

**RELATIONSHIP BETWEEN WORK-LIFE BALANCE INITIATIVES AND JOB  
SATISFACTION OF FEMALE EMPLOYEES AT IMPACT RESEARCH AND  
DEVELOPMENT ORGANIZATION, KENYA**

**BY**

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ABSTRACT

The role of work-life balance initiatives (WLBI) in today's organizations has continued to gain prominence due to globalization trend and organizational changes in the work set-ups. WLBI aims at reducing conflicting roles between family and work-life. The workforce at Impact Research and Development Organization (IRDO) is composed of 52% female and the organization has been experiencing over 40 % yearly turnover among women since 2010. In 2014, WLBI were introduced namely: flexi-time work arrangements, voluntary reduced working hours and alternative work schedules to enhance female employee's retention. Despite the introduction, turnover rate remained high suggesting lack of job satisfaction. Previous studies on WLBI and job satisfaction have not investigated the effect of flexi-time work arrangements, voluntary reduced working hours and alternative work schedules on job satisfaction. The purpose of this study was to investigate the effect of WLBI on job satisfaction of female employees. Specifically the study sought to: establish the relationship between flexi-time work arrangement and job satisfaction, examine the effect of voluntary reduced working hours on job satisfaction and determine the effect of alternative work schedules on job satisfaction of female employees at IRDO. A conceptual framework, anchored on Lawler's and Frederick Herzberg's motivation theory, with WLBI as the independent variable and job satisfaction as the dependent variable guided the study. A cross-sectional survey design of correlational type was used to obtain quantitative data. The target population was 451 female employees. The sample size was 212 selected through purposive sampling and questionnaires used to collect primary data, with a response rate of 89%. The pilot study involved twelve respondents. The overall reliability was established at 0.813 using Cronbach's Alpha Score. Validity of the instruments was achievement through expert's review. Descriptive data was analyzed using percentages, while regression analysis was used to establish the relationship between WLBI and job satisfaction. Study results indicated: Flexi-time work arrangements ( $\beta = 0.800$ ,  $R^2 = 0.835$ ,  $p = 0.000$ ), Voluntary reduced working hours ( $\beta = 0.935$ ,  $R^2 = 0.852$ ,  $p = 0.000$ ), and Alternative work schedules ( $\beta = 1.054$ ,  $R^2 = 0.909$ ,  $p = 0.000$ ) positively, significantly predicted job satisfaction. The study recommends the adoption of WLBI by IRDO management, for enhancement of job satisfaction. In academia, the study may ignite further research on WLBI benefits. Further research may be conducted in other organizations in Kenya in order to come up with best practice in managing WLBI programs.

# CHAPTER ONE: INTRODUCTION

## Background of the Study

This section presented an overview of the concept of work-life balance initiatives as a Human Resource Policy that enables employees to be able to schedule the hours of professional and personal life, in order to balance between work and family life. It also presented the research problem, objectives of the study, research hypothesis, justification of the study and the conceptual framework that the research adopted.

### 1.1 The Concept of Work-Life Balance

Work life balance is a state of equilibrium in which the demand of both professional and personal life is equal. It is the capacity to schedule the hours of professional and personal life so as to lead a healthy and peaceful life (Kanter, 1977). Kanter argued that work-life balance initiatives are the deliberate organizational changes in programs or organizational culture that are designed to reduce work-life conflict and enable employees to be more effective at work and in other roles. Kanter confirms that work to family interference occurs when demands and responsibilities of work rendering fulfillment of family demands and responsibilities of individuals more difficult. Kanter further argues that family to work interference occurs when family demands and responsibilities make it more difficult for an individual to fulfill work demands and responsibilities. Organizations are therefore increasingly pressured to design various kinds of practices to eliminate or reduce the pressure which is arising as a result of conflicting roles between family and work life (Grzywacz, 2000). Organizations can implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits.

The work life balance initiatives usually take the form of flexible work options, family or personal leave, and organizational assistance with childcare or eldercare (Estes and Michael, 2005). They confirmed that some of the work-life balance initiatives are as follows: flexible working hours, voluntary reduced working hours, tele-commuting, job sharing, part-time work, and alternative work schedules. A balanced life for women employees is one where they spread their energy and effort between key areas of importance. Parasuraman and Greenhaus (2002) observed that with the rapid economic growth and development in the

world that has created new activities and open new doors for all the business organizations, with the globalization trend that has put the organizations on the edge to retain their competitive advantage and the changes in business activities that bring changes in culture and perception of the employees as well as the organizational changes due to downsizing, mergers or acquisitions and radical changes in technology, all these have brought about change in the work setups. The employees in the present times are more involved in their jobs than in the last decade. The long working hours, work pressure, high demanding jobs, use of sophisticated technology make it difficult for employees to keep a balance between their job and their personal life (Nadeem and Abbas, 2009). Organizations are therefore increasingly pressured to design various kinds of practices to eliminate or reduce the pressure which is arising as a result of conflicting roles between family and work life.

According to Otieno (2015), balancing work and family demands can prove challenging for women climbing up the corporate ladder. Otieno argued that work-life balance is a discussion that everyone pursuing a career must think about; particularly for women because unlike men, they have a shelf life, given occupational choice, at one point will be influenced by family concerns, both present and anticipated. Otieno confirmed that women have turned down job offers because they are torn down between their jobs and families. Human resource managers and women still wonder whether spouse or family in general, could be a hindrance to career progression (Harvey, 1995). Otieno further ascertained in this article, that women admitted that they had gone as far as opting out of formal employment to look after their children and save their marriages or delay matrimony and parenting. Otieno further argued that women experience leadership and positions at the top of the pecking order differently, men's experiences are linear while women's are characterized by perpetual interruption and exits. The article further stated that men who are married advance more than single people, given they are able to give more resources to their jobs than single men because their wives provide additional support that may not be monetary but women who are married take lesser demanding jobs that are equally lower paying so as to combine their careers and their families in a bid to have it all, that is, a balance between the workplace role and the role in the family and this explains why there are more women in social and self employment than men, as this allows women to spend more time with their families. Women are challenged by the demands of their organization versus the commitments of their home. To address this concern, employers are urged to work out schemes that will attract and retain the employees for a longer period (Otieno, 2015).

While Otieno looked at the challenges facing women in top positions which are characterized by perpetual interruption and exits while for men in the same positions, the experiences are linear, the study did not address the effect of work- life balance initiatives on job satisfaction and how best to assist women employees to better balance their work and family responsibilities.

Duxbury and Higgins (2007) noted that women are more likely than men to report high levels of role overloads and caregiver strain. This is because women devote more hours per week than men to non-work activities such as childcare, elder care and are more likely to have primary responsibility for unpaid labour such as domestic work. Women also experience less spousal support for their careers than their male counterparts, and therefore they report higher levels of work-family conflict than men. The working sphere of women is changing at incredible pace due to progressive reduction in trade barriers, modern innovation in technologies, globally interconnected market place, cut throat competition and business rivalry and changing family and population patterns (Marks and Houston, 2002). The above factors bring out tense anxiety into the life of the women. This constant worries causes disorder on the psychological comfort of the women due to a feeling of diminished control over one's life and a hopeless perception that there is never enough time to have a sensible stability and balance in life. This mental stress for women has led to physical stress and cause ill health, headache, body ache, low morale, leading to various diseases such as, high blood pressure, diabetes or other psychiatric problems.

The concern over work-life balance is gradually becoming a common concern especially for women employees (Okeyo, 2015). Each role having different set of demands and when such role demands overlap, multiple problems are faced. Okeyo confirmed in her article that in reality, life and work over-lap and interact. In designing the work life balance policies, employers should take note that commitment of employees can make a difference between those companies competing within the same industry.

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While the concept of Work-life balance initiatives is gaining prominence in organizations in Kenya, with its intention of improving employee well being, the above studies looked at the determinants of work life balance initiatives, with specific focus on retention programs,

leadership support and supportive working conditions without looking at the specific aspects of work life balance initiatives effect on job satisfaction.

### **1.1.1 The Concept of Job Satisfaction**

According to Kaliski (2007), Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Kaliski argued that job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. It further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment. Kaliski confirms that a positive and healthy employee oriented culture translated into increased job satisfaction and productivity while work life imbalance caused relationship degradation. Relationships require nurturing, time and ongoing attention. Once it's damaged, it is often more difficult and time consuming to repair. Therefore job satisfaction is the favorableness or unfavorableness with which employees view their job. It results when job requirements suit to the wants and expectations of the employees.

Employee satisfaction describes whether employees are happy and fulfilling their desire and needs. Employee satisfaction helps in building commitment of employees towards organization. Afshan (2011) found out that satisfied employees show excellent performance that leads to organizational success thus result in improved financial success. Employee satisfaction increases the quality of work and leads to customer satisfaction because customer service eventually depends on the community who provides the service.

Job satisfaction creates innovative ideas among the employees and makes them focus towards achieving organizational goals. Employees are more satisfied when their expectations are met by the organization. Job satisfaction is considered as one of the main factor when it comes to efficiency and effectiveness of organizations (Brown, 2002). In fact the new managerial paradigm which insists that employees should be treated and considered primarily as human beings that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction in contemporary companies. When analyzing job satisfaction the logic that a satisfied employee is a happy employee and a happy employee is a successful employee is key (Brown, 2002).

