EFFECT OF WORK LIFE BALANCE PROGRAMS ON JOB SATISFACTION OF NURSES IN PUBLIC HOSPITALS IN KENYA: A CASE OF SELECTED HOSPITALS IN NAKURU TOWN, KENYA

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DEDICATION

I dedicate this research project to the God Almighty for the gift of life, his divine enablement, grace and provision in my entire study. To my husband, Pastor, Ben Mudoga whose financial and moral support, persistent prayers, inspiration and encouragement kept me going till the end. To my sons Bravin, Lesley, Alvin and Frank for their moral support, love and encouragement.

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ABSTRACT

Work-life balance is gaining increasing importance and considered to be the most important challenge encountered in the field of Human Resource Management. Advancement in technology, increase in the complexity of work, change in the values and attitudes of the young and energetic work-force are some of the factors that compel organizations to address the work-life balance issue. The general objective of this study was to assess the effect of work-life balance programs on job satisfaction of nurses in public hospitals in Kenya. The specific objectives of the study were to: determine the effect of flexibility in work arrangements on job satisfaction of nurses; determine the effect of leave policies/arrangements on job satisfaction of nurses; determine the effect of employee support schemes on job satisfaction of nurses and to determine the combined effect of flexibility in work arrangements, leave policies/arrangements, and employee support schemes on job satisfaction of nurses in public hospitals in Kenya, a case of Nakuru Town. The study adopted descriptive, cross-section survey research design to collect data. The target population was 489 nurses working in three selected hospitals in Nakuru Town. The sample size of the study was 237 nurses randomly picked from the target population in accordance to Sample Size Determination Table by Krejcie and Morgan (1970). Questionnaires were used as the main data collection tool. The researcher used descriptive and inferential statistics (Pearson product correlation and multiple regression) in data analysis and presentation. The study established that leave policies/arrangements and flexibility in work arrangements programmes had a strong positive relationship/effect on job satisfaction of nurses respectively, whereas employees support schemes had a moderate positive relationship/effect on job satisfaction of nurses in public hospitals. This study contributes to the existing literature dealing with WLB and job satisfaction by providing information indicating that adoption of work-life balance programmes in public hospitals is likely to significantly improve/enhance the job satisfaction of employees. This is in agreement with research done in private sectors in developed countries. The study therefore recommends that public hospitals or organizations' management need to implement/adopt different WLB programmes as per the needs of the employees to enable them (employees) jungle between work and family issues with ease hence enhancing their job satisfaction.

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LIST OF ACRONYMS AND ABBREVIATIONS

EAP   - Employee Assistant Programme

ESS   - Employee Support Scheme

FWA   - Flexible Work Arrangement

NWW   - New Ways of Working

WLB   - Work-life Balance

WLBP   - Work Life Balance Programmes

CHAPTER ONE
INTRODUCTION

1.1 Background Information

The ultimate performance of organizations depends on the performance of its employees, which in turn depends on numerous factors which can be related to work or family or both. In today's business context, the pressures of work have been intensifying and there is a growing feeling among employees that the demands of work is dominating life whereby a sense of work-life imbalance is felt. The challenges of integrating work and family life/roles are a part of everyday reality for majority of workforce. Work and family are two important domains for those who are employed and work- family conflict arises when an imbalance exists between the two roles. One role may demand more time or more responsibilities, thus causing the responsibilities of the other role to be left to suffer. The two roles are often in conflict in that the more the job involvement, the higher the work-family conflict thus leading to increased burnout, lack of job satisfaction, and reduced commitment (Morgan, 2009).

Employees work hard to strike a balance to fulfill the demands of the working life and meeting the commitments of family life. The existence of work-life imbalance or work-life conflicts among employees affects employees, employers and communities at large. Increase in work life conflict may be attributed to the nature of modern workforce in organizations, which is characterized by higher rates of labour market participation by women, a young workforce with generation 'Y' employees, long working hours, work intensification, working in odd hours, emerging technology, global competitive market and renewed interest in personal lives and family values. Demographic changes as seen in the increasing number of women in the workplace and dual career families have generated an increasingly diverse workforce and a greater need of employees to balance their work and non-work lives (Bharat, 2003 as cited by Baral & Bhargava, 2011).

According to Hein, (2005), as cited by Chitra, (2011), work-life balance issues have been particularly strong in developed countries where they are pushed high on political agenda. But this problem is not expressed to the equal level in developing countries. Grady and McCarthy, (2008) as cited by Chitra, (2011), reveal that today's employees place more emphasis on quality

of working life and seek greater flexibility in their work so that they will be able to manage both work commitments and personal life. They state that among graduates and job seekers, work-life balance is found to be key in choosing an employer and it is the number one factor of job attraction and retention. Erratic work hours, more work pressure and lack of policies that support work-life balance results in work-life imbalance. The adverse effects of work-life imbalance include deterioration in psychological and physical health. It negatively affects well-being, family satisfaction, and quality of work life. From the organization's side, the negative effects may be a decline in productivity, reduced organizational commitment and increased turnover intentions.

1.1.1 Work-Life Balance

Generally Work-Life Balance is essentially the idea of balancing paid work commitments with other activities that are important to the individual for example spending time with family, taking part in recreational activities and volunteering or undertaking further study (Dyson, 2006). Little, (2002) states that contemporary definitions of a work-life balance highlight the immense need for work to be able to be performed in such a way that it is both humanly possible and economically viable to do it, while at the same time carried out without compromising personal and family responsibilities. Achieving a work-life balance means that employees are more flexible in their work environment and are thus better able to deal with problems and events that arise such as being able to take a day off to care for a sick child or attend an out of town function and so on.

The notion of providing and maintaining a healthy workplace where a work-life balance is apparent has evolved vastly over the past 60 years. For employers, providing a work-life balance is about creating, establishing and utilizing employment policies in the form of initiatives that both encourage and optimize the wellbeing of all employees, thus creating a productive work culture where potential tensions between employees work and other parts of their lives out of work are minimized (Department of Labour, 2006 as cited by Branch, (2008). Studies conducted on work-life balance such as by De Cieri, Holmes, Abbott, and Pettit, (2005), noted that numerous organizations have implemented work life balance programmes to help in improving employee work-life balance, while increasing organization's efforts to recruit, retain, and

motivate valued employees in a highly competitive market. Mumbi, Muleke, Obino and Wagoki, (2013), in a study in ECO-BANK Kenya, observed that inadequate work life balance possess a greater risk to workers performance, well-being and organizational performance. In the study it was observed that the conflict between work and family lowered the perceived quality of work and family life which, further, influences organizational outcomes like such as productivity, turnover and absenteeism which are indicators of job satisfaction/dissatisfaction.

Hudson Highland Group, (2005:5) explains that organizations not providing real opportunity for employee work/life balance are increasingly more vulnerable to seeing more dissatisfied and unproductive employees and hence increased attrition rates. "Employees who experience increased stress due to work/life conflict and decreased perceptions of control over their work and non-work demands are less productive, less committed to, and less satisfied with their organization and more likely to be absent or leave the organization". He further explains that strategies which are deemed to improve WLB are seen as enhancing the autonomy of workers by facilitating them to integrate and co-ordinate both their work and non-work roles. According to Little, (2002), improved WLB will facilitate greater consistency and continuity in service delivery both as a whole and will reduce economic spending resulting from significant turnover and absenteeism rates. Work life balance enhances efficiency and thus, the productivity of an employee increases.

1.1.2 Work-Life Balance Initiatives/programmes

Work-Life Balance Initiatives or programmes refer to any program/policy designed to alleviate individual conflict between work and life. These are programmes (often financial or time-related) established by an employer that offers employees options to address work and personal responsibilities. These programmes are concerned with creating and maintaining a supportive and healthy work environment, thus enabling employees to balance between work and personal duties (Melissa, 2007). A variety of work life initiatives considered important in improving worker outcomes and productivity include: flexible work arrangements (working from home, compressed work weeks, flexible working hours, job sharing, working in shifts and telecommuting); leave policies and arrangements (maternity, paternity, compassionate leaves, leave to care for sick dependents and emergency leaves), return-to-work options, resource and

referral services); dependent care assistance like on-site or subsidized daycare, elderly and referral childcare) and general employee support programmes to entice employees (Felstead, Jewson, Phizacklea, & Walters, 2002).

Work life programs which are family-friendly policies are therefore, a means of attracting, retaining and engaging workers by enabling them to balance their work and life outside thus enhancing their job satisfaction, commitment and intentions to stay in the organization. They enhance the level of autonomy of workers in the process of coordinating and integrating work and non-work aspects of their lives (Felstead, et al., 2002). Provision of WLBPs also contributes to organizational performance and effectiveness (Sands & Harper, 2007 as cited by Baral & Bhargava, 2011). Supporting employees could contribute to job satisfaction by offering alternative work schedules and family-friendly benefits. Organizations that offer flexible alternatives can engage employees and decrease job turnover (Morgan, 2009).

1.1.3 Job Satisfaction

Generally, 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. Job satisfaction is one of the most studied topics in the field of Industrial/Organizational (I/O) psychology. This is because job satisfaction occupies a central role in many theories and models of individual attitudes and behavior in I/O psychology (e.g., organizational justice, turnover), has been shown to be related to important behaviors that affect the functioning of organizations (e.g., turnover, absenteeism, organizational citizenship behavior, job performance), and has practical applications for the enhancement of individual lives and organizational effectiveness. Job satisfaction is considered a strong predictor of overall individual well-being, as well as a good predictor of intentions or decisions of employees to leave a job. It is one of the constructs that has often been used to describe nursing personnel's working condition, particularly because of its significant relations with other variables.

1.1.4 The state of the nursing profession in Kenya

Work–life conflict is reported to be a major contributing factor to work stress for those working in the health-care sector in many industrialized and developing countries. Over the past few decades increased work demands, working hours, shift work and staff shortages have been

associated with an imbalance between work and personal life. As shift work, particularly night and weekend work, is fundamental to health care, work–life conflict is a significant concern among health-care workers particularly among females who represent a significant proportion of health-care workers. Work–life conflict, where work interferes with personal life, has been associated with a number of negative employee health and wellbeing outcomes, particularly low job satisfaction, low psychological wellbeing, burnout and depression leading to poor work performance, sickness, absence and intention to leave the health-care profession (Bryson et al. 2007; Fereday & Oster 2010 as cited by Munir, Nielsen, Garde, Albertsen, & Carneiro, 2011).

