EFFECT OF PERCEIVED WORK LIFE BALANCE ON EMPLOYEE TURNOVER INTENT AMONG INTERNATIONAL HUMANITARIAN ORGANIZATIONS IN KENYA

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DECLARATION

This research project is my original work and has not been submitted to any other University for award of a degree

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This document is dedicated to my husband Catro Lubanga and children Janice, Fidel and Maria for supporting and encouraging me during the time of pursuing my Master of Science in Human Resource Management.

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ABBREVIATIONS

ECHO: European Commission Humanitarian Aid Department

HA: Humanitarian Aid

IAWG: Inter Agency Working Group

IHO: International Humanitarian Organization

IO: International Organization

NGO: Non-Governmental Organization

UN: United Nations

UNEP: The United Nations Environmental Programme

UN-HABITAT: United Nations Human Settlements Programme

WLB: Work Life Balance

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ABSTRACT

This study was conducted to establish the effect of perceived work life balance on employee turnover intent among international humanitarian organizations in Kenya. The study adopted a descriptive survey research design. The target population of the study included all the 1860 employees of International Humanitarian Organizations in Kenya. The sample of the study was 144 selected through stratified sampling method. The respondents included program staff working for the IHOs. Primary data was collected from the participants using a structured questionnaire. Correlation and regression analysis were used in establishing the effect of perceived work life balance on employee turnover intent among international humanitarian organizations in Kenya. The research findings revealed that International humanitarian Organizations in Kenya have adopted a wide range of work life balance practices. These practices include those related to flexible working schedules; employee benefits, employee assistance programs and job design. It was concluded that that a strong inverse correlation exists between WLB practices relating to flexible working schedules; employee benefits; employee assistance programs and turnover intent. Perceived WLB practices were found to have a significant effect on turnover intent among the IHOs in Kenya. The key recommendations of the study were: working in shifts was not very common among the IHOs. There was need to explore ways of making this realistic since it is one of the WLB practices that may provide enough time to employees to attend to other important issues in their lives. Another recommendation was that paid study leave and provision of day care services paid for by the organizations were not common WLB practices. The organizations need to consider these because they assist in improving the skills of workers and enabling them access vital services respectively.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In contemporary human resource management work-life balance stands out to be a pertinent to organisations and employees alike. The past few decades have experienced increased concern on the impact of job related activities on family and social life of employees. These concerns have motivated research especially on work-life. In the modern business environment that is characterised by intense competition due to the demand for high quality service delivery, enormous pressure is being bombarded on employees (Nwagbara & Akanji, 2012). The concept of balancing work and social issues (WLB) is concerned with ranking job related issues and non-work issues such as socialization, health and family. Job is taken to be a segment of a person's life since the two are categorised within the same space and time despite the real and imaginative borders that separate the two concepts. Most economies have transformed work from an 8 hour activity to a 24 hour and 7 day activity that can be performed from any location any time (Adetayo *et al.,* 2011). When employees have an opportunity to strike some balance between job and lifestyle issues, it results to happiness and ability to offer best results at work.

Knowledge from research reveals that happy families are the forerunners of work environments that are free of conflicts hence better places to work in. Increasing attrition rates and growing requirement for job and lifestyle harmony force firms to think beyond ordinary human resource practices. Due to this, schemes that involve flexi time, alternative job arrangements, employee leave programmes, family related care as well as arrangements of assisting employees are now part and parcel of most companies' compensation plan (Nwagbara & Akanji, 2012).

The significance of attaining work-life balance in implied or clearly outlined among firms is something worth to consider. The basic reason behind this line of thinking is that employees who strain to achieve work life balance have their jobs negatively impacted (Wayne, Grzywacz, Carlson, & Kacmar, 2007). The widely applicable tactic is to view WLB practices through a business world. This implies that organizations that implement these practices attract new members thus reducing conflicts related to work life balance among present employees and this enhances the effectiveness of the firm. A close examination of literature poses many questions on the supposed connection between WLB practices and effectiveness of the firm. How the implementation of work-life practices affects both behaviour and productivity of an employee stands out to be an issue that require further clarification (Schutte & Eaton, 2014). This study is anchored on two theories that seek to explain work life balance. These theories are the theory of reasoned action and the work family border theory. The theory of reasoned action is important in explaining the relationship between people's attitudes and their intention to behave in a certain manner. It relates well with this study since turnover intent among employees arises as a result of opinions formed by employees concerning job satisfaction. The work family border theory also explains the need to balance between work and family in order to avoid role conflict that may lead to turnover intent.

The international humanitarian's organizations in Kenya (IHOs) have been undergoing tremendous changes in the last decade. Many of the international humanitarian's organizations are characterized with high labour turnover of both the highly skilled and experienced employees. The cost of this turnover is very high to the

organizations (Yanadori, & Kato, 2009). However, there are those employees who choose to stay amidst the high turnover.

It is also clear that most of the IHOs in Nairobi are faced with a challenge on creation and implementation work life balance practices and incorporate them as into the culture, strategy and leadership structure of the organization. The political orientation of organizations, their ethnic multiplicity, values as well as emotions enable IHOs in Kenya to carefully adopt work life balance thus converting it to organizational perfomance (Ondari & Minishi, 2007). The study therefore seeks to determine the perceived effect of work life balance on employee turnover intent among international humanitarian organizations in Kenya.

1.1.1 Concept of Perception

Kim (2011) defines perception as the procedure of obtaining some sense from stimuli that exists in someone's environment. He further states that to perceive is to see, hear, touch, taste smell or sense something internally, event or relation and to organize, interpreter and derive meaning from the experience. It is therefore a process that varies from one person to another since different individuals see the same thing in different ways. On the other hand perception is considered as a process through which people select, organize and interpret stimuli into something sensible (Huselid, 2011). A stimulus refers to some input into human senses such as packaging of products (Griffin, & Moorhead, 2011).

Perception is the process that attaches meaning to inward stimuli using human senses. It therefore involves two factors, the stimuli and the individual factors (Vandenberghe et al., 2007). Knowledge of the perceptual process is essential since the manner in

which users of a product or service interpret the information is affected by their cognitive understanding that they have established in their minds. Further, perception is important especially to marketers since it involves the constitution of the users' feelings about particular stimuli and helps in developing strategies towards meeting that which the users perceive as important (Thang & Buyens, 2008). According to Yazinski (1987), social perception is the process of interpreting information about another person. This means that different people may have the same set of information about something, but they will interpret it differently and get different results. Perception plays a key role in keeping employees hoping for a better tomorrow hence want to work with a given organisation for long (Tithe, 2008).

1.1.2 Perceived Work Life Balance

Griffin and Moorhead (2011) suggested that work-life balance refers to an act of striking an acceptable limit to activities related to work and other social spheres including family life. They further assert that striking harmony is highly relative as well as subjective since it differs from one person to another in the course of their lives. This so because some people may consider themselves as having too much work whereas others too little work. Due to its increasing importance, an increasing number of companies are putting in place WLB policies.

Chimote, and Srivastava (2013) state that work-life guidelines explain how an organization plans to implement flexible working patterns among employees to enable them strike harmony between their work activities and the life outside the workplace. Such a policy describes how flexible work arrangements can be put in place within an organization. The policy discourages the use of office hours as a major criterion of measuring employee performance. It provides guidance on guidelines concerning

alternative work arrangements for instance flexible hours, compacted working week, term-time working contracts, work at home arrangements, and special leave for parents and leave programs.

According to Ruppanner (2013) work and life conflict negatively affects relationships among employees with their children, spouse, friends as well as negative consequences for organization's bottom line. Personnel who are going through challenges related to lack of proper balance between work related issues and private life have a high potential of exhibiting absenteeism and may as well have low level of commitment to the ideals of the organization hence have high chances of developing turnover intent. When there are favourable policies relating to job and private life of an employee, a sense of security and support capsules the employee thus enabling them to strike right balance between work and other activities. These initiatives include; onsite childcare onsite seminars on Issues like stress management, telecommuting, paternity leave and emergency leaves (Kirby and Krone, 2012).

1.1.3 Employee Turnover Intent

Hom and Griffeth (2013) define employee turnover as a situation where members voluntarily terminate the services they provide to the organizations. Loquercio (2006) argues that turnover represents those employees who exit an organization during a specified duration of time especially before the expiry of their agreed upon working duration. Singh and Loncar (2010) define turnover of personnel as the frequency with which the workforce of an organization changes within a specific time. Lema (2014) also indicate that turnover of personnel is the net effect of departure of employees and entry of others into the organization. Ranjan, R. (2013) also contributes to the definition by referring to turnover as frequency of movement of employees to and

from the company. Turnover of personnel refers to alternation of labour in the labour market. (Abbasi, Hollman & Hayes, 2008). The act of an employee exiting from an organization may be due to free will or unintentional. When the decision to exit the organization originates from the employee then this is voluntary turnover whereas unintentional refers to exit decisions that are forced on an employee against his/her free will. This may be as a result of terminal illness, demise, relocating to another country, sacking, early retirement or redundancy (Carraher, 2011). Turnover can be described as the likelihood of an employee choosing to stay within the company or leaving to join another (Jang, & George, 2012). Several words have been employed to explain turnover and they include quitting, abrasion, job mobility and many others (Morrell, K. (2005).

Oluwafemi (2013) defines turnover intent as an intention by an employee to leave an organization at some point in time due to certain reasons. This intention to leave the organization is normally an unescapable and undetectable attitudinal concept because it may not be easily noticed in an employee. Turnover intention may remain in a firm without necessarily resulting into exit of employees from the entity (Oluwafemi, 2010). A number of factors may explain satisfaction or lack of the same on the part of an employee's job. The level of job satisfaction will largely determine the intensity of turnover intent in an employee (Oluwafemi, 2010).

