

**INFLUENCE OF WORKLIFE BALANCE POLICIES ON EMPLOYEE JOB SATISFACTION  
AMONG GOVERNMENT OF MAKUENI COUNTY HEADQUARTERS EMPLOYEES**

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**This Research Project Report is submitted to the Department of Business and Entrepreneurship Studies in the School of Business and Economics in Partial Fulfillment of the Requirements for the Award of Master of Business Administration Degree of South Eastern Kenya University.**

**MARCH, 2015**

## DECLARATION

### Student Declaration

This research project report is my original work and has not been presented for an award in any other university or institution of learning.

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### Declaration

This research project report has been submitted with our approval as the university supervisors.

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## **DEDICATION**

To my cherished daughter, **Mwende**, who fought for my time during this study.

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## **ABSTRACT**

The purpose of this research was to present the findings of a study that sought to gain information on staff experience of work-life balance policies and practices and how they influence job satisfaction among headquarters employees of Government of Makueni County. The research also aimed to contribute to the body of existing literature on work-life balance. The study adopted a descriptive survey design. The study focused on employees, as they are key stakeholders within organizations, with particular interest and influence in the success of work-life balance strategies. The target population was 240 employees found at the Government of Makueni County Headquarters. A sample size of 72 respondents was arrived at using stratified random sampling. Data collection instruments used in this study are questionnaires and interview guides. Policies and factors relating to work-life balance were investigated as well as their impact on job satisfaction among headquarters employees of Government of Makueni County. Data was analyzed using Statistical Package for Social Sciences. The findings were presented and analyzed on the basis of the research-specific objectives and hypotheses. Tables and figures were used to present quantitative data where appropriate. The study found out that there was a significant relationship between variables under study as none of the null hypotheses was accepted. The study concluded that there was a significant relationship between work-life balance and provision for leave, provision for personal development, provision for labor policies and provision for employee welfare policies among Government of Makueni County headquarters employees. The study recommends that the Government of Makueni County to adopt provisions for leave, labor policies, personal development policies and employee welfare policies as these were found to influence job satisfaction among government of Makueni county headquarters employees.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background**

The study sought to investigate the influence of work-life balance policies on employee job satisfaction among Government of Makueni County Headquarters employees. Even though the global economy has undergone a major financial and economic crisis, work-life balance remains a central issue for employed parents and employers alike (Wharton and Blair-Loy, 2006). Pressures from an increasingly competitive work environment are leading to conflicting priorities for employers and employees creating considerable stresses for employees trying to cope with work and family responsibilities

There is increasing awareness of the benefits of providing more flexible human resource strategies (Grover and Crooker, 1995), reflecting increasing recognition of the fact that work and other life commitments cannot easily be separated. The importance of work-life balance has increased as a corollary of increasing workforce diversity. An organization's need to attract and retain valued employees in a highly competitive labor market is a strong motivating factor for organizational awareness and action with regard to human resource policies and practices that address work life balance. Work-life balance is an important area of strategic human resource management that is receiving increasing attention from the government, researchers, management and employee representatives and the popular media.

Work-life balance from an employee perspective is the maintenance of a balance between responsibilities at work and at home. Work-life balance strategies in an organizational setting include policies covering flexible work arrangements, child and dependent care, and family and

parental leave (Bardoel et al; 1998; Kramer, 1997). In contrast, work-life conflict is defined as a form of inner role conflict in which the role pressures from the work and other life domains, such as family are mutually incompatible in some respect, whereby participation in one role is made more difficult by the virtue of participation in the other (Greenhaus & Bentell, 1985). The concept of work-life balance extends to the impact work has on individual stress, relationships and family wellbeing, and their life responsibilities and the goals of the organization (Becker & Huselid, 1998; Erwin & Iverson 1994; Lewis & Cooper, 1995). Work-life conflict may include issues such as difficulties faced related to child rearing, other kinship responsibilities or stressful life events (Hobson, Delunas & Kesic, 2001).

Work-life balance has been widely discussed by various scholars in the world. According to a major Canadian Study conducted by Lewis & Cooper (1995) 1 in 4 employees experience high levels of conflict between work and family, based on work-to-family interference and caregiver strain. If role overload is included, then employees are likely to experience work-family conflict. Today's workers have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care. This places stress on individuals, families and the communities in which they reside. Thus, it can be asserted that work- life conflict is a serious problem that impacts workers, their employers and communities. Work-life balance has emerged as a strategic issue for human resource management and a key element of an organization's employee retention strategies (Lewis & Cooper, 1995).

It has been argued that organizations need to be aware of the changing needs of employees and provide flexible work life balance strategies in order to retain their employees (Capelli, 2000). Way (2000) notes that, whether the introduction of work life balance strategies is effective in

reducing work/family conflict is uncertain; it may simply improve employee attitudes towards the organizations (Lambert, 2000). In the context of a 'war' for skilled talent (Way, 2000), such outcomes may be significant. There is a strong business case in support of work-life balance. Evidence from independent research as well as from employers own assessments of flexible working practices shows that helping staff to strike a balance between paid work and personal life can lead to improved recruitment and retention, reduction of absenteeism, and an improved staff commitment and productivity.

The various roles we occupy as parents, partners and employees or employers bring with them different obligations which need to be reconciled. Balancing work, family and lifestyle commitments is often difficult and sometimes the different demands can be overwhelming and incompatible. Helping individuals and families achieve a balance between their work, family and lifestyle commitments by introducing work-life balance policies (policies that help people meet the need of their work-life and personal life) can provide benefit for both employees and employers. Here it is important to note that the benefits of work-life policies are not restricted to the employees using the policies, but also the employer providing them. Work-life balance has always been a concern for those interested in the quality of working life and its relation to broader quality of life. Work-life balance has come to the fore in contemporary debates largely because in affluent societies, the excessive demands of work are perceived to present a distinctive issue that need to be addressed. The pressures of work, for those in work, have been intensifying in recent decades.

Factors such as the advances in information technology and information load, the need for speed of response, the importance attached to quality of customer service and its implications for



constant availability and the pace of change with its resultant upheavals and adjustments all demand time and can be a source of pressure. The issue of work-life balance has been stimulated by writers advocating the arrival of Generation X (Tulgan, 1996), a cohort of workers who give greater priority to seeking a balance between work and the rest of life. More generally, there is a view, widely promoted by some management writers but not strongly supported by sound empirical evidence that workers are less willing to display unlimited commitment to the organization.

Turbulence in organizations has made it less feasible to offer secure progressive careers and therefore to justify why workers should be committed. The conflict between the demands of work and the decline of work as a central life interest results in an imbalance between work and the rest of life. The main purpose of this research was to present the findings of a study that was carried out to gain information on staff experience of work-life balance policies and practices at the County Government of Makeni Headquarters. The research also aimed at contributing to the body of existing literature on work-life balance. The study focused on employees, as they are key stakeholders within organizations, with particular interest and influence in the success of work-life balance strategies.

## **1.2 Statement of the problem**

The study sought to investigate the influence of work-life balance policies on employee job satisfaction among Government of Makeni County Headquarters employees. Work-life balance is an important area of human resource that is receiving increasing attention from the government, researchers, management and employee representatives and the popular media. It has emerged as a strategic issue for Human Resource Management and a key element of organizations' employee retention strategies (Lewis & Cooper, 1995). The radical changes in the

world of business, like factors such as globalization, information technology, world business competitiveness and scarcity of natural resources have changed employees' outlook of how a good employer is defined.

The County Secretary on 7<sup>th</sup> August, 2014 wrote a memo addressing the issue of official working hours, dress code, and official languages. This is owing to the rate at which absenteeism and reporting late to work was increasing. This could be resulting from spill-over of pressures from home which begin to affect work. From the researcher's observation, most of headquarter employees of the Government of Makueni County do not have work-life balance. This is evident if we are to go by the rate of absenteeism from work, some employees working till late hours, burnouts and other related pressures. Houston (2003) found that employees were experiencing anxiety, workload and loss of control, pressure, long hours and insufficient personal time. Such experiences are likely to encourage a reassessment of values in workers.

In addition, Ratzon (2011) found out that younger people entering the labor market are much less willing to sacrifice their personal lives for total commitment to work values and expectations appear to be changing. Mukururi and Ngari (2014) carried out a study on 'Influence of Work-life balance policies on Employee Job Satisfaction in Kenya's Banking Sector: A Case of Commercial Banks in Nairobi Central Business District' and concluded that there was a positive relationship between the two variables. Australian study (Clark, 2004) which involved surveys of 1500 employees at three periods (1997, 1998, and 2000) found that uptake of work-life balance initiatives varied from 20% to 80% of employees in an organization. The Australian research identified two key factors as barriers to work-life implementation and success: organizational inaction and organizational values. This study sought to contribute to existing body of

knowledge by investigating the influence of work-life balance policies among headquarters employees of Government of Makueni County Headquarters.

### **1.3 Objectives**

The general objective of this study was to determine why work-life balance has become a major issue, and determine the influence of work-life balance policies on employee job satisfaction among Government of Makueni County Headquarters employees.

#### **1.3.1 Specific objectives**

The study was guided by the following research objectives:

- i. To determine the influence of leave provisions on job satisfaction among Government of Makueni County Headquarters Employees.
- ii. To determine the influence of personal development policy on job satisfaction among Government of Makueni County Headquarters Employees.
- iii. To determine the influence of labor policy on job satisfaction among Government of Makueni County Headquarters Employees.
- iv. To determine the influence of welfare policy on job satisfaction among Government of Makueni County Headquarters Employees.

### **1.4 Research hypotheses**

The study sought to test the following hypotheses:

Ho1: There is no significant relationship between leave provision and job satisfaction among Government of Makueni County Headquarters Employees.

Ho2: There is no significant relationship between provision for personal development and job satisfaction among Government of Makueni County Headquarters Employees.

Ho3: There is no significant relationship between labor policies implementation and job satisfaction among Government of Makueni County Headquarters Employees.

Ho4: There is no significant relationship between provision of employee welfare policy and job satisfaction among Government of Makueni County Headquarters Employees.

### **1.5 Justification of the study**

Work-life balance has come to the fore in contemporary debates largely because in affluent societies the excessive demands of work are perceived to present distinctive issue that needs to be addressed. The pressures of work, for those in work, have been intensifying in recent decades. Factors such as the advances in information technology and information load, the need for speed of response, the importance attached to quality of customer service and its implications for constant availability and the pace of change with its resultant upheavals and adjustments all demand our time and can be a source of pressure. This study would be important to the Government of Makueni County Public Service as it would inform the formulation of non-existent work-life balance policies and enriching of existing ones so that they are employee-friendly. It was also hoped that the recommendations made would go a long way towards the improvement of work-life balance policies. The research findings and recommendations would be an asset to the County Public Service Board and the human resource department as it will inform the formulation of need- based policies in the area of work-life balance. These will be integral to the creation of flexible workplaces conducive to the attraction, motivation and retention of highly valued employees. Such strategies will enable employers and employees to meet the emerging challenges related to the need for balance between work and life. Finally, this study would be of value to researchers and scholars as it forms a basis for further research. It

may also be a source of reference material for researchers conducting research in other related topics.

### **1.6 Scope of the study**

The study focused on employees as they are the key stakeholders within organizations, with particular interest in the success of work-life balance strategies. Specifically, the study focused on headquarters employees Government of Makueni County. 240 employees are found in the County Headquarters (about 1 ½ km from Wote town). The researcher got representation from all ten county departments which are based in the headquarters.

### **1.7 Limitations of the study**

The major limitation was that of sensitivity involved in job satisfaction. There was great suspicion among the respondents on the intention of the study. To counter this limitation, a research permit was produced and the intention of the study clearly explained. There was also the limitation of dependability of the data given that the questionnaires were dropped and picked later. It was not easy to tell whether or not the target respondents were the ones who offered the information. To be able to deal with this problem, all questionnaires were cross checked to ensure that questions were answered appropriately.

### **1.8 Delimitation of the study**

In achieving the study's objectives, the study was limited by willingness of respondents to give relevant information. To ensure cooperation of respondents, the researcher obtained an introduction letter from the university and county administration explaining that the study would be for research purposes only. Further, the researcher assured respondents that their responses would be treated with anonymity and confidentiality. Data collection and analysis were further

allocated adequate time and finally, two research assistants were recruited to assist in the dropping and picking of questionnaires.

### **1.9 Assumptions of the study**

The study assumed that employees have at one point in their work-life perceived work to be satisfying; they are in a position to tell what might have contributed to the satisfaction. Likewise, it was assumed that respondents would be cooperative and willing to share information honestly, and that they would have basic knowledge of work-life balance as it relates to job satisfaction.

### **1.10 Definition of terms**

A number of key words and terms were used in this study. They were defined in this study as:

#### **Work-life balance**

Work-life balance is about how we combine work with other areas of our life, such as children, care for the elderly and friends. Poor work-life balance can lead to poor work performance, which further leads to a lack of fulfillment in the job.

#### **Work-life balance policies**

Work-life balance policies are programmes established by an employer that offer employees options to address work and personal responsibilities. It entails attaining equilibrium between professional work and other activities so that it reduces friction between official and domestic life. For purposes of this study, work-life balance policies means the set of regulations and procedures articulated specifically for a given organization, which if implemented, result to a situation of harmony between work responsibilities versus life responsibilities of an employee

**Job satisfaction**

This is the positive emotional reactions and attitudes an individual has towards his/her job and the organization they work for. It describes a positive feeling about a job, resulting from an evaluation of its characteristics.

**Job description**

This is a functional description of the contents and contexts of a job. Job description narrates the various features and contents of a job. It is a listing of the job tasks, duties and responsibilities which depicts a brief summary of the job in terms of nature and types.

**County Governance**

This refers to the system of governance brought forward by the 2010 Constitution of Kenya. It was actualized after the 4<sup>th</sup> March, 2010 elections, bringing a close to the earlier system of governance which had only one house at the national level.

**Government of Makueni County**

This refers to one of the 47 county governments established following the March 4<sup>th</sup>, 2013 general elections as part of the implementation of devolution. The Government of Makueni County in its own right is an employer to more than 1,000 employees.

