

OVERTIME MANAGEMENT POLICIES AND EMPLOYEE PERFORMANCE AT KENYA PORTS AUTHORITY

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ABSTRACT

Kenya Ports Authority spent Ksh 214 million in excess on overtime payment over and above the provision of the relevant policies. Payroll and work allocation schedules at the organisation irregularly paid Ksh 1.7 billion to employees for working extra hours beyond their regular shifts. It is in this spirit that the research seeks to examine how overtime management policies influence employee performance at KPA. This study objectives were; To assess the effect of overtime payment policies on employee performance at Kenya Ports Authority, to assess how work life balance policies influence employee performance at Kenya Ports Authority, to determine whether shift hours work policy affect employee performance at Kenya Ports Authority and to establish the effect of part-time contractual policy on employee performance at Kenya Ports Authority. Descriptive research design was adopted in this study. The target population consisted of 6,393 employees and the sample size was 377. The sample population of 377 employees was selected using Stratified Random Sampling technique which is the most suitable sample method because the number of people to be studied is heterogeneous. Primary data was collected using a questionnaire. A pilot study of the questionnaires was conducted during the study before being administered to the respondents selected in this study. 10% of the sample population was sufficient for the pilot study which was carried out on a random basis to check the validity and reliability of the research instruments. The reliability of the questionnaire was rated with Cronbach's Alpha which measures the internal consistency. The researcher used Cronbach's alpha test, to examine the

validity of the research instruments. The study adopted regression and correlation models of analysis. The study found that there was a significant relationship between overtime payment policies and employees' performance ($r=0.375$; $p=0.000$) and it was also determined that an improvement of overtime payment policies would significantly lead to employees' performance ($\beta=0.173$; $t=3.141$; $p=0.002$). It was also determined that there was a significant relationship between work-life balance policy and employees' performance ($r = 0.397$; $p=0.000$) and it was also revealed that an improvement of work-life balance policy would significantly contribute to improvement in employees' performance ($\beta= 0.232$; $t= 4.333$; $p=0.000$). On the third objective, it was determined that shift hours work policy significantly affect employees' performance ($r= 0.418$; $p= 0.000$) and an improvement of shift hours work policy would also improve employees' performance ($\beta=0.269$; $t=4.859$; $p=0.000$). On the final objective it was determined that part-time working policy significantly affects employees' performance ($r= 0.226$; $p= 0.000$) and an improvement of part-time working policy will significantly contribute to the improvement of employees' performance ($\beta=0.269$; $t=4.859$; $p=0.000$). Based on the study analysis and findings, this research concludes that overtime management policies (overtime payment policy, work-life balance policy, shift-hours work policy and part-time working policy) affects employees' performance. KPA should undertake apply job sharing to reduce overtime practices contrast so that employees can enjoy both their work and personal life.

Key Words: Overtime Payment Policies, Employee Performance, Work Life Balance

Policies, Shift Hours Work Policy, Part-time Contractual Policy.

INTRODUCTION

Institutional and societal factors strongly determine the incidences of overtime work policies. Further, regulatory and industrial relations systems determine the level of overtime work which are constitutive elements of national labour policies (Anxo & O'Reilly, 2020). The demand and supply of overtime is also determined by the size of overtime premiums and shape of wage distribution. Overtime policies in various countries and organisations have consequences on employee wellbeing and health. Generally, overtime management policies have detrimental effects on work-life balance, health and worker's safety. Working overtime may be important to the organisation but health and safety is equally important to the employees therefore the organisations must strike a balance to ensure flexibility in overtime management policies (Bannai & Tamakoshi, 2014).

Previous studies reveal that high levels of overtime worked trigger rise in absenteeism, reduce productivity and lower employee morale. High rates of fatigue have been associated with involuntary overtime work. Employees working for more than fifty hours have been faced with somatic stress levels, illness and injuries (Beckers, 2018). Employees who mandatorily work overtime are at a higher risk of contracting cumulative and acute musculoskeletal disorders particularly back, shoulder and neck pains. If overtime work is purely voluntary, it has a less deleterious effect but contributes to employee fatigue (Golden & Wiens-Tuers, 2018). Glass and Noonan (2016); Lott and Chung (2016); stated that paid employment overtime is done for the additional income while unpaid overtime is aimed at improving performance but both can be problematic to work-life balance.

In the United States of America, overtime hours are aimed increasing organisational output in some industries and diminished output per hour in others (Holman, 2018). Employee productivity per hour is rarely observable in the country. Overtime policies in the country lowers employee output per hour in almost all the industries. It has been established that the shorter hours worked in various industries are associated with higher output (Shepard & Clifton, 2020). In Europe, overtime management policies have been associated with lower productivity per hour in various countries in the continent (Cette, 2021). Further, it has been revealed that adopting workable overtime management policies is better compared to hiring additional workers especially in the manufacturing sector (Doerr, 2020).

In China, employees suffer due to higher overtime worked and heavier workloads as compared to their Japanese counterparts. Empirical evidence in China indicates that overtime work policies have contributed to serious occupational injuries and illnesses. Overtime policies in the country have contributed to detrimental effects on the organisational long-term interests and employee development. Strategic initiatives need to be put in place to improve overtime work policies with the aim of striking a balance on work and life relationship. These latest developments have posed a challenge to the concept of “work first” in the country (Ren & Lu, 2014; McMillan, 2021). It was also determined that there is an upward increase in employees working hours especially among migrant workers which indicates that a lot need to be done on overtime policies in China (Liu, 2019).

In Africa, Egypt overtime management policies are set by the Egyptian labour laws. Both the white and blue collar job employers are reported to regularly go against the regulations of the policies by breaching workers remuneration rates and resting periods (Basset, 2015). In Ghana, overtime management policies are based on the international labour organisation (ILO) Convention No. 116. Employees are entitled to overtime pay and employers are penalised for failure to pay as per the Labour Act, 2013 (Act 651). Employers have to adhere to the overtime management obligations to avert penalties and payment of interest (Yeboah, 2019).