1.2 Statement of the Problem

The ultimate performance of any organization depends on the performance of the employees. One of the factors that may contribute to job satisfaction is work-life balance (WLB). WLB and job satisfaction are of paramount importance for the success of nurses' roles and their general well-being. WLB programmes are intended to attract, retain and engage workers by enabling them to balance their work and life outside work. It therefore enhances job satisfaction, commitment and intentions to stay in the organization especially when most employees are faced with increased work demands, long working hours and chronic staff shortages. Work-life balance enhances efficiency and performance of employees.

Research studies on effects of work-life balance on job satisfaction among employees have been done by scholars such as Maren, Pitarelli, & Cangiano, (2013); Sobia, Cheema, & Bhutto, (2011); Yutaka U., (2012); and Mukururi & Ngari, (2014) but with inconsistent results. For example while Sobia et al., (2011) and Ueda, et al., (2012) found a strong positive relationship between work-life balance and job satisfaction, Maren, et al., (2013) reported a negative relationship between work-life balance and job satisfaction. The inconsistent results point to the need to generate more literature on the relationship between work-life balance and job satisfaction. More so, the studies concentrated on profit making organizations based majorly in developed countries.

It was not clear therefore, whether the effect of work-life balance programmes would yield conclusive results in developing countries like Kenya, especially in non-profit and service providing organizations. Consequently, this study sought to establish the effect of WLB programmes on job satisfaction among nurses in selected public hospitals in Kenya.

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1.3 Objectives of the Study

The general objective of the study was to assess the effect of work-life balance programmes on job satisfaction of nurses in Public hospitals in Kenya. The specific objectives of the study were to:

i.   Establish the effect of flexibility in work arrangements on job satisfaction of nurses in public hospitals in Kenya.

ii. Determine the effect of leave policies/arrangements on job satisfaction of nurses in public hospitals in Kenya.

iii. Establish the effect of employees support scheme on job satisfaction of nurses in public hospitals in Kenya.

iv. Determine the combined effect of flexibility in work arrangements; leave policies & arrangements and employee's support scheme on job satisfaction of nurses in public hospitals in Kenya.

1.4 Research Hypotheses

The following research hypotheses guided the study:

H_1: There is no statistically significant relationship between flexibility in work arrangements and job satisfaction of nurses in public hospitals in Kenya.

H_2: There is no statistically significant relationship between leave policies & arrangements and job satisfaction of nurses in public hospitals in Kenya.

H_3: There is no statistically significant relationship between employees support schemes and job satisfaction of nurses in public hospitals in Kenya.

H_4: There is no statistically significant relationship between the combined effect of flexibility in work arrangements, leave policies/arrangements and employee's support scheme on job satisfaction of nurses in public hospitals in Kenya.

1.5 Significance of the Study

The outcome of study was expected to lead to important insights regarding nursing management, and development of personnel policies aimed at limiting the intention of quitting the job. The findings of the study are expected to be used by Public Health Care managers and policy makers for developing and appropriately implementing successful programs to improve the WLB of health workforce in public hospitals thus affecting their job satisfaction positively.

1.6 Scope and Limitations of the Study

The study focused on the effect of selected WLB programmes on job satisfaction of nurses in Public hospitals in Kenya whereby three public hospitals with in-patient wings in Nakuru Town were used for the study.

There were some limitations encountered in the study. The honesty and emotional state of the nurses at the time of filling the questionnaires could affect their responses. This limitation was overcome by the researcher assuring the respondents of the confidentiality of the information given and explaining that the purpose of the study was purely academic.

The issue of nurses finding time out of their busy schedules to fill the questionnaires was also a limitation. In this case, the researcher used drop and pick method to distribute the questionnaires to them and picked them after one week so as to always them ample time to fill.

Another limitation was that the study was cross-sectional whereby data is collected at one point in time in that the study may not be able to determine the long-term effect of WLB programs on the job satisfaction of these nurses.

1.7 Operational Definitions of Terms

Work-Life Balance- Refers to the idea of balancing paid work commitments with other activities that are important to the individual. In this study it refers to intergration of nurses' work life and personal life by creating a balance between their professional/career lives with that of their personal lives.

Work-Life Balance Program- Any program designed to alleviate individual conflict between work and life. These are programs (often financial or time-related) established by an employer that offer employees options to address work and personal responsibilities

Work–Life Conflict - This is a type of inter-role conflict that occurs when role demands in one domain are incompatible with role demands in the other domain. It involves work-to-life conflict and family-to-work conflict. This study focuses on work-to-life conflict i.e. work interfering with family life.

Flexibility in Work Arrangement - This refers to a formal or informal arrangement that allows nurses to be able to jungle between their work and family roles even with their heavy workload. In this study it is a flexible work environment/arrangement where nurses are scheduled to work in shifts such as working half-day or night shift and are given time-off based on the type of the shift.

Leave Policies & Arrangements- These are policies and arrangements put in place to allow staff to take leave off within work programme as need arises such as annual leave, marternity leave, compassionate, study leave.

Employee Support Scheme – This is a kind of support the organization provides to the nurses such as medical cover, paid training/Tuition reimbursement, provision of uniforms etc.

Job Satisfaction- Is an attitude of contentment (or lack of it) arising out of interplay of employee's positive and negative feelings toward his or her work. This study will focus on the affective, cognitive and behavioral elements of job satisfaction

Public Hospital – Is a healthcare institution sponsored by the government with specialized staff and equipment, providing treatment to patients

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This section reviewed literature on the effect of work-life balance programmes on job satisfaction of nurses in Public Hospitals in Kenya. Key areas reviewed include: theoretical framework; job satisfaction; work-life conflict; work-life balance programmes; work-life balance programmes and job satisfaction; flexibility in work arrangement and job satisfaction, leave policies & arrangements and job satisfaction; employees support schemes and job satisfaction; and the conceptual framework of the study.

2.2 Theoretical framework

The study was informed by two theories; role theory which builds on the basis of work-life balance and Herzberg two factor theory which explains the concept of job satisfaction.

2.2.1 Role Theory

The term role theory points to the expansive and variegated body of analyses examining the linkages between the social organization, culture and performances which people give while engaged in interaction. Work-family research has long been guided by the role stress theory, wherein the negative side of the work-family interaction has been put under the spotlight. Recently, the emphasis has shifted towards the investigation of the positive interaction between work and family roles as well as roles outside work and family lives, and scholars have started to deliberate on the essence of work-life balance. It is generally agreed that work-life balance is important for an individual's psychological well-being, and that high self-esteem, satisfaction, and overall sense of harmony in life can be regarded as indicators of a successful balance between work and family roles (Clark, 2000; Clarke, Koch, & Hill, (2004).

Generally, work and family roles require balancing or else there will be work-life/family role conflicts. According to Role Theory as cited by Clarke, et al, (2004), expectations associated with work and family roles can lead to physical and psychological strain in at least two ways. First, expectations associated with two roles may compete with each other for attention and

energy resulting in inter-role conflicts. Secondly, the dual role expectations can lead to an increase in overall workload and feelings of overload within the work or family domain. The feeling of strain resulting from inter-role conflict and/or work overload in turn lead to a range of negative affective reactions including lower job satisfaction, life satisfaction and commitment to the organization.

Role Theory helps to explain the concept of work-life balance programmes in relation to job satisfaction. According to Clarke, et al, (2004) for example, work-family conflict/balance can have impact on employee attitudes, including job satisfaction, commitment and intention to leave and that loyalty in one domain may be negatively related to loyalty in the other. WLB programmes are intended to balance employee work-life roles to have equilibrium instead of conflict, hence influencing their work outcomes positively. Thus employees whose employers offer WLB programs and support their use are said to be able to balance their work and family roles thereby enjoying work-life balance. When their needs and expectations for example to balance work and family roles are met, employees tend to develop stronger affective attachment to the organization and high job satisfaction than those whose wants were not met.

2.2.2 Herzberg Two Factor Theory

Frederick Herzberg's Two-factor theory, also known as Motivator Hygiene Theory attempts to explain satisfaction and motivation in the workplace. According to Frederick Herzberg as cited by Angela, (2012), the theory introduces two elements or factors to account for overall job satisfaction: motivators and hygiene factors. While the presence of motivators in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace can be the cause of dissatisfaction. Hygiene factors allude to the environment and the context of the work. This can include salary, safe working conditions, etc. Motivators are related to the characteristics of the job itself. Aristovnik, and Jaklic, (2013) state that motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out (Hackman & Oldham, 1976). Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions. According to the theory,

motivators and hygiene factors are non-exclusive. Therefore an increase in the level of job satisfaction does not necessarily imply a decrease in job dissatisfaction, since the elements affecting satisfaction and dissatisfaction are different.

As much as Herzberg's' theory offers an explanation to why employees still lack motivation when confronted with high salaries and great working conditions, this theory is relevant to this study and offers an explanation as to how hygiene factors such as WLB programmes if implemented in an organization affect the job satisfaction of the employees. This theory states that satisfaction and dissatisfaction are driven by different factors − motivation and hygiene factors, respectively. WLB programmes are intended to support employees to keep a balance between their paid work and personal commitments and this in turn has effect on their work attitudes such as commitment, job satisfaction, intentions to leave the organization etc. It is argued that the use of Work-Life programmes satisfy certain needs of employees, thereby enhancing their well-being, which ultimately contributes to the positive evaluation of one's job satisfaction and attachment to his or her organization. Policies that respond to common personal and family needs can be essential to maintaining job satisfaction. According to Aristovnik, et al, (2013), in order to improve job attitudes and productivity, employers should attend to both factors and not assume that an increase in satisfaction leads to a consequential decrease in dissatisfaction.

It is important to note that work-life balance programmes can either promote nurses' job satisfaction or work against the desired motivation. Whereas Role Theory explains the concept of work-life balance programmes in terms of influencing work-life conflict/balance and the resultant work outcomes, Herzberg Theory in its two factor analysis explains how WLB programmes as hygiene factors influences employees to either job satisfaction or dissatisfaction. These two theories therefore handled both the independent and dependent variables in the research study.

2.3 Job Satisfaction

The concept of job satisfaction is defined by Spector (1997) as an attitudinal variable, that represents the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. It is the most widely investigated job attitude, as well as one of the most extensively researched

subjects in Industrial/Organizational Psychology. As a result of this expansive research, job satisfaction has been linked to productivity, motivation, absenteeism/tardiness, accidents, mental/physical health, and general life satisfaction (Judge & Church, 2000). A common idea within the research has been that, to some extent, the emotional state of an individual is affected by interactions with their work environment. People identify themselves by their profession, such as a doctor, lawyer, or teacher. Therefore a person's individual well-being at work, therefore, is a very significant aspect of job satisfaction research.

