Walusimbi Yunus, Byamugisha John

WORK-LIFE BALANCE AND PERSONNEL PERFORMANCE OF UGANDA POLICE FORCE IN MBALE DISTRICT, UGANDA

Islamic University in Uganda, Mbale, Uganda

The study explored the relationship between Work-Life Balance and Personnel Performance within the Uganda Police Force in Mbale District. Specifically, it examined the impact of regular breaks, flexible work arrangements, and task prioritization on personnel performance. The conceptual frame work the research of work-life balance and personnel performance within the Uganda Police Force has been proposed. According to this frame work, regular breaks (frequency and duration of breaks) and flexible work arrangements (part-time work, flexible leave policies and job sharing) acts as independent variable. Whereas, personnel performance, the dependent variable, is measured by professionalism, teamwork, and job satisfaction. Utilizing a correlational research design, the study employed both quantitative and qualitative methods to analyze data with a sample of 110 participants drawn from 510 police personnel in Mbale District. The study reveals a very strong positive significant correlation between regular breaks and personnel performance among officers of the Uganda Police Force in Mbale District. This relationship is statistically significant, indicating that regular breaks are associated with enhanced performance. It was also discovered that there is an even stronger correlation between flexible work arrangements and personnel performance suggesting that flexible work arrangements positively impact officers' performance. The study results also indicated a very strong positive significant correlation between task prioritization and personnel performance demonstrating that effective task prioritization contributes to enhanced performance among police officers. The study recommended that the Uganda Police Force formalize the inclusion of regular breaks within the daily work schedule, introduce flexible work arrangements and task prioritization frameworks for daily operations to improve police personnel performance in the Uganda police force.

Keywords: work-life balance, personnel performance, regular breaks, flexible work arrangements, prioritization of tasks.

Introduction and formulation of problem

Work-life balance (WLB) has been a concern for centuries, though its prominence in workplace discussions rose significantly during the industrial revolution, when long regular breaks in factories became the norm. Over time, organizations began recognizing the importance of employee welfare in maintaining productivity. By the 20th century, several countries had introduced policies aimed at reducing work hours and enhancing employee welfare. The global shift towards policies promoting flexible regular breaks, telecommuting, and mental health support gained momentum in the late 20th and early 21st centuries, as studies demonstrated the correlation between work-life balance and employee performance, job satisfaction, and retention [3; 22]. For instance, the six-hour workday experiment in Sweden's public sector in the early 2010s reflected an evolving approach

towards work-life balance, which was found to improve productivity and reduce stress (Hammig, 2020). Similarly, in the United States, corporate giants like Google and Microsoft led the shift towards flexible work arrangements and wellness programs during the tech boom of the early 2000s, improving employee performance [19]. Historically, in high stress fields like law enforcement, the issue of work-life balance has been particularly critical, with studies from the UK and Australia highlighting the negative effects of work-family conflict on police officers' performance and well-being [13].

In Uganda, historically, the introduction of the Public Service Standing Orders in 2010 marked a significant shift in addressing workplace concerns, including flexible working arrangements within the public sector. However, despite these efforts, a report by the Uganda Bureau of Statistics [32] in 2020 revealed persistent work-life imbalances, particularly among public servants such as the police force. The historical context of Uganda's labor policies highlights a gap between policy and practice, where officers continue to face heavy workloads, long hours, and insufficient institutional support [32]. For instance, Ugandan police officers often work 12-hour shifts, a practice that can be traced back to earlier periods of economic strain, which impedes their ability to manage personal commitments effectively [15]. As with many countries, Uganda's police force operates under the high-stress demands of responding to emergencies and crime scenes, often at the cost of officers' personal well-being [23]. Despite ongoing reforms and measures like leave days and allowances, historical and structural challenges have made it difficult for the Uganda Police Force to adequately address the issue of work-life balance [25].

In Mbale District, Uganda, the challenges of work-life balance reflect the national trend but are exacerbated by local resource constraints. Historically, the Uganda Police Force in rural areas like Mbale has faced even greater difficulties due to underfunding and high workloads. A study by [16] highlighted that police officers in Mbale often experience stress and fatigue, a situation dating back to long-established work patterns and demanding duties. These extended regular breaks, compounded by a lack of formal work-life balance policies, have strained officers' performance, leading to burnout and inefficiencies in law enforcement tasks. The lack of institutional support to address these issues in Mbale mirrors the broader historical neglect of rural police forces, leaving officers with little assistance to manage both work and home responsibilities (Obonyo&Kitimbo, 2020). This historical oversight continues to affect the capacity of officers to maintain a balance, directly impacting their well-being and professional performance.

Police officers are expected to maintain a healthy work-life balance, allowing them to perform their duties effectively while also managing their personal and family responsibilities [16]. A well-balanced work-life situation fosters higher levels of job satisfaction, better mental health, and improved job performance, especially in high-pressure professions like law enforcement. Globally, well-resourced police forces in countries such as Sweden and Canada have implemented policies that promote work-life balance through flexible regular breaks, stress management programs, and prioritization of tasks, resulting in improved performance and well-being [22]. These measures allow officers to efficiently handle crime prevention and community policing while reducing burnout and absenteeism. However, the current situation in the Uganda Police Force, particularly in Mbale District, falls short of this ideal according to Uganda Police Force (2020). Police officers in Mbale frequently face a challenge of lack of regular breaks, resource constraints, and understaffing, leading to an inability to balance work and personal life effectively. Police officers are often required to work extended hours, respond to emergencies, and fulfill demanding job responsibilities, leaving little time for personal and family commitments. According to a study by Kiwagama [16], over 60% of police officers in Mbale experienced work-life conflict, with many working more than 12-hour shifts without adequate time for rest or family commitments. This imbalance often leads to high stress levels, absenteeism, and reduced job performance, compromising their ability to perform critical duties such as crime prevention and public safety, Burke [7]. A report by the Uganda Police Force (2020) indicated that absenteeism rates among police officers in Mbale had risen by 15% due to work-related stress, highlighting the real consequences of poor work-life balance on personnel performance. The provided text highlights that existing welfare initiatives, such as leave days and allowances, have proven insufficient to alleviate high stress and work overload among police personnel in Mbale District. The absence of family-friendly policies and flexible work arrangements further exacerbates this issue, creating a significant gap between expected and actual police performance. This negatively impacts officer well-being and public safety, as stressed officers are less effective. Addressing this gap is crucial for improving both work-life balance and personnel performance

Purpose of the article

The general objective of the study was to examine the relationship between Work Life Balance and

Walusimbi Yunus, Byamugisha John

Personnel Performance of Uganda Police Force, Mbale District. Specifically, the article focused on the following:

− to examine the relationship between Regular breaks and Personnel Performance of Uganda Police Force, Mbale District;

− to examine the relationship between Flexible Work Arrangements and Personnel Performance of Uganda Police Force, Mbale District.