Finally in Kenya, overtime management policy for various organisations such as Kenya Ports Authority (KPA) is regulated by the five main labour statutes namely, Work Injury Benefits Act (2007), Occupational Safety and Health Act (2007), Labour Relations Act (2007), Labour Institutions Act (2007) and Employment Act (2007) (Replicon, 2019). On a normal work hour, overtime payment is calculated at one and a half of the daily wage rates and twice the daily wage on Sundays and Public holidays. Employers have the right to schedule overtime for employees and consultation is highly encouraged however, it is a criminal offence to force employees to work overtime. In most cases, employer’s overtime management policies are guided by the collective bargaining agreements signed by the union and the organization (Replicon, 2019).

Statement of the Problem

Overtime payment is an extra expense that eats into the company revenues hence adopting good overtime management policies help minimize cost and improve employee performance. Overtime management policies are significant in keeping organisational budget and employee morale in check. Implementation of policies related to workloads assignments, employees scheduling and staffing and flexible scheduling have been identified to have a significant effect in the reduction of overtime conundrums (Zimmerman, 2021). Further overtime management policies are aimed at ensuring employees are correctly and consistently compensated for their

extra efforts and incidents such as health and safety risks, loss of productivity and overtime abuses are heavily reduced (LBMC, 2018). LBMC (2018) adds that stringent overtime management policies are important in maintaining efficient documentation which are beneficial for staffing and budget planning. Despite the significance of overtime management policies at KPA, problems associated with overtime policies such a slow productivity and fatigue leading to safety and health concerns have been widely reported (DWU, 2021).

In 2017, KPA capped overtime payment at thirty percent of salary but despite this, the organization lost KSh 214 million on its overtime payment contrary to the provisions of its overtime policies (KPA, Human Resource Manual, 2017; Office of the Auditor General, 2020). OAG (2020) also reported that payroll and work allocation schedules at the organisation irregularly paid KSh 1.7 billion for working extra hours beyond their regular shifts. Further, Munyiva, (2020) added that due to the nature of work at KPA, Forty five percent of the women workers have reported high stress levels, work pressure and work-family conflicts. This has affected employee morale resulting into increased absenteeism and low productivity thus poor employee performance at the port.

It is evident that there exists a problem in the management of overtime policies and employee performance at KPA however no or limited studies have been carried out to address this especially at KPA. Avgoustaki (2018) conducted a survey on the relationship between work uncertainty, employee overtime and human resource management policies in Spain, where it was revealed that employee's health and stress was positively influenced by work intensification. While Anxo and Karisson (2019) conducted a statistical analysis and empirical review of overtime work policies in six European countries and determined that incidences of overtime work crucially depend on institutional and societal frameworks. Finally, White, (2018) conducted a national survey in Britain on the effects of high-performance policies and working hours on work life balance between 2007 to 2015, where it was determined that there was a conflict between work life balance policies and high performance. In summary, there exists a methodological, conceptual and contextual research gaps in the previous studies, which this study intends to bridge.

General Objective

To investigate the effect of overtime management policies on employee performance at Kenya Ports Authority.

Specific Objectives

- i. To examine the effect of overtime payment policies on employee performance at Kenya Ports Authority.
- ii. To assess how work-life balance policies influence employee performance at Kenya Ports Authority.
- iii. To determine whether shift hours work policy affect employee performance at Kenya Ports Authority.
- iv. To establish how part-time contractual policy influence employee performance at Kenya Ports Authority.

THEORETICAL REVIEW

Expectancy Theory

Vroom (1964) initially developed the expectancy theory, which was later expanded by Lawler (1968) and Pinder (1987). This theory is grounded by several assumptions, including the idea that employees will choose the option that will optimize their personal outcomes, that employees have varying wants and needs from an organization, that employee behavior is based on conscious choices driven by expectancy calculations, and that employee expectations are shaped by past experiences, motivations, and needs. In essence, the theory is rooted in the cognitive factors that drive motivation (Lunenburg, 2011).

The expectancy theory is anchored on three key concepts: valence, expectancy, and instrumentality. Valence refers to the idea that enhanced innovation and rewards, as well as low employee turnover, strengthen employee performance. Expectancy suggests that productivity can be increased by job satisfaction and customer satisfaction, motivating staff and ultimately leading to better employee performance. Instrumentality implies that employees are rewarded for their productivity and innovation, and their performance and job satisfaction depend on better turnover. In summary, employees' performance is influenced by instrumentality, expectancy, and valence (Lunenburg, 2011).

The theory explains why employee commitment to an organization may weaken in certain situations and how better rewards can enhance employee performance (Minbaeva, 2014). In the context of this research, this theory can help identify overtime payment policies that can motivate employees to improve performance. Human resource managers can utilize the expectancy theory to ensure that employees have the necessary skills and abilities to complete tasks, create instrumentality to generate valued rewards such as overtime payments, and establish rewards that employees find valuable.

In relation to this study, the theory links employee goals to their performance. If employee goals align with key performance area (KPA) goals and objectives, retention rates and performance will be high. It is essential for KPAs to understand employee goals and align them with organizational goals. The expectancy theory advances overtime payment policies such as controlling labor costs, managing overtime expenses, and developing a process for overtime payments.

Standard Labor Market Theory

This theory of overtime management policies was coined by Perlman (1966). The theory holds that employees can choose freely between work and play depending on what suits their needs. The theory assumes that employees face external constraints due to standardized working hours that are coordinated by sectoral agreements or legal regulations (Bell & Hart, 2018). Based on these assumptions, workers work longer hours than expected because they believe that unemployment leaves them in a precarious position and makes them choose to be overworked (Hart, 2014). The general theory of staff supplies states that an employee provides working hours based on hourly wage and nonprofessional income. Considering time constraints and budgets, the benefit of the individual employee is ultimately satisfied (Hart, 2014).

According to Bell and Hart (2018), individual benefits are improved to the point where the total amount of working time and individual carefree hybridization follows a budget constraint. A standard statistical comparison analysis suggests that the difference in wages less than an hour yields two conflicting outcomes known as income and replacement effects. The income impact shows that as wage levels increase, workers income increase sharply and the ability to afford a rest. Employees build a willingness to work for a few hours. The effect of conversion works in the opposite direction while increasing hourly wages also increases the cost of free time opportunities, which in turn stimulates employees to spend more hours (Bauer & Zimmerman, 2018).

