EFFECTS OF TELEWORKING ON EMPLOYEE WORK LIFE BALANCE AT KENYATTA UNIVERSITY KENYA

ESTHER GITONGU

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, FACULTYOF BUSINESS AND MANAGEMENT SCIENCES,

UNIVERSITY OF NAIROBI

2023

DECLARATION

I declare that this research project is my original work and has not been submitted for an award at any university or institution of higher learning.

Signature_____ Date_25th October 2023

Esther W. Gitongu

D61/11183/2018

This research project has been submitted for examination with my approval as the university supervisor.

Signature…… Date……25th October 2023

Prof. Florence K. Muindi

Associate Professor & Chairperson,

Department of Business Administration,

Faculty of Business &Management Sciences,

University of Nairobi.

ACKNOWLEDGEMENT

I wish to express my immense gratitude to the Almighty God for being my provider and guide in my academic journey. I am indebted to various persons who have been of great support to me. Special thanks to my supervisor Professor Florence K. Muindi and Professor Peter K'obonyo for their insightful guidance throughout the project. I would also want to appreciate friends who supported and encouraged me during this project.

DEDICATION

I wish to dedicate this research project to my sons (Ron and Peniel), and family members for the support they have accorded me in my pursuit to further my education. May God immensely reward them.

TABLE OF CONTENTS

DECLARATION ..... **ii**

ACKNOWLEDGEMENT ..... **iii**

DEDICATION ..... **iv**

ABSTRACT ..... **viii**

CHAPTER ONE: INTRODUCTION **1**

1.1 Background of Research 1

1.1.1 Tele-Working 2

1.1.2 Employee Work-life Balance 3

1.1.3 Kenyatta University 5

1.2 Research Problem 6

1.3 Objective of the Research 8

1.4 Significance of the Study 9

CHAPTER TWO: LITERATURE REVIEW **10**

2.1. Introduction 10

2.2. Theoretical Review 10

2.2.1 Spill-Over Theory (SOT) 10

2.2.2 Social Exchange Theory (SET) 11

2.3 Empirical Framework Literature Review 12

2.3.1 Teleworking Practices 12

2.4 Knowledge Gaps 13

CHAPTER THREE: METHODOLOGY 16

3.1 Introduction 16

3.2 Research Design 16

3.3 Population 17

3.4 Data Collection Technique 19

3.5 Data Analysis 19

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION 21

4.1 Introduction 21

4.2 The Participant Response 21

4.3 Background Information and Demographic Characteristics 21

4.3.1 Age 22

4.3.2 Gender 22

4.3.3 Level of Education 23

4.3.4 Job Type and Level of Experience 24

4.4 Teleworking Practices 25

4.4.1 Flexible Working Plans 26

4.4.2 Working from Home 27

4.4.3 Distance Working using Digital Technology 27

4.5 Work Life Balance 28

4.6 Effects of Tele-Working on Employees Work Life Balance 30

4.6.1 Analysis of Variance (ANOVA) 31

4.6.2 The Coefficients 32

4.7 Discussions on Findings 34

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS 37

5.1 Introduction 37

5.2 Summary 37

5.3 Conclusion 38

5.4 Recommendations for the Study 39

5.5 Limitations of the Study 39

5.6 Suggestions for Further Research 39

REFERENCES 40

APPENDICES 44

Appendix I: Materials and Questionnaire 44

.

ABSTRACT

The primary objective of the inquiry was to determine the impact of tele-working practices and experiences on the workers work-life level and balance among the Kenyatta University staff.The inquiry used descriptive models of data review and the population was academic staff at Kenyatta Main Campus College in Nairobi. Data and information in the inquiry was collected among 315 academic staff at Kenyatta University. Data was gathered using survey questionnaire design. Quantitative data analysis was adopted and correlation and regression analysis determined the study output. Using spillover theory and social exchange theory, the research established that the university had adopted teleworking programs in general and the participants strongly agreed that there existed teleworking programs in the University. The research also established that the university permitted their workers to execute their duties from outside the institution premises using laptops or desktops or mobile phones. The regression model confirmed that adoption of remote and teleworking models help the workers to attain highwork and life balance levels in their operations. The study concluded that adoption of remote work policies and models is important in promoting life value and work experiences among the workers. Workers can work from anywhere using digital platforms and this improves their success. The research recommended that the university management should adopt blended education that includes working from home and office work. This is important towards promoting the employee work-life harmony.