The profitability of a firm has been established as having an inverse relationship with the rate of turnover (Simons, & Hinkin, 2001). Simon and Johnson (2015) assert that turnover is such a significant issue since it impacts on service and product quality and forces an organization to incur huge employee hiring expenses. Jiang, Lepak, Hu, and Baer, (2012) also support the argument by Jiang, Lepak, Hu, and Baer, (2012) when

they argue that high percentage of turnover has the potential of significantly deteriorating customer service quality thus affecting firm competitiveness and firm expansion. A close examination into turnover trends reveal that the highly experienced and qualified employees are the ones who exit the organization since they have the potential of securing better opportunities elsewhere (Hinkin & Tracey, 2010). In most cases employee turnover moves important skills to competitors (Mbah, & Ikemefuna, 2012).

1.1.4 International Humanitarian Organizations in Kenya

Kenya experiences a myriad of catastrophes which include drought, famine, floods, disease outbreaks, food insecurity, conflict and war. The largest refugee population in the world of 600,000 people is found in Kenya. With 450,000 in Daadab, nearly 100,000 in Kakuma and over 50,000 in Nairobi (Feeny & Ives, 2014). This substantiates the range and magnitude of humanitarian activities in the country. Kenya has a relatively huge number organizations that are affiliated to UN as well as international NGO'S that have interest in disaster, relief, health, reconstruction and development activities in various parts of the country Nairobi (Feeny & Ives, 2014).

The Non Governmental Council (2016) indicates that humanitarian organizations comprise of Non-governmental organizations (NGOs), International Organizations (IOs), the Red Cross/Red Crescent movement and United Nations (UN) agencies, all of which have a commitment to humanitarian principles and are, engaged in humanitarian response activities. The European Union being the single largest donor of Humanitarian Aid (HA) in the world has its regional headquarters in Nairobi, The European Commission Humanitarian Aid Department (ECHO). The United Nations Environmental Programme (UNEP) and United Nations Human Settlements

Programme (UN-HABITAT) also have their headquarters in Nairobi. These organizations have a shared responsibility in enhancing the effectiveness of humanitarian action, as no single humanitarian agency can cover all humanitarian needs; therefore, the organizations have established limited linkages and collaboration to facilitate working relationships between them (NGO Council, 2016).

Humanitarian organizations working in Kenya comprehend the need to establish source of knowledge and facilitate access to the same to assist in evidence based decision support. As such several humanitarian based information user groups have been established for coordination purposes, including Inter Agency Working Group (IAWG) on Information Management and Technology, Information Management Working group and Kenya Geospatial user group. Priorities for these working groups have been to concentrate on achieving universal standards, sharing of information concerning best practices and working with other interested partners to enhance cross organization interaction (NGO Council, 2016).

1.2 Research problem

Employee turnover intent has consistently been correlated with the actual employee turnover in many organizations around the globe. Most of the employees who leave the organization have been found to have had an intention to leave the organization at some point before actual exit (Oluwafemi, 2013). Turnover intent occurs as a result of a myriad of factors such as poor working environment, poor superior subordinate relationships, lack of career progression and poor work life balance among others. According to Babatunde (2013), the wellbeing of an employee is equally important as organizational performance and this can be achieved through proper work life balance.

This study is informed by the fact that International Humanitarian Organizations in Kenya are among the organizations that experience difficult working conditions since employees may be forced to stay away from their families longer than expected. Employees of humanitarian organizations in Kenya are also forced to work in work stations that are far from their permanent residences and this cuts off their physical contact with family and friends (Gichohi, 2010). Therefore turnover among the International Humanitarian Organizations in Kenya has been increasing over the years with employees staying in one organization for a relatively short duration of time. The researcher is therefore interested in establishing how the work life balance practices influence turnover intentions among the employees of IHOs before they eventually decide to exit the organization.

Studies carried out on work life balance and turnover intent reveal a consistent positive correlation between these two variables. For instance, Suifan, Abdallah and Diab (2016) conducted a study on how work life balance influenced turnover intention among employees of private hospitals in Jordan. The study findings revealed that informal work life balance practices such as support from management and freedom to work independently significantly affected turnover intention. In Kenya, Agoi (2015) conducted a study on the effect of work engagement on employee turnover intention in the public sector. The study revealed a negative significant effect of dedication and absorption on turnover intention. Jackinda (2015) researched on how Job satisfaction of employees at the Milimani law courts in Kenya was impacted by the ability to balance job and lifestyle issues. The findings revealed a positive association between the variables.

The studies so far conducted seem to have left a research gap that requires to be addressed. The study by Suifan, Abdallah and Diab (2016) focused on private hospitals in Jordan and not International humanitarian organizations. The study by Balunos et al. (2015) also focused on the Business Process Outsourcing Industry in Philippines and not the International humanitarian organizations. The studies by Agoi (2015) featured public institution in Kenya and focused on the effect of employee engagement on turnover intention and not work life balance. Therefore the issue of perceived worklife balance and turnover intent among international humanitarian organizations in Kenya has not been researched. This study therefore seeks to bridge this gap by seeking to answer the question: What is the effect of perceived work life balance on turnover intent among International humanitarian organizations in Kenya?

1.3 Objective of the Study

To find out how perceived work-life balance effects turnover intent in international Humanitarian organizations in Kenya

1.4 Value of the Study

The current research will identify different work-life balance practices adopted by international humanitarian originations in Kenya. The study will be of great significance to the humanitarian organisations in Kenya. The findings of the study will therefore provide significant information to the management of IHOs on how work-life balance practices affect turnover intent in an organization. The study will also assist in pinpointing the level of encouragement and motivation the IHOs has given to their employees to enable them discharge their duties effectively.

This study can be useful to academicians and researchers who might be interested in pursuing research on work-life balance and turnover intent. The findings of this study will serve as a basis for these future researchers. The suggestions for further research will enable them easily identify areas where more research activity will be required. This study will also provide knowledge that will be important in terms of comparison of their findings and those in this study.

The government plays a very important role in formulating policies that touch on employee welfare. The research results enable the policy developers in the government and International humanitarian organizations to formulate policies which will improve work-life balance in International Humanitarian Organisations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This is the second chapter which contains reviewed past research previously conducted on the perceived effect of work-life balance on turnover intent. The purpose of the chapter is to enable the researcher understand what other researchers have done and the methodologies they adopted in conducting their studies. Among the key issues addressed include the theories upon which this study is anchored, the work-life practices adopted by organizations, indicators of turnover intent and the effect of work-life on turnover intent.

2.2 Theoretical Review

There are two theories that have direct relevance to the current study. They include the Theory of Planned behaviour and the Work-Family Border Theory. Each of these theories is discussed in detail herein.

2.2.1 Theory of Planned Behaviour

The theory of reasoned action (TPB) is credited to Icek Ajzen in (1988, 1991). This theory proceeds from the Theory of Reasoned Action by Ajzen and Fishbein (1975). Their work was an expansion of previous research on what was initially referred to as the theory of attitude. The primary premise of the theory was to describe a person's actions from the perspective of attitude and behavior. The TPB is based on the understanding that behavior is not 100 percent voluntary. The reason why a person decides to behave in some manner largely depends on the expected results from such behavior (Gillmore et al., 2002).

According to Doswell, Braxter, Cha, and Kim (2011) TPB is very essential in understanding the voluntary behaviour of different people. They further assrt that for an individual to exhibit some behaviour, there has to be some motivation behind that particular action. The theory postulates that before some actual behaviour takes place, there is a preceeding intention to perfrom that action. The intention to perform some behavior is referred to as behavioral intention, and it emanates from the reasoning or understanding that exhibiting some manners has some particular result attached to it. The intention to alter behavior in some manner is significant to the theory since such intents are controlled by attitude, behavior as well as prejudiced customs. TPB indicates that when someone has higher intent the energy to behave in some manner is increased hence the high probability of its occurrence (Azjen and Madden, 1986).

TPB proposes that the behaviour of an individual is a combination of attitudes and subjective norms. However, these twomay not have the same percentage of effect on the behaviour of an individual. This is because situations and individuals differ significantly hence the reason why these factors may have different levels of effects (Miller, 2005). There are three importnat conditions that significantly influence the association between intented and real behaviour. One of these condition states that the degree of the intended begaviour should correspond with levels of specificity. This means that in order to frecast some behavioural outcome, there has to be a specific behavioral intention. The other mportant condition assumes that there will be no change in intentions from the time of measuring and behavioural performance. The last condition relates to the level of individual control possessed by the person involved as far as carrying out the intention is concerned (Ajzen, 1992).

The relevance of TPB to the current study is to explain the association between turnover intent and work life balance. If employees create some perception that a particular job denies them the opportunity to achieve work life balance, they are likely to develop turnover intent.

2.2.2 Work-Family Border Theory

This theory was developed by Clark in the year 2000. It mainly focuses on issues related to family and work. The main focus of the theory is to ensure proper compromise between job related issues as well as family related activities with minimal conflict. This is only attainable when there is satisfaction both at work and home environments (Clark, 2000). The main distinction between this theory and the boundary theory is the fact that it also encompasses physical boundaries both at work and home. Clark (2000) the theory provides an elaborate description on how individuals strike a balance between their jobs and families. Tat the centre of this theory is an argument that 'work' and 'family' are two sides of the same coin where one directly impact on another. Based on their different functions, work and home arrangements are equated to two states that re different in terms of language and use of words, variations in satisfactory and unsatisfactory behavior, as well as variations on task procedures. For the working theory of this study, we will situate this work on the work family border theory.

The work family border theory postulates that there are cases where there could be evidence of work family integration or separation. In the case of integration, the work and family roles are closely intertwined to an extent that it becomes difficult to distinguish between work and family roles. Research provides evidence that shows no significant or clear cut boundaries between work and family. Instead, the two are

perceived as two separate areas but with interwoven borders (Kanter, 1977; Pleck, 1977). Other researchers have advocated for practices that enable employees with families to achieve integration of these two spheres (Bailyn, Drago, & Kochan, 2001). But others have showed that there may not be a clear border that separates work and family issues especially where there is a high level of integration of these two spheres in a person's life as a result of flexi time and the possibility of working away from the office or working from home using mobile technologies.