An experimental question to consider what effect prevails between income and replacement. Employees provide hours when the actual wage exceeds the minimum wage. When the hourly wage is low, there is a substitute effect and an increase in the hourly wage increases the number of working hours. If the salary is low, there is an impact on income so the employee works for a few hours. When the staff distribution curve is drawn it bends back. In summary, low-wage workers work longer hours with an increase in one-hour wages or overtime pay (Bauer & Zimmerman, 2018). On the other hand, higher paid employees work fewer hours. However, the experimental evidence shows that lower- and upper-class employees tend to work longer hours

and that the actual distribution of employees' working hours is strongly influenced by organisational structure, salary structures and cultural norms (Bauer & Zimmerman, 2018).

According to the standard labour supply theory needs, employment and dismissal are closely related to employee needs and overtime (Boulin, 2017). Related costs relate to research costs and operational losses when you take a clear position as well as benefits in the event of termination of employment, i.e., dismissal benefits and benefits, termination pay. The impact of these transaction costs will depend on the relevant law enforcement agencies, the strength of health and safety regulations and the cost of termination. Some countries have high transaction costs so restructuring of employment throughout the trading period should adopt a flexible internal number system that represents a change in working hours throughout the business period like overtime and lack of employment volume (Boulin, 2017).

This theory relates to the concept of work-life balance policies which is the second independent variable. According to the theory, employees should be free to strike balance between personal lives and work, as this will increase their performance. The theory also helps to analyse the findings for the themes of employees' motivation and performance, in relation to the concept of work-life balance policies and job satisfaction. KPA should put in place overtime policies such as overtime flexibility, overtime hours restriction and overtime work exemption to allow employees to strike balance between personal lives and work, hence improve on productivity. Standard labour market theory suggests that employers who provide work-life balance benefits may have a competitive advantage in attracting and retaining productive employees, ultimately leading to higher levels of job satisfaction among their workforce.

Social Exchange Theory

The reciprocity and equity-based social exchange theory was originally developed by Thibaut and Kelley in 1959, and later expanded by Blau in 1964. This theory suggests that when one party makes a positive or negative commitment, the other party will respond in a similar way. The theory is focused on motivating employees and encompasses both intrinsic and extrinsic factors. Research has shown that organizations can reduce turnover and improve performance by implementing good human resource policies that promote employee commitment and loyalty (Sorenson, 2014).

In this study, shift work policies are used as a way to promote reciprocity and improve employee behavior and attitudes towards the organization. The social exchange theory proposes that when employees are given favorable shift work policies, they feel obligated to work harder, resulting in benefits for the organization (Eisenberger & Ameli, 2011). Studies by Sanjeevkumar (2012)

and Nouri & Parker (2013) have also shown that reciprocal behavior from organizations, such as overtime payment policies, can significantly improve employee performance. The social exchange theory can be used to predict the effectiveness of shift work policies in managing overtime and attracting and retaining employees.

Research by Sanjeevkumar (2012) and Nouri and Parker (2013) have also shown that reciprocal behavior by the organization, such as overtime payment policies, can have a significant positive effect on improving employee performance. This implies that when an organization offers favorable shift work policies, employees may reciprocate by enhancing their behavior and attitude towards the organization, leading to improvements in their performance. Generally, social exchange theory suggests that when KPA offer favorable shift work policies, employees are more likely to reciprocate with improved performance and behavior, creating a positive cycle of reciprocity and mutual benefit. KPA can use social exchange theory to develop shift hour work policies that take into account the costs and benefits for employees, and implement strategies to mitigate the negative effects of shift work on employees' work-life balance and overall well-being. By doing so, they can increase job satisfaction and employee retention

Role Theory

The theory developed by Kahn et al. in 1964 explains how an employee's individual behavior relates to the organization they work for. The theory suggests that unfavorable working conditions can be attributed to uncertainties in role experiences, and multiple job stresses can arise from multiple roles. Parker and Wickham (2013) elaborate on this theory and state that it is based on four assumptions: role-taking, role consensus, role compliance, and role conflict. Role-taking implies that employees will take on the roles assigned to them by the employer, while role consensus requires agreement between employees and employers on how roles are to be enacted. Role compliance means that employees must consistently adhere to the defined behaviors of their roles, and role conflict can arise when the expectations of one role conflict with those of another.

In the context of part-time work policy, role theory can be used to improve employee performance by ensuring that individuals understand their roles based on their skills and experiences, which can lead to job satisfaction. Human resource managers at KPA can use role theory to better understand state work hours, fringe benefits, and adherence to employment laws. They can also use it to understand the various roles employees play during overtime hours and how role expectations can influence their performance.

Part-time work policies should also consider the potential for role conflict, which can occur when the expectations of one role conflict with those of another. Employers must ensure that part-time employees' roles do not conflict with their other responsibilities, such as caring for children or attending classes. Finally, role theory suggests that employees must consistently adhere to the defined behaviors of their roles. Part-time work policies should, therefore, provide clear guidance on the expectations for part-time employees' behavior, such as attendance, punctuality, and job performance, to ensure that they comply with their roles. By considering these factors, KPA can use role theory to develop effective part-time work policies that promote employee satisfaction and performance. KPA can use role theory to design part-time work policies that align with the role expectations and career goals of their part-time employees. This can involve providing opportunities for part-time employees to participate in training and development programs, offering flexible scheduling options, and providing benefits such as health insurance and retirement savings plans. This can help the organisation to reduce role strain among part-time employees and increase their job satisfaction, which can in turn improve employee retention and productivity.

Empirical Review

Effect of Overtime Payment Policy on Employees Performance

Panneberg and Wagner, (2021) conducted a study on overtime compensation, overtime work and distribution of economic well – being in Great Britain and Germany. The study used a panel data to show differences in overtime compensation and overtime work in the two countries. The study recorded that changing overtime compensation patterns in Germany affect the monthly labour earnings distribution. Further, employees are affected by the introduction of firm – wide bargained working time account; have to suffer from relative losses in terms of job satisfaction and income mobility. The study created a methodological research gap on the relationship between performances related pay and unpaid overtime. It also failed to establish the relationship between unpaid overtime and promotions.

Oaxaca and Sagyndykova (2020) studied the effect overtime regulations on employment. The study conducted a desk review on the principal features of overtime schemes in Australia, Canada, France, Germany, Italy, Japan, South Korea, Norway, UK and US. The study found that the proportion of workers cannot be significantly affected by coverage of overtime regulations. The study also determined that average hourly earnings is significantly independent of the overtime hours worked. It was finally determined that the probability of working overtime was determined by employees' sector, job tenure, employees'

experiences, marital status and age. The study created a methodological research gap, since it lacked the abundant information on quasi-fixed labour costs and varying hourly labour costs.