Job satisfaction refers to the pleasurable emotional state resulting from the perceptions of one's job as fulfilling of one's important job values, provided these values are compatible with ones needs. According to Locke, (1976), job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". In general, job satisfaction has emotional, cognitive and behavioral components. The emotional/affective component refers to feelings regarding the job, such as boredom, anxiety, or excitement. The cognitive component of job satisfaction refers to beliefs regarding one's job, for example, feeling that one's job is mentally demanding and challenging. Finally, the behavioral component includes people's actions in relation to their work, which may include being tardy, staying late, or pretending to be ill in order to avoid work.

The indicators of lack of job satisfaction includes high turnover, low performance, absenteeism, increased complains and accidents. A person who is not satisfied with his job will look for any excuse not to report to work because he or she does not derive any satisfaction from the work place. The nature of job and working environment are the major determinant of job satisfaction. According to Hertzberg, satisfaction in the work place is intrinsic to the job. Job satisfaction is affected by various factors (Locke, 1976) that include compensation, terms of employment, promotions, personal interest in the job, training, leadership style, other non-monitory benefits, health and safety and working conditions. When these factors are kept in check, then the employee will feel satisfied with his job and will work at ease. This leads to increased productivity, low turnover, less absenteeism, high morale and fewer mistakes among employees.

In healthcares, job satisfaction is one of the constructs that has often been used to describe nursing personnel's working condition, particularly because of its significant relations with other

variables. According to literature, job satisfaction is related to absenteeism, the intention of quitting the job and voluntary resignation which are all relevant factors impacting the nursing shortage reported worldwide (International Council of Nurses 2008, World Health Organization 2008). Literature shows that in-depth examination of job satisfaction and its antecedents is fundamental in order to re-define management and personnel administration and start the development of policies which may not only prevent nursing staff's dissatisfaction but also promote job satisfaction and well-being in the workplace. Job satisfaction is influenced by organizational characteristics such as role ambiguity, workload, communication with supervisors and co-workers, recognition, routinization and care setting. The balance between work and private life, too, and, more specifically, the perception of work-life conflict is associated with lower job satisfaction (Hudson Highland Group, 2005).

2.4 Work-Life Conflict

The fast pace economic development in 20th century has created new endeavors and global changes pushing organizations towards striving hard to gain and sustain their competitive advantage, by reducing cost, increasing profits and enhancing the operations. More so, organizational changes due to radical changes in technology have changed the work setups in most organizations whereby employees in the present world are more involved in their jobs than in the past decades. The long working hours, work pressure, high demanding jobs, use of sophisticated technology have made it difficult for employees to keep a balance between their job and work commitments. This situation has given rise to the greatest challenge of human resource management issue which is Work Life Conflict (Muhammadi S. N., & Qaisar A., 2009).

According to Duxbury et al., (2001), a person plays different role in the span of life, which include roles from work (worker, employer) and non-work (father, spouse, friend, sibling, and so on). Work Life Conflict (WLC) exists when time and energy demands to satisfy one role make it difficult to participate in other. Work-life conflict is defined as a form of inter-role conflict in which work and family demands are mutually incompatible so that meeting demands in one domain makes it difficult to meet demands in the other (Edwards & Rothbard, 2000; Greenhaus & Beutell 1985). This definition implies a multi-directional relationship where work can affect family and vice versa (Frone, 2002). When work and family are in conflict, obtaining rewards in one domain requires foregoing rewards in the other (Edwards and Rothbard, 2000). Work-life

conflict can be considered to have two major components: the practical aspects associated with time crunches and scheduling conflicts (i.e. an employee cannot be in two different places at the same time), and the perceptual aspect of feeling overwhelmed, overloaded or stressed by the pressures of multiple roles.

Lockwood, (2003), states that WLB is a state of equilibrium in which the demands of both a person's job and personal life are equal. However, when the demand of job or personal life increases it creates an unbalanced situation and results in work life conflict. This work-life conflict can have adverse effects on both families and workplaces, impacting the Wellbeing of society as a whole. The ability to successfully balance the role expectations of work and home life is an ongoing matter affecting working individuals. Factors in both the workplace and at home can impede one's ability to effectively balance the role expectations of work and home, creating conflict between these two domains. Adverse effects associated with high levels of work-life conflict include increased anxiety and depression, poor job performance, and increased absenteeism.

2.4 Work-Life Balance Programmes

The history of work/life programmes can be traced back to 1930s, when introduction of reduced working hours with four shifts of six-hours instead of the usual three daily eight hours shifts in W.K. Kellog Company resulted into enhanced employee morale and productivity. Phenomenal growth of work-life balance research and initiation of work-life balance programmes at organizational level between 1950's and early years of the current century has been due to a wide range of benefits derived by employers and employees (Lockwood, 2003). Duxbury, and Higgins, (2003), state that Work-Life Balance Initiatives/Programmes at organizational level directly benefit employers as well as employees. Work–life balance initiatives such as changes to duration of shifts, decrease in weekend work, flexible working arrangements, including choice and control over shift patterns, and provision of childcare and paternity/maternity leave, and other kinds of leaves plus employee support schemes can reduce work-life conflict, which in turn can increase work productivity, job satisfaction and psychological wellbeing and reduce sickness absence and employee turnover (Bambra et al. 2008, as cited by Munir, et al, 2011).

Allen, (2001) states that accurate implementation of work life balance programs help to reduce work-to-family and family-to-work conflicts thereby promoting worker productivity. Moreover, they help employees in managing work and family in a better way and enhance the development of attitudes and behaviors such as job satisfaction, organizational commitment and intention to stay. Furthermore, they help in improving employees' job performance in terms of increased organizational commitment, job satisfaction, and reduction on the turnover rate. By keeping equilibrium in employees' professional and nonprofessional lives, these programs strengthen employees' loyalty, productivity and an overall sense of harmony in life.

2.5 Work - Life Balance Programmes and Job Satisfaction

Generally considerable research has already been conducted on work life balance and employee job satisfaction in developed countries. Developing countries have also started paying attention to this front to increase employee job satisfaction. In Pakistan much research has been conducted on this issue and more efforts are being suggested to the bigger organizations especially the banking sector where longer working hours is a particular norm, to restore a work-life balance for the better good of the social and family life of the workforce. According to Beauregard, (2011), Work-Life Balance literature indicates that there is increased commitment of initiative users to the initiative providers. Generally, employees who use onsite childcare centers, referral services, and other family-supportive initiatives report higher levels of commitment to their employing organization. Using flexible work hours has also been linked to greater organizational commitment, as well as decreased intentions to leave the organization.

Lockwood, 2003 as cited by Subhasree, and Misra1, (2013), indicates that Work-life programmes have the potential to significantly improve employee morale, reduce absenteeism and retain organizational knowledge, particularly during the difficult economic times. They offer a win-win situation for employers and employees. Work Life Balance Programs helps employee in managing their work and family in a better way and enhance their attitudes and behaviors such as organizational attachment, job satisfaction and intention to stay. According to Thompson, and Prottas, (2006), conflicts between competing work and family demands can have negative effects at the workplace, at home and on the individual, while WLB programs can reduce the stress associated with balancing multiple roles.

De Cieri, et al. (2005), states that WLB programs are intended to facilitate employees to integrate and manage their work and family responsibilities, and therefore employees of organizations that offer such benefits can enjoy greater job, family, and life satisfaction and have less intention to quit than employees of organizations that do not offer them. Employees could also experience lower levels of stress, work-life conflict, and higher levels of positive output between work and family.

According to Sobia, et al (2011), *w*ork-life balance policies and family supportive cultures have been observed in France and Japan also. There is a wide variety of work-life balance initiatives for employees being incorporated by organizations which include flexible work hours, job sharing, parental leave on-site child care facility and telecommuting. Studies suggest that in absence of work-life balance, employees' dissatisfaction increases. However it is found that when employees' need in respect of creating a work-life balance is met by different organizational programmes they show higher job satisfaction and organizational commitment (Gregory and Milner 2009).

Another study by Dev, (2012), conducted in India indicates that work-life balance is significantly correlated with job satisfaction in the banking sector. It suggested that female employees should be given more facilities such as flexi time, job sharing, child care, and others to gain their organizational commitment. It was revealed that those doctors who are better in managing their work-life show higher satisfaction with their jobs and less turnover intentions. Job satisfaction has negative correlation with work stress, family to work interference and work to family interference but have positive correlation with workload. Employees' productivity is reduced and their turnover and absenteeism are increased due to work life strain and most of the institutions also complain that they can't much facilitate their employees to balance their work and family responsibilities. Noor, and Shamim, (2012), conducted a study on work-life balance in the universities. They concluded that due to heavy workload in universities, staff becomes dissatisfied. Hence, universities should develop strategies that could facilitate faculty needs to balance between work and life activities to achieve competitive advantage.

Another study by Malik et al. (2010) was conducted in Pakistan to investigate the relationship between work-life balance, job satisfaction and turnover intentions among medical professionals

in hospitals. The level of employees' job satisfaction increases by many factors and when employees are satisfied with their work, they feel motivated (Noor, K.M., 2011). Studies done by Bragger, Rodriguez-Srednicki, Kutcher, Indovino, and Rosner, (2005) and Canivet et al, (2010) as cited by Chen, Liu, and Yang, (2013), indicate that organizations with extensive WFB programs educe organizational citizenship behaviour and report higher levels of perceived organizational performance. These studies indicate that since conflicts between work and family life may lead to employee turnover and withdrawal, WLB programs can help organizations retain valuable workers they have recruited and trained by reducing those conflicts and decrease other withdrawal behaviors that diminish the value of investments in employees, such as reduced work effort, lateness, and absenteeism.

Kanwar, Singh, and Kodwani, (2009), in their study on the impact of work life balance and burnouts on job satisfaction in the context of IT and ITES industry revealed that work life balance and job satisfaction are positively related to each other and to increase the morale and productivity of the employees, organizations should play a facilitating role to provide ways to manage work life balance. Ioanlazar, Osoian, and Patriciaratiu (2010) in their study said that availability and use of work-life balance practices, when provided in the context of supervisor and organizational support can reduce work-life conflict and increase positive appraisals of one's organization. These effects are often associated with employee attitudes such as increased job satisfaction, reduced absenteeism, and increased productivity, organizational commitment and loyalty with higher levels of organizational performance.