This theory is relevant in explaining the need for work life balance where a clear distinction should be drawn between job and family. Lack of balance and crossing of the boundaries may lead to employees harboring turnover intentions especially when they feel that they have too much work that denies them the opportunity to perform family roles.

2.3 Work-life Balance Practices

Sevral Work-life Balance Practices that have been adopted by various organizations across the globe. They include flexible working schedules (Halpern, 2005); employee benefits (Casper & Harris, 2008); Employee assistance programs (Delecta, 2011, Purcell & Hutchinson, 2007) work life balance practices relating to place (Muindi, Nzulwa & Muinde, 2015; Allen, Timothy Golden & Schokley, 2015) and work life balance practices relating to job design (Wieters, 2007; Muindi, Nzulwa & Muinde, 2015).

2.3.1 Flexible Working Schedules

According to Georgetown University Law Center (2010) Flexible working arrangement is defined as an arrangement or work programme that allows an

employee to change the venue and time of work. It provides workers with the possibility of relaxing reporting and departure time as long as the expected hours of work are achieved. This has the potential of enabling employees to create time carry out other family related activities that ere of significance to the employee. If there is collaboration and proper communication between staff and organization in implementing these practices, the result will be improved efficiency as well as commitment to organizational goals (Halpern, 2005).

The basic objective of introducing flexi time is to motivate employees in the contemporary competitive work situation. Previous investigation by Golden, Henly, & Lambert (2013) concerning the spill over effect focused on whether job and family need to be integrated or seperated. The arrangements an organization provides to the employees will determine whether there will be a spill over betweeen job and family. Most organizations have introduced less conventional job arrangements such as job sharing, working from home, shorter work all provide an employee with the required flexible work schedules. Flexible working schedules also include having in place arrangements that enable workers to have flexible reporting time, flexible working days, flexible working hours, off days for working overtime, access off for family emergencies or events, optional weekend work program and arrangements to work in shifts (Muindi, Nzulwa & Muinde, 2015).

2.3.2 Employee Benefits

There are several practices that relate to employee benefits. Leave programmes are among the important benefits that may be given to employees. Leave for employees encompass different types of leave programmes such as maternal and paternal leave, paid and unpaid family leave (Cook, 2004). Leave basically implies a situation where

a member of staff is allowed to stay away from work but still maintains the position of an organization's worker. It is however not the same as "work from home" arrangements since they are normally perceived as exceptions and not benefits. This kind of program is subject to extermination at some specified period.

The essence of leave whether paid or unpaid is to enable an employee to attend to other personal or family related issues that are equally of great value. A number of countries have laws that govern leave programs for employees and are clearly stated in the labour laws of such countries. The International Labour Organization (ILO) also provides for at least 21 working days annual leave for employees without include Public holidays, national and religious days. Organizations may also provide other forms of leave such as study leave, sick leave and others as stipulated by law (Casper & Harris, 2008). An organization can also provide other benefits such as payment of tuition for children, low interest loans to employees and pensions programs (Muindi, Nzulwa & Muinde, 2015).

Other benefits may also include reward and recognition. It is important for a firm to reward and recognize employees for their remarkable achievements. Reward and recognition plays a significant role in making an employee identify himself/herself with the organization. This may take the form of Top down reward and recognition approach where and employee's supervisor rewards and recognizes the contribution of an employee towards the organization. This normally takes the form of awards based on lenth of time one has worked, staff appreciation as well as yearly and periodic bonus payments. Recognition and rewards may also take the form of peer to peer recognition where workers and managers recognize and reward the contributions

of their colleagues. The may take the form of verbal praise and micro bonuses (Martin, 2015).

2.3.3 Employee Assistance Programs

When employees receive better social support the health and general welfare of the employee is enhanced. The welfare of the employee may entail a feeling that everything is functioning well and the employee can concentrate with work activities and achieve optimum results. Social support is an important resource that enables people to cope unfavourable situations thus reducing job and family related challenges alternatively creation of an enabling environment by firms will be important in alleviation of stress from among the employees. This can only be achieved if the significance of an employee's family is not underrated through provision of other things with no connection to career success (Delecta, 2011).

If employees receive the desired backing from superiors, there is a possibility of reducing work related conflicts among the employees, role indistinctness as well as job and family struggle (Amstrong, 2005). A superior or manager has the responsibility of ascertaining the degree of freedom accorded employees and how it relates to performance of a task (Purcell & Hutchinson, 2007). In a situation where a manager supports employees to overcome work and family related conflicts, a significant reduction in turnover intent takes place and the performance of the company may also improve.

According to Muindi, Nzulwa and Muinde (2015) organizations may also adopt work life balance practices relating to where an employee works from. These practices entail providing flexibility on the place of work where employees may choose to work

away from the office environment. They include availability of teleworking arrangements, provision of resources necessary for teleworking and ensuring regular inspection and maintenance of facilities to ensure a safe work environment.

Telecommuting is an arrangement where employees do not commute to a central place to work but are allowed to use mobile telecommunication equipment and other technological applications in order to complete their work activities. This provides employees with the opportunity to work from whichever location as long as they are able to connect with other employees in real time. Employees may therefore substitute their entire work or part of working hours to be handled away from the usual working environment (Allen, Timothy Golden & Schokley, 2015).

2.3.4 Work Life Balance Practices Relating to Job Design

According to Wieters (2007) job design can relates to combination of different activities or duties to form a complete job. The purpose of a job design is to describe what a specific person is to undertake in the organization and this is normally separated from others based on the daily work routine of an employee. Job design practices that provide a sense of meaning and personal fulfillment to employees include autonomy to plan and complete work activities, task identity which enables employees to complete whole work activities instead of disjointed tasks, task significance and feedback availability.

Muindi, Nzulwa and Muinde (2015) confirm the existence of other WLB practices that relate to job design and they include orienting new staff, sharing job responsibilities, flexible pay arrangements such as pay day, provision of protective gear for workers, providing appropriate training to employees on effective use of

equipment and ensuring that timely feedback is provided to employees concerning their performance evaluation.

2.4 Factors Influencing Turnover Intent

The intention to exit from an organization may be influenced by a number of factors. These factors may range from psychological to structural variables. The individual factors are discussed next in detail.

2.4.1 Professional Autonomy

Autonomy in the work place is one the most important work characteristics (Naqvi, Ishtiaq, Kanwal, and Ali, 2013) that have attracted close attention from many organizations. Professional autonomy refers to the freedom for an employee to decide work activities and how they should be accomplished. When employees are given the chance to decide how best to carry on duties and responsibilities including the evaluation procedures, they feel part of the outcome in whatever activity they undertake.

Professional autonomy has closely been associated with professional success since employees are able to make better and informed decisions. They are also able to aloe peers to evaluate their work and make better choices. It also promotes a sense of responsibility among the employees because they understand their role in the outcome of any work activity (Galletta, 2011). Employees that lack professional autonomy have high potential of developing exit intentions since they feel that their professional competence is not recognized. Daly and Dee (2006) found that greater freedom is positively related to higher level of satisfaction and lower level of turnover intention.

2.4.2 Communication Openness

Communication can be termed as the extent to which passing of information from one employee to another takes place in an organization whether vertically or horizontally. Passing information among the employees of an organization is lifeblood of the organization and the chain that binds employees together. Openness in communication happens to be a significant indicator of successful organizations. The communication openness may determine employee integration, job satisfaction and job performance. It is important to note that exclusion from the communication network of an organization may contribute to employee turnover intent and eventually the actual turnover (Daly and Dee, 2006).

Park (2015) also asserts that the method an organization adopts in cascading information to its employees is very important. If employees feel left out as far as communicating of important details is concerned they are likely to be dissatisfied. Park further suggests that it is necessary for an organization to ensure that every important aspect of that involves employees is communicated in a timely manner to avoid discontentment.

2.4.3 Organizational justice

The term organizational justice is defined as the discernment by an employee that the organization accords him or her fair treatment. Organizational justice is a multidimensional construct where three types of organizational justice have been identified; distributive justice, procedural justice, and interactional justice (Cohen-Charash & Spector, 2001).

Distributive justice measures the outputs such as compensation to inputs such as education; procedural justice represents how fair allocation decisions are considered to be while interactional justice focuses on how management is behaving towards the recipients of justice. The employee's perception of justice may impact on job satisfaction, commitment to the organization and lower the performance. It may also lead to high turnover intent among employees (Naumann & Bennett, 2002).

2.4.4 Role Stress

Role stress comprises of two aspects that have close relationship: These are role vagueness and role conflict. Role vagueness involves a situation where some position does not have all the required information. The information that lacks may relate to objectives, duties of the employee, authority of the position holder as well as specific responsibilities of the person (Rainey, 2004). Therefore role conflict refers to a scenario where there are no clear guidelines on job expectations. This implies that the role an employee is supposed to perform while at the workplace clashes with what is supposed to be performed away from work or at home (Rainey, 2004).

On the other hand role ambiguity and role conflict occur when role responsibilities compete and conflict, which lead to role strain (Gormley & Kennerly, 2010). An inverse relationship exists between role ambiguity and job satisfaction. In case where there is greater job vagueness, employees may dissociate themselves from the workgroups. Role ambiguity and conflict have the potential of leading to high turnover intent among the employees of an organization.

2.4.5 Workload

The amount of work allocated to an employee in organization can be a significant cause of dissatisfaction. The cumulative professional tasks that are supposed to be carried out by an employee can easily be a source of stress for that particular employee. Too much workload implies too much expectation in terms of the output of the employee. Too much workload forces an employee to put in extra time in order to accomplish tasks. It highly likely to lead to frustration. The level of workload is positively associated high employee turnover intent since a frustrated employee may opt to leave the organization (Daly and Dee, 2006).

