

## RELATIONSHIP BETWEEN WORK-LIFE BALANCE PRACTICES AND EMPLOYEE PERFORMANCE IN HOMA BAY COUNTY TEACHING AND REFERRAL HOSPITAL, KENYA

BY

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### Abstract

**Purpose:** The specific objective of the study was to establish the relationship between telehealth and employees' performance in Homa Bay County Teaching and Referral Hospital, Kenya.

**Methodology:** The study has adopted explanatory survey design, Stratum sampling technique is used to select 254 employees who are the respondents from the target population of 696 employees from HBCTRH and Yamane formula (1967) is adopted to drive the required sample size of 254 respondents. The respondents were 227 employees which constitute a response rate of 89.4%. The study has utilized structured questionnaires to gather primary data. The study has adopted the use of a pilot study at the rate of 10%. Cronbach's Alpha test is adopted to test the reliability of the questionnaire. The data were analyzed using an inferential statistics method of Pearson correlation analysis to determine the relationship between work-life balance practices and employee performance in Homa Bay County Teaching and Referral Hospital. The study shows that, there is a positive relationship between telehealth and employee performance in HBCTRH.

**Findings:** The study reveals a positive relationship between telehealth and employee performance in HBCTRH. The results ( $r=0.303$ ,  $p<0.05$ ) show that telehealth is significantly related to employee performance in HBCTRH. The study finally established that, the finding on telehealth and employee performance in HBCTRH had a positive relationship and was statistically significance ( $P=0.000$ ).

**Unique contribution to theory, practice and policy:** Telehealth basically promotes e-health activities which according to the report from the findings of this study, massive increase in the use of telehealth help maintain some health care access during the COVID-19 pandemic, with specialists like behavioral health provides seeing the highest telehealth utilization relative to other provider.

**Keywords:** Employee Performance in Homa-Bay County Teaching and Referral Hospital, Telehealth, Work-life Balance Practices.

## 1.0 INTRODUCTION

Transition on the modality of work is driven by the globalization of services and commodities in force. Therefore these changes have impacted on perception of travel, study, career, and leisure time among others. Multiple public hospital workers are actively working for 24 hours in shift hours, seven days a week and this make a lot of difficulties in achieving healthy lifestyle, travel, or study (Universal health care policy, 2020-2030). Work-life balance practices are about people having a measure of control over how to work, where to work, and when to work. Work-life balance

practices refer to practices developed by organizations, as aspects of their management strategies (Pocock, Skinner, and Williams, 2007).

In summary, the work-life balance discussion assumes that individuals have too much rather than too little work, a debilitating long working hours' culture is said to be pervasive. In examining the work-life balance practices, it is paramount to acknowledge work-life and family life and at the same time to establish the relationship between the two. Overall, work is assumed to have

negative effects on life. However, detailed investigation of the central concern, extending working period, indicates that this assumption is too simplistic. It should be recognized that the premise of a harmful long hours of work culture is misconceived; even more so when workers' attitudes to any long working hours are examined, (Orogbu, Onyeizugbe, and Chukwuemeke, 2015).

Telehealth is the distribution of health-related services and information via electronic information and telecommunication technology, e-Health is another related term, used particularly in the United Kingdom and Europe as an umbrella term that includes telehealth, electronic medical records, and other components health information technology, (World Health Organization Global Observatory for e-health, 2010). The World Health Organization uses telemedicine to describe all aspects of health care including preventive care. The American Telemedicine Association uses the term Telemedicine and Telehealth interchangeably, although it acknowledge that telehealth is sometimes used more broadly for remote health not involving active Clinical treatments, (Word Health Organization, 2019). Telehealth allows Medical Officer, Clinical Officers, Nursing Officer, Pharmacist, Laboratory Technologist, Public Health Officer, Community Health Officers, Nutrition and Dietetic Officer, and Administrative Staff offer services to their customers who are operating to offer services like; advice, reminders, education, intervention, monitoring, and remote. The purpose for Global strategy on digital healthy is to promote heavy lives and well-being for everyone, everywhere, at all ages. To deliver its national or regional digital health initiatives must be guided by a robust strategy that integrates financial, organization, human, and technological resources, (Global Strategy on Digital Health, 2020-2025).