CHAPTER ONE: INTRODUCTION

1.1 Background of Research

Bhende et al. (2020) define work-life balance as the working arrangements that ensure employees balance between work and individual obligations. In most scenarios, a poor work-life harmony is dangerous and poses risks to employee wellbeing, their productivity, and organizational productivity. Most employees normally experience challenges in harmonizing their social life and work obligations. Wolor et al. (2020) proposes tele-working as the best ways of improving employee work-life harmony since tele-workers execute their work duties from home or anywhere in the world enabling them to plan their daily tasks. Tele-working has become even more common due to COVID-19 quarantine and social distance.

This study will be anchored on spillover and social exchange theory. Spillover theory was founded by Alfred Marshall (1980). Spillover theory is based on the view that work and home models can lead to spill and over desirable work elements. It is important that work environment create positive energy that can spill-over back at home to motivate the workers. This is possible when workers are engaged, motivated and well rewarded in the work place. However, the 1958 Social Exchange Theory (SET) by George Homans identifies the conditions under which people feel compelled to respond in kind when they are beneficiaries of some individual's or institution's actions. SET is used to comprehend the quality of the correlation between employees and their workers and in fostering productivity in the work environment and place. By adopting flexible work plans, employees can increase work-life harmony this initiative's influence on the organization versus employee social exchange is likely to be seen in their value,

perceived availability, and aggregate use. Cordial employee-organization relationships can help in generating favorable results in terms of high job success and workers satisfaction, faster career progression, firm top management commitment, and organizational citizenship behaviors.

In Kenya, many institutions such as Kenyatta University are increasingly adopting work-life balance programs in their operations. Today, due to Covid-19 pandemic, Kenyatta University has adopted teleworking programs in order to allow their teachers to guide their students from home. A study by Palumbo, Manna and Cavallone (2020) noted that teleworking empower employees are highly competent and with multi-tasking skills for ensuring sustainable growth with minimum operating costs, especially within the educational sector. In Kenyatta University, the employees are often under pressure to perform well and are forced to devote most of their time atworkplace. However, social life, allegiance to home, and commitment towards self-development are important for fulfilling the duties, demands, and organizational obligations. This insinuates that organizations in both the public and private sector should find ways to promote their employee work-life harmony and this can be done through adoption of tele-working plans, especially within the current Covid-19 Pandemic era.

1.1.1 Tele-Working

According to Valmohammadi, C. (2012), the term tele-working refer to the activities of working at home, whereas keeping in touch with the office via email or phone. This means that when tele-working, one does not need to travel or commute to the office or workstation and can work from anywhere. Even though, tele-working is typically limited to one or two days per week, today, many are required to work at home full-time to halt the spread of COVID-19. In any case, considering the medical hazards, all workers who perform activities and tasks compatible with

tele-working qualify to tele-work during this pandemic, including interns and those temporarily employed (ILO, 2020).

Torten, Reaiche and Caraballo (2016) define telework as the use of modern information models to communicate and engage with others. This may include the use of Laptops and other ICT based tools common in all work environments today. The work can be done in any place provided there is internet. This is to say, tele-work is work performed away from the company's promises using ICT. It should happen in a voluntary deal between the organization and the employee. Besides, agreeing on the location of the work, several other aspects, such as working schedule or aspects, communication tools, the task at hand, how the work will be supervised, work reporting arrangements should be clarified (Pérez et al., 2014). People working in the gig economy, for instance freelancers are not to be considered tele-workers but rather home-based workers (Contreras, Baykal &Abid, 2020). During this pandemic, the corporate industry has no other option but to incorporate teleworking into its plans. In the case of unanticipated events (extreme weather, fires, pandemics, terrorism, etc.) that prevents employees from going to their workplaces, tele-working allows them to work offsite and to keep the firm's operations running (Baard & Thomas, 2010).

1.1.2 Employee Work-life Balance

Employee work-life balance is defined as the extent to which employees are equally involved in and content with their work (Greenhaus, Collins, & Shaw, 2003). Clark (2000) describes it as the contentment and good functioning at the office as well as at home with minimal role conflicts. Murithi (2017) adds that work-life balance involves managing one's time spent at the site and the time spent off-site. This may include home obligations, managing relationships, and other outside hobbies and interests.