Effect of Work-Life Balance Policies on Employees' Performance

Roopavathi, (2021) studied the impact of work-life balance on employees' performance. The study adopted descriptive and analytical approach where secondary data was used. The study found that many organizations have actively adopted work-life balance policies to manage high turnover rates, employee selection, recruitment, retaining excellent people by devising many strategies and policies of the organizations. The study also found that work-life balance policies are also conducted by many business organizations to distress people at the right time by certain coping strategies that reduce their stress level in rebalancing work and life. The study created a conceptual gap on the elements supporting and maintaining the balance between work and personal life.

Sumanarathna and Samarakoon (2019) studied the retention intention of executive women in IT industry in relation to work-life balance policies in Sri-Lanka. The study targeted 102 executive women from 5 IT firms in the country. The study used random sampling technique to identify respondents for the study and standard questionnaires were used. The study found that compressed workweek and company leave policy does not significantly influence employee intention. The study concluded that workload management, career development and training opportunities significantly affects employee retention intention. The study recommended that top management of these organisations should formulate proper workload management system. The study created a contextual research gap, since it was limited only in the IT industry, thus creating a gap in other industries such as service and manufacturing.

Effect of Part-Time Work Policies on Employees' Performance

Kira (2015) studied the effect of part-time on firm performance and innovation activity. The study used various econometric models where Cobb-Douglas production functions were used. The study also used empirical analysis where IAB Establishment Panel was used. The study found that part-time workers have a lower financial performance than firms employing full-time workers. The study further revealed that firms with high share of part-time workers invest on average less in general and specific human capital of their workforce than firms, which only employ full-time workers. The study created a methodological research gap. It failed to establish the differences between part-time and full-time workers as well as between distinct forms of part-time workers, like distinct educational background or different occupations.

Devicienti, *et al.*, (2017) studied how firm productivity was impacted by part-time work in Italy. The study used different approaches such as control function approach to determine firms' productivity. The study also used data to determine productivity for the years 2010, 2012 and 2015. The study found that an increase part-time share decreases firm's productivity, which has a negative effect on the horizontal part-time arrangement. The study determined that firms use part-time arrangements to accommodate workers who suffers. The study recommended the application of "elastic" and "flexible" clauses to cushion the negative effects of part-time work. This stud also created a conceptual research gap, since it failed to establish how managers can predict part-time work was impacted by productivity penalties.

Conceptual Framework

The effects of overtime management policies on employee's performance at KPA were examined as shown in Figure 1. In this study, independent variables are the overtime payment policies, work-life balance policies; shift hours work policy and part-time working policy, while the dependent variable is employees' performance.