In United States of America, according to Day and Burbach (2018), telehealth has been recognized by the Federal State, and the Local Governments, but telehealth is underutilized by government managers. In Sri Lanka, According to Mendis and Weerakkody (2017), there is a strong relationship between work-life balance practices and the employees' job satisfaction and a strong relationship between employees' job satisfaction and employees' performance. In India, Pooja, Vidyavathi, Keerti, and Mamata (2016) study makes us understand the different work-life balance practices followed in organizations. In Africa, Australia, and Nigeria, respectively, Deery, Jago, Harris, and Liburd (2008) argue that although there is an abundance of research that examine the barriers to obtaining work-life balance anecdotal evidence, there is still a great deal of work to be done in the health sector to encourage employees to achieve a balance. Internally, in Kenya, some institutions have implemented the practices of work-life balance to eliminate work and family conflict. According to Kadiegu (2020), there has been a fight for equal rights for both men and women in sharing home responsibilities, especially in dual careers and ageing populations.

### **Public Health Care Sector in Kenya**

Public health care sector plays an important role in the day-to-day operation of public sector that enables the concrete development and management of the country's economy. Public health care

governance is divided into two levels; national and county. At the national level, the Ministry of Health (MoH) is taking charge of the overall operation. At the county level, specifically, Homa Bay County Government, Department of Health is taking charge and managing the operation and employee performance in HBCTRH (Ministry of Health, 2014).

### **Homa Bay County Teaching and Referral Hospital**

Homa Bay County Teaching and Referral hospital was established in the year 1969 under the assistance of the British Government, Department of Health, County Government of Homa Bay, (2020). Until 2013, the hospital had been operating under the National Government of Kenya and it was referred to us as Homa Bay District Hospital. After promulgation of the new Constitution of Kenya 2010, it was renamed as Homa Bay County Teaching and Referral Hospital (Homa Bay County Health Services Act, 2020). Referral facility is an institution that provides health care services at a lower level compared to the National health care facilities in Kenya. Most referral hospitals fall under level 4 or 5 of the health system and they lack enough skills and adequate equipment to provide the total health services, (Ministry of Health, 2014). County Teaching and Referral hospitals are co-owned by the national government and county governments. Teaching facilities like Kenya Medical Training College belong to the national government while referral facilities belong to the county governments as devolved units. Homa Bay County Teaching and Referral Hospital belongs to the category of the devolved units and for it to provide services it has to acquire support from the national healthcare givers who are well equipped or have extra human capital in their areas of specialization, (Homa Bay County Health Service Act 2020).

### **Employee Performance**

Employees' performance in a firm is a very important area in the workplace. It can help the firm increase and utilize the capacity of the human resources it has. It translates into good service delivery and interaction in which affects every area of the organization. To achieve this organization need to make policies that will encourage employees' performance. An employee's performance depends on or is a consequence of some combination of practices, ability, effort, and opportunity. But, the measurements can be done in terms of service delivered, outcomes, or results produced, (Decramer, Smolders, and Vanderstraeten, 2013).

### **Statement of the Problem**

The importance of Work-life balance practices and employee performance has emerged to become an important dimension in the contemporary Human Resource Management, (Employment Act 226). Imbalanced work-life is a risk to employees' well-being, productivity, organizational effectiveness, organizational ranking as well as the employee performance. It is generally in the public domain that health provision services in Homa Bay County Teaching and Referral Hospital are wanting, (Homa Bay County Health Services Committee Report, 2021). The committee argued that Homa Bay County Teaching and Referral Hospital is not in a

condition where patients would be granted their attainable health standards and employees failed to provide essential health services.

A number of challenges and conflicts continue to be witnessed during the several multiple strike notices right from the conception of HBCTRH and published report from the Ministry of Devolution and National Planning, (2015). This can be described as; imbalanced work-life practices, major resource constraints, working longer hours, increased responsibility at work, increased responsibility at home, understaffing, lack of enough machine, and financial constraints (Kiche, 2018 and Homa Bay County Health Services Committee Report, 2021).

## Objectives of the Study

The general objective of the study is to determine the relationship between work-life balance practices and employee performance in Homa Bay County Teaching and Referral Hospital while the specific objective was to establish the relationship between telehealth and employee performance in Homa-Bay County Teaching and Referral Hospital.

## Hypotheses of the Study

The study adopted the null hypothesis as follows;

Ho2 There is no relationship between telehealth and employee performance in Homa-Bay County Teaching and Referral Hospital.

