

Employee Assistance Programs and Employee Engagement in Commercial Banks in Eldoret City, Kenya

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Abstract: The purpose of the study was to examine the effect of employee assistance programs on employee engagement in commercial banks in commercial banks in Eldoret City Kenya. The study was guided by the following theories as; social exchange theory. The study adopted a descriptive research design. This study constituted a census survey of the 16 banks in Eldoret City County respectively. Branch managers, Credit managers and customer care of the banks was targeted. The study adopted census survey and therefore all the Branch managers, Credit managers and customer care in 16 banks was studied. Data collection instrument was structured questionnaire. Both primary and secondary data was collected. The researcher self-dropped and pick the duly filled questionnaires. Piloting was done to test the validity and reliability of data collection instrument. Data was organised, coded, edited to bring a meaning. Both descriptive and inferential statistics was done. Multiple regression was done to test the significant levels of one variable over the other. Analysis of variance was also done. Based on the findings, the study concluded that employee assistance program has significant effect on employee engagement in commercial banks in Eldoret City, Kenya. The study came up with the following recommendations; Counselling service should be provided to employees who are going through challenges and need specific help to overcome them. An Employee Assistance Program (EAP) should be a work-based program designed to support employees in dealing with personal and work-related issues that may affect their performance, well-being, and productivity and that employees who participate in counselling receive assistance in examining and resolving their issues and developing a strategy that will enable them to meet both their professional and personal objectives.

Keywords: Employee Assistant Program, Employee Performance.

1. INTRODUCTION

The banking sector plays a critical role in Kenya's economic growth by providing financial services that drive business development, investment, and economic stability. However, the highly competitive nature of commercial banks, coupled with demanding work schedules, high performance targets, and increasing customer expectations, has raised concerns about the quality of work-life balance (QWLB) among employees (Arhin & Cobblah, 2024). Many bank employees experience excessive workloads, long working hours, and work-related stress, which can negatively impact their well-being and overall job satisfaction (Kossyva, et al., 2024). Work-life balance refers to the ability of employees to effectively manage their work responsibilities while maintaining a healthy personal life (Arhin & Cobblah, 2024). A positive work-life balance is essential for reducing stress, improving job satisfaction, and enhancing overall productivity. In contrast, poor work-life balance can lead to burnout, high absenteeism, and low morale, which in turn affects employee engagement (Prevolssek, Kukurin & Golja, 2024).

Employee engagement is a crucial factor in organizational success, as it reflects employees' commitment, motivation, and emotional connection to their work and employer (Tuyet, Huong & Chau, 2024). Engaged employees are more productive, innovative, and customer-focused, contributing to the long-term success of their organizations. However, when work-life balance is compromised, employees may become disengaged, leading to reduced performance, lower job satisfaction, and increased turnover rates (Kusluvan et al., 2021). Despite the growing recognition of work-life balance as a key driver of employee engagement, limited empirical research has been conducted to assess its impact in the Kenyan banking sector (Gallup, 2020). While some commercial banks have introduced flexible work arrangements, wellness programs, and employee assistance initiatives, their effectiveness in enhancing engagement remains unclear (Kusluvan et al., 2021). This study seeks to examine the relationship between quality of work-life balance and employee engagement in commercial banks in Kenya, with the aim of identifying key factors that influence this relationship and recommending strategies to improve employee well-being and organizational performance.

Employee engagement serves as the cornerstone, cultivating a sense of purpose and commitment among employees, which is essential for fostering a positive work environment (Putra, Kusumawati & Kartikasari, 2024). Flexible work arrangement empowers individuals to apply their skills and expertise towards achieving shared objectives, driving innovation and problem-solving within the organization (Patil, Patil, Gurale & Karati, 2024). Additionally, employee assistance programs promotes collaboration and synergy among team members, creating a supportive and cohesive workplace culture where individuals thrive (Burnett, 2024). By addressing these dimensions collectively, organizations can unlock the full potential of their workforce and drive organizational productivity within the banking sector, ensuring that employees are motivated, fulfilled, and connected to their work and colleagues. The challenge today is not limited to only keeping talented people, but also completely engaged, having their minds and hearts won over at every step of their careers (Kusluvan et al., 2021). Employee engagement has been crucial to company efficiency in recent years (Arhin & Cobblah, 2024). This is becoming more and more popular since it significantly affects employee outcomes and explains why employees are more involved, passionate, and excited about their work than they are with other factors like organizational commitment and job satisfaction (Saks, 2016). In the present workplace, there is a bigger workload, more time pressure, and more challenges to balancing work and personal obligations (Faiz et al., 2024). According to research by Salt (2018), an increasing number of workers are under stress from balancing their job and personal lives, which leads to an increase in the number of sick days attributable to psychiatric illnesses.

