

Dependent Care Programs and Performance of Constitutional Commissions in Kenya: Moderating Effect of Demographic Characteristics



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Abstract

Aim: The study aimed to assess the relationship between dependent care programs and the performance of Constitutional Commissions in Kenya.

Methods: The study adopted a descriptive survey design. A population of 5,679 was targeted in the 13 Constitutional Commissions in Kenya. A purposive sampling technique was used to obtain the respondents. A sample size of 195 managers was selected from the constitutional commissions in Kenya. Primary data was collected through a questionnaire and structured personal interviews. Drop-and-pick method was used to administer copies of the questionnaire. Secondary data was obtained through document analysis. Descriptive statistical tools including frequencies, percentages, mean, and standard deviation were used. Qualitative data was analyzed thematically for the objectives of the study. Inferential statistical tools such as correlation analysis and regression analysis were used. ANOVA test was done to determine the statistical significance of each variable.

Results: The findings were presented in tables. The study revealed a weak but positive relationship between performance and dependent care programs. This shows that providing dependent care programs results in improved performance of Constitutional Commissions.

The study concluded that there is an absence of dependent care programs, lactation stations, lactation breaks, phased return from maternity leave and child care centers in Constitutional Commissions in Kenya.

Recommendations: The study recommends Commissions to pool resources and establish common facilities such as child care centre facilities. Most commissions are located in the city centre or nearby regions making it possible to pool resources in a cost-saving measure and will ensure the sustainability of programs. The study also recommended Commissions to study their employees' demographic data such as income levels, occupation, number of children, and generation groups to enable them to make informed decisions to enhance employees' work-life balance.

Keywords: *Work-life balance, dependent care programs, performance, managers, constitutional commissions*

INTRODUCTION

As a result of globalization, technological innovations, diverse role expectations and cutthroat competition the work environment has become more stressful. Such changes have created several complications on both the domestic and professional fronts of the employees. The pressure of work has been intensifying thus challenging the work-life balance of employees (Atheya & Arora, 2014). Work-life balance programs have therefore been found necessary in helping employees achieve work-life balance. The International Labour Organization (1944) Declaration of Philadelphia boldly asserts that “labour is not a commodity” The statement acknowledges the fact that workers are people with hopes, dreams, and aspirations for themselves and their families, not tradable commodities (goods and services). The Declaration of Philadelphia declares that "everyone has the right, to conditions of freedom and dignity, economic security, and equal opportunity, to pursue both their material well-being and their spiritual development, regardless of race, creed, or sex". Put another way, having paid employment means that employees' personal needs must be satisfied in addition to their material ones.

We could argue that in the modern workplace, this means that the work-life balance of employees is essential (International Labour Office, 2022). According to Behbehani *et al.* (2024), the main obstacle to mothers' employment is often a lack of childcare. Lack of access to high-quality, reasonably priced daycare limits women's productivity and work options. It can be difficult to balance childcare, parental leave, and women's employment. Having access to dependable, high-quality childcare can help women boost their career prospects and gain more control over their management and decision-making. Allen (2001) explains that dependent care encompasses dependent care assistance (e.g. on-site daycare, subsidized daycare, eldercare, and referral to child care) and leave arrangements (e.g. maternity leave, paternity leave, and leave to care for a sick dependent). Work-Life Balance (WLB) dependent practices give employees flexibility and help to ensure that dependents are cared for whilst employees are at work. Work-to-family conflict and family-to-work conflict can be reduced when employees use dependent care services.

Statement of the Problem

The Public Service Commission in Kenya carried out a baseline report for 2016/2017 in which the performance of commissions and other public institutions was rated on service delivery. The compliance index for independent offices and commissions indicated that 89 percent were categorized as average achievers. The Public Service Commission (2022) notes that in the performance index of service delivery improvement, with a performance index of 43.9%, Constitutional Commissions and Independent Offices performed dismally. The Public Service Commission's 2020 and 2021 evaluation survey reports gave the Commission's performance management ratings of 28.7% and 18.8%, respectively, indicating that the Constitutional Commission's performance is subpar. Constitutional Commissions and Independent Offices (2020) taking stock-compendium noted that among the challenges affecting the performance of Commissions include current staff establishment falling below the recommended standards, long working hours coupled with incommensurable compensation, high turnover of staff largely on account of better terms of service in the private sector yet the demand for accountable political and administrative system continues to grow. This results in inadequate oversight control by Commissions contributing to the accountability deficit in governance, widespread authoritarianism, abuse of human rights, maladministration and corruption. Constitutional Commissions and Independent Offices (2020) explains that there are widespread reports of backlog of cases exceeding the one-year timeline resulting in violation of fundamental human

rights and low public confidence in commissions as avenues for citizens to channel their grievances regarding governmental functionaries and as institutions meant to balance-out the powers of the State and address the runaway abuse of power by public officers.

Purpose of the Study

The study aimed to assess the relationship between dependent care programs and the performance of Constitutional Commissions in Kenya.