Research by Mumbi, et al., (2013), at ECO-BANK, Kenya, revealed that WLB practices are beneficial and have the potential to help improve employee job performance in terms of increased organizational commitment, job satisfaction, and reduction on the turnover rate in a supportive organizational culture. ECO Bank has introduced programs to assist the employees in achieving a balanced work life which include; flexible working hours, employee assistance programs and leave programs. A study done in Safari-Com Kenya also indicated that the availability and use of WLB programmes by the employees had positive effect on employee outcomes such as work-life balance, organization commitment and intention to leave the organization and enhanced productivity and performance.

Generally organizations are said to have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work (Spector, 1997). Employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. Thus employees should be happy in their work, given the amount of time they have to devote to it throughout their working lives'. Indeed, research shows that the more satisfied employees are the more effective organizations become. Organizations that have goals to achieve would require satisfied and happy staff in her workforce, (Volkwein, & Zhou, 2003). The satisfaction or dissatisfaction of the workers affects the performance of the organization. Job satisfaction typically increases with improved work-life balance, which in turn increases employee loyalty, creativity and productivity.

2.5.1 Flexibility in Work Arrangements and Job Satisfaction

Flexibility as an organizational practice has increasingly gained importance over the years and has recently become a business word in many organizations. According to Rucha B., (2013), workplace flexibility is no longer just an innovative policy option for managing employees. It is also a critical requirement for companies to thrive in today's competitive and dynamic global business environment. The multinational nature of work calls for an ever-increasing use of flexibility in schedules, hours, and locations. According to Business link, (2011), the most important practice of work-life balance programmes is flexible working options/arrangements. Generally flexible working calls for flexibility in time (Flexi-time working e.g. Working in shifts, working half day etc.) and flexibility in location to work (tele-working and so on).

Rucha B.,(2013), indicates that an efficiently operated and carefully enforced comprehensive workplace flexibility programme can be a winning situation both for employees and employers. Among the benefits to employers are improved employee morale and work engagement, better recruitment outcomes and workforce retention, and the enhanced productivity offered by a stable talent pool. Such gains can provide a competitive edge for any company. Among the benefits to employees are reduced stress on the job, better work/family and work/life balance, improved physical and mental health and job satisfaction.

According to research such as the European Foundation, (2007) flexible work arrangements are viewed as a business imperative to achieve strategic priorities such as higher employee productivity, job satisfaction, and lower absenteeism. This research reported a positive relationship between work time flexibility and job satisfaction. Specifically, Spanish and Finnish employees who had more flexibility in adapting their working hours to match their personal needs were more satisfied than those without such options. Casper and Harris, (2008) also reported positive relationship between usage of schedule flexibility and Affective Organizational Commitment. An investigation by Rehman, Hafeez, Ahmed, and Saima, (2008), in which the authors tested the relationship of perceived flexibility, supportive work life policies, and the use of formal flexible arrangements and occasional flexibility to work engagement and expected retention, found evidence for a positive influence of flexible working on work engagement. Furthermore, James, Breaugh, and Kathleen, (2008) in their research paper examined the relation between the use of four family - friendly employment practices (telecommuting, ability to take work home, flexible working hours and family leaves) and work-family conflict. The findings of the study suggested that employers that are concerned about work family conflict would be wise to offer family friendly practices (especially flexible working hours) and supervisors to support. Furthermore it is said that work life balance entails attaining equilibrium between professional work and other activities, so that it reduces friction between official and domestic/personal life and thus enhances efficiency and productivity of employees with increase in commitment and contentment.

Using flexible work hours has also been linked to lower levels of work-to-life conflict (Anderson et al., 2002; Hill et al., 2001). In a study of IBM tele-workers, Hill et al. (2003) found that working from home was a significant predictor of work-life balance and perceived success in one's personal and/or family life. In a study of a corporate onsite childcare center, users of this service reported a greater ability to balance multiple roles than that reported by non-users. Shockley and Allen's (2007) in their study of female managers and professionals, use of flexible work hours and ability to work from home was associated with reduced work-to-life conflict and life-to-work conflict for those with greater family responsibilities. For those with few family responsibilities, however, use of these work-life balance initiatives was linked to higher levels of work-life conflict. This shows that the use of work-life balance initiatives can help employees

balance their work and non-work demands hence lead to employee attitudes such as enhanced job satisfaction, commitment and intention to stay in the organization.

2.5.2 Leave policies &Arrangement programmes and Job Satisfaction

There are many types of leave or time off work to which an employee may be entitled. These include annual leave, public holidays, sick leave, maternity leave, adoptive leave, and parental leave. Leave benefits such as annual leave, sick leave, maternity leave, childcare leave and unpaid infant care leave are covered under the Employment Act. However, there is no statutory requirement for Marriage, Compassionate Leave, Eldercare, Emergency, Study/Exam Leave and so on. Such leaves are granted depending on the employment contract or mutual agreement between employer and employee. 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 organization. These career/study breaks and unpaid leaves allow the employees to take specific time period off from work in order to work through the personal/ family issues. Programmes such as study leave or career break are important ways to retain employees who are useful for the organization. Unpaid leaves are short period leaves usually ranging from one day to three months. Career breaks/study leaves are longer term leaves usually ranging from three months to twelve months or more. In order to address the personal priorities such as studies or family issues, employees usually take unpaid leaves from their careers (European Investment Bank, 2005).

There are also times when employees may require leave or time off work for specific reasons. This could be when one has a family crisis, when one is called for jury service or if he/she wishes to take study leave or a career break. In some cases an employee is entitled to paid leave but in others he/she is not (Ang, Quazi, Tay, & Khim, 2005).

Companies using parental/family leave as work-life balance programme allow the parents to take some time off from work in order to look after a young child or to manage action plans for his welfare. The advantage of this program for the employees is to keep a balance between their work and family life. Employees feel esteemed and cherished when their employers allow them for parental leave, as a result of which employees perform with more dedication and devotion to

the employer. Going for annual leave is said to relive employees of stress and allow them to attend to other family or personal issues which can't be done while on duty (European Investment Bank, 2005). According to Ang, et al, (2005), results from a study of firms in Singapore confirmed that employers generally experienced lower voluntary turnover when employees received more generous annual leave entitlement. A recent study reported that child rearing, paternity, and parental leaves also contributed to Affective Organizational Commitment and reduced turnover intentions (Casper & Harris, 2008).

2.5.3 Employee Support Schemes and Job Satisfaction

According to Perry-Smith, and Blum, (2000), employee support programs/schemes are formalized practices designed to improve employees' experiences at work by providing emotional, financial, and instrumental assistance beyond the scope of standard Human Resource pay, benefit, recognition, and training and development programs. These increasingly common programs, ranging from employee assistance programs to work-family programs such as child care and elder care, provide employees with various forms of help and aid. Through employee support schemes such as paid training and tuition reimbursement programs, employers support employees who want to reach their career goals by continuing their education.

Scholars typically assume that employee support programs cultivate commitment by enabling employees to receive support. When employees become aware of or utilize the services offered by support programs, they are more likely to feel that their work organizations value their well-being and thus reciprocate by developing affective commitment to these organizations. For example, the literature on perceived organizational support suggests that when employees feel supported by their organizations, they develop beliefs that their organizations care about their welfare, which further satisfies and motivates them to strengthen their affective commitment to their organizations (Hudson Highland Group, 2005).

A study by the Federal Occupational Health on the benefits of Employee Support Schemes (ESSs) found that such programs/schemes help organizations achieve business goals by reducing turnover, increased productivity and lowered absenteeism. Further, research suggests that access to services such as information and referrals, and financing of child/elder-care, have an effect on employee intentions to leave (Stieber, 1999). According to research done by Society for Human

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Resource Management, (2012) on employee job satisfaction and engagement, Paid Training and Tuition Reimbursement Programs offered to employees were found to affect employee job satisfaction and engagement positively. The results showed that 28% of employees believed paid training and tuition reimbursement programs were very important to employee job satisfaction, and 47% said they were satisfied with this aspect. Through paid training and tuition reimbursement programs, employers support employees who want to reach their career goals by continuing their education. In a 2012 SHRM study, many HR professionals reported that their organizations offered educational assistance to their employees: 61% offered undergraduate educational assistance and 58% offered graduate educational assistance.

2.6 Conceptual Framework

Independent variables   **Moderator Variable**   **Dependent variables**

```
                        ┌─────────────────────────────┐
                        │  Personal factors           │
                        │                             │
                        │    -  Employee's Workload   │
                        │                             │
                        │    -  Supervisor's Support  │
                        │                             │
                        │    -  Gender /Age           │
                        │                             │
                        │                             │
                        └──────────────┬──────────────┘
                                       │
┌─────────────────────────────┐       │        ┌─────────────────────────────┐
│ Work-Life Balance Programmes │       │        │      Job Satisfaction       │
│                              │       │        │                             │
│   -  Flexibility   in   work │       ▼        │    -  Affective Component    │
│      arrangements            │────────────────▶                             │
│                              │                │    -  Cognitive Component    │
│   -  Leave                   │                │                             │
│      policies/arrangements   │                │    -  Behavioral Component   │
│                              │                │                             │
│   -  Employee support schemes│                │                             │
└──────────────────────────────┘                └─────────────────────────────┘
```
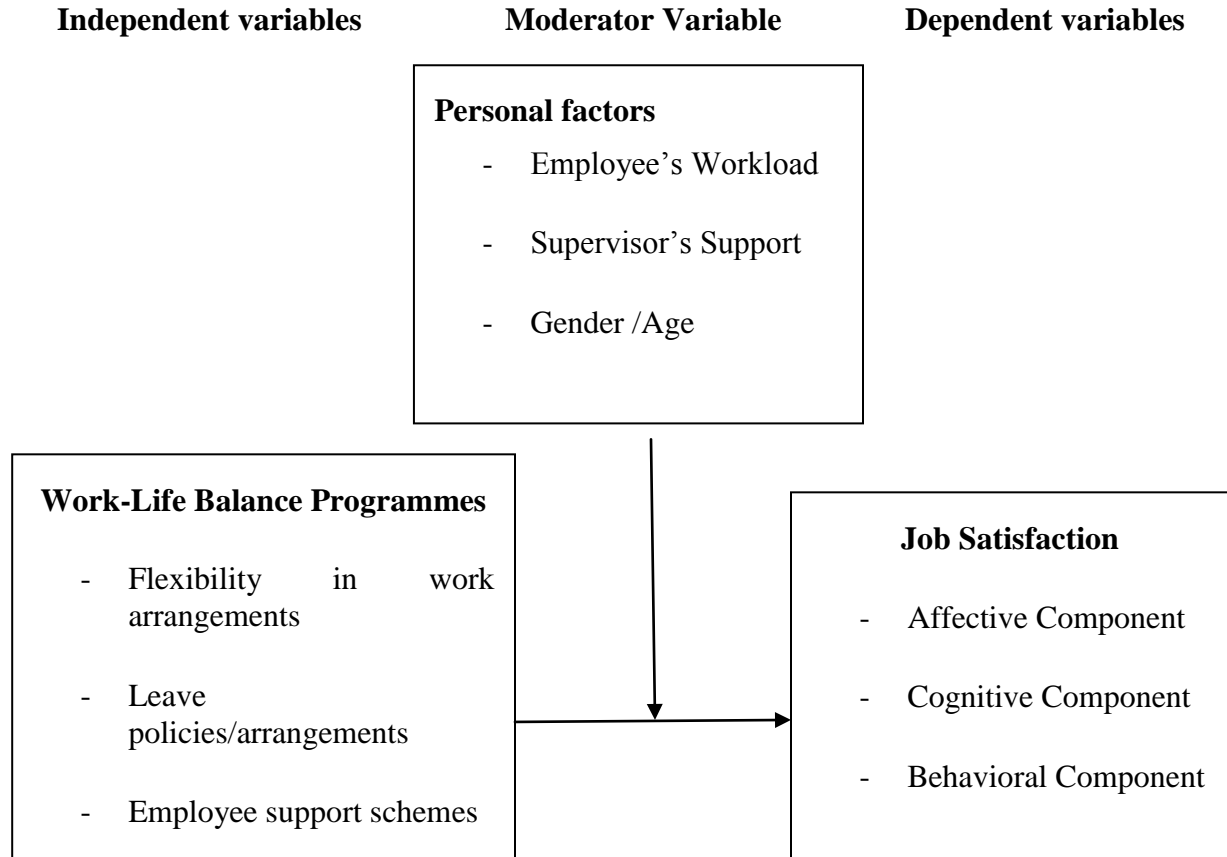
Figure 2.1: Conceptual Framework showing Relationship between work-life balance programmes and job satisfaction of nurses