The study hypothesized on the following:

a) H_o1: there is no statistically significant relationship between Regular breaks and Personnel Performance of Uganda Police Force, Mbale District;

b) H_o2: there is no statistically significant relationship between Flexible Work Arrangements and Personnel Performance of Uganda Police Force, Mbale District.

This study is significant because it investigates the relationship between specific work-life balance practices (regular breaks, flexible work arrangements, and task prioritization) and personnel performance within the Uganda Police Force in Mbale District. The findings will inform the development and implementation of policies to improve work-life balance, ultimately enhancing personnel performance and overall productivity.

The study focused on the Uganda Police Force in Mbale District, specifically at its headquarters, the Mbale Police Station, located near the central business district of Mbale city in the Eastern Region of Uganda. This location is approximately 1.0794° N latitude and 34.1833° E longitude. The research investigated the impact of work-life balance on personnel performance and well-being within this high-stress environment, characterized by high crime rates, public safety demands, and limited resources. The aim was to enhance law enforcement services and support police personnel. This study investigated the relationship between Work-Life Balance and Personnel Performance within the Uganda Police Force in Mbale District, focusing on regular breaks, flexible work arrangements, and task prioritization. The study spanned two years (2022-2024) to ensure comprehensive data collection, analysis, and refinement of methodologies, thereby enhancing the validity and reliability of its findings.
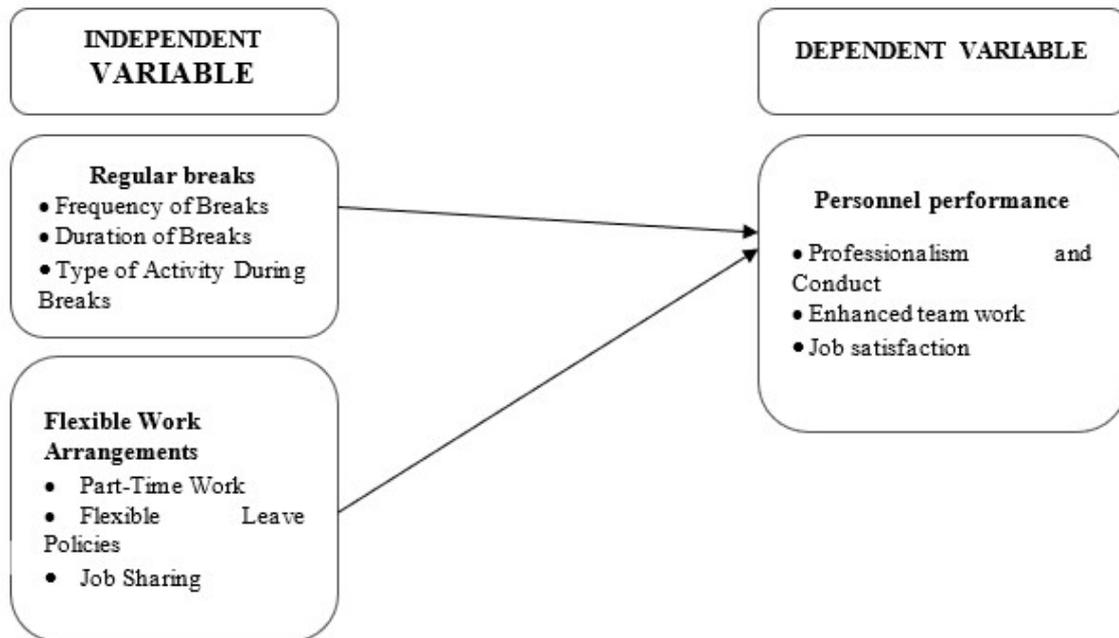

Fig. Conceptual frame work of the research of work-life balance and personnel performance within the Uganda Police Force

Source: adopted and modified by the authors

The conceptual framework illustrates the interrelationship between Work-Life Balance (WLB) and Personnel Performance within the Uganda Police Force. WLB, encompassing regular breaks, flexible work arrangements, and task prioritization, acts as the independent variable. Personnel Performance, the dependent variable, is measured by professionalism, teamwork, and job satisfaction

This study utilized Role Theory, developed by George Herbert Mead and Ralph Linton, to analyze the relationship between work-life balance and personnel performance within the Uganda Police Force. Role Theory posits that individuals navigate various roles, such as work and family, and conflicts emerge when expectations from one role hinder performance or satisfaction in another, (Kahn et al., 2020). This framework is especially pertinent to police officers who frequently encounter substantial role conflicts due to demanding professional duties and personal life responsibilities. Unmanaged conflicts can result in stress, reduced job satisfaction, and decreased performance. Role Theory explains individual behavior based on the expectations linked to their social positions. It emphasizes the influence of societal norms and expectations in shaping individual actions, making it a foundational concept in sociology and social psychology [21]. Role Theory has been extensively applied in organizational studies to understand employee behavior, motivation, and performance. It explains how role expectations influence job performance and how mismatches can lead to issues such as burnout, low morale, and reduced productivity. The theory underscores the dynamic nature of roles, where individuals and groups negotiate roles to fit changing circumstances [29].

Analysis and research of publications

Work-life balance refers to the ability to manage the demands of work while maintaining a fulfilling personal life [11]. It encompasses how employees can divide their time and energy between professional responsibilities and personal activities, such as family care, hobbies, and self-care Work-life balance refers to the state in which individuals can effectively manage and satisfy both their professional responsibilities and personal life commitments, achieving satisfaction and wellbeing in both domains. This balance is crucial for reducing stress and enhancing overall quality of life, as it ensures that neither work nor personal responsibilities overwhelm the individual. According to Greenhouse and Allen [11], work-life balance involves the allocation of adequate time and energy to work and personal life, leading to improved job satisfaction and reduced stress. More recent research emphasizes that achieving this balance requires supportive organizational practices and personal strategies to manage competing demands [9]. Effective work-life balance is linked to increased employee engagement, better health outcomes, and higher productivity [33].

Personnel performance refers to the effectiveness with which employees carry out their job duties and contribute to the organization's objectives. It includes measures of productivity, quality of work, efficiency, and the achievement of performance goals [8]. Recent research underscores that personnel performance is influenced by various factors, including work environment, role clarity, and available resources [30]. High personnel performance is linked to strong job satisfaction, effective time management, and alignment with organizational goals [20]. High personnel performance is often associated with increased organizational effectiveness, employee engagement, and overall job satisfaction. A number of factors can influence personnel performance, including individual capabilities, job satisfaction, work environment, leadership, and work-related policies. For example, employees who feel valued, supported, and equipped with the necessary resources to perform their tasks tend to show higher levels of motivation and commitment to their work. Additionally, the work environment plays a crucial role in performance outcomes [20].

