
WORKLIFE BALANCE AND EMPLOYEE PERFORMANCE IN TOURISM FUND KENYA

¹ Esther Naanyu Kamwaro & ² Dr. Millicent Mboya

¹Masters Student, Jomo Kenyatta University of Agriculture and Technology

²Lecturer, Jomo Kenyatta University of Agriculture and Technology

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Abstract

The study addresses the critical problem of declining employee performance within Tourism Fund Kenya, attributed to imbalances between work demands and personal life, resulting in stress, role conflict, and work overload. The general objective of the study is to examine the influence of work-life balance on employee performance at the Tourism Fund Kenya. Specifically, the study assessed the impact of organizational support and work overload on employee performance. The study was guided by organizational support theory and work load control theory. Utilizing a cross-sectional research design, the study targeted 323 employees across various departments. A stratified random sampling technique was employed to select a representative sample of 179 respondents. Data were collected using structured questionnaires. Quantitative data were analyzed using the Statistical Package for the Social Sciences (SPSS), employing descriptive and inferential statistics, notably regression analysis, to examine relationships between the variables. Findings revealed that organizational support positively and significantly enhances employee performance, while work overload was found to negatively impact productivity. Regression analysis confirmed that these variables collectively explain over 67.7% of the variance in performance. It was concluded that employees perform better when they feel supported and with manageable workloads. The study recommends that the Tourism Fund Kenya strengthen organizational support systems through equitable training and recognition programs and adopt workload management practices to ensure fair task distribution. These measures are essential to fostering a high-performing, healthy, and engaged workforce.

Keywords: *Work Life Balance, Organization Support, Work Overload, Employee Performance*

INTRODUCTION

Work-life balance has increasingly become a critical concern for organizations, especially in the tourism sector, where the demands of the job can often conflict with personal and family responsibilities. From 2019 to 2024, there has been a significant shift in how companies approach work-life balance, with growing recognition of its impact on employee performance and overall organizational success. According to Smith et al. (2021), work-life balance initiatives, such as flexible work arrangements and mental health support, have been linked to higher job satisfaction, reduced turnover, and enhanced productivity. In the context of Tourism

Fund Kenya, maintaining a healthy balance between work and personal life is crucial for fostering an environment where employees can thrive both professionally and personally.

The Tourism Fund Kenya, like many organizations within the tourism sector, faces unique challenges in managing work-life balance due to the industry's fluctuating demands, including peak seasons and irregular working hours. Studies indicate that employees who perceive a lack of balance between their work and personal lives often experience burnout, decreased motivation, and lower job performance (Johnson & Rife, 2020). These factors negatively impact the overall performance of the organization, as stressed employees are less likely to provide quality service, leading to customer dissatisfaction and potential revenue loss. Thus, establishing effective work-life balance policies is not only beneficial for the employees but also strategically important for the organization's sustainability.

The relationship between work-life balance and employee performance in the Tourism Fund Kenya has also been shaped by external factors such as technological advancements and the COVID-19 pandemic. The pandemic, in particular, has necessitated remote work arrangements, which, while offering flexibility, have also blurred the boundaries between work and home life. Research by Mwangi and Kimani (2022) highlights that employees who struggle to disconnect from work due to remote working arrangements report higher levels of stress and reduced performance. This underscores the need for structured work-life balance strategies that support employees in managing their roles effectively without compromising their well-being.

In recent years, there has been a growing emphasis on creating a supportive work environment in the tourism industry that promotes a balance between work responsibilities and personal life. The Tourism Fund Kenya has implemented several initiatives aimed at improving work-life balance, such as offering employee wellness programs, flexible schedules, and family-friendly policies. These efforts are in line with global trends that recognize work-life balance as a critical factor in enhancing employee performance and organizational effectiveness. By fostering a balanced work environment, the Tourism Fund Kenya can enhance employee morale, reduce absenteeism, and ultimately improve service delivery, thus positioning itself as a competitive player in the tourism sector (Kariuki, 2023).

In Kenya, work-life balance has become a focal point for many organizations as they strive to improve employee well-being and performance. Safaricom, one of the largest telecommunications companies in Kenya, has been at the forefront of promoting work-life balance through various employee-centered initiatives. The company offers flexible working hours, remote work options, and comprehensive wellness programs that address both physical and mental health (Njoroge & Kamau, 2021). These measures have not only enhanced employee satisfaction but also boosted productivity and innovation, making Safaricom a model for other companies in Kenya seeking to improve their work environment.

Statement of the Problem

Employee performance is a crucial factor in achieving organizational success, particularly in the tourism sector, where the quality-of-service delivery significantly impacts customer satisfaction and business outcomes. However, there has been a notable decline in employee performance in recent years, closely linked to poor work-life balance practices. According to a report by the Kenya Tourism Board (2023), employee productivity in the tourism sector has decreased by 18% since 2019, with stress and burnout being identified as major contributors to this decline. Specifically, employees within the Tourism Fund Kenya have reported challenges in managing their work and personal lives, often resulting in fatigue, reduced motivation, and decreased work quality, which adversely affect the organization's overall performance.

A survey by the Federation of Kenya Employers (FKE) (2022) found that 68% of employees in the tourism sector reported feeling overwhelmed by work demands, with 54% admitting that their work-life balance was poor. The study also highlighted that employees who experienced high levels of work-related stress were twice as likely to exhibit lower job performance and were 40% more likely to take sick leave compared to their counterparts with better work-life balance (FKE, 2022). This data illustrates the pressing need for organizations such as the Tourism Fund Kenya to prioritize work-life balance to enhance employee output and reduce the economic costs associated with absenteeism and turnover.