LITERATURE REVIEW

Dependent Care Programs

Dependent care programs encompass dependent care assistance (e.g. on-site daycare, subsidized daycare, eldercare, and referral to child care) and leave arrangements (e.g. maternity leave, paternity leave, and sick leave to care for a sick dependent). Work-Life Balance (WLB) dependent practices give employees flexibility and help to ensure that dependents are cared for whilst employees are at work. Work-to-family conflict and family-to-work conflict can be reduced when employees use dependent care services (Allen, 2001).

Child care centers also known as daycare, are facilities where a child is in the custody of a caregiver other than the legal guardian or parents. Parents working in formal employment use these facilities to drop off and pick up their children after work (Simiyu, 2013). According to Simiyu (2013), some organizations provide childcare facilities within the organization's premises to enhance the maximum concentration of their workers which motivates them to perform better. Rathee *et al.* (2017) examined the effect of corporate daycare on the performance, satisfaction, motivation, and retention of employees in India. According to the authors, corporate daycare centers offer convenience to parents dropping off and picking up their children after work. By utilizing an independent samples t-test, the results showed a significant positive relationship between corporate daycare and performance in both male and female employees.

Breastfeeding is crucial for a child's development as breast milk supplies essential nutrients to the baby and improves immunity against diseases. Mothers returning to work require lactation rooms within the organization's premises for optimal breastfeeding. The provision of these rooms contributes to a high rate of employee retention and work performance (UNICEF, 2020). According to UNICEF (2020), a lactation room is a private space for breastfeeding women to express and store milk and should be clean, safe, and comfortable. A study by De Souza *et al.* (2021) investigated the contribution of breastfeeding support rooms to sustainable development goals (SDGs). The research examined the experience of women using breastfeeding support rooms, their perception of the rooms, and the relationship between perception and use of breastfeeding rooms to achieve sustainable development goals. Research findings showed a strong correlation between breastfeeding support rooms and sustainable development goals. The scholars observed that the availability of lactation rooms in the workplace promotes physical and emotional well-being and comfort, and increases women's productivity. Increased productivity contributes to economic growth and the achievement of SDGs.

In Kenya, the Health Act (2017) requires all employers to establish in the workplace a Lactation station. Lactation stations shall be adequately provided with necessary equipment and facilities including hand washing equipment, refrigerators or appropriate cooling facilities, electrical outlets for breast pumps, a small table, and comfortable seats. The lactation station shall not be located in the restrooms. All employers take strict measures to prevent any direct or indirect

promotion, marketing and or selling of infant formula and or breast substitutes within the lactation stations.

Phased return from maternity leave is a major concern for human resource management in organizations. Successful reintegration of a mother to work requires organizational support and flexible working arrangements to strike a work-life balance (Fitzenberger *et al.*, 2010). After a prolonged maternity leave, women experience exhaustion and stress due to the addition of a new role in life as a mother. According to Costantini *et al.* (2022) phased return from maternity leave results in high performance or low performance at work for female workers depending on family, social support, and work-life balance. Women who know their newborns are in safe hands while at work, experience less distress and can concentrate and perform well in their roles. Similarly, Falletta *et al.* (2020) found that female employees who return to work after the third month of childbirth, have fair or poor health. During their first month at work, they feel depressed and face other health challenges resulting in poor performance at work.

Theoretical Framework

Work/Family Border Theory

Clark (2000) made an advancement to this theory. The theory addresses the balance between work and family and explains why people frequently cross lines, or territories, between work and family, home, and non-work areas. The theory explains how territory integration and division/separation, border creation and organization, border-crosser participation, and contacts between border-crossers and others in the office and home influence work/family balance. Work/Family border Theory opens up discussions on examination focusing on the spheres of work and family areas, the borders between these two spaces, the border's porousness and how these borders can be overseen or moved so that people can achieve work-family balance (Karassvidou & Glaveli, 2015).

Clark (2000) clarifies that there are two areas i.e. 'Work' and 'home' universes that individuals have related to various regulations, patterns, guidelines and behavior. Borders are lines of division between spaces, outlining where domain-relevant behavior starts or ends. These borders have three fundamental structures: physical, temporal and psychological. Karassvidou and Glaveli (2015) noted that the border theory BT conceptualizes work and family as unlike yet interactive environments that individuals have related with various guidelines, feelings, values, thought patterns and practices. People are viewed as border crossers when they have to work around both work and non-work/ family spheres to accomplish WLB.

In connection with Dependent Care, Clark (2000) explains the concept of Blending. When a great deal of permeability and flexibility occurs around the border, 'blending' occurs. The area around the presupposed border is no longer exclusive of one domain but blends work and family, creating a borderland that cannot be exclusively called either domain. Clarks gives an example of blending whereby a person worked from home selling insurance. He also had two sons in elementary school, one severely disabled preschooler and an infant. Though his wife was at home full-time, morning routines required everyone's efforts. Blending typically occurred each morning as he began his work taking calls from clients while holding or feeding a child. Blending also occurs in family-run businesses since family interactions are frequently also work interactions. Psychological blending occurs when a person uses their personal or family experience in their work or uses their work experience to enrich their home life. Organizations should therefore create dependent care programs that support seamless blending in institutions including child care centers, and lactation centers among others. The culture of the institutions should also support the uptake of such programs. Numerous organizations are

enthusiastic about creating human resource policies and procedures that help work-life balance (WLB) (Kotowska *et al.*, 2010).