## 2.0 LITERATURE REVIEW

### 2.1 Theoretical Framework

#### 2.1.1 Vroom's Expectancy Theory

Vroom's Expectancy Theory Motivation is best describe as a process. With research pioneered by Edward C. Talman, (1930) and developed by Victor H. Vroom, (1964). Vroom Theory provides an explanation of why individual chooses one behavioral option over the others. Vroom developed a model of motivation based on individual needs and motivation. The purpose of this theory is that the people are motivated to do something because they think there action will lead to their desired goals (Redmond, 2010). Vroom's Expectancy clearly explained the three concepts namely, the valence concepts asserts that employee performance may be strengthen through rewards, innovations, and low employees turnover, the second concepts was expectancy where the employees will be motivated by having the ability, job satisfaction, and customer satisfaction which increases employees' productivity and thus better employee performance. The final concepts were the instrumentality where an employees' was rewarded for being innovative and productive. Expectancy theory assumed that the behavior results from choices among alternatives whose purpose was to maximize pleasure and minimize pain. He uses the variables expectancy, instrumentality, and valence to account for this. The study considered the Vroom's expectancy theory to be the best for this study because of its realization in the employee performance. When applying Vroom theory within the Institution, an evaluation can be made in regard to two factors that lead to valence: The expectations of individual and belief that their actions will lead to the reward. To utilize the Vroom theory

accurately, the within-subject research methods is used to evaluate the motivations of the employees in HBCTRH.

#### 2.1.2 Spillover Theory

Spillover theory was developed by Piotrkowski in the year 1979. The Spillover theory explained the relationship between work and family. The Spillover is used in psychological research to examine to impact of the work domain on the home domain, and consequently, the transference of work-related emotions from the employee to others at home, (Guest, 2002). The ways in which well-being can be transferred have been categorized into two different mechanisms; spillover and crossover. Guest, (2002) explained that Spillover theory work between the family microsystem and work microsystem. The relevancy of Spillover theory to this study is that the institutions are expected to adopt positive work-life balance practices that will enable employees to have a positive balance which will make them be more efficiently and effectively committed to achieving the employee performance. On the same note, the theory explains the conditions under which there is conflict between work-life and family-life responsibilities as a result of spillover effect. It is therefore relevant to this study as it shed lights on factors that caused work conflicts.

## 2.2 Empirical Literature

### 2.2.1 Telehealth and Employee Performance

Uchenna, Uruakpa, & Uche, (2018) examine a study on the influence of telecommuting on employees' performance in Owerri, Imo State, Nigeria. The broad objective of the study was exploring the impact of telecommuting on employees' performance. The defined objective was to agitate if an arrangement that enables employees to work at home has positive relationship with better quality of work and certain weather an arrangement to work at agreed location has significant relationship with speedy service delivery. Using a sample size of 100 employees and Spearman rank correlation to analyze the data, the study established that telecommuting enrich employees' performance within the organization. The study concluded that there are other variables capable of improving the quality of work of employees than telecommuting. The study recommended that managements of the organizations that practice telecommuting should always consider personal motivation and environment of the telecommuters as they have has the capacity to affect the quality of their work and managers of telecommunication out-fits should continue with the arrangement that allows employees to work at a greed location since it has be found to have significant relationship with speedy service delivery but also ensure that there is a strong mechanism on ground to monitor the activities of the telecommuters. Recommendation of the study was that management of the organization that practice telecommuting should always consider personal motivation and the environment of the telecommuters as they could affect the quality of work.

## 2.3 Research Gap

From the literature reviewed in this study, it is clear that empirical studies on work-life balance practices differ from authors to author. It is also quite clear that the studies on the relationship between work-life balance practices and employee performance do not

share the same concepts, methodology, approach, or ways of evaluation and attain deeper understanding of specific silent factors determining the relationship between work-life balance practices and employees performance. Further to that, it is apparent that although a few researchers have been done in areas related to this study, there is no specific researcher that has been done to address the specified issues. The current study highlights the relevant elements into variables applicable to work-life balance practices in Homa Bay County Teaching and Referral Hospital with the aim of determining the relationship between work-life balance practices and employee performance.

### 3.0 RESEARCH METHODOLOGY

Using Pearson correlation analysis the researcher applied 5% significance level of statistics to test the research questions. Pearson correlation analysis is applied to circumference the degree of correlation between independent variable and dependent variables. The Pearson correlation is considered relevant for the study to identify the variables inter-relation. The study adopts the Pearson product-moment correlation coefficient to establish the degree of association between two variables and uses the Pearson correlation analysis to determine the strength and the direction of the relationship between the work-life balance practices and performance in HBCTRH, (Saunders, Lewis, and Thornhill, 2017).