Employees play critical role in determining the efficiency, effectiveness and sustainability of any organization. It is paramount to understand what motivates them and to what extent they are satisfied by the organization. The employee, who is able to maintain balance between private and professional life and having a high degree of job satisfaction, can contribute more to success of the organization (Burke and Burgess, 2003). Work task and work life are positively related. Every organization strives to create satisfied work force for the success of the organization because satisfied workers focus their efforts on the organizational performance. Total organizational performance depends on efficient and effective performance of individual employees of the organization.

Otieno (2010) examined the influence of work-life balance on job satisfaction and commitment of employees at the Commercial banks in Kisumu City, Kenya and the study revealed the influential factors of work-life balance contributing to job commitment of employees. Muli (2014) investigated work life balance initiatives and performance of employees of Commercial banks in Kenya. The findings revealed that there is a significant positive statistical relationship between human resource financial incentives and human resource work family support services with employee performance. Muindi (2013) analyzed the determinants influencing employee work-life conflict among secondary school teachers in Machakos district, Kenya and specifically, focused on rewards such as; comfortability with the current pay, agitation for better pay and underperformance as an outcome of poor pay, and how it affects job satisfaction. The findings revealed that family demands, work demand and gender biasness influenced work life conflict among secondary teachers in public schools in Machakos District, Kenya. Kabera (2012) studied the retention programs of human resource in the private security firms located in Nairobi, Kenya, and lastly, Kioko (2012) assessed factors that cause employee work-family life conflict: a case of commercials banks in Nairobi-Kenya and his study focused on issues on job design, work environment and rewarding and how they negatively influence work life balances in the industry.

While the above studies have focused on the determinants of work-life balance initiatives practices in Kenyan organizations, they did not show the effect of flexi-time work arrangement, voluntary reduced working hours and alternative work schedules on job satisfaction of female employees. Therefore this study sought to address the effect of work-life balance initiatives on job satisfaction of female employees with particular reference to Impact Research & Development Organization.

### **1.1.2 The Non Governmental Organizations in Kenya**

Non-governmental organizations (NGOs) play an important role in Kenya's economy. The organizations work exclusively to meet community needs and especially improve the lives/benefits of the community within areas which they operate, with intentions to create sustainable capabilities.

Impact Research and Development Organization (IRDO), a Non Governmental Organization in the field of HIV prevention, care and treatment was registered in 2003, and provides a range of HIV prevention services such as Voluntary Medical Male Circumcision, HIV testing and counseling, Evidence Based interventions and carrying out various researches related to HIV prevention. The organization's key mandate is to create, develop and sustain empowered and healthy individuals and communities, by solely supporting vulnerable groups specifically the women and the children (IRDO policy manual, 2014). In an attempt to fulfill the mandate, the organization has mainstream recruitment of employees to women and the challenged persons within its zone of operation namely, Busia, Kisumu, Migori, Homa Bay, Siaya, Trans Nzoia, Pokot and Turkana Counties as it provides services to the vulnerable individuals and communities.

The organization, as a result of mainstreaming of recruitment of employees to women and the challenged persons in the community, 52 percent of the workforce were female employees. Despite IRDO focusing on recruitment of female workforce, female employees' turnover over the last three years was high, with an average annual turnover of 40 percent (IRDO, 2014). Given IRDO management viewed employees as a critical resource, in 2014, as a means of retaining the female employees, the management introduced work-life balance initiatives in its policy. These were: flexi-time work arrangement that allows employees to vary their start and finish times provided a certain number of hours are worked, voluntary reduced working hours which is an arrangement, which allows two employees to jointly fill one fulltime job, with responsibilities and working time shared or divided between them and lastly alternative work schedules which is an arrangement whereby employees work longer shifts in exchange for a reduction in the number of working days in their work cycle for example, on a weekly or biweekly basis.

With the perpetual exits of women, the effect of work-life balance initiatives and specifically the effect of flexi-time work arrangement, voluntary reduced working hours and alternative

work schedules on job satisfaction of female employees were not known given the high turnover of female employees.

## **1.2 Statement of the Research Problem**

Work-life balance means the capacity to schedule the hours of professional and personal life so as to lead a healthy and peaceful life. Workers have many competing responsibilities such as work, children, housework, spouse and elderly parent care and this places stress on individuals, families and the communities. Impact Research & Development Organization, like all other Non Governmental Organizations is facing stringent conditions from the donors to demonstrate results. In order for the organization to achieve its goal, the business hours of the facilities were extended, with the aim of allowing the clients the flexibility to visit the facilities for services at their own convenient times. As a result of extended business hours, employees worked for longer hours and this led to a turnover of over 40 % annually among women since 2010. Therefore, the challenged IRDO faced was maintaining women employee. In order to reduce the high turnover, in 2014 the organization introduced flexi-time work arrangement, voluntary reduced working hours and alternative work schedules in an effort to improve productivity, and more importantly to help employees maintain work-life balance, given the organization recognizes that employee welfare affects the bottom line of the business. Despite the introduction of work life balance initiatives at IRDO, the turnover rate of female employees still remained high. Past studies have looked at the determinants of work-life balance initiatives, with none of them investigating the effect of flexi-time work arrangement, voluntary reduced working hours and alternative work schedules on job satisfaction of female employees, like IRDO given their unique working timelines of attending to the members of the communities at their convenient times. It is on this basis that this study sought to investigate the relationship between work-life balance initiatives and job satisfaction of female employees of Impact Research & Development Organization in Kisumu, Kenya.



## **1.3 Research Objectives**

### **1.3.1 Main Objective**

The main objective of the study was to investigate the effect of work life balance initiatives on job satisfaction of female employees, at Impact Research & Development Organization.

### **1.3.2 Specific Objectives**

Specifically the study sought to:

- i. Establish the relationship between flexi-time work arrangement and job satisfaction of female employees at Impact Research & Development Organization.
- ii. Examine the effect of voluntary reduced working hours on job satisfaction of female employees at Impact Research & Development Organization
- iii. Determine the effect of alternative work schedules on job satisfaction of female employees at Impact Research & Development Organization.

## **1.4 Research Hypotheses**

### **Research Hypothesis**

This research was guided by the following research hypothesis:

H0<sub>1</sub>: There is no relationship between flexi-time work arrangements and the level of job satisfaction of female employees at Impact Research & Development Organization.

H0<sub>2</sub>: Voluntary reduced working hours has no effect on the job satisfaction of female employee's at Impact Research & Development Organization.

H0<sub>3</sub>: Alternative work schedules have no effect on job satisfaction of female employee's at Impact Research & Development Organization.

## **1.5 Scope of the Study**

The study focused on all women employees at Impact Research and Development Organization (IRDO), spread in Busia, Kisumu, Migori, Homa Bay, Siaya, Trans Nzoia, Pokot and Turkana Counties with a total of 451 female employees. The Non-Governmental Organization with the Head office in Kisumu is driven by a principal mandate to design and implement public health programs and research that benefit vulnerable populations, especially young people and women in Kenya. Predominantly, the study focused on how female employees manage to balance between work life and family life.

Work life balance initiative was the independent variable for the study which was measured by three sub variables: flexi-time work arrangements, which was determined through questions as to whether or not the organization offers flexibility of when to start and end the day's work and if the employee's supervisor understands and supports flexi-time work arrangement. Voluntary reduced working hour was determined through some of the following questions as to whether or not the employee's duties and responsibilities are co-shared and if the work allotted to the employees is according to their preference and skills and therefore in