Social Exchange Theory

The theory is attributed to Homans (1958), Blau (1964), and Richard M Emerson (1976). In the theory self-interest and interdependence are dominant aspects of social exchange. Embedded in the theory is the supposition about the disposition of persons and the outlook of relationships (Sabatelli & Shehan, 1993). These are explained as follows: People look for rewards and evade penalties when interacting with others, and people seek to increase profits for their good while decreasing costs since it is not probable to tell apart the definite rewards or costs tangled in interacting with another person before interactions occur, individuals behave according to their hopes for a prize and punishment, individuals are logical beings thus within the confines of the facts that they own, they analyze rewards and punishment and deliberate on options before acting. The principles that people use to assess rewards and costs differ from individual to individual and may vary over time (Sabatelli *et al.*, 1993; Homans 1958)

The expectations about the aspects of exchange associations are as follows: social exchanges involve inter-dependence, the skill to get returns in a relationship is reliant on the capacity to offer other prizes and social exchanges are controlled by rules like interchange, impartiality, and fairness. Trust and commitment emerge from the experiences of people within relations and help to steady associations over the longer term, the undercurrents of dealings with relationships and the permanence of relationships over time result from the distinct levels of attraction and need experienced by the members in the relationship (Blau, 1964; Sabatelli *et al.*, 1993).

About Dependent Care, the theory notes that social exchange connects intuition with attitudes and delivery of services or productivity. It is argued that many acts in the working environment are not entirely directed by legally binding commitments, but rather through an optional trade of resources even those more social (Blau, 1964). From this point of view, workers may play out OCB (organization citizenship behavior) if they feel obligated to give back any apparent material or social benefits they have gotten from the organization (Organ *et al.*, 2006). Organizations are starting to acknowledge this and they are creating more concentrated efforts to introduce work-life balance aimed at easing employees' work-life conflict. These initiatives include senior care; healthcare; child care and convenience services to name but a few (Clark & Reis, 1988). OCB studies have concentrated on the influence of OCB on employees and institutional performance. There is consent in this specific field that OCB speaks to silent conduct within institutions (Barbuto *et al.*, 2001). Effective organizations have workers who perform outside their formal duties and generously give their time and vigor to prosper at the given work. Such self-sacrifice is neither suggested nor obligatory yet it adds to the smooth working of the organization (Jahangir, 2004).

METHODOLOGY

The study adopted a descriptive survey design. The target population was 5,679 employees working in the 13 Constitutional Commissions in Kenya. Purposive sampling was used to obtain a sample of constitutional commissions. Kothari (2004) notes that purposive sampling is considered desirable when the universe happens to be small and a known characteristic of it is to be studied intensively. The list of managers was obtained from the HR departments in the respective Commissions. 195 respondents formed the unit of analysis in this study. These were managers representing various professions as various professions are affected by work-life balance differently.

To determine the sample size given the target population was 5679 respondents, Yamane's (1967) formula for sample size determination was used. Yamane's (1967) formula is widely recognized in social sciences for its simplicity and efficiency in calculating sample sizes for finite populations. The formula is as follows:

$$n = \frac{N}{1 + N (\epsilon^2)}$$

Where,

n = required sample size

N = target population (5,679)

ε = margin of error (7% or 0.07)

A margin of error of 7% was used. According to Moore, & McCabe (1999), margins of error between 3% and 7% are commonly used in social science studies.

Substituting the values we get, $n = \frac{5679}{1+5679 (0.07)^2} = 197.002$

To ensure equal and fair distribution of questionnaires to all the Thirteen (13) Commissions and since 197 questionnaires could not be equally distributed among the Thirteen (13) Commissions, 195 questionnaires were distributed, giving a fair and equal representation of 15 respondents in each Commission. Therefore, the sample size of 195 respondents was sufficient for making statistically reliable inferences about the target population.

Primary data was collected through a questionnaire and structured personal interviews. As shown in Table 1, fifteen managers from different professions in each of the thirteen commissions were sampled making a total of 195. According to Kinman and McDowall (2009), work-life balance issues differ by occupational context and thus work-life balance issues should be addressed by examining the work-life interface in different occupational contexts. Data was collected, coded and analyzed using SPSS. The findings were presented in tables, discussions, and interpretations of the same given.

Table 1: Sample Size

S/No	Commission	Number of middle-level managers in various professions
1	Commission on Administrative Justice	15
2	Commission on Revenue Allocation	15
3	Independent Electoral and Boundaries Commission (IEBC).	15
4	Judicial Service Commission	15
5	Ethics and Anticorruption Commission	15
6	Kenya National Commission on Human Rights.	15
7	National Gender and Equality Commission	15
8	National Land Commission	15
9	National Police Service Commission	15

10	Parliamentary Service Commission	15
11	Public Service Commission	15
12	Salaries and Remuneration Commission	15
13	Teacher Service Commission (non-teaching staff)	15
Total		195

Source: Author (2025)

