EFFECT OF WORK-FAMILY CONFLICT ON ORGANIZATIONAL COMMITMENT AMONG POLICE OFFICERS IN NAKURU COUNTY, KENYA

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DECLARATION AND RECOMMENDATION

Declaration

I declare that this thesis is my original work and that it has not been presented for the award of any degree, in this or any other university.

Signature: ……………………………………….. Date ………………………………

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Recommendation

This thesis has been submitted for examination with my recommendation as university supervisor.

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DEDICATION

I would like to dedicate this work to my children, Semeren, Lerointo and Nteyie for their encouragement during my studies. Their boundless love, support and prayers were with me throughout all this period. To my late father Mr. Japheth Edward Chinyezi who was an exemplary scholar, I dedicate this to you for your love of books.

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ABSTRACT

The situation of insecurity in Kenya has triggered this research in unravelling how police officers are faced with various challenges while fulfilling their work and family roles. A considerable number of police officers experience work overload, burn out, and are often posted to work in areas, sometimes highly dangerous locations thus leading to stress resulting from work/family conflict. This has been prompted by lack of balance between the pressures of their profession and family responsibilities, which may have a negative effect on their organizational commitment in this context; the main aim of this study was to determine the effect of work/family conflict on organizational commitment among the police officers in Nakuru, County, Kenya. The specific objectives were to determine the effect of time-based conflict, strain-based conflict and behaviour-based conflict on organizational commitment of police officers at Nakuru County; and to determine the combined effect of work/family conflict on organizational commitment of police officer at Nakuru County. The population of the study consisted of 973 police officers from nine (9) police divisions. The sample size of the study was 275 police officers. Questionnaires were used to collect primary data while descriptive and inferential statistics were analysed using Statistical Package for Social Science (SPSS) version 22 and presented using graphs, charts and tables. The results of correlation analysis showed that strain-based work/family conflict and behaviour-based work/family conflict had significant weak negative correlations with organizational commitment. Multiple regression analysis was done to test the study hypotheses. H_{01} was accepted since time-based conflict did not have a significant effect on organizational commitment. H_{02} and H_{03} were partially rejected since the results showed that strain-based work/family conflict and behaviour-based work/family conflict had a significant negative effect on organizational commitment. H_{04} which determined the combined effect of time-based, strain-based and behaviour-based conflict on organizational commitment found that work/family conflict (behaviour-based) was the only significant predictor. The findings of the study proved that time spent at work did not significantly affect police officers stress levels thus no meaningful effect on their organizational commitment. The study recommended that National Police Service Commission to embrace employee friendly policies which supports parental leave, ability to take time off, and flexible work arrangements which gives police officers the ability to balance work/family life that touches employee's welfare. It was also recommended that Organizations come up with employee assistantship programs (EAP) to provide capacity and team building, flexible working hours, encourage team spirit, cohesiveness, stress management training and friendly work environment.

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LIST OF ABBREVIATIONS AND ACRONYMS

AP	Administrative Police
CCP	County Commander of Police
EAP	Employee Assistant Program
FIW	Family Interferes with Work
FWC	Family Work Conflict
GSU	General Service Unit
HR	Human Resource
HRM	Human Resource Management
OCPD	Officer Commanding Police Division
OCS	Officer Commanding of (police) Station
IGP	Inspector General of Police
JS	Job Satisfaction
NPSC	National Police Service Commission
PEF	Personal Environmental Fit
PS	Police Service
SET	Social Exchange Theory
SPSS	Statistical Package for Social Sciences
WFC	Work Family Conflict
WIF	Work Interferes with Family
WLB	Work Life Balance
WLC	Work Life Conflict
WLI	Work Life Initiatives

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

As organizations come to terms with the challenges of attracting and retaining the best talent, coupled with the emerging issue of work life conflicts, it is imperative that managers employ a variety of human resource (HR) practices in order to attain organizational goals (McClean & Collins, 2011). Consequently, managers are now undertaking proven, Work family Initiatives (WFI) that minimize costs, contingent motivators, competitive motivators, resource makers and commitment maximization in order to improve employees commitment, thus increasing employee satisfaction and performance (Boxall *et al.,* 2011). Work family conflict is 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'. When work and family are in conflict, obtaining rewards in one domain requires foregoing rewards in the other domain (Allen, French, Dumani & Shockley, 2015).

Some of the studies have focused on construct measurement, including the measurement of the direction and process of interaction between work roles and family roles (Kossek, 2016). Allen and Armstrong (2006) argued that a differential finding across studies in the relationship between work-family conflict and life satisfaction suggests that undetected moderator variables may be involved. Kopelman et *al,.* (1983) developed a four-item scale and then expanded it to an eight-item scale that measured work-to-family conflict with such items as "My work schedule often conflicts with my family life." Therefore, work life can be conceptualised to consist of two major elements i.e; practical aspects associated with time crunches, scheduling conflicts and the perceptual aspect of feeling overwhelmed, work overload and stressed by the pressures of the multiple activities (Higgins *et al.,* 2000).

1.1.1 Work Family Conflict

Work Family Conflict (WFC) exists when time and energy demands to satisfy one role making it impossible to accomplish the other roles (Duxbury & Higgins, 2003). Work family conflict is also defined "as push and pull between work/life/family and work responsibilities" (Lockwood, 2003). Work/family conflict is characterized by lack of 'fit' between the employees' work demands and their life responsibilities and goals, objectives, vision and mission of the organization. The concept of work family conflict extends to the individual's

stress, relationships and family well being. Apart from these stresses experienced at work place the same stresses are also experienced at the family level. Work family conflict is defined as 'inter role conflict that people experience between their work roles and other life role' (Kahn *et al.,* 1964). They further stressed that work family conflict occurs when the demands from work and family are mutually incompatible to some degree. Greenhaus and Beutell (1985) defined work family conflict as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work role is makes it more difficult for a person to participate in the family role.

According to Greenhaus & Powell (2016) they expressed that the expectations surrounding each of specific role an individual performs can generate an inter-role conflict. The inter-role conflict occurs because it is not possible to satisfy all the expectations of an individual's work together with the family roles, as each of the roles requires time, energy and commitment. Therefore, this kind of work family conflict perspective supports the objectives, which assumed that individuals have limited time and energy in articulating each of the roles.

Regionally, a study by Aminah (2007) suggested that work time commitment was related to the intensity of work family conflict experienced by employees. The study further expressed that conflict occurs when the amount of the time devoted to one role makes it difficult to fulfil the requirements of another role thus concluding that long working hours have negative consequences for families and struggle to balance the demand of work and family roles thus affecting the organizational commitment. McLeod (2008) pointed out that in social identity theory; people classify themselves in various social categories, which define their identities, and the roles they hold in a social environment. A person could view themselves as a valued employee, a loving spouse, a good parent and a care-giver, and play other roles at community level among other things.

Each of these specified roles provides a different aspect of identity to the individual and may gain more pleasure in each role, which is valued more. Conflict may arise when individual who value a particular role is forced by situational constraints to spend less time as they would like in that role thus creating a behavioural conflict. Casey & Chase (2004) found out those employees who spend more time at work due to work over load and job involvement thus denying family ample time and opportunities tend to dishonour family's expectations. This strenuous aspect may lead to work family conflict thus affecting organizational

commitment. Work/family conflict occurs when an individual has multiple roles to play and when one puts too much effort in one role then the other roles suffer the consequences thus not meeting one's objectives.

Work family conflict occurs when expectations of one role makes the other performance more difficulty thus affecting one's ability to meet the demands associated with role in another domain (Wang & Walumbwa, 2007). However, despite the importance of work, family roles and organizational commitment, police officers are faced with difficulties in trying to balance work and family life due to the nature of their work which results to work/family conflict. Police service is one of the most critical and risky professions in the world (Oweke et al., 2014). They are also faced with the problem of acquiring basic needs, living in deplorable conditions, inadequate working tools such as patrol vehicles, lack of motivation and compensation for overtime, poor salaries, frequent transfers which distant them with their families, work overload due to inadequate staff and inability to socialize due to lack of time (Gul, 2000).

A person plays different roles in the span of life, which include roles from work (worker, employer) and familial roles (parent, spouse, friend and sibling among other roles) that occur at personal life. Work family conflict includes issues as difficulties faced in raising children and upbringing, other kinship responsibilities or personal stressful life events (Hobson, 2001). On the contrary, it is important to embrace work family balance, which is a concept that supports the effects of employees to split their time and energy between work and their lives (Greenhaus & Beutell, 1985). Work family balance is a daily effort to make time for family, friends, community, and participation in various commitments, spiritual, personal growth, self-care and other personal activities in addition to demands of the workplace (Bell *et al.,* 2012).

Role over load is the phase when an employee is much involved in one role and unable to sustain balance with another role. Role over load is defined as 'having too much to do in too little time' (Higgins *et al.,* 2000). The time to perform one task (related job or family) does not leave sufficient time to cope up with other tasks related to family or work. The importance of identifying work life conflict as an element of managing human resource as it affects the performance of the organizations and families. The relationships, struggles, and conflicts between workers and employers and between families and the workplace have grown in this era among police officers (Ongoro & Oloko 2015).

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Those organizations that institute HR policies, procedures, actions and expectations enables employees to easily pursue lives that are more balanced do have a fulfilment of their jobs (Bordeaux & Brinley, 2005). It quite clear from the above explanation that, work-life balance practices is aimed at lessening job overload, over time work, and unrealistic expectations in providing employees with more control over the quantity of work they perform. The pace of work should have a beneficial impact on work family conflict and its consequences, as manifested at work and in non-work situation. Thus, the overflow of both the work and the time requires a great guide to the contribution of the work life conflict. Ojo (2011) elaborated that there exists an enormous literature on work life balance and work family conflict in the western countries but equally less in developing countries such as Africa. Robertson (2005) reveals that even employees in the banking sector of Nigeria were not even aware of policies/practices of work life balance. The research revealed that there was a general sense of lack of awareness of polices related to work family balance or work family conflict.

1.1.2 Dimensions of Work Family Conflict

There are three dimensions of work family conflict. These are time-based conflict, strain-based conflict and behaviour based conflict.

Time-Based Conflict is the amount of period set to execute the roles of either work or family activities by an employee who must attend both and go hand in hand. Time based conflict arises when there is a drive and a pull between the two or more multiple activities which takes place concurrently (Greenhaus & Beutell, 1985).

Additionally, strain based conflict occur when stress such as exhaustion, concern, dejection, lack of interest, irritability, stress and psychological anxiety that one experiences at work, spill over into their non-work performance. (Greenhaus & Beutell) 1985 expressed that when 'strain is produced by one function thus making it hard to execute the desires of another activity'.

Behaviour based conflict comes as pressure ensuing when behaviour required in one function makes it difficult to fulfil requirements of another task. It describes circumstances where work behaviour in relevant field and professions may be unable to coexist with behavioural

routines. Thus, behaviour increase in the work function can interfere with performance of a person in the relations role (Greenhaus & Beutell, 1998).

1.1.3 Organizational Commitment

Cohen (2003) stated that 'organizational commitment is a force that binds an individual to a course of action of significance to one or more targets'. Bashir and Ramay (2008) stated that organizational commitment is a situation in which an employee identifies with a particular organization and its goals and wishes to retain membership in the organization. Organizational commitment is one of the most influential factors that determine organization's performance (Manmohan, 2013). Those organizations that have goals to achieve must have devoted employees who are able to overcome work family conflict. Organizational commitment has been defined as 'the force of an individual's recognition and association with a particular organization" (Eaton, 2003). It is conceptualized that it has three fundamentals which are a belief in and acceptance of goals and values, a willingness to apply effort, and a strong aspiration to uphold membership.

Behson (2002) defined commitment as 'a nature to embrace in dependable aim of activity because of the increase of earnings that would be lost if the activity were discontinued. Allen and Meyer (1991) explained commitment in three different perspectives. The affective commitment as the extent of an employee's emotional connection identify with, and involvement in the organization, the continuance commitment as a result of costs related with leaving the organization and the normative commitment as the degree to which an employee believe in some sense of obligation to continue with the organization.

The evolution of work and commitment of organization have co-existed throughout the years and the needs and conditions of the workforce have become so dynamic that it is an aspect of a source of personal satisfaction and happiness as well. The emergence of work historically is a very old phenomenon (Nadeem & Abbas, 2009). During the 18th Century, the concept of work changed as from the cottage set up to industrial set up where everybody in the family was involved in working at the domestic level. The emergence of industrial set up consisted of the functional design of factories, which led to division between employees and the employers. Organizations are structured and employees' loyalty based on the hard work to make the organization lucrative through the employees' commitment. Industrialization served as a leading edge to the work/family conflict that intensifies in the successive existence. The relationships, struggles, and conflicts between workers and employers and between families

and the workplace grew in this era. The demanding jobs after industrialization resulted into two aspects of work life conflict namely: role overload and role interference (Richard, 2010).