Ippolito et al. (2010) suggested that workload normally represents a situation where an employee is given a lot of work duties than it is required to be done during a specific period of time. When it becomes heavy and unbearable then the individual may be faced with stress that emanates from the huge workload. Ksenia (2012) on the other hand considered workload as a situation where an employee is bombarded with duties that are way above or beyond the personal ability of the person. This is likely to create mental tension in the employee as well as a feeling of despair and feeling frustrated. These reactions have the potential of transforming the behavior of a person.

2.4.6 Job Satisfaction

The level of employee contentment with their current job and institution is very important in determining whether they will consider leaving or not. Wolf-Wendel, and Twombly (2013) assert that lack of job satisfaction happens to be among the significant factors influencing turnover intention among employees. Personnel who

have achieved less satisfaction in current work can easily consider external job offers more attractive. Organizational problems may also lead to low job satisfaction and this may force the employees to seek for opportunities outside the organization.

Ahmad et al (2012) also assert that each employee has prioritized what he/she intends to achieve from work. Some employees value intrinsic rewards whereas others value extrinsic rewards as far as job satisfaction is concerned. Ahmad et al (2012) argue that an assignment that is associated with a huge salary, better job security, career advancement possibility, favourable work environment and considerate management has the potential of enhancing employee wellbeing.

2.4.7 Organizational Commitment

Commitment is basically the loyalty an employee has towards the organization (Price and Mueller, 1986). Although organizational commitment is modeled as a mediating variable with job satisfaction in the turnover intention model (Daly and Dee, 2006), organizational commitment and job satisfaction may have two different effects. It takes relatively more time for a worker to ascertain commitment to the firm than satisfaction for the job.

Changes in organizational commitment occur slowly while changes in job satisfaction occur rapidly from changes in working condition (Holtom et al., 2008). An employee can maintain his or her organizational commitment even though he or she is not satisfied with his or her job (Lawrence, 2013). Therefore, organizational commitment might be more stable construct than job satisfaction. A high level of employee commitment reduces turnover intention (Lawrence et al., 2013).

2.4.8 Job opportunity

The availability of alternative jobs within the organization is an importer predictor of employee turnover. Regardless of the fact that an employee may or may not satisfied with current job and have commitment to the organization, there are high chances that they will leave the organization if they find a better job opportunity outside the organization. An organization that does not provide alternative job opportunities to facilitate career progression may have high turnover intent among its employees. Al-Omari, Qablan, and Khasawneh (2008) found that job opportunity had a negative relationship with turnover.

Gulsah (2014) also suggests that availability of career growth opportunities for employees in an organization is an important factor that creates commitment among employees. When employees are satisfied with their organization, their affective commitment to the organization is affected positively and they may not want to leave the organization. Affective commitment increases the loyalty and willingness of employees to stay with the organization (Gulsah, 2014).

2.5 Relationship Between Work Life Balance and Turnover Intent

Work-life balance denotes the possibility of integrating job related activities and family life by an employee of some organization. Turnover intent on the other hand refers to thoughts are possessed by an employee to exit the organization. WLB is considered a situation where the employee and organization both benefit from an arrangement that enhances performance of not only the individual employee but also the entire organization (Vloeberghs, 2002). Available literature reveals that successful

implementation of WLB practices negatively correlates to positive exit intent (Wilkinson, 2008; Kou bova and Buchko, 2013).

A number of studies have been carried at that are related to work life balance. Suifan, Abdallah and Diab (2016) investigated how WLB impacts on turnover intent among Jordanian private hospitals. The main objective of the research was to ascertain the moderating role of work life conflict on the association between WLB and turnover intent. The study was a survey involving medical staff of private hospitals in Jordan who amounted to 35,689 from where a sample of 450 was selected through simple random sampling. Primary data was collected through questionnaires. The findings from the study established that support from supervisors had significant inverse relationship turnover intent. On the other hand job autonomy had an inverse relationship with turnover intent.

Muchiti (2015) examined how WLB affects the productivity of employees at Milimani Law courts in Kenya. Nairobi. The primary objective of the study was to ascertain the effect of WLB on worker productivity. The research design that was used to guide the research was a descriptive design. The target population consisted 200 employees who work at the Milimani Law Courts in Nairobi. A sample of 67 employees was obtained from the study population through probability sampling by way of stratified sampling. It was established that the explanatory variables of the study explained 77.10% of the variance on the productivity of employees at the Milimani Law courts in Nairobi. It was further revealed that flexible working schedule emerged the most important factor influencing the productivity of employees.

Another study was also conducted by Sehrish, Kiran, Rabia & Syed (2015). The basic intention of the research was to find out how WLB impacted on the productivity of employees especially in the Pakistan banking industry. The research adopted an explanatory research design that was supported by post-positivism line of thought. The data collected was quantitative in nature. The study involved a survey that was made possible through the use of a highly structured questionnaire that was presented to the respondents during the normal working duration. The study findings revealed that, WLB practices if correctly implemented by an organization have a positive impact on the performance of employees.

Kamran, Zafar and Ali, (2014) carried out a study on the how WLB affects the productivity and job satisfaction of workers of private universities in Pakistan. The study was a survey that involved all private sector universities in Pakistan. Primary data was collected and data was analysed using regression analysis and Chi-square in order to test the strength of the relationship. It was established that a moderate direct association exists between the level of satisfaction from a job and ability to balance job and life activities.

Hye (2014) studied the moderating role of WLB on the performance of employees in Korea. The study had a sample of 293 respondents who were selected from among Korean workers. The relationship was measured using hypothesis tests through both structural equation modelling (SEM) and regression analysis techniques. It was evident from the research results that there was no significant relationship between WLB and the performance of employees. It was further established that the experience a worker has concerning WLB had the potential of enhancing the

commitment of that employee resulting to a significant improvement if job performance.

Kluczyk (2013) researched on how WLB affected employee welfare especially in Ireland's private sector. The study adopted the descriptive research design that enabled quantitative research methods to be applied in carrying out the study. A sample was selected comprising of single but in a relationship through convenience sampling. The research results established that there was an inverse relationship between WLB and work-family conflict. The findings further showed that poor WLB practices had a negative impact on employee satisfaction. It was further established that. It was also clear that the primary factors leading to job and family conflicts were long working hours, lack of flexibility.

Another study was conducted by Messo (2011) focusing on the association between work life the commitment of employees who are registered as members of a labour union at Kenya commercial bank. Primary data was collected from respondents through a semi-structured questionnaire. The data collected was analysed using correlation analysis. The results showed that there was a significant correlation among the study variables. It was established that the bank had very poor work-life balance practices. The study recommended that there was need for the bank to seek better ways of reaping maximum benefits from female employees.

Ngari and Mukururi (2014) carried out a study concerning how WLB practices affect job satisfaction of workers in Kenya's banking industry. The study targeted banks that are in the Nairobi Central business District. The research took the form of a descriptive research design. The sample that was selected for the study was two

hundred and forty respondents. A structured questionnaire was used in collecting primary data from the respondents. The results from the study indicated that WLB policies played a significant role in enhancing job satisfaction. It was further established that there was a strong between WLB and job satisfaction based on the goodness of fit, R= 0.618.

Obi (2017) conducted a study on effect of work-life balance on the commitment of women employees in selected deposit money banks in South-East, Nigeria. The specific objectives were to: ascertain the effect of managerial support on job satisfaction, highlight the extent to which supportive work-place policies reduce the turn-over intentions, identify the extent to which a relationship exists between social support and employee identification, determine how corporate culture can affect employee loyalty, and assess the nature of the relationship that exists between co-worker support and career development of the women employees in selected deposit money banks in South-East, Nigeria. The study was carried out using a survey design. The population of the study was 1,718 from the 10 deposit money banks under study. A sample size of 544 was obtained from the population using Cochran formula at (5% error margin). The instrument used for data collection was questionnaire structured on a 5-point Likert Scale. Designed instrument was validated through content validity using five experts from both the industry and academia. It was established that supportive work-place policies that were family support designed significantly helped these women employees balance their work and personal lives.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Contained herein is information relating to the research method that was adopted by the researcher. It includes the appropriate research design adopted, the target population of this study, the sample size and sampling techniques to employed, the research instruments and data collection methods used, validity and reliability of the instruments as well as data analysis techniques applied.

3.2 Research Design

This study employed descriptive survey design. This is a design that describes a situation or condition at hand (Kothari, 2005). This design was chosen because the study was a survey involving collection of data at one point in time. In addition, the descriptive survey was preferred because it enabled assessing relationships between variables and it provided an opportunity to identify moderators between variables (Teddlie & Tashakkori, 2003). Singleton (2009) describes a descriptive design as a comprehensive design that enables large and diverse amounts of data to be gathered in small period of time and analyzed quantitatively, giving a credible presentation of results.

3.3 Population of the Study

A research population according to Pole and Lampard (2002) refers to all the members of a given group to which the investigation is related. The population of the study therefore involved all the employees of the International Humanitarian Organizations operating in Kenya. According to the Non-Governmental Council (2016), there was a total of 46 International Humanitarian Organizations operating in Kenya as indicated in Appendix II. Hence according to the definition of Bailey (2006)

the population of this study comprised all the employees of the 46 International Humanitarian Organizations (IHOs) operating in Kenya. The NGO Council indicated that there were a total of 1860 employees working for these IHOs. The population of the study therefore was 1860 employees of the IHOs.

3.4 Sample Size and Sampling Techniques

According to Abikoye, and Adekoya (2010) defines a sample as a few elements selected from a population to represent the larger population. The sample size is a subset of the population that is taken to be representatives of the entire population. There were a total of 1860 employees working for the IHOs. The target population was therefore 1860 employees of the IHOs. This study adopted stratified sampling in selecting program staff who participated in the study. A total of 144 respondents were selected who included 46 Program Managers, 46 Program Officers, 46 Field Officers and 6 Subordinate Staff. Yamane (1973) sampling formula was used in determining the sample size.