Work-life balance, in the opinion of Baral and Bhargava (2013), is a very significant phenomenon that worries many people in the commercial and public sectors. Prioritizing one's personal life and professional responsibilities are not enough. Additionally, it has an impact on a person's mental, social, psychological, and economic health. The individual's output reflects all of this, which has an impact on how well they do at work over the long term (Tuyet, Huong & Chau, 2024). The effectiveness of businesses as well as employee behavior, attitudes, and wellbeing are all impacted by work-life balance, according to Ramesh and Nagapriya (2012). Bank managers may overwork their staff so as achieve their objectives as a result of the fight for market leadership in the banking industry. Employees may sacrifice their personal lives in an effort to stay with the company by putting in additional hours at work. All of these could result in an adverse social effect, affect how children are raised, and lead to unhappy and disintegrated families (Ge, Z. G. 2024).

The demographics of the workplace have evolved over the past 60 years as more women enter the market and take on occupations with greater responsibility (Galinsky, Aumann, & Ond, 2011). Consequently, most families had to figure out how to balance work and social life. As a result, FWA (Flexible Work Arrangement) have grown in popularity throughout the world as a means of minimizing work-life conflict ((Ge, Z. G. 2024)). The FWAs include telecommuting, jobsharing, flextime, reduced work weeks, and overtime. Employees that participate in scheduling their own start and end times for each day's work are said to be working on "flex time" (Faiz et al., 2024). By beginning work prior to or following rush hour, by beginning work prior to or following rush hour, it is hoped that the employees will be able to meet personal obligations, adapt to both unpredictable and predictable events, and cut down on commute time (Arhin & Cobblah, 2024).

The term "telecommuting" defines a workplace setting where individuals may on occasion work distantly from their residences without regularly coming to the workplace. This FWA is advantageous to workers since it allows them to schedule their work such that it fits their personal and family needs, which lowers work-related overheads like travel and commute time while also allowing them to work in a less stressful setting uninterrupted. Additionally, this approach provides for workers with impairments who are unable to leave their homes (Hill, Hawkins, Ferris, & Weitzman, 2001).

Nevertheless, Pettigrew & Duncan (2012), argues that three employee subgroups are more inclined to work from home: females, couples, and people with kids. The Family and Work Institute reported that the frequency of telecommuting has considerably increased in recent years. As of 2015, 67% of the surveyed organizations permitted telecommuting, up from 34% in 2005 (Galinsky & Matos, 2014).