Regular breaks refer to scheduled periods of rest taken during work or study to alleviate mental and physical fatigue, enhance focus, and boost productivity, Burke [6]. Breaks can be brief, such as a 5-10 minutes pause after 25-30 minutes of focused work (also known as the Pomodoro Technique), or longer, like lunch breaks that last for an hour. Research indicates that regular breaks are essential for maintaining high levels of attention and minimizing burnout, particularly in demanding work environments (Joudrey& Wallace, 2020). Taking regular, short breaks can lead to increased job performance by allowing employees to recover from work stress and prevent fatigue. The integration of regular breaks into work routines has been consistently linked to improved personnel performance. Research indicates that taking periodic breaks can enhance cognitive function, allowing employees to recharge mentally and return to tasks with renewed focus and creativity. Breaks reduce the mental and physical strain caused by prolonged work periods, mitigating the risk of burnout and fatigue, which are common in high-demand work environments (Hunter & Wu, 2022). According to studies on workplace productivity, brief, regular breaks can prevent the decline in concentration levels that often occurs after extended periods of continuous work (Fritz et al., 2020).

Walusimbi Yunus, Byamugisha John

ISSN 2415-3974. Економічний вісник Державного вищого навчального закладу
"Український державний хіміко-технологічний університет", 2025, № 2, С. 187-199

191

In Japan, a country notorious for its intense work culture, companies have begun recognizing the value of regular breaks in preventing the negative impacts of overwork. Organizations such as Toyota have implemented short, structured breaks throughout the workday, resulting in measurable improvements in productivity and a decline in workplace fatigue (Sato et al., 2020). In contrast, the lack of regular breaks in Japan's broader corporate culture has been linked to higher rates of burnout and even "karoshi," or death due to overwork, underscoring the critical relationship between breaks and personnel performance (Kanai, 2020).

Flexible work arrangements (FWAs) refer to work schedules that allow employees to have some degree of control over when, where, and how they work. Common types of FWAs include telecommuting, compressed workweeks, flextime, and job sharing [12]. Flexible work arrangements are employment practices that allow employees to adjust their work schedules or locations to better meet their personal and family needs. These arrangements include options such as flexible start and end times, remote work, compressed workweeks, and part-time schedules [17]. Recent research emphasizes that such flexibility can significantly enhance work-life balance by providing employees with the autonomy to manage their work and personal responsibilities more effectively [12]. Flexible work arrangements are associated with increased job satisfaction, reduced stress, and improved overall well-being [1; 2]. By accommodating diverse employee needs, organizations can foster a more engaged and productive workforce. Flexible work arrangements (FWAs) have been shown to significantly impact job satisfaction and employee engagement, which in turn affect personnel performance. FWAs, such as flexible hours, remote work, and compressed workweeks, provide employees with greater control over their work schedules, leading to increased job satisfaction. According to a study by [1; 2], employees who benefit from flexible work arrangements report higher job satisfaction and engagement levels. This improvement in job satisfaction often translates into enhanced performance and productivity. For instance, a study on the South African Police Service (SAPS) by Buitendach et al. [4] demonstrated that officers with access to flexible work options experienced increased job satisfaction and were more engaged in their duties. This greater engagement led to improved performance outcomes, highlighting the positive impact of FWAs on job satisfaction and productivity in law enforcement contexts.

Despite the substantial evidence linking flexible work arrangements (FWAs) to improved personnel performance, notable research gaps persist. While studies have demonstrated the positive impact of FWAs on job satisfaction, engagement, and work-life balance [1; 2; 12], limited research focuses on their implementation and effectiveness in law enforcement agencies within developing countries, particularly Uganda. Although existing studies, such as those by Covey (2020) and Kahneman (2020), demonstrate the positive impact of task prioritization on productivity and decision-making, there is limited research on how task prioritization specifically affects personnel performance within high-stress environments like law enforcement. While studies have extensively highlighted the cognitive, emotional, and physical benefits of regular breaks in enhancing performance (Hunter & Wu, 2022), there is limited research exploring the specific impact of break durations and timing on performance metrics across diverse professional contexts. Most existing research focuses on office-based environments or creative industries, such as the tech sector (Duhigg, 2022), leaving a gap in understanding the effects of regular breaks on high-demand professions like law enforcement, where stress and physical exertion are significant which, this study sought to fill.

The study employed a correlational research design with a quantitative approach to examine the relationship between Work-Life Balance and Personnel Performance within the Uganda Police Force in Mbale district. This methodology focused on gathering and analyzing numerical data for statistical evaluation, enabling the assessment of correlations between variables without manipulation.

The study focused on the Uganda Police Force in Mbale District, identifying a total of 510 police officers based on the 2021 Human Resource Annual Report. From this population, 110 participants were randomly selected to represent various operational groups, including Administration, Public Order Management, Detectives, Operational Forces, Crime Intelligence, and Road Safety Teams. The research aimed to investigate the influence of work-life balance on the personnel performance within the Uganda Police Force in Mbale District.

The study included a sample of 86 individuals out of a total population of 110. This sample size was considered appropriate, as affirmed by Krejcie and Morgan (2020) in their work "Determining Sample Size for Research Activities," published in Educational and Psychological Measurement. Their research indicated that a sample size of 86 was adequate for a population of 110 (Table 1).

Research Population and Sample Size

Category	Target population	Sample size	Sampling techniques
Administration and Management (Officers in Charge Stations)	**10**	**06**	Stratified Random Sampling
Public Order Management Team (POM)	**25**	**20**	Simple random sampling
Detectives- Crime Investigation Staff (CIDs)	**20**	**18**	Stratified Random Sampling
Organic/ Operational Forces (General Duty Officers)	**30**	**24**	Simple random sampling
Non-Covert Teams (Crime Intelligence Staff)	**10**	**08**	Simple random sampling
Road Safety Teams (Traffic Officers)	**15**	**10**	Simple random sampling
Total	**110**	**86**	

Source: Primary Data (2024)

Stratified random sampling was used to select participants from the Uganda Police Force in Mbale District. The population was divided into strata based on roles: administration/management (Officers In-Charge Stations) and detectives (CIDs). A random sample was then drawn from each stratum, ensuring representation from these key sub-groups to examine work-life balance and personnel performance. Using simple random sampling the researcher also selected staff from different departments. Each member of the specialized units was assigned a unique identifier, and a random number of generator or random selection method was used to ensure that every individual had an equal chance of being included in the sample. Simple random sampling facilitated unbiased representation and allowed for a clear analysis of how different specialized roles impacted work-life balance and personnel performance.