Yamane's, (1973) formula; $n = {}^{N}/_{1 + N_{(e)^2}}$

Where; n = Sample size, N = Population size (1860)

e = the error of Sampling (7%)

Therefore; $n = \dfrac{1860}{1 + 1860\,(0.07)^2}$

Sample = 144.14 ≈ 144 respondents

Table 3.1: Sample selection

Designation	Number in Category	Percent	Number selected
Program Managers	230	12.36	46
Program officers	320	17.2	46
Field Officers	1110	59.7	46
Subordinate Staff	200	10.75	6
Total	**1860**	**100.0**	**144**

3.5 Data Collection

Primary data was used in this study. Primary data was collected from the program staff that included program managers, program officers, field staff and subordinate staff. The data was gathered using a survey questionnaire that was in form of Five point Likert scale. The questionnaire had six sections. Section A had queries on the personal information of the participants, Section B had queries on the WLB practices relating to flexible working schedules; Section C questions on WLB practices relating to employee benefits; section D contained questions on practices relating to employee assistance programs; Section E questions on WLB relating to place; section F contained questions on WLB relating to job design whereas Section G contained questions on factors influencing turnover intent. The questionnaires were administered through drop and pick method as well as mail.

3.6 Data Analysis

The primary data gathered was sorted in order to ensure completeness. It was then coded in order to prepare it for entry into the Statistical packages for Social Sciences

(SPSS). The perceived effect of WLB on turnover intention was analyzed using regression and correlation analysis. The following regression model was adopted:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where

Y = employee turnover intent among international humanitarian organizations which was measured using the composite mean of factors influencing turnover intent

β_0 = Constant (coefficient of intercept)

$B_1 \ldots B_5$ = regression coefficient of five independent variables.

X_1 = WLB practices relating to flexible working schedules

X_2 = WLB practices relating to employee benefits

X_3 = WLB practices relating to employee assistance programs

X_4 = WLB practices relating to job design

e = Error term

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This study was conducted to establish the effect of perceived work life balance on employee turnover intent among international humanitarian organizations in Kenya. This chapter contains results of the data analysis, presentation as well as discussion of the findings.

4.2 Response rate

The sample for this study was 144 respondents who comprised of program managers, program officers, Field officers and subordinate staff of International Humanitarian organizations operating in Kenya. A total of 144 questionnaires were administered and the results concerning the response rate are presented in table 4.1.

Table 4.1: Response Rate

Questionnaires	Number	Percent
Response	101	70.14
Non Response	43	29.86
Total	**144**	**100.0**

The results presented in Table 4.1 reveal that a total of 101 questionnaires were successfully filled and returned whereas a total of 43 questionnaires were not returned. This implies that the study was able to achieve a response rate of 70.14 percent. This response rate was considered adequate to enable the researcher generalize the findings of the study to all International humanitarian organizations in Kenya.

4.3 Demographic Information Results

The respondents were requested to provide some information that could assist the researcher to establish their suitability to provide reliable and factual data that could assist in achieving the study objective. The findings on demographic information of the respondents are presented next.

4.3.1 Designation of Respondent

The study sought to establish the designation of the respondents in order to ensure fair representation among the four categories of program staff who participated in this study. The respondents were therefore requested to indicate their designation and the results are presented in Table 4.2.

Table 4.2: Designation

Designation	Frequency	Percent
Program Manager	33	32.7
Program Officer	35	34.7
Field Officer	31	30.7
Subordinate Staff	2	1.9
Total	**101**	**100.0**

The research findings as illustrated in Table 4.2 reveal that 32.7 percent of the respondents were program managers; 34.7 percent were program officers; 30.7 percent were field officers whereas 2 percent were subordinate staff. Compared to the number of program staff targeted in the sample (46 program managers, 46 program officers, 46 field officers and 6 subordinate staff), the was successful in obtaining responses from 33 program managers, 35 program officers, 31 field officers and 2 subordinate staff.

4.3.2 Duration in Current Job

The respondents were also required to indicate the time they had spent in their current positions with the International humanitarian organizations. They were provided with four options to select from ranging from less than three years; 4 to 6 years; 7 to 10 years and those who had served for more than 10 years. The findings are presented in Table 4.3

Table 4.3: Duration in current job

Duration	Frequency	Percent
Less than 3 years	6	5.9
4 to 6 years	47	46.5
7 to 10 years	46	45.5
More than 10 years	2	2.1
Total	**101**	**100.0**

It was established that 46.5 percent of the respondents had served between 47 to 6 years; 45.5 percent between 7 to 10 years; 5.9 percent less than 3 years and 2 percent more than 10 years. This reveals that 53 program staff had served in their current positions for more than 4 years hence were able to provide relevant and reliable information that could inform this study.

4.3.3 Educational Qualifications

The study sought to establish the educational qualifications of the respondents in order to find out whether the respondents were professionally qualified to hold their positions as program staff. The results are presented in Table 4.4.

Table 4.4: Educational quallifications

Qualification	Frequency	Percent
Masters Degree	31	30.7
Bachelor's Degree	61	60.4
Diploma	9	8.9
Total	**101**	**100.0**

The research findings as presented in Table 4.4 reveal that 60.4 percent of the respondents were in possession of an undergraduate degree; 30.7 percent had a Masters degree whereas 8.9 percent were Diploma holders. The results therefore confirmed that 31 respondents had Masters qualifications, 61 had bachelor's degree qualifications and 9 had Diploma qualifications.

4.3.4 Change of Job in Last Three Years

The respondents were further requested to indicate whether they had changed jobs in the last three years. This was necessary in order to establish whether the participants had been in their current positions long enough to provide reliable information. The results are presented in Table 4.5.

Table 4.5: Change of Job in Last Three Years

Response	Frequency	Percent
Yes	18	17.8
No	83	82.2
Total	**101**	**100.0**

It was evident from the research findings that 82.2 percent of the respondents had not changed jobs in the last three years. This implies that they had been in their current

positions for more than three years hence their suitability in providing relevant information concerning worklife balance practices and turnover intent in the Internatonal humanitarian organizations they worked with.

4.3.5 Nationality of Program Staff

International humanitarian organizations are known to have operations that traverse international boundaries. Their staff are also highly likely to belong to different nationalities. The respondents were therefore required to indicate their nationality and the results are presented in Table 4.6.

Table 4.6: Nationality

Nationality	Frequency	Percent
Kenyan	82	81.2
Italian	4	4.0
American	3	3.0
Nigerian	3	3.0
United Kingdom	3	3.0
Iranian	2	2.0
Tanzanian	2	2.0
Norwegian	1	1.0
Ugandan	1	1.0
Total	**101**	**100.0**

The study results tabulated in 4.6 confirm that majority of the program staff working in the international humanitarian organizations in Kenya are Kenyan Natioanls as represented by 81.2 percent. However, there are other program staff who belong to other nationalities. Program staff of American decent were 3 percent, Iran 2 percent,

Italians 4 percent, Nigerians 3 percent, Norwegian 1 percent Tanzanian 2 percent, Ugandan 1 percent and United Kingdom (UK) 3 percent.

4.3.6 Age of Respondents

The respondents were also required to indicate their age. The results are presented in Table 4.7.

Table 4.7: Age

Age	Frequency	Percent
18-25 years	3	3.0
26-33 years	44	43.6
34-41 years	53	52.5
42-49 years	1	1.0
Total	**101**	**100.0**

The findings established that 52.5 percent of the program staff was between 34 to 41 years old; 43.6 percent were between 26 to 33 years; 3percent were between 18 to 25 years whereas only 1 percent was between 42 to 49 years old. It revealed that 100 program staff were less than 41 years old whereas only 1 was more than 41 years old.

4.3.7: Gender of Participant

It was further important to ascertain the gender of the participants. This was necessary in order to establish the distribution by gender of the program staff working for the IHOs in Kenya. The results are presented in Table 4.8.

Table 4.8: Gender

Gender	Frequency	Percent
Male	3	72.0
Female	44	28.0
Total	**101**	**100.0**

It was established that 72 percent of the participants are male and 28 percent are females. This an indication that majority of the program staff of the IHOs organizations are males. Female program staff represent lees than 30 percent of program staff.

4.4 Descriptive Statistics

This study had four independent variables namely: WLB practices relating to flexible working schedules; WLB practices relating to employee benefits; WLB practices relating to employee assistance programs and WLB practices relating to job design. The dependent variable of this study was Factors influencing turnover intent in IHOs in Kenya. For the variables, the respondents were provided with a scale ranging from 1 to 5 where 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree. The responses obtained were subjected to descriptive statistics and the mean and standard deviation obtained. The results are presented in tables 4.9, 4.10, 4.11, 4.12 and 4.13.

4.4.1 WLB Practices Relating to Flexible Working Schedules

The study sought to establish the extent to which WLB practices relating to flexible working schedules are adopted among IHOs in Kenya. The data collected was subjected to descriptive statistics and the mean and standard deviations obtained. A mean of less than 1.5 implies that respondents strongly disagree that the practice is

adopted; a mean greater than 1.5 but less than 2.5 implies that respondents disagree

that the practice is adopted; a mean of greater than 2.5 but less than 3.5 implies that

respondents were not sure that the practice was adopted; means greater than 3.5 but

less than 4.5 imply that the respondents agree that the practice was adopted whereas a

mean greater than 4.5 implies that respondents strongly agree that the practice is

adopted. The results are presented in Table 4.9.