Independent Variables

Dependent Variable

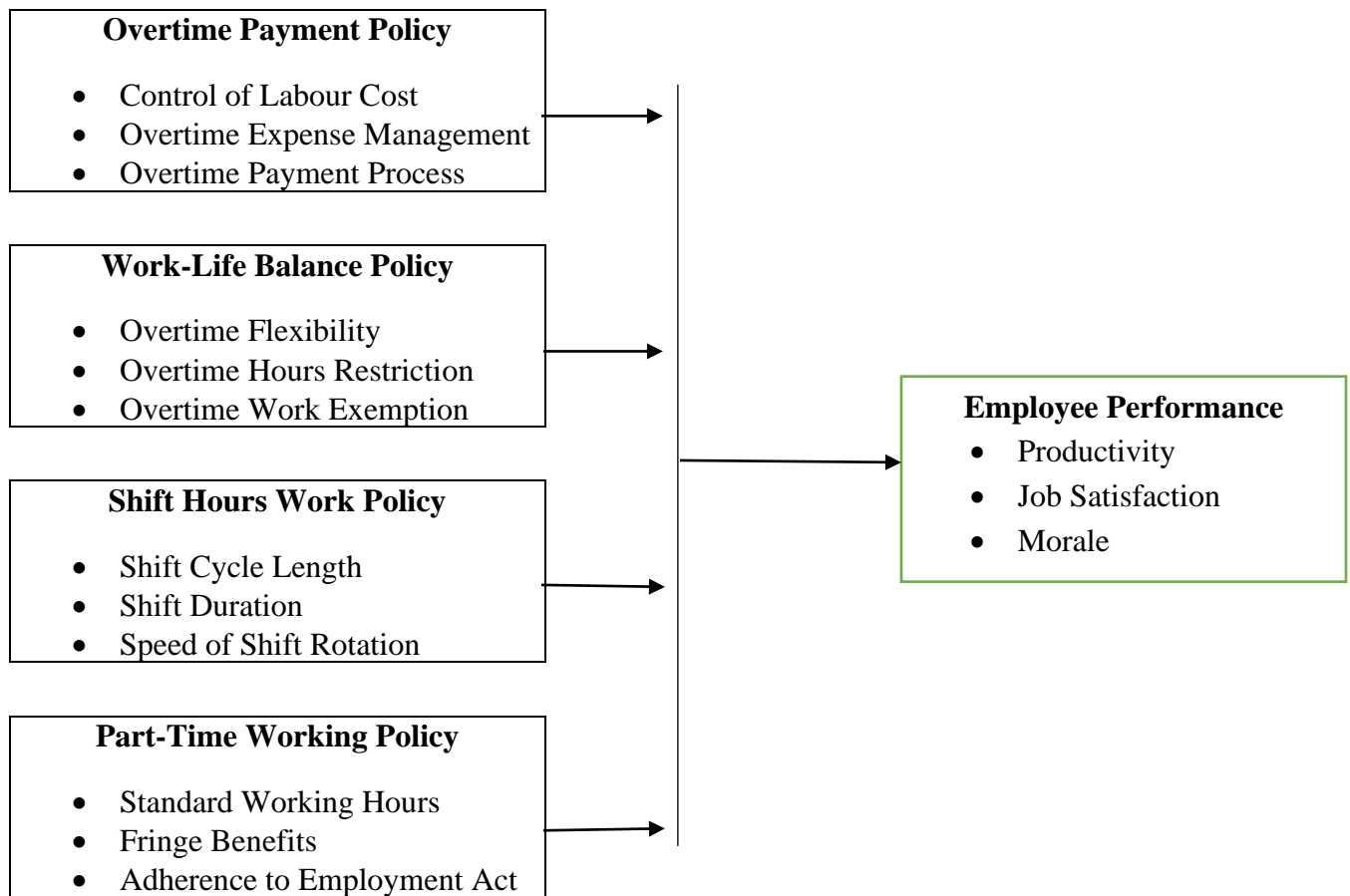


Figure 1: Conceptual Framework

Research Design

Cooper and Schindler (2014), postulates that research design enables the researcher to collect and analyzes data to achieve research objectives, test hypothesis and provide answers to research questions. According to Orodho (2015), research allows the researcher to apply research methods to identify and explain the relationship between the study variables. The study utilized a descriptive research design. Orodho (2013), explained that descriptive research involves the collection of data through interviews or questionnaires administered to individuals to gather information. The purpose of a descriptive study was to describe and determine the characteristics of relevant variables (overtime management policies and employees' performance) at a particular moment.

Target Population

Target population can be defined as the general research group consisting of all members of a theoretical group of people whose results the researcher seeks to disseminate as demonstrated by (Cooper & Schindler, 2014). Saunders, Lewis and Thornhill (2015) add that the target population must have visible characteristics that the researcher wants to disseminate. KPA as of June 2020 had 6,393 employees where 2,154 employees are in management positions and 4,239 on permanent terms (KPA Human Resource Manual, 2020).

Sampling Design

Saunders, (2015) describes sampling design as techniques and procedures of identifying the portion or subset of the population, to be examined. A stratified random sampling technique was used to select respondents. This technique was used to obtain an accurate representation of a wide range of respondents from each department. According to Orodho (2015), stratified random sampling is a technique by which each member has a balanced opportunity to be selected to participate in the general population

The sample size was determined by application of the Yamane formula (1967).

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

Where 'n' is the sample size, 'N' is the target population size and 'e' is the sampling error (5%), Hence;

$$n = \frac{6393}{1 + 6393(0.05^2)}$$

n = 377 staff members.

Data Collection Instruments

A self-administered questionnaire was used to gather information from Kenya Port Authority staffs. Kothari (2015) states that the information obtained in the questionnaires were free from bias and influences from other researchers and therefore contain accurate and valid data in order to be able to draw conclusions in the field of investigation. Orodho (2015) adds that the questionnaire measures the likelihood of direct, stable, and abrupt responses discussed in the study

The study questionnaire was divided into two parts. Part A and B where part A collects data on the general information of participants while Part B collects data on overtime payment policies, work-life balance policies, shift hours work policy, part-time working policy and employee performance. Closed questions was used to provide structured answers to the classification of various attributes in Likert scale of 1 to 5 format.

Mugenda and Mugenda (2013) recommended the use of the Likert format because it provides data at equal intervals. This format allowed more statistics use in testing research variables in the study.

Data Collection Procedure

In this stage, data collection procedure first involved seeking an introduction letter from Kenyatta University, department of human resource, then apply for a research permit from the National Commission of Science, Technology and Innovation (NACOSTI) after which the researcher introduced himself and sought permission from Kenya Ports Authority (KPA) to carry out the study. Upon approval, the researcher embarked on the study, visit the study area, met the respondents, explained the objectives of the research study, assured them of the confidentiality of their responses then physically issued them with the questionnaires. At the lapse of the allowed period, the researcher collected the filled questionnaire forms, grouped them according to the various departments for ease of data analysis and presentation of the research findings.

Data Analysis and Presentation

Structured questionnaire was coded for all questions related to each research objective to ensure that data processing can be easily performed before fieldwork. The collected data was analysed using inferential and descriptive statistical methods. According to Cooper and Schindler (2014), descriptive analysis involved transforming raw data into charts, tables with a frequency distribution in percent, to allow complete interpretation of the data. The descriptive statistics mainly concern the frequencies, the percentages and the means by which the answers are summarized. A Statistical Package for Social Sciences

(SPSS) Version 26.0 computer set was used to analyse data and standard deviation in surveys, to determine the strength of engagement of different people used by organizations and to measure the difference in related to the response of the population. Correlation and regression analysis was used as examples of inferential statistics. The correlation analysis was used to determine the strength and direction of the study variables in the study and also determine significance of the relationship.

Multiple linear regression model was adopted to establish the causal link between the variables as follow:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Whereby;

Y = Employee Performance, β_0 = Constant, X_1 =Overtime Payment Policies, X_2 =Work-Life Balance Policies, X_3 =Shift Hours Work Policy, X_4 =Part-Time Working Policy, $\beta_1, \beta_2, \beta_3, \beta_4$ = Regression Coefficients and ϵ = Error term

RESEARCH FINDINGS AND DISCUSSION

Descriptive Statistics

Overtime Payment Policy

The participants were requested to show their level of agreement with various statements concerning overtime payment policy and its impact on employees' performance. The rating scale used was as follows: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree.

Table 1: Job Satisfaction

Opinion Statements	M	SD
Overtime payment policies can be used to proactively control labour costs of the organisation	3.8559	.88688
Overtime payment policies has been used to control labour cost and calculating correct amount of overtime wages and making payment in time	3.8757	.83230
Management of overtime expenses has paused a serious challenge to the organisation	3.8842	.87498
Management of overtime expenses has helped the organisation to track employees who need to be paid for overtime hours	3.8927	.85809
KPA has a detailed overtime payment process to manage overtime payment	3.9096	.88601
Overtime payment process is based on supervisors' authorization, time worked and holidays.	3.9576	.85882
Valid N=254 (listwise)		
Overall Mean	3.8959	.8662

The analysis showed that most respondents agreed that KPA's overtime payment policy is based on supervisors' authorization, time worked (M=3.9576; SD=0.85882) and holidays, and that

there is a detailed process in place to manage overtime payments (M=3.9096; SD=0.88601). They also agreed that managing overtime expenses has helped the organization track employees who need to be paid for overtime hours (M=3.8927; SD=0.87498), but has posed a challenge as well. Respondents also agreed that overtime payment policies have been effective in controlling labor costs and calculating correct amounts of overtime wages for timely payment ((M=3.8757; SD=0.83230). Additionally, respondents believed that overtime payment policies can proactively control labor costs (M=3.8559; SD=0.88688). Overall, the mean score of 3.8959 and standard deviation of 0.8662 indicated that most KPA employees agreed that overtime payment policies affect employees' performance, with little variation from the mean. These findings were consistent with previous research Panneberg and Wagner, (2021) determined that changing overtime compensation patterns in Germany affect the monthly labour earnings distribution. Further, employees are affected by the introduction of firm – wide bargained working time account; have to suffer from relative losses in terms of job satisfaction and income. Oaxaca and Sagyndykova (2020) who determined that average hourly earnings is significantly independent of the overtime hours worked.