Locally, Work-life balance is essential for overall well-being and productivity. It ensures that individuals can fulfill their professional responsibilities while maintaining a healthy personal life. Employee engagement is seen by firms as one of the key pillars of their HR strategy in the competitive world of today. According to research, involvement promotes high performance, high profitability and productivity, a reduction in quitting intentions, enhanced health and well-being, and a reduction in sick days ((Ge, Z. G. 2024)). Due to the demand for greater engagement in business, businesses comprehended that to accomplish this, it is vital to retain a better level of employee engagement in order to boost productivity without hiring more people. There are 42 fully regulated commercial banks and one mortgage finance firm, according to data given by the Central Bank of Kenya. Out of these 43 financial institutions, 39 commercial banks and the mortgage financing institution are held by private investors, and the remaining 3 commercial banks are majority-owned by the Government of Kenya. Twenty-five of the thirty-nine banks are privately owned, and the mortgage financing is provided by local investors, indicating that Kenyans are the majority stockholders. The other fourteen are owned by foreign nationals. The Central Bank of Kenya (CBK) is tasked with creating the regulations, guidelines, and legislation that govern commercial banks, microfinance institutions, credit bureaus, mortgage finance businesses, and other participants in the banking industry. It guarantees the financial systems' stability, effectiveness, and efficiency (CBK, 2015). The CBK has characterized banks into three tiers: large, medium, and small banks, depending on their size. Between 2006-2009, a bank was categorized as large if its asset base was greater than Kshs.15 billion, medium if it was between Kshs.5 billion and Kshs.15 billion, and small if it was below Kshs.5 billion (CBK, 2006). A total of 19 large banks, 14 medium banks, and 12 minor banks made up Kenya's banking sector as of December 2009. In terms of deposits, net assets, and net advances, the big banks held a combined market share of more than 80%. (CBK, 2009). As of December 2009, huge banks controlled the majority of Kenya's commercial banking market. Beginning in 2010, CBK classified banks based on the composite market share index (CMSI), which includes deposits, net-assets, and advances (CBK, 2010). A bank is categorized as large, medium, or small depending on its CMSI, with a CMSI of over 5% being considered large, one percent to 5% being considered medium, and one percent or less being considered tiny. According to this classification, there were 23 small banks between 2010 and 2014, 15 medium-sized banks, and six large banks.

1.1 Statement of the Problem

The commercial banking sector in Kenya is characterized by intense competition, high performance expectations, and demanding work schedules. Employees often face long working hours, heavy workloads, and pressure to meet stringent targets, which can negatively impact their quality of work-life balance (QWLB). Poor work-life balance has been linked to stress, burnout, job dissatisfaction, and reduced productivity, all of which can affect employee engagement. Employee engagement, which reflects employees' commitment, motivation, and enthusiasm towards their work, is a critical factor in ensuring high levels of performance and customer satisfaction in commercial banks (Tuyet, Huong & Chau, 2024). However, when employees struggle to balance work demands with personal life responsibilities, their level of engagement may decline, leading to reduced job performance, high turnover rates, and lower organizational efficiency. While some banks in Kenya have introduced flexible work arrangements, wellness programs, and employee assistance initiatives, there is limited empirical evidence on their effectiveness in enhancing employee engagement.

Allen, McAndrews, and Strahan (2012) claim that as rivalry in the banking sector grew, most institutions were forced to innovate in order to survive. Asari et al. (2011) highlight that this intense competition was felt on a global scale. Banks employed technology to enable them to implement strategies aimed at increasing customer satisfaction through the provision of improved services and products while simultaneously decreasing operating expenses in order to survive in the volatile market climate. According to reports, banking sector employees frequently leave their current employers in search of better possibilities at other financial institutions or abroad. This is due to the fact that certain banks have longer working hours, an increase in workload, inadequate leadership, job insecurity, a terrible work environment, unsatisfactory compensation, and insufficient work-life balance. Due to this, many highly competent workers having remarkable expertise, aptitude, and understanding have left the industry in search of possibilities elsewhere (KBA, 2015). Reduced retention rates are a result of higher turnover, as Mbugua et al. (2015) found in their analysis on retention in Kenyan commercial banks,

12.5% of staffs felt that income revenue was high. According to the poll, 40.0% of workers were undecided about whether they wanted to remain employed by their separate banks, while 50% of responders said they would look for work somewhere else if there was an opportunity and 70% declared they would take any superior or more desired job elsewhere.

These results demonstrate that there is an issue with staff engagement, and commercial banks must work very hard to assure retention. As stated by Mukururi and Ngari (2014), inadequate handling of this crucial HR function could result in high labor turnover or raise employee desire to quit, and banks may suffer significant expenses as a result of poor retention. According to Kamau et al (2013), study on the impact of work-life balance policies on employees' job performance at Eco Bank Kenya, 69% of employees said their jobs were a major cause of stress, and 41% said they experienced anxiety and tension while working. It has been discovered that conflict between work and non-work responsibilities reduces the quality of work and family life, which has an impact on employee engagement, productivity, and absenteeism (Kamau et al., 2013). This study sought to examine the effect of employee assistance programs on employee engagement in commercial banks in Eldoret City Kenya.