Otieno (2020) says that work-life harmony is where workers feel that their needs are met and they love what they are doing at the work place. . By having a great work-life balanceemployees feel better in general and this means that they enjoy greater job and personal life fulfillment. They also tend to behave well. This can lead to lower turnover and absenteeism in organizations and it is important that organizations create work-life balance in all their operations. According to Mohanty and Jena (2016), the need for adopting flexible work life conditions is important in all organizations. This is because when organizations have adopted flexible and friendly work conditions, workers are able to experience low work demands. With low work pressures, workers can achieve the set objectives within time as well as enjoy their work experiences due to flexible work arrangements (Contreras, Baykal &Abid, 2020).

With effective work-life balance, workers can enjoy other family based activities and programs. According to Thamrin and Riyanto (2020), work-life balance helps employees to find ways to manage their personal and professional activities. Improved health, relationships and productivity amongst employees are among the benefits of work- life balance. Work life balanceallows the team members in organization to view work as non-routine programs and they work harder towards the attainment of the organizations'objectives and goals. Raghuram and Fang (2014) noted that work-life balance is the hallmark of workers performance and; it is associated with low health problems, increased employee engagement and high productivity among employees due to low stress and working at relaxed environments. This means that work-life balance boost employees job satisfaction and results into low stress and strong mental health among employees (Mwangi et al., 2016).

1.1.3 Kenyatta University

Kenyatta University is a public research institution located in Nairobi County, Kenya. The University was chartered in 1985, becoming the third of its kind after Nairobi University (1970) and Moi University (1984) (Kenyatta University, 2021). It derives its name from Kenya'sfounding father, Jomo Kenyatta, who was a strong advocate for tertiary education. Its main campus sits on over 1,000 acres (1.6 square miles), at Kahawa Sub-County, Kasarani Constituency in Kenya's capital Nairobi. It is approximately 17.5 kilometers (10.9 miles), by road, North East of Nairobi central business district of, off the Nairobi-Thika Highway (KenyattaUniversity, 2021).

Today, Kenyatta University boasts some of the world's top scholars, researchers, administrators and experts in various disciplines. It has produced heads of state – for instance, MwaiKibaki (Kenya's president 2020 to 2013), JakayaKikwete (Tanzania – 2005 to 2013) and others – heads of world organizations, innovators, industrialists, etc. It provides high quality courses that attract individuals who wish to be competitive in the global arena. In Kenya, it is ranked second, and twenty third in Africa. Its vision and mission is to promote success in terms of creating a good learning environment and conditions to all students. This can be achieved through innovation as well as adoption of inclusive research in the college in different departments. The management of the school also works with different stakeholders in funding bright students education activities. As such, it is showing high responsiveness and sensitivity to societal needs and everyone's right to knowledge (Kenyatta University, 2021).

1.2 Research Problem

Tele-working activities are associated with employees working from home using internet based platforms to promote their organization objectives. Morgan (2004) argued that Teleworking is associated with a number of benefits such as allowing employees to save fuel, increase their life-work balance as well as reduce their degree of stress and intensify their level of satisfaction. According to Kangure (2015), the adoption of teleworking programs help majority of firms across the globe to support their employee's work-life balance in their day to day operations. This also allows the companies to remain competitive and increase their overall performance. With teleworking programs, organizations are able to enjoy effective work-life balance which is linked with flexibility of work experiences, taking care of the employee's health and well-being and this mostly increase and improve the employee's productivity (Thamrin&Riyanto, 2020). A study by Clive, Christopher and Kwasira (2013) confirmed that adoption of teleworking programs is important in promoting employees work-life balance and should be promoted in almost all organizations across the world.

In Kenya, some of the organizations that have adopted teleworking programs after theoutbreak of the Covid-19 pandemic include Universities and; other non-manufacturing organizations such as Banks (Otieno, 2020). In Kenyatta University, blended work experiences where workers work from home during some days has been adopted by the top management of the organization. This has led to a number of benefits to the organization. For example, it has been noted that the teleworking programs adopted by the Kenyatta University has led to employees saving on fuel, tolls, vehicle maintenance and parking (Murithi, 2017). The teleworking practices have also eliminated and reduced workers mandatory office work practice leading to low stress in the work

place. This has led to increase productivity and job satisfaction among workers in Kenya (Wolor et al., 2020).