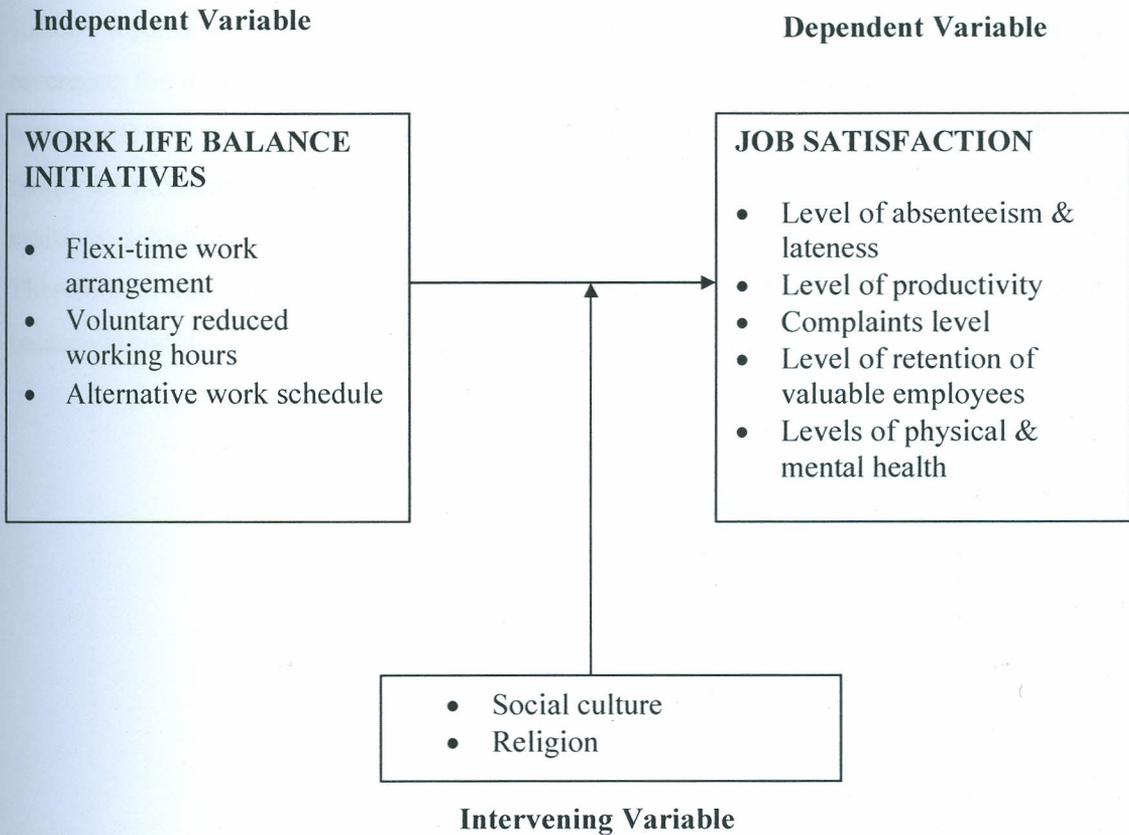
a position to do it better. For Alternative work schedules, some of the questions were as follows: whether or not the organization allows working for longer days per week to get a day off and if the employees do schedule their preferred day-offs supported by their co-workers and the supervisor. The dependent variable was Job Satisfaction that was measured with the following sub variables: the levels of absenteeism & lateness, levels of productivity, levels of complaints, levels of retention of valuable employees and levels of physical and mental health. The research work was conducted for a period of two months from October to November, 2015.

### **1.6 Justification of the Study**

Work-life balance in the present business context is of prime importance because of the nature of today's modern workforce characterized by higher rates of labour market participation involvement by the women in the workforce and in senior positions. Therefore the choice of Impact Research and Development Organization (IRDO), as a study area was due to the fact that half of the organization's workforce was women, given its mandate of giving back to the society by focusing on the vulnerable and giving employment priority to women in the communities that the organization operates in, which is in line with the organizational policy of empowering the women, children and the vulnerable.

The information obtained and analyzed may serve to inform the policy makers to improve on practices that are typically associated with 'family-friendly' provisions for better decision making and planning, which may ease the stresses on female employees so as to create a society where work and family complement one another. Policy makers also need to create awareness of the benefit of these programs amongst the employers through training and education in order to encourage and facilitate the use of work life balance initiatives. In academic field, the study may ignite further research on work life balance initiatives benefits. In practice and specifically to NGOs, the study will provide insight information on the benefits of practicing work-life balance initiative programs, tailor made to suit their own particular needs and corporate culture.

## 1.7 Conceptual Framework



**Figure 1.1: The relationship between Work-life Balance Initiatives and Job Satisfaction**

Source: (Adapted from Herzberg, 1976).

This study was guided by the conceptual framework in figure 1.1. According to Kothari (2009), the conceptual framework is based on the concept that any change in the independent variable results into a change in the dependent variable. The conceptual framework hypothesized that there was a relationship between work life balance initiatives and employees job satisfaction. The independent variable for the study was the Work Life Balance Initiatives which was measured by three sub variables. The first was the Flexi-time Work Arrangement, the second was Voluntary Reduced Working hours and the last was the Alternative Work Schedules. The dependent variable was Job Satisfaction of female employees of the organization that was measured by absenteeism and lateness levels, level of productivity, complaints levels, level of retention of valuable employees and levels of physical and mental health.

The relationship between work-life balance initiatives and job satisfaction has been mitigated by culture and religion. Culture is defined as beliefs or customs that relate to particular society, leading to their own ways of life and thinking, while religion is the belief in and reverence for a supernatural power. These are important determinants in influencing the women lifestyle in the society. Culture and religion demand that women manage their daily family or motherhood requirements of the family on one side and on the other side, the multiple schedules, business requirements and other routine responsibilities at work. Therefore in this study, culture and religion will influence the relationship of work-life balance initiatives and job satisfaction, either positive or negative.

## CHAPTER TWO: LITERATURE REVIEW

### Introduction

This section reviewed the theoretical and empirical literature of the key study variables. The review was intended to identify the research gaps. The literature reviewed more precisely examined the existing literature on work-life balance initiatives, and how it affects the job satisfaction of employees in organizations.

### 2.1 Theoretical Literature Review

This study was anchored on Lawler's job satisfaction theory of 1989 and Frederick Herzberg's two factor motivation theory of 1976. Lawler, in his theory believed that job satisfaction was driven by a motivational framework. The idea deals with how a person measures job satisfaction based on what they got versus what they feel they deserved. According to Lawler (1989), satisfaction is determined by the difference between the exact amount a person received and what they expected. Therefore, dissatisfaction occurs when a person receives less or more than what was expected. Lawler explains job satisfaction in three basic conditions: The Fulfillment theory, The Discrepancy theory, and The Equity theory (Lawler, 1989).

According to the Fulfillment theory, the basic rule of the happiness of workers is to satisfy their demands and getting their wishes. Workers are satisfied if their demands are totally provided. The more a worker earns the more he is satisfied and the less a worker earns the less he is satisfied. A higher rank job or an interesting job can satisfy them too. The Discrepancy theory suggests that a person's job satisfaction comes from what they feel is important rather than the fulfillment or un-fulfillment of their needs. What the workers are expecting and what they are getting. Their expectations, evaluations and hopes of workers about their works are more important than what they are having in real. Discrepancy theory suggests that dissatisfaction will occur when a person receives less than what they want. In Equity theory, workers ponder about what their contribution to the work is and the job's contribution to them. It means creating an attitude of worker against the work done. If the worker is paid over his work, the feeling of guilt sets in but if under paid what the worker deserves, the feeling for justice will rise. Thus, this theory is suited to best explain the

relationship among work-life balance initiatives and the employees various aspect of job behavior.

Frederick Herzberg's two-factor theory also known as Motivation-Hygiene theory attempts to explain satisfaction and motivation in the workplace (Herzberg, 1976). The theory states that satisfaction and dissatisfaction are driven by different factors: motivation and hygiene factors respectively. Herzberg suggested a two-step approach to understanding employee motivation and satisfaction. These are categorized as 'Motivators' and 'Hygiene' factors. The Hygiene factors include aspects of the working environment such as company policies, supervisory practices, interpersonal relations, salary, status, job security, personal life and other working conditions. These factors are extrinsic to the work itself and do not lead to higher levels of motivation, but without them there is higher dissatisfaction: therefore, extrinsic motivators are expected and so cause dissatisfaction if they are absent. They are needed to maintain a level of no dissatisfaction (Herzberg, 1976).

According to Herzberg (1976), the second component is the motivators' factors which are a set of intrinsic conditions. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals (Herzberg, 1976). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities, career advancement, level of responsibility and the Job itself. These motivating factors are considered to be intrinsic to the job and on the other hand, can provide extra motivation. Because of this, satisfaction and dissatisfaction are independent; one does not necessarily increase exactly as the other decreases. Therefore Herzberg stressed the need for a favorable work environment, given enriched jobs rather than pay, supervision motivate employees more than routine jobs. He advised managers to redesign jobs to provide opportunities for individual achievement, recognition, responsibilities, advancement and personal growth. Therefore management is tasked with differentiating when more job satisfaction is needed (providing intrinsic motivators) and when less job dissatisfaction is needed (providing extrinsic motivators).

While Herzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman and Oldham (2002) suggesting that Herzberg's original formulation of the model may have been a methodological artifact. However Researchers have also shown that professional employees have different work

preferences for which Herzberg did not account for (Buford and Bedeian, 1995). The theory also does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating and hygiene factors such that it assumes that happy employees produce more. Finally, the model has been criticized in that it does not specify how motivating and hygiene factors are to be measured.

Herzberg's and Lawler's theories are suited to study the effect of work life balance initiative on the levels of job satisfaction of employees in an organization. This is because both theories suggest that a person's job satisfaction comes from what the workers are expecting and what they are getting, their evaluations and hopes. The theories are suitable in describing the information to have about an employee in an organization as a valid measure of their overall level of job satisfaction.

Flexi-time work arrangement and job satisfaction. According to Kirby and Krone (2002), quality of work life balance initiatives in an organization include; policies covering flexible work arrangements, child and dependent care, family and parental leave. Flexi-time work arrangement allows employees, to determine the start and end times of their working day, provided a certain number of hours is worked. This can allow employees to meet family or personal commitments/emergencies during the day or to reduce their commuting time by starting and ending work before or after the rush hour. Herzberg's and Lawler's theories provide an understanding of why the Flexi-time work arrangement program can either lead to positive or negative job outcomes. This is because the theories of Herzberg's and Lawler's are about satisfaction and dissatisfaction which are driven by motivation and hygiene factors and what the workers are expecting and what they are getting respectively. Herzberg's theory also talked of job redesign and flexi-time work arrangement is also a form of job redesign.