Work-Life Balance Policies

The survey participants were requested to specify the level of their agreement with the different statements related to work-life balance policies and how they affect employees' performance. The rating scale used was as follows: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree.

Table 1: Work-Life Balance Policies

Opinion Statements	M	SD
Overtime flexibility determines work/life balances of the employees	3.8305	.92469
The ability to refuse unwelcome overtime work policies by the employees will be determined by the urge of work/life balance	3.8333	.87968
Overtime hours restriction has been applied by the organisation to promote work/life balances for the employees	3.8785	.83781
Labour laws and trade unions have placed restriction on the amount of overtime which can be allocated to an employee.	3.8814	.81247
There are certain group of employees who are exempted from overtime policies	3.9350	.92419
Overtime wage claim for female employees in excess of 8 hours is invalid in the organisation	3.9718	.81716
Valid N=254 (listwise)		
Overall Mean	3.8884	.8660

The study asked respondents to indicate their level of agreement with various statements on work-life balance policies and their impact on employee performance. The responses were rated on a scale of 1 to 5, with 5 indicating strong agreement and 1 indicating strong disagreement. The analysis showed that most respondents agreed that overtime wage claims for female employees exceeding 8 hours were invalid ((M=3.9718; SD=0.81716) and that certain groups of

employees were exempt from overtime policies (M=3.9350; SD=0.92419). They also agreed that labor laws and trade unions placed restrictions on overtime hours (M=3.8814; SD=0.81247), and that the organization had applied overtime hour restrictions to promote work/life balance for employees (M=3.8785; SD=0.83781). Additionally, respondents agreed that the ability to refuse unwelcome overtime work was determined by the desire for work/life balance (M=3.8333; SD=0.87968), and that overtime flexibility determined work/life balance for employees (M=3.8305; SD=0.92469). Overall, the results indicated that work-life balance policies had an impact on employee performance, with most respondents agreeing. The low standard deviation of 0.8660 indicated little variation in responses around the mean of 3.8884. The above findings cognates with Kadir (2018) who opined that work and family priorities affected employee performance at cabinet affairs office. The above findings were also in tandem with that of Oyiolo (2018) who determined that organisational life, social life and personal life affects employee performance.

Shift Hours Work Policy

The survey asked the respondents to express their level of agreement with statements related to shift hours work policy and its impact on employees' performance. The rating scale used was as follows: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree.

Table 3: Shift Hours Work Policy

Opinion Statements	M	SD
Shift cycle length determines the performance of overtime employees	3.8220	.93377
Shift cycle length determines overtime sequence and schedule	3.8220	.89662
Overtime employee's performance is determined by the principles of shift duration	3.8249	.92056
Shift duration determines sleep patterns of overtime workers, performance and wellbeing	3.9124	.87503
Rapidly rotating shifts is the optimal form of overtime management policies	3.9209	.87098
Shift system would be an appropriate measure for managing sleep deficits among overtime employees	3.9237	.86306
Valid N = 254 (listwise)		
Overall Mean	3.8710	.89334

The participants were asked to express their level of agreement with various statements regarding shift hours work policy and its impact on employees' performance. The scale used was 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree, and 1 for strongly disagree. The results showed that most of the respondents agreed that implementing a shift system could be an effective way to manage sleep deficits among employees who work overtime, with a mean of 3.9237 and a standard deviation of 0.86306. They also agreed that rapidly rotating shifts are the optimal form of overtime management policies, with a mean of 3.9209 and a standard deviation of 0.87098. Additionally, the majority of respondents agreed that shift duration plays a crucial role in

determining overtime workers' sleep patterns, performance, and wellbeing, with a mean of 3.9124 and a standard deviation of 0.87098. They further agreed that overtime employee's performance is affected by the principles of shift duration, with a mean of 3.8249 and a standard deviation of 0.92056. It was also found that shift cycle length determines overtime sequence and schedule, with a mean of 3.8220 and a standard deviation of 0.89662, and that it affects the performance of overtime employees, with a mean of 3.8220 and a standard deviation of 0.93377. Overall, the mean of 3.8710 and standard deviation of 0.89334 indicated that most respondents agreed that shift hours work policy has an impact on employees' performance. The above findings cognates with that of Omid, (2017) the study found out that the effects of shift work on family, workers personal, sleep disorder and tiredness related to shift work significantly affects job satisfaction. Also, Kitonyi (2018) found that there exists a positive and significant relationship between employees' performance and shift

Part-Time Working Policy

The participants were requested to express their level of agreement with different statements on part-time working policies and their impact on employees' performance. The rating scale used was as follows: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree.

Table 4: Part-Time Working Policy

Opinion Statements	M	SD
Standard working time for part time employees in the organisation are in adherence to the law	3.8446	.91021
Standard working time for part time employees vary depending on the agreement with the company	3.8701	.89699
Part time employees in the organisation should be entitled to fringe benefits just like full time employees to improve their productivity	3.8898	.88215
Policies on fringe benefits should be fair, clear and consistent for part time employees	3.8955	.89559
Part time employment contracts are entered in accordance with the employment act	3.9322	.88162
Employment act determines the validity of part time employment contract	3.9802	.86293
Valid N = 254 (listwise)		
Overall Mean	3.9021	.88825

It was found that most of the participants agreed that the validity of part-time employment contracts is determined by the employment act, with an average score of 3.9802 and a standard deviation of 0.86293. They also agreed that the organization enters into such contracts in accordance with the employment act, with an average score of 3.9322 and a standard deviation of 0.88162. Additionally, they believed that policies on fringe benefits should be clear, fair, and consistent for part-time employees (M=3.8955; SD=0.89559) and that part-time employees should be entitled to fringe benefits just like full-time employees to enhance their productivity (M=3.8898; iSD=0.88215). The iredpondents ifurther iagreed ithat ithe istandard iworking itime

for part-time employees varies depending on the agreement with the company (M=3.8701; iSD=0.89699) and that the standard working time for part-time employees in the organization adheres to the law (M=3.8446; iSD=0.91021). The overall mean score of 3.9021 and a standard deviation of 0.88825 suggest that part-time working policies have an impact on employees' performance, with a low deviation from the mean since the standard deviation is less than 1. The above findings corroborate the findings of Devicienti, et al.,(2017) who found that an increase part-time share decreases firm's productivity, which has a negative effect on the horizontal part-time arrangement. But contradicts those of Chadwick and Flinchbaugh (2013) who concluded that the interaction between part-time workers and commitment-based HR systems is negatively related to establishment performance.