Table 4.9: WLB practices relating to flexible working schedules

WLB practice	Mean	Std Dev
There is off for overtime worked	4.52	.357
I may vary office time	4.32	.662
I take off to attend to family emergencies	3.90	.300
It is not a must to be in office all days	3.87	.611
I can report to work any time	3.58	.752
We do work in Shifts	1.84	.880

The research findings reveal that majority of the respondents strongly agreed that the

following WLB practice relating to flexible working schedules was being by the IHOs

in Kenya: there is off for overtime worked with a mean of 4.52. There were four WLB

practices relating to flexible working schedules that scored a mean greater than 3.5

but less than 4.5 indicating that the respondents agreed that they had been adopted.

They include: reporting to work anytime with a mean of 3.58; it is not a must to be in

office all days which scored a mean of 3.87; I take of to attend to family emergencies

with a mean of 3.90 and freedom to vary office time with a mean of 4.32. Working in

shifts had a mean of 1.84 implying that majority of the respondents disagreed that it is

practiced.

The results therefore reveal that the most prominent WLB practices relating to flexible working schedules among the International humanitarian organizations in Kenya were: provision of off days for overtime worked; freedom to report to work anytime; not a must to go to office daily; providing off for employees to attend to family emergencies as well as the freedom to vary office time.

4.4.2 WLB Practices Relating to Employee Benefits

The second variable of the study was to establish the WLB practices relating to employee benefits that are practiced by IHOs in Kenya. The respondents were provided with a scale ranging from 1 to 5 where 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree. A mean of less than 1.5 implies that respondents strongly disagree that the practice is adopted; a mean greater than 1.5 but less than 2.5 implies that respondents disagree that the practice is adopted; a mean of greater than 2.5 but less than 3.5 implies that respondents were not sure that the practice was adopted; means greater than 3.5 but less than 4.5 imply that the respondents agreed that the practice was adopted by IHOs whereas a mean greater than 4.5 implies that respondents strongly agree that the practice is adopted. The results are presented in Table 4.10.

Table 4.10: WLB practices relating to employee benefits

WLB practice	Mean	Std Dev
Paternity leave is available	4.55	.357
I can access paid maternity leave	4.27	.646
Organization offers transport	4.06	.645
Compassionate leave is available	3.90	.300
Outstanding employees are recognized	3.90	.300
Long serving workers are rewarded	3.78	.415
Children tuition is paid by the organization	3.71	.792
Pension scheme is available	3.62	.487
Free or subsidized accommodation is available	3.12	1.177
Day care services provided by organization	2.35	.478
I can access paid study leave	2.29	.622
Performance bonus is provided	1.69	1.102
Loan interest loan is available	1.58	.765

The findings from the study established that only one out of the fourteen WLB practices relating to employee benefits was practiced to a very large extent. This was provision of paternity leave which scored a mean of 4.55. It was further revealed that the respondents agree that there were seven WLB practices relating to employee benefits that had been implemented by IHOs in Kenya. These included availability of pension scheme with a mean of 3.62; payment of children's tuition by the organization which had a mean of 3.71; rewarding long serving workers which scored a mean of 3.78; availability of compassionate leave with a mean of 3.90; recognition of outstanding employees with a mean of 3.90; providing transport which scored a mean of 4.06 and providing paid maternity leave with a mean of 4.27. It was also

established that respondents were not sure whether free or subsidized accommodation was practiced by IHOs as supported by a mean of 3.12. The respondents further disagreed that four out of the fourteen WLB practices relating to employee benefits were practiced. They include: availability of low interest loans which scored a mean of 1.58; paying of performance bonus with a mean of 1.69; accessing paid study leave with a mean of 2.29 as well as providing day care services by the organization which scored a mean of 2.35.

From the results, it was evident that the WLB practices relating to employee benefits that were found to be commonly practiced among the IHOs in Kenya include: provision of paternity leave; availability of pension scheme; payment of children's tuition by the organization; rewarding long serving workers; availability of compassionate leave; recognition of outstanding employees; providing transport and providing paid maternity. The other practices that were not implemented include: providing free or subsidized accommodation; availability of low interest loans; paying of performance bonus; accessing paid study leave and providing day care services.

4.4.3 WLB Practices Relating to Employee Assistance Programs

The third independent variable of this study was to establish the extent to which WLB practices relating to employee assistance programs are practiced in the IHOs in Kenya. The respondents were provided with 14 practices relating to employee assistance programs and were to state the extent they agreed implementation. The respondents were provided with a scale ranging from 1 to 5 where 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree. A mean of less than 1.5 implies that respondents strongly disagree that the practice is adopted; a mean greater than 1.5 but less than 2.5 implies that respondents disagree that the

practice is adopted; a mean of greater than 2.5 but less than 3.5 implies that respondents were not sure that the practice was adopted; means greater than 3.5 but less than 4.5 imply that the respondents agreed that the practice was adopted to a greater extent whereas a mean greater than 4.5 implies that respondents strongly agree that the practice is adopted to a very great extent. The results are presented in Table 4.11.

Table 4.11: WLB practices relating to employee assistance programs

WLB practice	Mean	Std Dev
Colleagues support in case of bereavement	4.87	.376
Organizational support available in case of bereavement	4.82	.573
Employee can work full time away from the office	4.76	.471
Supervisor is accommodating when an employee faces work family conflict	4.69	.818
There is freedom to work from anywhere	4.39	.832
Ability to link with others in real time	4.23	.723
Employee allowed to telework	4.21	.769
Supervisor provides support in task performance	4.21	1.033
Mobile teleworking technologies are provided	4.11	.445
Co-workers provide support	4.06	1.011
Weekly teleworking hours are specified	3.78	.955
Organization empathizes with employee facing problems	3.76	.663
Teleworking resources are provided	3.74	.895
Organization provides information support	3.67	.591

The study results established that a number of WLB practices relating to employee assistance programs have been implemented by IHOs in Kenya to a very large extent. They include: colleagues support in case of bereavement with a mean of 4.87;

organizational support available in case of bereavement which scored a mean of 4.82; employee can work full time away from the office with a mean of 4.76 and supervisor is accommodating when an employee faces work family conflict which had a mean of 4.69. The remaining ten WLB practices relating to employee assistance programs scored means greater than 3.5 but less than 4.5 implying that the respondents agreed that they had been implemented. They include: freedom to work from anywhere with mean of 4.39; ability to link with others in real time with a mean of 4.23; employee allowed to telework which had a mean of 4.21; mobile teleworking technologies are provided which scored a mean of 4.11; Co-workers provide support with a mean of 4.06; weekly teleworking hours are specified which scored a mean of 3.78; organization empathizes with employee facing problems had a mean of 3.76; teleworking resources are provided with a mean of 3.74 as well as organization provides information support mean of 3.67.

The results confirm that among the WLB practices relating to employee assistance programs implemented by the IHOs in Kenya include colleagues supporting another colleague in case of bereavement, The organization willingness to support an employee in case of bereavement, freedom for an employee to carry out office duties away from the office and the fact that supervisors are accommodating and understanding when an employee is faced with work family conflict. It was also clear that employees had the freedom to work from anywhere as long as they fulfilled their duties; teleworking was also allowed for employees of IHOs in Kenya; it was possible for the employees to connect with others in real time; mobile teleworking technologies were available for use by employees; fellow employees provided support in task performance; the IHOs specified weekly teleworking hours; the organizations

empathy for employees facing challenges and the IHOs have provided teleworking resources as well as information support.

4.4.4 WLB practices relating to job design

The fourth independent variable of the research was to find out the implementation of WLB practices relating to job design among the IHOs in Kenya. The respondents were provided with 9 practices relating to job design and were to indicate the extent to which they agreed with their implementation. The respondents were provided with a scale ranging from 1 to 5 where 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree. A mean of less than 1.5 implies that respondents strongly disagree that the practice is adopted; a mean higher than 1.5 but lower than 2.5 implies that participants disagree that the practice is adopted; a mean higher than 2.5 but lower than 3.5 implies that respondents were not sure that the practice was adopted; means higher than 3.5 but lower than 4.5 imply that the respondents agreed that the practice was adopted whereas a mean higher than 4.5 implies that respondents strongly agree that the practice is adopted. The results are presented in Table 4.12.

Table 4.12: WLB practices relating to job design

WLB practice	Mean	Std Dev
Manager delegates duties	4.17	.634
Tasks are commensurate with skills	4.08	.688
Priority to fill internal job vacancies	3.73	.564
There is freedom to plan and make job decisions	3.73	.720
Job sharing is allowed	3.71	.622
Can access educational opportunities	3.63	1.065
Cross functional training is available	3.58	.553
Regular work training is conducted	3.57	.497
Appropriate working tools are provided	3.50	.502

It was established that respondents agreed that all the 9 practices relating to job design had been implmeneted by the IHOs in. This is because all of them had mean scores greater than 3.5 but less than 4.5. Appropriate working tools are provided had a mean of 3.50; Regular work training is conducted scored a mean of 3.57; Cross functional training is available scored a mean of 3.58; access to educational opportunities had a mean of 3.63; Job sharing is allowed scored a mean of 3.71; Priority to fill internal job vacancies scored a mean of 3.73; freedom to plan and make job decisions had a mean of 3.73; Tasks are commensurate with skills had a mean of 4.08 and Manager delegates duties had a mean of 4.17.

The study therefore revealed that IHOs in Kenya have implemented WLB practices relating to job design which include managers delegating duties, providing tasks that are commensurate with skills, employees are given priority to fill internal job vacancies, freedom to plan and make job decisions, job sharing, providing access to

educational opportunities, cross functional training, conducting regular work training and providing appropriate working tools.

4.4.5 Factors influencing turnover intent

The dependent variable of this study was to establish the factors influence turnver intent among IHOs in Kenya. The respondents were also provided with a scale of 1 to 5 where 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree. Descriptive statistics were obtained having both mean and standard deviations. A mean of lower than 1.5 implies that participants strongly disagree that the factor influences turnover intent; a mean higher than 1.5 but lower than 2.5 implies that participants disagree that the factor influences turnover intent; a mean higher than 2.5 but lower than 3.5 implies that participants were not sure that the factor influences turnover intent; means higher than 3.5 but lower than 4.5 imply that the participants agreed that the factor influences turnover intent whereas a mean higher than 4.5 implies that participants strongly agree that the factor influences turnover intent. The results are presented in Table 4.13.