Voluntary reduced working hours is an arrangement which allows two employees to jointly fill one fulltime job, with responsibilities and working time shared or divided between them (Estes and Michael, 2005). Estes and Michael confirmed that apart from the obvious advantage of allowing employees more time for other commitments, including family responsibilities, job sharing also facilitates the development of partnerships, where job sharers can learn from each other while providing mutual support. It can benefit employers as well by increasing productivity and combining a wider range of skills and experience in a single job. In some cases, such an arrangement can also provide additional coverage during

busy periods, while ensuring continuity of coverage when one partner is on sick leave or holidays (Kirby and Krone, 2002). Herzberg's theory stressed on the need for a favorable work environment, given enriched jobs rather than pay, motivates employees' more than routine jobs. Therefore the theory suggests an opportunity for managers to redesign jobs to provide opportunities for individual achievement, recognition, responsibilities, advancement and personal growth and therefore it provides an understanding for provision of voluntary reduced working hours as a form of job redesign and its effect on the workers expectation.

Alternative work schedule is an arrangement whereby employees work longer shifts in exchange for a reduction in the number of working days in their work cycle for example on a weekly or biweekly basis (Estes and Michael, 2005). This may be beneficial to employees in terms of additional days off work and reduced commuting time, whereas employers can extend their daily operating hours, with less need to resort to overtime. According to Golden (2001), compressed work week arrangements may be particularly useful for employees who wish to reduce the number of days per week spent at work, but who cannot financially afford to decrease their working hours. Golden confirms that compressed work weeks are often initiated by the employee, but sometimes the employer may initiate with the option to improve operational efficiency, to maximize production or to establish longer business hours which can enhance customer service. Frederick Herzberg's two-factor theory and Lawler's theory have been utilized to provide an understanding of workers pondering about what their contribution to the work is and the job's contribution to them is. This will make employees feel obligated or not to their jobs and therefore the effect of Alternative work schedule on job satisfaction being either positive or negative.

## **2.2 Empirical Literature Review**

This sub-section reviewed empirical literature on the study variables.

### **2.2.1 Work life balance initiatives and employee job satisfaction**

Work life balance practices are organizational changes designed to reduce work- family conflict (Nadeem and Abbas, 2009). They confirmed that work life balance practices enable employees to be effective in both work and personal roles. The more control employees have on their lives, the more able they are to balance work and family. And this balance in work and life domains enhances quality of personal relationship and organizational outcomes. Thus, successfully balancing work and family life is one of the major challenges facing

current individual workers (Halpern, 2005). Casper and Buffardi (2004) notes that commitment towards self development, allegiance to family and social life in order to fulfill the demands and duties along with organizational obligations are imperative for any individual employee. Casper and Buffardi confirmed that strong and supportive organizational culture increase employee intent to remain in the organization. Purcell and Hutchinson (2007) observed that Work Life Balance Initiatives help develop a performing culture that encourages high performance in areas such as productivity, quality, customer service, growth, profits and eventually contribution towards shareholder value.

Tanvi and Fatama (2012) analyzed the job satisfaction and retention programs of employees in the banking sector of the main metropolitan city Chennai. Descriptive research design was used. The research was carried out in six commercial banks. The analysis proved that intent to quit is positively and significantly associated with job commitment. The results also revealed that businesses are also facing increasing demands to raise efficiency and become more responsive to customers and employees. The study findings further revealed that for employees, it is no longer just a matter of remuneration and promotional prospects; they also make employment decisions on how well their current or potential workplace can support a balance between personal lives and paid occupation.

Hudson (2005) sought to establish whether work-life balance initiatives and practices could be considered as strategic human resource management decisions that could translate into improved individual and organizational performance in organizations in Australian and New Zealand. Descriptive research design was used. The results of studies reviewed showed the outcomes and the benefits of implementing work-life balance practices not only for employees themselves, but also for their families, organizations and society. The study also revealed that having enough time for family is fundamental to the New Zealand way of life. The study also noted the semantic shift from work-family balance to work-life balance that arises from a recognition that care of dependent children is by no means the only important non-work function. The findings concluded that supervisors needs to enthusiastically support the integration of paid work and other responsibilities, so as to enable employees to take up available work-life programs, given current competitive environment demands balanced personal and work life. For every human being, work as well as family is of utmost importance.

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underperformance, and its influence on work life conflict was also studied. Descriptive survey method was used to conduct the study. The study comprised of 127 teachers selected through stratified random sampling from the total population of 550 teachers. The findings revealed that family demands, work demand and gender biasness influenced work life conflict among secondary teachers in public schools in Machakos District, Kenya. The study further concluded that school management and the relevant Ministry of Education Departments should address the issue of rewards and compensation, provide guidance to the teachers so as to overcome family issues and pressures, reduce the work loads, regulate work groups and ensure proper implementation of gender policy.

Muinde (2012) studied the extent to which work life balance practices are adopted in horticultural farms in Naivasha-Kenya. The study adopted a census research design. Data was collected from the human resources managers from 20 horticultural farms in Naivasha using a self administered structured questionnaire. The results of the study indicated that horticultural farms in Naivasha have adopted practices relating to time and to the job to a great extent while practices relating to the place and to the benefits have been adapted to a moderate extent only. In particular, the farms should introduce employee assistance programs and study leave in order to empower the employees to make better use of the other practices they have been provided with. Further, the farms need to consider introducing flexible working hours and increased work autonomy so that the employee can schedule their work in a manner that allows them to attend to non work matters during off peak working hours/seasons. The study also revealed that it would be beneficial if further research could be conducted across horticultural farms in the entire country since the study focused on Naivasha constituency only.

Based on the above empirical evidence as pointed out by Tanvi and Fatama (2012), Hudson (2005), Otieno (2010), Muli (2014), Kioko (2012), Muindi (2013) and Muinde (2012), the organizations both in Kenya and the rest of the world are slowly embracing the implementation of work-life balance initiatives practices. These studies have focused on the determinants of work-life balance initiatives such as supportive leadership and working policies, work and family conflicts management and retention programs. None of the above researchers looked at the effect of work-life balance initiatives on job satisfaction of female employees, given the burden on female employees resulting from the competing norms of work and family as a result of changes in the family demographics, with increased women

seeking formal jobs. This study therefore sought to find out if the recently introduced flexi-time work arrangement, voluntary reduced working hours and alternative work schedule at Impact Research & Development Organization was serving the intended purpose of improving the employees' well-being through increase in job satisfaction with special attention to women employees.

### **2.2.2 Flexi-time work arrangement and employee job satisfaction**

A Flexi-time work arrangement allows employees' to vary their start and finish times provided a certain number of hours are worked (Russel, O'Connell and McGinnity, 2007). This arrangement allows employees to meet family or personal commitments and enable employees to respond to both predictable and unpredictable circumstances, during the working hours or to reduce their commuting time by starting and ending work before or after the rush hour (Russel, O'Connell and McGinnity, 2007). Organization actively seeks to improve job satisfaction by introducing flexible working hours to employees given it motivates them to focus on their work. Changes in economic and technological factors have encouraged the adoption of flexi-time work arrangements by organizations. This is in response to increased competition, market volatility, changes in the family demographics with increased women seeking formal jobs, dual-earner couples, single-parent families' and guardians undertaking elder care responsibilities (Bond et al., 2003).

Onyango (2013) did an investigation into the factors influencing usage of flexible working arrangements in organizations in Kenya: a case of Sony Sugar Company. The study identified factors that influence the use of flexible working arrangements so that organizations would find or make the working arrangements consistent with their short and long term objectives and subsequently integrate them into human resource and business plans. Descriptive survey method was used to conduct the study, with a sample size of 65 respondents. Findings revealed that usage of flexible working arrangements can be achieved by the factors such as supportive colleagues; supportive working conditions and laid down employee oriented policies. The findings showed that there was a positive relationship between flexible work arrangements and the supportive factors.

Kabera (2012) studied the retention programmes of human resource in the private security firms located in Nairobi, Kenya; one of her independent variables was flexi hours.

Descriptive survey method was used to conduct the study, with a sample size of 82 respondents. The study findings revealed that the outcomes and the benefits of implementing flexi hours are not only for the benefit of employees themselves, but also for their families, organizations and society at large and that there is a significance relationship between retention programmes and employee commitment. It further revealed that there are some factors of organizational work-life culture that may compromise use of flexi hours.

While Onyango (2013) looked at the determinants of flexible work arrangements and Kabera (2012) investigated the retention programmes with focus on flexi hours, none of them investigated the effect of Flexi-time work arrangement on job satisfaction. Therefore this study sought to found out the effect of flexi time work arrangement on job satisfaction of female employees that remains unknown with special reference to Impact Research & Development Organization.