1.1.4 Police Service in Kenya

The National Police Service Commission is an Institution which provides security services and law enforcement in Kenya. It is organized at the national level headed by Inspector General (IG) with several arms that reports to the County authority. NPSC has the mandate to recruit and appoint persons to hold office in the service, to determine transfers and promotions, job placements and to exercise disciplinary control in the service (NPSC, 2014). The police service requires highly skilled and trained work force to work in an environment that is challenging in maintaining law and order and hence need to design effective human resource practices. Nakuru town has witnessed exceptional growth in the number of human population and has been documented as the fastest growing towns in East and Central Africa (World Bank Report, 2008). The soaring population stretches the security personnel in administering their functions and coming into terms with the challenges of new police reforms that has led to increased importance of this research study. Time based, strain based, behaviour based, family to work conflict are the variables of work family conflict and organizational commitment.

1.2 Statement of the Problem

Police officers provide security, law and order in Kenya. In order for them to be effective and committed to their work, they should be motivated. Ongoro & Oloko (2015) reported that Kenyan Police Officers continually face the effects of murder, violence, accidents, disasters, rotating shifts, their slogan "*Utumishi kwa Wote*" which translate to "*Service to All*" has made them work for more than eight (8) hours as per the Government policy without compensation. They are exposed to traumatic and harsh work environment as they are in constant confrontation with criminals. Unlike other government employees, their daily routines are not fixed. Their work is characterized by interrupted leaves, lack of adequate working tools and health insurances, poor remuneration, deplorable living conditions, frequent transfers, lack of motivation and compensation for overtime which could affect their organizational commitments. Research shows that police officers are more likely to have health-related issues such as cardiovascular problems, back pain, anxiety problems, depression, and sleep disorders compared to the general public (Yoo, 2012). In Kenya, an estimated fifty police officers kill themselves every year. At least 15 police officers have

committed suicide in 2019 alone (KPSC, 2019). In Nakuru County, work family conflict among the police on their organizational commitment has been aggravated by the influx of the IDPs in 2007/2008. This has led to excess workload which has resulted in high rate of family role problems characterized by increased divorce cases, suicide, homicide, mental health issues, engaging in crime among others. Even though the government has invested a lot to uplift their livelihood through the reforms implementation, such as education and training, health insurance, quality uniforms, decent housing and social welfare, a majority of police officers are unable to balance their work and family roles which might affect their organizational commitment.

1.3 Objectives of the Study

The general objective of the study was to determine the effect of work/family conflict on organizational commitment among police officers in Nakuru County, Kenya. The specific objectives of the study were as follows:

i. To determine the effect of time-based conflict on organizational commitment among Police officers at Nakuru County
ii. To determine the effect of strain-based conflict on organizational commitment among Police officers at Nakuru County
iii. To determine the effect of behaviour-based conflict on organizational commitment among Police officers at Nakuru County
iv. To determine the combined effect of work/family conflict (time-based, strain-based and behaviour-based) on organizational commitment among Police officers at Nakuru County

1.4 Research Hypotheses

The research hypotheses of the study were as follows:

H_{01}: Time-based conflict does not have significant effect on organizational commitment of Police officers at Nakuru County

H_{02}: Strain-based conflict does not have significant effect on organizational commitment of Police officers at Nakuru County

H_{03}: Behaviour-based conflict does not have significant effect on organizational commitment of Police officers at Nakuru County

H$_{04}$: The combined effect of work/family conflict (time-based, strain-based and behaviour-based) does not have significant effect on organizational commitment among Police officers at Nakuru County

1.5 Significance of the Study

The findings of the study would benefit police force in Nakuru County and the entire National Police Service Commission by establishing the need to analyse various methods of managing human resource management process and give priority accordingly. It strengthened existing human resource personnel by influencing proper and desirable human resource practices that would increase employee's commitment. It also developed a more effective approach to enhance individual's performance and organizational commitment. It further provided information to police commanders and to appreciate the critical role of all employees' abilities, commitment, loyalty and job autonomy.

The results are also of significance to other security forces in Kenya by reformulating strategic policies, systems and structures that would improve the management of work life conflict and organizational commitment among the police officers. Therefore, the results gave insights into the areas of work family conflict touching human resource management thus bridging the gap by providing new knowledge in academia circles. Human resource practitioners and policy makers would appreciate the recognition of research results that would assist and give guidance in HR policy formulation if embraced by the National Police Service Commission leadership. The study highlighted the potential to increase the quality of life to police officers and their families if the recommendations would be adopted.

1.6 Scope of the Study

The study focused on the effect of work/family conflict (time-based, strain-based and behaviour-based) on organizational commitment among police officers at Nakuru County, Kenya. The sample targeted 275 out of 973 Nakuru Police Service officers who were in all levels of management within Nakuru Sub County Divisions only. The data collection, analysis, compilation commenced in December 2018 when the authority was granted by NACOSTI and the study was completed by October 2019.

1.7 Assumptions of the Study

The study assumed that the respondents gave honest responses to questions which enabled the researcher make a reliable and concrete conclusion of the findings. The information obtained from the respondents was a representative of the entire study population which enabled generalization of the findings.

1.8 Limitations of the Study

One limitation of this study was that, being a Police Service, they are very cautious to share information due to their nature of work, hence they filled the questionnaires cautiously. Secondly, the other was time constraints due to the officers being over stretched with multiple activities thus affecting their response to the questionnaires. To overcome this, the researcher was flexible enough to give the respondents enough time to respond to the questions in the questionnaires.

1.9 Operational Definitions of Terms

The following are operational definition of terms, used in this study:-

Behaviour based Conflict: According to this study it refers to various job roles performed differently from one another by the same worker in the police force (Greenhaus & Beutell, 1985).

Conflict: According to this study it refers to when two or more issues/situations are not in agreement with each other (Netemeyer et al 1996).

National Police Service Commission: According to this study it is a body in charge of law enforcement, police recruitments, training and placements in Kenya. Its Headquarters are based in Nairobi, Kenya (NPSC, 2014).

Organizational Commitment: According to this study it refers the feeling attachment by the employees towards the police force (Meyer & Allen, 1991).

Strain Based Conflict: Strain-based conflict occurs when stress arising in one role is carried or transferred to the other role, with the consequent strain symptoms reducing effectiveness in the second role" (Greenhaus & Powell, 2016).

Time Based Conflict: When employee has to do so much within a competing time required to perform to the demanding tasks at either work or family level (Greenhaus & Beutell, 1985).

Work family balance: When there is harmony both at work and at the family level and flexibility of time is paramount (Aminah, 2007).

Work family conflict: This happens when there is incompatibility between expectations to perform in one role versus another. In this study, it will refer to situations in which the demands and responsibilities of paid work and non-work roles are in collision with each other (Schmidt, 2011)

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature based on the key variables of the study namely: work family conflict and organizational commitment. Two theories have been used to guide this study. In order to address the objectives, it looked at the time, strain, behaviour based conflicts, and how the work to family conflicts affects organizational commitment. Finally the chapter ends with the conceptual framework.

2.2 Theoretical Framework

The study was guided by two theories namely; role theory proposed by Kahn *et al.,* (1964) and social exchange theory proposed by Homans, (1961). The Role Theory supports the study, while the Social Exchange Theory compliments the study.

2.2.1 Role Theory

The concept of work role refers to a distinctive set of activities within a work similarly as the work is a diverse set of activities in a broader scope of individual existence in world (Huvila, 2006). The role theory evolved during a period of social and political power struggle that was enhanced in the world. Role theory stipulates that individuals are faced with demands regarding time, energy and commitment. This theory underlines that individuals play different types of roles in their lives. Each of these roles inflicts demands regarding time, energy and commitment (Kahn *et al.,* 1964).

When such demands are not met or achieved, then stress takes place thus leading to the consequences of a conflict. This means that work life conflict is a form of inter-role conflict in which the role pressures from work and life domains are mutually contradictory in one way or the other (Kahn *et al.,* 1964). Thus, when a person is engaged in one role, work or life, it will create some difficulties to perform the other role either at work or at family level. Therefore, this stipulates how multiple activities are always in conflict with each other affecting commitment and performance. Role theory proposes that human behaviour is guided by potential held both by the individual and other people. The expectations correspond to different roles individuals perform or enact in their daily lives. Individuals change their beliefs and attitudes to correspond with their roles at a given situation (Cook *et al.,* 2013).

The Role Theory is important to the current study as roles consist of a set of rules or norms that function as plans or blueprints to guide behaviour. Roles specify what goals should be pursued, what tasks to be accomplished and what performances are required in a given scenario or situation. Role theory also argues that in order to change behaviour, it is necessary to change roles. Roles correspond to behaviours and vice versa heavily influencing behaviour, beliefs and attitudes.

2.2.2 Social Exchange Theory

Social exchange can be traced to a variety of scholars. Theorists explain that although individuals are constrained by role expectations, they act within each role to maximize the benefits they will receive and to minimize the costs to themselves. It is a psychological theory that attempts to explain the social factors that influence reciprocal relationships. Homans (1958) proposed that social exchange theory and emphasizes that individuals interact for profit or the expectation of it. People engaged in interaction were rationally seeking to maximize profits. Individuals are in competition for rewards and will attempt to reduce competition by any means necessary given the desire to be rewarded. It proposes that social behaviour is the result of an exchange process. The purpose of the exchange is to maximize benefits and minimize costs where people weigh the potential benefits and risks of social relationships. Social exchange theory proposes that the relationships we choose to create and maintain are the ones that maximize our rewards and minimize the costs (Lou, 2002).

The basic idea is that relationships that give us the most benefits for the least amount of effort are the ones we value the most and are likely to keep long term. Social exchange theory explains that individuals interact for a purpose or expectation of it. It explains that all behaviour in terms of its reward seeking/punishment avoiding motivation. This theory is based on exchange of rewards and costs to quantify the values of outcomes from different situations for an individual.

Social exchange theory analyses interactions between two parties by examining the cost and benefits to each. The two parties are both giving and receiving items of value from each other. The employees render their services to the organization and the organization in return gives back by supporting their workers through salaries and wages, recognition, appreciation among others. In social exchange theory, interactions between the two parties are likely to continue if both parties feel they are coming out of exchange with more than they are giving

that is a positive amount of profit for both parties involved (Wang, 2004). The basis of social exchange theory as applied in organization is that work has meaning to people. It is a service that workers render to organization in exchange of other benefits. Compensation of the work rendered might be given back in form of monetary value such as salaries, allowances, training among others while the worker will give back in form of commitment, performance and satisfaction among others.

In this version, labour is primarily a workers resource and hence the employee would seek to increase the price of their resources high, while the organization would keep their pricing lower (Hall, 2001). One of the disadvantages theorists give is that although individuals are constrained by role expectations, they act within each role to maximize the benefits they will receive and to minimize the costs to themselves. Another disadvantage is that it attempts to explain individual behaviour and needs and pays less attention to family dynamics. Social Exchange Theory (SET) identifies the conditions under which people feel obligated to reciprocate when they benefit from some person's or some organizations actions. The theory was used to understand the quality of the relationship between workers and employers and in promoting performance through social behaviour, organizational citizenship behaviour and extra role performance (Lambert & Waxman, 2005).

Motivation has been identified as one of the leading factors among the employees that positively influence their performance and commitment to their profession (Were *et al.,* 2012). Social exchange theory when applied in organizations stipulates that people work expecting something in return for their effort in terms of compensation. On the other hand, role theory defines the multiple roles which are expected to be undertaken through employees' commitment to their tasks in organizational and family level (Cropanzan & Mitchell, 2005). These two theories are similar and their point of convergent is that they are both interactive, reciprocative and have expectations in return. However, social exchange theory has expectations which are based on behaviours only while in the role theory, expectations are based on behaviours, emotions and feelings of an individual.

The Social Exchange Theory is important to the current study as the purpose of the exchange is to maximize benefits and minimize costs where people weigh the potential benefits and risks of social relationships. The relationships we choose to create and maintain are the ones that maximize our rewards and minimize the costs.

2.3 Work/family Conflict among the Police Officers

Work family conflicts occur when there is limited time used to fulfil the requirements of work making it difficult to fulfil the requirements of the other role (Greenhaus & Beutell, 1985). Most researches have examined work family conflict as a dimensional construct despite the fact that it provides suggestions that work affected family and family affected work, which brought in the element of the bi-directional relationship (Sutton, 2000). This would try to understand the causes and consequences of the construct that persist across time and culture in order to help employees prevent and handle the discomfort that occurs when work and family demands clash. Higgins *et al.,* (2000) in their study found out that, a person plays different roles in the span of his/her life, which includes roles from work and non-work. Work/family conflict exists when time and energy demands to satisfy one role thus making it difficult to participate in other role Work family conflict is defined as "push and pull" between work activities and other related roles (Lockwood, 2003).