2. EMPLOYEE ASSISTANCE PROGRAMS

Healthy workplace and empowered employees' mirrors trends between positive psychological state and job satisfaction (Patil, et al., 2024). According to Patil, et al., (2024), employee's wellbeing is becoming a point of focus in different organizations thus increasing the interest of the public in desegregating those focuses on the responsibilities of the employers. Many organizations have therefore adopted various programs including employee assistance programs (EAP) to address the wellbeing issues in the workplace (Tuyet, et al., 2024). Arguably people involved in a specific business are considered to be the most important property of that business. Increased productivity and efficiency in any business are indicators of the workers giving their best to the business. However, many challenges may arise from a business that can make its employees not to give the best of their investments to the business. These challenges may arise in the form of depression, sickness, disability, stress, burnout, absenteeism, and presentism (Attridge 2009).

An Employee Assistance Program (EAP) is a work-based program designed to support employees in dealing with personal and work-related issues that may affect their performance, well-being, and productivity (Zieringer, et al., 2024). Gathatwa, Waiganjo, and Oloko (2016) suggest in a study on the association between workplace stressors and a company's efficiency in Kenya's flower sector that counselling is a service provided to employees who are going through challenges and need specific help to overcome them. Conflicts at work, absenteeism, decreased productivity, accidents, and job termination may result from unresolved issues or problems. As a result, employees who participate in counselling receive assistance in examining and resolving their issues and developing a strategy that will enable them to meet both their professional and personal objectives. Kamau et al (2013)'s exploration on the impact of WLB procedures on employee job performance at Eco Bank Kenya is cited by Muchiti and Gachunga (2015). The investigation came to the conclusion that WLB enhanced worker performance. Additionally, employee punctuality and productivity were both increased at ECO Bank thanks to the provision of employee help services. According to the survey, firms must provide mandated employee welfare programs under current labor regulations.

Kinyili (2015) investigated the impact of HRM procedures on staff retention in government health facilities in the County of Machakos. There were just a few flex working programs in the health facilities in the County, according to the study's analysis of the impact of work-life balance policies on employee retention. It was suggested that the county government and other organizations look at the elements affecting the workplace. Employee engagement has emerged as a critical factor influencing organizational productivity across various industries worldwide. In the dynamic landscape of the banking sector, characterized by intense competition and evolving consumer preferences, the significance of employee engagement becomes even more pronounced. Engaged employees are more committed, innovative, and productive, leading to enhanced customer satisfaction and organizational performance (Arhin & Cobblah, 2024). At the world level, numerous research studies and industry reports have highlighted the pivotal role of employee engagement in driving success within the banking sector (Gallup, 2020). Organizations that prioritize employee well-being, satisfaction, and involvement tend to outperform their competitors in terms of profitability, guest experience, and overall business outcomes (Tuyet, Huong & Chau, 2024). From banking sector to boutique establishments, fostering a culture of engagement has become a strategic imperative for sustainable growth and competitiveness (Prevolšek, Kukurin & Golja, 2024).

Similarly, at the continental and country levels, research on employee engagement within the banking industry has gained considerable attention (Kusluvan et al., 2021). In regions like Africa, where banking sector is a key economic driver, understanding the dynamics of employee engagement and its impact on organizational productivity is of paramount importance (Dávila et al., 2019). Countries such as Nigeria, with burgeoning banking sectors like Abuja, are witnessing a growing emphasis on enhancing employee engagement practices to achieve operational excellence and meet the rising demands of discerning guests (Okafor, 2020). The dimensions of employee engagement-emotional, intellectual, and social-are intricately linked and mutually reinforcing, are forming a cohesive framework that enhances organizational effectiveness. Emotional engagement serves as the cornerstone, cultivating a sense of purpose and commitment among employees, which is essential for fostering a positive work environment (Putra, Kusumawati & Kartikasari, 2024). Intellectual engagement empowers individuals to apply their skills and expertise towards achieving shared objectives, driving innovation and problem-solving within the organization (Patil, Patil, Gurale & Karati, 2024). Additionally, social engagement promotes collaboration and synergy among team members, creating a supportive and cohesive workplace culture where individuals thrive (Burnett, 2024). By addressing these dimensions collectively, organizations can unlock the full potential of their workforce and drive organizational productivity within the banking sector, ensuring that employees are motivated, fulfilled, and connected to their work and colleagues.