**Government of Makueni County Headquarters employees**

Those employees whose pay-point data shows that they are working in the Government of Makueni County Headquarters.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviewed how literature is relevant to the current study with a focus on influence of work-life balance policies on employee job satisfaction among employees of Government of Makueni County headquarters employees. Review included other scholars' work both at international and local arena. By pointing out the weaknesses and gaps of previous researches, it would help support the current study with a view of suggesting viable measures or ways of filling them. The literature review on work life balance has been framed up in view of its gained popularity with the major aim to have prosperity of society and the realization of fulfilling lives for its employees by supporting their growth and the further development of the organizations they work for. The literature review identifies its effect on various quality life conditions in context with work life balance.

The earliest view of the relationship between work and home was that they are segmented and independent and do not affect each other. However this view of segmentation was challenged by researchers who demonstrated that work and family are closely related domains of human life. In this research project report, an endeavor was made to provide an overview of various aspects of work life balance through the review of existing literature. The sources referred include various journals, books, doctoral thesis, working papers, reports, magazines, internet sites, newspapers and so on. These were reflected as references at the end.



The literature review aimed to review and critique published literature, both in Kenya and internationally, which express the issues of work- life balance and job satisfaction, to summarize and synthesize the range of recommendations (for action and/or policy change) that are made in research reports, and to relate these to the evidence behind them. It also highlights the main issues addressed in international literature in relation to this topic and to place this data within a Kenyan context for comparative purposes.

Furthermore, the Government of Makueni County will be presented with an analysis of current research gaps, with respect to both quantitative and qualitative research findings. This will involve a comparison of Kenyan data and research approaches with international literature. From the analysis of the research gaps, to outline and provide a thorough rationale for a series of research questions that need to be addressed in a Kenyan context, and propose a methodology that is best placed to resolve these questions. Last but not least, the literature review fully addresses methodological issues arising from the literature review, including limitations with respect to the reliability, validity and generalization of research findings and recommendations for how research findings can be further tested, supported and validated.

### **2.1.1 The concept of work-life balance**

In the recent years there has been an increased interest in work-family interface in the human resource management literature especially regarding the sources and outcome of conflict between these two spheres. A number of studies have addressed this issue from different perspectives. Goodstein (1994) presented an institutional perspective on organizations responses to work-family issues. In addition, Campbell et al (1994) have studied the effects of family responsibilities on the work commitment and job performance of women.

The work-family issue is even further expanded to address the relationship of business-marriage partners (Foley and Powell, 1997). Researcher Vloeberghs (2002) revealed that there is a need for a practical instrument to measure the present situation of work-life balance. However as revealed by researchers Eikhof et al (2007), the current work-life balance policies are narrow-minded in terms of addressing the needs and aspirations of employees but there is need for its realization as reflected in Emerald Article, Human Resource Management International Digest, Vol.12 Iss:7 (2004) which emphasized that the employers are realizing for its responsiveness and take inventive in trying to meet employee expectations to flexible benefits that help with their work life balance. Miller (1978) emphasized that earlier, work life used to begin at age 16 and end at age 70 and now begins at 20 and ends at 62 for most of working personals. Higgins and Duxbury (1992) expressed that work conflict is a greater source of work-family conflict whereas personal or family lives interference with work are associated for fewer hours.

### **2.1.2 The concept of job satisfaction**

Employee job satisfaction is pleasure that an employee derives from his/her job (Reynolds, 2005). Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997). It is an attitudinal variable that describes how people feel about their job. According to Mullins (2010), the level of job satisfaction is affected by a range of variables relating to individual, social, cultural, organizational and environmental factors. These different factors all affect the job satisfaction of certain individuals in a given set of circumstances but not necessarily in others. Broader approaches to job satisfaction aim to give the person improved empowerment and job enrichment through greater autonomy and authority over the planning, execution and control of their work. It focuses on intrinsic satisfaction (Mullins, 2010).

Factors associated with high job satisfaction include variety of meaningful tasks, unobtrusive supervision, greater responsibility, self-pacing, chances of self-development and feedback on performance. On the other hand, job satisfaction can be increased by careful selection, setting appropriate objectives, planning the development of employees, keeping employees informed and recognizing achievements (Spector, 1997). When people are dissatisfied with their jobs they tend to withdraw. That is, they are frequently absent and are likely to quit their jobs (Greenberg & Baron, 2008).

## **2.2 Theoretical review**

Work-life balance has been recognized at theoretical and organizational level as being important in organizational performance, productivity and increases job satisfaction, (Mullins, 2010). This section presents relevant theories that this study will be based on. The study is built upon certain theories that have much links with job satisfaction in organizations. There are various theories given for job satisfaction by various experts from time to time. The affect theory is the earliest theory on job satisfaction. Its main premise is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job.

According to Robbins (2011), although there are many different approaches to understanding job satisfaction four particular ones stand out as providing insight into this very important attitude- the two-factor theory of job satisfaction, the dispositional model, value theory and social information processing model. The academic body of knowledge regarding work-life balance relies on a variety of theories (Morris and Madsen, 2007).

### **2.2.1 Two -factor theory of job satisfaction.**

This is a theory of job satisfaction suggesting that satisfaction and dissatisfaction stem from different groups of variables (motivators and hygiene factors, respectively). Job satisfaction and job descriptions are not opposite ends of the same continuum, but two separate dimensions. In general, people are satisfied with aspects of their jobs that have to do with the work itself or outcomes directly resulting from it (Greenberg & Baron, 2008). By contrast, dissatisfaction is associated with conditions surrounding the job such as working conditions, pay, security, relations with others and so on, rather than the work itself.

Because these variables prevent dissatisfaction when present, they are known as hygiene factors (or maintenance factors). Rather than conceiving of job satisfaction as falling along a single continuum anchored at one end by satisfaction and dissatisfaction as separate variables. Motivators, when present at high levels, contribute to job satisfaction, but when absent, do not lead to job dissatisfaction-just less satisfaction. Likewise, hygiene factors only contribute to dissatisfaction when absent, but not to satisfaction when present (Greenberg & Baron, 2008).

Two-factor theory has important implications for managing organizations. Specifically, managers would be well advised to focus their attention on factors known to promote job satisfaction, such as opportunities for personal growth (Mullins, 2010). Two factor theories also imply that steps should be taken to create conditions that help avoid dissatisfaction. Hygiene factors include quality of supervision, pay, company policies, physical working conditions, relation with others and job security while motivators include promotion opportunities, opportunities for personal growth, recognition, responsibility and achievement (Robbins, 2011).

### **2.2.2 The dispositional model of job satisfaction**

According to this approach, job satisfaction is a relatively stable characteristic that stays with people over various situations (Greenberg & Baron, 2008). According to this conceptualization, people who like the job they are doing at one time also tend to like the jobs they may be- especially for the facets of the job that are highly valued. Thus, value theory focuses on discrepancies between what people have and what they want: the greater those discrepancies are, the more dissatisfied they will be. This approach to job satisfaction implies that an effective way to satisfy workers is to find out what they want and to the extent possible, give it to them.

### **2.2.3 Value theory of job satisfaction**

This theory argues that almost any factor can be a source of job satisfaction so long as it is something that people value (Greenberg & Baron, 2008). The less people have of some aspect of the job (e.g. pay, learning opportunities) relative to the amount they desire, the more dissatisfied they will be- especially for those facets of the job that are highly valued. Thus, value theory focuses on discrepancies between what people have and what they want: the greater those discrepancies, the more dissatisfied they will be. This approach to job satisfaction implies that an effective way to satisfy workers is to find out what they want and to the extent possible, give it to them (Robbins, 2011).

### **2.2.4 Social information processing model**

This approach specifies that people adopt attitudes and behaviors in keeping with the cues provided by others whom they came into contact. The model is important in so far as it suggests that job satisfaction can be affected by such subtle things as the offhand comments others make. Thus it makes sense for managers to pay careful attention to what others are thinking and feeling about their jobs can ‘poison’ the job satisfaction of others.

Fredrick Hertzberg theory suggests that people show their dissatisfaction with salary, job security or organization policy. However, improvement regarding these dissatisfying factors does not necessarily mean to have satisfied employees. He identifies hygiene factors like recognition, achievement and growth. According to him, these might be helpful to raise job satisfaction level (Mullins, 2010).

### **2.2.5 Boarder Theory**

Border theory considers the degree to which individuals are seen as integral members of their workplace communities as a critical indicator of the options and support they are likely to have in their efforts to maintain balance between the work and non-work spheres. In border theory, work and home represent two distinct spheres. Clark (2004) likened them to two countries, each with its own culture. She emphasized borders or lines of demarcation between domains, the point at which domain-relevant behavior begins or ends and included several kinds of borders, addressing a gap observed in earlier theories. Physical borders such as the walls of one's workplace, temporal borders such as one's work schedule, and the psychological borders that dictate when one's thoughts, behaviors and emotions are suitable in one domain and the other, are all taken into account in border theory.

### **2.3 Empirical literature**

Hackman and Oldham theory of job characteristics was first introduced in 1975. The concept of this theory revolves around five core work and three psychological dimensions. Skill variety, task identity, task significance, autonomy and task feedback are the work attributes that result in three psychological states namely meaningfulness of work, responsibility for work outcome and knowledge for work activities. Konrad and Mangel (2000) emphasized that job satisfaction can be increased by implementing work life balance policies by reducing conflict between work and

family. In other terms, satisfaction creates confidence, loyalty and ultimately improves the quality output from the employees. There is a need to have work environment in such a way that employees can reach their full potential and enjoy their job satisfaction.

More recently, the interest has shifted towards identifying factors that influence or predict job satisfaction. Personal and work-related characteristics can influence job satisfaction. Workplace flexibility helps to improve overall employee flexibility and empowerment to have work-life balance which reduces turn-over ( Emerald Article, Human Resource Management International digest, Vol.16 Iss : 6, 2008). According to the researcher, companies which have work-life balance policies in place and implement them appropriately are likely to have satisfied employees. Some work life balance policies are tailored for specific organizations as they may be formulated to meet the needs of that particular organization. These organization-specific policies, if implemented, give an organization a competitive edge over others who do not have such policies in place.

Robbins (2011) found that employees were experiencing anxiety, workload and loss of control, pressure, long hours and insufficient personal time. Such experiences are likely to encourage a reassessment of values in workers. In addition, Ratzon (2011) found out that younger people entering the labor market are much less willing to sacrifice their personal lives for total commitment to work values and expectations appear to be changing. Mukururi & Ngari (2014) carried out a study on ‘Influence of Work-life balance policies on Employee Job Satisfaction in Kenya’s Banking Sector: A Case of Commercial Banks in Nairobi Central Business District’ and concluded that there was a positive relationship between the two variables. An Australian study (De Cieri et al. 2002) which involved surveys of 1500 employees at three periods (1997, 1998,

and 2000) found that uptake of work-life balance initiatives varied from 20% to 80% of employees in an organization. The Australian research identified two key factors as barriers to work-life implementation and success: organizational inaction and organizational values.

There are government policies on different organizational issues, and these are adhered to by all employers despite the nature of organization they may be. In the context of this research, these were termed as moderating variables. Since there is a legal framework for implementing the moderating variables, these were used to check for deficits and excesses of organizational work-life balances of employees. There are employers who go an extra mile and offer their employees friendlier policies in addition to the government policies. For example the Government of Makueni County has every employee under a medical cover. This research conceptualized that employees who are offered work-life balance policies tailored for an organization's need have a high level of job satisfaction. Further, these work-life balance policies are moderated by government policies.

### **2.3.1 Provision for leave policy and job satisfaction**

Leave refers to any time that an employee spends away from work, most times on voluntary basis. Ideally, provision for leave should be governed by a policy as conceptualized in this study. However, this is not always the case. This study brought forward various types of policies falling under leave policy and these are discussed in subsequent sub-topics.

#### **2.3.1.1 Annual leave**

Annual leave is covered under Rights and Duties in employment of part V of the Employment Act No.11 of 2007. Annual leave is a period of time off work that an employee is entitled to after every 12 consecutive months of service with the employer and is exclusive of public holidays.



On average, Kenyan employees enjoy annual leave of 30 days. In general, temporary and fixed term workers enjoy all the rights of an employee working on permanent terms, except those that are excluded explicitly (such as entitlement to pensions). Annual leave provides employees an opportunity to relax for an extended period and to return to the job with renewed interest and vitality. When an employee transfers to another department, leave balances also transfer. Supervisors should work with employees to develop and coordinate annual leave plans so that accruals remain at manageable level and so that maximum limits are not exceeded (Waweru, 1984).

#### **2.3.1.2 Maternity/Paternity leave**

According to the Employment Act (2007), a female employee is entitled to three months maternity leave in addition to any period of annual leave she is entitled to, and sick leave if she happens to fall sick during the time of confinement and with consent of the employer. The law does not set a limit on maternity leave. Maternity leave cannot be extended in terms of extending the three months maternity leave. But an extension may be granted, with the consent of the employer, by taking sick leave or annual leave, compassionate leave or other leave entitlements. Male employees are entitled to 14 days annual leave in the event that their recognized wives give birth. The provisions on paternity leave under the employment act allow an eligible employee to take fully paid paternity leave.

#### **2.3.1.3 Sick leave**

Under the employment act, section 30, an employee is entitled to paid sick leave after a period of two consecutive months of service. The minimum period of entitlement is seven days with full pay and seven days with half pay for every 12 months, subject to production of a certificate of incapacity to work duly signed by a qualified medical practitioner. Sickness absence is a

considerable economic and social problem. Sickness absence is known to be associated with behavioral attitudes. The correlation between sickness absence and job satisfaction has been studied infrequently and with contradictory results (Waweru, 1984). In the Government of Makueni County, employees are granted sick leave in the event that they fall ill. However, the study seeks to establish if there is any legal framework or policy that governs this provision.

### **2.3.2 Personal and professional development policies and job satisfaction**

Personal and professional development is defined as those processes through which the organization and individuals engage in an ongoing learning to meet and address challenges and opportunities within agreed and identifiable boundaries that respect and balance the needs of the department (Miller, 1978). It is associated with the developmental needs of the individual, of groups of staff and the realization of an organizations strategic aims and vision. Such development is deemed to have a wide and flexible interpretation including not only internal workshop activities but also opportunities for being seconded, attendance at external development events, study for further and higher qualification, coaching, and group development. It is not dependent on grade or job function.