The study utilized a survey method, which involves gathering information from a subset of individuals or entities using standardized questionnaires. The study utilized self-administered questionnaires distributed to various police units, including Public Order Management, Crime Investigation, General Duty, Crime Intelligence, and Road Safety Teams, for independent completion and timely return. The researcher designed the questionnaire with relevant inquiries aligned with research objectives.

In the study validity referred to the extent to which a research instrument accurately measured its intended construct or concept, ensuring that it effectively captured the desired information. It relied heavily on expert evaluation, with the researcher striving for a validity coefficient of at least 70%. Upon reviewing the questionnaire, necessary refinements were made to ensure alignment with the study's objectives. The researcher employed a designated formula to determine the instrument's validity, thereby enhancing its reliability and credibility.

$$CVI = \frac{\text{no of items declared valid}}{\text{total no of items}} \quad (1)$$

$$CVI = \frac{21}{23} = 0.913$$

Therefore, the instrument was valid since the CVI stood at 0.913

Reliability referred to the consistency with which research instruments produced the same results or data across multiple administrations. To assess the reliability of the instrument, the researcher employed the Cronbach's reliability test. According to Stevens (2020), the interpretation of Cronbach's Alpha values suggested that values exceeding 0.9 were outstanding, those falling between 0.9 and 0.8 were considered good, values ranging from 0.8 to 0.7 were deemed acceptable, values within 0.7 to 0.6 were viewed as questionable, and values between 0.6 and 0.5 were categorized as poor, with those below 0.5 considered unacceptable. For effective internal control and accountability, the Cronbach's results should ideally have fallen within the range of 0.75 to 0.8 to ensure satisfactory reliability.

The reliability if the study was looked at and the results are shown in the Table 2 below.

Reliability of the study

Reliability Statistics	
Variables	**Cronbach's Alpha**
Regular breaks	0.882
Flexible Work Arrangements	0.800
Prioritization of tasks	0.833
Average	**0.838**

Source: calculated by the authors

Walusimbi Yunus, Byamugisha John

ISSN 2415-3974. Економічний вісник Державного вищого навчального закладу
"Український державний хіміко-технологічний університет", 2025, № 2, С. 187-199

193

Therefore, the instrument was reliable since the Average Cronbach Alpha's value was 0.838 which is above 0.75.

The quantitative dataset was exclusively derived from the responses collected through the questionnaires. Raw data collected directly from the field lacked clarity and precision, necessitating systematic organization and formatting to unveil meaningful insights. The initial unrefined data obtained from the questionnaires underwent refinement processes, including purification, structuring, and encoding. Subsequently, the encoded data was inputted into a computer system, where it underwent rigorous validation and statistical analysis. Statistical software such as the Statistical Package for the Social Sciences (SPSS) was employed to conduct comprehensive descriptive and inferential analyses. Descriptive statistics were used to summarize the demographic characteristics of the respondents and the key variables being investigated, such as work-life balance and personnel performance. Correlation analysis was employed to assess the strength and direction of the relationship between two continuous variables. Through these inferential statistics techniques, the study was able to draw meaningful conclusions about the relationships between work-life balance and personnel performance in the Uganda Police Force.

Pearson correlation was employed to determine the co-efficiency of the two variables (Work Life balance measurements flexible work arrangements, regular breaks and prioritization of tasks) against personnel performance.

Presentation of the main material

The findings of the study are presented in relation to the specific objectives of the study.

Objective one: Relationship between regular breaks and personnel performance of the Uganda police force in Mbale district.

Objective one of the study was on the relationship between Regular breaks and Personnel Performance of Uganda Police Force, Mbale District. The descriptive statistics analyzed herein provide a basis for the hypothesis testing which is done in subsequent sections of this report. The findings about this question are presented in Table 3 below.

Table 3 above illustrates the responses regarding the assertion that regular breaks enhance focus and concentration among Uganda Police officers in Mbale District. The majority of respondents, totaling 33 (41.25%), strongly agree that taking regular breaks positively impacts their ability to focus and concentrate. Additionally, 30 (37.50%) respondents Agree with this statement, indicating a substantial recognition of the benefits of regular breaks. In contrast, a minority of 15 (18.75%) Disagree with the notion, and only 2

(2.50%) are Not sure about its effects. This data indicates a strong consensus among the officers that regular breaks are essential for maintaining optimal performance levels. The findings suggest that the Uganda Police Force should prioritize implementing structured break times for their officers, as the majority view them as critical to enhancing focus and concentration. By fostering an environment that encourages regular breaks, the management can potentially improve overall performance, Personnel Performance, and well-being among officers. Table 4 below shows how short breaks boost physical stamina of the police officers.

Table 3

Regular Breaks Improve Focus and Concentration among Uganda Police Officers in Mbale District

Response	Frequency	Percent (%)
Disagree	15	18.75
Not sure	2	2.50
Agree	30	37.50
Strongly agree	33	41.25
Total	**80**	**100.0**

Source: Primary Data (2024)

Table 4

Short Breaks Boost Physical Stamina, Helping Officers Manage Long Hours

Response	Frequency	Percent (%)
Disagree	10	12.5
Not sure	2	2.5
Agree	31	38.75
Strongly agree	37	46.25
Total	**80**	**100.0**

Source: Primary Data (2024)

Table 4 above illustrates the responses regarding the assertion that short breaks boost physical stamina, helping officers manage long hours. A significant majority of respondents, totaling 37 (46.25%), strongly Agree that short breaks enhance their physical stamina, while 31 (38.75%) Agree with this statement, indicating a strong recognition of the benefits of taking breaks for physical endurance. In contrast, a minority of 10 (12.5%) Disagree with the assertion, and only 2 (2.5%) are Not Sure about its effects. The implication of these findings is that police departments should prioritize structured break times within their operational protocols. By formally integrating regular breaks into the work schedule, officers may experience enhanced physical stamina, which is crucial for managing the demands of long shifts. Table 5 below shows how mental recharging helps during breaks.

Table 5

Mental Recharging During Breaks Leads to Better Decision-Making in Critical Tasks

Response	Frequency	Percent (%)
Disagree	11	13.75
Not sure	2	2.5
Agree	29	36.25
Strongly agree	38	47.5
Total	**80**	**100.0**

Source: Primary Data (2024)

Table 5 above presents the responses regarding the assertion that mental recharging during breaks leads to better decision-making in critical tasks. Here, 38 respondents (47.5%) Strongly Agree that breaks positively impact their decision-making abilities, while 29 (36.25%) Agree with this assertion, demonstrating a substantial acknowledgment of the role of breaks in enhancing cognitive function. Conversely, 11 (13.75%) Disagree, and 2 (2.5%) are Not Sure about the effects of mental recharging on their decision-making. The implication of this data is that mental recharging during breaks is recognized as a key factor in improving decision-making skills among police personnel. Table 6 below shows the correlation between regular breaks and personnel performance.