Employees Performance

The survey participants were requested to express their level of agreement with several statements regarding employees' performance, using a five-point scale. The scale ranged from "Strongly Agree" to "Strongly Disagree".

Table 5: Employees' Performance

Opinion Statements	M	SD
Increase in overtime hours can decrease productivity of overtime workers	3.7365	.89902
If employees of the organisation are overworked their output will decrease	3.8983	.88478
Excessive overtime contributes to higher employees' absenteeism	3.9407	.86767
Employees' absenteeism should be monitored to determine if overtime policies has contributed to it.	3.9492	.85007
Employees' morale problems have been due to excessive overtime	3.9520	.83849
Overtime employees' morale has also been reflected in the high rate of absenteeism	3.9520	.82487
Valid N=254 (listwise)		
Overall Mean	3.9048	.86082

The study found that most of the participants agreed that there is a connection between overtime work and employee absenteeism (M=3.9520; SD=0.82487). They also agreed that excessive overtime is a factor that contributes to morale problems among employees (M=3.9520; SD=0.83849). The respondents further agreed that monitoring employee absenteeism can help determine if overtime policies have a negative impact on employees (M=3.9492; SD=0.85007). Additionally, the majority agreed that working overtime can reduce productivity and output of employees (M=3.9407; SD=0.86767). The overall mean of 3.9048 and a standard deviation of 0.86082 indicate that most of the participants agreed that overtime management policies affect employee performance, and there was a relatively strong variation from the mean since the standard deviation was less than 1. The above findings support that of Avgoustaki (2018) who determined that employee's health and stress was positively influenced by work intensification. Study by Anxo and Karisson (2019) also determined that incidences of overtime work crucially depend on institutional and societal frameworks.

INFERENCE STATISTIC

Pearson Correlation Analysis

A Pearson correlation analysis was conducted to investigate whether there was a relationship between independent and dependent variables and to determine if the relationship was linear, which is a requirement for regression analysis. The correlation coefficient ranges from 0 (no relationship) to 1 (perfect relationship) and is interpreted as follows: a value of ± 0.50 or higher indicates a strong relationship, a value between ± 0.30 to ± 0.49 indicates a medium relationship, and a value between ± 0.1 to ± 0.29 indicates a weak relationship, according to Kothari (2013).

Table 6: Pearson Correlation

		X1	X2	X3	X4	Y
Overtime Payment Policies (X1)	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	254				
Work-Life Balance Policy (X2)	Pearson Correlation	.436**	1			
	Sig. (2-tailed)	.000				
	N	254	254			
Shift Hours Work Policy (X3)	Pearson Correlation	.386**	.344**	1		
	Sig. (2-tailed)	.000	.000			
	N	254	254	254		
Part-Time Working Policy (X4)	Pearson Correlation	.146**	.119*	.268**	1	
	Sig. (2-tailed)	.006	.026	.000		
	N	254	254	254	254	
Employees' Performance (Y)	Pearson Correlation	.375**	.397**	.418**	.226**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	254	254	254	254	254

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

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

The correlation analysis revealed that there was a moderate positive relationship between overtime payment policy and employees' performance, with a correlation coefficient of 0.375 and a significant p-value of less than 0.05. This finding is consistent with the studies conducted by Panneberg and Wagner (2021) and Oaxaca and Sagyndykova (2020). Additionally, the analysis showed that there was also a moderate positive relationship between work-life balance policy and employees' performance, with a correlation coefficient of 0.397 and a significant p-value of less than 0.01, which supports the findings of Kadir (2018). The analysis also revealed a moderate positive relationship between shift hours work policy and employees' performance, with a correlation coefficient of 0.418 and a significant p-value of less than 0.001, consistent with the studies conducted by Omid (2017) and Kitonyi (2018). Finally, there was a weak positive relationship between part-time work policy and employees' performance, with a correlation coefficient of 0.226 and a significant p-value of less than 0.01, which is in line with

the findings of Devicienti et al. (2017), but contradicts the results of Chadwick and Flinchbaugh (2013).

Regression Analysis

The researchers utilized multiple linear regression analysis to determine if there was a cause-and-effect relationship between the independent variables (overtime payment policies, work-life balance policy, shift hours work policy, and part-time working policy) and the dependent variable (employees' performance) (Hair *et al.*, 2010).

Coefficient of Determination

To assess the appropriateness of the models in elucidating the correlation between independent variables (overtime management policy) and the dependent variable (employees' performance), the coefficient of determination was calculated via linear regression.

Table 7: Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.531 ^a	.282	.270	.38793	1.505

a. Predictors: (Constant), Overtime Payment Policies, Work-Life Balance Policy, Shift Hours Work Policy, Part-Time Working Policy

b. Dependent Variable: Employees' Performance

The analysis revealed a significant and positive correlation between overtime management policy and employees' performance, with a correlation coefficient of 0.531, which aligns with the findings of Avgoustaki (2018). Additionally, the analysis indicated an adjusted coefficient of determination (r^2) of 0.273, suggesting that the studied overtime management policies (overtime payment policies, work-life balance policy, shift hours work policy, and part-time working policy) can only account for 27% of the variance in employees' performance at KPA. Therefore, the overtime management policies examined in this study are appropriate for explaining employees' performance at KPA, albeit with limited explanatory power.

Analysis of Variance

To test the significance of effect of overtime management policies on employees' performance, an analysis of variance was carried out.

