

**EFFECT OF PERCEIVED WORK LIFE BALANCE PRACTICES ON  
EMPLOYEE JOB SATISFACTION AT KENYA FOREST SERVICE**

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FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF  
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## **DECLARATION**

I declare that this research Project is my original work and has not been submitted in any university for any academic purpose.

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## **DEDICATION**

My research project is dedicated to my husband Mr. Kibor and my children Debby, Amos, Enock and Abby and my KFS friends for their immense support and sacrifices towards the whole process of this MBA project. May God bless you all.

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## **ABSTRACT**

In recent times, the field of human resource has widely preoccupied itself with the discourse of work-life balance practices. Many organizations are therefore rethinking around and towards ensuring their employees are satisfied with their jobs. The study's objective was to establish the effect of perceived work-life balance practices on employee job satisfaction at Kenya Forest Service. The study was anchored on two theories, the Psychological Contract theory and Social exchange theory. A descriptive research design was utilized in the study. All the employees of Kenya Forest Service headquarters were used as the study population. This study used census method which refers to the complete enumeration of a population. Both open and closed -ended questions were collected by use of a questionnaire. The data comprising two hundred and fifty which was drawn from 20 Senior Management, 90 Middle level Management and 140 from the Lower cadres. The data was analysed using descriptive statistics: frequency, percentages, standard deviation and mean. Data was presented using tables, charts and graphs. According to the study it was evidence that most of the staffs in Kenya forest service highly accept flexi time work schedule, and they agreed that Kenya forest service can set up flexi time scheduling without incurring extra cost. However the organization has failed to train all the employees to familiarize them with flexi time work arrangement, also they failed to communicate with all employees for the successful implementation of the flexi time program in Kenya Forest Service headquarter. The study of the findings established that perceived work life balance practices had positive effect on the employee job satisfaction at Kenya Forest Service. By increase of their attributes to satisfaction on their retention, team work, their loyalty to the Company, attendance and Employee attitude. The findings also indicated positive linear relationship established between work life balance and employee job satisfaction. The study concluded that the most problem facing the organization in Kenya is the implementation of the work life balance practices in order to motivate employees, motivated employees work harder to achieve the organization objectives. Most organization has good work life practices but failed to implement them. This means that for Kenya Forest Service headquarter to satisfy their employees they must implement fully and involved all employees when formulating work life balance practices. Since there was a positive relationship between work life balance practices and job satisfaction it is suggested that the same study can be conducted in all the Kenya forest conservation areas.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

According to Government of South Australia (2012) Work-Life balance practice is the connection between one's work and their life commitments and how they influence each other. Organizations will strive to maximize involvement of the workforce in organizations performance. However, in today's busy schedules it is difficult to strike a balance between life's responsibilities and work. Byrne (2005) observes that employees, who attain this balance, tend to possess higher levels of satisfaction with their lives and jobs and they have lower stress levels because they have minimal conflict between work and non-work responsibilities. This situation could be termed as equilibrium since the need to achieve personal goals equals that to achieve the goals of the organization. Delecta (2011) argues that work life balance is the ability to meet three basic life domains i.e. work, personal and family. Keeping the intensity at work high and subtracting hours from home, brings an imbalance that can lead to anxiety, fatigue and other physiological impacts that could negatively influence the life domains.

Berg, Kalleberg, and Applebaum (2010) studied the interrelationship between employee work life balance practices and the measures of job satisfaction and established that this relationship promotes healthy organizational. According to Gregory and Milner (2009) the concept of work-life balance practices therefore, gives a better understanding of worker's diverse non work situations, thus allowing spill over and fluidity between work and other life dimensions. Lane (2015) observes that probably the least understood

aspect of human resources development is Work-Life Balance practices. He argues that managers in large organizations routinely fill out employee annual evaluations and that they do this to fulfil some general need to have data in a personal file which relate to non-work attributes. Work-Life Balance Practices embodies every element of people management which may leads to job satisfaction.

The theories guiding this study were social exchange theory and Psychological Contract theory. Cherry (2017) submits that social exchange theory associations are composed of a certain amount of give-and-take. It is the valuing of the costs and benefits of each association. This study will use this theory because there is an aspect of give and take in that if the employer give work life balance practices the employee will give job satisfaction. According to Vera Hillman (2014) Psychological Contract is a concept that depicts the perception of relationship between two parties. This concept has become a critical point of concern in the HR professionalism. This contract between employees and their employer is usually of reciprocated expectations, and how these expectations influence their behaviour. This theory will be relevant to this study because as the employers implement the work life balance practices it will influence the behaviour of employees on the perception of their jobs.

According to UNEP report (2012) on environmental effects forests and ecosystem services have a fundamental role in promoting human well-being and economic activities. Mundane forests of Kenya, also referred to as Kenya's "Water Towers", directly benefit its citizens. This benefits arises due to production of different timber- and non-timber products, and many other regulating ecosystem services that are a source of insurance

value to major economic players. This study was done in Kenya Forest Service because there is flexible work practice happening where some employees work for eight hours a day and rest two days a week, while the technical employees work in eight hour shifts then take rests on alternate weekends to ensure that every employee has at least two weekends in a month where they get to spend time with their families and friends. According to Rampton (2016) Employees who enjoy this work arrangement are happier than those working continuously on eight hour per day. The Service has also noted that there are increasing cases of exits by the most productive workforce to other organization. The younger workforce is the driver of any organization's productivity since they are energetic, but their time and attention are also needed by their young families. The older workers on the other hand are prone to absenteeism and burnouts which could be factors attributed to low levels of job satisfaction. There have been no systematic studies on perceived work life balance practices and how it influence job satisfaction at Kenya Forest Service hence the need for this study.

### **1.1.1 Work-Life Balance Practices**

According to Armstrong (2006) work-life balance practices are the organizational support for flexible work options, personal leave and dependent care. Friedman, & Greenhaus (2013) submits that employee work life practices include the following; compressed work week, flexible work hours, Job sharing, Tele-working, On- site childcare, informational or financial assistance, eldercare and childcare services, and family leave programs such as adoption leave and compassionate leave. Callahan, (2010) observes that there are many overwhelming constraints in organizations in that employees spend more

time executing their duties and working the equivalent of an extra month in a given year. Overworking leads to conflicts between spending time at home and working hence in such scenario the home and work pressures can be said to be mutually incompatible. Trying to balance work and family demands is of great concern to individuals and organizations.

Valcour & Hunter (2005) observes that in recent past, globalization, rationalization, and technology that keep workers connected to work have increased the intensity of work demands. Organizations are now offering family-friendly programs in response to a changing workforce. Manju and Mishra, (2013) found that supportiveness of an organization's culture was positively related to high job satisfaction, low stress level, low turnover, and work-family conflict. According to Sutrisna, (2011) ILO classifies work-life initiatives into two broad categories; The first are the intra-mural activities and this activities are provided through establishing facilities such as drinking water, urinals and latrines, crèches, bathing and washing facilities, drinking water, canteen and rest shelters , arrangements for prevention of fatigue, shift allowances and protective clothing and uniform. The Extra-mural activities are the activities executed outside the establishment such as social insurance measures like gratuity pension, maternity benefits, physical fitness and efficiency, provident fund and rehabilitation, education facilities, child welfare and family planning , recreational facilities including sports, housing facilities, transport and cultural activities.

This study adopted six work life practices these are; flexitime, telecommuting, job sharing, compressed work weeks, zero hour contract and term working because it cuts across the examples given by the authors.

### **1.1.2 Employee Job Satisfaction**

Employee satisfaction is referred to as the attitude of the employees towards their work place which determines how they fulfil their desires at work place. According to Werther and Davis (2014), Job satisfaction is the perception of the employee towards their jobs in terms of favourability. According to Gupta and Joshi, (2008) the attitude of an employee towards his work is described as job satisfaction, they noted that job satisfaction is a vital component of the organizational health and a fundamental industrial relations element. Job satisfaction level has a great effect on the various work behaviour such as absenteeism, accidents, productivity and turnover. The working environment has an impact on motivation of workers. The basic issue is whether or not work life balance practices leads to higher job satisfaction. Many measures argue that employee satisfaction is a factor in employee goal achievement, employee motivation and positive attitude of the employees at work. Vasantham and Swarnatha (2016) noted that as the employees appreciate the essence of job satisfaction, they could either decide to retain their current jobs or look for employment elsewhere. Khainga, (2006) measures job satisfaction as a person's final feeling after executing a particular task in a given job which fulfils his needs and expectations. The extent to which the need is satisfied either yield positive or negative feelings. Job satisfaction therefore influences the subsequent behaviour of an employee.

Studies by different scholars have portrayed varying extent of associations between job satisfaction and several work behaviour factors. It is not clear whether work behaviour is the cause or effect of job satisfaction. Studies on the associations between accidents and job satisfaction show that fewer accidents cases are reported when employees are satisfied. There is a prevailing assumption that when employees are satisfied, their productivity level is increased. Gupta and Joshi, (2008) submitted that although the working environment might be conducive to a worker it is not necessarily portrayed in his output. Alternatively a worker might demonstrate high capability even in non-conducive environment.

This study adopted a hybrid approach measure of job satisfaction of Behavioural, motivation and performance and will look these attributes; employee attitudes, attendance, Team work, loyalty and retention, because these are the measures of employee job satisfaction.