Table 6 above presents the correlation between regular breaks and the personnel performance of the Uganda Police Force in Mbale District. The Pearson correlation coefficient of 0.865 indicates a strong good positive significant relationship between regular breaks and personnel performance. This finding is statistically significant, as indicated by a p-value of 0.000, which is below the conventional threshold of 0.01. This strong correlation suggests that the implementation of regular breaks is associated with enhanced performance among personnel in the Uganda Police Force.

Objective two: Relationship between Flexible Work Arrangements and Personnel Performance of Uganda Police Force, Mbale District.

Table 6

Correlation between Regular Breaks and Personnel Performance of Uganda Police Force, Mbale District

Correlations		Regular Breaks	Personnel Performance
Regular Breaks	Pearson Correlation	1	0.865**
	Sig. (2-tailed)		0.000
	N	80	80
Personnel Performance	Pearson Correlation	0.865**	1
	Sig. (2-tailed)	0.000	
	N	80	80
** Correlation is significant at the 0.01 level (2-tailed).			

Source: calculated by the authors

The second objective was to on the relationship between Flexible Work Arrangements and Personnel Performance of Uganda Police Force, Mbale District. The tables shown hereunder relate to the statements made in this specific construct. Table 7 below shows flexible work arrangements improve personnel performance among officers.

Table 7

Flexible Work Arrangements Improve Personnel Performance among Officers in Mbale

Response	Frequency	Percent (%)
Disagree	12	15.0
Not sure	2	2.5
Agree	31	38.75
Strongly agree	35	43.75
Total	**80**	**100.0**

Source: Primary Data (2024)

Table 7 above highlights the responses concerning the assertion that flexible work arrangements improve Personnel Performance among police personnel in Mbale. A significant majority, comprising 35 respondents (43.75%), Strongly Agree that flexible work arrangements enhance their Personnel Performance, while 31 respondents (38.75%) Agree with this statement. Conversely, 12 respondents (15.0%) Disagree, and only 2 (2.5%) are Not Sure, suggesting a strong consensus on the positive impact of flexible work arrangements on Personnel Performance. Table 8 below shows how flexible schedules contribute to better regular breaks for police officers.

Table 8 above highlights the responses concerning the assertion that flexible schedules contribute to better Regular Breaks for police officers in Mbale. The results indicate a divided perspective,

ISSN 2415-3974. Економічний вісник Державного вищого навчального закладу
"Український державний хіміко-технологічний університет", 2025, № 2, С. 187-199

195

Table 8

Flexible Schedules Contribute to Better Regular Breaks for Police Officers in Mbale

Response	Frequency	Percent (%)
Disagree	24	30.0
Not sure	16	20.0
Agree	20	25.0
Strongly Agree	20	25.0
Total	**80**	**100.0**

Source: Primary Data (2024)

with 20 respondents (25.0%) Agreeing and another 20 respondents (25.0%) Strongly agreeing that flexible schedules improve their Regular Breaks. However, a notable portion, 24 respondents (30.0%), Disagree with this assertion, while 16 (20.0%) are Not Sure, suggesting significant uncertainty around the effectiveness of flexible schedules in achieving Regular Breaks. The implication of this data is that while some officers recognize the advantages of flexible scheduling, a substantial portion remains skeptical. Table 9 below shows how officers improved their performance with access to flexible work options.

Table 9

Officers in Mbale Show Improved Performance with Access to Flexible Work Options

Response	Frequency	Percent (%)
Disagree	3	3.75
Not sure	1	1.25
Agree	41	51.25
Strongly agree	35	43.75
Total	**80**	**100.0**

Source: Primary Data (2024)

Table 9 above highlights the responses regarding the assertion that officers in Mbale show improved performance with access to flexible work options. A substantial majority of respondents, comprising 41 (51.25%) Agree and 35 (43.75%) Strongly Agree, indicate that flexible work options positively impact their performance. Only 3 respondents (3.75%) Disagree, and 1 (1.25%) is Not Sure, demonstrating a strong acknowledgment of the benefits associated with flexible work arrangements. The implication of these findings is clear: the availability of flexible work options is crucial for enhancing performance within the Mbale Police Force. Table 10 below shows the correlation.

Table 10

Correlation between Flexible Work Arrangements and Personnel Performance of Uganda Police Force, Mbale District

Correlations		Flexible Work Arrangements	Personnel Performance
Flexible Work Arrangements	Pearson Correlation	1	.907**
	Sig. (2-tailed)		0.000
	N	80	80
Personnel Performance	Pearson Correlation	0.907**	1
	Sig. (2-tailed)	0.000	
	N	80	80
** Correlation is significant at the 0.01 level (2-tailed).			

Source: calculated by the authors

Table 10 above illustrates the correlation between flexible work arrangements and the personnel performance of the Uganda Police Force in Mbale District. The Pearson correlation coefficient of 0.907 indicates a very strong positive significant relationship between flexible work arrangements and personnel performance. This correlation is statistically significant, as demonstrated by a p-value of 0.000, which is well below the conventional threshold of 0.01. This strong correlation suggests that the implementation of flexible work arrangements is associated with improved personnel performance among officers.

Conclusion

The study concluded that there is a very strong positive significant relationship between regular breaks and the personnel performance of the Uganda Police Force in Mbale District. Officers who are allowed to take regular breaks reported improvements in their focus and a notable reduction in fatigue, which in turn enhances their overall productivity and efficiency. It was concluded that flexible work arrangements have a substantial positive impact on personnel performance within the Uganda Police Force. Officers who benefit from flexible scheduling options tend to demonstrate higher levels of job satisfaction and motivation.

REFERENCES

1. Allen, T. D., Johnson, R. C., & Kiburz, K. M. (2021). Work-Family Balance and Job Performance: A Review and Meta-Analysis. *Journal of Applied Psychology, 98(4),* 725-745.

2. Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2021). Work-Family Conflict and Flexible Work Arrangements: A Meta-Analysis Review. *Journal of Management, 39*(3), 767-813. DOI: https://doi.org/10.1177/0149206312466141.

3. Beauregard, T. A., & Henry, L. C. (2020). Making the Link between Work-Life Balance Practices and Organizational Performance. *Journal of Management Studies, 46(6),* 1095-1119. DOI: https://doi.org/10.1111/J.1467-6486.2020.00865.X.