First as a 'form of inter-role conflict occurring as a result of general demands and strain created by the job interfering with ones' ability to perform family related responsibilities'. The other responsibilities could be extensive to other roles such as community service, cultural and religious participation and social interaction where individual's leisure time is considered. Secondly, as 'a role conflict' resulting from general demands and strain created by those activities interfering with employee's ability to perform their responsibilities/tasks at work. The two facets when put together they become an antecedent of work life conflict construct. WFC is theorized to consist of the three components namely time conflicts role produced strain and incompatible in role behaviour patterns (Greenhaus & Beutell, 1985). It predicts that a person's expectations are surrounded in each of the different roles he/she performs and can generate inter-role conflict. According to Kahn *et al*. (1964), the inter-role conflict occurs because it is not possible for a person to satisfy all expectations of his or her work and other activities since each role requires time, energy and commitment as is the case of police officers in Nakuru County.

2.3.1. Time-Based Conflict among the Police Officers

Greenhaus and Beutell (1985) defined time as the amount of period set to perform the roles of either work or other related activities by an employee and must attend to both as they go hand in hand.

In strategic human resource management, it emphasizes of utilizing resources, people and workforce to achieve organizational goals (Ritson, 2011). Therefore, HR practices are a pattern of planned activities intended to enable the organization to achieve its goals. Pickering (2006) affirms that the nature of time based conflict is based on the idea that work place and family are both 'greedy' institutions where both demands loyalty and time from individuals. When time set aside for work is never utilized then the organization suffers in terms of service delivery thus delaying expected results within a stipulated time.

Malik and Khalid (2008) found that a majority of career-oriented individuals desired a reduction in work hours even in the presence of family friendly polices within the organizations. While both married and unmarried individuals asserted that, they would prefer extra time reduction regardless of their organizational performance and employee's commitment. Hochschild (2002) found that some organizations encourage some people to flee family life and work more hours. Bond, *et al.,* (2002) concluded that the new global economy has brought in the changing of nature of work and work place, including trends of work intensification and long working hours in much occupation because of global competition and online working. Time-based work-life conflict arises when the amount of time a worker/employee devotes to work and leaves them with too little time spent on other social responsibilities.

For example, an individual's busy work schedule may prevent them from joining a social responsibility or a community work. It stipulates the schedule conflict and excessive work time. Byron (2005) further stressed that both work and life/family do have a co-relation thus the employee/father/spouse/friend/siblings may experience burnt out, exhaustion and unable to meet deadlines at work and at other responsibilities. When the worker is supposed to meet his/her parental, spousal or community responsibilities, they may be held up at their workstation for an unforeseen urgency hence creating a conflict. The total amount of time or energy available to individuals is fixed hence participation in multiple roles decreases the amount of time.

2.3.2. Strain-Based Conflict among the Police Force
Greenhaus and Beutell (1985) defined strain-based conflict as stress resulting when "strain produced by one role makes it difficult to fulfil requirements of another role". Strain-based conflict comes into being when the stress, such as fatigue, anxiety, depression, apathy,

irritability, tension, and psychological preoccupation that an employee experiences at work spills over into their non-work life or vice versa.   It is entrenched to Personal environment fit (PEF). PEF is a person's knowledge, skills and abilities that may not match the expectations of the role related to job ambiguity. Kelloway *et al* (1999) concluded that interference with work to family (WIF) would predict high levels of employee experiences of stress, intention to turnover and absenteeism, non-performance and lack of employee commitment. When an employee experiences strain in the course of their duty it may lead to lack of organizational commitment.

2.3.3 Behaviour-Based Conflict among the Police Force

Greenhaus and Beutell (1985) defined behaviour-based conflict as stress resulting when "behaviour required in one role makes it difficult to fulfil requirements of another role". Behaviour-based conflict describes circumstances where work behaviours in relevant fields of professions may be incompatible with behavioural routines that employees non-work role prescribes at home. For example, spouses and children expect their partner/mother/father who is a policeman/policewoman to be nurturing, emotional, and accommodating when they are actually not able to do so at certain times. It expresses the role that is incompatible with the required behaviour for one to be expressive, emotional sensitivity are viewed as dysfunctional when applied in work role. Study done by Kelloway *et al* (1999) concluded that little was known about this kind of behaviour-based conflict.

In contrast a study by Rothbard (2007) noted that behaviour based demands do not necessarily include conflict demands. It simply means that behaviour developed in either role can interfere with performance in one role. Police officers mostly uses confrontational and interrogative approaches to address work related issues as an effective way but the same approach may not apply in family related issues. If an individual is unable to change their behaviour as expected of them, then a conflict may occur (Greenhaus & Beutell, 1985). According to Krech *et al* (1962) when individuals simultaneously occupy two positions whose roles are antagonistic, they experience role conflict. The individual may have trouble and unable to perform either role adequately. In this regard, the findings that working people have to balance home and work responsibilities is by integrating personal and professional activities amicably without interference of the other.

2.4 Work-Load among the Police Officers

The factors that contribute to work load among the police officers that affect them are work pressure and other interferences which affect their job autonomy and stress among employees, one of the major factors that lead to these conflicts is the increase of the workload of an average worker. Historically, there have been some changes of working hours in Kenya, which was introduced in 1983 when government opted for 40 hours in a week for employees working in Public Service and Government Agencies as opposed to the private and other enterprises of 44 or more hours per week. Those who work over and above the 40 hours per week are compensated according to the organizational policy. The 40 hour per week is the legal standard and majorities of workers are slated to work these hours and stated in their employment contracts (Sessional paper 4.1, 1983).

2.5 The Idea of an Organization

An Organization is an entity that comprises of multiple people that has a collective goals linked to external environment. In NPSC, the kind of leadership is a formal hierarchical organisation with specified structures from the top management to bottom management level. The head of the Institution is to command, enforce obedience by virtue of authority and to deploy police officers. The strategic objectives of any organization are to specify how goals are subdivided and reflected from the top to the lower management level. Goals are important because they reflect the current and future endeavours of the organization. This is expressed in the organizational culture as expectations, experiences and shared values which hold people together and is articulated in its image and interactions within and outside world (Eaton, S.2003).

Organizations are guided by the policies which are written statements developed in line with the organizational mission, vision and core values. Such policies communicate and document the organizational plans, give instructions, intents and processes. These policies also give guidance to the management, staff and stakeholders in clarifying the organizational values. These organizations comprises of employees who have family commitments. A commitment is an attachment that is initiated and sustained when an individual identifies with the role, behaviour, value or institution that is considered to be significant among alternatives as a source of identity. The family commitments do spill over to the organizational commitment due to a fit between self/work roles.

An organization that is responsive to the familial concerns and constraints of employees do sustain a higher level of work commitment of its labour (Kossek, 2016).

2.5.1 Organizational Commitment among the Police Officers

Organizational commitment has been defined as an employee's responsibility to the organization and as an employee's willingness to use individual resources on behalf of the organization (Mowday *et al.,* 1982). The study further asserted that organizational commitment means an employee gives their commitment in return for a range of benefits and support. Meyer and Allan (1991) coined the Three Component Model (TCM), which conceptualizes organizational commitment to consist of three dimensions namely; the affective commitment, continuance commitment and normative commitment. In this study, Three Component Model will be adopted to form dependent variables.

2.5.2 Affective Commitment

Affective commitment is the affection an employee has for the job, which are the attachment and the job attractiveness (Meyer & Allen, 1991). It is an emotional attachment to the organization. If one has a high level of affective commitment then one enjoys the relationship with the organization and is likely to stay and feel good and increase job satisfaction. Affection is also a very strong emotional attachment to the organizational and the work performed. One is likely to identify with the organizational goals, values and want to be there. Beck and Wilson (2000) asserted that members who are committed on an affective level stay with the organization because they view their personal employment relationship as fitting to the goals and values of the organization.

2.5.3 Continuance Commitment

Continuance commitment is the fear of job loss that an employee would experience if they leave the organization (Meyer & Allen, 1991). One believes in staying in the organization one has the benefits they have acquired through their work experience within the said organization. Continuance commitment brings out the employee's loyalty by having established themselves within the organization or have been elevated through promotion gradually to a higher level. When one weighs the advantage and the disadvantage of leaving the organization, then they find it well to stay with the organization they are familiar with. Individuals attachment with the organization is based on an evaluation of financial benefits gained. This argument supports that if better benefits would be offered, then employee may leave the organization (Beck & Wilson, 2000).

2.5.4 Normative Commitment

Normative commitment is the logic of responsibility to stay with the organization (Meyer and Allen, 1991) even if one is discontented with the role and feel that it is the right thing to do. People stay with organizations for several reasons and if the organizations have invested in its members, then people feel some sense of belongingness and part of that organizations. This is a feeling of obligation to continue employment (Meyer & Allen, 2007). The strength of normative organizational commitment is influenced by acknowledged rules and about reciprocal obligation between the organization and it members (Suliman & Iles, 2000).

The reciprocal obligation is based on the social exchange theory, which explains that a person receiving a benefit is under a strong normative obligation to repay the benefit in some way (McDonald & Makin, 2000). This stipulates that individuals often feel an responsibility to repay the organization for investing in them for example through training and development. Notwithstanding, in this model, managers may help the team to develop greater and positive commitment, as employees are likely to feel an increase of commitment and thus increase job satisfaction, which leads to organizational commitment.

2.6 Empirical Studies

Slattery *et al* (2005) in a study done in the United States examined the relationship between job satisfaction and organizational commitment among temporary employees and found that there was a positive association between job satisfaction and organizational commitment. However, the study also came out clearly to state that there was also a negative association between job satisfaction and turnover and also organizational commitment and turnover intentions. A study done by Drenth *et al* (1998) on relationship between organizational commitment and the two dimensions of organizational culture namely support oriented culture and innovative oriented culture found out that both support and innovation culture dimension lead to a high level of organizational commitment.

Nadeem and Abbas (2009) conducted a research on the impact of work life conflict on jobs satisfaction among the employees of Pakistan and found out that job satisfaction was significantly negatively correlated with work to family interference. However, it was found out that, there correlation of workload was positively and insignificantly shows that work load does not affect job satisfaction of the employees. Other studies have treated work-family conflict as solely work-to-family conflict, assessing the extent to which job responsibilities interfered with or impeded family responsibilities (Kopelman *et al.,* 1983).

Nyaga, (2005) established the level of occupational stress among police officers and how the problem of occupational stress affects performance in the Police Force in Kenya. The studies further revealed that perception of presence or absence of occupational stress among the police was dependent on length of service and rank of the officer. Further, the study established that low motivation led to lower job satisfaction thus reducing productivity.

A Mental Health Foundation (2012) study found that more than forty percent of employees neglect other aspects of their life because of work, a situation which may increase their vulnerability to mental health problems. Also there is the benefit of employee loyalty and commitment which increases with opportunities for work-life balance. Employees are more likely to stay with an organization when there are opportunities for achieving work-life balance. Moreover, tasks are better dealt with, there is a boost to stimulus, and there is decline in stress levels among employees. For the organization the prospects emanate from happy employees. Employee happiness results in maximized available human resources as employees will give their very best during the working hours. Implementing work-life balance programs gives an impression that the organization cares about the employees. Thus, workers feel more valuable and work harder as a result.

2.7 Conceptual Framework

The conceptual framework shows the interaction of the work life conflict and organizational commitment. The independent variables of the study are time-based, strain-based and behaviour-based as depicted in Figure 2.1. The dependent variables of the study are organizational commitment which has three components namely, affective, normative and continuance commitment. Lastly it illustrates how the extraneous variable influences both the Independent and the dependent variables.

Work-family conflict
Time-based conflict
   i.   Time spent at work interferes with family activities
   ii.   Miss family activities
Strain-based conflict
   i.   Work pressure interferes with family activities
   ii.   Work pressures leads to constraints
Behaviour-based conflict
   i.   Work behaviour, e.g. aggressiveness is counterproductive at home
   ii.   Difficult to change behaviour

Dependent variables

Organisational commitment
   i.   Affective
   ii.   Continuance
   iii.   Normative

   i.   Low living conditions
   ii.   Poor pay
   iii.   National security matters
   iv.   Economic conditions

Extraneous variables

Figure 2 1: The Relationships between Work/Family Conflict and Organizational Commitment Independent variables

Source: Researcher

The independent variable includes work family conflict which specify that time spent at work denies one to attend to family activities while time meant for family activities denies one to attend to official duties. Strain pressure experienced by self denies one to concentrate on work activities. While behaviour expressed at work place may not apply to family level. These variables do affect organizational commitment either positively or negatively. The dependent variable is an organizational commitment that includes affective, continuance and normative commitments. The study found out that the relationship between time-based, strain-based and behaviour-based work/life and family/work conflict on organisational

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commitment. In addition, the extraneous variables are also expected to influence the relationships between work/family conflict and organisational commitment of police officers. For example, police officers are expected to be highly stressed people due to poor pay and inhuman living conditions which enhance work/family conflict resulting in diminishing organisational commitment.