3. METHOD

This study adopted a descriptive research design. This study constituted a census survey of the 16 banks in Eldoret City County respectively. Branch managers, Credit managers and customer care of the banks will be targeted. Data collection instrument was questionnaire and other information relevant to the study. A structured questionnaire was administered to the respondents. Piloting was done to test the validity and reliability of the data collection instrument. Once data is collected, it was crosschecked and verified for errors, completeness and consistency. It was then be coded, entered and analysed descriptively using IBM Statistical Package for Social Sciences (SPSS 23). Pearson correlation analysis was used to test the relationship between variables in the study hypotheses. ANOVA multiple linear regression analysis was adopted computed to determine the statistical relationship between the independent variable and the dependent.

4. DISCUSSIONS

4.1 Effect of Employee Assistance Programs on Employee Engagement in Commercial Banks in Commercial Banks in Eldoret City Kenya

The specific objective of the study was to examine the effect of employee assistance programs on employee engagement in commercial banks in commercial banks in Eldoret City Kenya. The respondents were requested to indicate their level of agreement on the statements relating to the effect of employee assistance programs on employee engagement in commercial banks in commercial banks in Eldoret City Kenya. The results were as shown in Table 4.1

From the results, the respondents agreed that healthy workplace and empowered employees' mirrors trends between positive psychological state and job satisfaction. This is supported by a mean of 3.974 (std. dv = 0.852). In addition, as shown by a mean of 3.419 (std. dv = 0.627). The respondents agreed that increased productivity and efficiency in any business are indicators of the workers giving their best to the business. The respondents also agreed that an Employee Assistance Program (EAP) should be a work-based program designed to support employees in dealing with personal and work-related issues that may affect their performance, well-being, and productivity. This is shown by a mean of 3.991 (std. dv = 0.711). With a mean of 3.472 (std. dv = 0.851), the respondents agreed that employees who participate in counselling receive assistance in examining and resolving their issues and developing a strategy that will enable them to meet both their professional and personal objectives. Further with a mean of 3.833 (std. dv. 0.845) the respondents agreed that counselling service should be provided to employees who are going through challenges and need specific help to overcome them. Conflicts at work, absenteeism, decreased productivity, accidents, and job termination may result from unresolved issues or problems. The respondents also agreed that the organizations have therefore adopted various programs including employee assistance programs (EAP) to address the wellbeing issues in the workplace which is shown with a mean of 3.845 (std. dv. 0.894).

Table 4.1: Effect of Employee Assistance Programs on Employee Engagement in Commercial Banks in Commercial Banks in Eldoret City Kenya

	Mean	Std. Deviation
Healthy workplace and empowered employees' mirrors trends between positive psychological state and job satisfaction	3.419	0.627
Increased productivity and efficiency in any business are indicators of the workers giving their best to the business.	3.991	0.761
An Employee Assistance Program (EAP) should be a work-based program designed to support employees in dealing with personal and work-related issues that may affect their performance, well-being, and productivity.	3.898	0.711
employees who participate in counselling receive assistance in examining and resolving their issues and developing a strategy that will enable them to meet both their professional and personal objectives	3.472	0.851
Counselling service should be provided to employees who are going through challenges and need specific help to overcome them. Conflicts at work, absenteeism, decreased productivity, accidents, and job termination may result from unresolved issues or problems	3.933	0.845
organizations have therefore adopted various programs including employee assistance programs (EAP) to address the wellbeing issues in the workplace	3.432	0.894
Aggregate	3.691	0.781

4.2 Effect of Employee Engagement in Commercial Banks in Commercial Banks in Eldoret City Kenya

The respondents were requested to indicate their level of agreement on various statements relating to the effect of employee engagement in commercial banks in commercial banks in Eldoret City Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.1.