#### **2.3.2.1 Study leave policy**

Study leave is paid leave granted to employees for part-time studies in approved courses. It is equally accessible to all eligible employees and is used to promote a highly trained and skilled workforce responsive to the requirements of the employer. The researcher endorses the principle that staff should be encouraged, and where possible, assisted to undertake study in courses which develop their professional and work skills. Staff also need to keep up to date with new developments/trends in a rapidly changing work environment, and may regularly need to “re-skill” themselves by undertaking courses (Spector, 1997).

Study leave is subject to the relevance of the course and departmental convenience. In any organization there should be policy guidelines for staff in relation to the granting of study time leave. In resonance with this policy, the Government of Makueni County continues to send staff to appropriate short courses and provide in-house training to ensure that staff develop and enhance the skills and key competencies necessary to both the current and future needs of the Government. Under the Civil Service Code of Regulations public employees are entitled to study leave. Neither the Employment Act nor the Regulations of Wages and Conditions of Employment Act provide for an equivalent (Waweru, 1984). But in practice, many companies and employers grant employees time off to go for courses, or to prepare for examinations.

#### **2.3.2.2 Employee training and development policy**

The challenges associated with the changing nature of work and the workplace environment is as real for the Government of Makueni County as elsewhere. Rapid change requires a skilled, knowledgeable workforce with employees who are adaptive, flexible and focused on the future. Today organizations aspire to be learning organizations so as not to fall behind. An organization learns as its people learn hence continual learning is critical for continued success of any given organization Way, (2000). To create a learning culture, the corporate level should begin by clearly communicating their expectation that employees should take the steps necessary to hone their skills to stay on top of their professions or fields of work.

#### **2.3.2.3 Relocation assistance policy**

The purpose of this policy is to outline the relocation assistance that is available to new public service employees. It ensures that relocation assistance, when offered, is reasonable and equitable. Relocation assistance is granted to new employees/appointees only when it is required to meet the recruitment needs of the hiring organization. It is the responsibility of the hiring

organization to offer employee/appointee relocation assistance. The determination as to level and extent of the relocation assistance will include consideration of budgetary constraints, operational needs of the organization, the need to attract competent staff and reasonable and legitimate relocation costs incurred (Miller, 1978). In determining the amount of assistance offered, factors considered should include recruitment priority and the personal situation of the individual (for example number of dependents and actual real estate/moving costs).

### **2.3.3 Provision of labor policies and job satisfaction**

The labor laws of Kenya of 2007 improved the environment for employers, employees and trade unions. Parliament enacted five labor laws whose aim was to repeal and replace six core labor laws and bring them into conformity with the current challenges and demands of national development and international labor standards. The nature of industrial relations existing in any society is dependent upon the specific circumstances that the society finds itself in. In Kenya, the introduction of capitalism in an environment where virtual bondage in the nature of British colonialism existed meant that the free development of a healthy climate of employer- employee relations was conclusively forestalled. However, where free verbal expression of feelings is suppressed, an explosive situation over time develops (Waweru, 1984). In the Government of Makueni County, employees are members of Kenya County Government Workers union. This is the union which represents the voice of the employee to ensure that labor injustices are not performed.

#### **2.3.3.1 Occupational health and safety**

This is an area concerned with the safety, health and welfare of people engaged in work or employment. The goals of occupational health and safety and health programmes include

fostering a safe and healthy work environment. Occupational health and safety may also protect co-workers, family members, employers, customers and many others who might be affected by the workplace environment. As defined by the World Health Organization, occupational health deals with all aspects of health and safety in the workplace and has a strong focus on primary prevention of hazards. It is concerned with enabling an individual to undertake their occupation, in a way that causes least harm to their health.

Although work provides economic and other benefits, a wide array of workplace hazards also present risks to the health and safety of people at work, (Miller, 1978). High performance work systems can increase performance and job satisfaction and offer the added benefit of reducing accidents (Greenberg and Baron, 2008). This last effect appears to stem from enhanced job satisfaction among employees. Apparently, positive attitudes towards their work make employees more careful and thus help them avoid accidents. In the Government of Makueni County, some jobs entail working with machines which sometimes may be hazardous. For example, drivers and tipper operators are more exposed to risk/accidents than an administrator who is in the office. Hence, there should be a relevant policy that assures employees against various types of work-related accidents/risks. This would enhance employee job satisfaction.

#### **2.3.3.2 Anti-harassment policy**

This policy addresses discrimination, harassment, sexual harassment, retaliation and so on. It outlines an organization's objective in maintaining the policy and describes prohibited conduct in detail. The policy includes examples of conduct that would be considered in violation of the policy and its consequences. Employees in an organization should be treated with dignity, decency and respect. The environment of the organization should be characterized by mutual trust and absence of intimidation, oppression and exploitation (Furnham, 1994). Through

enforcement of this policy, an organization will seek to prevent, correct and discipline behavior that violates this policy. All employees, regardless of their positions are covered by and are expected to comply with this policy and to take appropriate measures to ensure that prohibited conduct does not occur. It is not certain if there is an anti- harassment policy in the Government of Makueni County hence the quest for this study.

### **2.3.3.3 Work-place violence policy**

This refers to violence, usually in the form of physical abuse or threat that creates a risk to the health and safety of an employee. One of the major components of an effective workplace violence programme is its strategy regarding prevention. The best prevention strategy is to maintain an environment which minimizes negative feelings, such as isolation, resentment and hostility among employees (Joplin & Daus, 1997). Although no workplace can be perceived as perfect by every employee, employers should try as much as possible to create a professional, healthy and caring work environment. Maintaining a secure and physically safe workplace is part of any good strategy for preventing workplace violence (Kossek, 1994). The measures employed will depend on the resources available to the organization. The study seeks to establish if there is a workplace violence policy in the Government of Makueni County and if it is known to the employees.

### **2.3.4 Employee welfare policy/schemes and job satisfaction.**

Organizations provide welfare facilities to their employees to keep their motivation levels high. These can be classified into statutory welfare and non-statutory welfare schemes. The statutory schemes are those that are compulsory to provide by an organization as compliance to the laws governing employee health and safety. Non-statutory schemes differ from organization to organization and from industry to industry. According to Robbins (2011), statutory welfare

schemes include provision for drinking water, facility for sitting, first aid appliances, latrines and urinals, lighting and so on. Non-statutory welfare schemes may include personal health care (regular medical check-up), flexi-time (flexible work schedules), employee assistance programmes (e.g. counseling services), harassment policy, and medi-claim insurance scheme and so on.

#### **2.3.4.1 Team building, retreats and family days**

Current business trends of globalization, accelerated growth, and reengineering are requiring more cross-functional collaboration and integrated strategies across organizations, Dunne (2007). Dunne contents that a new team paradigm is rising where management teams at all levels are being asked to work together with more interdependence, with shared accountabilities outside their typical function, and with higher levels of trust and participation. It is in this environment that the necessity for team building interventions becomes apparent.

Team building is an effort in which a team studies its own processes of working together and acts to create a climate that encourages and values contributions of team members. According to Ratzon (2011), there are many examples of team building interventions. These can be categorized along a sliding scale between two extremes, “fun” or development. At the “fun” end, there are icebreakers, retreats and camping trips that are generally used to bond together new teams or rejuvenate an already established team. At the development end are the workshops and intensive team-building exercises that have very specific goals and are typically suited to a group of professionals already focused on addressing certain issues.

The shift from working alone to working in teams requires employees to cooperate with others, share information, confront differences and sublimate personal interests (Robbins, 2012).

Effective teams have common characteristics. They have adequate resources, effective leadership, a climate of trust and a performance evaluation and reward system that reflect team contributions. Because individualistic organizations and societies attract and reward individual accomplishment, it can be difficult to create team players in these environments. To make the conversion, management should try to select individuals who have the interpersonal skills to be effective team players, provide training to develop teamwork skills and reward individuals for cooperative efforts. There is no doubt that team building is very important in organizations (Greenberg & Baron, 2008).

#### **2.3.4.2 Healthcare and recreational facilities**

Some organizations, including government bodies, provide healthcare facilities for their staffs. The researcher opines that employees who are exposed to healthcare services/facilities provided by their employer are likely to be more satisfied than ones who are not provided with such facilities/services. In terms of recreational facilities, some employers provide their employees with recreational facilities such as gym, sports field and equipment and so on. Such employees are more likely to be satisfied since they recognize the fact that their employer is not only concerned with their job, but also their social wellbeing. In the Government of Makueni County employees have been provided with a medical cover, which also covers the spouse and three minors where applicable. However, it is not certain if there is a policy framework which governs this and hence the need to carry out this study.

#### **2.3.4.3 Bereavement/compassionate leave**

This is leave granted to employees when a member of their immediate family or household dies or suffers a life-threatening illness or injury. The amount of compassionate leave (in terms of days) varies from organization to organization. An employee does not accumulate compassionate



leave (Levine, 1995). It can be taken any time an employee needs it. In the Government of Makueni County, an employee who loses a first relative is entitled to three days bereavement leave. If they are members of the staff welfare association, they are also awarded Kshs.20, 000 as a way to console them. It is however not clear if this is guided by a policy framework or not and hence the need to carry out this study to find out the case and advise accordingly.

#### **2.4 Literature overview and research gaps**

Employees, as important organizational stakeholders, expect their employers to be responsive to their need to balance work and life commitments (Kossek, 1994). Changes in current managerial attitudes to work-life balance strategies are requisite for innovative and inclusive behaviours and organizational cultures to be developed, to address the changing needs of the workforce and the pressures from multiple stakeholders which influence human resource managers (Kossek, 1994). Several writers have argued that effective management of diverse human resources will provide a key differentiator for successful organizations (Joplin & Daus, 1997).

There have been varied views and researches done in the area of work-life balance policies and its influence on employee job satisfaction. The focus has been mainly on the statutory policies while the target has been mainly the private sector. Oloitiptip and Gachunga (2013) established that work-life balance had an influence on organizational performance at Kenya Power. The data analysis technique used had been multiple regressions. Similarly, Mukururi and Ngari (2014) studied the influence of work-life balance policies on job satisfaction in Kenya's banking sector. Using multiple regression, they were indeed able to establish that there was a relationship between the variables under study in the banking sector.

The researcher aimed at replicating this study in the Government of Makueni County Headquarters by studying the influence of work-life balance policies on employee job satisfaction. This would contribute to the body of knowledge in the area of work-life balance as it relates to job satisfaction. Study findings and recommendations would inform the formation of appropriate work-life balance and human resource strategies. These would be integral to the creation of flexible workplaces conducive to the attraction, motivation and retention of highly valued employees. Such strategies would enable employers and employees to meet the emerging challenges related to the need for balance between work and life.

## **2.5 Conceptual framework**

The conceptual framework was formulated to guide the process of this research. It has three variables namely the independent variables, dependent variable and the moderating variables. Arrow indicators were used to show how variables relate with one another. This conceptual framework hypothesized that there is a relationship between work-life balance and employee job satisfaction. According to Kothari, (2008) the independent variable is typically the variable being manipulated or being changed and the dependent variable is the observed result of the independent variable being manipulated. Thus there is interaction between the independent variables and dependent variables that ensures the process of job satisfaction is complete and successful.

**INDEPENDENT VARIABLES**

**Provision for leave** (Annual leave, maternity / paternity leave, sick-off)

**Personal Development** (Study leaves, school fees, employee training and development, relocation assistance policy)

**DEPENDENT VARIABLE**

**Labor policies** (occupational health and safety, harassment policy, workplace violence)

**Employee welfare policy** (healthcare and recreational facilities, bereavement leave, teambuilding, retreats and family days)

**JOB SATISFACTION**

**MODERATING VARIABLE**

**Government policy** provision for leave, personal development, labor policies, employee welfare

**Figure 2.1: Conceptual framework** (Source: Researcher)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses various stages that were followed in completing the study. It provides a general framework for the procedures and techniques used in data collection and analysis under the following sub-headings: the research design, target population, sampling size and sampling procedures, data collection instruments, data collection procedures, data analysis techniques and ethical considerations.

#### **3.2 Research Design**

The research was carried out among Government of Makueni County headquarters employees. The population of interest was 240 employees, who are the direct beneficiaries of the work- life balance practices put in place by the Government of Makueni County. Orodho (2003) defines research design as the scheme outline or plan that is used to generate answers to research problems. This study adopted a descriptive research design. A descriptive study is one which information is collected without changing the environment.

It is also conducted to demonstrate relationships between variables and may involve interactions with people or surveys. Cooper and Schindler (2006) further explain that a descriptive research design is one of the best since it is accurate and current facts are exhibited through data collection in human contexts. Gray (2004) argues that descriptive design portrays an accurate profile of persons, events or situations by describing existing conditions and attitudes through interpretation. Cooper and Schindler (2006) further explain that a descriptive design is one of the best since it is accurate and current facts are exhibited through data collection in human contexts. The study therefore considered descriptive research design to be the most appropriate in

establishing the influence of work-life balance policies on employee job satisfaction in the study area.

### **3.3 Target Population**

Target population is the specific population about which information is desired. Mugenda and Mugenda (2003) define a population as a complete set of individuals, cases or objects with some common observable characteristics. Welman and Mitchelle (2005) further define target population as full set of cases from which a sample is taken. Gray (2004) argues that the target population should have some observable characteristics to which the researcher intends to generalize the results of the study. The study targeted employees working in the Government of Makueni County Headquarters. The population of interest was 240 employees, who are the direct beneficiaries of the work- life balance practices put in place by the Government of Makueni County.

### **3.4 Sampling frame**

The sampling frame describes the list of all population units from which the sample will be selected (Cooper and Schindler, 2006). These included employees from the ten Government of Makueni County departments under study. Representation from the ten categories was sought to enable generalization.

**Table 3. 1: Target Population**

<b>Variable</b>	<b>Total Number</b>	<b>Percentage</b>
Health	27	12%
Water, Irrigation and Environment	22	9 %
Trade, industrialization and Tourism	20	8%
Finance and Socio-economic Planning	25	11%
Education	20	8%
I.C.T and Special Programmes	22	9%
Lands	26	11%
Youth, Gender and Social Services	22	9%
Transport and Infrastructure	27	12%
Agriculture, Livestock and food security`	28	12%
<b>Total</b>	<b>240</b>	<b>100%</b>

### **3.5 Sample size and sampling technique.**

#### **3.5.1 Sample size**

Sampling is the procedure of selecting elements from a given population that specifies the type of sample to be used. From the population frame, the required number of respondents was selected in order to make a sample. According to Cooper and Schindler (2006), a sample of at least 30 elements (respondents) must exist for generalization purposes. Other research scholars argue that sample size selection to a great extent is judgmentally decided. The study thus applied stratified random sampling and purposive sampling. The total number of respondents was 72 as 30% of the target population. According to Mugenda and Mugenda (2003), a sample size of 10-30% of the total population is adequate for a study in descriptive research.