<div align="center">

CHAPTER THREE

RESEARCH METHODOLOGY

</div>

3.1. Introduction

This chapter discusses the research methodological procedures used in the sampling procedure, data collection and analysis. The chapter discussed the choice of the research design, location of the study, the target population, the sampling procedure and the sample size. It also discussed the method used for data collection, validity and reliability of the data and the procedure for data analysis and presentation.

3.2. Research Design

The study employs a descriptive research design. Descriptive research includes surveys, and fact-finding enquiries of different kinds. The major purpose of descriptive research is that it explains the state of affairs as it exists at present (Kothari, 2008). The design is appropriate for the study because it used data collected from research objectives to answer the research questions.

3.3. Location of the Study

The area of the study is in Nakuru County. Nakuru is the fourth largest town in Kenya after Nairobi, Mombasa and Kisumu. There are (9) nine divisions (sub counties) with police stations namely: Nakuru, Naivasha, Kuresoi, Molo, Rongai, Subukia, Njoro, Gilgil and Bahati.

3.4. Target Population of the Study

The study targeted the police officers in all the nine (9) sub-counties of Nakuru County. The population size was 973.

3.5. Sampling Procedure and Sample Size

The sample size of the respondents of the study was determined by use of the formula and sample determination table (Appendix III) by Krecjie & Morgan (1970). Simple random sampling, using the lottery method, was done to select nine (9) police divisions in Nakuru County, Kenya, with a population of 973 Police officers, as shown in Table 3.1. One (1) sub-County ward namely Mau Narok was used in the pilot study. Based on the table by Krecjie and Morgan (1970) for determining sample size of a finite population at 0.05 confidence level, a sample of 275 police officers was derived from a population size of 973 Police officers. The formula used by Krecjie & Morgan (1970) to derive the table is shown below:

$$s = \frac{X_2NP\,(1-P)}{d_2\,(N-1)\,+\,X_2\,P\,(1-P)}$$

Where:

s = the required sample size

X_2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (i.e. 3.841)

N = the population size

P = the population proportion (assumed to be 0.50 since this would provide the maximum sample size)

d = the degree of accuracy expressed as a proportion (in this study, it is set at 5%).

Proportionate random sampling was used since it provided greater precision, can guard against and "unrepresentative" sample and is less costly (Kathuri & Pals, 1993). The sub-sample size for each Police division was determined using the formula by Krecjie and Morgan (1970) as follows:

s = $\underline{XS}$
     P

Where;

s= Sub-sample size for each county police station

X = Population of police officers in a sub-county

S = Total sample size for the study

P = Total population of all the police officers in all the nine (9) divisions:-

a) Nakuru Town: 341/973*275 = 96   b) Gilgil Town: 64/973*275 =18

c) Subukia Town: 72/973*275 =20   d) Nakuru Town: 53/973*275 =15

e) Njoro Town: 101/973*275 =29   `   f) Molo Town: 82/973*275 = 23

g) Rongai Town: 126/973*275 = 36   h) Naivasha Town: 91/973*275 = 26

i) Bahati Town: 43/973*275 = 12

Table 3. 1: Population Distribution

Sub-County	Population	Sample
Nakuru town	341	96
Gilgil	64	18
Subukia	72	20
Kuresoi	53	15
Njoro	101	29
Molo	82	23
Rongai	126	36
Naivasha	91	26
Bahati	43	12
Total	**973**	**275**

Source: Staff Statistics @ 2018 HR Police Department, Nakuru County.

3.6. Research Instrumentation

The research instruments consisted of closed-ended questions. The questionnaire was administered to all officers in all cadres. Section A of the questionnaire contained items on personal information of the respondents and the organization. Section B contained items on work/family conflict. Section C contained items on organizational commitment.

3.7. Validity and Reliability

According to Mugenda and Mugenda (2003) validity refers to the extent to which an instrument can measure what it ought to measure. The content validity of the instrument was determined in two ways. First, the researcher sought expert judgement by discussing the items in the instrument (questionnaire) with the supervisor and lecturers from the Department of Business Administration so as to improve the validity of the instrument. Secondly, content validity of the instrument was determined through piloting testing of the instrument so as to determine ease of understanding of the questions by the respondents. The respondents were asked to identify items that were ambiguous or difficult to understand. The comments from these two approaches were used to improve the questionnaire before the actual data collection.

Pilot testing was done in Mau Narok Ward Sub-County's Police Station, which was not part of the study. The pilot test targeted seven (7) respondents. Reliability of a research instrument

refers to its level of internal consistency over time. Mugenda and Mugenda (2003) has defined 'reliability' of an instrument as the measure of the degree to which a research instrument yields consistent results or data after repeated trial. To ensure reliability of the research instrument in this study, data from the study was subjected to statistical analysis using SPSS by calculating Cronbach alpha reliability coefficient. According to Saunders *et al.,* (2007), a reliability coefficient (alpha value) of more than 0.7 was assumed to reflect the acceptable reliability. Cronbach alpha value of 0.7 and above achieved for all the study variables which was judged as being reliable. The Cronbach reliability coefficients of the study are shown in Table 3.2 below.

Table 3. 2: Results of Reliability Analysis of the Study

S/No	Variables	No. of Items	Cronbach Alpha Coefficient (α)
1	Work/family conflict (Time based)	5	0.794
2	Work/family conflict (Strain based)	5	0.853
3	Work/family conflict (Behaviour based)	7	0.778
4	Affective commitment	7	0.845
5	Continuance commitment	5	0.834
6	Normative commitment	4	0.892
7	All questionnaire items	33	0.833

3.8. Data Collection

Before data collection a research permit was sort from the National Commission for Science, Technology & Innovation (NACOSTI), after approval by the board of postgraduate studies to enable the researcher carry out the research in Nakuru County in order to administer questionnaires. The key informant was the Regional County Commander who allowed the researcher to administer the questionnaires. To ensure a high level of response, the researcher visited all the sub-county divisions and administered the questionnaires to the police officers personally. The researcher explained to the identified focal persons at the Sub-county level, on how to fill the questionnaires which were to be given to the police officers and to be collected at the agreed period of time. The questionnaires assured the respondents on confidentiality of their participation.

3.9. Data Analysis

The stage for data processing was carried out through various steps which included; data editing, coding, classification, analyses, tabulation and finally presenting data in percentages and application of different statistical techniques to ensure that it is meaningful. The Data gathered was analysed using SPSS. Descriptive statistical analysis of the responses to the questionnaire items were analysed in form of means, standard deviations and percentages and presented in tables and charts. Inferential statistics was used to test the study hypotheses at 5% significance level. The statistical techniques that were used are: Pearson's product moment correlation coefficient to determine the strength and direction of the relationship that exist between work/family conflict and organizational commitment and multiple regression analysis to test the effect of work/family conflict on organizational commitment.

To determine the effect of work/family conflict on organizational commitment, multiple Regression model was developed as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where Y = Organizational commitment

α = Constant

β_1- β_3 = Regression coefficients

X_1 = Work/family conflict (Time-based)

X_2 = Work/family conflict (Strain-based)

X_3 = Work/family conflict (Behaviour-based)

e = error term

A Summary of the Study Hypotheses and the Statistical Techniques is Shown Below:

Table 3.3: Research Instruments Summary of Statistical Analysis Procedure and Tools.

Hypothesis	Statement of Hypothesis	Statistical Analysis Techniques
H_{01}	Time-based conflict does not have a significant effect on organizational commitment of Police officers at Nakuru County	Pearson's' Correlation Analysis Multiple Regression Analysis
H_{02}	Strain-based conflict does not have significant effect on organizational commitment of Police officers at Nakuru County	Pearson's' Correlation Analysis Multiple Regression Analysis
H_{03}	Behaviour-based conflict does not have a significant effect on organizational commitment of Police officers at Nakuru County	Pearson's' Correlation Analysis Multiple Regression Analysis
H_{04}	Work/family conflict (time-based, strain-based and behaviour-based) have no significant effect on organizational commitment of Police officers at Nakuru County	Multiple Regression Analysis

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. Introduction

This chapter discusses the results of the analysis and the conclusion of the results with reference specific objectives. The main objective of this study was to determine the effect of work/family conflict on Police Officers' organizational commitment in Nakuru County, Kenya. The results were analysed using descriptive statistics namely, means and standard deviations in table format. A five point Likert scale was used to establish respondent's perceptions on the variables of the study.

4.2 Response Rate

The study targeted 275 police officers from the nine (9) Sub-County Police Divisions namely: - Nakuru Town, Bahati, Gilgil, Njoro, Kuresoi, Subukia, Molo, Naivasha and Rongai that included the Criminal Investigation Department, Kenya Police, Administration Police and Traffic Police. A response rate of 170 of fully filled questionnaires was obtained which gave a response rate of 62%. This is because during the time of data collection some respondents were said to be administering the national examinations for Kenya Certificate of Secondary Education. In accordance with Mugenda & Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting, a rate of 60% is good and a response of over 70% is excellent.

4.2.1. Background Information of the Respondents

The background information of the respondents included gender, age, marital status, hours worked, education, rank, tenure of service and categories of police officers.
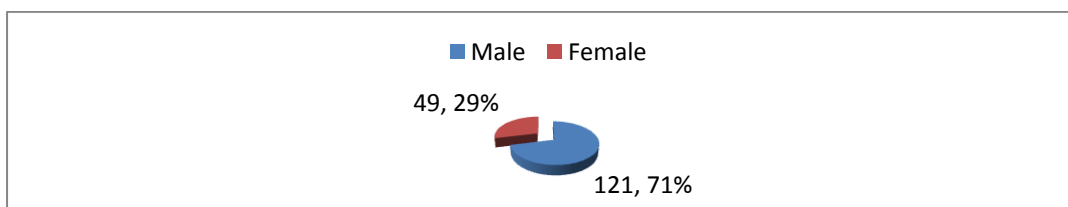
Figure 4. 1: Gender of the respondents

Source: Field Data 2018

Out of 170 respondents, 121 (71.2%) were males while 49 (28.8 %) were females implying that 30% threshold gender representation, of female gender was slightly below in this study.

a)   **Age of the respondents**
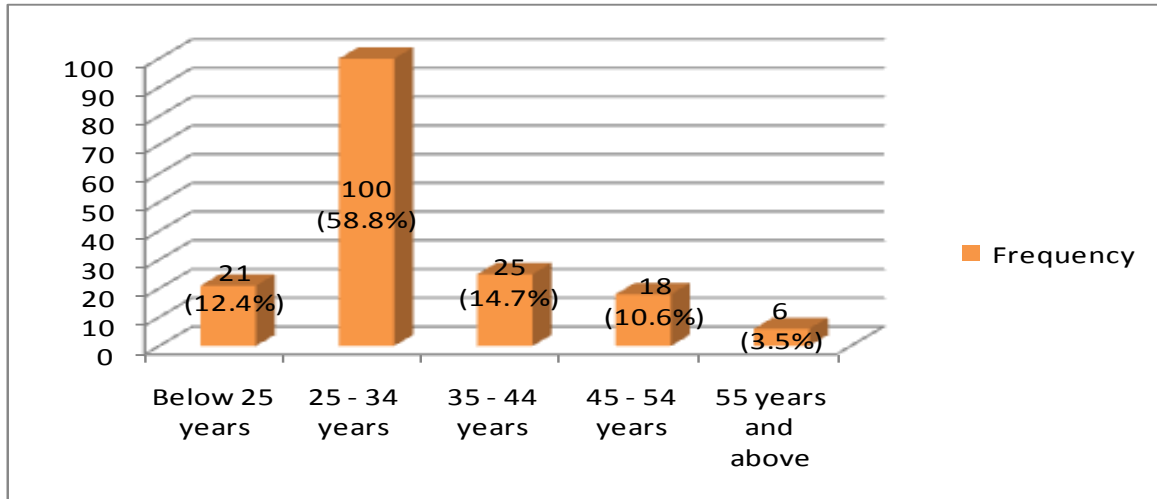
Figure 4. 2: Age Distribution of the Respondents

Source: Field Data 2018

The results in Figure 4.2, indicates that 21 (12.4%) of the respondents were below 25 years, the majority of the respondents were between 25 years and 34 years with 100 (58.8%) of the respondent under that category. Respondents' aged45 – 54 years were 18 (10.6%) while 55 years and above were only 6 (3.5%). In total, 146 (85.9%) of the respondents were aged 44 years and below while only 24 (14.1%) of the respondents were aged 45 years and above. This shows that majority of the respondents were relatively young.