### **1.1.3 Overview of Kenya Forest Service (KFS)**

The KFS is a State Corporation which was established in Feb, 2007, under the Forest Act 2005 to aid the conservation, development and sustainability of forest resources for the social-economic development of Kenya. The Management structure of KFS comprises of 10 Conservancies which are ecologically demarcated into , 76 Zonal Forest Offices, 47 Forest County Offices, 250 Divisional Forest Extension offices located across the country, 150 Forest Stations and critical in forest surveillance and management. Communities living adjacent to forests have formed and registered groups so as to participate in forest management, these groups are closely working with the KFS to

ensure that forest resources are properly managed. 325 Community Forest Associations have been established in Kenya. It is the responsibility of the Board of Management to ensure that there is Corporate Governance of the Service in the conservation and sustainable management of allied resources and forests. It is the function of Corporate Governance to appreciate the importance of the stakeholders' role. The KFS Board is made of 16 members, 8 are the ex-officials from different Government Agencies and Ministries whereas the other 8 are drawn from both the private and public sector. The Chief Forests Conservator of Forests is appointed by the Board through consultations with the in charge Minister and his duty is to ensure that the daily activities of the Institution are run smoothly. The Board through the Chief Conservator of Forests (CCF) guides the operations of the Service. The Forests Act 2016 has enhanced efficient service management through the formation of Board Sub-committees to conduct the business.

The Board has currently formed four main Committees namely; Technical, Planning and Development; Human Resources and Administration, Audit and finance Committees. (KFS Strategic Plan 2014-2019).

Kenya Forest Service was preferred for this study because; KFS has a young population which will benefit greatly from the study of perceived effects work life balance practices on job satisfaction. The Service also has a cooperative and vibrant Human Resource Department which provided accurate information needed for the study.

## **1.2 Research Problem**

Work-life balance practices, as adopted by most organizations, rests on getting better employees and the reduction of work-life conflict among the employees so as to improve



their job satisfaction (Beauregard, 2009). This concept of work life balance is key in contemporary developing countries like Kenya where employees experience massive pressure from work and life. According to Clark (2002) work life balance is the satisfaction and good relations both at work and home. Though the issues faced by employees in different industries differ they all face the problem of balancing these two aspects. According to Sakthivel Rania, (2011) recognition is linked to performance of work life balance practices which in turn increase job the employees' satisfaction. He further noted that employee satisfaction is also acquired through pay in which is a mediating factor of work life balance practice. Benefits have also been associated with work life balance practices. He therefore concluded that better benefits programs leads to employee satisfaction.

Forestry sector is different from other departments with regard to service provision of forest protection. Due to work associated stress, Kenya Forest Service is facing high attrition rate, and suffers from shortage of manpower. Employees are sometimes compelled to work for long hours so as to complete their tasks, this influences their perception towards their jobs since they get lack adequate time for social and personal commitments. At the Service employees have been struggling to balance the competing multi-faced demands of work and life responsibilities, which have caused them to either concentrate on work at the expense of life activities or life at the expense of work. The lack of balance between work and life of individual is evidenced by presence of factors that affect job satisfaction. There have been many cases of absenteeism and lack of commitments which might be the indication that employees are dissatisfied with their

workplace. Employee will come to the organization and opt out too soon to look for better employer hence retention is compromised. There are cases of family issues which might be an indication that there is need for alternative work arrangement other than the regular ones. To enhance loyalty the organization need to develop staff and encourage them to see growth in the organization. Creativity should form part of the work policies in which employees are motivated to use and utilized their abilities to complement each other (KFS Strategic Plan 2014-2019).

Umur (2010) explored job satisfaction determinants and the determinants of motivation and the techniques that need to be adopted to curb de-motivation issues by the employers amongst educators at European University of Lefke. He used the qualitative and quantitative to carry out the study .The results indicated that flexible working scheduling has a positive influence on the motivational factors to educators in form of job satisfaction and productivity. Muindi (2015) investigated the degree to which work life balance practices are adopted by horticultural farms in Kenya. Her study adopted a census research design. Her study recommended attention to practices related to work and benefits as they are the ones with the decrease ratings.

She suggested that if the firms consider introducing flexi time it will increase work independence. The work independence will ensure that employee plan their work in a way that allows them to pay attention to non-work issues during off peak time. Kuria (2012) studied on the effects of employee welfare programmes on job satisfaction of employees within the flower industry in Kenya. He established the effects of employee

welfare programs on job satisfaction of employees in organizations within the flower industry in Kenya. He also noted that equitable rewards, involving employees in decision making, career development opportunities, health and safety and good HR policies and practices contributed to job satisfaction. Wainaina (2011) studied on the relationship between wellness programs and employee job satisfaction at Capital Group Limited. He established that the programs boosted employees' satisfaction levels. Keitany (2014) studied on perceived association between employee performance and employee welfare programs at Kenya Pipeline Company. She concluded that provision of welfare programs improve the productivity of the firm and create a work environment that is healthy.

From the above review of studies, limited studies have been conducted on the association between work life balance practices and employee job satisfaction. This constitutes a knowledge gap which justifies the need for further research. The various studies were done in private organization while this study was done at Kenya Forest Service which is a State Corporation. While some studies adopted census designs this study will use descriptive research design. This study sought to fill these research gaps by answering the question what is the effect of perceived work life balance practices on employee job satisfaction at Kenya Forest Service?

### **1.3 Research Objective**

The research objectives was to establish perceived effects of work-life balance practices on employee job satisfaction at Kenya Forest Service

#### **1.4 Value of the Study**

To academicians, it will make contributions to contemporary debates on work-life balance and answer the why which forms the basis for explanatory research in future. Theories and knowledge regarding practices of work life balance will be built based on the knowledge acquired from the study. It will make contribution to the body of knowledge in place by providing more information on the association between work life balances and employee job satisfaction.

To Managers of KFS, this study will be useful since it will be significant in policy formulation. The analysis will also be useful in making inferences in other labour intensive production sectors of the Kenyan State corporations. It will create awareness. It will provide recommendations for better work-life balance strategies and policies. Ultimately it supports the managements to enhance organizations efficiency and effectiveness through identifying different factors effect to employee job satisfaction and work-life.

To the policy makers, government agencies and other organizations, this study will avail useful knowledge in formulating policies and regulatory frameworks on human resource management and in particular Work-Life Balance practices for better organizational performance and individual employees' wellbeing. Through that they could build-up and introduced new policies and strategies in order to eliminate the issues faced by employees.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews the existing literature in the field of perceived effect of work .It specifically covers the link between work-life balance practices and employee job satisfaction. It also describes the theoretical and empirical literature review of work-life practices and employee job satisfaction.

#### **2.2 Theoretical Foundation of the Study**

This study was anchored on two theories; Social exchange theory and the Psychological Contract theory.

##### **2.2.1 Social Exchange Theory**

Social exchange as formulated by Blau (1964) is based on prism that employee's perceived organizational support creates a sense of indebtedness and an obligation within an individual to repay the organization. According to the social exchange theory, the interaction between individuals arises due to the desire to minimize losses and maximize results; the organizational commitment of an individual is dependent on the reward utilities' perceived balance over other input utilities. This approach lays more clarity on the associations between the organisation and commitment to the firm (Coetzee, 2005).Social exchange leads to the trust of the employee towards the organization that it will fulfil its exchange obligations. Commitment to the organization through social exchange can be either affective commitment or continuance commitment. Setton and

Bennet (1999) describes the leader member exchange to be cordial relationship between the employee and the supervisor arising out of the perception the supervisor represents the organization to which the employee is indebted to. Local-member exchange is more associated with role behaviour with employee developing personal obligation to undertake extra duties, put in more time and minimize conflicts with the supervisors.

This theory's assumption is that individuals are willing to abandon relationships where the costs benefits are less than the costs. It is therefore necessary to ascertain whether a complex blend of disadvantages or advantages can reduced by a big margin. The ultimate theory assumption of the theory is that every association must lead to intimacy although this might not be the case in scenarios with a linear structure, where some associations might go backwards or skip others in terms (Miller, 2005).

This theory proposes that the associations initiated and expounded by an individual minimize the costs of the organization and improve the rewards of the employees. This theory asserts that an individual should be less concerned with equality and be more self-centred. This theory further argues that the relationships that yield the best returns with the application of least effort should be considered the most beneficial since they have higher likelihood of being long term. According to Greenberg and Scott (2014) the social exchange theory is mostly applied in predicting work behaviour in the organizational behaviour studies. The employees should be given fair treatment within their organizations as this will be directly reciprocated in form of behaviour and gesture. Several bottlenecks have also been associated with the social exchange theory. Miller (2005) argues that the theory reduces human interaction to a purely rational process that

arises from economic needs. Since its establishment in the 1970s this theory encourages openness and freedom ideas which were mostly preferred.