**Table 3. 2: Sample Size**

<b>Variable</b>	<b>Total Number</b>	<b>Sample size</b>
Health	27	8
Water, Irrigation and Environment	22	7
Trade, industrialization and Tourism	20	6
Finance and Socio-economic Planning	25	8
Education	20	6
I.C.T and Special Programmes	22	6
Lands	26	8
Youth, Gender and Social Services	23	7
Transport and Infrastructure	26	8
Agriculture, Livestock and food security`	28	8
<b>Total</b>	<b>240</b>	<b>72</b>

### **3.5.2 Sampling technique**

In order to select samples from the population, the study used stratified random sampling technique. The purpose of this was to ensure that a proportionate number of respondents were selected from the target population. The study divided the population into 10 strata which constituted population from the 10 Government of Makueni County Departments under study. Stratified random sampling was then used to select the respondents from the ten categories. Stratified random sampling technique produces estimates of overall population parameters with greater precision and ensures a more representative sample is derived, (Gray 2004).

### **3.6 Research instruments**

The main tools of data collection were questionnaires which were self-administered to selected employees. The researcher designed a questionnaire to gather extensive data and incorporated a five point Likert rating scale. This enabled the researcher to assess employees' attitudes towards work-life balance policies and job satisfaction by asking the respondents how strongly they agreed or disagreed with series of statements / factors. The questionnaires had both open and closed ended questions.

Questionnaire was used because of its convenience in facilitating quick and easy derivation of information (Oso and Onen, 2009). The sample size of 72 respondents is also quite large and given time constraints, questionnaire was the ideal tool for collecting data. Moreover, the target population was considered literate. This minimized the process of interpreting questions for their understanding to capture reliable information. Questionnaires were also useful since they establish the number of people who hold certain beliefs and hence possible to gauge public opinion on an issue (Flick, 2002). Using questionnaires in the research enabled direct response and feedback from the respondents that could be collected within a short period of time and in an easier manner.

Interview guides were also utilized where applicable, that is at the top management level. Interview schedule was used on three department heads due to their characteristic that they can be used to capture information that would otherwise not be captured using questionnaires. It was necessary to interview the three heads of department because they were deemed to have information that the other employees did not have. The researcher made preliminary



arrangements prior to the interview. This guarded against any weaknesses associated with this method.

### **3.6.1 Validity of the instruments**

Validity refers to the appropriateness of an instrument. It is the degree to which results obtained from the analysis of data actually represent the phenomena under study. Orodho (2003) says that a valid instrument should accurately measure what it is supposed to measure. Kothari (2008) says that validity of the instrument refers to the degree to which the instrument measures or describes what is supposed to measure or describe. Content related validity was used to ascertain the validity of the questionnaire. It was also established through consulting an expert in the field of research, who is the assigned project supervisor from the university. The reason for conducting a validity test was to determine the suitability, clarity and relevance of the instruments. Ambiguous and inadequate items were revised in order to elicit the required information and improve the quality of the instruments.

### **3.6.2 Reliability of the instruments**

Reliability is a measure to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda 2003). It can also refer to the consistency that an instrument demonstrates when applied repeatedly under the same conditions. It was done to establish the consistency with which questions would generate responses. The reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency. The Alpha measures internal consistency by establishing if certain item measures the same construct. Cronbach's Alpha was established for every objective in order to determine if each scale would produce consistent results should the research be done later on. Scales will be

termed to be consistent if their reliability values exceed the prescribed threshold of 0.7 (Mugenda and Mugenda, 2003). According to Gray (2004), a correlation coefficient of about 0.8 is high enough to judge the instruments as reliable for the study. Based on the assertion of these two scholars, the study considered a correlation coefficient of between 0.7 and 0.8 to be reliable.

### **3.7 Data collection procedure/techniques**

Data collection started with the researcher obtaining a letter of authorization to collect data and a letter of introduction from South Eastern Kenya University before embarking to the field. The researcher then sought consent from the Government of Makueni County Secretary, being the head of County Public Service. Appointments with departmental heads were sought in order to get permission to carry out the study at the departmental level. After permission had been granted, administration of the questionnaires began and it took two weeks duration to complete the exercise. This was made possible through the help of 2 research assistants who were carefully selected on the basis of their ability to interact well with the respondents and their ability to understand issues. They were then taken through each question in the questionnaire for the purpose of clarification on the issues that they did not understand. There were prior booking of appointments before conducting interviews.

### **3.8 Pilot test**

Mugenda and Mugenda (2003) argue that piloting refers to pre-testing of a research instrument by administering it to a selected sample which is similar to the actual sample which the researcher plans to utilize in the study. Piloting was done in order to assess the clarity of items, validity and reliability of the instruments. One of the departments was chosen as the target population for the pilot study. This is the County Public Service which carries out administrative duties and would not fall under the ten departments to be studied.

### **3.9 Data processing and analysis**

Data analysis is the process of systematically searching and arranging field notes, data and other materials obtained from the field with the aim of increasing one's own understanding and to enable one to present them to others (Orodho, 2003). Kothari (2003) points out that the purpose of analysis is to generate meaning from the raw data collected. Analysis of data would be important in explaining the findings of the study. Five point Likert scale was used to gauge respondents' attitudes towards various work-life balance policies put in place by the Government of Makueni County, and which are associated with job satisfaction.

Data was first coded to translate responses into specific categories and reduce data into manageable summaries by use of frequencies and percentages. Tabulation was then done followed by analysis using descriptive statistics. Oloiptip and Gachunga (2013) established that work-life balance had an influence on organizational performance at Kenya Power. The data analysis technique used had been multiple regression. Similarly, Mukururi and Ngari (2014) studied the influence of work-life balance policies on job satisfaction were indeed able to establish that there was a relationship between the variables under study. In the current study, the computer program SPSS (Statistical Package for Social Sciences) was used to analyze quantitative data. SPSS (Statistical Package for Social Sciences) is comprehensive and offers extensive data handling capacity and a host of statistical analyses to analyze both small and large data statistics, Kothari (2003). Inferential statistics of correlation analysis was used to test the relationship between the variables. To test the hypotheses of the study, chi-square test was conducted with a significance test at 5% level. Chi-square is a statistical test commonly used to compare observed data. The chi-square (I) test is used to determine whether there is a significant

difference between the expected frequencies and the observed frequencies in one or more categories.

Qualitative data arising from the interview schedule and open-ended questions in the questionnaire was analyzed using thematic content analysis. Smith (1975) suggests that some blend of both quantitative and qualitative analysis should be used “because qualitative analysis deals with the forms and antecedent-consequent patterns of form, while quantitative analysis deals with duration and frequency of form”. Abrahamson (1983) suggests that content analysis can be fruitfully employed to examine virtually any type of communication. Findings were presented using tables followed by a discussion. Extraneous influences that would threaten the findings of the study include increase in number of headquarters staff and exit of some who might be part of the sample. To control this, the study was done within the shortest time possible and time lines were defined in the letters of authorization/consent from relevant offices. The researcher also identified existent government human resource policies and termed them as moderating variables.

### **3.10 Ethical considerations**

According to Mugenda and Mugenda (2003), ethical considerations are important for any research. Ethical research practices were observed throughout the study. First, consent to carry out the research was sought from the County Secretary who is the Head of Government of Makueni County Public Service. Further, informed consent was sought from the specific respondents as the researcher struck rapport. This would help in eliminating any kind of conflict or negative reactance to research that would arise from the respondents. The researcher ensured anonymity and confidentiality of the information shared by the respondents.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

#### **4.1 Introduction**

The focus of this chapter is to discuss the analysis and interpretation of the findings in line with the objectives of the study. The data that was obtained is presented in tabular form using percentages and frequencies. The chapter is further sub-divided into sections that are pertinent to the subjects under study. Descriptive and inferential statistics have been used to discuss the findings of the study.

#### **4.2 Questionnaire Return Rate**

The study targeted a sample of 72 employees of the Government of Makueni County Headquarters. It was important to establish the return rate so as to know the exact number of questionnaires that were valid for analysis. Out of the 72 questionnaires that were issued, 64 were returned. This represented 89% response rate. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the 89% response rate was considered to be excellent.

##### **4.2.1 Reliability analysis**

A pilot study was carried out to determine reliability of the questionnaire. The pilot study involved respondents from the County Secretary's office. Reliability analysis was subsequently done using Cronbach's Alpha which measures the internal consistency by establishing if certain items within a scale measure the same construct. Cronbach's Alpha was calculated by application of SPSS (Statistical Package for Social Sciences) for reliability analysis. The value of

the alpha coefficient ranges from 0-1 and may be used to describe the reliability of factors extracted from dichotomous and or multi-point formatted questionnaires or scales.

A higher value shows a more reliable generated scale. Cooper and Schindler (2008) has indicated 0.7 to be an acceptable reliability coefficient. Table 4.1 shows that provision for leave had the highest reliability ( $\alpha = 0.772$ ) followed by provision for labor polices ( $\alpha= 0.760$ ) followed by employee welfare policies ( $\alpha=0.736$ ) and finally personal development policies ( $\alpha=0.729$ ). This illustrates that all the four scales were reliable as their reliability values exceeded the prescribed threshold of 0.7.

**Table 4. 1: Reliability Coefficients**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Number of items</b>
Provision for leave	0.772	7
Personal development policies	0.729	7
Employee welfare policies	0.736	7
Labor policies	0.760	8

### **4.3 Demographic Information**

As part of the general information, the respondents were requested to indicate their gender, age, marital status, level of education and their level of management in the organization. This was necessary in shedding light on the characteristics of the respondents.

#### **4.3.1 Respondents' Age**

Determining the respondents' age was important as it revealed their level of experience in dealing with the challenges of work-life balance. Table 4.2 shows the age distribution of the respondents.

**Table 4. 2: Age Bracket of Respondents**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
Below 20 years	4	6%
21-40 years	18	28%
41-60 years	27	42%
Above 60 years	15	24%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

The results indicate that 6% of the respondents were below 20 years while 28% of the respondents were between the ages of 21-40 years. 42% were in the age bracket of 41-60 years whereas 24% of the respondents were above 60 years. Based on the findings, the respondents who were between the ages of 41-60 years were the majority. This therefore would suggest that they were able to appreciate and understand work-life balance as it relates to job satisfaction.

#### **4.3.2 Respondents' Gender**

Inquiring about gender was necessary in determining whether there was gender balance in the Government of Makueni County Headquarters. The findings are contained in Table 4.3.

**Table 4. 3: Gender**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
Male	35	55%
Female	29	45%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

According to the findings, 55% of the respondents were male while 45% of the respondents were female. This was an indication that there was gender disparity since the number of males exceeded that of females by far. However, the disparity is termed by this study to be fair since

the representation for each category surpasses the 30% threshold stipulated by the Constitution of Kenya (2010).

### 4.3.3 Respondents' Department

The study sought to find out the departments from where respondents came from. The findings are as shown in table 4.4.

**Table 4. 4: Respondents Department**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
Health	5	7 %
Water, Irrigation and Environment	7	12 %
Trade, industrialization and Tourism	6	9%
Finance and Socio-economic Planning	9	14%
Education	6	9%
I.C.T and Special Programmes	6	9%
Lands	5	7%
Youth, Gender and Social Services	7	12%
Transport and Infrastructure	6	9%
Agriculture, Livestock and food security	7	12%
<b>Total</b>	<b>64</b>	<b>100%</b>

The findings indicate that 7% are from department of Health, 12% are from department of Water, Irrigation and Environment while 9% are from the department of Trade, Industrialization and Tourism. 14% are from Finance and Socio-economic planning making the largest population while 9% are from Education. 9% are from I.C.T and Special Programmes, 7% from Lands and 12% from Youth, Gender and Social Services. 9 % of the respondents were from Transport and Infrastructure. 12% came from Agriculture, Livestock and Food Security. The representation



from each of the ten county departments under study enabled representativeness of the sample and hence generalization would be enabled.

#### 4.3.4 Respondents' Marital Status

The purpose of inquiring about the marital status of the respondents was to establish whether it had a positive or negative influence on their perception towards work-life balance. The findings are shown in Table 4.5.

**Table 4. 5 : Respondents' Marital Status**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
Single	11	17%
Married	25	39%
Divorced	6	9%
Widowed	12	19%
Separated	10	16%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

The findings indicate that 17% of the respondents were single, 39% of the respondents were married and 16% of the respondents were separated while 9% of the respondents were divorced. 19% of the respondents were widowed. This implies that the married respondents were the majority and were therefore likely to understand work-life balance issues. It was presumed that they would be having information on the subject under study.

#### 4.3.5 Respondents' Management Level

Respondents were asked to indicate their management level. The purpose of this was to gauge the different cadres represented in the sample as it was deemed that work-life balance is a cross-cutting issue as it relates with job satisfaction. The findings are as shown in table 4.6.

**Table 4. 6: Respondents' Management Level**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Top level	13	20%
Middle level	24	38%
Low level	17	26%
Don't know	10	16%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

The findings indicate that 38% of the respondents are in middle level management, 26% are in low level management while 20% are in top level management. Only 16% do not know their cadres. The implication of this distribution is that all cadres were well represented and hence generalization of research findings would be possible.

#### 4.4 Provision for leave and job satisfaction

This section sought to establish respondents' awareness of how leave provision relates with job satisfaction. First, respondents were required to respond with an either yes or no answer on whether job satisfaction is influenced by leave provisions. 86% affirmed this while 14% declined. Further, respondents were asked to indicate the extent to which they agreed to listed factors' influence on job satisfaction.

#### 4.4.1 Provision for annual leave

Respondents were required to respond on a likert rating scale whether provision for leave influences job satisfaction. The findings are shown in table 4.7.