b) **Marital status of the respondents**
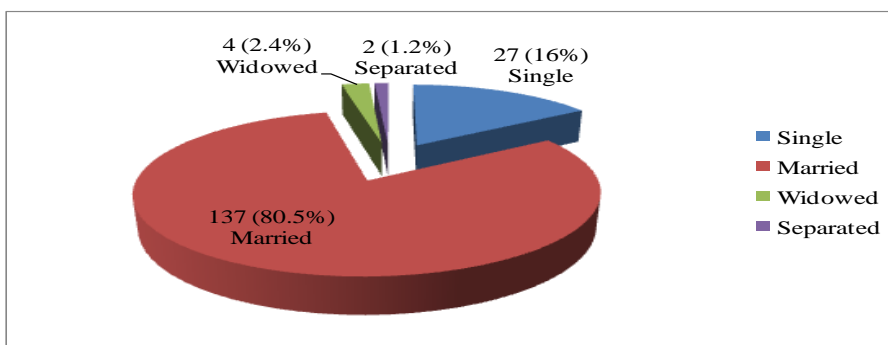
Figure 4. 3: Marital Status of Respondent

Source: Field Data 2018

The results from the figure 4.3 above indicate that 137 (80.5%) of the respondents were married, 4 (2.4%) were widowed, 2 (1.2%) were separated from their spouses while 27 (16%) were single. This indicates that the majority of the officers were married. The respondents were thus competent to give views regarding work-family conflict and its effect on organizational commitment.

c) **Level of Education of the respondents**
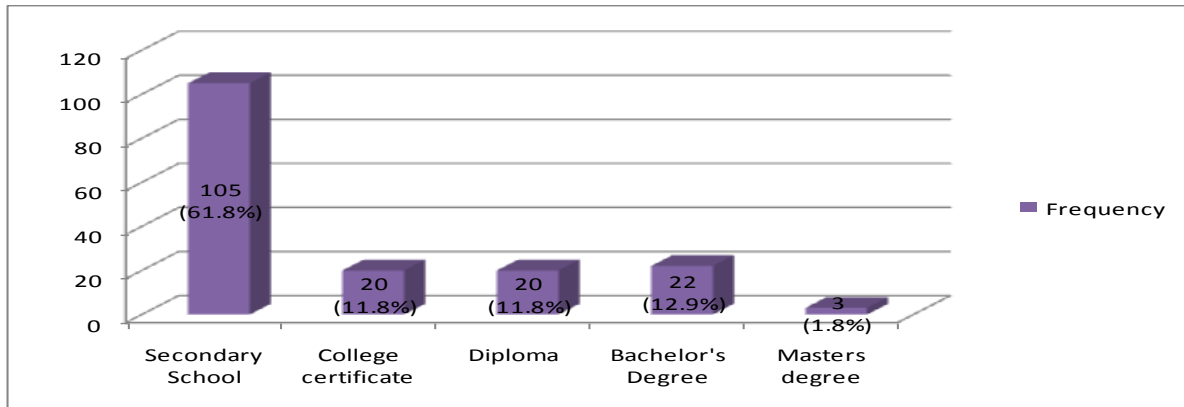
Figure 4. 4: Level of Education of the respondents

Source: Field Data 2018

The results from Figure 4.4 above show that 105 (61.8%) of the Police Officers possess a High School Certificate, 20 (11.8%) possessed a college certificate, 20 (11.8%) had Diploma, 22 (12.9%) had a Bachelor's degree while only 3 (1.8%) had attained Masters Degree. These indicate that the majority of the police officers have high school certificate or its equivalent. They were thus in a position to understand the questions in the research instrument and respond to it appropriately.

d) **Tenure of service by the respondents**
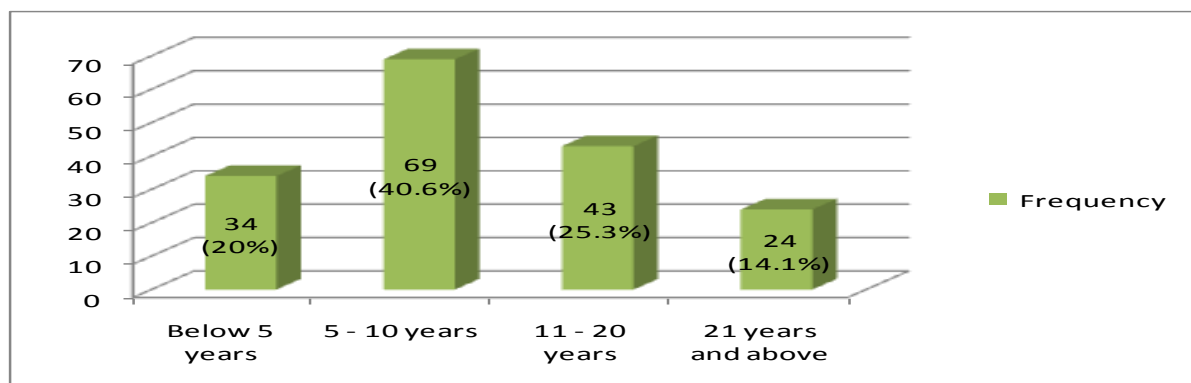
Figure 4. 5: Number of years worked by the respondents

Source: Field Data 2018

The results from Figure 4.5 above shows that 34 (20%) of the respondents had worked for less than 5 years, 69 (40.6%) of the respondents have worked in the police service for between 5-10 years, 43 (25.3%) has served for between 11 and 20 years while 24 (14.1%) of the police officers have been in service for over 21 years and above, The analysis has shown that majority of the police officers (60.6%) have worked for 10 years and below. The officers have considerable experience that made them ideal as the target respondents for the study.

e) Daily number of hours worked per day by the respondents
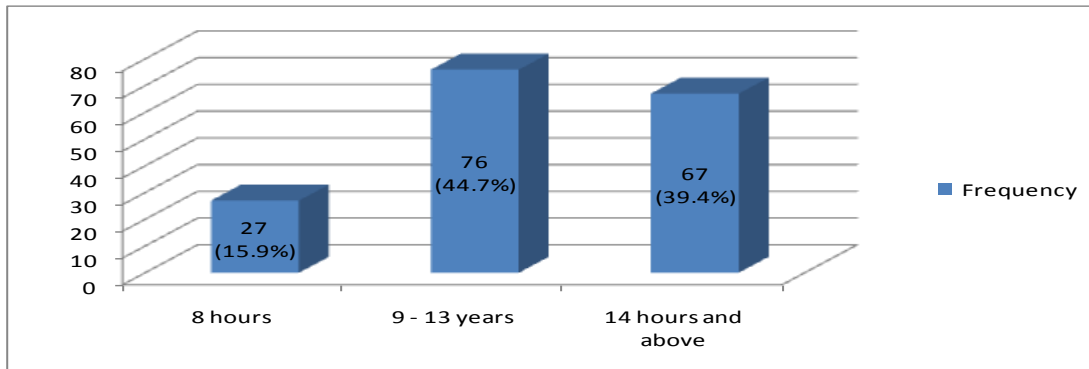
Figure 4. 6: Number of hours worked per day by the respondents

Source: Field Data 2018

The findings from figure 4.6 above show that 76 (44.7%)police officers work between 9-13 hours, 67 (39.4%) work for more than 14 hours while only 27 (15.9%) work for 8 hours a day. This indicates that most of the officers have excessive workloads which necessitate working long hours which affects time they need to spend on family and other social responsibilities.

Position held by the respondents
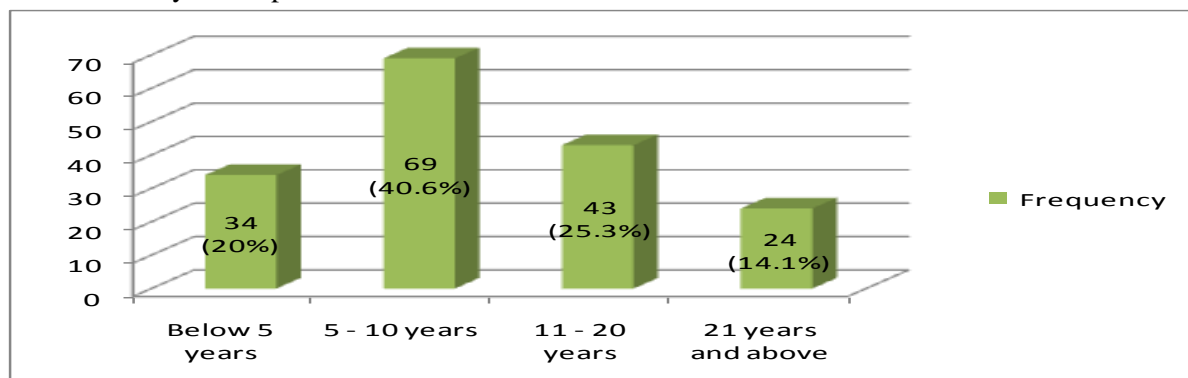
Figure 4. 7: Position of the respondent

Source: Field Data 2018

The findings in Figure 4.7 indicates that most of the respondent fall in the middle management rank level while 2.4% were in top management. 26.5% were in the supervisory level and 15.9% were private. According to this study the middle level management was the majority with a representation of 55.3%. This gives them the opportunity to respond to issues that they face on a daily basis regarding work-family conflict.

Table 4. 1: Respondent Categories

Category	Frequency	Percent	Cumulative %
Kenya Police	87	51.2	51.2
Administration police	16	9.4	60.6
CID	19	11.7	72.3
Traffic Police	2	.6	72.9
GSU	46	27.1	100.0
Total	170	100.0	

Source: Field Data 2018

The results from the Table 4.1, indicates the following; 51.2% of the respondents were under Kenya Police. 9.4% of the respondents were Administrative Police, 11.7% of the respondents were C.I.D officers, 0.6% of the respondents were Traffic officers, while 27.1% of the respondents were GSU officers. According to this study, the Kenya Police category happened to be the majority as compared to other officers. All these categories of Police Officers are under the hierarchy of NPSC. This means that the study results are representative of the entire police force.

4.3 Descriptive Analysis

This section will present the results of descriptive statistics of the responses on effects of work/family conflict on organizational commitment. Questionnaire items were developed on all the variables of the study. The respondents were requested to indicate the level which they agree or disagree with the statement using a five-point Likert scale where; 1=Strongly Disagree, 2=Disagree, 3=Uncertain, 4=Agree and 5= Strongly Agree. The results of the descriptive analysis in this study have been interpreted as follows: mean scores below 3.0 suggests that the respondents are disagreement with various aspects of work/family conflict

while mean scores above 3.0 suggests that respondents were in agreement with the factors causing work/family conflict. The results are discussed below:-

4.3.1 Descriptive Statistics of Work/Family Conflict (Time-Based)

The results of work-family conflict (Time-based) are discussed below:-

Table 4. 2: Results of responses of Work/Family Conflict (Time-based)

	N	Minimum	Maximum	Mean	Std. Deviation
My work keeps me from my family more than I would like	170	1.00	5.00	4.39	0.75
I have to miss family activities due to the amount of time I must spend on work responsibilities	170	1.00	5.00	4.36	0.77
The demands of my job make it difficult for me to maintain the kind of relationship with my spouse and children that I would like	170	1.00	5.00	4.25	0.83
The time I must devote to my job keeps me from participating equally In household responsibilities and other activities	170	1.00	5.00	4.16	0.94
My work often interferes with my family responsibilities	170	1.00	5.00	3.95	1.08

The mean scores, which are above 3.0, show that most of the respondents agreed that they experienced time based work/family conflict. Majority of the respondents agreed that their work kept them from their family more than they would like (M=4.39), they had to miss family activities due to the amount of time they must spend on work responsibilities (M = 4.36), that the demands of their job make it difficult for them to maintain the kind of relationship with their spouse and children that they would like (M = 4.25), that the time they had to devote to their jobs keep them from participating equally in household responsibilities and other activities (M = 4.16) and that their work often interfered with their family responsibilities (M = 3.95).

The above results agree with those of Malik and Khalid (2008) who found that a majority of career-oriented individuals desired a reduction in work hours even in the presence of family friendly polices within the organizations. While both married and unmarried individuals asserted that, they would prefer extra time reduction regardless of their organizational performance and employee's commitment. They also agree with those of Byron (2005) who found in his study that both work and life/family do have a co-relation so that the

employee/father/spouse/friend/siblings may experience burnt out, exhaustion and unable to meet deadlines at work and at home.