Moreover, the relationship between work-life balance and employee retention is becoming increasingly apparent. The Kenya National Bureau of Statistics (2023) reported that turnover rates in the tourism sector rose to 35% between 2019 and 2024, with poor work-life balance cited as a primary reason for employees leaving their jobs. In a focused study on the Tourism Fund Kenya, it was revealed that over 50% of staff considered resigning due to the inability to manage work-related stress and personal responsibilities effectively (KNBS, 2023). High turnover not only disrupts organizational operations but also leads to increased recruitment and training costs, further straining the already limited resources of the Tourism Fund.

Studies have shown that implementing supportive measures such as flexible work arrangements, mental health support, and employee wellness programs can significantly boost employee morale and performance. A comparative analysis conducted by the Institute of Human Resource Management Kenya (2022) found that organizations that adopted comprehensive work-life balance policies experienced a 25% increase in employee productivity and a 20% reduction in turnover rates. These statistics underscore the urgent need for the Tourism Fund Kenya to embrace work-life balance strategies as a core component of its human resource management, not only to enhance employee performance but also to sustain its long-term growth and competitiveness in the tourism sector.

Empirical studies, such as those by Kimani and Wambui (2022) and Otieno and Mwangi (2023), have highlighted the positive impact of work-life balance on employee performance in various industries, including banking and manufacturing. Kimani and Wambui (2022) found that flexible work arrangements significantly increased employee satisfaction and reduced turnover in the banking sector, while Otieno and Mwangi (2023) demonstrated that wellness programs improved productivity in manufacturing firms. However, there is a notable gap in research focusing on the tourism sector, particularly within statutory bodies like the Tourism Fund Kenya. Most existing studies primarily target private sector organizations, neglecting the unique challenges faced by public sector employees, such as irregular working hours and high work demands during peak seasons. The present study sought to fill this gap by examining how work-life balance influences employee performance specifically within the Tourism Fund Kenya, providing tailored insights and recommendations to enhance employee well-being and performance in this critical public sector entity.

General Objective

The general objective of the study was to examine the influence of work life balance and employee performance in Tourism Fund Kenya.

Specific Objectives

- i. To determine the influence of organization support on employee performance in Tourism Fund Kenya.
- ii. To examine the influence of work overload on employee performance in Tourism Fund Kenya.

Theoretical Review

Organizational support Theory

The Organizational Support Theory (OST) was primarily developed by Robert Eisenberger and his colleagues in the 1980s. Eisenberger et al. (1986) introduced the theory to explain the extent to which employees perceive that their organization values their contributions and cares about their well-being. The theory has since been widely adopted and expanded upon by various researchers, making it one of the most influential frameworks in understanding employee-organization relationships (Eisenberger, Huntington, Hutchison, & Sowa, 1986). The foundational work laid by Eisenberger continues to serve as a critical reference point in studies examining the reciprocal nature of employee-employer interactions.

Organizational Support Theory officially emerged in the mid-1980s, with the first formal articulation published by Eisenberger and colleagues in 1986. The theory gained significant traction in the following decades, as researchers sought to understand the factors that drive employee loyalty, motivation, and performance within organizations. Since its inception, OST has been continually refined, with new dimensions and variables being added to better explain the complex nature of organizational support and its impact on employee behavior (Eisenberger et al., 1986; Kurtessis et al., 2017).

Organizational Support Theory posits that employees develop beliefs about the extent to which their organization values their contributions and cares about their well-being, which is termed Perceived Organizational Support (POS). According to the theory, when employees perceive high organizational support, they feel obligated to reciprocate with positive behaviors such as increased job performance, organizational commitment, and reduced turnover intentions (Eisenberger et al., 2020). OST also suggests that POS influences employees' emotional and psychological attachment to their organization, enhancing their job satisfaction and willingness to go above and beyond their formal job requirements (Kurtessis et al., 2017). The theory emphasizes the importance of supportive organizational practices, such as fair treatment, rewards, and recognition, in fostering a positive employee-organization relationship.

Organizational Support Theory is directly connected to the variable of organizational support, as it highlights how perceived support influences employee attitudes and behaviors. Within the context of work-life balance, OST suggests that when organizations provide support through flexible work arrangements, employee assistance programs, and recognition of work-life challenges, employees perceive higher organizational support, leading to enhanced performance (Rhoades & Eisenberger, 2021). This connection is particularly relevant in the Tourism Fund Kenya, where supportive policies could improve employee well-being and productivity. By applying OST, this study aims to demonstrate that organizational support is a critical mediator between work-life balance initiatives and employee performance, underscoring the importance of perceived support in driving positive work outcomes.

Work Load Control Theory

Workload Control Theory was developed by Werner Kempf and his collaborators in the field of production and operations management. Initially, Kempf's work focused on addressing workload issues in job shop environments, but the principles of the theory have since been widely applied across various organizational contexts to help manage employee workload and enhance operational efficiency (Kempf, 2019). Kempf's contributions have been instrumental in understanding the relationship between workload management and employee well-being, making his work a foundational aspect of workload control studies.

The formalization of Workload Control Theory began in the early 1980s, with Kempf's research gaining prominence as industries sought to optimize productivity while managing employee stress. The theory evolved over the following decades, integrating concepts from operations management and human resource practices to better address the challenges of workload management in dynamic work environments (Kempf, 2019). Recent advancements in the theory, particularly from 2019 to 2024, have further refined its application, making it relevant for contemporary organizational challenges related to work overload.