From the results, the respondents agreed that employees often offer ideas to enhance the performance of my team, department, or organization. This is supported by a mean of 4.123 (std. dv = 0.721). In addition, as shown by a mean of 3.467 (std. dv = 0.838), the respondents agreed that employees consistently go above and beyond what is necessary for my job. Further, the respondents agreed that employees are happy to announce to others that they work for this organization. This is shown by a mean of 3.158 (std. dv = 0.561). The respondents also agreed that employees are passionate and considers work to be meaningful and fulfilling. This is shown by a mean of 3.739 (std. dv = 0.833). Lastly, the results shows that employees finds it challenging to separate themselves from their work for they are inspired by their job. This was supported by a mean of 3.481 (std. dv = 0.647).

Table 4.2: Effect of Employee Engagement in Commercial Banks in Commercial Banks

	Mean	Std. Deviation
Employees often offer ideas to enhance the performance of my team, department, or organization	4.123	0.721
Employees consistently go above and beyond what is necessary for my job	3.467	0.838
Employees are happy to announce to others that they work for this organization	3.158	0.561
Employees are passionate and considers work to be meaningful and fulfilling	3.739	0.833
Employees finds it challenging to separate themselves from their work for they are inspired by their job	3.481	0.647
Aggregate	3.593	0.720

4.3 Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (employee engagement in commercial banks in Eldoret City, Kenya) and independent variables (employee assistance programs).

4.3.1 Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (employee assistance programs) and the dependent variable employee engagement in commercial banks in Eldoret City, Kenya) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 4.3: Correlation Coefficients

	Employee engagement	Employee assistance program
Employee engagement	Pearson Correlation	1
	Sig. (2-tailed)	
	N	39
Employee assistance program	Pearson Correlation	.869**
	Sig. (2-tailed)	.001
	N	39

From the results on table 4.3, there was a very strong relationship between work flexibility and (employee engagement in commercial banks in Eldoret City, Kenya ($r = .831$, p value = 0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level).

4.3.2 Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (employee assistance programs) and the dependent variable (employee engagement in commercial banks in Eldoret City, Kenya) as shown on table 4.11 below.

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.983	.821	.812	.42632

a. Predictors: (Constant), employee assistance programs,

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r -squared for the relationship between the independent variables and the dependent variable was 0.821. This implied that 82.1% of the variation in the dependent variable (employee engagement in commercial banks in Eldoret City, Kenya) could be explained by independent variables (employee assistance programs).

Table 4.5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	21.028	1	3.023	43.27	.000 ^b
1 Residual	7.921	38	.031		
Total	28.949	39			

a. Dependent Variable: employee engagement in commercial banks in Eldoret City, Kenya

b. Predictors: (Constant), employee assistance programs,

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 43.27. The p value was 0.000. Therefore, the model can be used to predict the influence of work flexibility, employee assistance programs, teleworking arrangements and job sharing on employee engagement in commercial banks in Eldoret City, Kenya.

Table 4.6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.491	0.039		4.323	0.000
	Employee assistance program	0.841	0.109	0.495	4.871	0.000

a Dependent Variable: Employee Engagement in Commercial Banks in Eldoret City, Kenya

The regression model was as follows:

$$Y = 0.491 + 0.831X_2 + \varepsilon$$

The results also revealed that employee assistance program has significant effect on employee engagement in commercial banks in Eldoret City, Kenya, $\beta_1=0.831$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05.

5. CONCLUSIONS AND RECOMMENDATIONS

Based on the findings, the study concluded that employee assistance program has significant effect on employee engagement in commercial banks in Eldoret City, Kenya, $\beta_1=0.831$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The study came up with the following recommendations; Counselling service should be provided to employees who are going through challenges and need specific help to overcome them. Conflicts at work, absenteeism, decreased productivity, accidents, and job termination may result from unresolved issues or problems. An Employee Assistance Program (EAP) should be a work-based program designed to support employees in dealing with personal and work-related issues that may affect their performance, well-being, and productivity and that employees who participate in counselling receive assistance in examining and resolving their issues and developing a strategy that will enable them to meet both their professional and personal objectives

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