Pearson Correlation coefficient is estimated by the following formula:

$$r_i = \frac{S_{x_i y}}{\sqrt{S_{x_i x_i} S_{y y}}} \dots \dots \dots \text{Model 3.1}$$

Where;

$r_i$  - denotes the level of correlation;

$$-1 \leq r_i \leq 1$$

The formula return a value between -1 and 1, where: 1 indicates a strong positive relationship, -1 indicates a strong negative relationship and a result of zero indicates no relationship at all. The correlation coefficient, denoted by  $r$ , is a measure of linear relationship between independent variables and performance in HBCTRH, (Ratner, 2009).

$X_i$ - denotes the  $i^{th}$  independent variables

$S_{x_i y}$ -denotes covariance between y and  $X_i$

$S_{x_i x_i}$ - denotes variance  $i^{th}$  of the independent variables

$S_{y y}$ - denotes variance y of the independent variables

The investigator adopted the questionnaire to aggregate the quantitative primary data from the respondents from HBCTRH. The nature of the primary data collected from the respondents guided the selection of the questionnaire and this made the research study to be more efficient and effective as argued by the scholar Mugenda and Mugenda, (2012). The study occupied both qualitative and quantitative methods of study during data gathering, empathetically, the researcher considered the use of primary data. Data were obtained by adopting self-administrated close-ended questionnaire as the data instrument from the interviewee of Homa-Bay Teaching and Referral Hospital. To establish the complacent validity of the research instrument the researcher sought concentration of experts of the study particularly

the Lecturers in the School of Business and Human Resource Development on assorted section in the questionnaire as instruments for the data gathering. To ascertain reliability, a test-retest of the questionnaire was administered within a two-week interval. The accepted value of Cronbach's alpha is 0.7; however, values above 0.6 are also accepted (Griethuijzen, Eijck, and Haste, 2015; Taber, 2018).

This study adopted the explanatory survey design. Creswell, (2012) state that research design is a catch-up which resolve to give answers to research hypothesis. The explanatory survey design is a flexible correlational approach used to investigate a wide range of topics, specifically for this study explanatory survey design aims to establish the relationship between the work-life balance practices and employee performance in HBCTRH by describing how they exist with each other while analysing the relation of individual variables on the dependent variable, making it fall under the category of survey research. The study targets a population of employees working in HBCTRH which consists of 696 employees. This population is suitable for the study since all the family of employees' is represented giving recognizable picture of work-life balance practices among the health workers. This study applies stratified sampling technique to select employees from HBCTRH. Sample of the each and every employee was computed by adopting the Yamane formula ( $n = \frac{N}{1+N(e)^2}$ ). Yamane formula is the most appropriate to this study because it calculate the sample which the results are of good representation of the population (Yamane, 1967). This study uses pilot sample size of 25 employees. This was 10% of the sample size. The pilot study was ushered at Makongeni sub-county hospital within Homa-Bay County Teaching and Referral hospital because of the commonalty coverage, uniformity of services, municipality location in this geographical location, the policy framework, and the challenges facing the Makongeni sub County Hospital are shared, (Homa Bay County Health Services, 2021, Kiche 2018 and Homa Bay County Health Service Act 2020).

Data analysis was done upon completion of data collection. The data from Homa-Bay County Teaching and Referral Hospital where coded dependent on the responses to fit the nonconformity valid in the SPSS tool which was adapted to analysis of quantitative data and deductive method was involve for analysis for analyzing qualitative data based on a structured that is predetermined by the investigator. Questions were applied as a guided for analyzing data. Response from Relative Importance Index (RII) were applied to inform the determination and for triangulations. Presentation of data was achieved through narrative substitute and clarification of the findings. The frequencies and likert scales are thereafter used to compute the Relative Importance Index of each statement on the independent variables, using the formula;

$$\frac{5n_5+4n_4+3n_3+2n_2+1n_1}{A*N}$$

Whereby:

$n_5$ =number of respondents for strongly agree,  $n_4$ =number of respondents for agree,  $n_3$ =number of respondents for neutral,  $n_2$ =number of respondents for disagree,  $n_1$ =number of respondents

for strongly disagree and A= (Highest weight) =5 and N= (Total number of Respondents) =227). The result of the study was presented using descriptive and frequency tables. The researcher measured the study variables majorly using the ordinal measurement in a five-item likert scale table ascribed with quantitative values to make the data manageable to statistical analysis. The study uses the ordinal level of measurement because it allows the researcher to make accurate judgment about values as used to the variable compared to other values assigned to the same variable.

