

INFLUENCE OF EMPLOYEE BREAKS ON EMPLOYEE MOTIVATION IN RONGO UNIVERSITY, KENYA

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Abstract: *The.*

Work-life balance practices can be categorised as those touching on family priorities that includes lactation breaks, role overload and work family interference; those touching on employee assistance programs includes wellness programs, dependent care, counselling programs and rehabilitation programs; flexible work arrangements have under it part-timing, flexi-time, job sharing, flexible career paths and employee breaks and leaves includes lactation breaks, leave programs, lunch breaks. The general objective of this research was to establish the influence of work life balance practices on employee motivation in public universities with a specific objective to establish the influence of employee breaks on employee motivation in Rongo University. The philosophical foundation of this study was based on the positivism paradigm that views that only factual knowledge gained through observation, testing and measuring is dependable. The findings of the research are observable and quantifiable leading to statistical analysis. In this case therefore, the researcher was independent and concentrated only on the collected facts. Therefore, the researcher adopted the positivist approach because it is commonly used in conducting research in social sciences. Based on the findings, the study showed that employee breaks are fundamental to employee motivation and are very important factors to the organizational workforce. This has been supported by the social exchange and compensation theories of the study. It concluded that leave programs, lunch breaks as well as lactation breaks have positive influence on motivation of the workers within the institution.

Keywords: *employee assistance programs, employee breaks, work life balance practices*

1. Background to the Study

Employee Breaks

Employee break is a period of time in which an employee is allowed to take time off from his or her job; these can be unpaid or paid. Gardener & Smith (2007) did a study on factors affecting employee use of work-life balance initiatives in a large New Zealand organization. On carrying out the analysis, sixteen work-life balance initiatives were identified in the company; these included unpaid special leave to care for dependants, paid special leave to care for dependants, either paid or unpaid special leave for other purposes, compressed work schedules, flexi time, telecommuting, on-site child care, part time work, job sharing, paternity / maternity leaves, eldercare, study assistance – time off for study, study assistance – financial assistance, time off to attend to non-work events that are being offered. The findings in the study were that, younger employees and female employees used more work-life balance initiatives and the employees reported higher levels of management and supervisor's support resulting to reduced family to work conflicts. In this case, work-life balance resulted

to employee commitment, reduced conflicts, lowers physical ailments, reduces stress, reduction in turnovers, motivated employees thus increase in productivity leading to organizational growth.

A research carried out by Akbar, (2015) found out that employed women often find it challenging to continue their breastfeeding practices with paid work; they always have stress and role conflict due to their inability to manage infant's feeding responsibilities along with employment. As an employee assistance program, work place lactation support programs are used as avenues that can not only sustain breastfeeding practices of employed women and improve maternal and child health in a society but can also benefit workplace organisations by enhancing job satisfaction, reducing absenteeism, and lowering turnover rates among female employees. It is a program designed for lactating mothers that ensures provision of official breastfeeding breaks, breast milk pumping facilities, child day care facilities at the work place. In other cases, lactation breaks lead to flexible work arrangements allocation or lactating mothers to work less hours a day for example half a day for three months to allow them breastfeed their infants at home. It provides a balance in the employment of women – child care responsibilities leading to reduced behaviour – based conflicts and enhanced job satisfaction.

Human Resource Managers of an organization have a reason to develop policies that can help solve work-life balance conflicts, hence, motivating employees. The common work-life balance policies that Human Resource Managers ought to develop are leave policies, Flexible working arrangements, welfare policies and family responsibilities. Leave policies entails various types of leaves for the employees. A leave refers to a number of days or hours employees of an organization are allowed to be out of their duties without consequences. The employees who are on leave are paid full salary, but are required to give reasons for the leave (Obiageli, Uzochukwu, and Ngozi, 2015). The time off duties during the leave helps employees to relieve themselves from work stress creating a balance between their work and family activities.