**Table 4. 7: Provision for annual leave**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	1	2%
Disagree	11	17%
Agree	20	31%
Strongly agree	32	50%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

The findings of the study show that 50% of the respondents strongly agreed that provision for leave influences job satisfaction. 31% agreed that provision for annual leave influences job satisfaction while 17% disagreed that provision for annual leave influences job satisfaction. Only 2% strongly disagreed that provision for leave influences job satisfaction. None of the respondents were indifferent.

#### 4.4.2 Compensation not to take leave

Respondents were required to respond on a likert rating scale whether compensation not to take leave influences job satisfaction. The findings are as shown in table 4.8.

**Table 4. 8: Compensation not to take leave**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	6	10%
Disagree	4	6%
Neutral	2	3%
Agree	32	50%
Strongly agree	20	31%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

Findings indicated that 50% of the respondents agreed that compensation not to take leave influences job satisfaction followed by 31% who strongly agreed to this. 10% strongly disagreed to this while 6% disagreed that compensation not to take leave influences job satisfaction. Only 3% were indifferent on this.

#### **4.4.3 Maternity/Paternity leave**

Respondents were required to respond on a likert rating scale whether provision for maternity/paternity leave influences job satisfaction. The findings are as shown in table 4.9.

**Table 4. 9: Maternity/Paternity leave**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	8	13%
Disagree	4	6%
Neutral	2	3%
Agree	28	44%
Strongly agree	22	34%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

The study found out that 44% of the respondents agreed that job satisfaction is influenced by maternity leave followed by 34% who strongly agreed to this. 13% strongly disagreed that maternity leave/paternity leave influences job satisfaction and 6% disagreed with this. Only 3% were indifferent in this issue.

#### 4.4.4 Carrying forward leave days

Respondents were required to respond on a likert rating scale whether carrying forward leave days influences job satisfaction. The findings are as tabulated shown in table 4.10.

**Table 4. 10: Carrying forward leave days**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	5	8%
Disagree	3	5%
Neutral	6	9%
Agree	24	38%
Strongly agree	26	40%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

Study findings show that 40% of the respondents strongly agreed that carrying forward leave days influences job satisfaction while 38% agreed to this. 9% were indifferent while 8% of the respondents strongly disagreed that carrying forward leave days influences job satisfaction. 5% of the respondents disagreed that job satisfaction is influenced by provision to carry forward leave days.

#### 4.4.5 Sick leave

Respondents were required to respond on a likert rating scale whether provision for sick leave influences job satisfaction. The findings are as shown in table 4.11.

**Table 4. 11: Sick leave**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	6	9%
Disagree	8	13%
Neutral	1	1%
Agree	25	39%
Strongly agree	24	38%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

The study established that 39% of the respondents agreed that provision for sick leave influences job satisfaction followed closely by 38% of respondents who strongly agreed to this. 13% disagreed with this factor's influence on job satisfaction followed by 9% of respondents who strongly disagreed with this. Only 1% of the respondents were indifferent on whether job satisfaction is influenced by provision for sick leave.

#### 4.4.6 Getting time off duty

Respondents were required to respond on a 5 point likert rating scale whether getting time off duty influences job satisfaction. The findings are as shown in table 4.12.

**Table 4. 12: Getting time off duty**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	3	5%
Disagree	12	19%
Neutral	4	6%
Agree	15	23%
Strongly agree	30	47%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

Study findings indicate that 47% of the respondents strongly agreed that getting time off duty influences job satisfaction while 23% were in agreement with this. 19% disagreed that getting time off duty influences job satisfaction while 6% were indifferent in this matter. Only 5% strongly disagreed that getting time off duty influences job satisfaction.

#### **4.4.7 Preferred schedule**

Respondents were required to respond on a 5 point likert rating scale whether scheduling their preferred leave days off influences job satisfaction. The findings are as shown in table 4.13.

**Table 4. 13: Preferred schedule**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	6	9%
Disagree	17	27%
Neutral	2	3%
Agree	19	30%
Strongly agree	20	31%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

According to the findings of the study, 31% of the respondents strongly agreed that ability to schedule one's preferred days offs influences job satisfaction. 30% agreed that ability to schedule one's preferred days offs influences job satisfaction while 3% were indifferent. 27% disagreed with this while only 9% strongly agreed that ability to schedule one's preferred days offs influences job satisfaction.

#### **4.4.8 Main leave factor that influences job satisfaction**

Mean and standard deviation of leave factors that influence job satisfaction was calculated. The findings are shown in table 4.14.



**Table 4.14 Main leave factor that influences job satisfaction**

FACTORS		SCALES						
		SD	D	N	A	SA	M	SDv
Annual leave	%	1	18	0	50	31		
	F	1	11	0	32	20	4.11	1.16
Leave compensation	%	10	6	3	50	31		
	F	6	4	2	32	20	3.91	1.21
Maternity/paternity leave	%	13	6	3	44	34		
	F	8	4	2	28	22	3.80	1.34
Carrying forward leave days	%	8	5	9	38	40		
	F	5	3	6	24	26	3.98	1.19
Sick leave	%	9	13	1	39	38		
	F	6	8	1	25	24	4.09	1.04
Time off duty	%	5	19	6	23	47		
	F	3	12	4	15	30	3.94	1.27
Preferred leave schedule	%	9	27	3	30	31		
	F	6	17	2	19	20	3.47	1.41

Where SD- Strongly disagree, D-disagree, N-neutral, A- Agree, SA-strongly agree, M-mean, SDv- standard deviation.

According to findings of the study, ability to schedule one’s preferred days off was established to be the main factor under provisions for leave that influences job satisfaction with a mean of 3.47. This is in agreement with what one top official says “...for the employee, ability to plan their leave days in advance amounts to provision for leave.” Provision for annual leave was the factor that influences job satisfaction least under this category with a mean of 4.11.

#### **4.5 Personal development policies and job satisfaction**

This section sought to establish respondents’ awareness of how provision for personal development relates with job satisfaction. First, respondents were required to respond with an either yes or no answer on whether job satisfaction is influenced by provision for personal development policies. 80% affirmed this while 20% declined. Further, respondents were asked to indicate the extent to which they agreed to listed factors’ influence on job satisfaction.

##### **4.5.1 Employee training**

Respondents were required to respond on a 5 point likert rating scale whether employee training in government institutions influences job satisfaction. The findings are as shown in table 4.15.

**Table 4. 14: Employee training**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	3	5%
Disagree	9	14%
Neutral	1	1%
Agree	17	27%
Strongly agree	34	53%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

According to the research findings, 53% of the respondents strongly agreed that employee training influenced job satisfaction and 27% were in agreement with this. 14% disagreed that employee training in a government institution influences job satisfaction while 5% strongly agreed with this. Only 1% of the respondents were indifferent in this.

#### 4.5.2 Study leave

Respondents were required to respond on a 5 point likert rating scale whether provision for study leave influences job satisfaction. The findings are as shown in table 4.16.

**Table 4. 15: Study leave**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	2	3%
Disagree	7	11%
Agree	31	48%
Strongly agree	24	38%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

Findings of the study showed that 48% agreed that provision for study leave had an influence on job satisfaction against 38% who strongly agreed with this. 11% disagreed that provision for study leave influences job satisfaction while 3% strongly disagreed with this. None of the respondents were indifferent.

#### 4.5.3 Relocation assistance policy

Respondents were required to respond on a 5 point likert rating scale whether provision for relocation assistance policy influences job satisfaction. The findings are as shown in table 4.17.

**Table 4. 16: Relocation assistance policy**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	5	8%
Disagree	7	11%
Neutral	1	1%
Agree	30	47%
Strongly agree	21	33%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

According to finding of the study, relocation assistance policy influences job satisfaction as evidenced by 47% of the respondents who agreed with this followed by 33% who strongly agreed with this. 11% disagreed that relocation assistance policy influences job satisfaction followed by 8% who strongly disagreed with this. Only 1% was indifferent whether provision for relocation assistance policy influences job satisfaction.

#### **4.5.4 School fees paid by an employer**

Respondents were required to respond on a 5 point likert rating scale whether payment of school fees by an employer influences job satisfaction. The findings are as shown in table 4.18.

**Table 4. 17: School fees paid by an employer**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	5	8%
Disagree	6	9%
Neutral	1	1%
Agree	24	39%
Strongly agree	28	43%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

School fees paid by an employer had an influence on job satisfaction as indicated by 43% of the respondents who strongly agreed to this factor. 39% agreed to this while 9% disagreed followed by 8% who strongly disagreed with this. Only 1% was indifferent on this.

#### **4.5.5 Access to full scholarship**

Respondents were required to respond on a 5 point likert rating scale whether access to full scholarship influences job satisfaction. The findings are as shown in table 4.19.

**Table 4. 18: Access to full scholarship**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	2	3%
Disagree	12	19%
Neutral	3	5%
Agree	27	42%
Strongly agree	20	31%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

According to the findings of the research, 42% of the respondents agreed that full sponsorships for long courses had an influence on job satisfaction while 31% strongly agreed with this. 19% of the respondents disagreed that access to full scholarships influences job satisfaction and 5% were indifferent on this. Only 3% strongly disagreed that access to full scholarships influences job satisfaction.

#### **4.5.6 Access to short courses**

Respondents were required to respond on a 5 point likert rating scale whether access to short courses influences job satisfaction. The findings are as shown in table 4.20.

**Table 4. 19: Access to short courses**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	8	13%
Disagree	13	20%
Neutral	1	1%
Agree	19	30%
Strongly agree	23	36%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

Study findings indicate that 36% of the respondents strongly agreed that access to short courses influenced job satisfaction while 30% agreed with this. 20% disagreed that access to short courses influences job satisfaction against 13% who strongly disagreed with this. Only 1% was indifferent in this.

#### 4.5.7 Main personal development factor that influences job satisfaction

Mean and standard deviation of personal development factors that influence job satisfaction was calculated. The findings are shown in table 4.21.

**Table 4.21 Main personal development factor that influences job satisfaction**

FACTORS		SCALES						
		SD	D	N	A	SA	M	SDv
Employee training	%	5	14	1	27	53		
	F	3	9	1	17	34	4.09	1.24
Study leave	%	3	11	0	48	38		
	F	2	7	0	31	21	4.06	1.05
Relocation assistance	%	8	11	1	47	33		
	F	5	7	1	30	21	3.86	1.22
School fees	%	8	9	1	39	43		
	F	5	6	1	24	28	4.08	1.20
Employee assistance	%	3	19	5	42	31		
	F	2	12	3	27	20	4.00	1.25
Full sponsorship	%	13	20	1	30	36		
	F	8	13	1	19	23	3.80	1.17
Short courses	%	13	20	1	3	36		
	F	8	13	1	19	23	3.56	1.47

Where SD- Strongly disagree, D-disagree, N-neutral, A- Agree, SA-strongly agree, M-mean, SDv- standard deviation.

Study findings showed that access to short courses and in-house training was the main factor that influences job satisfaction under provision for personal development with a mean of 3.56. Employee training in a government institution was the least factor under this objective with a mean of 4.09. This is in agreement with what one of the interviewed top officials said, that *“personal development of employees focuses on those little things offered by an employer to enhance the employees’ capacity and skills...availability of short courses is the best example.”*

#### **4.6 Provision for labor policies and job satisfaction**

This section sought to establish respondents’ awareness of how provision for labor policies relates with job satisfaction. First, respondents were required to respond with an either yes or no answer on whether job satisfaction is influenced by provision for labor policies. 81% affirmed this while 19% declined. Further, respondents were asked to indicate the extent to which they agreed to listed factors’ influence on job satisfaction.

##### **4.6.1 Existence of labor policies**

Respondents were required to respond on a 5 point likert rating scale whether existence of labor polices influences job satisfaction. The findings are as shown in table 4.22.

**Table 4. 22: Existence of labor policies**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	3	5%
Disagree	8	13%
Neutral	1	1%
Agree	12	18%
Strongly agree	40	63%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>



The study found that existence of labor policies had an influence on job satisfaction as indicated by 63% who strongly agreed to this. 18% agreed with this while 13% disagreed that existence of labor policies influences job satisfaction followed by 5% who strongly disagreed with this. Only 1% of the respondents were indifferent in this.

#### 4.6.2 Time to time review

Respondents were required to respond on a 5 point likert rating scale whether time to time review of one's job influences job satisfaction. The findings are shown in table 4.23.

**Table 4. 20: Time to time review**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	5	8%
Disagree	6	9%
Neutral	1	1%
Agree	33	52%
Strongly agree	19	30%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

According to findings of the study, review of employment terms from time to time had an influence on job satisfaction as indicated by 52% who agreed to this and 30% who strongly agreed with this. 9% disagreed that review of employment terms from time to time influences job satisfaction against 8% who strongly disagreed with this. Only 1% was indifferent in this.

#### 4.6.3 Due process in disciplinary matters

Respondents were required to respond on a 5 point likert rating scale whether due process in disciplinary matters influences job satisfaction. The findings are as shown in table 4.24.

**Table 4. 21 : Due process in disciplinary matters**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	5	8%
Disagree	8	13%
Neutral	1	1%
Agree	17	27%
Strongly agree	33	52%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

From the findings of the study, 52% of the respondents strongly agreed that due process in disciplinary matters influences job satisfaction. 27% agreed that due process in disciplinary matters influences job satisfaction followed by 13% who disagreed with this. 8% strongly disagreed that due process in disciplinary influences job satisfaction and 1% were indifferent in this.

#### **4.6.4 Labor union membership**

Respondents were required to respond on a 5 point likert rating scale whether membership to labor union influences job satisfaction. The findings are shown in table 4.25.

**Table 4. 22: Labor union membership**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	5	8%
Disagree	5	8%
Neutral	4	6%
Agree	35	55%
Strongly agree	15	23%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

Study findings show that membership to labor unions influences job satisfaction as indicated by 55% who were in agreement with this followed by 23% who strongly agreed with this. 8% strongly disagreed that membership to labor unions influences job satisfaction. Similarly 8% disagreed that membership to labor unions influences job satisfaction while 6% were indifferent in this.

#### **4.6.5 Workplace health and safety**

Respondents were required to respond on a 5 point likert rating scale whether workplace health and safety influences job satisfaction. The findings are shown in table 4.26.

**Table 4. 26: Workplace health and safety**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	5	8%
Disagree	11	17%
Neutral	8	13%
Agree	18	28%
Strongly agree	22	34%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

According to findings of the study, 34% of the respondents strongly agreed that workplace health and safety had an influence on employee job satisfaction. 28% agreed that workplace health and safety influences job satisfaction followed by 17% who disagreed with this. 13% were indifferent in this while only 8% strongly disagreed that workplace health and safety influences job satisfaction.