The Theory posits that effective management of workload is essential for maintaining both operational efficiency and employee well-being. The theory emphasizes the importance of regulating incoming work to match an organization's processing capacity, thereby preventing bottlenecks and work overload (Kempf, 2020). Key strategies include workload leveling, real-time adjustments, and prioritization of tasks to ensure that employees are not overwhelmed by excessive demands. By balancing workload with available resources, the theory suggests that organizations can reduce job stress, improve performance, and foster a healthier work environment.

Workload Control Theory is directly connected to the variable of work overload as it addresses one of the root causes of job stress: the imbalance between work demands and an individual's capacity to manage those demands. Kempf (2020) argues that when workload exceeds capacity, employees experience work overload, leading to heightened stress, burnout, and decreased performance. In the context of the Tourism Fund Kenya, where employees often face fluctuating work volumes and tight deadlines, applying Workload Control Theory can help identify and implement strategies to manage work overload effectively. By controlling workload, organizations can minimize the adverse effects of excessive work demands, ultimately enhancing employee satisfaction and performance.

Conceptual Framework

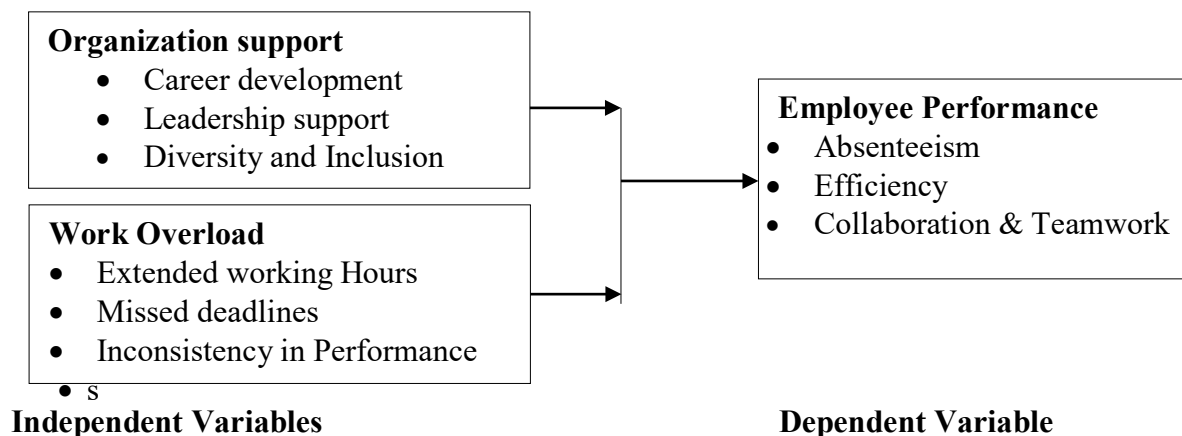


Figure 1: Conceptual Framework

Organizational Support

Organizational support refers to the degree to which employees perceive that their organization values their contributions and cares about their overall well-being. This concept is rooted in the Organizational Support Theory, which suggests that when employees feel supported by their organization, they are more likely to exhibit positive work behaviors, including enhanced performance, increased job satisfaction, and reduced turnover intentions (Eisenberger et al., 2020). Organizational support is vital in shaping the work environment, influencing how employees perceive their roles, and ultimately impacting their motivation and performance. The

key indicators of organizational support include career development, leadership support, and diversity and inclusion, each playing a critical role in fostering a supportive workplace.

Career development is a critical indicator of organizational support, reflecting the organization's commitment to employee growth and progression. It encompasses training opportunities, mentorship programs, and clear career paths that enable employees to advance within the organization (Kurtessis et al., 2017). By investing in career development, organizations not only enhance employees' skills and knowledge but also signal their long-term value to the company. This support can boost employees' confidence, reduce job-related stress, and foster loyalty, as employees are more likely to feel engaged and motivated when they see clear prospects for advancement and professional growth.

Leadership support is another essential component of organizational support, involving the guidance, encouragement, and resources that leaders provide to their employees. Effective leadership support includes recognizing employee achievements, offering constructive feedback, and providing emotional and professional support, which collectively contribute to a positive work environment (Malik et al., 2021). Leaders who actively support their teams help to build trust and create a culture of open communication, which can enhance job satisfaction and performance. In addition, supportive leadership can act as a buffer against work-related stress, as employees feel more secure and valued in their roles.

Diversity and inclusion reflect an organization's efforts to embrace and support a diverse workforce, creating an environment where all employees feel valued and included. This indicator of organizational support focuses on implementing policies and practices that promote equality, respect differences, and ensure that all employees have equal access to opportunities (Shore et al., 2019). A strong commitment to diversity and inclusion fosters a sense of belonging among employees, which can enhance their engagement and performance. Organizations that prioritize inclusive practices tend to have higher employee satisfaction and lower turnover rates, as employees feel respected and integrated into the workplace.

Work Overload

Work overload occurs when employees are required to handle an excessive amount of work beyond their capacity, leading to negative outcomes such as stress, burnout, and decreased performance. Work overload is particularly detrimental as it creates a constant pressure to perform, which can impair decision-making, reduce productivity, and negatively impact mental health,,(Nguyen et al. (2020). This variable is critical in understanding employee well-being, as continuous exposure to high workloads can have severe psychological and physical effects (Sonnentag et al., 2020). The main indicators of work overload include extended working hours, missed deadlines, and inconsistency in performance.