Source: Own Conceptualization (2014)

In this framework, the independent variables of the study were the work-life balance programmes which include; flexibility in work arrangements, leave policies/arrangements and employee support schemes. The dependent variable was job satisfaction of nurses measured in terms of affective, cognitive and behavioral components. The moderating variables were; employee's workload, supervisor's support and gender/age. In this case the effect of implemented work-life balance programmes in hospitals on job satisfaction of nurses was moderated by employee's workload, supervisor's support and gender/age of the employees (nurses).

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented research methodology. It included research design, location of the study, study population, sampling procedures and sampling size, data collection instruments, validity and reliability of instrument, data collection procedure, data analysis, and summary of data analysis techniques.

3.2 Research Design

The study adopted a descriptive cross-sectional survey research design. Descriptive design describes the phenomenon, examines actions as they are or as they happen rather than manipulation of variables (Orodho, 2004). Data in a descriptive study is presented in a meaningful form that enables the researcher to undertake options in a given scenario and make decisions. It is concerned with the what, where and how of a phenomenon hence more placed to build a profile of that phenomenon. Thus the design is more appropriate because the study sought to build a profile about the effect of work-life balance programmes on job satisfaction. On the other hand, cross-section survey design gathers data from a cross-section of a population using sample elements from the population. Data is gathered over a short period of time such as once perhaps over a period of days, weeks or months. This design enables the researcher to collect data from respondents to answer questions concerning the current status of phenomena. According to Kumar, (2005), this design is appropriate in studying the prevalence of a phenomenon, situation or attitude by obtaining the respondents' opinions, perceptions or attitudes concerning the situation/problem at a given time. Thus the researcher was able to gather information regarding the perceptions, attitude and opinions of the respondents on WLB programmes and job satisfaction.

3.3 Location of the Study

The study was conducted in three public hospitals located in Nakuru town, Kenya. These were: Hospital A, Hospital B and Hospital C.

3.4 Target Population of Study

Generally study or target population is defined as any set of persons/subjects having a common observable characteristic. It is the entire group of people, organizations or objects that the researcher wishes to investigate or the research is all about or generalizations will be made from the research findings. In this study the target population was 489 nurses from the three selected public hospitals, distributed as per Table 1.

3.5 Sampling Procedure and Sample Size

The population of the study was first stratified as per the three hospitals under study. Simple random sampling procedure was used in selecting the sample size of nurses from the stratified populations. Simple random sampling is a probability sampling procedures where every individual in the population have equal chance of being selected as a subject for the research. In order to generate the required sample units, the determination of sampling frame was essential. From the sampling frame, the researcher drew elements from the population randomly and the selection was done in a way that all the subjects or elements had an equal probability of being selected. The sample size of the study was 237 nurses from the three hospitals. This was arrived at using Sample Size Determination Table by Krejcie and Morgan (1970), Appendix III, at an alpha level 0.05 and a t value of 1.96. The researcher chose 237 nurses, a fairly large sample size as it is more representative of the population, limiting the influence of outliers or extreme observations.

Table 3.1: Table showing Target Population of Nurses in public hospitals in Nakuru and their sample sizes

Name of Hospital	Population of Nurses per hospital	Total Target Population of Nurses	Sample Size of Nurses
Hospital A	460	489	210
Hospital B	16	489	15
Hospital C	13	489	12
Total Sample Size			**237**

Source: Human Resource Departments of Hospital, A, B & C

3.6 Data collection instrument

The study used a questionnaire with closed ended questions based on a Five Point Likert Scale as the mode of data collection. The questionnaire had three sections. The first section of the questionnaire sought factual information on what the respondent's individual position is in the hospital, designation, and professional qualifications. The second section elicited information on opinions, perceptions and attitudes of the respondents on selected work-life balance programmes and the third sought information on their perceptions/opinions and attitudes on their job satisfaction. Use of questionnaires was expected to ease the process of data collection as all the selected respondents will be reached in time.

3.7 Validity and Reliability of the Instruments

According to Mugenda and Mugenda (2003), validity refers to the accuracy, meaningfulness and usefulness of inferences, which are based on the research results. It is the degree to which results obtained from the analysis of the data actually represent the variables of the study. In this study validity was tested through expert judgment of research supervisors and other research experts to

help ensure that the instrument is simple sufficient and precise to collect the required information from the respondents.

According to Porter, (2010), the reliability of research instrument concerns the extent to which the instrument yields the same results on repeated trials. The researcher measured the reliability of the instruments to determine its consistency in testing what they are intended to measure. This was done through pilot testing which was conducted to ensure that items in the questionnaire are as understandable as possible, simple, sufficient and precise. The instrument was pilot-tested at Egerton university sanatorium. The reliability of the instrument was calculated using Cronbach's Alpha coefficient method to test internal consistency as it involves a single administration of the instrument thus yields greater internal consistency. The choice of Cronbach's alpha method to be used to establish the degree of consistency and accuracy of items in the questionnaire is as per Mugenda and Mugenda (2003). A reliability coefficient of not less than 0.70 was acceptable as appropriate for this study. The reliability testing was done for each variable as shown in table 3.3.

Table 3.2 Reliability Statistics

Variables of Work-Life Balance Programmes	Cronbach's Alpha	N of Items
Flexibility in Work Arrangements	0.719	5
Leave policies & Arrangements	0.733	8
Employee support schemes	0.701	4

3.8 Data Collection Procedure

Prior to the commencement of data collection, the researcher obtained an introduction letter from the Dean Faculty of Commerce Nakuru Town Campus. The researcher then applied to Nakuru Provincial General Hospital through the Medical Superintendent to be granted permission to collect data in the organization. Upon getting authority letter from the hospital, the researcher in person visited the hospitals and contacted nurses' heads in the hospitals to help in distributing the questionnaires to the sampled nurses for filling. Drop and pick method was used to distribute the questionnaires which were picked after one week. During the distribution of the instruments, the purpose of the research was explained.

3.9 Data analysis

After collecting the raw data, the questionnaires were first edited and coded to ensure completeness and accuracy. The computer application package for social sciences, SPSS (Statistical Package for Social Sciences) was used to aid in the analysis. The data was analyzed through the use of descriptive statistics (frequencies, percentages, mean, and standard deviation) and inferential statistics (Pearson product correlation and multiple regression analysis). The correlation between work-life balance programmes and the level of job satisfaction was tested using Pearson product correlation and multiple regression model below.

$$Y = a + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \varepsilon$$

Where;

Y= Job satisfaction

α =constant

β_1-β_3 = parameter estimates

X_1 = Flexibility in Work Arrangements

X_2 = Leave Arrangements

X_3 = Employees Support Scheme

ε is the error of prediction.

Table 3.3: Summary of Data Analysis Techniques

Objective	Independent Variable	Dependent Variable	Statistical Tests
To determine effect of flexibility in work arrangements on job satisfaction of nurses	Flexibility in Work Arrangements	Job satisfaction	Descriptive Statistics and Pearson product Correlation Analysis
To determine effect of leave arrangements on job satisfaction of nurses	Leave Arrangements	Job satisfaction	Descriptive Statistics and Pearson product Correlation Analysis
To determine effect of employees support scheme on job satisfaction of nurses	Employees Support Schemes	Job satisfaction	Descriptive Statistics and Pearson product Correlation Analysis
To determine combined effect of flexibility in work arrangements, leave arrangements and employee support scheme on job satisfaction of nurses	- Flexibility in Work Arrangements -Leave Arrangements - Employees Support Schemes	Job satisfaction	Multiple Regression Analysis

CHAPTER FOUR
RESULTS AND DISCUSSION

4.1 Introduction

This chapter covers the data analysis, presentation and discussion of the data collected on effect of work life balance programs on job satisfaction of nurses in selected public hospitals in Nakuru town, Nakuru County, Kenya. The data analyzed included data on: Respondents demographic characteristics; elements of WLB programmes and job satisfaction; effect of flexibility in work arrangements on job satisfaction of nurses; effect of leave arrangements on job satisfaction of nurses; effect of employees support schemes on job satisfaction of nurses and combined effect of flexibility in work arrangements, leave arrangements and employee support scheme on job satisfaction of nurses. Generally in this study, data was analyzed using descriptive and inferential statistics. Descriptive statistics include frequencies, percentages, means, and standard deviation while inferential statistics include Correlation, Multiple Regression and summarized in form of tables.