### **2.2.2 The Psychological Contract Theory**

The scope of the psychological contract research has tremendously expanded since its introduction by Argyris (1960). According to Argyris, a psychological contract could arise between employee and the employer, he did not however clarify the nature of this contract and therefore, a concrete definition of the concept was missing (Freese, 2007). Rousseau (1995) defines a psychological contract as one that initiates promises, beliefs, perception and acceptance of mutuality. The Psychological Contract theory is continuously gaining more relevance in work context. It even becomes more fundamental when its principles are considered and applied widely. The definition of Psychological Contract as per Michael Armstrong (2006) is that these are the relationships that exist between the employer and the employee which consist of the special beliefs possessed by an employee and his employer regarding their expectations among themselves. The definition of Psychological Contract as per Edgar Schein's (1965), is that there are unwritten expectations influencing organizational members at every point. All these authors did not however consider the concept in details; it is however important for the Psychological Contract regarding conceptual thinking to evolve since reflects the increasing complexity of associations between the employer and the employee.

The frustrating detail is poor performance of the concept once we explore these details further. Instead of discovering more layers of beneficial theoretical elaboration, we have rather found inconsistencies, gaping holes, confusions, and much uncharted territory Conway & Briner (2005) Psychological Contract are the perceptions of the employer and employee regarding the mutual obligations that they have towards one another this is according to UK Chartered Institute of Personal Development April (2010). These obligations are mostly imprecise and informal and arise from past occurrences and previous sentiments of the employer for instance during performance appraisals and recruitment process. Most promises are either viewed as obligations or expectations. The most critical factor is that they are viewed by the employee as part of the association with the employer

### **2.3 Work-Life Balance Practices**

There are many work life balance practices that could be implemented by organizations, which can help the employees to balance their family and work responsibilities, hence attaining job satisfaction. Hartel et al (2007) posits that several family friendly policies include but are unlimited to the following factors: job sharing, flexible working hours, compressed work weeks, part-time work, telecommuting, on-site child care facility and parental leave. The employers could also provide several benefits related to the well-being and health of the employees which include; easy access to services or programs to encourage fitness and physical and mental health and extending health insurance services to employees and dependents. Other practices also support participation of the employees in volunteer work, phased retirement and children's education.



According to the Singapore's Work-Life Unit, Family Development Division Ministry on Community Development and Sports (2002), flexitime is an arrangement by the employees to alter the stipulated start and finish times at work so as to fulfil their personal commitments and work within the allowed time lines. Mostly, all the employees are needed at the workplace during certain "core hours". This allows them to attend to family and personal commitments and also attend to emergencies and response to both predictable and unpredictable circumstances.

The employees are not the only ones that gain from flexitime. Employers with a flexitime work arrangement often find it easier to retain their top performers. Increased workplace satisfaction leads to less employee burn out and turnover. Likewise, delighted employees make for more fruitful employees. Everyone wants to see their organization's productivity increase, (Gammell, 2010). Telecommuting, also referred to as e-commuting or working from home is where the employee is allowed to work from home or anywhere outside the office setup including libraries, coffee shops or any other locations.

Naktiyok and Iscan, (2003) defines telecommuting as the type of work arrangement often referred to 'telework'. It is advantageous for employees because it allows them to plan their daily activities with their family and personal needs under consideration. This reduces commuting time, decrease work-related expenses, and enables the worker to work with minimal stress and disruptions. It also gives room for the disabled employees to work from home. This added flexibility enables the employees to capitalize on their productivity levels which accrue more benefits to the organization. Organizations may use telecommuting to lower costs as the telecommuting employees do not require an

office. Some organizations take on telecommuting to improve employees' quality of life, as it typically reduce commuting time spent on road hence making it easier for them to balance their work responsibilities with family roles. (Maruyama,2012).An arrangement by the employees to work in longer shifts so as to reduce the number of days worked in a week or a working cycle is referred to as a compressed work. As a result of this, the employees gain additional days off work and their cost and time for commuting reduces by reasonable amounts. However, employers prefer to extend their daily operating hours and hardly resort for overtime since they are the managers. (Scott 2014). The employees are often the initiators of the compressed work weeks though it may also be initiated by the employer to establish longer business hours so as to enhance customer service, improve operational efficiency and maximize production through reduction of start-up costs.

According to Yeandley et al, (2002) a common arrangements for a forty hours work week is planned as follows; Ten working hours per day, four working days in a week; an extra working hour a day and a day off after two weeks; or committing additional thirty minutes daily and getting an extra day after every three or four weeks. Engaging in part-time arrangements allows individuals with disabilities, limited disposable time or health to participate in the execution of activities, development of skills and gain more work experience, (Rose, 200).Those who have had career- breaks particularly mothers (or fathers) also experience a smooth re-entry into the career through part-time arrangements and those nearing retirement also experience a smooth exit. Clarke, et al, (2004) submits that employers believes that effective use of part-time on workers maximizes the

utilization of the human resources and increases operational flexibility through provision of additional coverage during seasons of peak periods. The zero hours contract is an arrangements where are available for duty upon being called but the exact number of hours that one needs to work is not specified. Redmond et al (2017).

According to Douglas (2013) Zero hours contracts can aid employee with more caring responsibilities and provide better terms than other forms of work, since it entails more direct relationship with the employer. Rogers, (2009) defines Term-time working as an arrangement whereby a parent only works during times of school term and takes off during school holidays. In this type of arrangement, payment is calculated the normal way, but the holiday payments are excluded and salaries spread out all through the year. Sarah (2015) acknowledges term-time working can boost loyalty among staff keeping attrition at lower rate. It is beneficial when a timeline for completing a project exists. Some organization, especially those which are operating under tight budgets, may also open up the opportunity to pay employees lower, and recruit or pay new people.

Australia Government Website, (2005) submitted that the arrangement where two or more employees jointly execute one fulltime job, with working time and responsibilities divided among the members is referred to as job sharing. This type of arrangement is suitable when the challenge of limited job opportunities is being experienced. Job sharing avails to the employee's additional time to engage in other commitments such as family responsibilities and facilitate the emergence of partnerships since job sharers share relevant skills while executing duties. Job sharing also accommodates for additional

coverage during tight schedules while making sure that all the duties are executed during holidays and sick leave of either partner (Rogers, 2009).

## **2.4 Factors Affecting Job Satisfaction**

Job satisfaction has been described by scholars in different methods though all the descriptions have a relationship. Job satisfaction can be described as an attitude whose cognitive evaluation such as emotions, behaviours and beliefs need to be clearly distinguished by the researchers. Weiss (2002) asserts that attitudes are developed towards work by considering the beliefs, feelings and behaviours of the employees. The level of content of an individual on his Job is described by job satisfaction. Individuals who are more content with their jobs are said to have higher job satisfaction. Job satisfaction varies from aptitude or motivation although they are closely associated. The definition of job satisfaction as per Spector (1997) is the extent to which jobs are liked or disliked by the employees. According to Hoppock (1935), job satisfaction is the physical, mental and the environmental employees' satisfaction. Schermerhorn (1997) describes job satisfaction as the extent to which employees feel negative or positive regarding their careers. Positive feelings about one's career result in job satisfaction and whereas negative feelings lead to job dissatisfaction.

According to Khainga (2006) Job satisfaction can be split into three dimensions. The first dimension views it as an emotional response to work situation. The second view holds that job satisfaction is measured by the level to which the outcomes meet the expectations. The rewarding of salaries according to the amount of work done could be termed as equitable thus the employees are able to acquire job satisfaction. The third

view holds that job satisfaction is a representation of several attitudes combined. Intrinsic motivation factors could arise due to self-generated factors which influence the manner in which individuals behave such as freedom and responsibility which in turn yield job satisfaction. Extrinsic motivation means the things that are done by the organization to motivate to motivate the workers. This includes rewards such as a rise in salary, promotion or praise. Extrinsic rewards have a great effect though the intrinsic motivators have a stronger and longer term influence since they inherently coexist within individuals.

The job satisfaction factors according to Anold and Feldman (1986) are pay, supervision, promotion, working conditions and job group. Every job should be tailored such that it engages the employee to the fullest thus yielding higher job satisfaction. The use of excess force by the management in the work place leads to job dissatisfaction. Job satisfaction is also brought about by promotions, leadership and more job challenges. The employees who engage in decision making which influence their jobs tend to develop higher job satisfaction levels with their work situation. Individual Factors such as education, personality, age, intelligence and abilities, orientation to work and marital status influence job satisfaction. The other factors are the social factors which include group working, relationship with colleagues, opportunities for interaction norms and informal organizations. The cultural factors were the third factors which were identified and these include underlying beliefs, values and attitudes. The organizational Factors were also outlined to influence job satisfaction and this included employee relations, personnel policies and procedures, technology and work organization, management systems, nature of work, working conditions and supervision and styles of leadership.

The Environmental Factors were outlined as the final factors influencing job satisfaction which include factors such as government, economic and social technical influence (Mullins 2002).

According to Michael (2006) work environment implies to everything that entails part of the participation of the employees with the work, such as the association with supervisors and co-workers, room for personal development and organizational culture. A positive work environment leads to job satisfaction. An ideal work environment entails provision of suitable working condition for the employees. A positive work environment motivates the employees to work since they make the employees to feel good about their work. Organisational goals can also be attained through fostering team work. Leaders with proper motivational skills, who challenge and stimulate subordinates, are known as transformational leaders. Personal recognition is an ideal powerful tool in fostering motivation and morale.