There are various types of leaves that can be included in leave policies. They include; annual leave, parental leave which can be maternity or paternity leave (Obiageli, Uzochukwu, and Ngozi, 2015). Parental leave refers to the employee benefit that provides job-protected leave from employment to care for a child following its birth or adoption. It is usually available to both mothers and fathers; and paid medical and family leaves which are given to an employee to attend a personal health or dependent care challenges (Oludayo, 2015). On parental leave, the Employment (Amendment) Bill 2019, currently under consideration at Kenyan Parliament, provides for pre-adoption leave. Other leaves are study leaves and sick leave.

Lunch break is a period of time during which an employee is allowed to take time off from his or her job for meal breaks for one hour so as to allow an employee to have a meal that is regularly scheduled during the work day. Phyllis Korkki (2012), taking regular breaks from mental tasks helps in improving productivity and creativity. It allows employees time to practice healthy habits in the workplace and will feel more refreshed and ready to get back to work after a lunch break according to a survey carried out by Tork. It helps reduce stress and improves productivity of workers within the organization.

2. Employee Motivation

Motivation has been viewed as a powerful tool that reinforces behaviours and triggers the tendency to continue according to Yaghoubi & Moloudi (2010). Employee motivation refers to the level of energy, commitment that workers bring to their jobs. It is the energy level, interest, the commitment and the amount of resourcefulness that an employee brings to the organization. Motivation can be termed as a behaviour that should be channelized in order to achieve the organizational goals and results by the employees. There are two

categories of employee motivation; intrinsic and extrinsic motivation according to Coetsee, (2002). Unleashing an employee's internal motivation comes down to understanding if the individual is either a pleasure seeker or a pain avoider (Goyette, 2016).

Reinforcement theory addresses both and proposes that a manager can reward and punish employee behaviour to achieve future desired results predictably (Lussier, 2017). When employees are motivated, they become assets to the success of an organization. Intrinsic motivation means that an employee is motivated from within. It is said to be an intrinsic motivation when employees are taking the pleasure of doing something driven by factors from their own desires and beliefs. The motivating factors that motivate people from inside are the feelings of satisfaction, accomplishment, interest and meaningfulness. The intrinsic rewards must be initiated by the individuals themselves (Coetsee, 2002).

3. Employee Breaks and Employee Motivation

Suhendro (2018) carried out an investigation the relationship between work-life balance and employee motivation using a sample of 86 employees of the Jakarta local government. The study was only done on employees in the operational level and the result did not reflect comprehensively the public sector and especially the public universities. The study concluded that, there is a significant relationship between work-life balance and employee motivation. The study used a small sample which may have led to bias in its findings. The present study will use a larger sample. A study was carried out by Kinanu (2017) on influence of work-life balance practices on performance of banking industry in Kenya. The study adopted a survey research design and used both qualitative and quantitative approaches. Samples were gathered from the 43 commercial banks in Kenya. A target group of 36,212 with a sample size of 380 respondents was collected using stratified simple random sampling and a structured questionnaire used for data collection. The findings of the study were that lack of implementation of work-life balance policies such as employee breaks is a sign that the policies are not made in an open manner. A survey research design was used in the study. The study recommended that wellness programs, flexible work arrangement, family responsibly concerns were strongly related to banking industry performance. It was also recommended that institutions that supports employees in work-life balance practices had higher performance. Thus, the need for organizations to support wellness programs, offer flexible work arrangements and family responsibilities so as to be able to achieve the goals and objectives of the organizations.

Ngari and Mukururi (2014) carried out a study on work-life balance policies and employee job satisfaction in SACCOs in Nairobi County. The study employed a descriptive research design with a target population of 240 respondents. In their findings, each of the work-life balance policies on its own is a predictor of job satisfaction and that there were no enough policies on work-life balance. The recommendations of the study states that, managers in Saccos should improve the work-life balance policies offered to employees in order to increase the employee commitment, job satisfaction and improve employee's productivity. The study focused on Saccos and job satisfaction. This present study however, focused on universities and studied how employee breaks influence employee satisfaction.