Extended working hours are a direct result of work overload, forcing employees to work longer than standard hours to meet the demands of their job. This practice can lead to fatigue, reduced efficiency, and an imbalance between work and personal life, ultimately diminishing overall job satisfaction (Michel et al., 2021). Prolonged work hours are associated with increased stress levels, as employees struggle to maintain work-life boundaries.

Missed deadlines are a common consequence of work overload, as employees are often unable to complete tasks on time due to competing priorities and insufficient time. This not only affects individual performance but can also disrupt project timelines and damage client relationships (Sonnentag et al., 2020). Missed deadlines indicate that workload levels are unsustainable, necessitating adjustments to prevent ongoing stress and performance declines.

Inconsistency in performance occurs when employees are unable to maintain a steady level of output due to fluctuating workloads and stress. High workloads can cause employees to shift between periods of high productivity and burnout, resulting in erratic performance (Michel et al., 2021). This inconsistency can undermine team efforts, create quality issues, and lead to broader organizational inefficiencies.

Empirical Review

Organizational Support

Malik et al. (2021) studied the role of leadership support in enhancing employee performance in Pakistan, a descriptive research design was employed to assess how leadership support impacts employee performance in the service sector. The study targeted employees from various service industries, with a sample size of 300 respondents selected through stratified random sampling. Data were collected using structured questionnaires, and analysis was conducted using regression analysis. Findings revealed that leadership support significantly improved employee performance, with 72% of employees reporting increased job satisfaction and engagement when leadership support was evident. The study concluded that effective leadership support is essential for enhancing employee performance and recommended that organizations invest in leadership training to better support their teams.

A study by Eisenberger et al. (2020) in the United States titled perceived organizational support and employee engagement utilized a cross-sectional survey design to explore the impact of perceived organizational support on employee engagement in the manufacturing sector. The study involved a target population of 500 employees, with 250 respondents selected using simple random sampling. Data were collected through self-administered questionnaires, and the results were analyzed using structural equation modeling (SEM). The findings indicated that perceived organizational support was positively correlated with employee engagement, accounting for 65% of the variance in engagement levels. The study concluded that organizations should enhance support mechanisms such as recognition and rewards to boost employee performance.

Kurtessis et al. (2019) conducted a study on organizational support and employee well-being in the UK, focusing on the relationship between organizational support and employee well-being in healthcare settings. The study employed a mixed-method research design, targeting healthcare professionals with a sample size of 200 participants selected through purposive sampling. Data collection involved surveys and focus group discussions, with thematic analysis used for qualitative data and regression analysis for quantitative data. Results showed that organizational support significantly improved employee well-being, with a reported 58% reduction in stress levels among employees receiving adequate support. The study recommended implementing supportive policies to enhance employee well-being and performance.

In Nigeria, a study by Okeke and Okechukwu (2020) titled the impact of career development on employee performance in the banking sector used a correlational research design to examine the role of career development as an indicator of organizational support. The study targeted bank employees, with 150 participants selected through stratified sampling. Data were gathered using structured interviews and analyzed using Pearson correlation. Findings indicated a significant positive relationship between career development opportunities and employee performance, with 70% of respondents indicating higher job satisfaction and improved performance due to available development programs. The study concluded that career development is a critical aspect of organizational support and recommended enhancing training and mentorship programs.

Work Overload

Sonnentag et al. (2020) conducted a study titled work overload and employee performance in the retail sector in Germany, using a cross-sectional survey design to investigate the effects of work overload on performance. The study targeted 300 retail employees, with 150 participants selected through stratified sampling. Data were collected using structured questionnaires and analyzed using regression analysis. Findings showed that work overload significantly reduced employee performance, with 50% of respondents reporting missed deadlines and decreased productivity. The study recommended workload adjustments and better resource allocation to reduce work overload.

Michel et al. (2021) studied extended working hours and performance outcomes in the United States using a correlational design to explore how extended working hours as an indicator of work overload affect employee performance in corporate settings. The study targeted 200 corporate employees, with 120 participants selected using simple random sampling. Data were gathered using surveys, and analysis was performed using Pearson correlation. Results indicated a significant negative impact of extended working hours on performance, with 57% of employees reporting fatigue and decreased efficiency. The study recommended implementing policies to regulate working hours to improve performance.

Kaur and Singh (2020) conducted a study titled work overload and job satisfaction among teachers in India, utilizing a descriptive research design to examine the relationship between work overload and job satisfaction. The study targeted 100 teachers, with 60 respondents selected through purposive sampling. Data were collected using interviews and surveys, with analysis conducted using descriptive statistics. Findings revealed that work overload led to low job satisfaction, with 65% of teachers feeling overwhelmed by excessive work demands. The study concluded that reducing workload through better management practices could enhance job satisfaction and performance.

In Australia, a study by Thompson and Parker (2019) titled work overload and performance consistency in healthcare used a mixed-method approach to explore how work overload affects performance consistency among healthcare workers. The study involved 180 healthcare professionals selected through stratified sampling. Data were collected through focus groups and surveys, with thematic analysis for qualitative data and regression analysis for quantitative data. Findings showed that work overload contributed to inconsistent performance, with 59% of respondents reporting fluctuations in their work quality. The study recommended implementing supportive measures to manage workloads effectively.

RESEARCH METHODOLOGY

Research Design

This study adopted a cross-sectional research design. A cross-sectional design is a type of observational study that analyzes data from a population or a representative subset at a specific point in time. This design is widely used in social sciences and business research because it allows for the assessment of relationships between variables without manipulating the study environment (Bryman & Bell, 2019). Cross-sectional studies are particularly valuable for exploring associations and trends in data, providing a snapshot of the variables of interest at a given moment.