## **2.5 Measurement of Employee Job Satisfaction**

Studies done by Dessler (1999) on Job satisfaction show the attitudes possessed by the job in practice of an employee. The measurement of job satisfaction implies to the actual measurement of various job aspects. The use of instruments such the job descriptive index measures the five aspects of job satisfaction as described below; Pay – this refers to the level of pay received and the extent to which it is considered equitable by the employee. Job- this are the actual tasks involved at work and it seeks to ascertain the level of acceptability by the employees. Promotional opportunities- this are the opportunities and promotions at they can be measured in terms of availability and

fairness .Supervisor- this is measured through determining the level of concern demonstrated by the supervisor regarding the employees. Co-workers – these measures the competence and the support which workers have towards each other.

Conducting attitude surveys could be used to demonstrate job satisfaction levels. Behaviour is influenced by attitudes. The performance of an individual at work is greatly influenced by his or her attitude. The definition of attitude as per Dessler (1999) is that it is the ability to respond to people, objects or in a negative or positive way. Broom (1972) asserts that the level of job satisfaction can be measured through the feelings of the employees about work , pay, benefits, advancement, career, supervisory consideration, co-worker performance, participation, supervisory instructions/guidance, supervisory promotion of teamwork ,human resource, communication, productivity/efficiency, concern for employees, physical working conditions, training and development, recognition, strategy/mission, comparative information and other job options. The level of job satisfaction can be measured by determining the level of productivity of employees, costs related with turnover, employee retention, quality of work, rates of absenteeism and the organization's commitment.

Wether (1993) terms an effective department as one that strives to achieve both employee needs and company objectives. Higher cases of absenteeism, union activities and turnover are witnessed when the needs of the employee are unmet. He opines that organizations should perform a regular audit of the level of satisfaction of employees to determine the extent to which their needs are met. During the auditing of the levels of

employee satisfaction, information regarding benefits, wages, career, the feedback of the employees on performance and career planning assistance is gathered.

## **2.5 Work-Life Balance Practices and Employee Job Satisfaction**

Doherty (2004) while studying WLB for women in the medical sector noted that the lack of flexibility and long hours spent at work that prevented women from attaining senior posts. According to Doherty, 'a male model of a career based on commitment is at higher risk of long-term harm and short-term than the rest of the workers. Larsen (1994) asserts that factors for instance sustainable working hours in the hospitality sector, type and number of customer interactions and low emotional support were found to be the factors leading to drinking both at and after work. The study by Greenhaus, et.al (1997) explored and tested the three work-life balance aspects referred: 1-Time balance, this refers to the time committed to work and non work duties. 2 -Involvement balance, this refers to the psychological involvement both at work and at home. 3- Satisfaction balance, this refers to the satisfaction levels both at work and when handling non-work duties. Both workforce and economic challenges have for long affected the hospitality industry since. Mitigation of these challenges depends on the ability of the stakeholders of the industry to address the problems in unison (Bernhardt, Hatton & Dresser, 2003). Ramachandran et al. (2005) studied the factors influencing job satisfaction and motivational level among educators and the required improvement in India. He interviewed teacher union leaders, researchers, administrators, NGOs, educators, surveys in 10 schools of Tonk District of Rajasthan and focus group discussions. The results indicated that a high level of job satisfaction was experienced by the employers upon receiving pension scheme from the government. The studies by Urwick et al. (2005) on



the factors determining the motivation level and ways of attaining and improving work satisfaction in South Asia and Sub-Saharan Africa. They interviewed the teachers, head teachers, the community and the relationship between Welfare of the employees and the representatives of Job Motivation using focus groups. It was therefore concluded that work motivation levels was boosted by the provision of pension scheme.

The study by Bellamy and Watty (2003) on the Malaysian Tertiary Education Institutions, on the influence of working conditions on job satisfaction among academicians emphasized that flexibility in scheduling is the most vital factor in the retention of academic staff despite factor autonomy. Data was gathered from the academicians by use of mail surveys from lecturers, former tutors, professors, senior lecturers, and associate professors in 38 Australian universities. It was concluded that the provision of scheduling benefits, motivates the academicians to remain within their institutions. The studies by Sinkford and Froeschle (2009) emphasized on the influences of positive and negative factors in the environment of the employee on job satisfaction. 38 institutions were selected from which 451 full-time faculty members were selected as the online survey respondents. The outcome depicted a working schedule that is flexible and termed it as a factor leading to the retention of the junior faculty in the academic dentistry sector .It was therefore affirmed that majority of the members of the dental faculty preferred to work in institutions that provided flexible scheduling practices. According to Michael (1999), job satisfaction levels rise as one moves up the organizational hierarchy. It is the responsibility of the professionals to be cautious on their satisfaction and performance. He also argues that professionals should strive to improve their skills and make their colleagues notice them. Unskilled labourers are often

viewed to have no say since they are unmarketable. Unskilled labourers often resort to collective bargaining so as to reach to acceptable terms and employment condition

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This section examines the research design and methodology that was used in conducting the study. It focused on the research design applied, population, sample design, data collection procedures and data analysis.

#### **3.1 Research Design**

The descriptive survey research design was employed in the study. Mugenda and Mugenda (2003) describes a survey research design as a technique that seeks to acquire information that explains the prevailing experience by asking individuals about their values, views and attitudes. Descriptive approach would thus make sure that comprehensive findings and depth information is obtained on the subject matter perceived effects of work life balance practices on employee job satisfaction at KFS.

#### **3.2 Population**

The target population of the study were all employees of Kenya Forest Service at the Headquarters. The respondents were employees of Kenya Forest Service because they are the ones who understands the undertaking of the organization .The total number of employees at the Kenya Forest Headquarters in Kiambu road are two hundred and fifty (250) which was drawn from Senior Management (20), Middle level Management (90), Lower cadre (140). This study used census method which implies to complete population enumeration. A population may be a place, a specific locality or a group of people

utilized for data collection. This study adopted census method because the population is not large being Kenya forest service headquarters staff only.

### **3.3 Data Collection**

The study utilized primary data. The data was obtained from Kenya Forest Service staff at the headquarters, through self-administered questionnaires method. The questionnaire contained mainly close ended questions and was divided into (3) three parts; Part A presented demographic information, Part B was designated statements measuring on perceived work life balance practices on a scale 1-5 and Part C; the respondents determined the degree to which they agree with the statements on practices of work life balance on job satisfaction. The part B and C of the questionnaires was designed on a five like scale. The responses ranged from 5= Strongly Agree 4=Agree 3= neither Disagree nor Agree 2= Disagree and 1=Strongly Disagree. The questionnaire was administered through drop and pick later method.

### **3.4 Data Analysis**

The study used both descriptive (mean, percentages and measures of dispersion) and inferential statistics (simple linear regression analysis). Descriptive statistical presented demographic information and linear regression will be used for inferential statistics. The quantitative data was analysed through descriptive statistic techniques such as frequency distribution tables, summarized percentages, proportions, means and standard deviation. The data would be presented using charts and tables. Simple linear Regression analysis performed exhibited on the following model characteristics is;

$$Y = \beta_0 + \beta_1 X_1 + v$$

Y=Employee Job Satisfaction

X=Work Life Balance Practices

$\beta_1$ =Coefficient of x

## **CHAPTER FOUR**

### **DATA ANALYSIS RESULTS AND DISCUSSION**

#### **4.1 Introduction**

The chapter focuses on the presentation, analysis and interpretation of the collected data in the study using both inferential and descriptive statistics. Frequencies, percentages, mean and standard deviation were used to explain the responses to the questionnaires. Recommendations and conclusions were made based on the analyzed data. This survey was carried out in Kenya Forest service.

#### **4.2 Response Rate**

From the collected data, out of the 250 administered questionnaires, 155 of them were filled and returned, 11 of them were from senior management committee, 24 from middle management and 120 from lower management, which represents 62% response rate. This response rate is considered good for making study's conclusions. According to Mugenda and Mugenda (2003), a response rate of more than 50% is good for making deductions. The study's high response rate was due to collection procedures, since the researcher pre-notified the key informants of the intended survey, also the researcher used a self-administered questionnaire where the drop and pick technique was used .

#### **4.3 Demographic Information**

This section consists of information that describes basic characteristics of the respondents such as the gender of the respondent, highest education level, level of management and

the period worked in the organization. To explore these factors, a descriptive analysis was undertaken after which the output was presented in figures as shown below.

### 4.3.1 Gender

From the questionnaires respondents were asked to indicate their gender. It was necessary to indicate the gender of the respondents so as to find out whether there was a significant relationship between gender of the respondents and job satisfaction. Table 4.1 shows the data collected on the gender of the respondents. The study found out that the most of the respondents were male with 72.9% while 27.1% were female, the finding shows that there were not much disparity in data collection, both gender opinion were all represented fairly. It also revealed that the sector under study was not male dominated sector.

**Table 4.1: Gender of the respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	113	72.9
Female	42	27.1
<b>Total</b>	<b>155</b>	<b>100.0</b>

Source: Research Data (2017)

### 4.3.2 Age

The respondents indicated their ages in order to determine how the different ages in employees work together and that the results obtained captured all the ages. The findings revealed that 12.2% of the respondents were less than 30 years of age, 40% were between the ages of 30-40 years, and 36.8% were between the ages of 40-50 years while 11%

were above 55 years of age. This implies that the larger population of staff is in their productive ages and would benefit from the study's results. The data on the respondent's age were collected and presented in Table 4.2.