#### 4.6.6 Anti-harassment policy

Respondents were required to respond on a 5 point likert rating scale whether anti-harassment policy influences job satisfaction. The findings are as shown in table 4.27.

**Table 4. 27: Anti-harassment policy**

Scale	Frequency	Percentage
Strongly disagree	5	8%
Disagree	12	19%
Neutral	4	6%
Agree	24	37%
Strongly agree	19	30%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

Study findings show that anti- harassment policy has an influence on job satisfaction as shown by 37% of the respondents who agreed to this and 30% who strongly disagreed with this. 19% disagreed that anti- harassment policy has an influence on job satisfaction followed by 8% who strongly disagreed with this. 6% were indifferent that anti-harassment policy influences job satisfaction.

#### 4.6.7 Anti-gender based violence

Respondents were required to respond on a 5 point likert rating scale whether anti-gender based violence policy influences job satisfaction. The findings are as shown in table 4.28.

**Table 4. 23: Anti-gender based violence**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	7	11%
Disagree	14	22%
Neutral	4	6%
Agree	12	19%
Strongly agree	27	42%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

Anti-gender based violence policy influences job satisfaction as shown by 42% of respondents who strongly agreed to this while 19% disagreed with this. 22% disagreed that anti-gender based violence policy influences job satisfaction followed by 11% who strongly disagreed with this. 6% of the respondents were indifferent.

#### 4.6.8 Main labor factor that influences job satisfaction

Mean and standard deviation of labor factors that influence job satisfaction was calculated. The findings are shown in table 4.29.

**Table 4.29: Main labor factor that influences job satisfaction**

FACTORS		SCALES						
		SD	D	N	A	SA	M	SDv
Labor policies	%	5	13	1	18	63		
	F	3	8	1	12	40	4.22	1.24
Review of terms	%	8	9	1	52	30		
	F	5	6	1	33	19	3.86	1.18
Labor union membership	%	8	8	6	55	23		
	F	5	5	4	35	15	3.78	1.13
Due process	%	8	13	1	27	52		
	F	5	8	1	33	19	4.09	1.22
Workplace health and safety	%	8	17	13	28	34		
	F	5	11	8	18	22	3.70	1.29
Anti harassment	%	8	19	6	37	30		
	F	5	12	4	24	19	3.62	1.30
Anti-gender based violence	%	11	22	6	19	42		
	F	7	14	4	12	27	3.59	1.49

Where SD- Strongly disagree, D-disagree, N-neutral, A- Agree, SA-strongly agree, M-mean, SDv- standard deviation.

Study findings that the main labor factor that influences job satisfaction is provision for anti-gender based violence which had a mean of 3.59, while the least is existence of labor policies with a mean of 4.22. This supports what one of the top management officials said during interview session “.....you can most definitely not separate gender issues from labor issues. These two go hand in hand.”

#### **4.7 Employee welfare policies and job satisfaction**

This section sought to establish respondents’ awareness of how employee welfare policies relates with job satisfaction. First, respondents were required to respond with an either yes or no answer on whether job satisfaction is influenced by provision for employee welfare policies. 81% affirmed this while 19% declined. Further, respondents were asked to indicate the extent to which they agreed to listed factors’ influence on job satisfaction.

##### **4.7.1 Team building and retreats**

Respondents were required to respond on a 5 point likert rating scale whether team building, retreats and family days influences job satisfaction. The findings are as shown in table 4.30.

**Table 4. 30: Team building and retreats**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	2	3%
Disagree	9	14%
Neutral	1	1%
Agree	19	30%
Strongly agree	33	52%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

Study findings indicated that team building, retreats and family days had an influence on job satisfaction as indicated by 52% of respondents who strongly agreed to this and 30% who agreed with this. 14% disagreed that team building, retreats and family days had an influence on job satisfaction while 3% strongly disagreed with this. Only 1% was indifferent in this.

#### **4.7.2 Availability of healthcare facilities**

Respondents were required to respond on a 5 point likert rating scale whether availability of healthcare facilities and family days influences job satisfaction. The findings are shown in table 4.31.

**Table 4. 31: Availability of healthcare facilities**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	5	8%
Disagree	6	9%
Neutral	3	5%
Agree	38	59%
Strongly agree	12	19%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

According to findings of the study, 59% agreed that availability of healthcare facilities influenced job satisfaction followed by 19% who strongly agreed to this. 9% disagreed that availability of healthcare facilities affects job satisfaction followed by 8% who strongly disagreed with this. 5% were indifferent on whether job satisfaction is influenced by availability of healthcare facilities.



### 4.7.3 Compassionate leave

Respondents were required to respond on a 5 point likert rating scale whether provision for compassionate leave influences job satisfaction. The findings are as shown in table 4.32.

**Table 4. 32: Compassionate leave**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	8	13%
Disagree	3	5%
Neutral	4	6%
Agree	26	41%
Strongly agree	23	36%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

Study findings show that 41% agreed that provision for bereavement/compassionate leave influences job satisfaction among Government of Makueni County headquarters employees followed by 36% who strongly agreed to this. 13% strongly disagreed that bereavement leave policy affects job satisfaction while 6% were indifferent on this. 5% disagreed that provision for bereavement/compassionate leave influences job satisfaction among Government of Makueni County headquarters employees.

### 4.7.4 Recreational facilities

Respondents were required to respond on a 5 point likert rating scale whether provision for recreational facilities influences job satisfaction. The findings are shown in table 4.33.

**Table 4. 33: Recreational facilities**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	3	5%
Disagree	8	13%
Neutral	9	14%
Agree	23	36%
Strongly agree	21	33%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

According to the study findings 36% agreed that availability of recreational facilities had an influence on job satisfaction followed by 33% who strongly agreed with this. 14% were indifferent on whether recreational facilities influences job satisfaction followed by 13% who disagreed with this. 5% strongly agreed that availability of recreational facilities influences job satisfaction.

#### **4.7.5 Attending to personal issues**

Respondents were required to respond on a 5 point likert rating scale whether ability to attend to personal issues influences job satisfaction. The findings are shown in table 4.34.

**Table 4. 34: Attending to personal issues**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	6	9%
Disagree	10	16%
Neutral	9	14%
Agree	18	28%
Strongly agree	21	33%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

According to the study findings 33% of the respondents strongly agreed that attending to personal/family issues influence job satisfaction among Government of Makueni County headquarters employees followed by 28% who agreed to this. 16% disagreed that attending to personal/family issues influences job satisfaction followed by 9% who disagreed with this. 14% were indifferent in this.

#### **4.7.6 Medical cover**

Respondents were required to respond on a 5 point likert rating scale whether provision for medical cover influences job satisfaction. The findings are shown in table 4.35.

**Table 4. 35: Medical cover**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	6	9%
Disagree	14	22%
Neutral	6	9%
Agree	21	33%
Strongly agree	17	27%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

According to the study findings medical cover for employees and dependents influences job satisfaction as indicated by 33% of respondents who agreed to this and 27% who strongly disagreed with this. 22% disagreed that provision for medical cover influences job satisfaction among headquarters employees of Government of Makueni County as well as 9% who strongly disagreed with this. 9% were indifferent on this.

#### 4.7.7 Overtime compensation

Respondents were required to respond on a 5 point likert rating scale whether compensation for overtime influences job satisfaction. The findings are as shown in table 4.36.

**Table 4. 36: Overtime compensation**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	6	9%
Disagree	14	22%
Neutral	1	1%
Agree	21	33%
Strongly agree	22	34%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

According to the findings of the study, 34% of the respondents strongly agreed that compensation for overtime influences job satisfaction followed by 33% who disagreed with this. 22% disagreed that compensation for overtime influences job satisfaction while 9% strongly disagreed with this. 1% of the respondents were indifferent in this.

#### 4.7.8 Commuter and house allowance

Respondents were required to respond on a 5 point likert rating scale whether provision for commuter and house allowance influences job satisfaction. The findings are as shown in table 4.37.

**Table 4. 37: Commuter and house allowance**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	8	13%
Disagree	17	27%
Neutral	2	3%
Agree	17	27%
Strongly agree	20	31%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

According to the study findings, 31% of the respondents strongly agreed that commuter and house allowance influence job satisfaction among Government of Makueni County headquarters employees followed by 27% who agreed with this. Similarly 27% disagreed that commuter and house allowance influence job satisfaction among Government of Makueni County headquarters employees while 13% strongly disagreed with this. 3% were indifferent in this.

#### 4.7.9 Main employee welfare factor that influences job satisfaction

Mean and standard deviation of labor factors that influence job satisfaction was calculated. The findings are shown in table 4.38.

**Table 4.38: Main employee welfare factor that influences job satisfaction**

FACTORS	SCALES							
		SD	D	N	A	SA	M	SDv
Team building and retreats	%	3	14	1	30	52		
	F	2	9	1	19	33	4.17	1.11
Healthcare facilities	%	8	9	5	59	19		
	F	5	6	3	38	12	3.72	1.12
Compassionate leave	%	13	5	6	41	36		
	F	8	3	4	26	23	3.88	1.27
Recreational facilities	%	5	13	14	36	33		
	F	3	8	9	23	21	3.84	1.17
Personal issues	%	9	16	14	28	33		
	F	6	10	9	18	21	3.69	1.26
Medical cover	%	9	22	9	33	27		
	F	6	14	6	21	17	3.52	1.32
Overtime compensation	%	9	22	1	33	34		
	F	6	14	6	21	17	3.66	1.36
Commuter & house allowance	%	13	27	3	27	31		
	F	8	17	2	17	20	3.37	1.48

Where SD- Strongly disagree, D-disagree, N-neutral, A- Agree, SA-strongly agree, M-mean, SDv- standard deviation.

Study findings show that provision for house and commuter allowance was the main factor that influences job satisfaction under employee welfare with a mean of 3.37. This is in agreement with what one of the interviewed top officials said “...*in addressing employee welfare issues the focus has switched mainly to mobility issues and housing for the staff.*” Team building, retreats and family days was the least factor that influences job satisfaction the least with a mean of 4.17.

#### **4.8 Measurement of dependent variable**

This section sought to establish the extent to which work-life balance policies influences job satisfaction. First, respondents were required to respond with an either yes or no answer on whether job satisfaction has been influenced by work-life balance policies among Government of Makueni County Headquarters employees. 65% affirmed this while 35% declined. Further, respondents were asked to indicate the extent to which they agreed to listed factors’ that are related to work-life balance influence on job satisfaction.

##### **4.8.1 Provision for leave**

Respondents were asked to rate on a five point likert scale whether provision for leave has influenced job satisfaction among headquarters employees of Government of Makueni County and the findings are shown in table 4.39.

**Table 4. 24: Provision for leave**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	15	23%
Disagree	8	13%
Neutral	1	1%
Agree	30	47%
Strongly agree	10	16%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

From the study findings, provision for leave has influenced job satisfaction among headquarters employees of Government of Makueni County, as indicated by 47% of respondents who agreed to this statement and 16% who strongly agreed with this. 23% strongly disagreed that provision for leave has influenced job satisfaction among headquarters employees of Government of Makueni County and 13% who disagreed with this while 1% were indifferent. Three out of the interviewed top management officials were in agreement that provision for leave has influenced job satisfaction among Government of Makueni County headquarters employees. One of them is quoted thus *“It is no doubt that job satisfaction of employees is dependent on provision for leave, among other things.”*

#### **4.8.2 Provision for personal development**

Respondents were asked to rate on a five point likert scale whether provision for personal development has influenced job satisfaction among headquarters employees of Government of Makueni County and the findings are as shown in table 4.40.



**Table 4. 25: Provision for personal development**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	2	3%
Disagree	14	22%
Neutral	1	1%
Agree	20	31%
Strongly agree	27	42%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

Study findings showed that 42% of the respondents strongly agreed that provision for personal development has influenced job satisfaction among headquarters employees of Government of Makueni County and 31% of respondents who agreed with this. 22% of the respondents disagreed that provision for personal development has influenced job satisfaction among headquarters employees of Government of Makueni County followed by 3% who strongly disagreed with this and 1% were indifferent in this. “...*If it were not for the programmes that these employees are provide for to develop themselves, turn over would be so high, we would be losing our employees to other organizations..*”, said one of the top management officials.

#### **4.8.3 Provision for labor policies**

Respondents were asked to rate on a five point likert scale whether provision for labor policy has influenced job satisfaction among headquarters employees of Government of Makueni County and the findings are shown in table 4.41.

**Table 4. 41: Provision for labor policies**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	9	14%
Disagree	2	3%
Neutral	4	6%
Agree	25	39%
Strongly agree	24	38%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

According to the study findings 39% of the respondents agreed that provision for labor policy has influenced job satisfaction among headquarters employees of Government of Makueni County followed by 38% of respondents who strongly agreed to this. 14% of the respondents strongly disagreed that provision for labor policy has influenced job satisfaction among headquarters employees of Government of Makueni County followed by 6% of respondents who were indifferent in this. Only 3% of the respondents disagreed that provision for labor policy has influenced job satisfaction among headquarters employees of Government of Makueni County. From the interview sessions, all of the interviewed four officials agreed that provision for labor policies has influenced job satisfaction among headquarters employees of Government of Makueni County. One of the respondents asserted “*You can most definitely never separate labor policies from job satisfaction, the two are related.*”

#### 4.8.4 Provision for employee welfare policies

Respondents were asked to rate on a five point likert scale whether provision for employee welfare policies has influenced job satisfaction among headquarters employees of Government of Makueni County and the findings are shown in table 4.42.

**Table 4. 42: Provision for employee welfare policies**

<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	3	5%
Disagree	21	33%
Neutral	5	8%
Agree	22	34%
Strongly agree	13	20%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

The study found out that provision for employee welfare policies has influenced job satisfaction among headquarters employees of Government of Makueni County as indicated by 34% of respondents who agreed to this statement and 20% who strongly agreed to this. 33% of respondents disagreed that provision for employee welfare policies has influenced job satisfaction among headquarters employees of Government of Makueni County while 8% of the respondents were indifferent on this. Only 5% of the respondents strongly disagreed that provision for employee welfare policies has influenced job satisfaction among headquarters employees of Government of Makueni County. The study findings show that provision for employee welfare policies influences job satisfaction among Government of Makueni County Headquarters employees. This is as evidenced by one of the interview respondents who says *“...at the point where provision of employee welfare programmes ends, that is where job*

*satisfaction of employees ends, and headquarters employees of Government of Makueni County are by no means different.”* This gives more weight to the quantitative findings of the study.