A study was carried by Mulwa, (2017) on work-life balance and employee performance in the ministry of Finance and Economic Planning in Kitui County Government, Kenya. The theories anchored in the study were the role theory and spillover theories respectively. An explanatory and descriptive research design were adopted in the study. A target population of 207 respondents and a semi-structured questionnaire were used to collect the sample. The findings indicated that there is negative correlation between leave policy, welfare policy

and employee's performance. Hence the need to welfare as its absence may lead to decline in performance. Positively correlated to performance were found to be flexible work arrangement and family policies. The study recommended more flexible work arrangement, professional counselling, recreational facilities, and child care services should be made available to employees. Also, that family holiday where employees and dependent would be shown appreciation. All these according to the study would help reduce work related stress and motivate the workforce. A descriptive research design was used in the study. The correlation between the variables was therefore not effectively established.

Boinett, Mwangi, Tumwet and Dave (2017) conducted a study on the effect of work-life balance on performance of employees in Higher Learning Institutions, in Kabarak University using a descriptive research. Data were collected primarily through structured questionnaires. The researchers used a target population of the 244, where a sample size of 70 was determined. In the study, it was revealed that work family priority conflict affects employee performance. In recommendation of the study, organizations should come up with ways of balancing work and family responsibilities in order to improve productivity. Employee breaks were however found to have no effect on employee productivity.

4. Statement of the Problem

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 family priorities that includes lactation breaks, role overload and work family interference; those touching on employee assistance programs includes wellness programs, dependent care, counselling programs and rehabilitation programs; flexible work arrangements have under it part-timing, flexi-time, job sharing, flexible career paths and employee breaks and leaves includes lactation breaks, leave programs, lunch breaks.

The employees in Rongo University had generally shown to have low motivation and the present study tries to find out the influence of work-life balance practice (employee breaks) on employee motivation in Public Universities using Rongo university as a case study.

5. Research Objective

The general objective of this research was to establish the influence of work life balance practices on employee motivation in public universities with a specific objective to establish the influence of employee breaks on employee motivation in Rongo University.

6. Research Methodology

The philosophical foundation of this study was based on the positivism paradigm that views that only factual knowledge gained through observation, testing and measuring is dependable. According to Collins (2010), the role of the researcher in positivism approach is limited to data collection and interpretation through objective approach. The findings of the research are observable and quantifiable leading to statistical analysis. In this case therefore, the researcher was independent and concentrated only on the collected facts. Also, minimal interaction with the participants in the research was maintained by the researcher hence purely unbiased. Positivism studies usually adopt deductive approach. Therefore, the researcher adopted the positivist approach because it is commonly used in conducting research in social sciences.

The target population were all the employees of Rongo University. According to the human resource department of Rongo University (*University HR. Department Records, 2021*), 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 table below shows the target population of the study. A sample size of 215 was proportionally distributed among the three strata using the substitution method.

7. Study Findings

Response Rate

The data collection was between June, 2021 and July, 2021. Out of the 215 questionnaires administered, a total of 185 questionnaires were returned which represented 86.05% whereas 30 respondents representing 13.95% did not return the questionnaires as shown in table 1.

Table 1: Response rate

Section	Sample size	Returned Questionnaires	Return Rate %
Academic Staff	53	40	75.5
Management & Admin.	76	67	88.2
Support Staff	86	78	90.7
Total	215	185	84.8

8. Demographic Information of the Respondents

This section presents the personal information or characteristics of the respondents. The demographic information of the respondents reflects the relevant attributes of the population and the information informs policy making processes. Demographic trends have policy implications in terms of labour, economic among other aspects according to Mester, (2017). The respondents were requested to indicate their highest education qualification and their section of work. With the information provided, the researcher was also able to get an insight into the credibility of the respondents in providing the required information for the study, the results were as indicated below.

9. Level of Education of Respondents

The study sought to establish the highest level of education of the respondents, the results indicated that the respondents with master’s degree had the highest frequency of 49 (26.49%) followed by respondents with Bachelor’s degree with a total of 42 (23.24%). Respondents with Diploma and Certificate had 38 (20.54%) and 28 (14.59%) in third and fourth position respectively. The respondents with KCSE had a frequency of 13 (7.03%) whereas those with PhD had a frequency of 12 (6.49%) of the respondents and respondents with Higher National diploma qualification had the lowest frequency of 3 (1.62%). The study showed that the majority of the respondents were university graduates. The level of education is important as it could influence their understanding and responses to the research questions.