Validity Findings

The process of developing and validating an instrument largely focused on reducing error in the measuring process (Kimberlin & Winterstein, 2008). The validity of a questionnaire refers to the extent to which it measures what it claims to measure (Mugenda & Mugenda, 2008). The piloted questionnaire was scrutinized to identify items that seemed unclear or ambiguous. Such items were reviewed and reworded, thereby improving the face validity of the instrument. Validity is the extent to which a measuring instrument can adequately cover the topic under study (Kothari, 2004). To test for validity, the study followed the following steps, administer the questionnaire to pilot subjects in the same way as it will be administered in the main study, ask the subjects for feedback to identify ambiguities and difficult questions, record the time taken to complete the questionnaire and decided whether it is reasonable, assessed whether each question gave an adequate range of responses, established that replies can be interpreted in terms of the information that is required, checked that all questions were answered, reworded or re-scaled

Reliability for Dependent Care Programs

The variable Dependent Care programs were measured using eight (8) items. A Cronbach's Alpha test was used to test for the reliability of the constructs. The Cronbach alpha for all the constructs measuring Dependent Care programs was above 0.7 meaning that the items were reliable. According to Mugenda *et al.* (2008), a 0.7 and above threshold is recommendable.

RESULTS AND DISCUSSIONS

Response Rate

A total of 195 questionnaires were administered to the managers in Constitutional Commissions in Kenya. About 156 questionnaires were adequately filled making an 80% response rate which is adequate for analysis. Mugenda and Mugenda (2003) argue that a response rate of 50% is sufficient for analysis.

Descriptive Statistics

The objective of the study was to assess the relationship between dependent care programs and the performance of Constitutional Commissions in Kenya. The findings are indicated in Table 2.

Descriptive Findings for Dependent Care Programs

Respondents were asked to indicate their opinion regarding dependent care programs. According to the findings in Table 2, almost all the respondents (97.4 %) reported that Constitutional Commissions do not have childcare centers at work nor do they have lactation centers 93.2%. The findings reveal an absence of dependent care programs, partially equipped stations do not provide a conducive environment for optimal performance, and it is likely to

hamper the performance of commissions. When employees receive no support from the employer on how to best manage dependent care especially care for lactating children, employees are likely to seek unethical ways of being absent from work including calling in sick. This hurts performance as such employees are likely to lag in the delivery of set goals. This however can be mitigated by having an onsite or nearby child care centre or lactation centre where employees feel confident to meet the needs of their children and are likely to give the employer extra effort in return for such thoughtful programs. Public Service Commission (2023) noted that a conducive environment for nursing mothers promotes their performance and is a means of protecting their human dignity as provided for in Article 10 (2) (b) of the Constitution on the National Values and Principles of Governance. Lack of dependent care facilities will likely result in absenteeism and an increase in work-life conflict. Muleke *et al.* (2013) noted that work-life programs in an organization significantly influenced employee job performance by enabling a balance between personal commitments and responsibilities and the organizational roles and duties of an employee.

Table 2: Descriptive Findings for Dependent Care Programs

Item Statement	No (%)	Yes (%)
Is the duration provided for maternity leave adequate?	71(45.5)	85(54.5)
Are Lactating mothers given breaks during work to enable them to breastfeed?	90(57.7)	66(42.3)
Has the organization provided a childcare center at work?	152(97.4)	4(2.6)
Has the organization provided a childcare center nearby the workplace?	151(96.8)	5(3.2)
Does the organization allow female employees to work part-time when returning from maternity leave?	84(53.8)	72(46.2)
Has the organization provided fully equipped breastfeeding rooms?	144(92.3)	12(7.7)
Apart from maternity and paternity leave, does your organization have parental leave?	123(78.8)	33(21.2)

Source: Author (2025)

Respondents were asked whether they lived with an immediate family member requiring dependent care, according to the study findings in Table 3 a majority 64.7% of the respondents reported that they did not live with an immediate family member requiring dependent care; 35.3 % reported that they did. This shows that constitutional commissions need to address the needs of 35.3 % of the population of employees who live with an immediate family member requiring dependent care. Commissions can benefit by putting dependent care facilities in place to help those employees balance their work and life and improve on delivery of their targets. Mbanya and Waithaka (2019) suggest improving the condition of dependent care programs, which are frequently found to be inadequately implemented. In particular, they advise setting up work schedules that permit staff members to handle urgent family issues and providing on-site childcare for staff members. Such tactics would improve employee focus, dedication, and morale, which would further improve the achievement of goals.

Table 3: Whether a Respondent Live with an Immediate Family Member Requiring Dependent Care

Item Statement	Frequency	Percent
Yes	101	64.7%
No	55	35.3 %
Total	156	100.0

Source: Author (2025)

Respondents were asked to identify one response that would best describe how they would handle an emergency if they were urgently called upon to assist. According to the study findings in Table 4 a majority, 51.0% reported that they can rearrange work and make up for the later. When further asked which other methods they would employ to assist 5.9% (n=3) reported that they would apply for leave. Worklife balance programs should be designed while factoring in the fact that sudden emergencies may arise which if not well managed may affect the work-life balance of employees and consequently performance of constitutional commissions. Lonska *et al.* (2021) describe how important it is for businesses and employees' families that workers be able to successfully balance their personal lives, job, and family obligations. Many people worldwide were compelled to work remotely during the COVID-19 incident. Numerous blunders were made because many businesses and individuals were unprepared for this abrupt shift, which exacerbated the problem of work-life imbalance.