#### 4.8.5 Main work life balance factor that has influenced job satisfaction

Respondents were asked to indicate the extent to which they agreed to listed factors' that are related to work-life balance influence on job satisfaction. Mean and standard deviation of the responses to factors that influence job satisfaction was calculated. The findings are shown in table 4.43.

**Table 4.43: Main work life balance factor that has influenced job satisfaction**

FACTORS		SCALES						
		SD	D	N	A	SA	M	SDv
Leave provision	%	23	13	1	47	16		
	F	15	8	1	30	10	2.84	1.46
Personal development	%	3	22	1	31	42		
	F	2	14	1	20	27	2.08	1.21
Labor policies	%	14	3	6	39	38		
	F	9	2	4	25	24	2.14	1.36
Employee welfare	%	5	33	8	34	20		
	F	3	21	5	22	13	2.69	1.25

Where SD- Strongly disagree, D-disagree, N-neutral, A- Agree, SA-strongly agree, M-mean, SDv- standard deviation.

The study found out that provision for personal development policy, with a mean of 2.08 was the main factor that had influenced job satisfaction among Government of Makueni County Headquarters employees. This was followed by provision for labor policy which had a mean of 2.14 and then by provision for employee welfare policy which had a mean of 2.69. Provision for leave, with a mean of 2.84, was the work-life balance factor that had influenced job satisfaction among Government of Makueni County Headquarters employees the least. This is in line with an assertion by one of the interviewed top officials who said, *“Ultimately, when you develop an employee, the skill or knowledge imparted remains with him/her. This then brings us to the conclusion that personal development of employees lies at the center of work-life balance.”*

#### **4.9 Statement concerning job satisfaction**

This section sought to gauge employees’ job satisfaction with regard to work-life balance policies and practices in the Government of Makueni County Headquarters. The findings are as shown in table 4.44.

**Table 4. 44: Statement concerning job satisfaction**

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Generally, would you say you are satisfied with your job with regard to work-life balance policies and practices? Kindly indicate on a scale of 1-5 where: Strongly Agree = 5 Agree= 4 Neutral = Disagree = 2 strongly disagree = 1

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<b>Scale</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	13	20%
Agree	9	14%
Neutral	1	2%
Disagree	19	30%
Strongly disagree	22	34%
<b>TOTAL</b>	<b>64</b>	<b>100%</b>

From the study findings, 34% of the employees strongly disagreed that they were satisfied with their jobs with regard to work-life balance policies and practices, 30% disagreed that they were satisfied with their jobs with regard to work-life balance policies and practices. 2% of the respondents were indifferent while 14% agreed that they were satisfied with their jobs. 20% strongly agreed that they were satisfied with their jobs with regard to work-life balance policies and practices put in place by the Government of Makueni County.

#### **4.10 Hypothesis testing**

Hypothesis was framed and was tested using Chi- square test. To test the hypotheses of the study, chi-square test was conducted with a significance test at .05% level. The formula used for calculating chi- square value is as follows:

$$X^2 = \sum \frac{(O-E)^2}{E}$$

Where, E- Expected frequency

O- Observed frequency

The use of the chi-square ( $X^2$ ) was to test the hypotheses (H1 - H4) by determining the strength of the relationship between the variables with a .05% significant level, meaning that there is only a 5 percent chance that the statistical significance, if any, resulted from random chance. The premise for the validity and consistency of the analysis is the calculation of the P-value. The p-value is the probability that a sample drawn from a population is tested given that the assumptions proposed by the study are true.

**Table 4. 26: Expected frequency and computed chi-square ( $X^2$ ) of provision for leave and job satisfaction.**

	<b>Observed frequency (O)</b>	<b>Expected frequency (E)</b>	<b>O-E</b>	<b>(O-E)<sup>2</sup></b>	$\frac{(O-E)^2}{E}$
Strongly agree	9	12.8	-3.8	14.44	1.13
Agree	31	12.8	18.2	331.24	25.87
Neutral	0	12.8	-12.8	163.84	12.8
Disagree	9	12.8	-3.8	14.44	1.13
Strongly disagree	15	12.8	2.2	4.84	0.38

$$\sum X^2 = 41.31$$

Table 4.45 above presents the observed and expected frequencies with the computed chi-square statistics for the measures of the organization under study (Government of Makueni County). To test the first hypothesis, the chi-square statistic was calculated using the model:

$$X^2 = \sum \frac{(O-E)^2}{E}$$

$\sum$  = Summation

O= Observed frequency, i.e. from table 4.39 above

E = Expected frequency, i.e. (Row total x column total)

Grand total



H1: There is no significant relationship between provision for leave and job satisfaction among headquarters employees of Government of Makueni County. Chi-square was used as a test statistic at significance level of .05% (i.e.  $\alpha = 0.5$ ), and the degree of freedom (df=4), computed chi-square ( $X^2$ ) = 41.31 and chi-square critical = 9.49. Thus the hypothesis (H1) at 5% level of significance was nullified since chi-square ( $X^2$ ) computed 41.31 was more than chi-square critical. Therefore the hypothesis of the study which indicates that there is no significant relationship between provision for leave and job satisfaction of employees at Government of Makueni County headquarters was rejected and the alternative hypothesis accepted.

**Table 4. 46: Expected frequencies and computed chi-square ( $X^2$ ) of provision for personal development and job satisfaction.**

	Observed frequency (O)	Expected frequency (E)	O-E	(O-E) <sup>2</sup>	$\frac{(O-E)^2}{E}$
Strongly Agree	27	12.8	14.2	201.64	15.75
Agree	21	12.8	8.2	67.24	5.25
Neutral	1	12.8	-11.8	139.24	10.88
Disagree	14	12.8	1.2	1.44	0.1125
Strongly disagree	1	12.8	-11.8	139.24	10.88

$$\sum X^2 = 42.87$$

Table 4.46 above presents the observed and expected frequencies with the computed chi-square statistics for the measures of the organization under study (Government of Makueni County). To test the second hypothesis, the chi-square statistic was calculated using the model:

$$X^2 = \sum \frac{(O-E)^2}{E}$$

$\sum$  = Summation

O= Observed frequency, i.e. from table 4.40 above

E = Expected frequency, i.e. (Row total x column total)

Grand total

H2: There is no significant relationship between provision for personal development and job satisfaction among headquarters employees of Government of Makueni County. Chi-square was used as a test statistic at significance level of .05% (i.e.  $\alpha = 0.5$ ), and the degree of freedom (df=4), computed chi-square ( $X^2$ ) = 42.87 and chi-square critical = 9.49

Thus the hypothesis (H2) at 5% level of significance was nullified since chi-square ( $X^2$ ) computed (42.87) was more than chi-square critical 9.49. Therefore the hypothesis of the study which indicates that there is no significant relationship between provision for personal development and job satisfaction of employees of Government of Makueni County was rejected and the alternative hypothesis accepted.

**Table 4. 27: Expected frequency and computed chi-square ( $X^2$ ) of provision for labor policy and job satisfaction.**

	Observed frequency (O)	Expected frequency (E)	O-E	(O-E) <sup>2</sup>	$\frac{(O-E)^2}{E}$
Strongly Agree	25	12.8	12.2	148.84	11.63
Agree	25	12.8	12.2	148.84	11.63
Neutral	3	12.8	-9.8	96.04	7.05
Disagree	2	12.8	-10.8	116.64	9.11
Strongly disagree	9	12.8	-3.8	14.44	1.13

$$\sum X^2 = 40.55$$

Table 4.47 above presents the observed and expected frequencies with the computed chi-square statistics for the measures of the organization under study (Government of Makueni County). To test the third hypothesis, the chi-square statistic was calculated using the model:

$$X^2 = \sum \frac{(O-E)^2}{E}$$

$$\sum = \text{Summation}$$

O= Observed frequency, i.e. from table 4.41 above

E = Expected frequency, i.e. (Row total x column total)

Grand total

H3: There is no significant relationship between provision for labor policy and job satisfaction among headquarters employees of Government of Makueni County. Chi-square was used as a test statistic at significance level of .05% (i.e.  $\alpha = 0.5$ ), and the degree of freedom (df=4), computed chi-square ( $X^2$ ) = 40.55 and chi-square critical = 9.49. Thus the hypothesis (H3) at 5% level of significance was nullified since chi-square ( $X^2$ ) computed 40.55 was more than chi-square critical. Therefore the hypothesis of the study which indicates that there is no significant relationship between provision for labor policy and job satisfaction among employees of Government of Makueni County headquarters was rejected and the alternative hypothesis accepted.

**Table 4. 48: Expected frequencies and computed chi-square ( $X^2$ ) of provision for employee welfare policy and job satisfaction.**

	Observed frequency (O)	Expected frequency (E)	O-E	(O-E) <sup>2</sup>	$\frac{(O-E)^2}{E}$
Strongly agree	12	12.8	-8	64	5
Agree	23	12.8	10.2	104.04	8.13
Neutral	5	12.8	-7.8	60.84	4.75
Disagree	21	12.8	8.2	67.24	5.25
Strongly disagree	3	12.8	-9.8	96.04	7.50

$$\sum X^2 = 25.69$$

Table 4.48 above presents the observed and expected frequencies with the computed chi-square statistics for the measures of the organization under study (Government of Makueni County). To test the last hypothesis, the chi-square statistic was calculated using the model:

$$X^2 = \sum \frac{(O-E)^2}{E}$$

$\sum$  = Summation

O= Observed frequency, i.e. from table 4.42 above

E = Expected frequency, i.e. (Row total x column total) / Grand total

H4: There is no significant relationship between provision for welfare policy and job satisfaction among headquarters employees of Government of Makueni County. Chi-square was used as a test statistic at significance level of .05% (i.e.  $\alpha = 0.5$ ), and the degree of freedom (df=4), computed chi-square ( $X^2$ ) = 25.69 and chi-square critical 9.49. Thus the hypothesis (H4) at 5% level of significance was nullified since chi-square ( $X^2$ ) computed 25.69 was more than chi-square critical. Therefore the hypothesis of the study which indicates that there is no significant relationship between provision for welfare policy and job satisfaction of employees at Government of Makueni County headquarters was rejected and the alternative hypothesis accepted.

## **CHAPTER 5**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter summarizes the findings, discussions, conclusions and recommendations based on the analysis in chapter four. It also outlines the contribution to the body of knowledge and suggestions for further research.

#### **5.2 Summary**

This section provides a summary of the findings as presented in chapter four of the study. The aim of this research was to analyze the influence of work-life balance policies on employee job satisfaction among Government of Makueni County Headquarters employees. The study used descriptive and inferential statistics, and analyzed data using statistical package for social scientists. Qualitative data arising from interview guide and open ended questions in questionnaires was analyzed using content analysis. Major findings of the research were generated and presented in chapter four of the research project report.

In response to demographic characteristics, the study findings indicated that there were more male employees than female employees working at the Government of Makueni County Headquarters. This is evidenced by 55% of male respondents against 45% of female respondents. Majority of the respondents (42%) were between the ages 41-50 years. On marital status, it was established that 39% of the respondents were married, making up the majority. 38% of the informants were in middle level management.

Based on objective one which sought to assess if provision for leave was related to job satisfaction, 86% of the respondents were on the affirmative. This was backed up by 50% of the respondents who strongly agreed that provision for leave influences job satisfaction. Compensation not to take leave influences job satisfaction as indicated by 50% of respondents who agreed with this. 43% strongly agreed that provision for maternity/ paternal leave had an influence on job satisfaction. 41% strongly agreed that carrying forward leave days had an influence on job satisfaction while 39% strongly agreed that provision for sick leave had an influence on job satisfaction. 41% strongly agreed that getting time off to care for family emergencies had an influence on job satisfaction. Lastly, 30% of the respondents agreed that being able to schedule their preferred day-offs had an influence on job satisfaction among headquarters employees of Government of Makueni County.

Regarding objective two which sought to establish the influence of personal development policies on job satisfaction, the findings revealed that there was a significant relationship between personal development policies and job satisfaction among Government of Makueni County Headquarters employees as reported by 80% of the respondents who agreed with this. This statement was supported by 53% of the respondents who strongly agreed that employee training influenced job satisfaction while 48% agreed that provision for study leave had an influence on job satisfaction. School fees paid by an employer had an influence on job satisfaction as indicated by 42% of the respondents who strongly agreed to this factor. Relocation assistance policy influences job satisfaction as evidenced by 47% of the respondents who agree with this. 36% strongly agreed that access to short courses influenced job satisfaction while 42% agreed that full sponsorships for long courses had an influence on job satisfaction.

In reference to objective three which sought to determine if provision for labor policy was related to job satisfaction among Government of Makueni County headquarters staffs, 81% were to the affirmative while 19% declined. This was backed up by 63% who strongly agreed to this. Review of employment terms from time to time had an influence on job satisfaction as indicated by 52% who agreed to this. 51% of the respondents strongly agreed that due process in disciplinary matters influenced job satisfaction; while 34% strongly agreed that workplace health and safety had an influence on employee job satisfaction. Anti- harassment policy has an influence on job satisfaction as shown by 38% of the respondents who agreed to this. Anti-gender based violence policy influences job satisfaction as shown by 42% of respondents who strongly agreed to this. Membership to labor unions influences job satisfaction as indicated by 55% who were in agreement with this.

Regarding objective four which sought to establish if employee welfare policies had any significant relationship with job satisfaction, 81% of the respondents strongly agreed with this statement. Team building, retreats and family days had an influence on job satisfaction as indicated by 51% of respondents who strongly agreed to this. 59% agreed that availability of healthcare facilities influenced job satisfaction while 40% agreed that provision for bereavement/compassionate leave influences job satisfaction among Government of Makueni County headquarters employees. 35% agreed that availability of recreational facilities had an influence on job satisfaction while 32% strongly agreed that personal/family issues influence job satisfaction among Government of Makueni County headquarters employees. Medical cover for employees and dependents influences job satisfaction as indicated by 32% of respondents who agreed to this. 34% strongly agreed that compensation for overtime influences job satisfaction



while 31% strongly agreed that commuter and house allowance influence job satisfaction among Government of Makueni County headquarters employees.