Table 2: Level of Education of Respondents

Academic Qualification	Frequency	Percentage %
KCSE	13	7.03
Certificate Level	27	14.59
Diploma Level	38	20.54
Higher National Diploma	3	1.62
Bachelor's Degree	43	23.24
Master's Degree	49	26.49
PhD	12	6.49
Total	185	100

10. Section of Work

The respondent's section of work was represented as follows; academic staff 40 (21.62%), management and administrative staff 67 (36.22%) and support staff 78 (42.16%). The support staff were the major respondents in the study with academic staff being the least in representation.

Table 3: Respondents Sections of Work

Section of work	Frequency	Percentage %
Academic Staff	40	21.62
Management and Administrative Staff	67	36.22
Support Staff	78	42.16
	185	100

11. Pilot test results

In order to determine the reliability and validity of the instrument, the questionnaire was pre-tested. In this case, a 10% of the sample size totalling to 22 employees of Rongo University were contacted randomly and issued with questionnaires for their responses. The responses obtained were subjected to statistical analysis to ascertain the validity and reliability of the instruments using Statistical Package for Social Sciences (SPSS) version 25. This was conducted in May, 2021 and the pilot study results are shown in tables 4 and 5 below.

12. Reliability test results

The reliability of an instrument is its ability to consistently measure what it is designed to measure. The Cronbach Alpha was used in the study to measure reliability of the questionnaire. The Cronbach Alpha Values for all the variables were above the minimum acceptable reliability coefficient of 0.70. The result implied that the instrument was sufficiently reliable for measurement, thus all the items in the scale being acceptable and considered for the study. The total number of items tested were 30 and Cronbach's Alpha based on the standardized items was 0.866 and the results were as indicated in the tables below. Thus, data collected by the instrument was found to be highly reliable and acceptable for further analysis.

Table 4: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.888	.866	30

Table 5: 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 Deleted	Comment
1.	Employee Breaks (EB)	Independent	6	0.837	0.896	Accepted
2.	Employee Motivation (EM)	Dependent	6	0.896	0.876	Accepted

13. 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 6 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 6: Results for Kolmogorov-Smirnov and Shapiro-Wilk Normality Test

Statement	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee Breaks (EB)	.241	5	.200*	.821	5	.119
Employee Motivation (EM)	.221	5	.200*	.902	5	.421

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

a. Lilliefors Significance Correction

14. 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 Variable (IV). 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 7, 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 4.0. Based on the results, it means that for the independent variable, there was no presence of multicollinearity. The variables, therefore met the conditions for acceptance for regression modelling.

Table 7: Multicollinearity Test

Statement	Tolerance	VIF	Minimum Tolerance
Employee Breaks (EB)	0.605	1.653	0.605

15. 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 the table 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 the table 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, $p\text{-value} > 0.05$. 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 8: Test for Homoscedasticity

Statement	Levene’s Statistic	df1	df2	Sig.
Employee Breaks	0.06	1	185	0.807
Employee Motivation	0.381	1	185	0.101

16. 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 9 indicated a positive autocorrelation, therefore, the results indicated a significant autocorrelated relationship between the employee motivation and the independent variable. The values were between 0.501 and 1.977, thus the data met the condition for regression analysis.

Table 9: Test for Autocorrelation

Autocorrelations

Lag	Autocorrelation	Std. Error ^a	Box-Ljung Statistic	
			Value	Sig. ^b
Employee Breaks	.052	.074	.501	.479
Employee Motivation	.126	.074	1.977	.284

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.

17. Descriptive Statistics

Employee Breaks

A high percentage of respondents 80.5% (149) agreed that lactating mothers are allowed time to breastfeed their babies with also 67.6% (125) agreeing that the university encourages employees to go for leave. A fact that the organization allows employees to take career breaks to attend to personal issues was agreed upon by 48.1% (89) while 20.5% (38) respondents strongly agreed with 9.2% (17) strongly disagreed. At the same time, 55.2% (102) of the respondents agreed that the organization encourages employees to go for meal breaks whereas 61.6% (114) of the respondents agreed that the employees are allowed to take breaks and off from work whenever need arises, as 19.5% (36) respondents neither agreed nor disagreed with the point. It was noted with the high response rate of 73.5% (136) that employee breaks contribute to employee motivation in the organization as 7.6% (14) of the respondents strongly disagreed on the same. The average mean and standard deviation of employee assistance breaks within the institution was at 2.27 and 1.24 respectively, an indication that employee breaks are moderately adopted.