### **2.2.3 The effect of voluntary reduced working hours on job satisfaction**

Voluntary reduced working hours is an arrangement which allows two employees to jointly fill one fulltime job, with responsibilities and working time shared or divided between them (Russel, O'Connell and McGinnity, 2007). This is an arrangement whereby two employees share the work of one full-time position, dividing pay and benefits between them according to the time each works. Job sharing can involve splitting days or weeks, or less frequently working alternate weeks. Apart from the obvious advantage of allowing employees more time for other commitments, including family responsibilities, voluntary reduced working hours also facilitates the development of partnerships, where staff can learn from each other while providing mutual support (Greenhaus and Powell, 2006). It can benefit employers as well by increasing productivity and combining a wider range of skills and experience in a single job. In some cases, such an arrangement can also provide additional coverage during busy periods, while ensuring continuity of coverage when one partner is on sick leave or holidays. It also means that a wider employment pool can be tapped.

Muli (2014) studied work life balance initiatives and performance of employees of commercial banks in Kenya. The study examined the separate and combined effects of work life initiatives, leadership and employee behavior as predictors of employee performance in Kenyan commercial banks. One of the specific objectives was; to determine the extent of the

awareness of voluntary reduced working hours within employees of commercial banks in Kenya. The findings indicated that there is a significant positive statistical relationship between human resource financial incentives and human resource work family support services with employee performance. In addition, the findings revealed that leadership was an explanatory variable in explaining the relationship between work life initiatives and performance. The findings revealed that on human resource work family support services; there is a need to include all cadres of employees into the programs and standardize the services to all sectors.

Wainaina (2015) investigated into the determinants of commitment among the academic staff in the public and private universities in Kenya. The five independent variables investigated included workplace spirituality, work-life practices, employee direct participation in decision making, employee non-monetary benefits and terms of employment. The study adopted a cross-sectional study research design. The sample size was 347 academic staff. The findings revealed that there was a strong positive linear relationship between the independent variables workplace spirituality and employment terms and organizational commitment. The relationship between work-life balance practices and organizational commitment was also positive but weak. Employee participation in decision making and employee non-monetary benefits both had a moderate linear relationship with organizational commitment.

Study of Muli (2014) looked at leadership support as an important factor in determining the outcomes of work life balance initiative practices, factoring in the extent of the awareness of voluntary reduced working hours while Wainaina (2015) looked at the determinants of employee's commitment as a result of work-life balance initiatives. Both Wainaina and Muli have not investigated the effect of employee job satisfaction levels as a result of voluntary reduced working hours. This study therefore sought to find out the effect of Voluntary reduced working hours on female employees particularly at Impact Research & Development Organization that remains unknown.

#### **2.2.4 Alternative work schedule and employee job satisfaction**

According to Estes and Micheal (2005), Alternative work schedule is an arrangement whereby employees work longer shifts in exchange for a reduction in the number of working days in their work cycle for example, on a weekly or biweekly basis. This is beneficial for

employees in terms of additional days off work and reduced commuting time, whereas employers can extend their daily operating hours, with less need to resort to overtime. Estes and Michael confirms that Alternative work schedule arrangement is particularly useful for employees who wish to reduce the number of days per week spent at work, but who cannot financially afford to decrease their working hours. These schedules are often initiated by the employee, but sometimes the employer may initiate the option to improve operational efficiency, to maximize production or to establish longer business hours which can enhance customer service. This also allows staff members wishing to attend courses relevant to their professional development.

According to UN Secretariat survey (2009) in Kenya, the purpose of the survey was to identify areas for further improvement in the use and implementation of work life balance initiatives with one of the objective on alternative work schedule policy. The findings of the survey were that the management needed to raise awareness about the availability of alternative work schedule, given majority of employees were not aware of the existence of this policy. The findings revealed that support and commitment from top management and senior leadership is crucial for supervisors to be able to fully implement the use of alternative work schedule in their departments. Management's open support of alternative work schedule can also have a positive impact on staff commitment to the organization.

UN Secretariat survey (2009) looked at the extend of awareness of availability of alternative work schedule programs by employees as well as support by the top management and senior leadership on full implementation but have not investigated effect of alternative work schedule against levels of job satisfaction of female employees in Kenya. It was on this basis that this study sought to determine the effect of alternative work schedule on job satisfaction of female employees at Impact Research & Development Organization that remains unknown.

### **2.3 Summary of the Literature**

The literature reviewed above presented the theoretical and empirical perspectives of work-life balance initiatives. The review clearly indicated that there is an increasing trend for organizations in Kenya to implement more family friendly policies. Studies by Tanvi and Fatama (2012), Hudson (2005), Otieno (2010), Muli (2014), Kioko (2012), Muindi (2013),

and Muinde (2012) focused on the effect of separate components of the family friendly policies, but have not investigated the effect of flexi-time work arrangements, voluntary reduced work hours and alternative work schedules on job satisfaction of female employees in Kenyan organizations, with multiple roles. Based on the presented empirical evidence, the mechanism through which work-life balance initiatives affect job satisfaction of female employees at Impact Research & Development Organization remains unknown.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **Introduction**

This section described the logical sequence of research methods and techniques that were employed in collecting the information. It provided an explicit description of the research design, the target population, the study area, population sample size and sampling procedures, and a basis for planning, selecting and developing research instruments. Lastly, it described the procedures for applications of the instruments' and analysis techniques employed. Therefore, the methodology outlined the source of data, sampling procedures, data collection instruments and collection methods.

### **3.1 Research Design**

Cross-sectional survey design involving both descriptive and correlational research designs was undertaken. According to (Sekaran and Bougie, 2009) there is no single perfect design, hence the use of the two designs to achieve the optimal results. Descriptive survey research design was used to describe/observe possible behavior and attitudes of individuals and in this case the various aspects of job behavior were studied. According to (Cohen and Marion, 1994) a survey research design gathers data at a particular point in time with the intention of describing the nature of existing conditions while providing a description of trends, attitudes or opinions of a population by studying a sample of that population with the intent of generalizing from the sample to the population. Correlational research is basically concerned with assessing relationships among variables based on the premise that if a statistically significant relationship exists between two variables, then it is possible to predict one variable based on the information available on another variable (Mugenda, 2008). It is a measure that indicates how one variable varies in relation to another.

### **3.2 Study Area**

This study was conducted at Impact Research & Development Organization (IRDO) that has offices in nine counties namely Kisumu, Siaya, Homabay, Migori, Busia, Uasin Gishu, Trans Nzoia, Turkana, and West Pokot with a total of 870 employees of which 451 are females. This study strived to understand their experience with work life balance initiatives and if it supports them to strike a balance with their multiple roles in the society.

The study area coordinates were as follows: Kisumu County is situated in Nyanza, Kenya with a population of 409,928 (2009 census), with geographical coordinates of 0° 5' 51" South, 34° 45' 16" East. It is the third largest city in Kenya. Siaya County is also situated in Nyanza, Kenya, with geographical coordinates of 0° 33' 36" North, 34° 17' 10" East. Homa Bay County is situated in Nyanza, Kenya; its geographical coordinates are 0° 31' 0" South, 34° 27' 0" East. Migori County is situated in Nyanza, Kenya, with geographical coordinates of 1° 4' 0" South, 34° 28' 0" East with a population of 917,170. The town is located 63 km south of Kisii and 22 km north of the Tanzanian border.

Busia County is situated in Western, Kenya; its geographical coordinates are 0° 28' 0" North, 34° 6' 0" East. Uasin Gishu County is, located in the former Rift Valley Province, with geographical coordinates of Latitude: 0°33'20.09"N, Longitude: 35°18'48.03"E. Turkana is the largest county in Kenya. It is situated in Eastern, Kenya, with geographical coordinates of 0° 34' 0" North, 38° 12' 0" East. West Pokot County has a population of 512,690 (2009 census) and an area of 8,418.2 km<sup>2</sup>.

### **3.3 Target population**

The total number of both male and female employees at Impact Research & Development Organization on one year contract, subject to renewal depending on availability of funds, is 871. The target population for this study consisted of 451, which is the total number of female employees. The employees were drawn from all departments/ programs within the organization, as shown in Table 3.1.

The study focused on IRDO women employees because the workforce was composed of 52% women and characterized by perpetual exits, with an annual turnover of 40 % yearly since 2010 (IRDO, 2014). The exits suggested high levels of role overloads and care giver strain because women devote more hours per week than men to the non-work activities such as child care and other domestic work.

Table 3.1: Target Population of the Departments and Sample Size

Programs /Departments	Total population Targeted.	Female Desired sample size
Voluntary Medical Male Circumcision	148	79
Evidence Based Interventions	132	52
HIV Testing and Counseling	67	31
Key Populations	48	22
One Child at a time ( Vulnerable Children)	26	13
Business System Unit	30	15
<b>TOTAL</b>	<b>451</b>	<b>212</b>



Source of Table: Impact Research & Development Organization Survey Data (2015)

### 3.4 Sampling Frame and Sampling Size

A sample chosen from the general population must ensure the right respondents are targeted (Cavanna, Delahaye and Sekaran, 2001). According to Kothari (2009), sampling is used in research where a certain volume of items (sample size) is taken from the whole population and measured and analyzed. The findings will then be inferred on the wider population. Purposive sampling was used because of the specific group: female employees within the organization with similar characteristics of role overload, used for the research study. The sample size was determined by Mugenda and Mugenda (2003), recommended formula of calculating the desired sample size as stated below, when the target population is less than 10,000

$$nf = \frac{N}{1+Ne^2}$$

Where nf= desired sample size (population less than 10,000)

N= total population size (451 female employees)

e = relative tolerable error (0.05)

l = constant number

$$\text{Therefore, } nf = \frac{451}{1+(451)0.05^2} = 212$$

The recommended sample size was **212** employees.