### **5.3 Conclusions**

The work-life balance problem calls for a serious concern especially in newly formed county governments, the more reason why this study turned a beam light on the subject matter. From the findings of the study, it was revealed that work-life balance policies influence job satisfaction among Government of Makueni County Headquarters employees. Thus the study concludes that work-life balance policies influence employee job satisfaction at the Government of Makueni County Headquarters. Regarding demographic characteristics of the respondents, the study concluded that work-life balance is an issue that is crosscutting regardless of gender, marital status, age, and so on. This is because at least all of the demographic categories represented in the questionnaire had a positive response.

Based on objective one, the study found out that there was a significant relationship between provisions for leave and job satisfaction among headquarter employees of Government of Makueni County. Thus the study concludes that provision for leave influences job satisfaction among Government of Makueni County Headquarters employees. Regarding objective two, the study found out that there is a significant relationship between personal development policy and job satisfaction among headquarter employees of Government of Makueni County. Thus the study concludes that provision for personal development policy influences job satisfaction among Government of Makueni County Headquarters employees.

In reference to objective three, the study found out that there is a significant relationship between provision of labor policies and job satisfaction among headquarters employees of Government of Makueni County. Thus the study concludes that provision of labor policies influences job satisfaction among Government of Makueni County headquarters employees.

On objective four, it was found out that employee welfare policies have a significant relationship with job satisfaction among headquarters employees of Government of Makueni County. Thus the study concludes that employee welfare policies influence job satisfaction among headquarters employees of Government of Makueni County.

#### **5.4 Recommendations.**

From the findings and conclusions, the study recommends that there is need for organizations to enhance their work-life balance policies as it was found out that work-life balance policies enhance job satisfaction at the Government of Makueni County headquarters. The study recommends the formulation and implementation of work-life balance policies which should be cascaded to the departmental level. Existent policies should be enriched to ensure that they are comprehensive and suit the needs of employees. Adequate financial and human resources should be allocated for the implementation of work-life balance policies because they would not yield any meaningful result without resource mobilization.

It is also recommended that the Government of Makueni County, together with all relevant stakeholders, should claim ownership of the work-life balance policies process to ensure that the process is sustainable. Furthermore, those in the policy and budgetary chain should be educated to ensure work-life balance policies are not left out as a budgetary component and a strategic human resource policy issue. Finally, the Government of Kenya should strengthen collaborations between work-life balance policies and those responsible for their implementation. In a nutshell,

the results of this study gives a basis for the recommendation that the Government of Makueni County should improve the work-life balance policies offered to employees in order to increase their job satisfaction.

#### **5.4.1 Contribution to existing body of knowledge**

This study appreciates other scholarly work that has been done on the area of work-life balance as it relates to job satisfaction. The study proves to be a milestone for researchers, policy makers and students to properly understand the concepts of employee job satisfaction, work-life balance and how they relate with each other. The study is however open to academic criticism.

#### **5.4.2 Suggestions for further research**

Building on this study, it may be fruitful for future research to explore the area of work-life balance strategies from the perspective of other stakeholders apart from employees and employers. Future research could identify the costs associated with formulation, implementation, monitoring, evaluation and maintenance of work-life balance strategies within public institutions.

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## APPENDIX 1: QUESTIONNAIRE FOR EMPLOYEES

SERIAL NO.....

I am a student at South Eastern Kenya University taking MBA (Strategic Management option). I am carrying out a research to determine the influence of work life balance policies on employee job satisfaction. The target of the study is Government of Makueni County headquarters employees and you have been identified to participate by way of responding to a questionnaire. This is therefore to kindly request you to fill the questionnaire according to your understanding of the questions and statements herein. Information provided will be treated with utmost confidentiality. Do not write your name on the questionnaire.

### SECTION A

1. Age (tick one)

a) Below 20 years

b) 21-40 years

c) 41-60 years

d) Above 60 years

2. Gender (tick one)

a) Male

b) Female

3. Department.....

4. What is your level of management in the organization? (Tick one).

a) Top level

b) Middle level

c) Low level



d) Don't know

## SECTION B

### 1. Provision for leave and job satisfaction

a) Do you think provision for leave influences job satisfaction (tick one)?

Yes

No

b). Please indicate the extent to which you agree to the following factors' influence on job satisfaction on a scale of 1-5 where: Strongly Agree = 5 Agree= 4 Neutral = Disagree = 2 strongly disagree = 1

Indicator	5	4	3	2	1
1. Provision for annual leave					
2. Compensation not to take leave					
3. Provision for Maternity/annual leave					
4. Carrying forward leave days					
5. Sick leave					
6. Getting time off to care for family emergencies					
7. Being able to schedule your preferred day-offs					

## 2. Personal development policies and job satisfaction

a) Do you think provision for personal development policies influences job satisfaction (tick one)?

Yes

No

b) Please indicate the extent to which you agree to the following factors' influence on job satisfaction on a scale of 1-5 where: Strongly Agree=5 Agree=4 Neutral=3 Disagree =2 Strongly disagree=1

<b>Indicator</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1. Employee training in a Government institution					
2. Provision to go for study leave					
3. Relocation assistance policy					
4. School fees paid by your employer					
5. Existence of employee assistance programmes					
6. Access to full sponsorships for long courses					
7. Access to short courses and in-house training					

**3. Provision of labor policies and job satisfaction**

a) Do you think provision for labor policies influences job satisfaction (Tick one)?

Yes

No

b) Please indicate the extent to which you agree to the following factors' influence on job satisfaction on a scale of 1-5 where: Strongly Agree=5 Agree=4 Neutral=3 Disagree =2 strongly disagree=1

<b>Indicator</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1. Existence of labor policies					
2. Time to time review of employment terms					
3. Membership to labor unions					
4. Due process in disciplinary matters					
5. Workplace health and safety					
6. Anti-harassment policy					
7. Anti-gender based violence policy					

#### 4. Employee welfare policies and job satisfaction

a) Do you think provision for personal development policies influences job satisfaction (Tick one)?

Yes

No

b) Please indicate the extent to which you agree to the following factors' influence on job satisfaction on a scale of 1-5 where: Strongly Agree=5 Agree=4 Neutral=3 Disagree =2 strongly disagree=1

Indicator	5	4	3	2	1
1. Team building and retreats and family days					
2. Availability of healthcare facilities					
3. Provision for bereavement/compassionate leave					
4. Availability of recreational facilities					
5. Personal/family issues					
6. Medical cover for employees and dependents					
7. Compensation for overtime					
8. Commuter and house allowances					

**MEASUREMENT OF DEPENDENT VARIABLE**

a). Do you think work-life balance policies are related to job satisfaction? (Tick one)

Yes

No

b) Please indicate the degree to which you agree to the following FACTORS. Strongly agree=1  
 Agree=2 Neutral=3 Disagree =4 strongly disagree=5

<b>FACTOR</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1 Provision for leave has influenced job satisfaction among headquarters employees of Government of Makueni County.					
2 Provision for personal development has influenced job satisfaction among headquarters employees of Government of Makueni County.					
3 Provision for labor policy has influenced job satisfaction among headquarters employees of Government of Makueni County.					
4 Provision of employee welfare policies has influenced job satisfaction among headquarters employees of Government of Makueni County.					
5 Generally, would you say you are satisfied with your job with regard to work-life balance policies and practices?					

5. Please indicate your marital status (Tick one).

a) Single

b) Married

c) Divorced

d) Widowed

e) Separated

*Thank you very much for your time.*

## **APPENDIX II: INTERVIEW GUIDE FOR DEPARTMENTAL HEADS**

Dear respondent, these interview questions are meant to collect information on a study that is being conducted among staff of Government of Makueni County on the topic ‘Influence of work-life balance policies on job satisfaction among staff of Government of Makueni County’ in partial fulfillment of my Master of Business Administration degree in Strategic Management. Kindly answer the questions honestly. Information shared will be treated with utmost confidentiality.

1. Do you think provision for leave influences job satisfaction among your staff?
2. Do you think provision personal development of your staff influences their job satisfaction?
3. Do you think provision for labor policies influences job satisfaction among your staff?
4. Do you think provision for employee welfare schemes/programmes influences job satisfaction among your staff?

*Thank you for your time and cooperation.*

## APPENDIX III: AUTHORIZATION LETTER FROM SEKU



**SOUTH EASTERN KENYA UNIVERSITY**  
**OFFICE OF THE DIRECTOR**  
**BOARD OF POST GRADUATE STUDIES**

P.O. BOX 170-90200  
KITUL KENYA  
Email: info@seku.ac.ke

TEL 020-4213859 (KITUI)  
020-2531395 (NAIROBI)  
Email:bps@seku.ac.ke

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Our Ref: /D61/WTE/20153/2012

Date: Friday, January 30, 2015

Ms. Elizabeth Kisilu  
Reg. No: D61/WTE/20153/2012  
Master of Business Administration  
C/O Dean, School of Business and Economics

Dear Elizabeth,

**RE: PERMISSION TO PROCEED FOR DATA COLLECTION**

This is to acknowledge receipt of your Master Proposal document.

Following a successful presentation of your Master Proposal, the School of Business and Economics in conjunction with the Directorate, Board of Post graduate Studies (BPS) have approved that you proceed on and carry out your research data collection in accordance with your approved proposal.

During your research work, you will be closely supervised by Dr. Joash Migosi and Ms. Christine Kabui. You should ensure that you liaise with your supervisors at all times.

The Board of Postgraduate Studies wishes you well and a successful research data collection as a critical stage in your Master of Business administration.

Prof. Cornelius Wanjala  
Director, Board of Postgraduate Studies

Copy to: Deputy Vice Chancellor, Academic, Research and Students Affairs  
Dean, School of Business and Economics  
Chairman, Department of Business & Entrepreneurship  
Dr. Joash Migosi  
Ms. Christine Kabui  
BPS Office - To file



**APPENDIX IV: INTRODUCTION LETTER FROM SEKU**



**SOUTH EASTERN KENYA UNIVERSITY**

**WOTE TOWN CAMPUS**

P.O. BOX 441 - 90300,  
WOTE

TEL 0704 122 140  
WOTE OFFICE  
Email: wotecampus@seuco.ac.ke

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**DIRECTOR'S OFFICE**

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DATE: 27<sup>th</sup> Dec, 2014

**TO WHOM IT MAY CONCERN**

---

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**REF: ELIZABETH K. KISILU REG. NO. D61/WTE/20153/2012**

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This is to confirm that the above mentioned, is a bonafide student of South Eastern Kenya University, Wote town Campus pursuing **Master of Business Administration**

She has successfully finished the course work and she is now required to carry out her research. As part of the exercise, she is required to visit organizations/institutions for data collection.

I have no reservations in recommending her for the assistant she is seeking for in your organization/institution. The information collected will be treated with confidentiality and purely utilized for academic purposes only.

Yours faithfully,



**Dr. Patrick Kisangau (PhD)**  
**Director, SEKU WOTE Campus**

**APPENDIX V: APPROVAL FROM GOVERNMENT OF MAKUENI COUNTY**

Elizabeth Kisilu,  
P.O. Box 12,  
KATHONZWENI.  
Email: [kisiluc@yahoo.com](mailto:kisiluc@yahoo.com)  
Cell: 0727468363.

06/01/2015

The County Secretary,  
GOVERNMENT OF MAKUENI COUNTY.

Through

Chief Officer- Gender and Social Services.

Dear Madam,

**RE: PERMISSION TO CARRY OUT RESEARCH IN YOUR INSTITUTION.**

I am a MBA student in South Eastern Kenya University, majoring in Strategic Management, having been partly sponsored by the defunct County Council of Makueni and later the Government of Makueni County.

I am carrying out a study with the title *'Influence of Work-life balance Policies on Employee Job Satisfaction Among Government of Makueni County Headquarter Staff'*. The target population is employees of Government of Makueni County headquarter staff.

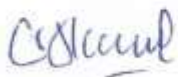
This is therefore to request for permission to proceed with data collection from 12<sup>th</sup> January, 2015 to 26<sup>th</sup> January, 2015. Data will be collected using questionnaires which will be administered to the sample population and an interview schedule for selected top management officials in the County. The researcher will try as much as possible not to interrupt during normal working hours by dropping and picking questionnaires during stipulated time for lunch hour.

Data collected will be purely for research purposes and will be treated with utmost confidentiality.

I have attached an introduction letter from the University for your convenience.

I am looking forward to your consideration, thanking you in advance.

Yours faithfully,



Elizabeth Kisilu.

Approved  
A.S. CS

forwarded  
C.O. DTGSS



Director HR  
Advise CO on procedures  
of training for officers  
A.S. CS  
13/1/15

## APPENDIX VI: THE $\chi^2$ (CHI-SQUARE) DISTRIBUTION CHART

df	Probability Values			
	0.05	0.025	0.01	0.001
1	3.841	5.024	6.635	10.828
2	5.991	7.378	9.210	13.816
3	7.815	9.348	11.345	16.266
4	9.488	11.143	13.277	18.467
5	11.070	12.833	15.086	20.515
6	12.592	14.449	16.812	22.458
7	14.067	16.013	18.475	24.322
8	15.507	17.535	20.090	26.125
9	16.919	19.023	21.666	27.877
10	18.307	20.483	23.209	29.588
11	19.675	21.920	24.725	31.264
12	21.026	23.337	26.217	32.910
13	22.362	24.736	27.688	34.528
14	23.685	26.119	29.141	36.123
15	24.996	27.488	30.578	37.697
16	26.296	28.845	32.000	39.252
17	27.587	30.191	33.409	40.790
18	28.869	31.526	34.805	42.312
19	30.144	32.852	36.191	43.820
20	31.410	34.170	37.566	45.315
21	32.671	35.479	38.932	46.797
22	33.924	36.781	40.289	48.268
23	35.172	38.076	41.638	49.728
24	36.415	39.364	42.980	51.179
25	37.652	40.646	44.314	52.620
26	38.885	41.923	45.642	54.052
27	40.113	43.195	46.963	55.476
28	41.337	44.461	48.278	56.892
29	42.557	45.722	49.588	58.301
30	43.773	46.979	50.892	59.703
40	55.758	59.342	63.691	73.402
50	67.505	71.420	76.154	86.661