Target Population

Target population refers to the entire group of individuals or objects that a researcher is interested in studying and from which a sample was drawn. According to Saunders, Lewis, and Thornhill (2019), the target population comprises all the elements that possess the characteristics

necessary for the research problem, ensuring that the findings are relevant and generalizable. In this study, the target population consists of all staff members of the Tourism Fund (TF) in Kenya, including those working at the Headquarters and regional offices. This includes employees from key departments such as Finance, Human Resources, Audit, Procurement, Legal, and Corporate Communication at the Headquarters, as well as staff from regional offices including Nairobi North, Nairobi South, West Kenya, Nakuru, and North Rift. The total population for the study is 323 staff members. This diverse representation ensures a comprehensive understanding of the organizational dynamics and performance within the Tourism Fund.

Sample Size and Technique

Slovin's formula is used to determine the sample size when the population size and desired confidence level are known. The formula provides a simple and effective way to calculate an adequate sample size while maintaining a reasonable margin of error (Saunders et al., 2019). The formula is expressed as:

$$n = \frac{N}{1 + N \cdot e^2}$$

Where:

n = sample size

N = population size (323)

e = margin of error (assumed to be 5% or 0.05)

Substituting the values into the formula:

$$n = \frac{323}{1 + 323 \cdot 0.05^2} = 178.6998617 \approx 179$$

Therefore, the sample of the study was 179 respondents. Table 1 shows the sample size.

Table 1: Sample Size Distribution

Department / Region	Population	Proportion (%)	Sample Size
Headquarters (Finance)	45	13.9	25
Headquarters (HR)	30	9.3	17
Headquarters (Audit)	25	7.7	14
Headquarters (Procurement)	20	6.2	11
Headquarters (Legal)	18	5.6	10
Headquarters (Corporate Communication)	15	4.6	8
Nairobi North	40	12.4	22
Nairobi South	35	10.8	19
West Kenya	40	12.4	22
Nakuru	25	7.7	14
North Rift	30	9.3	17
Total	323	100%	179

This proportional distribution ensures that the sample reflects the actual structure of the organization, thereby enhancing the credibility and applicability of the study findings.

Data Collection Instruments

This study used semi-structured questionnaires as the primary data collection tool, incorporating both closed-ended and open-ended questions. Closed-ended questions provide quantitative data that can be easily coded and analyzed statistically, facilitating comparisons and trend identification (Bryman & Bell, 2019). Open-ended questions, on the other hand, allow

respondents to elaborate on their answers, offering richer qualitative insights that help capture the nuances of their experiences and perceptions. This mixed approach allows for a comprehensive understanding of the variables of interest; organizational support, role conflict, job stress, work overload, and employee performance.

Pilot Study

A pilot study is a small-scale preliminary study conducted before the main research to test the feasibility, reliability, and validity of the research instruments and procedures. It aims to identify potential problems and refine the data collection tools to enhance the overall study's quality (Thabane et al., 2019). In this study, the pilot involved administering the semi-structured questionnaires to a small sample of TF employees who are not part of the main sample. According to Connelly (2020), a pilot study sample size should typically be 10% of the main study sample size, which in this case would be approximately 18 respondents. This pilot study helped identify any ambiguities or inconsistencies in the questionnaire, allowing for necessary adjustments to ensure clarity and effectiveness in capturing the required data. The pilot group was selected randomly from the target population and excluded from the final study.

Data Analysis and Presentation

In this study, data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) version 28, a powerful tool that allows for data management and statistical analysis. SPSS facilitated both descriptive and inferential analysis, enabling the study to explore and interpret the collected data effectively. Descriptive statistics were presented charts, graphs, and tables, which visually represent the data in an easily interpretable manner.

Inferential analysis, on the other hand, involves using statistical methods to make predictions or inferences about the broader population based on the sample data (Creswell & Creswell, 2018). Regression and correlation analysis were employed to explore the relationships between variables such as organizational support, work overload, and employee performance. Inferential statistics helped determine the strength and significance of these relationships, providing insights into how different factors impact employee performance. The research model for this study examined the relationship between independent variable and the dependent variable.

The general form of the multiple linear regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where:

Y = Dependent variable (Employee Performance)

β_0 = Intercept (the expected value of Y when all independent variables are zero)

X_1 = Organizational Support

X_2 = Work Overload

β_1, β_2 = Coefficients

ϵ = Error term

FINDINGS AND DISCUSSIONS

Descriptive Analysis of Study Variables

Organizational Support

The first objective of the study was to determine the influence of organization support on employee performance in Tourism Fund Kenya. This subsection therefore explores the extent to which employees perceive support from their organization, including career development, leadership guidance, inclusion, and well-being. The responses were measured using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Table 2 presents summary of findings.

Table 2: Descriptive Statistics for Organizational Support

#	Statement	Mean	Standard Deviation
1	My organization provides adequate opportunities for career development.	3.652	1.281
2	Leadership in my organization supports me in achieving my work goals.	3.666	1.019
3	My organization values diversity and inclusion in the workplace.	4.303	1.061
4	I receive recognition for my contributions at work.	3.684	1.258
5	The organization provides resources that support my work-life balance.	3.862	1.234
6	My supervisor is approachable and provides guidance when needed.	3.734	1.045
7	My organization cares about my well-being.	3.927	0.982
8	Training programs provided by the organization meet my career needs.	3.798	1.164
9	The organization fosters a supportive work environment.	3.773	1.009
	Aggregate Score	3.822	1.117

(N = 160)

Among the various aspects of organizational support assessed, employees rated the organization's emphasis on diversity and inclusion the highest, with a mean of 4.303 (SD = 1.061). This indicates a strong collective agreement that inclusivity is valued in the workplace, which is critical in fostering a psychologically safe and productive work environment. The general work environment was also highly rated, with the statement regarding a supportive leadership receiving a mean of 3.927 (SD = 0.982). This suggests that most employees perceive the leadership support as encouraging and conducive to employee performance. It points to a workplace culture that emphasizes mutual support, which is a known driver of employee morale and productivity. Support for work-life balance followed closely, scoring a mean of 3.862 (SD = 1.234). Although the rating is relatively high, the standard deviation indicates some variation in how this support is experienced across the organization. This suggests that while efforts to facilitate balance are recognized, they may not be consistently implemented or accessible to all employees.