Table 4: How to Handle an Emergency Situation

Thematic responses	Frequency	Percent
Able to rearrange work and make up for the work later	26	51.0%
Able to take paid time off work.	19	37.3%
Take unpaid time off work.	3	5.9%
Other methods – Take leave	3	5.9%
Total	51	100.0

Source: Author (2025)

Respondents were asked to respond on dependent care programs they would want introduced. According to the findings in Table 5, a majority 44.1% reported that they would want parental leave introduced. 35.3% reported that they would want Crèche and lactation centers. This means that employees have dependents that they take care of and they would want Commissions to help them by providing dependent care programs. Mogeni *et al.* (2019) recommend the provision of childcare services to meet the educational, social, physical, and emotional needs of the employee's children and as a strategy to curb absenteeism, presentism and henceforth employee turnover. They recommend Organizations comply with the requirement of the labor laws that require employers to put in place lactation stations (one of the ways of child care service) in the workplace where nursing mothers can wash up, breastfeed, or express their milk and hygienically preserve it. This will help breastfeeding female employees feel more secure at the workplace where they are assured that the health of their children is not at stake. In addition, working in organizations where employees are not

frequently disrupted by issues such as the bad health of their children improves morale, job satisfaction and performance.

Table 5: Dependent Care Programs You Want Introduced

Thematic responses	Frequency	Percent
Parental leave	15	44.1%
Crèche and lactation centers	12	35.3%
Longer maternity leave	4	11.8%
Sponsored membership to health clubs	3	8.8%
Total	34	100.0

Source: Author (2025)

Performance of Constitutional Commissions

As discussed by Kaplan and Norton (1992) balance scorecard, Sink and Tuttle (1989) and Güngör (2011), the study focused on internal business procedures & quality of work life (employee satisfaction), quantity & quality of output, punctuality, presence at work, cooperativeness (performance management index) and the quality and effectiveness of services (service delivery index) as measures of performance in Commissions since Commissions are service institutions that are not involved in profit-making undertakings.

Performance Findings

Respondents were asked to give responses on performance provided in a schedule based on the following scale; Strongly agree=5, agree=4, Neutral=3, Disagree=2, strongly Disagree=1. According to the study findings in Table 6 a majority of the respondents agreed that management treats employees fairly at the workplace, this is indicated by a mean of 4.0 and a standard deviation of .926. The majority of the respondents agreed that Service representatives (Commission employees) adhere to professional standards of conduct. This indicator had a mean of 4.0 and a standard deviation of .778. Employee satisfaction, performance management, service delivery, and service timelines are clear measurable indicators of how a commission is performing. Yeung and Ennew (2010) explain that customer satisfaction can and does have a measurable impact on performance. Sienkiewicz (2016) explains that public institutions need to become more focused on the excellence of their service provision, the author explains that common customer expectations include communication, information, responsiveness, problem resolution, and reliable and consistent service delivery.

According to Patwardhan and Patwardhan (2009), consumer service surveys can be key to improving the quality of services by generating insights into an organization's performance and using outcome data to inform the consumer about the services. Biabani and Asadbeigi (2013) explain that observing the ethics and professional conduct of employees has an impact on customer loyalty and satisfaction. Table 6 further shows that a majority of the respondents were neutral when asked if they were overly satisfied with the Commission's performance as indicated by a mean of 3.0 and a standard deviation of 0.991. This may indicate that Commissions are not performing at their optimum, however, respondents chose to give a safe option rather than give a negative response. Public Service Commission (2022) indicates in its evaluation report for the year 2021/2022 that the performance index for service delivery improvement in Constitutional Commissions and Independent Offices was the lowest, recorded at 43.9%. Chyung *et al.* (2017) found out that 14% of the five-point scale respondents who

selected the midpoint (neither/nor) chose a negative option when the midpoint was absent from the scale. In other words, Most respondents selected a midpoint to avoid what they perceived as socially undesirable behavior by selecting a negative option.

Table 6: Performance Findings

Item Statement	5(%)	4(%)	3(%)	2(%)	1(%)	Mean	Std. Deviation
The management treats employees fairly at my workplace.	14(9.0)	79(50.6)	48(30.8)	6(3.8)	9(5.8)	4.0	.926
The staff has positive views about the commission and managers.	10(6.4)	63(40.4)	61(39.1)	17(10.9)	5(3.2)	3.0	.880
Staff are usually kept informed on matters relating to them	11(7.1)	66(42.3)	51(32.7)	22(14.1)	6(3.8)	3.0	.941
There are ample opportunities for learning and career development in the commission	9(5.8)	57(36.5)	48(30.8)	33(21.2)	9(5.8)	3.0	1.011
I do enjoy my working environment and facilities.	14(9.0)	73(46.8)	44(28.2)	18(11.5)	7(4.5)	3.0	.965
There is a grievance-handling procedure in place.	8(5.1)	58(37.2)	50(32.1)	31(19.9)	9(5.8)	3.0	.994
The commission frequently carries out employee satisfaction surveys.	4(2.6)	45(28.8)	71(45.5)	31(19.9)	5(3.2)	3.0	1.162
Overall, I am very satisfied with the way the commission is performing.	7(4.5)	48(30.8)	63(40.4)	25(16.0)	13(8.3)	3.0	.991
There is a timeline within which customer complaints should addressed.	14(9.0)	55(35.3)	54(34.6)	22(14.1)	11(7.1)	3.0	1.039
Service representative (Commission employees) adhere to professional standards of conduct.	16(10.3)	72(46.2)	56(35.9)	12(7.7)	0(0)	4.0	.778
My queries (in the Commission) are routinely responded to with the most accurate and complete information available.	4(2.6)	45(28.8)	71(45.5)	31(19.9)	5(3.2)	3.0	.847

If information to query is not immediately available, I am given response within the timelines provided in the service charter.