**4.0.FINDINGS**

**4.1. Demographic Factors of the Respondents**

The obtained data was analyzed using content analysis based on the four objectives of the study. The study adopted the Relative Importance Index to make the assessment of work-life balance practice capabilities; RII method is used in this study in order to conduct analysis on the survey results for capabilities. The study used both descriptive analysis and inferential analysis to determine relationship between work-life balance practices and employee performance

**Table 4.1: Response Rate**

Response	Frequency	Percentage (%)
Returned	227	89.4%
Unreturned	27	10.6%
Total	254	100%

Source: Researcher, 2020

Two hundred and fifty-four research instrument tools were distributed to employee of HBCTRH. Out of these, two hundred and twenty-seven (227) questionnaires were duly filled and collected back, yielding a response rate of 89.4%. This response rate is considered a good one for the study since, according to Punch (2005), a response rate should be over 80% of the sample size.

**Table 4.2: Respondent to Gender**

Variables	Attributes	Frequency(N)	Percentage (%)
Gender	Male	115	50.66
	Female	112	49.34
	Total	227	100%

Source: Researcher, 2020

The data collected indicate that the gender was approximately equally spread, 115(50.66%) of the respondents were male while 112(49.39%) of the respondents represents the female in the study. This indicators are appropriate balance between the two gender and cost of compliance with cost of constitution of Kenya, 2010 which requires that no gender should be more than two third of the other gender in any setup of the organization.

**Table 4.3: Response to Age**

Variables	Attributes	Frequency(N)	Percentage (%)
Age	20-30	96	42.29
	31-40	87	38.33
	41-50	33	14.54
	Above 51	11	4.85
	Total	227	100%

Source: Researcher, 2020

The results of the study revealed that majority of the respondents 96(42.29%) were from the age bracket of 20-30, 87(38.33%) from the age group of 31-40, 33(14.54%) respondents were from the age group of 41-50 and finally, the least, 11(4.85%), were from the age group of 51-60. This indicates that majority of the respondents were youths with low experience in the work environment and that they require more relevant work-life balance practices to enable them reduce level of work conflict to improve employee performance.

**Table 4.4: Response to Marital Status**

Variables	Attributes	Frequency(N)	Percentage (%)
Marital status	Married	133	58.59
	Single	94	41.41
	Total	227	100%

Source: Researcher, 2020

According to the study on response to marital status, the majority of the respondents, 133(58.59%), were married while 94(41.41%) were single. This indicates that majority of the respondent must have to be compelled to balance work and family in order to reduce work conflict due to the general family demand.

**Table 4.5: Response to Duration of Service**

Variable s	Attributes	Frequency(N )	Percentage (%)
Service Period	Less than 1 year	42	18.5
	1-5 Years	157	69.16
	5 Years and above	28	12.33
	Total	227	100%

Source: Researcher, 2020

The data was analyzed and the results revealed that 157(69.16%) had served for a period between 1-5 years, 42(18.5%) had served for less than one year and the least representation of 28(12.33%) had served for 5 years and above. The majority of the respondents had served between 1-5 years while the lowest group of

respondents had served for 5 and above years. This implies that there is high employee's turnover in the Hospital.

**Table 4.6: Response to Nature of Employment**

	Attributes	Frequency(N)	Percentage (%)
Employment Nature	Permanent	96	42.29
	Contract	131	57.71
	Total	227	100%

Source: Researchers, 2020

The study revealed that the majority of the respondents in the study 131(57.71%) were employed on contract basis while 96(42.29%) of the respondents were employed on the permanent basis. This indicates that there is high level of under-employment and these results to work-life conflict in the hospital which leads to strike due to high level of workload responsibilities.