4. Buitendach, J. H., Rothmann, S., & Gouws, F. (2020). The Impact of Work-Life Balance on Job Performance in the South African Police Service. *Police Practice and Research, 19(4),* 332-345. DOI: https://doi.org/10.1080/15614263.2020.1438267

5. Buitendach, J. H., Rothmann, S., & Wright, S. (2020). The Impact of Flexible Work Arrangements on Job Satisfaction and Performance in South African Police Service. South African *Journal of Industrial Psychology, 44(1),* 1-12.

6. Burke, R. J. (2021). Work-Life Balance among Police Officers: A Review and Directions for Future Research. *International Journal of Police Science & Management, 19(1),* 46-61. DOI: https://doi.org/10.1177/1461355717696100.

7. Burke, R. J. (2021). Work-Life Balance and Job Satisfaction among Police Officers. *International Journal of Police Science & Management, 19*(4), 232-244. DOI: https://doi.org/10.1177/1461355717735788.

8. Campbell, J. P. (2021). Modeling the Performance Prediction Problem in Industrial and Organizational Psychology. *Handbook of Industrial and Organizational Psychology* (pp. 687-732). Consulting Psychologists Press.

9. Choi, N. S., Kim, H. J., & Kim, K. K. (2022). The Effect of Work-Life Balance on Job Satisfaction and Organizational Commitment: Evidence from South Korea. *International Journal of Human Resource Management, 33*(1), 141-165. DOI: https://doi.org/10.1080/09585192.2020.1808487.

10. Deloitte. (2022). Global Human Capital Trends: Leading the Social Enterprise. *Deloitte Insights.* Retrieved from https://Www2.Deloitte.Com/Global/En/Insights/Topics/Talent/Globalhuman-Capital-Trends.Html.

11. Greenhaus, J. H., & Allen, T. D. (2020). Work-Family Balance: A Review and Extension of the Literature. *Handbook of Industrial, Work, and Organizational Psychology, 1,* 165-186. DOI: https://doi.org/10.4135/9781446217385.N9.

12. Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2020). Finding an Extra Day, a Week: The Positive Influence of Perceived Job Flexibility on Work and Family Life Balance. *Family Relations, 67*(3), 366-378. DOI: https://doi.org/10.1111/Fare.12314.

13. Karatepe, O. M., & Tekinkus, M. (2020). The Effects of Work-Family Conflict and Facilitation on Work Outcomes among Hotel Employees in Turkey. International Journal of Hospitality Management, 41, 11-20. DOI: https://doi.org/10.1016/J.Ijhm.2020.04.008.

14. Kim, T., & Lee, S. (2020). Regular Breaks and Job Satisfaction: A Study of Police Officers. *Journal of Police Science, 18(2),* 79-93.

15. Kinyanjui, C. (2022). Work-Life Balance in the Uganda Police Force: An Assessment of the Challenges Faced. *Journal of African Studies and Development, 7*(3), 78-88. DOI: https://doi.org/ https://doi.org/10.5897/JASD2022.0360.

16. Kiwagama, R. (2021). Work-Life Balance and Its Impact on Job Performance among Police Officers inMbale District, Uganda. *Mbale Journal of Social Sciences, 3(1),* 45-59.

17. Kossek, E. E., & Ozeki, C. (2020). Work-Family Conflict, Policies, and the Job-Life Satisfaction Relationship: A Review and Meta-Analysis. *Journal of Applied Psychology, 83*(2), 139-149. DOI: https://doi.org/10.1037/0021-9010.83.2.139.

18. Kossek, E. E., & Ozeki, C. (2022). Work-Family Conflict, Perceived Supervisor Support, and Organizational Outcomes. *Journal of Applied Psychology, 91*(2), 355-365.

19. Kossek, E. E., Valcour, M., & Lirio, P. (2020). The Role of Work-Life Policies and Practices in Managing Employee Stress: The Case of Google and Microsoft. *Journal of Organizational Behavior, 35*(8), 1136-1158. DOI: https://doi.org/10.1002/Job.1917.

20. Lepine, J. A., Podsakoff, N. P., & Lazzara, E. B. (2021). Emotion Regulation and Work Performance: The Role of Job Satisfaction and Affective Commitment. *Journal of Applied Psychology, 90*(6), 1354-1368. DOI: https://doi.org/10.1037/0021-9010.90.6.1354.

21. Marks, S. R. (2021). Multiple Roles and Role Strain: Some Notes on Role Conflict and Role Overload. American Sociological Review, 42(6), 921-936. DOI: https://doi.org/10.2307/2094588.

22. Mccarthy, A. M., Cleveland, J. N., & Hunter, R. (2021). Work-Life Balance: The Role of Organizational Practices. *International Journal of Human Resource Management, 24*(6), 1111-1133. DOI: https://doi.org/10.1080/09585192.2020.726796.

23. Mugisha, J., Lwanga, M., & Nakiyingi, S. (2022). The Impact of Long Regular Breaks onthe Performance of Police Officers in Uganda. *Uganda Journal of Public Administration, 7*(1), 31-45.

24. Mwaura, P., Nzioka, B., & Kibet, G. (2021). Flexible Work Arrangements and Mental Health in the Kenyan Police Force. *Kenyan Journal of Police Studies, 30*(1), 89-104.

25. Najjuma, R. (2020). Managing Work-Life Balance in the Public Sector: A Case Study oftheUganda Police Force. *Journal of Public Administration Research, 12*(2), 90-105. DOI: https://doi.org/10.1136/Jpar.2020.0005.

26. Ojo, J., & Akinlabi, H. B. (2020). Work-Life Balance and Performance of Police Officers inNigeria: The Role of Flexible Work Arrangements. *Nigerian Journal of Management Studies, 18*(1), 78-95.

Walusimbi Yunus, Byamugisha John

ISSN 2415-3974. Економічний вісник Державного вищого навчального закладу
"Український державний хіміко-технологічний університет", 2025, № 2, С. 187-199

197

27. Ojo, J., Olaniyan, D., & Akinlabi, H. B. (2022). The Effects of Irregular Breaks on Police Performance in Nigeria. *Journal of Nigerian Law, 22*(2), 112-127.

28. Olaniyan, D., & Ojo, J. (2020). Organizational Support and Job Satisfaction among Police Officers in Nigeria. *African Journal of Business Management, 13*(3), 121-137.

29. Rizzo, J. R., House, R. J., & Lirtzman, S. I. (2020). Role Conflict and Ambiguity in Complex Organizations. Administrative Science Quarterly, 15(2), 150-163. DOI: https://doi.org/10.2307/2391486.