Valid N =156)

Source: Author (2025)

Performance Management Findings

Secondary data on performance was collected using document analysis on Performance Management indexes and Service Delivery indexes for five years. Secondary data provided performance management indexes for Constitutional Commissions for the last five years. Table 7 shows a tabulation of the indices. The indicators used to operationalize the performance management index include implementation of the performance contract, the existence of a performance contracting committee, proportion of staff who set performance targets, clear performance goals and targets, proportion of staff evaluated against those targets, induction of newly appointed officers, the existence of strategic plans, provisions of training and development for employees, the existence of programs promoting employee wellness, skills inventory, analysis of exit interviews, and the existence of annual work plans (Public Service Commission 2022).

Table 7: Secondary Data on Performance Management Indices for Constitutional Commissions for the Last Five Years

S/NO	Year	Performance Management Index
1.	2019	18.2 %
2.	2020	28.7 %
3.	2021	18.8%
4.	2022	43.3%
5.	2023	54.2%

Source: Author (2025)

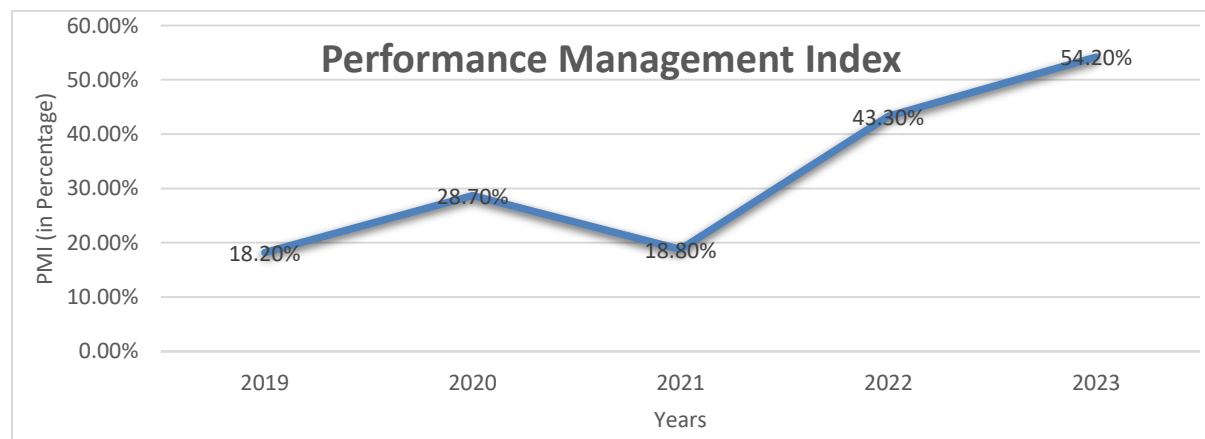


Fig. 1: Performance Management Indices for Constitutional Commissions for the Last Five Years

Service delivery Findings

Secondary data provided Service delivery index for Constitutional Commissions for the last five years. Table 8 shows a tabulation of the indices. The indicators used to compute the performance index for service delivery improvement thematic area include functionality and responsiveness of helplines and emails in public organizations, analysis of feedback on services, proportion of complaints resolved within 90 days, existence of customer service register, existence of resolved client service charter, the transcription of service charter into braille, existence of a functional website, extent of customization of the website for visually impaired persons, extent of customization of the website for persons with hearing impairment (Public Service Commission 2022).

Table 8: Secondary Data on Service Delivery Indices for Constitutional Commissions for the Last Five Years

S/NO	Year	Service delivery Index
1.	2019	36.4%
2.	2020	51.8 %
3.	2021	45.3%
4.	2022	43.9%
5.	2023	41.9%

Source: Author (2025)