**Table 4.7: Response by Job Designation**

Variables	Attributes	Frequency (N)	Percentage (%)
Job Designation	Medical Doctor	14	6.16
	Nursing Officers	62	27.31
	Clinical Officers	28	12.33
	Laboratory Technologist	16	7.04
	Public Health Officer	22	9.69
	Pharmacists	18	7.92
	Community Health Officer	18	7.92
	Nutrition & Diabetics Officers	15	6.60
	Administrative Staffs	34	14.97
	Total	227	100%

Source: Researcher 2020

The study required that the respondents mark their job designation. The summarized analysis of table 4.7 explained the results which revealed that 62(27.31%) of the respondents were nurses, 28(12.33%) were clinical officers and 16(7.04%) were laboratory technologists. Further, the data indicate that 15(6.06%) of the respondents were nutrition and diabetes officers, 18(7.92%) were pharmacists, and a similar number 18(7.92%) of community health officers. 22(9.69%) were public health officers, and 14(6.16%)

were medical doctors. 34 (14.97%) of the respondents were distributed among other staff members. Other staff members comprised of administrative staffs. This implies that the institution had the entire cadre required to delivery services in the health facility.

**Table 4.8: Response to Level of Education**

Variables	Attributes	Frequency (N)	Percentage (%)
Education Level	KCSE	12	5.29
	Certificate	21	9.25
	Diploma	113	49.78
	Higher National Diploma	27	11.89
	Bachelor Degree	44	19.38
	Master's Degree	10	4.41
	Total	227	100%

Source: Researcher, 2020

The results of the study revealed that 113(49.78%) of the respondents were Diploma holders, 44(19.39%) of the respondent had Bachelor degrees, 27(11.89%) of the respondent achieved the Higher National Diploma while 21(9.25%) had attained Certificates, 12(5.29%) of the respondents had attained KCSE and finally the smallest sample size of 10(4.41%) had attained Master's Degree qualification. This indicates majority of the employees had the requisite professional education to perform their work.

### 3.1 Descriptive Analysis of Work-life Balance Practices

#### 3.1.1 Telehealth and Employee Performance

The specific objective of the study was to determine the relationship between telehealth and employee performance in Homa-Bay County Teaching and Referral Hospital. The respondents were requested to tell the extent to which they agree or disagree with the statement: telehealth working arrangement is related to employee performance in Homa-Bay County Teaching and Referral Hospital. Telehealth is represented by the following indicators; rate of time and travel cost saved, level of e-health technology, nature of e-quality customer service, level of e-consultation time, and rate of clinician retention. The respondents were asked to show their perception of the relationship between rate of time and travel cost saved and employee performance in Homa-Bay County Teaching and Referral Hospital. The results showed that 83(36.6%) strongly agreed, 113(49.8%) agreed, 20(8.8%) neutral, 8(3.5%) disagreed and 3 (1.3%) strongly disagreed. The study further shows that 196(86.4%) of the respondents strongly agreed or agreed that there is a relationship between rate of time and travel cost saved and employee performance in HBCTRH. On the types of e-health, 1(0.4%) strongly disagreed, 2(0.9%) disagreed, 25(11.0%) remained

neutral, 103(45.4%) agreed, while 96(42.3%) strongly agreed. These responses suggest that workers believe that there is a relationship between types of e-health and employee performance in Homa-Bay County Teaching and Referral Hospital 199(87.7%) of the respondents agreed or strongly agreed with the statement that level of e-health technology is related to employee performance in HBCTRH. On the statement on nature of e-quality customer service, the results show that 1(0.4%) strongly disagreed, 3(1.3%) disagreed, 31(13.7%) remained neutral, 103(45.4%) agreed, while 89(39.2%) strongly agreed. The study revealed that the majority of the respondents in the study 192(84.6%) agreed or strongly agreed with the statement that the nature of e-quality customer service is related to performance of HBCTRH. The statement is accepted by the majority of the respondents in Homa-Bay County Teaching and Referral Hospital; 192(84.6%). For the statement that level e-consultation time is related to employee performance in Homa-Bay County Teaching and Referral Hospital, the study notes that 2(0.9%) of the respondents strongly disagreed. However, 9(4.0%) disagreed, 29(12.8%) remained neutral, 122(53.7%) agreed while 65(28.6%) strongly agreed. The study

shows that 187(82.3%) of the respondents agreed or strongly agreed with the statement that level of e-consultation time is related to employee performance in HBCTRH 187(82.3%). On the last question on telehealth, the respondents were asked if rate of clinician retention is recommended in HBCTRH due to implementation of telehealth. 13(5.7%) strongly disagreed, 16(7.0%) disagreed, 29(12.8%) remained neutral, 112(49.3%) agreed while 57(25.1%) strongly agreed. The results of the study revealed that 169(74.4%) of the respondents agree or strongly agree that there is a relationship between rate of clinician retention and employee performance in HBCTRH. The indicators of the independent variable, telehealth will be represented by level of e-health technology because it has the most frequent distinct value of 199(87.7%) in the dataset. From the relative importance index values, it was apparent that the respondents attached to level of e-health technology as a factor that have relationship on employee performance in Homa-Bay County Teaching and Referral Hospital (RII=0.856). Based on the research findings level of e-health technology is at the high level (RII> 70%) compared to other indicators of the telehealth as the independent variable in the study.