**Table 4.2: Age of the Respondents**

<b>Age Bracket</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 30years	19	12.2
30-40yrs	62	40.0
40-50yrs	57	36.8
Over 55 yrs.	17	11.0
<b>Total</b>	<b>155</b>	<b>100.0</b>

Source: Research Data (2017)

### **4.3.3 Level of Education**

The study sought to ascertain the level of education attained by the respondents. The study indicated that majority of the respondents (42.6%) had bachelor degree, 35.5% had diploma level, 11.3% had master degree, and 10% had certificate level of education while only 0.6% had Phd level. Therefore it can be noted that most of the respondents had attained high level of education thus would provide valid and consistent information about the research.



**Table 4.3: Respondents level of education**

<b>Level of education</b>	<b>Frequency</b>	<b>Percentage</b>
Doctor of philosophy	1	.6
Masters	18	11.3
Bachelor degree	66	42.6
Diploma	55	35.5
Certificate level	15	10.0
<b>Total</b>	<b>155</b>	<b>100.0</b>

Source: Research Data (2017)

#### **4.3.4 Marital status**

The respondents were required to state their marital status so as to establish how the objective of the study will affect the different marital status in employees and that the results obtained showed that all status were represented .It was concluded from the study that most of the respondents (85.2%) were married and living as a family, 11% were still single while 3.9% were widowed. This implies that the majority are affected with the work life balance practices .The data on marital status of the respondents were presented on the Table 4.4

**Table 4.4: Marital status**

<b>Marital status</b>	<b>Frequency</b>	<b>Percentage</b>
Married	132	85.2
Single	17	11.0
Widowed	6	3.9
<b>Total</b>	<b>155</b>	<b>100.0</b>

Source: Research Data (2017)

#### **4.3.5 Work Experienced**

The study established the work experience of the respondents in the Company. It was noted that 54.2% of the respondents had been in the organisation for 8 years; 18.1% had worked for 6-8 years; 11.6% had worked for 4-6 years; 9.0% had worked for 2-4 years and 7.1% had worked for less than two years. These findings show that most of the respondents had been company employees for more than 8 years. It can be concluded that most of the respondents had enough experience hence provided most reliable information on work life balance practices of the organization. Table 4.5 shows the data collected on the work experienced of the respondents in organization

**Table 4.5: Work Experience**

<b>Duration</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 2 years	11	7.1
2-4 yrs	14	9.0
4-6yrs	18	11.6
6-8yrs	28	18.1
More than 8 Years	84	54.2
<b>Total</b>	<b>155</b>	<b>100.0</b>

Source: Research Data (2017)

#### **4.4 Work Life Balance Practices**

This section deals with work life balance practices in Kenya Forest Service head quarter at Kiambu. Various work life balance practices such as job sharing, flexitime, telecommuting, compressed hours, term time working and part time were discussed in this section. The respondents were given multiple statements to rate in linked scale of five; 1-strongly disagree), 2 -disagree), 3 -moderately agree), 4 -agree) and 5-strongly agree).

##### **4.4.1: Flexi time**

Flexi-time is an arrangement by the employees to alter the stipulated start and finish times at work so as to fulfill their personal commitments and work within the allowed time lines. The respondents were asked to determine the presence of flexitime work scheduling at KFS .To measure the effect of flexitime in the organization the employees

were provided with five of statements and asked to indicate to what degree they agreed with them

**Table 4.6: Flexi-time**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Flexi time work scheduling is highly accepted by most staff in KFS	155	3.94	.666
KFS can set up flexi time work scheduling without incurring extra cost	155	3.43	.781
KFS trains all employees to familiarize them with flexi time work arrangement	155	1.93	.436
KFS communicates with all stakeholders for successful implementation of the flexi time program	155	1.79	.566
There is equality in KFS when implementing flexi time strategy	155	1.89	.565
<b>Average mean/Standard Deviation</b>		<b>2.59</b>	<b>0.603</b>

Source: Research Data (2017)

The table 4.6 revealed that flexitime had a 2.59 M and a 0.603 SD this implies that the majority of employees are not sure whether the organization practice flexitime. The statement on flexitime work scheduling is highly accepted by most staff in KFS had a 3.94M and a 0.666 SD. This implies that majority of employees had close agreements on acceptability of flexitime work scheduling in the organization. The statement on KFS

communicates with all stakeholders for successful implementation of the flexi time program had a mean grade 1.89 and a 0.566 SD. This implies that a majority of employees disagrees on KFS communicating with stakeholders when implementing flexitime program.

#### 4.4.2 Job Sharing

Job sharing the arrangement where two or more employees jointly execute one fulltime job, with working time and responsibilities divided among the members. The respondents were asked to determine the presence of job sharing at KFS .To measure the effect of in the organization the employees were provided with five of statements and asked to indicate to what extent they agreed with them.

**Table 4.7: Job sharing**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
In KFS job sharing bring with it organizational and employee benefits	155	3.30	.942
In KFS job sharing is more common to some job families than others	155	3.49	.800
In KFS jobs are designed to maximize autonomy and learning, skill variety	155	3.85	.835
In KFS job sharing enables the sharers to utilize their full potential when it's their turn to work	155	2.65	.848
In KFS work environment supports job sharing	155	3.28	.811
<b>Average Mean/Standard Deviation</b>		<b>3.29</b>	<b>0.847</b>

Source: Research Data (2017)

The table 4.7 revealed that job sharing had a 3.29M and a 0.847 SD this implies that the majority of employees are not sure whether the organization practice job sharing. The statement on jobs are designed to maximize autonomy and learning, skill variety is highly accepted by most staff in KFS had a 3.85M and a 0.835 SD. This implies that majority of employees had close agreements on acceptability of job sharing designed to maximize learning and skills. The statement on job sharing enables the sharers to utilize their full potential when it's their turn to work had a 2.65M and a 0.848 SD. This implies that a majority of employees are neutral on the utilization of full potential when it's the employees turn to work.

#### **4.4.3 Telecommuting**

This is a type of work arrangement often referred to 'telework' its where one works from the comfort of his home or place of travel. The respondents were asked to determine the presence of telecommuting work at KFS .To measure the effect of telecommuting in the organization the employees were provided with five of statements and asked to indicate to what extent they agreed with them.

**Table 4.8: Telecommuting**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
KFS find ways of managing supervision for even when employees are absent	155	3.93	.699
In KFS working hours are customized to meet employees individual schedule	155	2.34	.802
Telecommuting is easily accepted in KFS	155	3.84	.685
Telecommuting work schedule in KFS produce high energy level among staff	155	3.69	.741
Telework is a suitable employment option in KFS for employees with disability	155	3.99	.586
<b>Average Mean/Standard Deviation</b>		<b>3.56</b>	<b>.702</b>

Source: Research Data (2017)

The table 4.8 revealed that telecommuting had a 3.56M and a 0.702 SD. This implies that the majority of employees are in agreement that the organization practice telecommuting. The statement on telework being suitable employment option in KFS for employees with disability is highly accepted by most staff had a 3.99M and a 0.586 SD. This implies that majority of employees had close agreements on acceptability of teleworking for staff with disability.

The statement on working hours are customized to meet employees individual schedule had a 2.34M and a 0.802 SD. This implies that a majority of employees disagrees on the customization of working hours to meet employees' schedule.

#### 4.4.4 Compressed hours

This is an arrangement by the employees to work in longer shifts so as to reduce the number of days worked in a week or a working cycle. The respondents were asked to determine the presence compressed hours working at KFS .To measure the effect of compress hours in the organization the employees were provided with four statements and asked to indicate to what extent they agreed with them.

**Table 4.9: Compressed hours**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
When implementing the compressed hour schedules in KFS the issue of health and safety are given priority.	155	3.93	.880
Compressed hours working in KFS enables the employees to track their working hours efficiently	155	2.40	.930
There is efficient administrative mechanism in KFS to support compressed hours' work arrangement in the organization	155	2.66	.816
In time of emergency in KFS it's hard to find relieving staffing strength to replace those who have compressed their schedule	155	3.98	.659
<b>Average Mean/Standard Deviation</b>		<b>3.24</b>	<b>.821</b>

Source: Research Data (2017)



The table 4.9 revealed that compressed working had a 3.24M and a 0.821SD. This implies that the majority of employees are not sure whether the organization practices compressed hour working. The statement on in time of emergency in KFS it's hard to find relieving staffing strength to replace those who have compressed their schedule had a 3.98M and a 0.659 SD. This implies that majority of employees h agrees with difficulty on relieving staffing for staff on compressed hour schedule. The statement on compressed hours working enabling employees to track their working hours efficiently had a 2.40M and a 0.930 SD. This implies that a majority of employees disagrees on the employees enablement to track their working hours effectively.

#### **4.4.5 Term time working**

The table 4.10 revealed that Term time had a 2.73M and a 0.983 SD this implies that the majority of employees are not sure whether the organization practice term time. The statement on employees not able to utile their maximum potential and undivided attention to their work had a 3.52M and a 0.686 SD. This implies that majority of staff agreed on employees inability to utilize their potential and undivided attention. of flextime work scheduling in the organization. The statement on organizational policies facilitates the implementation of the term scheduling had a 1.99M and a 0.956 SD. This implies that a majority of employees disagrees on implementation of policy on term time.