4.2 Descriptive Analysis

Descriptive analysis was used to analyze Demographic Characteristics of the respondents which included gender, age, designation, level of education, and work experience of the employees. Elements of WLB programmes (Flexibility in work arrangements, leave arrangements, and employees support schemes) and elements of job satisfaction components (affective, cognitive and behavioral) were also analyzed using descriptive statistics.

4.2.1 Demographic Characteristics of the Respondents

According to the findings, out of the 237 questionnaires distributed to the respondents, a total of 216 questionnaires were returned, which realized a return rate of 91.1% considered significant to answer the set objectives. Descriptive statistics that is frequencies and percentages were used to analyze the data as presented in table 4.1.

Table 4.1: Demographic Characteristics of the Respondents

Respondents Demographic Characteristics		Frequency	Percent	Cumulative Percent
Gender	Male	59	27.3	27.4
	Female	156	72.2	100.0
Age bracket	<25 years	27	12.5	12.5
	25-34 years	53	24.5	37.0
	35-44 years	49	22.7	59.7
	45-54 years	62	28.7	88.4
	55> years	25	11.6	100.0
Designation	Kenya Enrolled Community Nurse	83	38.4	39.7
	Kenya Registered Community Health Nurse	93	43.1	84.2
	Kenya Enrolled Midwife	25	11.6	96.2
	Nutritionist	2	0.9	97.1
	Mscn	3	1.4	98.6
	Clinical Officer	2	0.9	99.5
	Public Health Officer	1	0.5	100.0
Level of education	Certificate	39	18.1	19.1
	Diploma	140	64.8	87.7
	Degree	25	11.6	100.0
Work experience	< 5 years	41	19.0	19.1
	5-15 years	77	35.6	54.9
	16-25 years	45	20.8	75.8
	> 25 years & above	52	24.1	100.0
Total		216	100.0	

Based on the results on table 4.1, the study established that majority of the employees working in these selected public hospitals in Nakuru town, Nakuru County, Kenya were women (72.2%) compared to 27.3% who were men. Majority of the employees 28.7% had age bracket of 45-54 years, 24.5% were 25-24 years, 22.7% were 35-44 years, 12.5% were less than 25 years and 11.6% were above 55 years. In terms of designation, majority of the employees 43.1% were Kenya registered community health nurse, 38.4% were Kenya enrolled community nurse, 11.6% were Kenya enrolled midwife, 1.4% M Sc. Nursing, nutritionist and clinical officer each 0.9% and 0.5% public officer. In terms of their level of education, 64.8% of the employees had Diploma, 18.1% had certificate and 11.6% had bachelor degrees. The study also established that 35.6% of the employees had between 5-15 years' work experience, 24.1% had 25 years & above work experience, 20.08% had 16-25 years' work experience and lastly, 19.0% had < 5 years work experience indicating that the selected public hospitals in Nakuru town had 19.0% of young workforce, 66.4% middle age workforce and 24.1% old workforce.

4.2.2 Elements of Flexibility in Work Arrangement programmes of respondents

Descriptive statistical analysis was used to analyze flexibility in work arrangements used by selected public hospitals in Nakuru town. In reference scaling used in the study design, 5 represented strongly agree, 4 represented agree, 3 represented Not sure, 2 represented disagree and 1 represented strongly disagree, therefore strongly disagree (1) was minimum, strongly agree (5) was maximum. The mean was analyzed based on the respondents choices scaled between strongly agree and strongly disagree as indicated in table 4.2.

Table 4.2: Elements of flexibility in work arrangement programmes of respondents

Elements of flexibility in work arrangements	N	Min	Max	Mean	Std. Dev.
Nurses have say in the work shifts allocations	216	1	5	3	1.2
There is regular and fair shift-rotation for the nurse in this hospital	214	1	5	3	1.3
Expectant or breastfeeding nurses are exempted from night-shifts	216	1	5	4	1.2
Working half-day work-shifts enable nurses to attend to attend to their personal issues without stress	216	1	5	4	1.0
Night-offs given to nurses after night-duty enables them to release stress and attend to family responsibilities easily	215	1	5	4	1.0

Source: Field Data (2015)

Based on table 4.2, a mean of 4 represented agree, and a mean of 3 represented neutral. According to the findings, the respondents in this study agreed that expectant or breastfeeding nurses are exempted from night-shifts and that night-offs given to nurses after night-duty enables them to release stress and attend to family responsibilities easily (response mean of 4). The respondents were not sure whether nurses have a say in the work shifts allocations and whether there is regular and fair shift-rotation for the nurses in the selected public hospitals in Nakuru town (represented by a mean of 3). They also agreed on the fact that working half-day work-shifts enable nurses to attend to attend to their personal issues without stress (response mean of 4).

4.2.3 Elements of Leave policies/arrangements programmes of respondents

The following elements of leave policies/arrangements were analyzed in this section: allowance to proceed on annual leave, nurses get maternity/paternity leaves as per the labour laws, annual

leaves enables nurses to reduce work/family related stress, study leave is easily granted to nurses going to further studies, emergency leave to attend to emergencies when a need arises, Compassionate leave granted to nurses when a need arises, sick-off from duties on doctor's recommendation and contentment with the leave arrangements in the hospital. The mean was analyzed based on the respondents choices scaled between strongly agree and strongly disagree as indicated in table 4.3.

Table 4.3: Elements of Leave policies/arrangements programmes of respondents

Elements of leave policies/arrangements	N	Min	Max	Mean	Std. Dev.
The government/hospital allows me to proceed on my annual leave when I need it	216	1	5	3	1.2
Nurses get maternity/paternity leaves as per the labour laws	215	1	4	4	0.7
Annual leaves enables nurses to reduce work/family related stress	216	1	5	4	0.7
study leave is easily granted to nurses going to further studies	215	1	5	2	1.0
I am easily given emergency leave to attend to emergencies when a need arises	215	1	5	3	1.1
Compassionate leave is easily granted to nurses when a need arises	214	1	5	4	1.0
I always get sick-off from my duties on doctor's recommendation	213	1	5	2	0.7
I am contented with the leave arrangements in this hospital	213	1	5	3	1.1
Valid N (list wise)	205				

Source: Field Data (2015)

According to the results in table 4.3 a mean of 4 represented agreed, a mean of 3 represented neutral and a mean of 2 represented disagree. The respondents agreed that Nurses get maternity/paternity leaves as per the labour laws; that annual leave enables nurses to reduce work/family related stress and that compassionate leave is easily granted to nurses when a need arises (response mean of 4). The respondents were not sure whether the government/hospital

allows them to proceed on their annual leave when they need it; they are easily given emergency leave to attend to emergencies when a need arises and whether they are contented with their leave arrangements in the hospital (response mean of 3). On the other hand, the respondents disagreed that study leave is easily granted to nurses going to further studies and that they always get sick-off from their duties on doctor's recommendation (response mean of 2).

4.2.4 Elements of Employee support schemes programmes of respondents

The following elements of employee support schemes were analyzed in this section; medical cover scheme provided to nurses/family in public hospitals is satisfactory; nurses regularly sponsored by the government to attend seminars/workshops on work and family related issues; hospital recommending career development/training equitably and the government provision of fee/tuition refund to staff (nurses) who go for further studies or training The mean was analyzed based on the respondents choices scaled between strongly agree and strongly disagree as indicated in table 4.4.

Table 4.4: Elements of Employee support schemes programmes of respondents

Elements of employee support schemes	N	Min	Max	Mean	Std.Dev.
The medical cover scheme provided to me and my family in this hospital is satisfactory	216	1	5	2	1.2
Nurses are regularly sponsored by the government to attend seminars/workshops on work and family related issues	216	1	5	2	1.0
This hospital recommends career development/training equitably	216	1	5	3	1.1
The government always provide fee/tuition refund to staff (nurses) who go for further studies or training	216	1	5	2	0.9
Valid N (list wise)	216				

Source: Field Data (2015)

Based on the results in table 4.4, a mean of 2 represented disagreed and a mean of 3 represented neutral. According to the findings, respondents in the study disagreed that the medical cover

scheme provided to them and their families by the hospital is satisfactory; that nurses are regularly sponsored by the government to attend seminars/workshops on work and family related issues and that the government always provide fee/tuition refund to staff (nurses) who go for further studies or training (response of mean of 2). The respondents were not sure whether the hospital management recommends career development/training equitably (response mean of 3).

4.2.5 Job Satisfaction Measurement Indicators

This section analyzed the following different indicators of job satisfaction of nurses: affective, cognitive and behavioral components.

Table 4.5: Elements of Affective Component of Job Satisfaction of Respondents

Elements of Affective Component	N	Min	Max	Mean	Std. Dev.
I am very enthusiastic doing my work	215	1	5	4	0.7
I am very happy and enjoy working in my profession as a nurse	216	1	4	4	0.7
I am passionate and emotionally attached to my job	211	1	5	4	0.8
Valid N (list wise)	211				

Source: Field Data (2015)

Based on results on table 4.5, a mean of 4 represented agreed, a mean of 3 represented neutral and a mean of 2 represented disagree. According to the findings, respondents in the study agreed that employees in the selected public hospitals in Nakuru town are very enthusiastic doing their work (response mean of 4). The respondents also, agreed that they are very happy and enjoy working in their profession as nurses and are passionate and emotionally attached to their job (response mean of 4).

Table 4.6: Elements of Cognitive Component of Job Satisfaction of Respondents

Elements of Cognitive Component	N	Min	Max	Mean	Std. Dev.
I am inspired by my work to continue working in this hospital	215	1	5	4	0.9
I am proud of my job despite its challenges and demands	215	1	5	4	0.8
Despite the workload involved in my job, it is autonomous and flexible to allow me attend to personal issues	215	1	5	3	1.0
I value my job and everybody I work with in this hospital	215	1	5	4	0.7
I feel working as a nurse is more beneficial as it gives me an opportunity to grow in my professional career	215	1	5	4	0.9
I value every time I spend on my job and every responsibilities given to me in this hospital	215	1	5	4	0.8
Valid N (list wise)	210				

Source: Field Data (2015)

According to the results in table 4.6 a mean of 4 represented agreed, a mean of 3 represented neutral and a mean of 2 represented disagree. The findings indicate that the respondents agreed that they are proud of their job despite its challenges and demands (response mean of 4). Respondents were not sure of the aspect that despite the workload involved in their job, it is autonomous and flexible to allow them attend to personal issues (response mean of 3). Respondents agreed to the following aspects of cognitive component of job satisfaction: - I am inspired by my work to continue working in this hospital; I value my job and everybody I work with in this hospital; I feel working as a nurse is more beneficial as it gives me an opportunity to grow in my professional career; and I value every time I spend on my job and every responsibilities given to me in this hospital (response mean of 4).