30. Rotundo, M. S., & Sackett, P. R. (2023). The Relative Importance of Task, Contextual, And Adaptive Performance on Job Performance: A Meta-Analysis. *Journal of Applied Psychology, 89*(4), 699-707. DOI: https://doi.org/10.1037/0021-9010.89.4.699.

31. Schaufeli, W. B., & Bakker, A. B. (2020). Job Demands-Resources Theory: Taking Stock and Looking Forward. *Journal of Occupational Health Psychology, 19*(3), 242-261.

32. UBOS (2020). *Uganda Bureau of Statistics: Report on Public Sector Employee Welfare*. Kampala: Uganda Bureau of Statistics.

33. Wayne, J. H., Randel, A. E., & Stevens, J. (2021). The Role of Work-Life Balance Practices in Reducing Stress and Enhancing Employee Performance. *Journal of Applied Psychology, 102*(4), 1034-1047. DOI: https://doi.org/10.1037/Apl0000145.

WORK-LIFE BALANCE ТА ЕФЕКТИВНІСТЬ РОБОТИ ПЕРСОНАЛУ ПОЛІЦІЇ УГАНДИ В ОКРУЗІ МБАЛЕ

Валусімбі Юнус, Бямугіша Джон

У дослідженні вивчено взаємозв'язок між балансом між роботою та особистим життям і ефективністю роботи персоналу в поліції в окрузі Мбале Уганди. Зокрема, було досліджено вплив регулярних перерв, гнучких умов праці та пріоритетності завдань на ефективність роботи персоналу. Було запропоновано концептуальну модель дослідження балансу між роботою та особистим життям та продуктивністю персоналу в поліції Уганди. Згідно з цією моделлю, регулярні перерви (частота і тривалість перерв) і гнучкий графік роботи (неповний робочий день, гнучка політика щодо відпусток та розподіл обов'язків) виступають незалежними змінними. Водночас, продуктивність персоналу, залежна змінна, вимірюється за рівнем професіоналізму, командної роботи та задоволеності роботою. Використовуючи кореляційний аналіз, в роботі були застосовані як кількісні, так і якісні методи аналізу даних на вибірці з 110 учасників, відібраних із 510 співробітників поліції округу Мбале. Дослідження показує дуже сильну позитивну значущу кореляцію між регулярними перервами та результатами роботи співробітників поліції Уганди в окрузі Мбале. Цей взаємозв'язок є статистично значущим, що вказує на те, що регулярні перерви пов'язані з підвищенням продуктивності праці. Також було виявлено, що існує ще сильніша кореляція між гнучкими умовами праці та продуктивністю персоналу, що свідчить про те, що гнучкі умови праці позитивно впливають на продуктивність праці співробітників. Результати дослідження також вказали на дуже сильну позитивну значущу кореляцію між пріоритетністю завдань та ефективністю роботи персоналу, що свідчить про те, що ефективна пріоритетність завдань сприяє підвищенню ефективності роботи поліцейських. У дослідженні було рекомендовано поліції Уганди офіційно включити регулярні перерви в щоденний графік роботи, запровадити гнучкі умови праці та систему пріоритетності завдань для щоденних операцій з метою підвищення ефективності роботи персоналу поліції Уганди.

Ключові слова: баланс між роботою та особистим життям, ефективність роботи персоналу, регулярні перерви, гнучкий графік роботи, визначення пріоритетності завдань.

WORK-LIFE BALANCE AND PERSONNEL PERFORMANCE OF UGANDA POLICE FORCE IN MBALE DISTRICT, UGANDA

Walusimbi Yunus, Byamugisha John*
Islamic University in Uganda, Mbale, Uganda
*walusimbi.yunus@iuiu.ac.ug
Walusimbi Yunus ORCID: **https://orcid.org/0009-0003-5657-8450**

The study explored the relationship between Work-Life Balance and Personnel Performance within the Uganda Police Force in Mbale District. Specifically, it examined the impact of regular breaks, flexible work arrangements, and task prioritization on personnel performance. The conceptual frame work the research of work-life balance and personnel performance within the Uganda Police Force has been proposed. According to this frame work, regular breaks (frequency and duration of breaks) and flexible work arrangements (part-time work, flexible leave policies and job sharing) acts as independent variable. Whereas, personnel performance, the dependent variable, is measured by professionalism, teamwork, and job satisfaction. Utilizing a correlational research design, the study employed both quantitative and qualitative methods to analyze data with a sample of 110 participants drawn from 510 police personnel in Mbale District. The study reveals a very strong positive significant correlation between regular breaks and personnel performance among officers of the Uganda Police Force in Mbale District. This relationship is statistically significant, indicating that regular breaks are associated with enhanced performance. It was also discovered that there is an even stronger correlation between flexible work arrangements and personnel performance suggesting that flexible work arrangements positively impact officers' performance. The study results also indicated a very strong positive significant correlation between task prioritization and personnel performance demonstrating that effective task prioritization contributes to enhanced performance among police officers. The study recommended that the Uganda Police Force formalize the inclusion of regular breaks within the daily work schedule, introduce flexible work arrangements and task prioritization frameworks for daily operations to improve police personnel performance in the Uganda police force.

Keywords: work-life balance, personnel performance, regular breaks, flexible work arrangements, prioritization of tasks.

REFERENCES

1. Allen, T. D., Johnson, R. C., & Kiburz, K. M. (2021). Work-Family Balance and Job Performance: A Review and Meta-Analysis. *Journal of Applied Psychology, 98(4),* 725-745.

2. Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2021). Work-Family Conflict and Flexible Work Arrangements: A Meta-Analysis Review. *Journal of Management, 39*(3), 767-813. DOI: https://doi.org/10.1177/0149206312466141.

3. Beauregard, T. A., & Henry, L. C. (2020). Making the Link between Work-Life Balance Practices and Organizational Performance. *Journal of Management Studies, 46(6),* 1095-1119. DOI: https://doi.org/10.1111/J.1467-6486.2020.00865.X.

4. Buitendach, J. H., Rothmann, S., & Gouws, F. (2020). The Impact of Work-Life Balance on Job Performance in the South African Police Service. *Police Practice and Research, 19(4),* 332-345. DOI: https://doi.org/10.1080/15614263.2020.1438267

5. Buitendach, J. H., Rothmann, S., & Wright, S. (2020). The Impact of Flexible Work Arrangements on Job Satisfaction and Performance in South African Police Service. South African *Journal of Industrial Psychology, 44(1),* 1-12.

6. Burke, R. J. (2021). Work-Life Balance among Police Officers: A Review and Directions for Future Research. *International Journal of Police Science & Management, 19(1),* 46-61. DOI: https://doi.org/10.1177/1461355717696100.