A sample size of 212 female employees was issued with questionnaires to administer as shown in the table 3.1. For non-respondents, a replacement for those not sampled from within the same department was done.

### **Analysis of the Response Rate**

The researcher distributed 212 questionnaires to all IRDO offices, out of which 188 were correctly filled and collected. This translated into a response rate of 88.7%. This response rate was acceptable for this study. According to Rogelberg and Stanton (2007), when cross-sectional studies of survey design are conducted at the individual level, the expected response rate is 50 %. Therefore the above response rate met the criterion hence the response rate was appropriate for this study.

## **3.5 Data Collection**

### **3.5.1 Sources of Data**

The researcher used self administered questionnaires as research tools to collect data from the respondents. This approach was considered to be the most appropriate for the study because it enabled the researcher to collect as much data as possible. The questionnaire comprised of closed-ended questions which were drawn in accordance with the set objectives of the study. The closed-ended questions facilitated consistency of data across respondents.

### **3.5.2 Data Collection Procedure**

The Researcher first acquired an introduction letter from the Dean of the School of Graduate Studies before going to the area of study where permission was sought and then appointments made for the day of data collection according to the convenience of the respondents. Data was collected by administering the designed questionnaire to a sample of 212 female employees of Impact Research & Development Organization. The questionnaires were completed in the presence of the researcher or the research assistants. To encourage open

responses, the questionnaire was anonymous. The completed questionnaires were then collected for analysis.

### **3.5.3 Instrument for Data Collection**

One type of questionnaire was used to collect data from the various strata of respondents. The questionnaire consisted of self administered structured questions. The questions had two sections: section A which comprised of questions relating to background information of the respondents, while section B comprised of questions relating to work life balance initiatives and job satisfaction. The structured questions were on a five-point Likert scale for ease of analysis with the number one representing the lowest attribute of a variable and five the highest.

### **3.5.4 Reliability of Data Collection Instrument**

According to Mugenda and Mugenda (2003), reliability ensures the degree of consistency or stability and therefore involves examining the research instruments for reliability in relevance, clarity and effectiveness of items. In achieving this, a pilot study was carried out at the Head Office in Kisumu, among those respondents who did not form part of the final sample size, so as to detect any major challenges that were likely to result from the research instruments applied. A total number of two respondents from each department/program were used for the pretesting using test-retest reliability technique to test the reliability of instruments. In total, 12 female staff drawn from all the departments participated in the pilot study. The pilot test ensured that the items in the questionnaire were clearly stated, had the same meaning to all the respondents, and also gave the researcher an idea of approximately how long it would take to complete the questionnaire. According to Nunnally and Bernstein (1994), Cronbach's alpha coefficient of 0.7 is used as the cut of point of acceptable reliability. Since the overall reliability was established at 0.813, using Cronbach's alpha score, which was greater than 0.70, the instruments were therefore treated as reliable for the study. The reliability test is shown in Table 3.2.

Table 3.2: Test of Reliability of the Instrument

Questionnaire Context	No. of items	Reliability (Cronbach's Alpha Score)	Comment
Flexi-time work arrangement	12	0.834	Reliable
Voluntary reduced working hours	12	0.795	Reliable
Alternative work schedule	12	0.810	Reliable
<b>Average score</b>		<b>0.813</b>	<b>Reliable</b>

Source: Pilot Study (2015)

### 3.5.5 Validity of Data Collection Instrument

According to Dornyei (2003), instrument validity is the extent to which an instrument measures what it has been actually designed to measure. To establish the content validity of the research instrument, the researcher sought opinions of experts in the field of study especially the lecturers in the department of Human Resource, Maseno University.

### 3.6 Data Analysis

The quantitative data obtained was analyzed using both descriptive and inferential statistics. Descriptive statistics was used to analyze data on the demographic characteristics using percentages, while in inferential statistics; regression analysis was used to establish the relationship between work-life balance initiatives and job satisfaction. According to Hair et al., (2007), the statistical approach is essential when finding a way of condensing the information contained in a number of original variables into a smaller set of factors with a minimum loss of information. Data collected was analyzed with the aid of the computer software, Statistical Package for Social Sciences (SPSS).

#### Regression model:

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \varepsilon$$

Where;

Y =Job satisfaction

X<sub>1</sub> = Flexi-time work arrangement

$X_2$  = Voluntary reduced working hours

$X_3$  = Alternative work schedules

$\varepsilon$  = Precision error.

$\beta_0, \beta_1, \beta_2, \beta_3$  = model parameters describing the directions and strengths of the relationship between the dependent and the independent variables:  $\beta_0$  a constant (intercept)

Source: Dancey and Reidy's (2004)

### 3.7 Data Presentation

The analyzed data was presented in the form of tables for easy understanding, interpretation and for quick comparison of summaries.

## CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

### Introduction

This section presents the results of data analysis and is structured as follows: presentation of the descriptive statistics and finally the presentation of the inferential statistics.

### 4.1 Biographic Characteristics

Biographic characteristics of the respondents in terms of the age, education level, marital status, position, tenure and department are presented in the Table 4.1.

Table 4.1: Biographic Characteristics of the Respondents

	Frequency	Percent
<b>Age</b>		
Below 20 years	20	10.6
Between 21-29 years	86	45.8
Between 30-49 years	76	40.4
Above 50 years	6	3.2
<b>Total</b>	<b>188</b>	<b>100</b>
<b>Marital Status</b>		
Married	94	50.0
Single	82	43.6
Divorced	3	1.6
Widow	9	4.8
<b>Total</b>	<b>188</b>	<b>100</b>
<b>Education Qualification</b>		
Certificate	42	22.3
Diploma	43	22.9
Degree	67	35.6
Masters	14	7.4
Others	22	11.7
<b>Total</b>	<b>188</b>	<b>100</b>
<b>Position Held</b>		
Management Level	3	1.6
Heads of Interventions	9	4.8
Heads of Departments	13	6.9
Supervisory level	49	26.1
Support Staff	114	60.6
<b>Total</b>	<b>188</b>	<b>100</b>

<b>Years of Service</b>		
Below 1 year	48	25.5
1-4 years	88	46.8
5-8 years	42	22.3
9 years and above	10	5.3
<b>Total</b>	<b>188</b>	<b>100</b>
<b>Department</b>		
VMMC	52	27.7
EBI	49	26.1
HTC	18	9.6
KP	32	17.0
CPWP	17	9.0
BSU	20	10.6
<b>Total</b>	<b>188</b>	<b>100</b>

Source: Survey Data (2015)

Table 4.1 shows the frequency distribution and percentages of the biographic characteristics of the respondents. According to the study findings, 20(10.6%) of the respondents were of age below 20 years, 86(45.7%) of the respondents were aged between 21-29 years, 76(40.4%) of them were of age between 30-49 years and only 6(3.2%) of the respondents were of age above 50 years. The findings of the study indicates the majority 106(56.3%) of the respondents are below 30 years and therefore it implies that the most active age of employees participated in this study.

Further on marital status, the research results shows that 94(50.0%) of the respondents are married, 82(43.6%) of them are single, 3(1.6%) of the respondents are divorced and 9(4.8%) of them are widowed. The study findings indicate that the target of population who strives to balance between family and work life were involved in the study.

Moreover, the study findings in Table 4.1 reveals that 42(22.3%) of the respondents had certificate level of education, 43(22.9%) of them had Diploma education level, 67(35.6%) of the respondents had bachelors degree, 14(7.4%) of them had masters degree and 22(11.7%) had other qualifications. The study findings therefore imply that more than two thirds were educated and were able to tackle the responses in the research questionnaire with minimal assistance more effectively.

In addition, the study finding shows that 3(1.6%) of the respondents were at the management level, 9(4.8%) of them were head of interventions, 13(6.9%) of the

respondents were head of departments, 49(26.1%) of them were at supervisory level and 114(60.6%) of them were at the support staff level. The results imply that the support staff were the majority compared to other levels of management in the organization.

The study findings also revealed that 48(25.5%) of the respondents had work experience for less than a year, 88(46.8%) of them had 1-4 years work experience, 42(22.3%) of the respondents had 5-8 years work experience and 10(5.3%) of them had 9 years and above work experience with the organization. The study findings implies that more than two thirds had work experience more than a year and therefore were in a good position to point out their understanding of the organization's system.

In addition, the study finding shows that 52(27.7%) of the respondents worked in the VMMC department, 49(26.1%) of them worked at EBI department, 18(9.6%) of the respondents worked at HTC department, 32(17.0%) of them worked at KP department, 17(9.0%) of them worked at CPWP department and 20(10.6%) of the respondents worked at the BSU department.