Table 4.7: Elements of Behavioral Component of Job Satisfaction of Respondents

Elements of Behavioral Component	N	Min	Max	Mean	Std. Dev.
I am willing to remain in the nursing profession and advance in it as my career	216	1	5	4	1.0
I am always willing to work extra time when need be	215	1	5	4	1.0
I enjoy volunteering for activities beyond my job requirements at the place of work	214	1	5	3	1.0
I like being at the place of work without fail and on time	216	1	4	4	0.7
I am willing to serve my clients satisfactorily	215	1	4	4	0.6
Valid N (list wise)	212				

Source: Field Data (2015)

In table 4.7, a mean of 4 represented agreed, a mean of 3 represented neutral and a mean of 2 represented disagree. The findings indicate that the respondents agreed they were willing to remain in the nursing profession and advance in it as their career; that they are always willing to work extra time when need be and that they are willing to serve their clients satisfactorily (response mean of 4). The respondents also agreed that they like being at the place of work without fail and on time (response mean of 4). However respondents were not sure whether they enjoy volunteering for activities beyond their job requirements at the place of work (response mean of 3).

4.3 Hypotheses Testing

The researcher used inferential statistics in testing the hypotheses which included Correlation and Multiple Regression analysis. Pearson product correlation was used to establish whether there existed significant relationships between the selected work-life balance programmes and job satisfaction of nurses. According to Mugenda & Mugenda, (2003), this kind of correlation is

normally used when both variables in the study are measured at ratio or interval scales and are categorical.

Table 4.8: Correlation Matrix showing the relationship between work life balance programmes and job satisfaction of nurses

<p align="center">Correlation matrix</p>

		Flexibility in Work Arrangements	Leave policies & Arrangements	Employees Support Schemes	Job Satisfaction
Flexibility in Work Arrangements	Pearson Correlation	1	.345**	.162**	.565**
	Sig. (2-tailed)		.000	.009	.000
	N	212	207	209	202
Leave Arrangements	Pearson Correlation	.345**	1	.126*	.605**
	Sig. (2-tailed)	.000		.035	.000
	N	207	211	207	202
Employees Support Schemes	Pearson Correlation	.162**	.126*	1	.402**
	Sig. (2-tailed)	.009	.035		.000
	N	209	207	212	202
Job Satisfaction	Pearson Correlation	.565**	.605**	.402**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	202	202	202	202

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

4.3.1 Correlation between flexibility in work arrangements and job satisfaction of nurses

The first hypothesis stated that there is no statistically significant relationship between flexibility in work arrangements and job satisfaction of nurses in public hospitals in Nakuru, Kenya. The key elements of flexibility in work arrangements on job satisfaction of nurses analyzed were: - nurses have a say on the work-shifts allocation, regular and fair shift-rotation for the nurses in hospital, exemption of expectant or breast-feeding nurses from night-shifts, Working half-day work-shifts enable nurses to attend to their personal issues without stress and Night-offs given to

nurses after night-duty enables them to release stress and attend to family responsibilities easily. These elements were correlated to establish whether flexibility in work arrangements programmes affected the job satisfaction of nurses.

According to the correlation matrix table 4.8, the results revealed that there was a strong statistically significant positive relationship of ($r = 0.565$, $p < 0.05$) between flexibility in work arrangements and job satisfaction. This indicates that flexibility in work arrangements programmes influence job satisfaction of nurses positively. Consequently, the H_1 which stated that there is no statistically significant relationship between flexibility in work arrangements and job satisfaction of nurses was rejected and the alternative hypothesis which states that there is statistically significant relationship between flexibility in work arrangements and job satisfaction of nurses was accepted. This suggests that job satisfaction of nurses will be high in public hospitals that adopted flexibility in work arrangements. This is in line with research done by Rucha, (2013) which indicates that an efficiently operated and carefully enforced comprehensive workplace flexibility programme can be a winning situation both for employees and employers. This is beneficial to employers in terms of improved employee morale & work engagement, better recruitment outcomes & workforce retention, and the enhanced productivity offered by a stable talent pool. Among the benefits to employees are reduced stress on the job, better work/family and work/life balance, improved physical and mental health and job satisfaction.

4.3.2 Correlation between leave policies & arrangements and job satisfaction of nurses

The second hypothesis stated that there is no statistically significant relationship between leave policies/arrangements on job satisfaction of nurses in public hospitals in Nakuru, Kenya. Pearson Correlation analysis was done to establish the kind of relation that existed between the two variables. Based on the results on table 4.8, the study established a strong positive relationship of ($r = 0.605$, $p < 0.05$) between leave policies & arrangements and job satisfaction. Thus H_2 which stated that there is no statistically significant relationship between leave policies/arrangements and job satisfaction of nurses was rejected and the alternative hypothesis which states that there is a statistically significant positive relationship between leave policies/arrangements and job satisfaction of nurses is accepted. These results indicate that leave policies & arrangements

enhance job satisfaction and therefore job satisfaction of nurses will be high in public hospitals that adopted leave policies/arrangements programmes.

These results confirmed the study by European Investment Bank, (2005), which indicated that employees feel esteemed and cherished when their employers allow them for parental leave, as a result of which employees perform with more dedication and devotion to the employer. That going for annual leave relived employees of stress and allowed them to attend to other family or personal issues which can't be done while on duty. This also confirmed the results of a study which reported that child rearing, paternity, and parental leaves also contributed to Affective Organizational Commitment and reduced turnover intentions (Casper & Harris, 2008).

4.3.3 Correlation between employee support schemes and job satisfaction of nurses

The third hypothesis stated that there is no statistically significant relationship between employees support scheme and job satisfaction of nurses in public hospitals. Pearson Correlation analysis was done to establish the kind of relation that existed between the two variables. According to table 4.8, the study established a moderate positive relationship of ($r = 0.402$, $p < 0.05$) between employees support schemes and job satisfaction. Thus H_3 which stated that there is no statistically significant relationship between employees support schemes and job satisfaction of nurses was rejected and the alternative hypothesis which states that there is statistically significant positive relationship between employees support schemes and job satisfaction of nurses was accepted. This shows that job satisfaction of nurses will be moderately influenced in public hospitals that adopted employees support schemes.

This confirms the argument of Perry-Smith, *et al*, (2000), that through employee support schemes such as paid training and tuition reimbursement programs, employers support employees who want to reach their career goals by continuing their education. The results are also in accordance with research done by Society for Human Resource Management, (2012) on employee job satisfaction and engagement, Paid Training and Tuition Reimbursement Programs offered to employees which were found to affect employee job satisfaction and engagement positively. The results showed that 28% of employees believed paid training and tuition reimbursement programs were very important to employee job satisfaction, and 47% said they

were satisfied with this aspect. Through paid training and tuition reimbursement programs, employers support employees who want to reach their career goals by continuing their education.

4.3.4 Work-Life Balance Programmes and Job Satisfaction of Nurses

The fourth hypothesis stated that there is no statistically significant relationship between combined effect of flexibility in work arrangements, leave policies/arrangements and employee's support schemes on job satisfaction of nurses in public hospitals in Kenya. To establish the combined effect of the selected work-life balance programmes on job satisfaction of nurses, Multiple Regression Analysis was done as per the regression model.

Table 4.9: Results of Multiple Regression Analysis determining the Effect of Selected work life balance programmes on job satisfaction of nurses

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.761[a]	0.579	0.573	0.314

  a. Predictors: (Constant), Employees Support Schemes, Flexibility in Work Arrangements, Leave Arrangements

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.717	0.083		8.585	0.000
	Flexibility in Work Arrangements	0.193	0.027	0.353	7.055	0.000
	Leave Arrangements	0.234	0.026	0.442	8.915	0.000
	Employees Support Schemes	0.147	0.025	0.280	5.963	0.000

a. Dependent Variable: Job Satisfaction

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.829	3	8.943	90.878	0.000[b]
	Residual	19.485	198	0.098		
	Total	46.314	201			

  a. Dependent Variable: Job Satisfaction
  b. Predictors: (Constant), Employees Support Schemes, Flexibility in Work Arrangements, Leave Arrangements

Source: Field Data (2015)

According to the regression results in Table 4.9, it indicates that work-life balance programmes accounted for 57.9% of the variation in job satisfaction of nurses (R^2 = 0.579). The unstandardized beta coefficients indicate that flexibility in work arrangements (β = 0.193, $p <$ 0.05), leave arrangements (β = 0.234, $p <$ 0.05) and employees support schemes (β = 0.147, $p <$ 0.05) were the strongest predictors of job satisfaction of nurses in public hospitals. The results of the beta value is interpreted to mean that when there is 1% increase in Flexibility of Work Arrangements, job satisfaction of nurses will increase by 0.193%. When there is 1% increase in leave policies and arrangements, job satisfaction of nurses will increase by 0.234% and when there is 1% increase in employees' support schemes, job satisfaction of nurses will increase by 0.147%. This is an indication that, all the selected work-life balance programmes influence job satisfaction of nurses in public hospitals in Nakuru, Kenya. Therefore H_4 which stated that there is no statistically significant relationship between the combined effect of flexibility in work arrangements, leave policies/arrangements and employee's support schemes on job satisfaction of nurses in public hospitals in Kenya was rejected and the alternative hypothesis which states that there is a statistically significant positive relationship between combined effect of flexibility in work arrangements, leave policies/arrangements and employee's support schemes and job satisfaction of nurses was accepted.

The multiple regression model results indicate that the combined effect of flexibility in work arrangements, leave policies/arrangements and employee's support schemes in public hospitals in Kenya positively influence job satisfaction of nurses in these hospitals. This is in agreement with a study done by Sobia et al, (2011) which found out that there is positive relation between work life balance programmes and employee job satisfaction in banking sector of Karachi. It is also supported by other studies such as Ueda, (2012) which concluded that work life balance programmes have positive and significant effect on employee job satisfaction of full time and part time employees working in business organizations of Japan. According to the findings of this study, these programmes help employees to reduce their work burden thus effectively perform their job. Accordingly, public hospitals can increase employee's job satisfaction by increasing work life balance programmes for employees, which is likely to help them manage their jobs and families well. Thus job satisfaction of nurses will be high in public hospitals that adopted combined work-life balance programmes.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The general objective of the study was to find out the effect of work-life balance programmes on job satisfaction of nurses in Public hospitals in Nakuru, Kenya. This section presents summary of findings, conclusions and recommendations of the study.