Several studies have been done to establish the impacts of tele-working experiences on employee work-life harmony. Alexandra, Beauregard, and Henry (2009) studied an U.S. sample and found that work-related stress can results to issues associated with low work level, poor engagement and lack of active attitude in the work place. Their study noted that work-life harmony is important in managing employees work challenges. While work-life harmony has been acknowledged in developed nations, in Africa, the HR managers are yet to fully embrace it, despite research carried out in African countries indicating a need for an effective work-life harmony. In Nigeria, Mordi and Ojo (2011) found that majority of employees experience work- life imbalances. The study used cross-sectional research design and concluded that work-life balance is essential in all institutions. In South Africa, Baard and Thomas (2010) investigated the teleworking in South Africa and challenges and noted that tele-working is associated with laziness among workers in the country. However, In Columbia, Contreras Baykal and Abid (2020) conducted a study on teleworking and e-leadership during COVID-19 and beyond and noted that the pandemic has revolutionized how people work. An efficient e-leadership and adoption of flexible work plans is important in all organizations. The authors noted that adoptionof flexible plans is beneficial to companies' productivity, employees, and the environment duringthe Covid-19 period.

Locally in Kenya, Muindi (2015) researched the work-life harmony practices used in the agriculturalsector in Kenya and noted that, it is important in promoting organizational performance, work satisfaction and job commitment among employees in various firms inKenya. The author also noted that work-life balance is associated with good health and mental

well-being of the employees and should be promoted in all organizations in Kenya. The study adopted census method and it noted that the farms need introduce employee help initiatives and study leaves to empower employees. They also need to introduce flexible working hours and increase work autonomy for employees to plan their work in a waythat enables them to do non-work matters in inactive working hours. However, this study only focused on agricultural firms in Kenya and it was done in late 2015. Kiplagat and Adminstration (2017) determined the impact of a work-life harmony program on employee turnover in Public Sub-County Hospitals inNairobi and noted that work-life balance Program such adoption of flexible work plans are important in reducing employee turnover in those institutions. The study concluded that firms should adopt work-life balance programs that consider the healthcare of the employees to reduce and control employee turnover in organizations.

The review confirms that few studies have been done on the evaluation of the impact of tele-working experiences on the employee work-life balance. The inquiries are also based before the problem of the pandemic. The evaluation of past studies also indicate that the few studies done only focuses on non-educational sector and used cross-sectional research design instead of the case study method. Therefore, the study will determine theimpacts of tele-working experiences on the employee work-life harmony at Kenyatta University and it is based on the question: what is the influence of tele-working experiences on the employee work-life harmony at Kenyatta University?

1.3 Objective of the Research

Theresearch aims to determine the impact tele-working experiences have on the employee work-life harmony at Kenyatta University.

1.4 Significanceof the Study

This research will benefit different people including the top bras at the institution. This is because the top management of the University will use the study findings to determine and understand the impacts of tele-working experiences on their employee work-life harmony. The study results will also benefit the University by understanding some of the tele-working experiences they can adopt to enhance their employees productivity and work-life balance. This will allow the firm to enjoy high management of their workers.

The policy makers in Kenya would use this inquiry analysis. This is because tele-working experiences and its effects on employee work-life balance during the Covid-19 is a new experience which is expanding in all regions globally. This means that the different governed agencies would utilize the findings of the study to formulate and implement programs that promote tele-working experiences and employee work-life balance in various organizations.

The research findings would furthermore contribute to academic theory relating to tele-working experiences and employee work-life balance in various organizations. Tele-working experiences and employee work-life balance in various organizations is important and other writers and readers would learn from the inquiry notes.This is effective in developing new theoreticalmodels.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

In this chapter, the existing literature that forms the foundation of this studyis reviewed by the researcher. This section covers theoretical framework, empirical framework, and research gaps that may require further analysis.

2.2. Theoretical Review

The spillover theory and social exchange theory (SET) guide this research.

2.2.1 Spill-Over Theory (SOT)

The advocates of the spillover presumption, Staines (1980) and Aldous (1969) noted that it is founded on asymmetrical permeable boundaries between work and home. It is concerned with home and work-related factors. Guest (2002) says SOT explains the situations when there is a spillover between the home and work micro-systems. The spillover can be good or bad. In the office-and home interrelationships are firmly stratified within different elements and conditions. When there is adaptability such that employees can overlap and integrate work and home obligations in space and time, a positive spillover are noted a critical recipe a healthy harmonious life.