Table 10: Employee Breaks

Statement	1 %	2 %	3 %	4 %	5 %	N	Mean	Std. Dev
1. Lactating mothers are allowed time to breastfeed their babies.	6.5	8.6	4.3	40.5	40.0	185	2.20	1.643
2. The university encourages employees to go for leave.	11.4	19.5	1.6	42.2	25.4	185	2.40	1.140
3. The organization allows employees to take career breaks to attend to personal issues.	9.2	16.8	5.4	48.1	20.5	185	2.20	1.304
4. The organization encourages employees to go for meal breaks.	7.0	22.7	15.1	35.7	19.5	185	2.20	.837
5. Employees are allowed to take breaks and off from work whenever need arises.	5.9	13.0	19.5	37.3	24.3	185	2.20	.837
6. Employee breaks contribute to employee motivation in my organization.	7.6	12.4	6.5	50.8	22.7	185	2.40	1.673
Average							2.27	1.24

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

18. Employee Motivation

The findings on employee in the table 11 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 meeting the set deadlines respectively. Thus represented an average mean of 2.07 and an average standard deviation of 1.68.

Table 11: 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)

19. 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.

20. 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 12, there is a positive and significant correlation between the independent variable and employee motivation. From the results, employee break is positively and significantly correlated with employee motivation ($r = .020, p < 0.01$).

Table 12: Pearson Correlation Coefficient of Study Variance

		EM	EB
EM	Pearson Correlation	1	
	Sig. (2-tailed)		
EB	Pearson Correlation	.020	1
	Sig. (2-tailed)	.789	

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

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

The study analysed the relationship between employee breaks and employee motivation in public universities using the Pearson product moment correlation. Table 12 show the Pearson’s correlation coefficient between the employee breaks and employee motivation as being $r = 0.020, p < 0.789$, two tailed, tested at 95% confidence level. The results indicated that there is positive and significant relationship between employee breaks and employee motivation in public universities in Kenya. This shows that employee breaks in public universities in Kenya influence employee motivation positively and significantly. These results mean that there is positive and significant relationship between employee breaks and employee motivation in public universities in Kenya. Therefore, an increase in the employee breaks would affect the level of employee motivation positively. The conclusion of this study based on the findings agreed with earlier researches conducted by Phyllis Korkki (2012) who reported positive and significant relationship between employee breaks and employee motivation that led to productivity.

21. Summary

The researcher established the influence of employee breaks on employee motivation in public universities in Kenya. The study results were that employee breaks such as lactation breaks, leave programs and lunch breaks influences employee motivation in the institution. The study also indicated that leave programs ranked the highest followed by lactation breaks. The employees were encouraged to go for leave and also take career breaks to attend to personal issues. Lactating mothers within the organization were also allowed time to

breastfeed their babies. Based on the results of the study, it was established that relationship between employee breaks and motivation was significant within the university.

22. Conclusion

Based on the study of influence of work life balance practices on employee motivation in public universities, a case of Rongo University in Kenya, the following conclusions were arrived at by the researcher.

Based on the findings, the study showed that employee breaks are fundamental to employee motivation and are very important factors to the organizational workforce. This has been supported by the social exchange and compensation theories of the study. It concluded that leave programs, lunch breaks as well as lactation breaks have positive influence on motivation of the workers within the institution. The study proved that employees were encouraged to go for leave and to take career breaks to attend to personal issues. Furthermore, the study concluded that lactating mothers were also allowed time to breastfeed their babies. Based on the findings, it was concluded that employee breaks were critical ingredient to increasing employee motivation that would enhance commitment of the workers within the learning institution.

Based on the study findings, a general conclusion was arrived at, that work life balance practices are vital in helping employee strike a balance between work and personal lives. The practices are paramount in motivating employees within the organization and needs to be enhanced for increased employee commitment, reduced absenteeism and timely goals achievement for a competitive advantage.

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