5.2 Summary of the Findings

The objective of the study was to establish the effect of work-life balance programmes on job satisfaction of nurses in Public hospitals in Kenya. The study established that flexibility in work arrangements and leave policies & arrangements used by public hospitals in Nakuru town were the most related factors affecting job satisfaction of nurses, whereas employees' support schemes were the least related factors affecting job satisfaction of nurses in public hospitals in Nakuru, Kenya. The results reveal that each of the three selected work-life balance programmes has a statistically significant positive relationship with job satisfaction of nurses in the selected public hospitals. This is an indication that the combined effect of flexibility in work arrangements, leave policies & arrangements and employee's support schemes in public hospitals in Nakuru, Kenya positively influence job satisfaction of nurses in these hospitals. This means that job satisfaction of nurses will be high in public hospitals which adopted work-life balance programs

The findings of this study are in agreement with other researches done in private sectors in developed and developing countries which also found positive relationship between WLB and job satisfaction of employees. It is therefore important that public hospitals' or public organizations' management implement or adopt different WLB programmes to suit the needs of the employees to enable them (employees) jungle between work and family issues with ease hence enhancing their job satisfaction.

5.3 Conclusions

The results of the study are concluded below as per the data analysis of each research objective. The first objective was to establish the effect of flexibility in work arrangements on job

satisfaction of nurses. Based on the results, first, it was established that public hospitals in Nakuru town, Nakuru County exempted expectant or breastfeeding nurses from night-shifts; that the existence of half-day work-shifts for nurses enable them to attend to their personal issues without stress and that night-offs given to the nurses after night-duty enable them to release stress and attend to family responsibilities easily. Second, the study established that flexibility in work arrangements used by public hospitals in Nakuru, Kenya had a strong effect on behavioral aspect, moderate effect on cognitive aspect and weak effect on affective aspect of job satisfaction of nurses. In general the results revealed that there is statistically significant positive relationship between flexibility in work arrangements and job satisfaction of nurses indicated by strong positive correlation of 56.5%. Thus implementation of flexibility in work arrangements programs in public hospitals will positively enhance and job satisfaction of nurses

The second objective was to establish the effect of leave policies & arrangements on job satisfaction of nurses. In this case, the study established that nurses get maternity/paternity leaves as per the labour laws, annual leaves enabled nurses to reduce work/family related stress and compassionate leave was easily granted to nurses when need arises. In general the results revealed that there is statistically significant positive relationship between leave policies & arrangements and job satisfaction of nurses indicated by strong positive correlation of 60.5%. Thus there is statistically significant positive relationship between leave policies/arrangements and job satisfaction of nurses in public hospitals in Kenya. This shows that job satisfaction of nurses will be positively influenced in public hospitals that adopted leave policies & arrangements.

The third objective was to establish the effect of employees' support schemes on job satisfaction of nurses. The study established that the medical cover scheme provided to nurses and their families in hospital was not satisfactory, nurses were not regularly sponsored by the government to attend seminars/workshops on work and family related issues and the government does not always provide fee/tuition refund to staff (nurses) who go for further studies or training. In general the results of the study revealed that there is statistically significant positive relationship between employees support schemes and job satisfaction of nurses indicated by strong positive correlation of 40.2%. Hence there was a statistically significant moderate positive relationship between employees support schemes and job satisfaction of nurses. This shows that job

satisfaction of nurses will be moderately influenced in public hospitals that adopted employees support schemes.

The fourth objective was to establish the combined effect of work-life balance programmes (i.e. flexibility in work arrangements, leave policies/arrangements and employees support schemes) on job satisfaction of nurses in Public hospitals in Kenya. The results of the multiple regression model showed that work-life balance programmes accounted for 57.9% ($R^2 = 0.579$) of the variation in job satisfaction of nurses in public hospitals. The un-standardized beta coefficients indicate that leave arrangements ($\beta = 0.234$, $p < 0.05$), and flexibility in work arrangements ($\beta = 0.193$, $p < 0.05$) were the strongest predictors of job satisfaction of nurses in public hospitals followed by employees support schemes which had ($\beta = 0.147$, $p < 0.05$). Based on these results, there was a statistically significant positive relationship between the selected work-life balance programmes and job satisfaction of nurses in public hospitals. In conclusion, it is evident that adoption of work-life balance programmes in public hospitals is likely to significantly improve/enhance the job satisfaction of employees. Thus work-life balance programmes have a positive effect on job satisfaction.

5.4 Recommendations

5.4.1 Recommendations for Policy Makers

The results of the study indicate that WLB Programmes improve/enhance the job satisfaction of employees. It is therefore necessary that public organizations implement/adopt work-life balance programmes such as flexibility in work arrangements, leave policies/arrangements and employee's support schemes so as to assist their employees to jungle between their jobs and family issues with less conflict. Different WLB programmes should be adopted as policies by the policy makers of the organizations as per the needs of the employees and these employees should be sensitized on the available programmes and be accessible to them.

It is also important that Human Resource Departments in public hospitals/organizations be responsive to the needs and constantly changing requirements of workforce and the effect of environmental issues in order to improve and update programmes and policies as need be. This will save on the cost of hiring by improving employees retention.

5.4.2 Recommendations for further research

This research was based on effect of selected work-life balance programmes on job satisfaction of nurses. Generally there are other work-life balance programmes available and they contribute to job satisfaction. There is therefore need for further research to capture these programmes/factors to determine whether they have a significant positive effect on job satisfaction of employees or not. Such information obtained from the study shade more light on work-life balance programmes adopted in hospitals in Kenya are effective in improving job satisfaction of employees.

The study focused on public hospitals only. This limits the generalization of results. Similar studies needs to be conducted in private hospitals. A comparative study can also be done to capture the work-life balance programmes adopted in public and private hospitals and their effect on job satisfaction of nurses to determine whether there is a difference in effect.

This research selectively captured nurses only. A further research can be done to capture other fields of profession in hospital such as the doctors, administrative and other support staff to establish whether the findings will be the same

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APPENDICES
APPENDIX I: LETTER TO RESPONDENTS

<div align="right">

Jane M. Agufana,

Egerton University,

P.O. Box 536-20115,

Egerton.

</div>

Dear Sir/Madam,

RE: REQUEST TO FILL RESEARCH QUESTIONNAIRE

I am a post graduate student pursuing a Master's Degree in Human Resource Management of Egerton University. I am currently carrying out a research project on "**Effect of Work-Life Balance Programmes on Job Satisfaction of nurses in Public Hospitals in Kenya. A case of selected public hospitals in Nakuru Town, Kenya.**"

The purpose of this questionnaire is to gather information from nurses working in public hospitals. You have been identified as one of the respondents with that kind of knowledge and experience which will assist the researcher in providing the necessary data for the study. You are assured that the information supplied will be treated with confidentiality and used for research purposes only.

Thank you for your cooperation.

Jane Agufana

APPENDIX II: QUESTIONNAIRE

Section A: Personal Information

1. What is your age bracket? (please tick)   Less than 25 ☐   25-34 ☐

    35-44 ☐   45 – 54 ☐   55 > ☐

2. Your Designation :- Kenya Enrolled Community Nurse ☐ Kenya Registered Community Health Nurse ☐   Kenya Enrolled Midwife ☐

    Others (please indicate) …………………………………………….

3. Gender   Male ☐   Female ☐

4. Level of education: Certificate ☐   Diploma ☐   Degree ☐

6. Work Experience as a nurse < 5 years ☐ 5-15 years ☐ 16- 25 years ☐ >25 years & above ☐

Section B: Work-Life Balance Programmes

1. The table below shows different aspects of work life balance programmes in Public Hospitals. Please indicate your response to (level of agreement with) the following statements by ticking against the scale provided; 5 – SA – Strongly Agree, 4 – A – Agree, 3 – NS – Not Sure, 2 – D – Disagree, 1 SD – Strongly Disagree

Flexibility in Work Arrangements	5	4	3	2	1
	SA	A	NS	D	SD
Nurses have a say on the work-shifts allocations					
There is regular and fair shift-rotation for the nurses in this hospital					
Expectant or breast-feeding nurses are exempted from night-shifts					
Working half-day work-shifts enable nurses to attend to their personal issues without stress					
Night-offs given to nurses after night-duty enables them to release stress and attend to family responsibilities easily					
Leave Arrangements					

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The hospital allows me to proceed on my annual leave when I need it					
Nurses get Maternity/Paternity leaves as per the labour laws					
Annual leave enables nurses to reduce work/family related stress					
Study leave is easily granted to nurses going for further studies					
I am easily given emergency leave to attend to emergencies when a need arises					
Compassionate leave is easily granted to nurses when a need arise					
I always get sick-off from my duties on doctor's recommendation					
I am contented with the leave policies/arrangements in this hospital					
Employee support schemes					
The medical cover scheme provided to me and my family in this hospital is satisfactory					
Nurses are regularly sponsored by the government to attend seminars/workshops on work and family related issues					
This hospital recommends career development/training equitably					
The government always provides fee/tuition refund to staff (nurses) who go for further studies or training					

Section C: Job Satisfaction Indicators

The table below shows job satisfaction indicators in relation to work-life balance programmes in the public hospital where you are currently working. You are required to give your level of agreement on each of the statements by ticking where; 5 – SA – Strongly Agree, 4 – A – Agree, 3 – NS – Not Sure, 2 – D – Disagree, 1 SD – Strongly Disagree

Job Satisfaction Measurement	5 SA	4 A	3 NS	2 D	1 SD
Affective					
I am very enthusiastic doing my work.					
I am very happy and enjoy working in my profession as a nurse					
I am passionate and emotionally attached to my job					
Cognitive					
I am inspired by my work to continue working in this hospital					
I am proud of my job despite its challenges and demands					

Despite the workload involved in my job, it is autonomous and flexible to allow me attend to personal issues					
I value my job and everybody I work with in this hospital					
I feel working as a nurse is more beneficial as it gives me an opportunity to grow in my professional career					
I value every time I spend on my job and every responsibilities given to me in this hospital					
Behavioral					
I am willing to remain in the nursing profession and advance in it as my career					
I am always willing to work extra time when need be					
I enjoy volunteering for activities beyond my job requirements at the place of work					
I like being at the place of work without fail and on time					
I am willing to serve my clients satisfactorily					

Thank you

APPENDIX II: KREJCIE AND MORGAN TABLE

Population Size	Sample Size	Population Size	Sample Size	Population Size	Sample Size
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346

85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Source: Krejcie & Morgan (1970)