Guest (2002) argues that the determinants of work-life harmony are in both home and work contexts. Contextual determinants include work culture, work requirements, and home culture and home requirements. Conversely, individual determinants are work orientation or the degree to which the workplace or home is the center of life interest, personality, coping energy, and

personal control, career stages, age, and gender. The nature of the office-life balance may be both objective and subjective. Objectively, the markers include free time outside or uncommittedtime and work hours. Subjectively, the indicators are the forms of balance or imbalance. He also postulates that harmony may be evident when given equivalent weights to both office and home or either dominates by choice. Spillover occurs when one aspect of life interferes with another.

In this research, the model can be utilized to guide how teleworking promote work-life harmony as well as the well-being and personal satisfaction of the employees. This can help the employees understand how to improve their productivity at work and home. This can help to explain the conditions under which work and life obligations conflict due to spill-over effect. Therefore, it is relevant to this research as it sheds light on factors that cause work-life conflict and how it can be avoided.

2.2.2 Social Exchange Theory (SET)

SET pinpoints the conditions under which individuals feel compelled to respond in kind when they benefit from some organization's or individual's actions. SET helps in understanding the quality of the relationship among employers and workers in fostering productivity through organizational citizenship behavior, pro-social behavior, and extra role performance (Lambert & Waxman, 2005). The theory demonstrates how cordial relationships can be modeled though communication, attraction, norm development and expectation formation, to trigger and maintaincommitment.

The proponents of the theory noted that work-life balance initiatives influences on the organization versus employee social exchange is highly likely to be seen in their perceived availability, aggregate use, and value. These efforts offer fresh evidence that SET's basic tenets

holds in the workplace that beneficial actions people and programs in the long run.. Cordial employee-organization relationships can help create favorable outcomes such as faster career progression, organizational commitment, organizational citizenship behaviors and job satisfaction.

This theory can be of great benefit to this study because it canact as a guide on how employees and employers exchange while working away from the office. Looking at it from the behavioral science point of view, SET is a behavioral science that conceptualizes mutual employer- employee exchanges. This means that it can help in promoting work-life balance and career development opportunities among employees which is a key determinant of employee- organizational relationship.

2.3 Empirical Framework Literature Review

This section looks at other research and studies done by other scholars on tele-working practices.

2.3.1 Tele-Working Practices

Atkinson et al (2011) argued that Tele-Working practices and models promote success of modern firms. This is because many developed regions and countries people are adopting Tele- Working practices with the purpose of meeting their goals. When people work from and other non-office places, they feel motivated and can go extra mile to work overtime (Lake, 2016).This is common in the developing countries such as China, as well as America and UK where workers have stable internet. Tele-Working practices cover a number of issues-working outside the employer's location or working using computers and other forms of technology. This type ofwork is based on flexibility and creative mindset.

Kelliher and Anderson (2010) noted that tele-working activities must consider effective monitoring and evaluation programs. This is because the success of tele-working activities depends on strong communication and collaboration among workers and the management. With remote working experiences, employees can share data and information with others (Lake,2016).

2.4 Knowledge Gaps

Different scholars have studied the correlation between teleworking and employee life work balance cross the globe. In U.S.A, Palumbo (2020) studied the effects of teleworking on work- life harmony and noted that the disruptions caused by the corona-virus pandemic forced a huge section of the public sector employees to telework. Studies have noted that working from home ensured continuity in the offering of public services, thus minimizing the disruptions caused by the pandemic. The author noted that there is minimal information about the impacts of telecommuting on the ability of tele-workers to handle the work-life interaction and there is perceived work-related fatigue and work engagement as some challenges facing employee teleworking activities. The study also found out that telecommuting at home is important in reducing workers stress. Nonetheless, this research was done in U.S and not in Kenya and its implication might not work within the Kenyan context.

A research done in China by Raghuram and Fang (2014) to study telecommuting and the influence of supervisory power described telecommuting as a situation where employees conducttheir duties from different locations. It is among the numerous Western HR management cultures that multinational companies are introducing in Chinese market. This method of operation has the potential to minimize the level of control and influencemanagers can have over

their juniors. It is a ramification of the physical distance, increased self-reliance that telecommuting brings, and uses of lean communication media. The author noted that, for cultural reasons, supervisory power is highly-regarded in China by managers and employees such as high context communication, paternalism, and high power distance. Raghuram and Fang found a positive correlation between reward, power and telecommuting intensity in organizations in China. However the study was done in China and was done in late 2014.