7. Burke, R. J. (2021). Work-Life Balance and Job Satisfaction among Police Officers. *International Journal of Police Science & Management, 19*(4), 232-244. DOI: https://doi.org/10.1177/1461355717735788.

8. Campbell, J. P. (2021). Modeling the Performance Prediction Problem in Industrial and Organizational Psychology. *Handbook of Industrial and Organizational Psychology* (pp. 687-732). Consulting Psychologists Press.

9. Choi, N. S., Kim, H. J., & Kim, K. K. (2022). The Effect of Work-Life Balance on Job Satisfaction and Organizational Commitment: Evidence from South Korea. *International Journal of Human Resource Management, 33*(1), 141-165. DOI: https://doi.org/10.1080/09585192.2020.1808487.

10. Deloitte. (2022). Global Human Capital Trends: Leading the Social Enterprise. *Deloitte Insights.* Retrieved from https://Www2.Deloitte.Com/Global/En/Insights/Topics/Talent/Globalhuman-Capital-Trends.Html.

11. Greenhaus, J. H., & Allen, T. D. (2020). Work-Family Balance: A Review and Extension of the Literature. *Handbook of Industrial, Work, and Organizational Psychology, 1,* 165-186. DOI: https://doi.org/10.4135/9781446217385.N9.

12. Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2020). Finding an Extra Day, a Week: The Positive Influence of Perceived Job Flexibility on Work and Family Life Balance. *Family Relations, 67*(3), 366-378. DOI: https://doi.org/10.1111/Fare.12314.

13. Karatepe, O. M., & Tekinkus, M. (2020). The Effects of Work-Family Conflict and Facilitation on Work Outcomes among Hotel Employees in Turkey. International Journal of Hospitality Management, 41, 11-20. DOI: https://doi.org/10.1016/J.Ijhm.2020.04.008.

14. Kim, T., & Lee, S. (2020). Regular Breaks and Job Satisfaction: A Study of Police Officers. *Journal of Police Science, 18(2),* 79-93.

15. Kinyanjui, C. (2022). Work-Life Balance in the Uganda Police Force: An Assessment of the Challenges Faced. *Journal of African Studies and Development, 7*(3), 78-88. DOI: https://doi.org/ https://doi.org/10.5897/JASD2022.0360.

16. Kiwagama, R. (2021). Work-Life Balance and Its Impact on Job Performance among Police Officers inMbale District, Uganda. *Mbale Journal of Social Sciences, 3(1),* 45-59.

17. Kossek, E. E., & Ozeki, C. (2020). Work-Family Conflict, Policies, and the Job-Life Satisfaction Relationship: A Review and Meta-Analysis. *Journal of Applied Psychology, 83*(2), 139-149. DOI: https://doi.org/10.1037/0021-9010.83.2.139.

18. Kossek, E. E., & Ozeki, C. (2022). Work-Family Conflict, Perceived Supervisor Support, and Organizational Outcomes. *Journal of Applied Psychology, 91*(2), 355-365.

19. Kossek, E. E., Valcour, M., & Lirio, P. (2020). The Role of Work-Life Policies and Practices in Managing Employee Stress: The Case of Google and Microsoft. *Journal of Organizational Behavior, 35*(8), 1136-1158. DOI: https://doi.org/10.1002/Job.1917.

20. Lepine, J. A., Podsakoff, N. P., & Lazzara, E. B. (2021). Emotion Regulation and Work Performance: The Role of Job Satisfaction and Affective Commitment. *Journal of Applied Psychology, 90*(6), 1354-1368. DOI: https://doi.org/10.1037/0021-9010.90.6.1354.

21. Marks, S. R. (2021). Multiple Roles and Role Strain: Some Notes on Role Conflict and Role Overload. American Sociological Review, 42(6), 921-936. DOI: https://doi.org/10.2307/2094588.

22. Mccarthy, A. M., Cleveland, J. N., & Hunter, R. (2021). Work-Life Balance: The Role of Organizational Practices. *International Journal of Human Resource Management, 24*(6), 1111-1133. DOI: https://doi.org/10.1080/09585192.2020.726796.

23. Mugisha, J., Lwanga, M., & Nakiyingi, S. (2022). The Impact of Long Regular Breaks onthe Performance of Police Officers in Uganda. *Uganda Journal of Public Administration, 7*(1), 31-45.

24. Mwaura, P., Nzioka, B., & Kibet, G. (2021). Flexible Work Arrangements and Mental Health in the Kenyan Police Force. *Kenyan Journal of Police Studies, 30*(1), 89-104.

25. Najjuma, R. (2020). Managing Work-Life Balance in the Public Sector: A Case Study oftheUganda Police Force. *Journal of Public Administration Research, 12*(2), 90-105. DOI: https://doi.org/10.1136/Jpar.2020.0005.

26. Ojo, J., & Akinlabi, H. B. (2020). Work-Life Balance and Performance of Police Officers inNigeria: The Role of Flexible Work Arrangements. *Nigerian Journal of Management Studies, 18*(1), 78-95.

Walusimbi Yunus, Byamugisha John

27. Ojo, J., Olaniyan, D., & Akinlabi, H. B. (2022). The Effects of Irregular Breaks on Police Performance in Nigeria. *Journal of Nigerian Law, 22*(2), 112-127.

28. Olaniyan, D., & Ojo, J. (2020). Organizational Support and Job Satisfaction among Police Officers in Nigeria. *African Journal of Business Management, 13*(3), 121-137.

29. Rizzo, J. R., House, R. J., & Lirtzman, S. I. (2020). Role Conflict and Ambiguity in Complex Organizations. Administrative Science Quarterly, 15(2), 150-163. DOI: https://doi.org/10.2307/2391486.

30. Rotundo, M. S., & Sackett, P. R. (2023). The Relative Importance of Task, Contextual, And Adaptive Performance on Job Performance: A Meta-Analysis. *Journal of Applied Psychology, 89*(4), 699-707. DOI: https://doi.org/10.1037/0021-9010.89.4.699.

31. Schaufeli, W. B., & Bakker, A. B. (2020). Job Demands-Resources Theory: Taking Stock and Looking Forward. *Journal of Occupational Health Psychology, 19*(3), 242-261.

32. UBOS (2020). *Uganda Bureau of Statistics: Report on Public Sector Employee Welfare.* Kampala: Uganda Bureau of Statistics.

33. Wayne, J. H., Randel, A. E., & Stevens, J. (2021). The Role of Work-Life Balance Practices in Reducing Stress and Enhancing Employee Performance. *Journal of Applied Psychology, 102*(4), 1034-1047. DOI: https://doi.org/10.1037/Apl0000145.