Supervisor approachability and guidance also received favorable feedback, with a mean score of 3.734 (SD = 1.045). The relatively lower standard deviation here reflects a shared perception of positive interpersonal relations with supervisors, which is essential in reducing stress and improving role clarity. Training programs designed to meet career needs were moderately rated, with a mean of 3.798 (SD = 1.164). The wider spread in responses implies inconsistencies in the availability or relevance of training initiatives across departments, highlighting a potential area for improvement in aligning learning opportunities with employee development goals. Leadership support in achieving work goals scored a mean of 3.666 (SD = 1.019), suggesting a generally supportive leadership structure, though with some variability in experience. Employees may feel that while leadership provides direction, there are occasional gaps in practical support. Recognition for contributions scored 3.684 (SD = 1.258), indicating a moderate level of satisfaction with acknowledgment practices. The variation in responses could reflect departmental or managerial differences in how recognition is delivered. Career development opportunities received a mean of 3.652 (SD = 1.281), the lowest among the items analyzed. While still within the "Agree" range, the standard deviation suggests that not all employees

perceive access to growth opportunities equally, which could influence long-term retention and motivation. Lastly, perceptions of the organization's concern for employee well-being were reflected in a mean score of 3.627 (SD = 0.982). While positive overall, this slightly lower score and moderate spread suggest that further efforts could be made to ensure holistic well-being initiatives reach all staff uniformly.

The overall perception of organizational support among employees was positive, with an aggregate mean of approximately 3.822, placing it within the "Agree" range on the Likert scale. This suggests that most employees at the Tourism Fund Kenya generally feel supported by their organization in key areas such as diversity and inclusion, leadership engagement, supervisor accessibility, training opportunities, and work-life balance resources. However, moderate standard deviations across the items indicate some variability in how consistently this support is experienced across departments or roles. These findings are consistent with prior research on the role of organizational support in enhancing employee performance. For instance, Malik et al. (2021) found that leadership support significantly improved employee engagement and performance, with 72% of participants reporting increased job satisfaction when leaders were actively supportive. Similarly, Eisenberger et al. (2020) demonstrated that perceived organizational support accounted for 65% of the variance in employee engagement levels in the manufacturing sector. Their study emphasized that when organizations provide adequate recognition, resources, and leadership involvement, employees are more likely to remain engaged, committed, and productive. The results of this study reinforce these findings and highlight that organizational support mechanisms—especially those promoting inclusivity, supervisory availability, and well-being—are essential components of employee performance. At the same time, areas such as recognition and career development may require more focused attention to ensure equity and consistency across the workforce.

Work Overload

The fourth objective of the study was to assess the influence of work overload on employee performance at the Tourism Fund Kenya. This section explores employee experiences with extended working hours, multitasking, high task volume, and perceived work pressure. Responses were rated on a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Table 3 presents a summary of the findings.

Table 3: Descriptive Statistics for Work Overload

#	Statement	Mean	Standard Deviation
1	I often work extended hours to complete my tasks.	3.701	0.973
2	I frequently miss deadlines due to high workload.	4.168	0.847
3	My performance is inconsistent due to excessive work demands.	3.953	0.920
4	I feel that my workload is unmanageable.	3.687	1.008
5	I am often expected to work beyond my capacity.	4.290	1.187
6	Work overload affects my productivity negatively.	4.008	0.901
7	I feel rushed when completing my tasks.	3.859	1.096
8	My job requires me to multitask frequently, affecting task quality.	3.902	0.994
9	I struggle to balance the volume of work assigned to me.	3.738	1.025
Aggregate Score		3.923	1.006

(N = 160)

The aggregate mean of 3.923 places perceptions of work overload in the high agreement range, indicating that a majority of employees experience significant pressure from excessive work

demands. The highest-rated item was expectation to work beyond capacity (mean = 4.290, SD = 1.187), signaling widespread concern that employees are routinely pushed beyond reasonable limits. This supports the findings of Michel et al. (2021), who reported that extended working hours in corporate environments contributed to fatigue, decreased efficiency, and a drop in overall performance. Likewise, the statement frequent missed deadlines due to workload scored a high mean of 4.168 (SD = 0.847), suggesting that task volume interferes directly with employee ability to meet timelines. This correlates with the findings of Sonnentag et al. (2020), who found that 50% of retail employees reported missed deadlines and decreased output as a direct result of work overload.

Employees also indicated that inconsistent performance due to work demands was a recurring experience (mean = 3.953, SD = 0.920), and work overload negatively affects productivity scored similarly (mean = 4.008, SD = 0.901). These responses reflect performance instability and declining effectiveness, aligning with Thompson & Parker (2019), who found that healthcare employees subjected to heavy workloads reported inconsistent performance and quality fluctuations. Their study emphasized that high job demands reduce focus and cause operational inefficiencies. Responses also highlighted the need to multitask at the expense of task quality (mean = 3.902, SD = 0.994) and feeling rushed to complete tasks (mean = 3.859, SD = 1.096). These sentiments reflect a fast-paced work environment with limited recovery time, likely contributing to cognitive fatigue. Kaur and Singh (2020) similarly found that teachers experiencing work overload reported diminished satisfaction and output quality due to persistent time pressure and multitasking demands.