Table 4.13: Factors influencing turnover intent

WLB practice	Mean	Std Dev
There is high role ambiguity and stress	4.76	.769
There is need for communication to be improved	4.43	.855
No possibility of remaining here in next five years	4.35	.854
Some information is not openly communicated	4.21	.646
Low level of job satisfaction	4.12	.845
I have a heavy and unrealistic workload	3.84	.578
Organizational justice is wanting	3.78	1.135
Stagnation in same position for long	2.54	1.145
No freedom to act professionally	1.79	1.143

The research results indicate majority of the participants strongly agreed that high role ambiguity and stress was the most significant factor influencing turnover intent since it had a mean of 4.76. There were six factors that scored a mean greater than 3.5 but less than 4.5 implying that respondents agreed that they influence turnover intent. They include: need for communication to be improved with a mean of 4.43; feeling to leave the organization in next five years that scored a mean of 4.35; Some information is not openly communicated with a mean of 4.21; Low level of job satisfaction scored a mean of 4.12; heavy and unrealistic workload that scored a mean of 3.84 and organizational justice is wanting that had a mean of 3.78. Stagnation in same position for long scored a mean of 2.54 implying that respondents were not sure whether it influences turnover intent. Lastly lack of freedom to act professionally had a mean of 1.79 implying that the respondents disagreed that it influences turnover intent.

The study therefore established that the greatest factor that influences turnover intent is high role ambiguity and stress. The others that also influence turnover intention among IHOs in Kenya were found to be need for communication to be improved; feeling to leave the organization in next five years; Some information is not openly communicated; Low level of job satisfaction; heavy and unrealistic workload and organizational justice is wanting.

4.5 Correlation Analysis

A correlation analysis was also conducted to establish the nature of the relationship that existed between the dependent variable (Factors influencing turnover intent) and independent variables (WLB practices relating to flexible working schedules; WLB practices relating to employee benefits; WLB practices relating to employee assistance programs and WLB practices relating to job design). The results are presented in Table 4.14.

Table 4.14: Correlations

		WLB Practices on Flexible working schedules	WLB Practices on employee benefits	WLB Practices on employee assistance programs	WLB Practices on job design	Factors influencing turnover intent
WLB Practices on Flexible working schedules	Pearson's Corr. Sig (2-tailed	1				
WLB Practices on employee benefits	Pearson's Corr. Sig (2-tailed	.005 .983	1			
WLB Practices on employee assistance programs	Pearson's Corr. Sig (2-tailed	.166 .097	-.116 .253	1		
WLB Practices on job design	Pearson's Corr. Sig (2-tailed	.090 .371	-.087 .385	.050 .619	1	
Factors influencing turnover intent	Pearson's Corr. Sig (2-tailed	-.661 .001	- .667 .001	- .721 .000	-.487 .002	1

The results on correlation analysis reveals a correlation coefficient of .005 between WLB Practices on employee benefits and WLB Practices on Flexible working schedules. This means that there was a very weak correlation between the practices since the P- value was .983 which is above the acceptable limit of .005. Other weak correlations that the findings revealed include: between WLB Practices on employee assistance programs and WLB Practices on Flexible working schedules (correlation .166 and significance .090); WLB Practices on employee assistance programs and WLB Practices on employee benefits (correlation -.116 and significance .253): WLB Practices on job design and WLB Practices on Flexible working schedules (correlation .090 and significance .371); WLB Practices on job design and WLB Practices on employee benefits (correlation -.087 and significance .385); WLB Practices on job design and WLB Practices on employee assistance programs (correlation .050 and significance .619). This means that there were weak correlations between the practices that were not considered significant. However, there were significant correlations that were revealed. These were WLB practices on flexible working schedules (correlation coefficient -.661); WLB practices on employee benefits (correlation coefficient -.657) and WLB practices on employee assistance programs (correlation coefficient -.721). These implies that the better the WLB practices on flexible working schedules, WLB practices on employee benefits and WLB practices on employee assistance programs adopted by the IHOs the lower the turnover intent among employees and the reverse will also be true. WLB practices on job design were found to have a moderate inverse relationship with turnover intent (correlation coefficient -.487).

4.6 Effect of Perceived Work Life Balance on Employee Turnover Intent

In order to establish the effect of perceived work life balance on employee turnover intent, a regression analysis was conducted between the dependent and independent variables. The regression results are presented in Tables 4.15, 4.16 and 4.17.

Table 4.15: Model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
1	.862[a]	.743	.689	.47413	.468	5.753	4	96	.000

a. Predictors: (Constant), WLB practices on job design, WLB practices on employee assistance programs, WLB practices on Employee benefits, WLB practices on Flexible working schedules

The regression results in Table 4.14 reveal that the perceived WLB practices have a significant effect on turnover intent among the IHOs in Kenya. This is supported by the value of the coefficient of determination (R square) 0.743. This means that 74.3% of the turnover intent among the IHOs in Kenya can be attributed to implementation of WLB practices. This is a confirmation that perceived WLB practices in IHOs will greatly determine the level of turnover intent among employees.

Table 4.16: Analysis of variance

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.576	4	.394	5.753	.000[a]
	Residual	21.581	96	.225		
	Total	23.157	100			

a. Predictors: (Constant), WLB practices on job design, WLB practices on employee assistance programs, WLB practices on Employee benefits, WLB practices on Flexible working schedules

b. Dependent Variable: Factors influencing turnover intent

The results in table 4.13 reveal that the relationship that exists between perceived WLB practices and turnover intent among IHOs in Kenya is a significant one since the P-value is less than 0.05 (value is .000).

Table 4.17: Table of Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.344	.486		4.827	.000
	WLB practices on Flexible working schedules	-.454	.097	-.258	-1.568	.000
	WLB practices on Employee benefits	-.484	.080	-.261	-1.603	.000
	WLB practices on employee assistance programs	.607	.168	.049	.473	.001
	WLB practices on job design	-.225	.196	-.117	-1.148	.000

a. Dependent Variable: Factors influencing turnover intent

The regression results reveal that three out of the four independent variables had negative regression coefficients: Flexible working schedules (-.454); employee benefits (-.484) and job design (-.225). Employee assistance programs had a positive regression coefficient. All the regression coefficients had p values less than .005 and indication that they have a significant effect on turnover intent. Based on the regression model of this study $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$ the following equation can therefore be used to determine the effect of perceived work life balance on employee turnover intent among international humanitarian organizations in Kenya: **$Y = 2.344 - .454X_1 - .484X_2 + .607X_3 - .225X_4 + .486$**

4.7 Discussion of Findings

The research findings revealed that there are a number of WLB practices relating to flexible working schedules that have been implemented by IHOs. This was an

indication that the organizations have realized the significance of flexible work schedules in enhancing the commitment of employees to the organization. The findings agree with Halpern (2005) who argued that if there is collaboration and proper communication between staff and organization in implementing WLB practices relating to flexible working schedules, the result will be improved efficiency as well as commitment to organizational goals.

The study established that the following WLB practices relating to employee benefits have been implemented to a great extent by the IHOs in Kenya. They include availability of paternity leave; availability of pension scheme; payment of children's tuition by the organization; rewarding long serving workers; availability of compassionate leave; recognizing of outstanding employees; offering transport to employees and availability of paid maternity leave. These findings are in line with those of Casper & Harris (2008) who proposed that organizations may also provide other forms of leave such as study leave, sick leave and others as stipulated by law. The findings also agree with suggestions made by Muindi, Nzulwa & Muinde (2015) that an organization can also provide other benefits such as payment of tuition for children.

It was further evident from the study results that The IHOs in Kenya have implemented several WLB practices relating to employee assistance programs. Key among these practices that have been implemented to a very great extent include colleagues providing support for an employee in case of bereavement; the organization providing support in case of bereavement; employee working full time away from the office and supervisor being accommodative when an employee faces work family conflict. The results agree with the position held by Delecta (2011) who

indicated that social support is an important resource that enables people to cope unfavourable situations thus reducing job and family related challenges and that employers can provide a supportive work environment to reduce the level of stress in the lives of their employees. This can only be achieved if the significance of an employee's family is not underrated through provision of other things with no connection to career success.

The study also revealed the existence of a strong association between WLB practices and turnover intent among the IHOs in Kenya. This is in line with the findings of Obi (2017) who established that implementation of appropriate WLB practices enabled employees to have a balanced work life and increased their commitment thus reducing the possibility of developing turnover intent.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to establish the effect of perceived WLB practices on turnover intent among IHOs in Kenya. This chapter presents the summary of findings, conclusions, recommendations as well as suggestions for future research.

5.2 Summary of Findings

From the descriptive statistics results of the independent variables, it was revealed that there are a number of WLB practices that are practiced by the IHOs in Kenya. Concerning WLB on flexible working schedules it was clear that flexible reporting time with; not a must to be in office all days; providing off for overtime worked; providing off to attend to family emergencies and freedom to vary office time were common among the IHOs. It was further evident that WLB practices relating to employee benefits that were prevalent among the IHOs in Kenya include availability of paternity leave; availability of compassionate leave; payment of children's tuition; availability of pension scheme organized by the organization; recognition of employees with outstanding performance; rewarding of long serving employees; access to paid maternity leave and offering transport for staff.

The study also established that there are a number of WLB practices on employee assistance programs that were practiced by IHOs in Kenya. They include: the organizations empathizing with staff when they have a problem; the ability of the organization to provide information support to employees; accessing support from fellow workers in the organization; availability of support from the organization in

case an employee is bereaved; support from colleagues in case of bereavement; the ability of supervisors being accommodative when an employee is facing work family conflicts; allowing workers to telework; provision of teleworking resources to the workers; freedom to work full time away from the office; specification of weekly teleworking hours; freedom to work from any location; provision of mobile teleworking technologies; ability to link with other workers in real time and supervisor support in task performance.