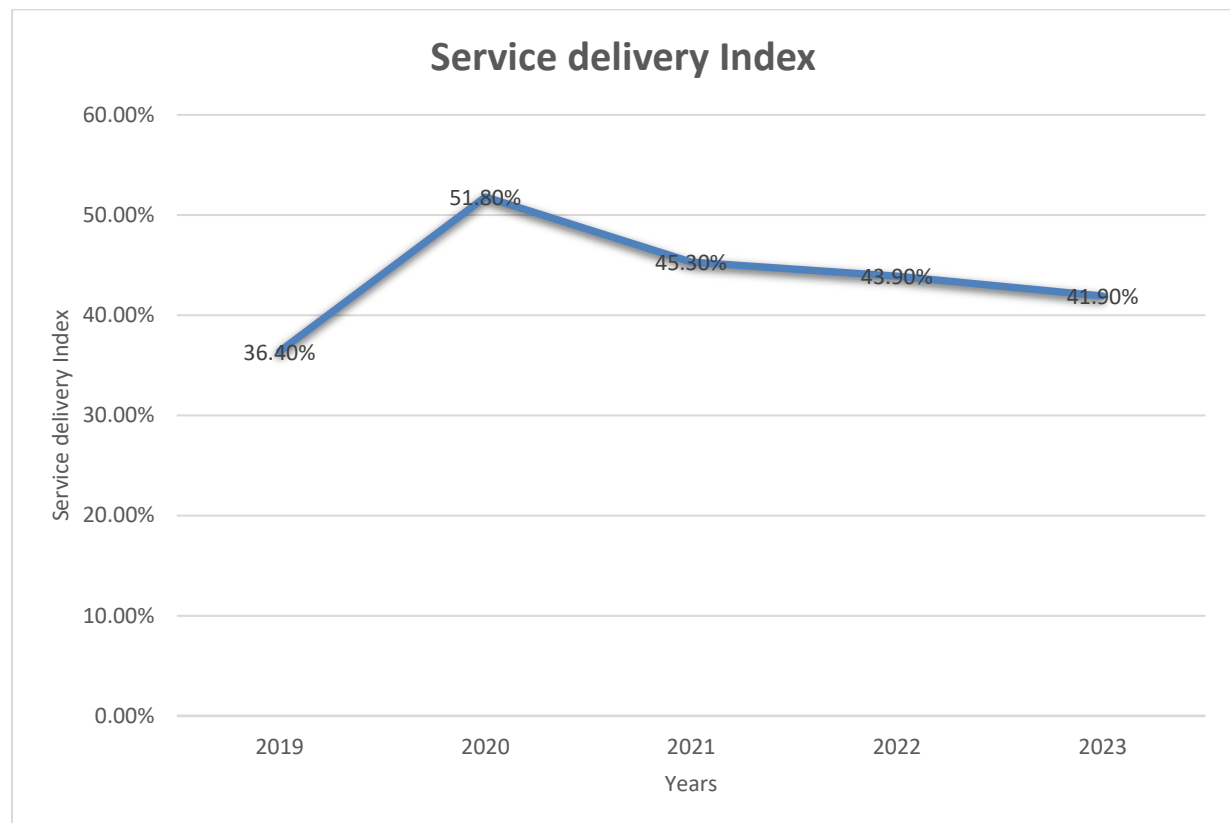


Fig. 2: Secondary Data on Service Delivery Indices for Constitutional Commissions for the Last Five Years

Correlation Analysis

Dependent Care Programs and Performance of Constitutional Commissions

As indicated in Table 9, there was a weak and positive relationship between Performance and Dependent Care programs, $r = .322$, $p = < 0.0001$. This indicates that providing dependent care programs will result in improved performance of Commissions. Therefore at a 5% level of significance, the alternate hypothesis was accepted. Commissions investing in dependent care programs are likely to report enhanced performance from their employees. The findings are supported by Muturi and Chepngetich (2024) who found that child care centers had a weak and significant positive impact on employee performance.

Table 9: Correlation Analysis for Dependent Care Programs

		Performance	Dependent Care
Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	156	
Dependent Care	Pearson Correlation	.322**	1
	Sig. (2-tailed)	.000	
	N	156	156

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

Source: Author (2025)

Coefficient Model Findings of Dependent Care Programs

The model coefficient table presented the model beta and p-value of dependent care while predicting the performance of Constitutional Commissions. In Table 10, the regression equation was $Y = 2.860 + 0.185 X_2 + .102$, where Y = Performance and X_2 = dependent care programs.

The relationship between dependent care and performance was statistically significant and positive, $\beta = 0.185$, $p = < 0.001$. A unit increase in dependent care increases Performance by 0.182 units. Phased return from maternity leave, parental leave and other dependent care programs lead to positive organizational outcomes in Commissions. Simintzi *et al.* (2024) explained that earlier access to childcare increases employment among new mothers, particularly those previously unemployed. Earlier childcare access increases new mothers' reallocation of careers into more demanding jobs in male-dominated firms, leading to higher earnings and higher productivity. Firms traditionally unattractive to women with children benefit from such reallocation, experiencing higher growth and performance.

Table 10: Coefficients Model of Dependent Care Programs

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.860	.102		28.164	.000
Dependent care (DCP)	.185	.044	.322	4.223	.000

Dependent Variable: Performance (PM)

Source: Author (2025)

Table 11 provides the information needed to predict the performance of Constitutional Commissions from dependent care. Dependent care explained 9.8 % of the variation in performance as indicated by a coefficient of determination (R^2) value of .098. This means that when staff know that their children are well cared for, they can concentrate on their work and achieve optimal performance. This finding is supported by Mbanya and Waithaka (2019) who noted that multiple regression analysis results indicated that dependent care programs had a statistically significant, positive effect on employee performance. Pearson correlation analysis results established that dependent care programs as a work-life balance variable were strongly, positively and significantly related to employee performance. This indicates that providing dependent care programs results in improved performance of Commissions.