Lower but still substantial ratings were noted for struggling to balance workload (mean = 3.738, SD = 1.025), working extended hours (mean = 3.701, SD = 0.973), and feeling that the workload is unmanageable (mean = 3.687, SD = 1.008). The consistency of these responses suggests that work overload is experienced not only in terms of volume but also in temporal demands and emotional burden. These findings align with Kaur and Singh (2020), who observed that excessive workloads and long working hours led to reduced job satisfaction and increased feelings of being overwhelmed among teachers. Similarly, Thompson and Parker (2019) reported that persistent workload pressures in the healthcare sector resulted in performance inconsistencies and psychological fatigue, emphasizing the critical impact of time-based overload on employee well-being and efficiency.

In summary, these findings confirm that employees at the Tourism Fund Kenya routinely encounter excessive work demands, which disrupt performance consistency and reduce productivity. The alignment with empirical findings reinforces the critical need for organizations to monitor workloads, regulate working hours, and distribute tasks more equitably. Implementing resource reallocation, process improvements, and time management training could alleviate some of the strain and improve organizational efficiency.

Correlation Analysis

Correlation analysis was performed to assess the strength and direction of the linear relationships between the independent variables—organizational support and work overload—and the dependent variable, employee performance. The analysis employed the Pearson Product-Moment Correlation Coefficient (r). The correlation coefficient ranges from -1 to $+1$. To interpret the magnitude of the relationships, Cohen's (1988) guidelines were adopted: values between 0.10 and 0.29 represent a weak correlation, 0.30 to 0.49 indicate a moderate correlation, and values from 0.50 to 1.00 reflect a strong correlation. Negative coefficients suggest an inverse relationship. Significance was tested at the 0.05 level.

Table 4: Correlations

Variables		Employee Performance	Organizational Support	Work Overload
Employee Performance	Pearson Correlation	1		
	Sig. (1-tailed)			
	N	160		
Organizational Support	Pearson Correlation	.612*	1	
	Sig. (1-tailed)	.000		
	N	160	160	
Work Overload	Pearson Correlation	-.503*	.267	1
	Sig. (1-tailed)	.002	.093	
	N	160	160	160

The correlation analysis revealed a strong positive relationship between organizational support and employee performance ($r = 0.612$, $p = 0.000$). This implies that as employees perceive higher levels of support from the organization—through leadership involvement, recognition, training opportunities, and well-being programs—their performance significantly improves. Employees who feel supported are more likely to be motivated, engaged, and productive in their roles. This finding is strongly consistent with the study by Eisenberger et al. (2020), which found that perceived organizational support accounted for 65% of the variance in employee engagement, emphasizing that supportive workplace environments promote optimal performance. Similarly, Malik et al. (2021) concluded that leadership support directly enhances employee satisfaction and productivity, recommending investment in supportive leadership training as a strategic intervention. In the context of the Tourism Fund Kenya, these results suggest that continued reinforcement of support structures—such as recognition, mentorship, and access to resources—can significantly boost performance outcomes across the workforce.

Finally, the results showed a strong negative correlation between work overload and employee performance ($r = -0.503$, $p = 0.002$). This indicates that employees who perceive their workload to be excessive—due to extended working hours, high task volumes, and constant multitasking—are more likely to report reduced performance. Work overload leads to fatigue, time pressure, rushed task execution, and inconsistent quality. These findings are supported by Sonnentag et al. (2020), who found that excessive workloads in the retail sector led to missed deadlines and diminished productivity. Similarly, Thompson and Parker (2019) reported that healthcare workers subjected to chronic overload experienced fluctuations in their performance and eventual burnout. In the context of Tourism Fund Kenya, the correlation suggests that more sustainable workload distribution, job redesign, and process automation could be essential strategies for stabilizing and improving employee performance.

Multiple Regression Analysis

Multiple regression analysis was conducted to determine the extent to which organizational support, role conflict, job stress, and work overload influence employee performance at the

Tourism Fund Kenya. The analysis results are presented in three parts: Model Summary, Analysis of Variance (ANOVA), and Regression Coefficients, offering insights into the predictive power of the selected work-life balance factors on performance outcomes.

Model Summary

The model summary provides a statistical overview of the model's explanatory power and overall goodness of fit.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.823	0.677	0.667	0.329

a. Dependent Variable: Employee Performance

b. Predictors (Independent Variables): organizational support, work overload

The findings in Table 5 show that the R value is 0.823 indicating a strong positive correlation between the combined independent variables and employee performance. In addition, R Square = 0.677 suggests that approximately 67.7% of the variance in employee performance is explained by organizational support and work overload. Adjusted R Square = 0.667 accounts for potential overfitting and validates that the model is robust even when applied to other populations. These findings confirm that work-life balance components collectively have a substantial predictive power on employee performance. This aligns with Eisenberger et al. (2020) and Malik et al. (2021), who found that supportive organizational practices significantly explain variations in employee engagement and productivity.

Analysis of Variance (ANOVA)

ANOVA was used to test whether the regression model significantly explains the variation in employee performance.