**Table 4.10: Term time working**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
My organizational policies facilitates the implementation of the term scheduling	155	1.99	.956
Term working in KFS reduces the tension between the employees and their families hence reduces stress at work	155	2.87	.887
In KFS employees are unable to utilize their maximum potential and undivided attention to their work	155	3.52	.686
In KFS employees have extra time for themselves to perform other personal stuff that enhance job capability	155	2.53	1.033
KFS encourages employees to participate in the developmental stages of their children's lives	155	2.72	1.355
<b>Average Mean/Standard Deviation</b>		<b>2.73</b>	<b>0.983</b>

**4.4.6 Part time**

This is the work arrangement where one is only called upon when needed in the organization. The respondents were asked to determine the presence of part time working at KFS. To measure the effect of term part time hours in the organization the employees were provided with five statements and asked to indicate to what extent they agreed with them.

**Table 4.11: Part time**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Part-time enables KFS to retain highly skilled and valued employees	155	3.63	.692
In KFS there are challenges in scheduling for training in part time working	155	3.70	.731
In KFS there is high involvement of employees in making decision about part time	155	3.87	.795
In KFS part time work schedule is supported by the supervisors and management	155	3.53	.705
Part time work in KFS reduces the administrative workload to the organization	155	3.56	.711
<b>Average Mean/Standard Deviation</b>		<b>3.66</b>	<b>.727</b>

Source: Research Data (2017)

The table 4.11 revealed that part time working had a 3.66M and a 0.727 SD. This implies that the majority of employees are in agreement that the organization practice part time working. The statement on high involvement of employees in making decision about part time had a 3.87M and a 0.795SD. This implies that majority of employees were in agreements employees are involved in making part time decision The statement on part time work schedule is supported by the supervisors and management had a 3.53M and a 0.705 SD. This implies that a minority of employees agrees on support of supervisor ad management in part time working.

## **4.5 Job Satisfaction**

This section deals with Job satisfaction among Kenya forest service head quarter employees. Various factors were looked at such as; employee attitude, retention, attendance, loyalty and team work. The respondents were given multiple statements to rate in linked scale of five; 1-strongly disagree), 2 -disagree), 3 -moderately agree), 4 -agree) and 5-strongly agree).

### **4.5.1 Employee attitude**

The inner feeling of the employee is referred to as attitude. The attitude of an employee towards the environment could either be good or bad. The respondents were asked to indicate their feelings towards their co-workers and their position within KFS. To measure the effect of employee attitude in the organization the employees were provided with five of statements and asked to indicate to what extent they agreed with them.

**Table 4.12 Employee attitude**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
I will eagerly recommend others to work with my organization	155	3.72	.734
I seek to develop my competences which enable me to carry out my duties effectively	155	3.58	.718
I understand my role in relation to the mission of my organization	155	3.53	.705
I eagerly look forward to coming to work every working day	155	1.43	.558
I feel that KFS is my employer of choice and will like to work here longer	155	1.27	.445
<b>Average Mean/Standard Deviation</b>		<b>2.71</b>	<b>.632</b>

Source: Research Data (2017)

The table 4.12 revealed that employee attitude had a mean of 2.71 and standard deviation of 0.632 implying that employee attitude were generally good as majority would eagerly recommend others to work with the organization with a mean of 3.72, and many were seeking to develop their competences which enable them to carry out their duties effectively with a mean of 3.58, also majority understood their role in relation to the mission of their organization with a mean of 3.53. However majority if given chance could not come to work every with a mean of 1.43 finally some of the employees feel that Kenya forest service is not their employer of choice and would not like to work there longer.

## 4.5 2 Retention

The organization's ability to retain its employees is referred to as employee retention. The respondents were required to indicate the rate of employee retention in KFS. To measure the rate of employee retention in the organization the employees were provided with five of statements and asked to indicate to what extent they agreed with them

**Table 4.13: Retention**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
My contribution in the development of my organization is valued therefore will be willing to put in more effort in making it better	155	3.87	.795
I will work with KFS longer because i feel am treated as an asset	155	3.70	.722
I feel that my organization is equally interested in my non work life and this makes me very important	155	3.55	.712
My skills are utilized in my organization this gives me a sense of belonging	155	3.53	.695
Am willing to work for my organization longer even if i don't promoted or pay rise	155	1.51	.501
<b>Average Mean/Standard Deviation</b>		<b>3.23</b>	<b>.685</b>

Source: Research Data (2017)

The table 4.13 revealed that employee retention had a mean of 3.23 and standard deviation of 0.685 this implies that most of the respondents agreed that their contribution in the development of the organization is valued therefore they were willing to put more effort in making it better with a mean of 3.87, they also feel that they were being treated as an asset hence they were willing to stay longer in the organization with a mean of 3.70. The organization equally interested in employees non work life and this makes employees feels very important with a mean of 3.55 and most of the employees' skills are utilized in the organization and this gives them a sense of belonging. However most of the employees were not willing to work for the organization if they don't get promoted or pay rise. Overall mean of 3.23 clearly indicates that the employees' retention was at average level.

#### **4.5.3 Attendance**

This refers to the turnout of individuals to a sscheduled event. Measurement of attendance enables an organization to measure its effectiveness and plan for better outcomes in the future. The respondents were asked to indicate their frequency in reporting to work at KFS. To measure the frequency of reporting to work at KFS the employees were provided with five of statements and asked to indicate to what extent they agreed with them.

**Table 4.14 Attendance**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
I attend work earlier than expected time to allow me plan for my daily duties	155	3.87	.795
Don't leave my work station un manned at any instance	155	3.69	.715
Coming to work is important to be and i will never fail to come to work unless there is justifiable cause	155	3.65	.697
I don't need attendance register to be in work station on time	155	3.55	.712
Being present in my work station communicates the importance work plays in my life	155	3.53	.695
<b>Average Mean/Standard Deviation</b>		<b>3.66</b>	<b>0.723</b>

Source: Research Data (2017)

The table 4.14 revealed that attendance had a mean of 3.66 and standard deviation of 0.723 indicating that majority of employees normally come to work earlier than expected time to allow them plan for daily duties with a mean of 3.87, and they don't leave their work station unmanned at any instance with a mean of 3.69. Also majority never failed to come to work unless there were justifiable causes. However most do not need attendance register to be in work station on time since being in work station communicates the importance work plays in one's life with a mean of 3.55 and 3.53 respectively.



#### 4.5.4 Loyalty

Loyalty is faithfulness and devotion to a cause, person, group or country. Philosophers disagree on the objects of loyalty since some propose that loyalty is mainly interpersonal and only another human being can act as a loyalty objective. The respondents were asked to determine the term time working at KFS. To measure the level of loyalty of employees towards the organization the employees were provided with five statements and asked to indicate to what extent they agreed with them.

**Table 4.15: Employees loyalty**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Working for KFS is fulfilling even when rewards are not forthcoming	155	3.88	.797
I will stay with my organization even if pay is low because its policy embraces the other aspects of my non work life	155	3.69	.724
The work practices in my organization makes me devout my time to work for it	155	3.67	.703
Given many choices of organization to work i will still choose to work for Kenya Forest Service	155	3.66	.705
I will defend my organization because it values what you do outside work schedules	155	3.55	.712
<b>Average Mean/Standard Deviation</b>		<b>3.69</b>	<b>.728</b>

Source: Research Data (2017)

The table 4.15 revealed loyalties had a mean of 3.69 and standard deviation of 0.728 implying that most of the employees were very loyal to the organization. However the work practices in the organization makes employees devout their time to work for it. And most employees will defend their organization since the organization values what they do outside work schedule hence given choices to choose organization to work with they will still choose Kenya forest service with a mean of 3.55. Since working for the organization was fulfilling even when rewards are not forthcoming with a mean of 3.88, by embraces the other aspects of employees non work life a mean of 3.69.

#### **4.5.5 Team work**

Teamwork is the willingness to combine their efforts with the aim of attaining common goals. The respondents were asked to indicate if KFS embrace teamwork amongst their employee's. To measure the level of teamwork in the organization the employees were provided with five of statements and asked to indicate to what extent they agreed with them.

**Table 4.16: Team work**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
I will accomplish much work when working in a team when am working alone	155	3.88	.797
In KFS there is good work relationship between all employees this enables me to get information i need to perform my duties	155	3.69	.725
KFS embraces team work in the work place which motivates me to attain my goals and that of my organizations	155	3.63	.692
KFS code of conduct allows me to interact freely with everyone in the organization	155	3.56	.711
I value the team work culture which is present at KFS		3.51	.687
<b>Average Mean/Standard Deviation</b>		<b>3.66</b>	<b>.722</b>

Source: Research Data (2017)

The table 4.16 revealed teamwork had a mean of 3.66 and standard deviation of 0.722 implying most the of the employees would accomplish much of work when working in a team than when working alone with a mean of 3.88. Kenya forest service embraces team work in the work place which motivates one to attain their goals and that of the organization also code of conduct allows employees to interact freely with everyone in the organization at a mean of 3.56 and 3.51 respectively. Since good work relationship

between all employees would enable one to get information needed to perform their duty with a mean of 3.69.