4.3.2 Descriptive Statistics of Work/Family/ Conflict (Strain-Based)

The results of work-family conflict (strain-based) are discussed below:-

Table 4. 3: Responses of Work/Family Conflict (Strain-Based)

	N	Minimum	Maximum	Mean	Std. Deviation
Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy	170	1.00	5.00	3.92	0.95
When I get home from work I am often too tired to participate in family activities responsibilities	170	1.00	5.00	3.83	1.12
When I get home from work I am often too physically tired to participate in family activities/responsibilities	170	2.00	5.00	3.72	1.04
I am often so emotionally drained when I get home from work that it prevents me from contributing to my family	170	1.00	5.00	3.64	1.20
The stress from my job often makes me irritable and unfriendly when I get home	170	1.00	5.00	3.58	1.09

The result in table 4.3 represents findings on strained based work/family conflict. The mean scores which were above 3.0 shows that majority of the respondents agreed that the pressures and stresses from their work often interfered with their personal lives. Most of the respondents indicated that due to pressure at work, they were often too stressed when they got home to do the things they enjoy (M=3.92), they often felt too tired to participate in family activities when they get home from work (M=3.83), they were often too physically tired to participate in family responsibilities when they get home from work (M= 3.72), they were often so emotionally drained when they get home from work that it prevented them from contributing to their families (M=3.64) and finally, they indicated that the stress from their job often makes them irritable and unfriendly when they get home (M=3.58).

These results agree with those of Greenhaus and Beutell (1985) who found that strain-based conflict as stress resulting when "strain produced by one role makes it difficult to fulfil requirements of another role". Strain-based conflict comes into being when the stress, such

as fatigue, anxiety, depression, apathy, irritability, tension, and psychological preoccupation that an employee experiences at work spills over into their non-work life or vice versa

4.3.3 Descriptive Statistics of Work/Family Conflict (behaviour-based)

The results of work-family conflict (behaviour-based) are discussed below:-

Table 4. 4: Responses of Work/Family Conflict (behaviour-based)

	N	Minimum	Maximum	Mean	Std. Deviation
I experience difficulties in shifting my work-related behaviour from work to home	170	1.00	5.00	3.56	1.09
The problem solving behaviour I use in my job are not effective in resolving problems at home	170	1.00	5.00	3.39	1.10
I tend to discuss work issues and problems with family members when I am at home	170	1.00	5.00	3.39	1.11
Because my work is so demanding, I often find myself to be bad-tempered and hostile at home	170	1.00	5.00	3.16	1.29
My helpfulness behaviour or inability to say "no" to tasks given to me at work has caused family disharmony	170	1.00	5.00	3.15	1.22
The behaviour I perform that make me effective at work do not help me to be a better parent and spouse	170	1.00	5.00	3.06	1.23
I am overworked and have neglected my family responsibilities due to inability to reject tasks given to me by my co-workers and bosses	170	1.00	5.00	2.88	1.28

The results in Table 4.4 present the findings on behaviour-based Work/Family Conflict. The mean scores above 3.0 shows that most of the respondents agreed that their work-related behaviour was incompatible with their relationships at home. Most of the respondents agreed that they experienced difficulties in shifting their work-related behaviour from work to home (M=3.56), that the problem solving behaviour they use in their job are not effective in resolving problems at home (M=3.39), that they tend to discuss work issues and problems with family members when they are at home (M=3.39), that because their work is so demanding, they often find themselves to be bad-tempered and hostile at home (M=3.16),

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that helpfulness behaviour or inability to say "no" to tasks given to them at work has caused family disharmony (M=3.15)and the behaviour they perform that make them effective at work do not help them to be a better parent and spouse (M=3.06). On the other hand, a mean score below 3.0 (M=2.88) suggested that most of the respondents disagreed that they were overworked and neglected their family responsibilities due to the inability to reject tasks given to them by co-workers and bosses.

The results agree with those of Rothbard (2007) who noted that behaviour based demands do not necessarily include conflict demands. It simply means that behaviour developed in either role can interfere with performance in one role. Police officers mostly uses confrontational and interrogative approaches to address work related issues as an effective way but the same approach may not apply in family related issues.

4.3.4 Descriptive Statistics of Organizational Commitment

This section shows a presentation of descriptive analysis of the responses based on organizational commitment which has three components namely; the affective, continuance and normative commitments.

a) Affective Commitment

The descriptive analysis results of affective commitment areas shown in Table 4.5 below:

Table 4. 5: Descriptive Analysis Results of Affective Commitment

	N	Minimum	Maximum	Mean	Std. Deviation
I do feel like part of a family at the Police service	170	1.00	5.00	3.82	1.01
Working at the Police service has a great deal of personal meaning to me	170	1.00	5.00	3.72	0.95
I feel a strong sense of belonging in the Police service	170	1.00	5.00	3.66	1.05
I feel emotionally attached to the Police service	170	1.00	5.00	3.54	1.11
I am proud to tell others that I work at the Police service	170	1.00	5.00	3.52	1.08
I would be happy to work at the Police service until I retire	170	1.00	5.00	3.27	1.11
I enjoy discussing the Police service with people outside of it	170	1.00	5.00	2.80	1.27

The results in Table 4.5 present findings on affective commitment. The mean scores of most of the items for affective commitment items were above 3.0. This suggests that most of the respondents were affectively committed to their organisation. The results of the analysis showed that most of the police officers felt like part of a family in the Police force (M = 3.82), that working at the PS had great deal of personal meaning to them (M = 3.72), they felt a strong sense of belonging in the PS (M = 3.66), they felt emotionally attached to NPSC (M=3.54), they were proud to tell others that they work at the PS (M =3.52)and that they would be happy to work at the Police Service till they retired (M = 3.27). On the other hand, mean score below 3.0 shows that most of the respondents did not enjoy discussing the police service issues with people outside it (M = 2.80).

The results agree with those of Beck and Wilson (2000) who asserted that members who are committed on an affective level stay with the organization because they view their personal employment relationship as fitting to the goals and values of the organization.

b) Continuance Commitment

The descriptive analysis results of continuance commitment are as shown in Table 4.6 below:

Table 4. 6: Descriptive Analysis Results of Continuance Commitment

	N	Minimum	Maximum	Mean	Std. Deviation
One of the few, serious consequences of leaving the Police service would be the scarcity of alternative job opportunities.	170	1.00	5.00	3.54	1.11
I am concerned about what might happen if I left the Police service without having another position lined up	170	1.00	5.00	3.52	1.09
Too much in my life would be disrupted if I decided I wanted to leave the Police service right now	170	1.00	5.00	3.38	1.15
It would be very hard for me to leave the Police service right now even if I wanted to	170	1.00	5.00	3.36	1.10
I continue to work in the Police service because leaving would require considerable sacrifice and other institutions would not match the benefits that I have here.	170	1.00	5.00	3.32	1.15

The findings on continuance commitment are presented on table 4.6. The mean scores for all the items were above 3.0 which indicates that majority of the respondents had high levels of continuance commitment to the NPSC. The analysis shows that most of the respondents agreed that one of the few serious consequences of leaving the Police Service would be the scarcity of alternative job opportunities (M =3.54), that they were concerned about what might happen if they left the Police Service without having another position lined up (M = 3.52), that too much in their life would be disrupted if they decided that they wanted to leave the Police service right now (M=3.38). Further, most of the respondents indicated that it would be hard for them to leave the police service right then even if they wanted to (M = 3.36) and that they would continue to work in the Police Service because leaving would require considerable sacrifice and other institutions would not match the benefits that they have in the NPSC (M = 3.32).

The results agree with those of Beck & Wilson (2000), who found that when one weighs the pros and cons of leaving the organization, then they find it fit to stay with the company they know best. Individuals association with the organization is based on an assessment of economic benefits gained. This argument supports that if better alternatives would be offered, then employee may leave the organization.

c) Normative Commitment

The descriptive analysis results of normative commitment are as shown in Table 4.7:

Table 4. 7: Descriptive Analysis Results of Normative Commitment

	N	Minimum	Maximum	Mean	Std. Deviation
I owe a great deal to the Police service.	170	1.00	5.00	3.66	1.09
I feel I have an obligation to remain with the Police service	170	1.00	5.00	3.60	1.01
It would be wrong to leave the Police service right now because of my obligation to the people in it	170	1.00	5.00	3.26	1.15
Even if it was to my advantage, I do not feel that it would be right to leave the Police service now	170	1.00	5.00	3.26	1.17

The results in Table 4.7 show the analysis of the responses for normative commitment. The mean scores were all above 3.0 which show that the respondents were normatively committed to the police service. The respondents agreed that they owe a great deal to the Police Service

(M=3.66), they feel that they have an obligation to remain with the police service (M=3.60), they believed that it would be wrong to leave the police service right away because of their

obligation to the people in it (M=3.26) and that even if it was to their advantage, they felt that it would not be right to leave the Police Service right then (M = 3.26). The results above agree with those of McDonald & Makin (2000), who found that individuals often feel an obligation to repay the organization for investing in them for example through training and development.

4.4 Hypotheses Testing

The testing of hypotheses was subjected to statistical analysis as shown in tables 4.8- 4.12. Firstly, Pearson Correlation analysis was carried out to determine the strength and direction of the relationships between work/family conflict and organizational commitment. Secondly, multiple regression analyses were conducted to test combined hypotheses one to four.

4.4.1 Results of Pearson's Correlation Analysis

Pearson Correlation analysis was carried out to determine the strength and direction of the relationships between work/family conflict and organizational commitment. According to Bryman & Cramer (2006) a correlation of 0 indicates two measures are unrelated; 0.19 and below is very weak; 0.20 to 0.39 is weak; 0.40 to 0.69 is moderate; 0.70 to 0.89 is strong; and 0.90 to 1 is very strong.

Table 4. 8: Pearson's Correlation Analysis showing the relationship between work/family conflict and organizational commitment of Police officers

	Work/family conflict (Time based)	Work/family conflict (Strain based)	Work/Family conflict (Behaviour)	Organizational commitment
Work/family conflict (Time based)	1	.555[**]	.314[**]	-.142
		.000	.000	.064
	170	170	170	170
Work/family conflict (Strain based)	.555[**]	1	.520[**]	-.237[**]
	.000		.000	.002
	170	170	170	170
Work/Family conflict (Behaviour)	.314[**]	.520[**]	1	-.374[**]
	.000	.000		.000
	170	170	170	170
Organizational commitment	-.142	-.237[**]	-.374[**]	1
	.064	.002	.000	
	170	170	170	170

The results of the correlation analysis in Table 4.8 shows that work/family conflict (time based) and organizational commitment had insignificant relationships ($r = -0.142$, $p = 0.064$). This suggests that amount of time that an officer spent in the workplace did not affect organizational commitment of police officers. The correlation analysis showed that work/family conflict (strain based) had a significant negative relationship with organizational commitment ($r = -0.237$, $p = 0.002$). This suggests that work strain will have a negative impact on the family lives of the police officers resulting in high stress levels which will negatively affect their organizational commitment.

Finally, the correlation analysis has shown that behaviour based work/family conflict ($r = -0.374$, $p = 0.000$) has a significant negative relationship with organizational commitment. The negative correlation between work/family conflict (behaviour based) and organizational commitment suggest that police officers experience high stress levels because their aggressive and confrontational behaviour that is suitable at work is not suitable for use at home resulting in conflict and high stress levels which negatively affected organizational commitment.

4.4.2 Results of multiple regression analysis

Multiple regression analyses were carried out to test hypotheses One to Four. The analyses were used to establish the effect of work/family conflict on organizational commitment of Police officer in Nakuru County, Kenya. Before the multiple regression analysis was carried out, Pearson's correlation analysis was carried out to ensure that there was no multi-Colinearity (see Table 4.11 above).

Multicollinearity occurs when two (2) independent variables are highly correlated. According to Bryman and Cramer (2006) a correlation at or in excess of 0.80 is a sign of Multicollinearity. In this study, the highest correlation was between work/family conflict (time-based) and work/family conflict (strain-based) with correlation coefficient of $r = 0.555$, $p = 0.000$ which rules out Multicollinearity. Further, VIF value that is above 10 is a sign of Multicollinearity (Pallant, 2005). In this study, VIF was below 2.5 which ruled out Multicollinearity.

H$_0$1: Time-based conflict has no significant effect on organizational commitment of Police officers at Nakuru County

The regression analysis for the first hypothesis is shown in Table 4.9 below:

Table 4. 9: Regression analysis for establishing the effects of work/family conflict (time-based) on organizational commitment of Police Officers

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	59.483	2.423		24.552	.000		
	Work/family conflict (Time based)	-.478	.256	-.142	-1.865	.064	1.000	1.000

a. Dependent Variable: Organizational commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.142[a]	.020	.014	10.89136

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	412.678	1	412.678	3.479	.064[b]
	Residual	19928.434	168	118.622		
	Total	20341.112	169			

a. Dependent Variable: Organizational commitment

b. Predictors: (Constant), Work/family conflict (Time based)

The model summary of the regression analysis in Table 4.9 shows that work/family (time-based) accounted for 2% of the variance in organizational commitment among Police Officers in Nakuru County (R square = 0.020). This shows that 98% of the variance in organizational commitment was explained by factors not in the study. The standardized beta coefficients indicate that time-based work/family conflict (β = -0.142, p = 0.064) was not a significant predictor of organizational commitment.