Table 11: Model Summary for Dependent Care

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.322a	.104	.098	.56871

Predictors: (Constant), Dependent Care

Source: Author (2025)

ANOVA of Dependent Care Programs Against Performance of Constitutional Commissions

From the findings in Table 12 at 0.05 level of significance, the ANOVA test indicated that in this model the independent variable namely; dependent care programs is statistically significant in predicting the performance of Constitutional Commissions as indicated by significance value=0.000 which is less than 0.05 level of significance ($p=0.000<0.05$). The F-calculated is $F(1,154) = 17.831$ while the F-tabulated at 0.05 significance level is $F(1,154) = 3.9025$. The study hypothesised as follows, there is no significant relationship between dependent care and performance of Constitutional Commissions in Kenya. This hypothesis was tested using the F-Test, F-calculated was greater than F-tabulated ($17.831 > 3.9025$) which means that the alternate hypothesis is accepted as opposed to the null hypothesis. Therefore the study accepts the alternate hypothesis and rejects the null hypothesis. Mbanya and Waithaka (2019) explain that the work-life balance (independent) variables under work-life balance (flexible work arrangement, employee wellness programs, Counselling programs and dependent care programs) were useful predictors of employee performance.

Table 12: ANOVA Table of Dependent Care

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.767	1	5.767	17.831	.000b
	Residual	49.809	154	.323		
	Total	55.576	155			

Dependent Variable: Performance

Predictors: (Constant), Dependent Care

Source: Author (2025)

Demographic Characteristics

Dikshit and Panda (2020) explain that numerous studies have examined the relationship between work-life balance and demographic factors such as age, gender, marital status, number of dependents or family type, income, place of employment, and educational attainment. Uma (2013) notes that unmarried employees balance work and life more efficiently. Vijayalakshmi et al (2022) note that married workers have duties at work and are involved in other household activities. Their office work is interrupted by the resulting family activities making it more difficult for married employees to manage their workload. Wallace and Cousins (2000) note that in the design of work-life balance policies, one of the most important factors is gender. Without clear policy direction, flexibility appears to increase the pressure on women to find their childcare solutions and turn to part-time work, which disadvantages them in the job market. Darko-Asumadu *et al.* (2018) determined that one of the factors influencing work-life balance or conflict that people must experience is age. They agreed with Tausig and Fenwick (2001) that older workers have better work-life balance than younger workers, but they also mentioned that as older workers age, they may not be able to handle as much pressure at work, so it's best to cut back on their workload. Eventually, this could lessen the conflict regarding their work-life balance. This study looks at marital status, age, and gender as demographic characteristics affecting work-life balance

The significance of these moderating effects was assessed using coefficients of determination (R^2) and the coefficients of interaction terms. When marital status and its interaction terms were introduced, it led to an R^2 change of 2.8%, indicating that marital status accounted for an additional 2.8% of the variance in the outcome variable. Significant interaction terms highlighted how marital status moderated specific relationships. The interaction Flexible work arrangements * Marital Status ($\beta=0.222$, $p=0.013$) indicated that the positive effect of flexible work arrangements on the outcome was amplified for individuals based on their marital status. When gender and its interactions were added it resulted in an R^2 change of 2.3%, indicating that gender contributed an additional 2.3% of the explained variance. The main effect of Gender ($\beta=-0.862$, $p=0.008$) was significant and negative, suggesting that gender alone had a substantial impact on the outcome variable. Age did not moderate the relationship between dependent care programs and performance.

CONCLUSIONS

The study determined that dependent care programs influenced the performance of constitutional commissions in Kenya. It was concluded that constitutional commissions lack dependent care programs like child care centres, lactation centres, and phased return from maternity leave. Employees stated that they would like Commissions to offer longer maternity leave, parental leave, and sponsored membership to health clubs - when one takes care of their physical and psychological health, they are in a better position to care for others. The study determined that demographic characteristics moderated the relationship between dependent care programs and performance. It is therefore concluded that Commissions design work-life balance policies that address the work-life balance needs of staff based on gender and marital status.

RECOMMENDATIONS

The study recommends that Commissions invest in dependent care facilities like child care centres, fully equipped lactation centres and phased return from maternity leave. It is also recommended that Commissions pool resources and establish common dependent facilities for example child care centres. Most commissions are located in the city centre or nearby regions,

pooling resources is a cost-saving measure and will ensure the sustainability of programs. It is also recommended that Commissions should determine measures to assess the utilization of dependent care facilities and determine the impact of individual dependent care programs on performance over time. Utilization patterns will advise commissions on which programs to strengthen, and which ones to upgrade or redesign. Commissions can also adopt parental leave and sponsorship to health clubs as part of helping employees take care of their dependents and balance their work and life. The researcher suggests further research to be conducted to investigate other factors which may affect dependent care programs including the number and age of children, level of skill of child care workers and teachers, level of income, distance to and from the child care centres, and emerging technology.

In regard to demographics, the study recommends that commissions consider different demographic backgrounds when designing work life balance policies, this will ensure that the policy is enriched by contributions from diverse perspectives. Some additional demographics to consider include income levels, occupation, number of children, and generation groups among others. Commissions need to study their demographic data to enable them make informed decisions that will enhance employees worklife balance and institutional performance.

Conflict of Interest.

The authors declare no conflict of interest.

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