#### **4.2 Effect of Flexi-time Work Arrangements on the level of job satisfaction of female employees.**

A regression analysis was carried out using mean of the responses relating to Flexi-time Work Arrangements and various aspects of Job Satisfaction levels, which were 4.1, 3.7, 4.0, 4.3 and 3.6, 3.6, 3.8, 3.9, 4.1 respectively, as shown in appendix 3, to test the effect of the independent variables: work-life balance initiatives on the dependent variable of the study: job satisfaction levels of female employees at Impact Research & Development Organization.

##### **4.2.1 Regression results for Flexi-time Work Arrangements on the level of job satisfaction of female employees.**

Data was analyzed using regression model to test the effect of Flexi-time Work Arrangements on the levels of job satisfaction of female employees and the findings are as follows:

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Table 4.2: Model summary for flexi-time work arrangement on the level of job satisfaction

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.914 <sup>a</sup>	.835	.834	.444	.835	938.451	1	185	.000

a. Predictors: (Constant), Flexi-time work arrangements

The results as shown in Table 4.2, indicates that  $R^2$  is .835, when the other independent variables (Voluntary reduced working hours and Alternative work schedules) are held constant: this implies that about 83.5% of the variation in the level of job satisfaction is explained by flexi-time work arrangements, while 16.5% is explained by other factors not considered in the study. Since the p-value is  $.000 \leq 0.005$ , then the null hypothesis is rejected. This implies that flexi-time work arrangement is useful as the predictors of the level of job satisfaction of female employees in the organization. IRDO management needs to give more focus on full implementation of flexi-time work arrangements, given it contributes 83.5 % towards levels of job satisfaction of female employees.

Table 4.3: Anova for Flexi-time work arrangement on the level of job satisfaction

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	184.666	1	184.666	938.451	.000 <sup>b</sup>
	Residual	36.404	185	.197		
	Total	221.070	186			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Flexi-time work arrangements

The results as shown in Table 4.3 indicates that  $F = 938.451$  and the p-value is .000. Since the p-value is  $.000 \leq 0.005$ , therefore, the study concludes that there is significant relationship between flexi-time work arrangement and job satisfaction.

The findings above agree with Kabera (2012) study on retention programmes of human resource in the private security firms, with one of the independent variable being flexi hours. In this study, there was a significance relationship between retention programs, one



$x_1 = \text{Flexi-time work arrangements}$

$e = \text{precision error}$

#### 4.2.2 Regression results for Voluntary Reduced Working Hours and job satisfaction of female employees.

The mean data responses of 4.1, 3.9, 4.1, 4.1 and 4.2 relating to Voluntary Reduced Working Hours was analyzed using regression model to test the effect of Voluntary Reduced Working Hours on the levels of job satisfaction of female employees, with mean of responses for various aspects of job satisfaction of 3.6, 3.6, 3.8, 3.9 and 4.1 as shown in appendix 3 and the findings are as follows:

Table 4.5: Model summary for Voluntary reduced working hours on job satisfaction

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.923 <sup>a</sup>	.852	.851	.421	.852	1064.825	1	185	.000

a. Predictors: (Constant), Voluntary reduced working hours

The results as shown in Table 4.5, indicates that  $R^2$  is .852; when the other independent variables (Flexi-time work arrangements & Alternative work schedules) are held constant: therefore implying that about 85.2% of the variation in the level of job satisfaction of employees is explained by the voluntary reduced working hours while 14.8% is explained by other factors not considered in the study. Since the p-value is  $.000 \leq 0.005$ , then the null hypothesis is rejected. This implies that voluntary reduced working hours is useful as the predictors of the level of job satisfaction of employees in the organization and therefore positively influences job satisfaction of female employees. Based on the findings, the Human resource department should consider utilizing voluntary reduced working hours, given it contributes to the improvement in the levels of female employee's job satisfaction at Impact Research & Development Organization.

Table 4.6: Anova for Voluntary reduced working hours on job satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	188.347	1	188.347	1064.825	.000 <sup>b</sup>
	Residual	32.723	185	.177		
	Total	221.070	186			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Voluntary reduced working hours

The results as shown in Table 4.6, indicates that  $F=1064.825$  and the p-value is  $.000$ . Since the p-value is  $.000 \leq 0.05$ , therefore, the study concludes that there is significant positive statistical relationship between Voluntary reduced working hours and job satisfaction.

The findings agree with Muli (2014) who investigated the effect of voluntary reduced working hours on performance of employees of commercial banks in Kenya and the findings indicated that there is a significant positive statistical relationship between human resource financial incentives and human resource work family support services with employee performance. The study therefore encourages the management of IRDO to fully embrace the practice of Voluntary reduced working hours for female employees, given its positive effect on improving job satisfaction.

Table 4.7: Coefficients for Voluntary Reduced working hours on job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.029	.120		.245	.807
1 Voluntary reduced working hours	.935	.029	.923	32.632	.000

a. Dependent Variable: Job satisfaction

Table 4.7 indicates the significance value is  $0.000$  for voluntary reduced working hours on job satisfaction. Since the p - value is  $.000 \leq 0.005$ , there is statistical significance of voluntary reduced working hours on job satisfaction.



Table 4.8: Model summary table for Alternative work schedules on job satisfaction

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.954 <sup>a</sup>	.909	.909	.329	.909	1855.074	1	185	.000

a. Predictors: (Constant), Alternative work schedules

The results as shown in table 4.8, indicates that  $R^2$  is .909; when the other independent variables (Flexi-time work arrangements & Voluntary reduced working hour) are held constant: therefore implying that about 90.9% of the variation in the level of job satisfaction of female employees is explained by the Alternative work schedules while 9.1% is explained by other factors not considered in the study. Since the p-value is  $.000 \leq 0.005$ , then the null hypothesis is rejected. This implies that Alternative work schedule is useful as the predictors of the level of job satisfaction of female employees in the organization. Based on the findings, the Human Resource department should consider utilizing Alternative work schedules, given it contributes to the improvement in the levels of female employee's job satisfaction at Impact Research and Development Organization.

Table 4.9: Anova table for Alternative Work Schedules on job satisfaction

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	201.022	1	201.022	1855.074	.000 <sup>b</sup>
	Residual	20.047	185	.108		
	Total	221.070	186			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Alternative work schedules

The results as shown in table 4.9, indicates that  $F=1855.074$  and the p-value is .000. Since the p-value is  $.000 \leq 0.005$ , therefore, the study concludes that there is significant relationship between Alternative work schedule and job satisfaction. The findings agree with UN Secretariat survey (2009) that established that there has been an increasing trend

for organizations in Kenya to implement more family friendly policies such as alternative work schedule programs given its improvement of employee morale and productivity. The study therefore encourages the management of IRDO to implement alternative work schedule for female employees, given this will lead to improved job satisfaction.

Table 4.10: Coefficient table for Alternative work schedules on job satisfaction

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.255	.097		-2.616	.010
1 Alternative work schedule	1.054	.024	.954	43.071	.000

a. Dependent Variable: Job satisfaction

The results as shown in Table 4.10 indicate that significant value is 0.000 for Alternative work schedules on job satisfaction. Since the p- value is  $.000 \leq 0.005$ , there is significant positive statistical relationship between Alternative work schedules and job satisfaction. The findings further imply that job satisfaction increases by a factor of 1.054 for every positive unit change in Alternative work schedules. Based on the findings, Impact Research and Development Organization human resource department needs to put more emphasis on Alternative work schedules as one of factors of increasing job satisfaction of female employees. The regression model equation for Table 4.10 is shown in equation 4.3 below.

$$y = -0.255 + 1.054x_1 + e \dots\dots\dots (Equation 4.3)$$

Where:

$y$  = Job Satisfaction

$x_1$  = Alternative work schedules

$e$  = precision error (5%)

#### 4.2.4 Regression results for Work life Balance Initiatives on job satisfaction of female employees

The mean data for Work life Balance Initiatives (mean of responses for flexi-time work arrangements, voluntary reduced working hours and alternative work schedules) was

analyzed using regression model to test the effect of Work life Balance Initiatives on the levels of job satisfaction of female employees with mean of responses for various aspects of job satisfaction of 3.6, 3.6, 3.8, 3.9 and 4.1 as shown in appendix 3 and the findings are as follows:

Table 4.11: Model summary for Work-life balance initiatives on job satisfaction

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.965 <sup>a</sup>	.931	.930	.289	.931	819.577	3	183	.000

a. Predictors: (Constant), Flexi-time Work Arrangements, Voluntary Reduced Working hours, Alternative work schedules.

The results in Table 4.11 indicate that  $R^2$  is .931, which implies that about 93.1% of the variation in the level of job satisfaction of female employees is explained by the independent variables (Flexi time work arrangements, Voluntary reduced working hours and the Alternative work schedules), while 6.9% is explained by other factors not considered in the study. Since the p-value is  $.000 \leq 0.005$ , then the null hypothesis is rejected. This implies that independent variable (Flexi-time work arrangements, Voluntary reduced working hours and the Alternative work schedules) are useful as the predictors of the level of job satisfaction of female employees in the organization. Based on the findings, the Human resource department should consider utilizing Flexi-time work arrangements, Voluntary reduced working hours and Alternative work schedules, in the improvement of the levels of female employee's job satisfaction at Impact Research & Development Organization.