The insignificant beta coefficients suggest that time-based conflict among the Police Officers was not likely to affect their organizational commitment to the Police Service. Contrary to previous studies, time-based conflict was not a significant predictor of organizational

commitment (Beck & Wilson, 2000). Greenhaus and Beutell (1985) reported that time spent on family was likely to be a detraction from time that could be spent at work resulting in low commitment levels while Lambert, Hogan & Barton (2002) found that time based conflict had a negative effect on correctional officers job satisfaction since time spent at work interfered with family schedules resulting in increased stress for the officers. Thus, the hypothesis that states that work/family conflict (time-based) has no significant effect on police officers organizational commitment failed to reject.

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$H_0 2$: Strain-based conflict has no significant effect on organizational commitment of Police officers at Nakuru County

The regression analysis results for the second hypothesis are as shown in Table 4.10 below:

Table 4. 10: Regression analysis for establishing the effects of strain-based conflict on organizational commitment of Police Officers

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	62.069	2.312		26.847	.000		
	Work/family conflict (Strain based)	-.603	.191	-.237	-3.159	.002	1.000	1.000

a. Dependent Variable: Organizational commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.237[a]	.056	.050	10.69069

a. Predictors: (Constant), Work/family conflict (Strain based)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1140.237	1	1140.237	9.977	.002[b]
	Residual	19200.875	168	114.291		
	Total	20341.112	169			

a. Dependent Variable: Organizational commitment
b. Predictors: (Constant), Work/family conflict (Strain based)

The model summary of the regression analysis in Table 4.10 shows that work/family conflict (strain-based) accounted for 5.6% of the variance in organizational commitment among

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Police Officers in Nakuru County (R square = 0.056). This shows that 94.4% of the variance in strain-based conflict was explained by factors not in the study. The standardized beta coefficients indicate that strain-based work/family conflict (β = -0.237, p = 0.002) was a significant negative predictor of organizational commitment.

The significant beta coefficients suggest that Police Officers who had high levels of strain-based work/family conflicts had lower levels of organizational commitment. This is consistent with Lambert et al. (2006) which found that employees who experienced stressful situations at work suffered from tension, irritability, depression and anxiety which ultimately affected their family lives resulting in low organizational commitment. Thus, the hypothesis which states that work/family conflict (strain based conflict) has no significant effect on organizational commitment is rejected.

$H_0$3: Behaviour-based conflict has no significant effect on organizational commitment of Police officers at Nakuru County

The regression analysis results for the third hypothesis are as shown in Table 4.11 below:

Table 4. 11: Regression analysis establishing the effects of Behavior-based conflict on organizational commitment of Police Officers

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	69.836	2.898		24.095	.000		
Work/Family conflict (Behaviour)	-.752	.144	-.374	-5.230	.000	1.000	1.000

a. Dependent Variable: Organizational commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.374[a]	.140	.135	10.20426

a. Predictors: (Constant), Work/Family conflict (Behaviour)

ANOVA[a]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2847.799	1	2847.799	27.349	.000[b]
Residual	17493.313	168	104.127		
Total	20341.112	169			

a. Dependent Variable: Organizational commitment

b. Predictors: (Constant), Work/Family conflict (Behaviour)

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The model summary of the regression analysis in Table 4.11 shows that work/family conflict (behaviour-based) accounted for 14% of the variance in organizational commitment among the respondents from Police service in Nakuru County (R square = 0.140). This shows that 86% of the variance in organizational commitment was explained by factors not in the study. The standardized beta coefficients indicate that behaviour-based work/family conflict ($\beta = -0.374$, p = 0.000) was the only significant negative predictor of organizational commitment. The significant beta coefficients suggest that police officers who experienced behaviour-based work-family conflict had low organizational commitment. This finding is consistent with studies by Lambert *et al. (*2006) which found that behaviours that are appropriate in the family role such as emotional sensitivity, expressiveness and nurturing are viewed as inappropriate when used at the workplace by officers in the disciplined forces as their work requires them to be hostile, aggressive, objective and firm. Kinman, Clements & Harts (2017) found that correctional officers who experienced high levels of behaviour based conflict reported low levels of organizational commitment. Thus, employees who are required to learn work roles that are not appropriate at home blame their jobs for the conflict that arise resulting in declined commitment levels. Thus, the hypothesis which states that work/family conflict (behaviour-based) has no significant effect on organizational commitment is rejected.

H$_0$4: The combined effect of time-based, strain-based and behaviour based conflict have no significant effect on organizational commitment of Police officers at Nakuru County

The multiple regression analysis results of the combined effects of time-based, strained-based and behavior-based conflict on organizational commitment are shown in Table 4.1 below:

Table 4. 12: Multiple regression analysis of the combined effects of time-based, strained-based and Behavior-based conflict on organizational commitment of Police Officers

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	70.372	3.201		21.984	.000		
	Work/family conflict (Time based)	-.011	.290	-.003	-.038	.970	.691	1.448
	Work/family conflict (Strain based)	-.143	.245	-.056	-.582	.561	.559	1.789
	Work/Family conflict (Behaviour)	-.691	.169	-.344	-4.085	.000	.728	1.373

a. Dependent Variable: Organizational commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.377[a]	.142	.127	10.25098

a. Predictors: (Constant), Work/Family conflict (Behaviour), Work/family conflict (Time based), Work/family conflict (Strain based)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2897.416	3	965.805	9.191	.000[b]
	Residual	17443.696	166	105.083		
	Total	20341.112	169			

a. Dependent Variable: Organizational commitment

b. Predictors: (Constant), Work/Family conflict (Behaviour), Work/family conflict (Time based), Work/family conflict (Strain based)

The model summary of the regression analysis in Table 4.12 shows that time-based conflict, strain-based conflict and behaviour-based conflict accounted for 14.2% of the variance in organizational commitment among Police Officers in Nakuru county (R square = 0.142). This shows that 85.8% of the variance in organizational commitment was explained by factors not in the study. The standardized beta coefficients indicate that work/family conflict (behaviour-based) ($\beta = -0.389$, $p = 0.000$) was the only significant negative predictor of organizational commitment. The results show that work/family conflict (time-based) and work/family conflict (strain-based) did not have a significant influence on organizational commitment ($p > 0.05$).

The significant beta coefficients suggest that behaviour of the Police Officers at their jobs were inappropriate at home resulting in strained relationships in the family and thus causing stress to the police officers which in turn negatively affected their organizational commitment. This finding is consistent with various studies which have found that officers in the disciplined forces are expected to be aggressive, objective and unemotional in the workplace, yet these behaviours are inappropriate when dealing with family members leading to conflict at home which increased the stress levels of the police officers resulting to decreased levels of organizational commitment (Parasuraman & Greenhaus, 1997; Schwartz, Stahlberg & Sczesny, 2002; Lambert *et al.* 2006; Nadeem & Abbas, 2009).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This chapter provides a summary of major findings of the research drawing conclusions and making recommendations on the effect of work/family conflict on organizational commitment among the police officers in Nakuru County.

5.2 Summary of the Findings

The general objective of this study was to determine the effect of work/family conflict (namely, time-based conflict, strain based conflict and behaviour based-conflict) on organizational commitment (namely, affective, normative and continuance commitment) among the police officers in Nakuru County. The study was guided by four (4) objectives.

The first objective sought to determine the effect of time-based conflict on organizational commitment of Police officers in Nakuru County. In the descriptive analysis the mean scores were all above 3.0 showing that most of the respondents agreed or strongly agreed that they experienced time based work/family conflict. The inferential analysis results showed that work/family (time-based) conflict were not significant predictors of organizational commitment. Hypothesis was accepted.

Objective Two of the study sought to determine the effect of strain-based conflict on organizational commitment of Police officers at Nakuru County. The mean scores which were above 3.0 showing that majority of the respondents agreed or strongly agreed that the pressures and stresses from their work often interfered with their personal lives. The inferential analysis results established that strained-based work/family conflict had significant negative effect on Police Officers' organizational commitment while strain based work/family conflict had no significant effect on police officers organizational commitment. The hypothesis was accepted.

The third objective sought to determine the effect of behaviour-based conflict on organizational commitment of Police officers at Nakuru County. For the descriptive analysis, all the mean scores except one were above 3.0 showing that most of the respondents agreed or strongly agreed that their work-related behaviour was incompatible with their relationships

at home. The inferential analysis results showed that behaviour-based work/family conflict have significant negative effect on police officers organizational commitment while behaviour based work/family conflict had insignificant effect. Therefore, the hypothesis was partially accepted.

Finally, objective Four sought to determine the combined effect of time-based, strain-based and behaviour-based work/family conflict on organizational commitment of Police officers in Nakuru County. The results of the multiple regression analysis have shown behaviour-based work/family conflict was a significant, negative predictor of organizational commitment.

On the other hand, the results of the multiple regression analysis showed that strain-based and time-based work/family conflict aspects (strain-based and time-based) were not significant predictors of organizational commitment among Police Officers in Nakuru County. This suggests that the commitment of the police officers to the police service was never affected by time-based and strain-based aspects of work/family conflict, therefore the hypothesis was accepted.

5.3 Conclusion

The study concludes that the police officers experience time based work/family conflict. This is because the police officers' work keeps them from their family a lot, they have to miss family activities due to the amount of time they must spend on work responsibilities, the demands of their job make it difficult for them to maintain an ideal relationship with their spouse and children, the time they had to devote to their jobs keep them from participating equally in household responsibilities and other activities, and their work often interfered with their family responsibilities.

The study concludes that the police officers experience strain based work/family conflict. The pressures and stresses from their work often interfered with their personal lives. Also, due to pressure at work, they were often too stressed when they got home to do the things they enjoy, they often felt too tired to participate in family activities when they get home from work, they were often too physically tired to participate in family responsibilities when they get home from work, they were often so emotionally drained when they get home from work that it prevented them from contributing to their families and the stress from their job often makes them irritable and unfriendly when they get home.

The study concludes work-related behaviour was incompatible with their relationships at home. Most of the respondents agreed that they experienced difficulties in shifting their work-related behaviour from work to home, that the problem solving behaviour they use in their job are not effective in resolving problems at home, that they tend to discuss work issues and problems with family members when they are at home, that because their work is so demanding, they often find themselves to be bad-tempered and hostile at home, that helpfulness behaviour or inability to say "no" to tasks given to them at work has caused family disharmony, and the behaviour they perform that make them effective at work do not help them to be a better parent and spouse. However, the respondents disagreed that they were overworked and neglected their family responsibilities due to the inability to reject tasks given to them by co-workers and bosses.

The study established the effect of work/family role conflict (time based, behaviour based and strain based) on police officers' organizational commitment in Nakuru County. The results of the Pearson's correlation analysis showed that work/family conflict (time based) had insignificant negative relationship with organisation family commitment of Police officers. This means that time spent at work or at home did not significantly affect police officers stress levels and thus no meaningful effect on their organizational commitment. Although the relationship was insignificant, top management of the National Police Service Commission should re-schedule the workload of police officers to ensure work/life balance.

The correlation analysis also showed that work/family conflict (strain-based) had significant negative relationship with organizational commitment. This shows that police officers who experienced high levels of stress and anxiety had low levels of organizational commitment. Officers in the disciplined forces are expected to be aggressive, objective and unemotional in the workplace, yet these behaviours are inappropriate when dealing with family members leading to conflict at home which increased the stress.

Finally, to analyse the combined effects of work/family conflicts on organizational commitment of Police Officers in the Nakuru County, regression analysis was carried out. The descriptive analysis shows that the mean scores of most of the items for affective commitment, continuance commitment, and normative commitment were above 3.0. This suggests that most of the respondents were affectively, continually, and normatively committed to their organisation.

The inferential findings of the study indicate that behaviour–based work/family conflict negatively influenced the organizational commitment of the Police officers. Strain-based work/family conflict and time-based work/family conflict however had no significant effect on organizational commitment. The study thus concludes that behaviour–based work/family conflict has a higher negative effect on organizational performance compared to strain-based work/family conflict and time-based work/family conflict.

5.4. Recommendations

Based on the findings of the study the following recommendations were made:-

5.4.1 Recommendations for Practises/Policies

The study makes the following recommendations based on the findings.

At the National level, National Police Service Commission (NPSC) should come up with a friendlier HR polices that will benefit and supports married officers who happen to be 80.5% in this study. This study recommends that parental leave for male officers be increased from the approved 14 days to 30 calendar days to enable the officer bond with the new member of the family. Other options include providing leave with pay or options for reduced hours, workplace supports such as personal time off, paid leave, on-site or nearby childcare, financial assistance for childcare, and other family-friendly policies all of which are workplace policies that could resolve the work-life balance problem.