#### **4.6 Inferential Analysis**

Inferential analysis was used to determine the main objective of the study. Simple Linear regression analysis was utilized to test the effect of perceived work life balance practices on employee job satisfaction. This section presents the results of statistical test perceived work life balance practices on employee job satisfaction.

##### **4.6.1 Perceived work life balance practices on employee job satisfaction.**

The objective sought to establish the effect of perceived work life balance practices on employee job satisfaction. The work life balance practices was measured using flexitime, job sharing, telecommuting term time working, and compressed week working. In regard to employee job satisfaction the employee job satisfaction was measured by employee attitude, retention, loyalty, attendance and team work. The objective of the study was to ascertain the effect of perceived work life balance practices on employee job satisfaction.

The linear regression model was as follows:

$$y = \beta_0 + \beta_1 X_1 +$$

**Where:**

Y = Job satisfaction

$\beta_0$  = Constant Term

$\beta_1$  = Beta coefficients

$X_1$  = work life balance practices

**Table 4.17 Results on regression analysis of work life balance practices on employee job satisfaction**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard Error of Estimates					
					R <sup>2</sup> Change	Change	Df1	Df2	Sig. F Change
1	.799 <sup>a</sup>	.638	3.17	.71216	.010	.362	1	153	.853
<b>ANOVA<sup>a</sup></b>									
Model			Sum of Squares	Df	Mean Square	F	Sig.		
1	Regression		.734	1	.734	1.529	.013 <sup>b</sup>		
	Residual		73.539	153	.480				
	Total		74.273	154					
<b>REGRESSION COEFFICIENT</b>									
	Unstandardized Coefficients	Standardized Coefficients	T	Sig.					
	B	Std. Error	Beta						
(Constant)	1.123	1.214		0.001					
Work life practices	0.106	0.192	0.019	0.031					

Source: research data (2017)

Predictors: work life balance practices

Dependent Variable: Employee Job satisfaction

The following linear regression analysis was obtained:

$$Y = 1.123 + 0.106X_2$$

Table 4.17 above shows a model summary of regression analysis between perceived work-life balance practices and employee satisfaction. The value of R (correlation coefficient) is 79.9%, which shows high positive relationship between the independent variables. The value of coefficient of determinant(  $R^2$  ) is 63.8% this a perfect model since it is capable of explaining 63.8% of the variability, most models that can explain more than 40% of the variability can be taken as a useful model. This is an indication that the model is a very good predictor overall since  $R^2 > 60\%$ .

The study applied ANOVA to determine the regression model's significance from which an f-tabulated value  $p < 0.013$  was ascertained. This indicates that the regression model has less than 0.013 likelihood of giving a prediction that is wrong.

The model illustrates that when all variables constant, the value of job satisfaction would be 1.123. However, at ceteris paribus, a unit increase in work life practices would lead to a 0.106 increase in job satisfaction. The study further shows that there is a significant association between job satisfaction and work life practices since the significant coefficient less than 0.005 significant levels

Table 4.17 above shows the result of regression analysis between perceived working balance practices and employee job satisfaction. The table show that the perceived HRM practice on employee job satisfaction ( $R^2 = 0.638$ ). Which indicate that perceived working balance practices explained by 63.8 percent ( $R^2 = 0.638$ ) on the employee job satisfaction

with remaining 36.4 percent explained by the other variable not in the study. The regression model was significant ( $F=1.529$ ,  $0.013$  which  $P < 0.05$ ) indicating that the model fit the data and thus was suitable for testing the objectives.

The Beta coefficient shows that perceived work balance practices had a significant effect on employee job satisfaction ( $B = 0.106$   $t = 0.019$ ,  $0.031$ ). This implies that a unit of change in perceived work balance practice increases employee job satisfaction by 10.6% ( $0.106$ ). Thus confirm the objective that there is significant relationship between perceived working balance practices and employee job satisfaction at Kenya Forest Service.

#### **4.7 Discussion of the Findings**

The study established that job sharing in Kenya forest service bring with it organizational and employees benefits, it was also evidence that job sharing is more common to some job families than others within the organization and they were designed to maximize autonomy and learning skill variety since it enables the employees to utilized their full potential when it is their turn to work. The study was in agreement Australia Government Website, (2005) submitted that the arrangement where two or more employees jointly execute one fulltime job, with working time and responsibilities divided among the members is referred to as job sharing. This type of arrangement is suitable when the challenge of limited job opportunities is being experienced. Job sharing avails to the employee's additional time to engage in other commitments such as family responsibilities and facilitate the emergence of partnerships since job sharers share relevant skills while executing duties.

The study established that most of the staffs in Kenya forest service highly accept flexi time work schedule, and they agreed that Kenya Forest Service can set up flexi time scheduling without incurring extra cost. The study findings concurs with the of Australia Government Website, (2005) submitted that the arrangement where two or more employees jointly execute one fulltime job, with working time and responsibilities divided among the members is referred to as job sharing. This type of arrangement is suitable when the challenge of limited job opportunities is being experienced. Job sharing avails to the employee's additional time to engage in other commitments such as family responsibilities and facilitate the emergence of partnerships since job sharers share relevant skills while executing duties. The study agreed with Michael (2003) that the creation of job satisfaction starts with the provision of a positive work environment, which entails going over and beyond the call of duty to provide for the needs of the employees. The study also supported Fran (2016) who stated that teamwork is essential tool can be used in organization in order to attain organisational goals when employees are satisfied. The study like Muindi (2015) recommends that organization should consider introducing flexi time as it will increase work independence that allows employees to pay attention to non-work issues during off peak time. Study agrees with Kuria (2012) that involving in decision making was established to increase job satisfaction.



# **CHAPTER FIVE**

## **SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter contains summary of findings, conclusions arrived at and recommendations of the study as well as suggestions of the further studies.

### **5.2 Summary of Findings**

The following were the summary of the research findings upon which the conclusion and recommendations of the study were made. The study was guided by specific objective and it is on this basis that data analysis was done. The findings in relation to the objective were as follows.

#### **5.2.1 Work life balance practices**

The findings show that work life balance practices were moderately applied at Kenya forest service. First it was clear evidence that most of the staffs in Kenya forest service highly accept flexi time work schedule, and they agreed that Kenya forest service can set up flexi time scheduling without incurring extra cost. However the organization has failed to train all the employees to familiarize them with flexi time work arrangement, also they failed to communicate with all stakeholders for the successful implementation of the flexi time program in Kenya forest service headquarter. From the study it was also clear that majority of the employees agreed that job sharing in Kenya forest service bring

with its organizational and employees' benefits, it was also evidence that job sharing is more common to some job families than others within the organization and they were designed to maximize autonomy and learning skill variety since it enables the employees to utilize their full potential when it is their turn to work.

Telework was a suitable employment option in Kenya forest service for employees with disability, since it enables managing supervision for even when employees are absent. The study also found that telecommuting was easily accepted in Kenya forest service, and also telecommuting work schedule produces high energy level among staff.

According to compressed hours, the study found out that in times of emergency in Kenya forest service headquarter it was hard to find relieving staffing strength to replace those who have compressed their schedule, and also the issue of health and safety are given priority when implementing the compressed hour schedules in Kenya forest service. However there was efficient administrative mechanism in Kenya forest service to support compressed hours' work arrangement in the organization.

Term working in organization reduces the tension between the employees and their families hence reducing stress at work. Also employees were able to utilize their maximum potential and undivided attention to their work. However some disagreed that the employees have extra time for themselves to perform other personal stuff that enhance job capacity and also the organization does not encourage employees to participate in the developmental stages of their children's lives.

Majority of the respondents agreed that part-time enable Kenya forest service to retained highly skilled and valued employees, and it also reduces the administrative workload to the organization. The respondents also accepted that there was highly involvement of employees in making decision about part time, and also work schedule is supported by the supervisors and management. However they accepted that there were challenges in scheduling for training in part time working by management.

### **5.2.2 Job Satisfaction**

Most employee attitude were generally good as majority would eagerly recommend others to work with the organization, and many were seeking to develop their competences which enable them to carry out their duties effectively also majority understood their role in relation to the mission of their organization.

Most of the respondents agreed that their contribution in the development of the organization is valued therefore they were willing to put more effort in making it better, they also feel that they were being treated as an asset hence they were willing to stay longer in the organization. The organization equally interested in employees non work life and this makes employees feels very important and most of the employees skills are utilized in the organization and this gives them a sense of belonging. On how the employees attend their daily duty, majority indicated that they normally come to work earlier than expected time to allow them plan for daily duties, and they don't leave their work station un manned at any instance. Also majority never failed to come to work unless there were justifiable causes. However most do not need attendance register to be

in work station on time since being in work station communicates the importance work plays in one's life. Most of the employees were very loyal to the organization. Since working for the organization was fulfilling even when rewards are not forthcoming by embraces the other aspects of employees non work life. However the work practices in the organization makes employees devout their time to work for it. And most employees will defend their organization since the organization values what they do outside work schedule hence given choices to choose organization to work with they will still choose Kenya forest service.

### **5.3 Conclusion**

Employees are important asset to every organization and must be managed carefully in order to maximize return on investment and achieve business objectives. Work life balance practices have acquired a critical place in the modern commercial world.