In Slovakia, Karácsony (2021) researched on the effects of teleworking on job satisfaction in the Slovakian workforce during COVID-19 and concluded that, during the outbreak, which became an international catastrophe in 2020, dramatically revolutionized Slovakian's. Besides the medical risks, the virus had an effect on the economy as well as the society as a whole, includingthe labor industry. The research noted that there is a substantial correlation between teleworking satisfaction and wage satisfaction, job autonomy, and supervisory support. This means that teleworking had a clear positive effect on job satisfaction among Slovakian employees. However, this research was done in Slovakia and it might not apply within the current research.

In Nigeria, Mariam and Philomina (2019) studied the effects of telecommuting and work-life harmony among petroleum employees and found that telecommuting workers work longer hours than their office counterparts. They concluded that despite what most may think, teleworking doesn't always help improve employees' work-life balance. The authors also argue that employees who work partly from the company premises put in an average of three more hours every week than those who work entirely from the office. The teleworking practices also allow the employees to reduce commuting time, and it appears to improve flexibility to their workday. However, this study was done in Nigeria and it cannot apply fully within the Kenyan context.

In Kenya, Muindi (2015) determined the work-life harmony practices implemented in the country's horticultural industry and noted that organizations in the contemporary world can only perform their full potential if all employees are dedicated to the objectives of the company and;work effectivelyas team members. The author also noted that inability to establish harmony between personal and work life could impact employees' productivity and effectiveness in the workplace. He concluded that Kenyan horticultural farms have implemented measures involvingtime and job to a great degree. Muindi suggested that more attention should be diverted to activities pertaining to the job and advantages because they have lesser ratings than measures involvingplace and time. This means that organizations should provide other benefits such as flexible working hours, increased work autonomy and study leave to empower their employees. Despite this, this study only focused on Horticultural Farms in Kenya.

Moreover, Kiplagat and Adminstration (2017) similarly evaluated the impacts of a work-life harmony initiative on employee turnover in Nairobi public hospitals. The research adopted cross-sectional design and the authors found that employee turnover is a critical concern to public healthcare workers in underdeveloped countries because most employees in healthcare centers favor being employed in medical institutions in rich countries. The author also noted that the sorry state of patient care in some public health institutions in Kenya has caused weak self- esteem and high turnover rates among employees, making it hard to promise 24/7 coverage leading to problems with patients healthcare. However, the study only focused on Hospital based organizations and its implications may not apply among educational institutions.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

In this section, the inquiry presents the research methods that were applied in carrying out the research. It contains various procedures used in managing the data. This is done with the analysis of the study aim.

3.2 Research Design

Research design is generally the road map that shows how the study will be done. It provides the framework utilized by the researcher to acquire data, measure the findings and analyze the obtained data from the respondents (Creswell & Plano, 2011). According to Kothari (2004), research design is the structure under which the study is carried out. The descriptive cross-sectional survey research methods present facts concerning the study variables, as they exist at the time of the research as well as patterns that are visible and this study will adopt the descriptive cross-sectional survey research method. This design is best-suited for this research because it defines the situation as it is, while reducing bias in data collection.

According to Kothari (2004), descriptive cross-sectional survey research method can be utilized to generalize the research findings to a diverse group of people. The descriptive cross-sectional survey method helped to get in-depth data within a short time on the effects of tele-working

experiences on the employee work-life balance at Kenyatta University. It is important in getting different types of data.

3.3 Population

In this study, the population was academic staff at Kenyatta University Kenya. According to the Kenya University (2021), there are more than 5000 workers in the University. This includes 3500 administrative staff and 1500 academic staff. This formed the study population and data wascollected amongst these populations. Specifically, the target population in this research was the 1500 academic staff at Kenyatta University.

3.4 Sampling Design and Size

The current study's sampling frame was the academic staff at Kenyatta University Kenya. The researcher used a purposive sampling technique to get the respondents for the research. According to Denscombe (2014), purposive sampling ensures that the people selected for the study have features that the researcher is interested in.

However, the study sample size is based on the formula (Yamane, 1967).

$$n = \frac{N}{1 + Ne^2}$$

$$N - TotalPopulation = 1500$$

$$e - Leveloferror = 0.05$$

$$n - Samplesize$$

$$n = \frac{1500}{1 + 1500 \times 0.05^2}$$

$$n = 315$$

This means that the researcher collected data from 315 academic staff at Kenyatta University.The populationwas based on different categories as shown below.