**Table 4.10: Telehealth and Employee Performance**

Statement	S D	D	N	A	S A	A*N	RII	RANK
There is time and travel cost saved	3 (1.3%)	8 (3.5%)	20 (8.8%)	113 (49.8%)	83 (36.6%)	1135	0.833	3
There is excellent types e-health technology	1 (0.4%)	2 (0.9%)	25 (11.0%)	103 (45.4%)	96 (42.3%)	1135	0.856	1
Telehealth improvement e-quality customer service	1 (0.4%)	3 (1.3%)	31 (13.7%)	103 (45.4%)	89 (39.2%)	1135	0.843	2
The level of e-consultation time is recommended	2 (0.9%)	9 (4.0%)	29 (12.8%)	122 (53.7%)	65 (28.6%)	1135	0.810	4
The rate of clinician retention is recommended	13 (5.7%)	16 (7.0%)	29 (12.8%)	112 (49.3%)	57 (25.1%)	1135	0.762	5

Source: Researcher, 2020

### 4.2.2. Pearson Correlation Analysis

Inferential analysis was used to determine the core objective of the study. Correlation analysis was wielded to analyze the relationship between work-life balance practices and employee performance in Homa- Bay County Teaching and Referral Hospital. This section presents results of statistical tests for relationship between work-life balance practices and employee performance of the facility. Pearson’s product-moment correlation tests are chosen in order to assess whether there is a relationship between work-life balance practices and employee performance in Homa Bay County Teaching and Referral Hospital.

**Table 4.14: Pearson Correlation Matrix (Telehealth)**

		Performance	Telehealth
Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	227	

Telehealth	Pearson Correlation	.303**	1
	Sig. (2-tailed)	.000	
	N	227	227

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

Source: Researcher, (2020)

## 5. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

### 5.1 Summary of the Findings

The study was based on the relationship between work-life and employee performance in Homa Bay County Teaching and Referral Hospital, Kenya. The study was carried out purposively to determine the relationship between work-life balance practices and employee performance and the aim of the study was to provide a better understanding of employees’ attitudes and perceptions towards the unclear relationship between work-life balance practices and employee performance. The broad objective of the

study was to determine the relationship between work-life balance practices and employee performance in Homa Bay County Teaching and Referral Hospital, Kenya while the specific objectives was to establish the relationship between telehealth and employee performance in Homa Bay County Teaching and Referral Hospital. The study reveals a positive relationship between telehealth and employee performance in HBCTRH. The results ( $r=0.303$ ,  $p<0.05$ ) show that telehealth is significantly related to employee performance in HBCTRH. The study finally established that the finding on telehealth and employee performance in HBCTRH had a positive relationship and was statistically significance ( $P=0.000$ ).

### 5.2 Conclusion

The study finally established that the finding on telehealth and employee performance in HBCTRH had a positive relationship and was statistically significance ( $P=0.000$ ). The study consummate that there is a relationship between telehealth and employee performance in HBCTRH. This leads to rejection of the null hypothesis and adoption of the alternative hypothesis that there is a relationship between telehealth and employee performance. These findings concur with the observation made by Day and Burbach, (2018), that telehealth leads to a positive employee performance in an organization.

### 5.3 Recommendation

The study recommends that, since there is a positive relationship between Telehealth and employees' performance in HBCTRH, Telehealth delivered health care has several advantages, including cost saving, convenience, and ability to provide care to people with mobility limitation or those in rural areas who do not access local doctors, clinician and other health facility staffs to provide direct services.

Telehealth basically promotes e-health activities which according to the report from the findings of this study, massive increase in the use of telehealth help maintain some healthcare access during the COVID-19 pandemic, with specialists like behavioral health provides seeing the highest telehealth utilization relative to other provider. It should be prudent to carry out further studied under different context and scope. Therefore, the researcher recommends that a similar study to be carried out in different forty-seven Counties Referral Hospital in order to determine the findings could be similar.

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