Based on the findings, it can be concluded that in order to retain most efficient employees they should be mentally and physically satisfied through provision of work life balance practices this is in consistent psychological contact theory employee will give back if they are satisfied.

It can also be argued that provision of work life balance practices improve firms' productivity and promote job satisfaction. Productivity the main factor and a small increase in productivity can result in strong returns. Organizations should therefore provide the various work life balance practices and involve the employees on their

implementation to motivate employees hence attain its objectives .It can also be concluded that employees should be given satisfactory conditions of employment, and also provided fairly for their need for positive results on their performance this concurs with the social exchange theory which argues that the employees possess negative or positive behaviour as a response to how their employers treat them. The problem of most of the organization in Kenya is the implementation of the work life balance practices in order to motivate employees, motivated employees work harder to achieve the organization objectives. Most organization has good work life practices but failed to implement them. This means that for Kenya forest service headquarter to satisfy their employees they must implement fully and involved all stakeholder when formulating work life balance practices. Since there was a positive association between work life balance practices and job satisfaction. The logic behind provision of work life balance practices is to prepare efficient, loyal, healthy and satisfied workers for the organizations.

#### **5.4 Recommendation**

The study established that work life balance practices were moderately applied at KFS.it was clear that most staff accepts flexitime work arrangement. Work life balance practices have a significant positive correlation with job Satisfaction in KFS. Much as Work life balance practices are paramount to the organization KFS has failed to train key stakeholders who are its employees on flexitime decision making. It is therefore recommended that KFS should communicate with all employees for successful implementation of flexitime work scheduling to be successful. There is a need to encourage team working as it reduces tension within the organization and their families

hence reducing stress. It is recommended that all organizations should put in place proper work life balances practices and have an authority to oversee the best implementation. Human resource managers should be properly equipped with knowledge on implementation and utilization work life balance in order enhances organizational efficiency.

The company's management should seek to fully work life balance practices as a way of improving job satisfaction among employees. The management of the organization should include all the stakeholders when coming up with the work life balance practices. This will motivates them to work towards achieving the company goals and objectives.

### **5.5 Suggestions for further studies**

It is recommended that more studies should be undertaken by other state corporations to evaluate the effect of perceived work life balance practices on employee job satisfaction. Future researchers should also target non-government corporations, which would bring about a holistic picture on the effects work life balance on job satisfaction. A wider cross-sections can be looked at during these future studies and different statistical tool used to evaluate the relationship. These studies can also assess the various work life practices implementation that enhances their employees' satisfaction as this study only studied six practices. Besides, future research should explore the effects of work life balance practices on employee job satisfaction and outcomes needs to test more detailed models of this associations, and closely examine how welfare practices use leads to higher productivity.

Similar study should be undertaken in other organization so that the findings can be generalized. More studies should be undertaken on the challenges work life balance practices' implementation in the organization.

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## APPENDIX 1: QUESTIONNAIRES

This questionnaire is for research purposes only. It aims to collect data to investigate the perceived effect of work-life balance practices on employee job satisfaction with particular emphasis to Kenya Forest Service.

**Direction:** Please answer all the questions honestly and exhaustively by putting a tick (  ) or numbers in the appropriate box that closely matches your view or alternatively writing in the spaces provided where necessary.

### 1.0 PART A: BACKGROUND INFORMATION

1.1 Kindly indicate your gender

Female (  )                      Male (  )

1.2 Which of the following describes your level in the organization

Senior Management (  )    Middle level Management (  )    lower Cadre (  )

### 1.3 Age bracket

Less than 30 years (  )    30 – 35yrs (  )    36- 40yrs (  )    40 -45yrs (  )    45- 50yrs  
(  )  
(  ) 51-55yrs (  ) Over 55 years

### 1.4 Marital status

(  ) Married (  ) Single (  ) Divorced (  ) Widowed

### 1.5 Highest qualification

(  ) Doctor of philosophy (  ) Masters (  ) Bachelors Degree (  ) Diploma  
(  ) Certificate (  ) Others

## 1.6 Work experience

( ) Less than 2 Years

( ) 2-4 Years

( ) 4-6 Years

( ) 4-8 Years

( ) More than 8 Years

## 2.0 PART B: WORK LIFE BALANCE PRACTICES

Based on your knowledge of work life balance practices in your organization, please indicate the extent to which your organization uses the following practices by ticking your level of agreement where 1= Strongly Disagree 2 =Disagree 3 = Neither Disagree nor Agree 4= Agree 5= Strongly Agree.

S.NO	WORK LIFE BALANCE PRACTICES	1	2	3	4	5
	<b>Flexitime</b>					
2.1	KFS trains all employees to familiarize them with flexitime work arrangement.					
2.2	There is equality in KFS when implementing flexitime strategy					
2.3	Flexitime work scheduling is highly accepted by most staff in KFS					
2.4	KFS can set up flexitime work scheduling without incurring					

	extra cost					
2.5	KFS communicates with all stake holders for successful implementation of the flex time program					
	<b>Job sharing</b>					
2.6	In KFS jobs are designed to maximize autonomy and learning, skill variety.					
2.7	In KFS Job sharing is more common to some job families than others					
2.8	In KFS Job sharing enables the sharers to utilize their full potential when it's their turn to work					
2.9	In KFS Job sharing bring with it organizational and employee benefits					
2.10	In KFS Work environment supports job sharing					
	<b>Telecommuting</b>					
2.11	In KFS working hours are customized to meet the employees individual schedule					
2.12	KFS find ways of managing supervision for even when employee are absent					
2.13	Telecommuting work scheduling in KFS produce high energy level among the staff					
2.14	Telecommuting is easily accepted in KFS					
2.15	Tele work is a suitable employment option in KFS for					

	employees with disability					
	<b>Compressed hours</b>					
2.16	There is efficient administrative mechanism in KFS to support compressed hours' work arrangement in the organization					
2.17	Compressed hours working in KFS enables the employees to track their working hours efficiently					
2.18	In time of emergency in KFS it's hard to find relieving staffing strength to replace those who have compressed their schedules.					
2.19	When implementing the compressed hour schedules in KFS the issues of health and safety are given priority.					
	<b>Term time working</b>					
2.20	KFS encourages employees to participate in the developmental stages of their children's' lives.					
2.21	Term working in KFS reduces the tension between the employees and their families hence reduce stress at work.					
2.22	My organizational policies facilitate the implementation of the Term scheduling.					
2.23	In KFS employees have extra time for themselves to perform other personal stuffs that enhance job capability					
2.24	In KFS employees are able to utilize their maximum potential					



	and undivided attention to their work.					
	<b>Part time</b>					
2.25	Part-time enables KFS to retain highly skilled and valued employees					
2.26	part-time work in KFS reduces the administrative workload to the organization,					
2.27	In KFS part time work scheduling is supported by the supervisors and management					
2.28	In KFS there are challenges in scheduling for training in part time working.					
2.29	In KFS, there is high involvement of employees in making decision about part time					

### 3.0 PART C. JOB SATISFACTION

Kindly indicate the extent to which you agree with the following statements about job satisfaction where 1= Strongly Disagree 2 =Disagree 3 = Neither Disagree nor Agree 4= Agree 5= Strongly Agree.

	<b>Employee Attitude</b>	1	2	3	4	5
3.1	I understand my role in relation to the mission of my organization					
3.2	I seek to develop my competences which enable me to carry out my duties effectively.					

3.3	I will eagerly recommend others to work with my organization.					
3.4	I feel that KFS is my employer of choice and will like to work here longer					
3.5	I eagerly look forward to coming to work every working day					
	<b>Retention</b>					
3.5	Am willing to work for my organization longer even if i don't promoted or pay rise.					
3.6	My contribution in the development of my organization is valued therefore will be willing to put in more effort in making it better.					
3.8	My skills are utilised in my organization this gives me a sense of belonging.					
3.9	I feel that my organization is equally interested in my non work life and this makes me very important.					
3.10	I will work with KFS longer because i feel am treated as an asset.					
	<b>Attendance</b>					
3.11	Coming to work is important to be and i will never fail to come to work unless there is justifiable cause.					
3.12	I attend work earlier than expected time to allow me plan for my daily duties					

3.13	Being present in my work station communicates the importance work play in my life.					
3.14	I don't need attendance register to be in work station on time					
3.15	Don't leave my work station un manned at any instance.					
	<b>Loyalty</b>					
3.16	The work practices in my organization makes me devote my time to work for it					
3.17	I will defend my organization because it values what you do outside work time schedules.					
3.18	I will stay with my organization even if pay is low because its policy embraces the other aspects of my non work life					
3.19	Given many choices of organization to work for i will still choose to work for Kenya forest service.					
3.20	Working for KFS is fulfilling even when rewards are not forth coming					
	<b>Team work</b>					
3.21	I value the team work culture which is present at KFS.					
3.22	KFS code of conduct allows me to interact freely with everyone in the organization.					
3.23	In KFS there is good work relationship between all					

	employees this enables me get information i need to perform my duties.					
3.24	KFS embraces team work in the workplace which motivates me to attain my goals and that of my organizations.					
3.25	I will accomplish much work when working in a team than when am working alone.					

**THANK YOU FOR YOUR PARTICIPATION!!**