That Police officers be allowed to enjoy a flexible work arrangement that gives employees autonomy over their time, fun days and events for family, work/family balancing and other issues that touches employee's welfare. Female and married employees with marital and extra family responsibilities should also be offered appropriate support in relation to posting and work scheduling.

The study recommends the NPSC introduces job-sharing which is a system where two people share a job. They both have the same job, but split the hours; the payments, holidays and benefits (each employee has a part-time position). This gives them ample time to attend to non-work activities to achieve a good degree of work-life balance and is easily implemented in the police force.

That the study commends the Government of Kenya for implementation of a new policy on staff houses where the officers can are now receiving house allowance for decent housing. However, this study therefore, recommends that the Policemen and women be considered for affordable mortgage facilities to enable them own homes.

That the Police Officers be given regular training off-the-job trainings, seminars, conferences, workshops and capacity building which focus on job knowledge. This will enable the officers to acquire new skills and ability to handle sophisticated weapons hence improving their performance in line with their stipulated duties.

Another option recommended by the study is having compressed working hours; a system where an employee can work his total number of agreed hours over a shorter period such as working the hours over four days in a week instead of five consequently gaining a day during that week.

The study recommends that NPSC to have a fully-fledged department specifically to deal with mental health and other psychological issues among the officers. This will enable them to reduce stress and trauma related to exposure in line with their duties thus reducing homicide and suicide levels among self, family and members of society.

The study further recommends that the NPSC needs to embrace wellness and fitness programs at all station levels to enable the Police Officers and their families relieve stress, improves health, healthy eating habits, keeping fit which has healthy benefits in articulating their work thus improving organizational commitment.

That the Police Officers be given a good life assurance cover upon death while serving as a compensation to the family members to deter children from straying and for the family to continue enjoying the benefits of their loved one.

Lastly, the NPSC should ensure that more police officers are recruited and deployed to Nakuru County to enable them deal with high influx of internally displaced persons who settled in the county after the tribal clashes of 2007/2008.

5.4.2 Suggestions for Further Research

The following areas for future research are recommended: First, this study was carried out in one (1) County out of 47 Counties in Kenya. A similar study on work/family conflict and its effect on organizational commitment can be carried out in other Counties because of diversity.

Secondly, further research can be carried out on the effect of work/family conflict on other employee work attitudes and behaviours such as job satisfaction, performance and turnover intentions among officers in other disciplined forces such as Correctional (Prisons) officers and military officers.

Lastly, further research can be conducted to determine the effect of work/family conflict on work individual's performance such as organizational commitment, job satisfaction or turnover intentions among employees in Private and Public Sectors organisations, commercial banks, manufacturing or the health sector among others.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

Esther Lekaram

Egerton University

P.O. Box 536

Egerton.

Date 14th December, 2019

Dear Respondent,

RE: INTRODUCTION LETTER

I am a postgraduate student at Egerton University pursuing a Master's Degree in Human Resource and Management. I am carrying out a research study entitled: ***"Effect of Work/Family Conflict on Organizational Commitment: A Case of Police Officers in Nakuru County, Kenya".***

The purpose of this letter is to request you to kindly request you to assist me fill the questionnaire attached to the best of your knowledge. The information provided will be treated with outmost confidentiality and will only be used for the intended purpose of this study.

As a matter of ethical consideration, please do not indicate your name or your personal service number.

Thanking you in advance.

Yours sincerely,

Esther Lekaram.

Encl.

APPENDIX 2: QUESTIONNAIRE

SECTION A: BACKGROUND INFORMATION

(Please indicate response by ticking [√] in the appropriate box and fill your answers as provided in the dotted space)

1. Kindly tick your gender

Male [   ]   Female [**]**

2. Please tick your age bracket

(a) Below 25 yrs [   ]   (b) 25-34 [ ] (c) 35-44   [   ] (d) 45-54 [   ] (e) 55 and above [**]**

3. Please indicate your marital status

(a) Single **[   ]**   (b) Married [**]** (c) Divorced **[   ]**   (d) Widowed **[   ]**

(e) Separated **[   ]**

4. Level of education?

 (a) Primary School [   ]   (b) High School Certificate or Equivalent **[   ]**

(c) College Certificate **[   ]**(d) Diploma **[   ]**   (e) Bachelor's Degree **[]** (f) Masters   [   ]

(f)   Others please specify …………………………………………………….

5. Where do you fall in the ranking level?

(a) Top management **[   ]**   (b) Middle management **[   ]**   (c) Supervisory level [   ]   (d) Private [   ]

6. How long have you worked in your Organization?

(a) Below 5 years [   ]   (b) 6 – 10 years [   ]   (c) 11 – 20 [   ]   (d) above 21 years [   ]

7. On average how many hours do you work per day.

(a) 8 hours   [   ]   (b) 9 – 13 hours   [   ]   (c) 14 hours and above [   ]

8. Indicate your Department …………………………………………………………

SECTION B:

Please indicate the extent to which you agree or disagree with the following statements by <u>marking</u> the appropriate boxes. <u>Kindly answer all the statements.</u> Use the scales as follows:

1	2	3	4	5
Strongly Disagree	**Disagree**	**Uncertain**	**Agree**	**Strongly Agree**

Aspects of Time Based Conflict on Work Family Conflict (WFC)	1	2	3	4	5
i) My work keeps me from my family more than I would like	1	2	3	4	5
ii)) I have to miss family activities due to the amount of time I must spend on work responsibilities	1	2	3	4	5
iii The demands of my job make it difficult for me to maintain the kind of relationship with my spouse and children that I would like	1	2	3	4	5
iv) The time I must devote to my job keeps me from participating equally in household responsibilities and other activities	1	2	3	4	5
v) My work often interferes with my family responsibilities	1	2	3	4	5
Strain Based Conflict on Work Family Conflict – (WFC)	**1**	**2**	**3**	**4**	**5**
i) Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy	1	2	3	4	5
ii) When I get home from work I am often too tired to participate in family activities responsibilities	1	2	3	4	5
iii) When I get home from work I am often too physically tired to participate in family activities/responsibilities	1	2	3	4	5
iv) I am often so emotionally drained when I get home from work that it prevents me from contributing to my family	1	2	3	4	5
v) The stress from my job often makes me irritable and unfriendly when I get home	1	2	3	4	5
Behaviour Based Conflict on Work Family Conflict – (WFC)	**1**	**2**	**3**	**4**	**5**
i) I experience difficulties in shifting my work-related behaviour from work to home.	1	2	3	4	5
ii)The problem solving behaviour I use in my job are not effective in resolving problems at home	1	2	3	4	5

		1	2	3	4	5
iii)) I tend to discuss work issues and problems with family members when I am at home		1	2	3	4	5
iv) Because my work is so demanding, I often find myself to be bad-tempered and hostile at home		1	2	3	4	5
v) My helpfulness behaviour or inability to say "no" to tasks given to me at work has caused family disharmony		1	2	3	4	5
vi) The behaviour I perform that make me effective at work do not help me to be a better parent and spouse		1	2	3	4	5
vii) I am overworked and have neglected my family responsibilities due to inability to reject tasks given to me by my co-workers and bosses		1	2	3	4	5

SECTION C: ORGANIZATIONAL COMMITMENT

Please indicate the extent to which you agree or disagree with the following statements by <u>marking</u> the appropriate boxes. <u>Kindly answer all the statements</u>. Use the scales as follows:

1	**2**	**3**	**4**	**5**
Strongly Disagree [SD]	**Disagree [D]**	**Uncertain [U]**	**Agree [A]**	**Strongly Agree [SA]**

	Statement	1	2	3	4	5
	Affective commitment					
1.	I do feel like part of a family at the Police service					
2.	Working at the Police service has a great deal of personal meaning to me					
3.	I feel a strong sense of belonging in the Police service					
4.	I feel emotionally attached to the Police service					
5.	I am proud to tell others that I work at the Police service					
6.	I would be happy to work at the Police service until I retire					
7.	I enjoy discussing the Police service with people outside of it					
	Continuance commitment	1	2	3	4	5
8.	One of the few serious consequences of leaving the police service would be the scarcity of alternative job opportunities					
9.	I am concerned about what might happen if I left the police service without having another position lined up					
10.	Too much in my life would be disrupted if I decided I wanted					

	to leave the Police service right now					
11.	It would be very hard for me to leave the police service right now even if I wanted to					
12.	I continue to work in the Police service because leaving would require considerable sacrifice and other institutions would not match the benefits that I have here.					
	Normative Commitment	1	2	3	4	5
13.	I owe a great deal to the police service					
14.	I feel I have an obligation to remain with the police service					
15.	It would be wrong to leave the Police service right now because of my obligation to the people in it					
16.	Even if it was to my advantage, I do not feel that it would be right to leave the police service now.					

END OF QUESTIONNAIRE

Thank you very much for taking your time to fill this questionnaire.

APPENDIX 3: KREJCIE AND MORGAN SAMPLE SIZE TABLE (1970)

Table for Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	91
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	1000000	384

Note.—*N* is population size.   *S* is sample size.

APPENDIX 4: AUTHORIZATION LETTER FROM NACOSTI

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/18/93155/26997**   Date: **12th December, 2018**

Esther Wairimu Lekaram
Egerton University
P.O. Box 536-20115
NJORO

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Effect of work-life role conflict on organizational commitment; a case of police officers in Nakuru County, Kenya"* I am pleased to inform you that you have been authorized to undertake research in **Nakuru County** for the period ending **12th December, 2019.**

You are advised to report to **the County Commissioner and the County Director of Education, Nakuru County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

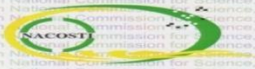**GODFREY P. KALERWA MSc., MBA, MKIM**
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nakuru County.

The County Director of Education
Nakuru County.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

APPENDIX 5: RESEARCH PERMIT FROM NACOSTI

THIS IS TO CERTIFY THAT:
MS. ESTHER WAIRIMU LEKARAM
of EGERTON UNIVERSITY, 0-20100
Egerton, has been permitted to conduct
research in *Nakuru County*

on the topic: *EFFECT OF WORK-LIFE
ROLE CONFLICT ON ORGANIZATIONAL
COMMITMENT; A CASE OF POLICE
OFFICERS IN NAKURU COUNTY, KENYA*

for the period ending:
12th December, 2019

Applicant's
Signature

Permit No : NACOSTI/P/18/93155/26997
Date Of Issue : 12th December, 2018
Fee Recieved : Ksh 1000

Director General
National Commission for Science,
Technology & Innovation

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is guided by the Science,
Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS
1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
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REPUBLIC OF KENYA

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APPENDIX 6: RESEARCH PUBLICATION

Effect of Employee demographic Characteristics and family/work conflict on organisational commitment among Police officers in Nakuru County, Kenya

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Abstract

This paper examines the demographic characteristics and related variables on family/work conflict among the Police Officers in Nakuru County, Kenya. The participants were from eight (8) Police Division and a simple random sample of 170 was derived from a total number of 278 Officers. The level of conflict that employees perceive between their working and personal lives on organizational commitment was based on their personal characteristics which included: gender, marital status, age, level of education, tenure and number of hours worked among the police officers. The report suggested that the biographical personal characteristics suggested that those who participated there were more male officers compared to the female gender. The results showed that more female police officers experienced more stress than men which spill into their work due to the multiple roles they play as wives, mothers, care givers, family career as well as employees. The results are discussed in terms of marital status, level of education, tenure of service and numbers of hours worked per day on how they influence organizational commitment among the police officers in Nakuru County, Kenya.

Key Words: Demographic characteristics; Family-work conflict; Organizational Commitment; Police Officers.

1.1 Back ground of the Study

As many organizations strive to understanding the challenges of attracting and retaining the best talent, coupled with the rising issue of work life conflicts, it is vital that managers employ a number of approved human resource (HR) practices in order to attain organizational goals (McClean & Collins, 2011). Subsequently, managers are now undertaking proven, Work Life Initiatives (WLI) that minimize costs, reliant motivators, competitive motivators, resource makers and commitment maximization appropriate to improve employee's commitment, do enhance employee satisfaction and performance (Boxall et al., 2011).

The definition of Work life conflict based on two studies; Edwards and Rothbard, 2000 and Greenhaus and Beutell, 1985, is 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'. When work and family are in conflict, attaining rewards in one domain requires trading off rewards in the other domain (Edwards & Rothbard, 2000).

Some of the studies on work-family conflict have focused on construct measurement, involving the measurement of the direction and process of interaction between work roles and family roles as found by Kossek, (2016) and Allen et al. (2000) that argued 'differential finding across studies in the relationship between work-family conflict and life satisfaction suggests that undetected moderator variables may be involved'. A research project by Kopelman et al. (1983) developed a four-item scale and then expanded it to an eight-item scale that measured work-to-family conflict with such items as "My work schedule often