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Table 4.12: Anova table for Work-life Balance Initiatives on job satisfaction of female employees

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	205.755	3	68.585	819.577	.000 <sup>b</sup>
Residual	15.314	183	.084		
Total	221.070	186			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Flexi-time work arrangements, Voluntary reduced working hours and Alternative work schedules.

The results in Table 4.12 indicates that  $F = 819.577$  and the p-value is .000. Since the p-value is  $.000 \leq 0.005$ , therefore, the study concludes that there is significant relationship between Flexi-time work arrangements, Voluntary reduced working hours, Alternative work schedules and job satisfaction. The findings agree with Hudson (2005) study that sought to establish whether work-life balance initiatives and practices could be considered as strategic human resource management decisions that could translate into improved individual and organizational performance in organizations in Australian and New Zealand. The results of studies revealed positive outcomes and the benefits of implementing work-life balance practices not only for employees themselves, but also for their families, organizations and society. The study therefore encourages the management of IRDO to put more emphasis on Flexi-time work arrangements, Voluntary reduced working hours and Alternative work schedules for female employees, given this will lead to improved job satisfaction.

Table 4.13: Coefficients table for work-life balance initiatives on job satisfaction of female employees

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.235	.090		-2.619	.010
1 Flexi-time work arrangements	.171	.051	.196	3.377	.001
Voluntary reduced working hours	.180	.064	.178	2.832	.005
Alternative work schedules	.681	.055	.616	12.470	.000

a. Dependent Variable: Job satisfaction

The results as shown in Table 4.13 indicates that Alternative Work Schedule is the most predictor of level of job satisfaction of female employees, with the coefficient of determination of 0.681, followed by Voluntary Reduced Working hours, with the coefficient of determination of 0.180 and Flexi-time Work Arrangements with the coefficient of determination 0.171. The findings further implies that job satisfaction increases by a factor of 0.681 for every positive unit change in Alternative Work Schedule, a factor of 0.180 for every positive unit change in Voluntary Reduced Working hours and a factor of 0.171 for every positive unit change in Flexi-time Work Arrangements. Further, the findings in Table 4.13 indicates that Alternative Work Schedules is the most contributing factor on the level of job satisfaction of female employees with values of 0.681, followed by Voluntary reduced working hours with values of 0.180 and lastly Flexi-time Work Arrangements with the 0.171. Further Table 4.13 shows that Alternative Work Schedules is the most significant factor on job satisfaction, with the significant values of 0.000; followed by Flexi-time Work Arrangements with significant values of 0.001 and finally, Voluntary reduced working hours with the least significant to job satisfaction, with the significance value of 0.005. Based on the findings, the management needs to put more emphasis on Alternative Work Schedules than the other independent variables, followed by Flexi-time Work Arrangements as the second significant factors and lastly Voluntary reduced working hours which is the least amongst the three factors though significant. The

management therefore needs to look into all the three factors as a means of improving the levels of job satisfaction of female employees at the organization.

$$y = -0.235 + 1.171x_1 + 0.180x_2 + 0.681x_3 + e \dots \dots \dots \text{(Equation 4.4)}$$

Where:

$y$  = *Job Satisfaction*

$x_1$  = *Flexi-time Work Arrangements*

$x_2$  = *Voluntary reduced working hours*

$x_3$  = *Alternative work schedules*

$e$  = *precision error (5%)*

## CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

### Introduction

This section presents the summary, conclusion, recommendations and area of further research.

### 5.1 Summary of findings

The concept of work-life balance initiative has attracted the attention of organizations, researchers as well as Human Resource practitioners (Casper and Buffardi, 2004). This can be attributed to the ever increasing demands of work and family. It is on this basis that this research sought to investigate the effect of work life balance initiatives on job satisfaction of female employees, at Impact Research and Development Organization. The specific objectives were; to establish the relationship between flexi-time work arrangement and job satisfaction of female employees, to examine the effect of voluntary reduced working hours on job satisfaction of female employees and to determine the effect of alternative work schedules on job satisfaction of female employees.

The major findings from the responses to the general information questions were that majority of the respondents were of the active age of thirty years and below, who strives to balance between work and personal life. The results further showed that the majority of the respondents had a diploma and above level of education and therefore were able to tackle the response in research questionnaire in a more effective way. In addition, most of the respondents had worked with the organization for more than one year and therefore were in a good position to point out their understanding of the organization systems and policies.

Findings on flexi-time work arrangement, voluntary reduced working hours, alternative work schedules and job satisfaction of female employees at Impact Research and Development Organization.

The first objective of the study sought to establish the relationship between flexi-time work arrangements and job satisfaction of female employees at Impact Research and Development Organization. The study revealed that flexi-time work arrangement is a contributing factor on the levels of job satisfaction of female employees. The findings further confirmed that there is positive relationship between flexi-time work arrangement and job satisfaction. IRDO management therefore needs to consider flexi-time work

arrangements in order to improve levels of job satisfaction of female employees in the organization.

The second objective of the study was to examine the effect of voluntary reduced working hours on job satisfaction of female employees at Impact Research and Development Organization. The study revealed that voluntary reduced working hour is a contributing factor on the levels of job satisfaction of female employees. The findings further confirm that there is a positive relationship between voluntary reduced working hours and job satisfaction of female employees. IRDO management needs to give more focus on implementation of voluntary reduced working hours; given it improves levels of job satisfaction of female employees in the organization.

The final objective was to determine the effect of Alternative work schedules on job satisfaction of female employees at Impact Research and Development Organization. The study revealed that an Alternative work schedule is a contributing factor on the levels of job satisfaction of female employees. The findings further confirm that there is a positive relationship between Alternative work schedules and job satisfaction of female employees. IRDO management needs to give more focus on implementation of; Alternative work schedule given it improves the levels of job satisfaction of female employees in the organization.

## **5.2 Conclusion**

The study examined the effect of work-life balance initiatives and its role in influencing the female employee's job satisfaction in the organization. The following conclusions were made based on the findings of the study: Flexi-time work arrangement was found to be significant; therefore it does contribute towards employee job satisfaction. Also Voluntary reduced working hours and Alternative work schedules were reported to have a significant relationship effect on levels of job satisfaction for female employees. In conclusion, the management needs to fully embrace Flexi-time work arrangement, Voluntary reduced working hours and Alternative work schedule, given they were significant, in order for the employees to have an enabling environment to allow for balance between work and family. This in return will have a positive effect on the levels of job satisfaction of female employees at Impact Research & Development Organization.

The findings are also in line with the discrepancy theory by Lawler, that suggests that a person's job satisfaction comes from what they feel is important rather than the fulfillment or un-fulfillment of their needs. Their expectations, evaluations and hopes of workers about their works are more important than what they are having in real. Work-life balance initiatives if implemented effectively, benefits both individual and organizations.

The study contributes to the knowledge by justifying the importance of flexi-time work arrangement, voluntary reduced working hours and alternative work schedule as a way of balancing between the demands of work and family. Therefore the Management at IRDO has justification that investment in work-life policy programs is not a liability to the organization but instead a beneficial. The programs therefore needs to be pursued for the achievement of the organizational goals, as well as training and educating the supervisors and the employees to embrace Flexi-time work arrangement, Voluntary reduced working hours and Alternative work schedule, given the findings implied that the employees expectation are met effectively by the programs. Therefore the supervisors needs to be trained and educated on the importance of embracing work life balance initiatives and champion the programs because employees who are able to balance the demands on their time are more satisfied and in return are able to perform better.

### **5.3 Recommendations**

From the results of the study, the researcher recommends that the management needs to encourage the adoption of Flexi-time work arrangement, Voluntary reduced working hours and Alternative work schedule, since they were found to be significant. The management needs to influence employees' job satisfaction through setting up rules that governs the management of the programs, by creating awareness of the programs amongst the employees as well as training and educating supervisors to encourage and facilitate the use of Flexi-time work arrangement, Voluntary reduced working hours and Alternative work schedule. With the focus on work life balance initiatives, the organization is likely to reap the benefits of increased productivity as a result of employees being satisfied with their jobs.

### **5.4 Limitations of the study**

The study focused only on flexi-time work arrangements, voluntary reduced working hours and alternative work schedules and left out the other forms of work-life balance initiatives

such as tele-commuting, part-time work and organizational assistance with childcare. Only questionnaires were used to collect data in this study and this limited the amount of information without explanation to reflect the respondent's true feeling on the topic. Time and location were a limitation as well, because the researcher was based in Kisumu and yet the study was conducted in all the nine counties where IRDO offices are. This challenge was mitigated by use of Research Assistant.

### **5.5 Suggestion for further studies**

Further research can be conducted in other organizations in Kenya in order to come up with best practice in managing work life balance initiatives programs, with a focus of other determinants of work life balance initiatives relating to place and organizational assistance with childcare.



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