showed that employee assistance programmes influence employee performance. The other statement inquired if the work-life balance has improved resource utilization in an organization, the response had a mean of 4.46 and SD of 0.688; this showed that work-centred life improves resource utilization in the organization, and finally, the study inquired if staff performance is effective when one has no family responsibilities the responses had a mean of 4.46 and SD of 0.523; the findings imply that staff performance is effective when one has no family responsibilities, there was an average value for the variable of 4.166 and SD of 0.8986. This implies that employee performance is influenced by all study independent variables to a large extent.

7.4 Regression Results

By analyzing the strength of the predictors and their response to study variables using coefficient of determination, regression analysis was used to define methods to research independent and dependent variables.

7.5 Multi-Collinearity

The test was carried out using the variable's tolerance as well as the VIF. Variables having values more than 0.2 for calculating tolerance and fewer than 10 for determining multicollinearity were adopted to VIF, and the results are given in table below

Table 3: Multi-collinearity Test-Using Tolerance and VIF

	Collinearity-Statistics	
	Tolerance	VIF
Work Centred Life	0.989	1.011

Research Data, 2021

The table above shows that all of the independent variables have tolerance values larger than 0.2 and VIF values less than 10. If the VIF is greater or equal to 10 this showed the presence of multi-collinearity. Since the data collected had no variable with VIF less or equal to 10. Therefore, the study concluded that multi-collinearity did not exist between the study variables.

7.6 Coefficient of Determination

The study's technique for determining the strength of the link between the predictor and the response variable in regression analysis is called coefficient of determination. The study used regression analysis to investigate the impact of work-centred life on employee performance, despite the fact that it indicates the degree in which predictor factors explain variance in the response variable. The coefficient of determination for regression analysis is shown in the table below.

Table 4: Model Summary

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.962 ^a	.924	.924	.111	.924	431.391	4	86	.000
a. Predictors: (Constant), Work-Centered Life									
b. Dependent Variable: Employee Performance									

Research Data, 2021

The tabulation in table above shows that the R square is .924 explains that the independent variables of the study explain 92.4% of factors that affect employee's performance at GDC. This indicates that additional factors not considered in the study account for 7.6% of the factors that influence employee performance at GDC.

Table 5: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	166.444	4	2.427	431.391	.000 ^b
	Residual	9.710	86	1.935		
	Total	176.154	90			
a. Dependent Variable: Employee Performance						
b. Predictors:(Constant), Work-Centered Life,						

Research Data, 2021

The level of significance was .000, as shown in Table above. Because the F value is 431.391 and the p value is less than 0.05, the model is significant.

7.7 Multiple Regression

The nature of the statistically significant link between each predictor variable and the dependent variable was investigated using multiple regression analysis. A 5% significant level analysis was performed, and the results are given in table below

Table 6: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	P-Value	95.0% Confidence Interval For B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	1.367	2.355		.581	.000	-3.314	6.048
Work Centered Life	.678	.273	-.030	-.286	.000	-.621	.465
Dependent Variable: Employee Performance							

Research Data, 2021

The regression analysis tabulated in table above shows the model presented in the study as $Employee\ Performance = 1.367 + 0.678 * X_1 + .526 * X_2 + .376 * X_3 + .475 * X_4$ from the established equation shows that if all variables are held constant, consequently changing

the variable that is being examined by any unit changes the dependent variable (employee performance) by the indicated coefficient with a positive sign presenting the positive relationship between a specific independent variable and dependent variable (employee performance).

7.8 Interpretation of Results

The goal of the study was to see how work-centered life affected employee performance at Geothermal Development Company. The regression analysis research found that work-centered life has a substantial impact on employee performance, and the findings reveal that its value is 0.00, which is less than the p-value of 0.05. Employee performance and work-centered life are positively connected; assuming all other research factors remain constant, increasing work-centered life by one unit will alter employee performance by 0.678, according to the established model. Other research, such as Kumar (2010), Sagherian and Rose (2020), and Awadh, (2015) support the findings.

8. Summary, Conclusion and Recommendations

8.1 Summary of Findings

The study achieved a response rate of 90% of the questionnaires that were used for data analysis. The response rate was favorable and also adequate this is echoed by Kothari and Garg (2015). More males participated in the study compared to their female counterparts. The majority of participants were in their youthful stage in life. And for the education attained by respondents and the findings showed that the majority of the respondents had attained undergraduate, and the findings showed that the organization has qualified employees and also it can be concluded that the roles and duties of employees require professional input, and the majority had worked between one year and three years were represented.

8.2 Work-Centered Life

The goal of the study was to see how work-centered life affected employee performance at Geothermal Development Company. The total aggregate mean of the research variable was 4.272, with an SD of 0.831, indicating that work-centered life has an influence on employee performance. The findings of the regression analysis research reveal that work-centered life has a substantial impact on employee performance, with a value of 0.00, which is less than the p-value of 0.05. Employee performance and work-centered life are positively connected; assuming other research factors remain equal, increasing work-centered life by a single unit changes employee performance by 0.678, according to the model.

9. Conclusion

Work-life balance is concerned with the consistency of time and effort employees devote to work while also attending to personal responsibilities in order to maintain a sense of synchronization in their lives. It recognizes that most employees have multiple roles, and the concept helps reduce the number of workplace conflicts by focusing on issues such as job overloads and job demands. The study established that work-centered life has a significant influence on employee performance and work-centered life and employee performance are positively related the study concludes that work-centered life has an impact on employee performance.

9.1 Recommendation

The researcher recommends that the management of Geothermal Development Company Ltd. should enhance their policies on work-life balance by formulation and implementation modern policies, and this should be cascaded to departmental level, and these policies should be enriched to cater for employee's dynamics as well to help in employee performance.

9.2 Suggestion for Further Studies

To validate these findings, the researcher recommends that a study should be conducted in a private organization and SMEs.

Conflict of Interest Statement

The authors declare no conflicts of interests.

About the Author

The author is a Human Resource Practitioner serving in the Public Service, Kenya and a student at the School of Business, Kenyatta University, Kenya currently pursuing Master of Business Administration.

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