Concerning WLB practices on job design, it was revealed that a number of practices were prevalent among the IHOs in Kenya. They include giving priority to internal employees to fill existing vacancies; job sharing among the employees; freedom to plan for the job and make independent decisions; availability of cross functional training; availability of appropriate working tools; conducting regular work related training; access to educational opportunities; giving employees tasks commensurate with their skills and delegation of duties by managers. It was further evident from the research findings that there are several factors that influence turnover intent among the IHOs in Kenya. These are: lack of free communication of some information to all employees in the organization; need to improve communication; high role ambiguity and job stress; low level of job satisfaction; low intention to remain in the organization in the next five years; wanting organizational justice; having heavy and unrealistic workload and stagnating in the same position for long.

The correlation analysis results revealed that there is a significant and strong inverse correlation between WLB practices on flexible working schedules; WLB practices on employee benefits and WLB practices on employee assistance programs and turnover intent. WLB practices on job design had a moderate inverse correlation with turnover intent. The regression analysis results further established that perceived WLB practices have a significant effect on turnover intent since they explain 74.3 percent of the variance on turnover intent.

5.3 Conclusion

International humanitarian Organizations in Kenya have adopted a wide range of work life balance practices. These practices include those related to flexible working schedules; employee benefits, employee assistance programs and job design. It was established that a strong inverse correlation exists between WLB practices relating to flexible working schedules; employee benefits; employee assistance programs and turnover intent. Perceived WLB practices were found to have a significant effect on turnover intent among the IHOs in Kenya.

5.4 Recommendations

It was evident that working in shifts was not very common among the IHOs. There is need to explore ways of making this realistic since it is one of the WLB practices that may provide enough time to employees to attend to other important issues in their lives.

It was further established that freedom to act professionally was practiced by the IHOs to a moderate extent almost bordering small extent. It may be necessary for the organizations to allow employees to work as professionals as this is likely to give them the opportunity to practice what they know best.

It was also evident that paid study leave and provision of day care services paid for by the organizations were not common WLB practices. The organizations need to consider these because they assist in improving the skills of workers and enabling them access vital services respectively.

5.5 Suggestions for Further Research

The regression results revealed that perceived WLB practices explain 74.3 percent of the variance on turnover intent among IHOs in Kenya. There is need to carry out a study to establish the factors that represent the remaining variance of 25.7 percent.

It was also evident that paid study leave was not common in the IHos. There is need to carry out a study to establish why most of these organizations do not consider giving paid study leave to their employees.

5.6 Limitations of the Study

This study focused on International humanitarian organizations operating in Kenya. The findings of the study can therefore be directly applicable to these organizations only and not any other organization.

The relevance of the findings of this study is limited to the duration of the study since organizations keep on changing from time to time. The findings may therefore not necessarily be applicable to the same organizations after some years. It may require another study to establish the position as at that time.

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APPENDICES

Appendix I: Research Questionnaire

Introduction

This questionnaire has been designed to assist in collection of data on the perceived effect of work life balance on turnover intent in International Humanitarian Organizations in Kenya. The data collected will be confidential and meant for academic purposes only.

Section A: Demographic Information

1. Designation
    a) Program Manager ☐
    b) Program officer ☐
    c) Field Officer ☐
    d) Subordinate staff ☐

2. Duration worked in current job
   (a) Less than 3 years (b) 4-6 years (c) 7-10 years (d) More than 10 years

3. Educational qualifications
   a) Diploma
   b) Degree
   c) Masters
   d) Ph.D
   e) Other (specify)

4. Have you changed jobs in the last three years?
    a) Yes
    b) No

5. Nationality ………………………………….

6. Kindly indicate your age

   a) 18-25 Years (b) 26-33 Years (c) 34-41 Years (d) 42- 49 years (e) 50 years and above

7. Gender

   (a) Male
   (b) Female

Section B: WLB Practices Relating to Flexible Working Schedules

Kindly indicate the extent to which you are satisfied with the level of implementation of the following work life balance practices relating to flexible working schedules in your organization.

Use the following key: Use the key: 1= strongly disagree 2= disagree 3= not sure 4 agree 5 strongly agree

	Flexible working schedules	**1**	**2**	**3**	**4**	**5**
1	I can report to work any time but ensure observance to working hours					
2	Not a must for me to be in office all days					
3	I may vary the time I spend in the office (It is not fixed)					
4	For any overtime I work am allowed some days off					
5	Occasionally I take an off to attend to family emergencies and events					
6	We do work in shifts					

Section C: WLB Practices Relating to Employee benefits

Kindly indicate the extent to which you are satisfied with adoption of the following work life balance practices relating to employee benefits in your organization.

Use the following key: Use the key: 1= strongly disagree 2= disagree 3= not sure 4 agree 5 strongly agree

	Employee benefits	**1**	**2**	**3**	**4**	**5**
1	I can access paid maternity leave when necessary					
2	Accessing paternity leave is possible if I need it					
3	Being granted paid compassionate leave is possible if I need it					
4	I can apply and be granted paid study leave					
5	We have day care centre services supported by the organization					
6	If I require a low interest loan from the organization I can get it					
7	I enjoy tuition payment for my children from the organization					
8	I commute using organization arranged transport					
9	I am a member of a pension scheme courtesy of this organization					
10	The accommodation I have is free or subsidized by the					

			1	2	3	4	5
	organization						
11	We enjoy performance based bonuses						
12	If I am an outstanding employee I will be recognized						
13	I expect a reward if I serve the organization for a long time						

Section D: WLB Practices Relating to Employee Assistance Programms

To what extent have the following work life balance practices been implemented in your organization?

Use the following key: Use the key: 1= strongly disagree 2= disagree 3= not sure 4 agree 5 strongly agree

	Employee assistance programs	1	2	3	4	5
1	If I face a difficult moment the organization empathizes					
2	Organization provides informational support to me					
3	My co-workers provide support to me in all matters					
4	Organization provides financial support to me in case of bereavement					
5	Colleagues will support me on case of support bereavement					
6	The supervisor support me in performing work activities					
7	Supervisor is accommodating when I have job-family conflicts					
8	Am allowed to practice teleworking					
9	Teleworking resources are provided to me					
10	I may decide to work full time away from the office					
11	Teleworking hours are specified to me per each working week					
12	I have freedom to work from anywhere					
13	Mobile technologies for teleworking are available to me					
14	If I choose to telework I can link with others in real time					

Section E: WLB Practices Relating to Job Design

To what extent are the following work life balance practices adopted in your organization?

Use the following key: Use the key: 1= strongly disagree 2= disagree 3= not sure 4 agree 5 strongly agree

	Job design	1	2	3	4	5
1	I am given priority to fill an internal job vacancy					
2	We are allowed to practice job sharing and feedback provided					
3	I have freedom to plan my work and make decisions					
4	Cross functional training is available to me if I am interested					
5	I have appropriate working tools to perform my duty					
6	I do attend regular work related training					
7	My tasks are commensurate with my skills					
8	I can access educational opportunities courtesy of the organization					
9	My manager delegates duties to me at times					

Section F: Factors Influencing Turnover intent

Kindly indicate the extent to which you agree with the following statements concerning factors influencing turnover intent.

Use the key: 1= strongly disagree 2= disagree 3= not sure 4 agree 5 strongly agree

		1	2	3	4	5
1	I have no freedom to act as a professional in my duties					
2	Some information is not openly communicated to all employees					
3	I feel the there is need for communication to be improved					
4	In my opinion organizational justice is wanting in the organization					
5	I experience high role ambiguity and stress in my current job					
6	I have a heavy and unrealistic workload					
7	Generally I may say that my level of job satisfaction is low					
8	I do not foresee myself remaining here in the next five years					
9	I have stagnated in one position for long					

Thanks for participating

Appendix II: List of International Humanitarian Organizations in Kenya

1. Action Africa Help - International
2. Action Against Hunger (AAH)
3. Action for sustainable change (Action for Sustainable Change)
4. Adeso
5. African Medical and Research Foundation (AMREF)
6. Aidspan
7. CARE International
8. Caritas International
9. Catholic Relief Services (CRS - USCC)
10. Coalition for Peace in Africa (COPA)
11. DevCAFE
12. Doctors Without Borders
13. Emergency Nutrition Network (ENN)
14. Farsight Africa Group
15. Food For The Hungry International (FHI)
16. Food Security and Nutrition Working Group (FSNWG)
17. Food Security and Nutrition Analysis Unit (FSNAU)
18. Hunger Plus, Inc.
19. I Choose Life - Africa
20. Interaction
21. Inter-Agency Working Group on Disaster Preparedness for East and Central Africa (IAWG DP)
22. International Committee of the Red Cross (ICRC)
23. International Federation of Red Cross and Red Crescent Societies (IFRC)
24. International Organization for Migration (IOM)
25. International Rescue Committee (IRC)
26. Lutheran World Federation
27. Mennonite Central Committee (MCC)
28. Mercy Corps (MC)
29. Network for Empowered Aid Response (NEAR)
30. Network for Water and Sanitation (NETWAS)
31. New Life International (NLI-K)
32. Overseas Development Institute (ODI)
33. Oxfam
34. Refugees International
35. Relief International
36. Save the Children
37. The Office of U.S. Foreign Disaster Assistance (OFDA)
38. United Nations Children's Fund (UNICEF)
39. United Nations High Commissioner for Refugees (UNHCR)
40. United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
41. UN Human Settlements Program (UN-HABITAT)
42. United States African Development Foundation (USADF)

43. Urgent Action Fund Africa
44. US Committee for Refugees (USCR)
45. Windle Trust Kenya (WTK)
46. World Vision International