Table 8: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.522	4	5.131	24.396	.000 ^b
1 Residual	52.370	249	.210		
Total	72.892	253			

a. Dependent Variable: Employees' Performance

b. Predictors: (Constant), Overtime Payment Policies, Work-Life Balance Policy, Shift Hours Work Policy, Part-Time Working Policy

According to the ANOVA model, the analysis revealed that the equation presented in chapter three was statistically significant ($F \{4,249\} = 24.396; p=0.000$), indicating that the overtime management policy (consisting of overtime payment policies, work-life balance policy, shift hours work policy, and part-time working policy) included in the study has a significant impact on determining employees' performance. The p-value being less than 0.05 confirms the statistical significance of the model.

Regression Coefficient

To determine how each independent variable (overtime payment policies, work-life balance policy, shift hours work policy and part-time working policy) contributes to employees' performance and to test research hypothesis.

Table 9: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.802	.282		2.840	.005
Overtime Payment Policies	.173	.055	.165	3.141	.002
1 Work-Life Balance Policy	.232	.054	.224	4.333	.000
Shift Hours Work Policy	.269	.055	.251	4.859	.000
Part-Time Working Policy	.120	.052	.108	2.292	.022

a. Dependent Variable: Employees' Performance

Based on table 4.19, the following actual regression coefficient can be derived:

$$Y = 0.802 + 0.173X1 + 0.232X2 + 0.269X3 + 0.120X4 + 0.38793$$

- Where: Y = Employees' Performance
- X1 = Overtime Payment Policy
- X2 = Work-Life Balance Policy
- X3 = Shift Hours Work Policy
- X4 = Part-Time Working Policy

The regression analysis indicated significant relationships between the independent variables (overtime payment policy, work-life balance policy, shift hours work policy, and part-time working policy) and the dependent variable (employees' performance). For overtime payment policy, the beta coefficient was 0.173, the t-value was 3.141, and the p-value was 0.002, which meant that there was a significant positive relationship between overtime payment policy and employees' performance. Similar findings were reported in previous studies (Panneberg & Wagner, 2021; Oaxaca & Sagyndykova, 2020). Work-life balance policy had a beta coefficient of 0.232, a t-value of 4.333, and a p-value of 0.000, indicating a significant positive relationship with employees' performance, which was consistent with the findings of Kadir (2018). The beta coefficient for shift hours work policy was 0.269, the t-value was 4.859, and the p-value was

0.000, indicating a significant positive relationship with employees' performance, which aligned with the results of Omidi et al. (2017) and Kitonyi (2018). Lastly, the beta coefficient for part-time working policy was 0.120, the t-value was 2.292, and the p-value was 0.022, indicating a significant positive relationship with employees' performance. This finding supported the work of Devicienti et al. (2017) but contradicted Chadwick and Flinchbaugh's (2013) results.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the study analysis and findings, this research concludes that overtime management policies (overtime payment policy, work-life balance policy, shift-hours work policy and part-time working policy) affects employees' performance. The study further concludes that these policies partially explains employees' performance and that there exists other factors which determines performance. The study also concludes that an improvement of these policies will improve employees' performance. It was also revealed that increase in overtime hours can decrease productivity of overtime workers and if employees of the organisation are overworked their output will decrease. It was further determined that excessive overtime contributes to higher employees' absenteeism and employees' absenteeism should be monitored to determine if overtime policies has contributed to it. The study also concluded that employees' morale problems have been due to excessive overtime and overtime employees' morale has also been reflected in the high rate of absenteeism.

The study concluded that there was a significant and positive relationship between overtime payment policies and employees' performance and it was also determined that an improvement of overtime payment policies would significantly lead to employees' performance. It was also concluded that overtime payment policies can be used to proactively control labour costs of the organisation and it can be used to control labour cost and calculating correct amount of overtime wages and making payment in time. It was also concluded that management of overtime expenses has paused a serious challenge to the organisation and management of overtime expenses has helped the organisation to track employees who need to be paid for overtime hours. It was also concluded that there was a significant relationship between work-life balance policy and employees' performance and it was also revealed that an improvement of work-life balance policy would significantly contribute to improvement in employees' performance. The study further concluded that overtime flexibility determines work/life balances of the employees and the ability to refuse unwelcome overtime work policies by the employees will be determined by the urge of work/life balance. It was further concluded that overtime hours restriction has been applied by the organisation to promote work/life balances for the employees and labour laws and

trade unions have placed restriction on the amount of overtime which can be allocated to an employee. Finally, on this objective, it was determined that there are certain group of employees who are exempted from overtime policies and overtime wage claim for female employees in excess of 8 hours is invalid in the organisation.

It was concluded that shift hours work policy significantly affect employees' performance and an improvement of shift hours work policy would also improve employees' performance. The study also concluded that shift cycle length determines the performance of overtime employees and it also determines overtime sequence and schedule. The study also concludes that shift duration determines sleep patterns of overtime workers, performance and wellbeing and rapidly rotating shifts is the optimal form of overtime management policies. It was also concluded that overtime employee's performance is determined by the principles of shift duration shift system would be an appropriate measure for managing sleep deficits among overtime employees.

The study concluded that that part-time working policy significantly affects employees' performance and an improvement of part-time working policy will significantly contribute to the improvement of employees' performance. The study revealed that standard working time for part time employees in the organisation are in adherence to the law and it vary depending on the agreement with the company. The study also concluded that part time employees in the organisation should be entitled to fringe benefits just like full time employees to improve their productivity and policies on fringe benefits should be fair, clear and consistent for part time employees. The study finally, determined that part time employment contracts are entered in accordance with the employment act and employment act determines the validity of part time employment contract.

Recommendations

Based on the study conclusion, this research recommends the following:

The study recommended that KPA should implement job sharing as a means of reducing overtime and promoting work-life balance. Additionally, the organization should invest in employee training, career development opportunities, and ergonomic working conditions to enhance productivity and minimize reliance on overtime. To address the negative effects of shift work, the study recommended implementing better working schedules and ergonomic principles. It also suggested introducing overtime payment schemes to retain employees. The study recommended that the government and internet industry should work together to improve internet access in rural areas to facilitate remote working and promote work-life balance. Furthermore, the study suggested that employers prioritize the safety of their workers amidst the COVID-19 pandemic and provide IT support for flexible work arrangements, which can enhance

productivity. Finally, managers should offer flexible work arrangements that accommodate employees' needs as this can impact their performance positively.

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