Table 6: ANOVA Table

Source	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	34.562	2	17.281	81.519	0.000 ^b
Residual	16.438	157	0.106		
Total	51.000	159			

a. Dependent Variable: Employee Performance

b. Predictors (Independent Variables): organizational support, work overload

The F-statistic = 81.519 ($p = 0.000$) confirms that the regression model is statistically significant. This means that the two independent variables, when considered together, have a meaningful and non-random influence on employee performance. These results support findings by Cooper et al. (2021) and Thompson and Parker (2019), who emphasized the critical role of workplace conditions—especially stress and workload—in shaping performance outcomes.

Regression Coefficients

The regression coefficients detail the individual influence of each predictor variable on employee performance.

Table 7: Regression Coefficients

Variable	B (Unstandardized)	Std. Error	Beta (Standardized)	t- Statistic	Sig.
Constant	0.487	0.148	—	3.291	0.001
Organizational Support	0.416	0.083	0.411	5.012	0.000
Work Overload	-0.341	0.076	-0.354	-4.487	0.000

Constant ($B = 0.487$, $p = 0.001$). The constant represents the baseline level of employee performance when all the predictor variables—organizational support and work overload—are

held at zero. In this case, the unstandardized coefficient ($B = 0.487$) implies that in the absence of these four factors, employee performance would still maintain a positive base value. The statistically significant p-value (0.001) suggests that other unexplored variables (such as employee personality, external environment, or team dynamics) may also contribute to employee performance. While the constant is not interpreted as a practical value in behavioral studies, its significance here validates the presence of underlying factors outside the model.

Organizational Support ($B = 0.416$, $p = 0.000$, $\beta = 0.411$). Organizational support emerged as the strongest positive predictor of employee performance in this study. The unstandardized coefficient of 0.416 implies that a one-unit increase in perceived organizational support leads to a 0.416 unit improvement in employee performance, holding other factors constant. The standardized beta coefficient ($\beta = 0.411$) also confirms that this variable has the largest relative contribution among all predictors. This finding strongly aligns with Eisenberger et al. (2020), who concluded that organizational support significantly enhances engagement and job outcomes. Likewise, Kurtessis et al. (2019) highlighted that supportive leadership and workplace structures reduce employee stress and boost performance. In the context of Tourism Fund Kenya, this implies that continued investment in staff recognition, leadership development, inclusivity, and well-being programs will likely yield measurable improvements in employee output.

Work Overload ($B = -0.341$, $p = 0.000$, $\beta = -0.354$). Work overload was also found to be a significant negative predictor of employee performance. The regression coefficient ($B = -0.341$) indicates that for each one-unit increase in perceived overload—characterized by long working hours, multitasking, or unrealistic workload—employee performance declines by 0.341 units. With a standardized beta value of -0.354 , work overload has a considerable relative impact, nearly equal to role conflict and job stress. This confirms findings by Sonnentag et al. (2020) and Thompson & Parker (2019), both of whom emphasized that sustained workload pressure compromises task quality and leads to performance inconsistencies. For Tourism Fund Kenya, the implication is clear: mitigating work overload through realistic task planning, improved resource distribution, and fair performance expectations will directly enhance staff productivity and reduce burnout risks.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The first conclusion centers on the role of organizational support in shaping employee performance. The findings clearly show that employees who perceive higher levels of support from their organization—whether through inclusive policies, leadership guidance, training opportunities, or work-life balance measures—tend to exhibit stronger performance outcomes. This includes meeting deadlines, producing quality work, collaborating effectively, and demonstrating proactive behavior. Therefore, it can be concluded that organizational support serves as a critical driver of employee motivation, satisfaction, and overall productivity. Where employees feel valued and empowered, their engagement and performance are significantly enhanced.

Finally, the study concludes that work overload has a direct and adverse effect on employee performance. Excessive workload—characterized by extended working hours, constant multitasking, and unrealistic deadlines—leads to inconsistencies in output and feelings of burnout among employees. While many staff members at Tourism Fund Kenya demonstrate resilience and a strong work ethic, prolonged exposure to such conditions compromises their ability to deliver high-quality results. Thus, managing workload and aligning task expectations

with employee capacity is critical in promoting performance consistency and long-term organizational health.

Recommendations

Organizational Support

The study revealed that employees generally perceive the organization as supportive, particularly in areas such as inclusivity, supervisor approachability, and work-life balance policies. However, inconsistencies were observed in how career development opportunities and recognition are experienced across different departments. It is therefore recommended that the Tourism Fund Kenya institutionalize a more structured and equitable approach to employee support. This could include the development of a centralized recognition program that ensures all departments consistently acknowledge outstanding contributions. Furthermore, the organization should invest in structured training and mentorship programs that align with career development needs, particularly for mid-career professionals seeking growth. Wellness initiatives should also be enhanced, such as regular check-ins on employee well-being and broader access to employee support resources, ensuring that the culture of support is both inclusive and visible across all units.

Work Overload

Work overload was a critical concern raised by employees, with many indicating that excessive work volume, extended hours, and frequent multitasking reduced the consistency and quality of their performance. In response, Tourism Fund Kenya should review workload distribution across departments by conducting a task capacity audit to identify overburdened roles. Where persistent imbalances are detected, the organization should consider hiring additional support staff or redistributing roles to even out the workload. Furthermore, managers should actively engage in task review sessions with their teams to prioritize assignments and set realistic deadlines. The adoption of digital project and task tracking tools could also enhance efficiency by allowing both managers and employees to monitor workloads and performance progress in real-time. In addition, training on time management and productivity should be incorporated into the employee development program, equipping staff with strategies to handle multitasking without compromising task quality.

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