Category	**School /Faculty**	**Total number of Employees**
1	School of Education	45
2	School of Economics	40
3	School of Humanities and Social Science	35
5	School of Architecture and the Built Environment	15
6	School of Business	25
7	Digital School of Virtual and Open Learning	20
8	School of Civil Engineers and Modern technological management	25
9	School of Environmental sciences and natural studies	20
10	Faculty of Pure And Applied Sciences	20
11	School of Pharmacy	10
12	School of Public Health & Applied Human Science	25
13	School of Nursing	15
14	School of Medicine	10

15	School of Security, Diplomacy and Peace Studies	10
Total	**Total**	**315**

3.4 Data Collection Technique

The primary data in this research was collected by use of questionnaires that was self- administered and structured by the researcher. A questionnaire was used as the research instrument since it is applicable and practical to the problem at hand as well to the population used for the research. According to (Denscombe, 2014), questionnaire can help to provide uniformity of data and can help researchers to get wider coverage of different data aspects from the participants.

The first section-Section A of the questionnaire which is part of the four sections was used to collect the participants' demographic data. The successive sections-Section B sought the opinions of the respondents on the study objective that is, on the tele-working experiences at Kenyatta University. Section C dealt with the employee work-life balance at Kenyatta University. In addition, the study objectives was evaluated using a 5-point scale ranging from 1 (Strongly disagree) to 5 (Strongly agree) which will give the respondents' levels of agreement to the statements given in the questionnaire.

3.5 Data Analysis

The analysis of data assists to compress data to sizes that are simple to manage. The analysis further summarizes and looks at data patterns using statistical techniques (Creswell & Plano,

2011). The researcher checked the questionnaire for consistency and completeness. The data was then coded. The analysis also considered descriptive statistics and this included the consideration of standard deviation and the mean variations. The software of focus here was the SPSS software. The study included a model as shown below.

$$Y = a + bx_1 + bx_2 + bx_3 + bx_4 \ldots\ldots\ldots + c + B_3$$

Where Y = Employee Work − life Balance

X_1 = Flexible Work Programs

X_2 = Working from home

X_3 = Distance or Online working using computers or technologies

B_3 = Error Factors

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This section illustrates the findings of the data collected from the point of view of the objectives of the indicated research aim. Adetailed discussion of the findings in comparison with the current literatures and findings from previous research other earlier studies is also presented at the end of this chapter in the discussions' section.

4.2 The Participant Response

The questionnaires were issued to 315 respondents from the sampled departments in the University and 310 were received back fully completed. This translated to a response rate of 98.4%, which is statistically acceptable for the validity of a quantitative study.

4.3 Background Information and Demographic Characteristics

The study sought to find out the demographics of the participants' that include sex, job experience, age and level of education. The study did not consider other demographic characteristics such as religious beliefs, ethnicity and race because of the fact that national universities like Kenyatta University are cosmopolitan in nature.In addition, they have a predominance common religious belief.

4.3.1 Age

Therespondents'age was also factored in the questionnaires since it would give information about the composition of the university employees. It was established that out of the 310 respondents, more than 58% were aged above 36 years and only less than 4% were aged 25. Thismeans that majority of the workers in the University are older than thirty six years and they require a good work-life balance to promote their operations and high performance in theworkplace.

Table 4.1. Age of Respondents

Age group (Years)	Frequency	Percentage (%)	Cumulative Frequency
Below 20	0	0	0
25 - 35	57	18.4	22.3
35 – 45	73	24.5	42.9
45-55	60	19	61.9
55-65	100	32	93.9
65 and Above	20	6.1	
Total	**310**	**100**	

4.3.2 Gender

Out of the 310 participants, it was established that 216 were male and 94 were female; therefore the male represented 69.7% of the population whereas the female represented 30.3% of the

population. As such, it seems that there are more males than females in the organizations. Table 4.2 below shows the data on sex of the respondents.

Table 4.2 Sex of the Respondents

Sex	Frequency	Percentage (%)	Cumulative Percentage
Female	94	30.3	30.0
Male	216	69.7	100.0
Total	**310**	**100**	

4.3.3 Level of Education

The researcher sought to find out the highest level of education attained by the participants. This is critical because the knowledge helped the researcher to find out the quality of responses obtained since quality is affected by the education level. From the findings, it was noted that 38.3% of the participants had attained at least a master's degree**.** However, the majority at53.9% had a PhD degree. Since the study focused on academic institution, it is not surprising that the majority of the participants had a PhD level of education as shown in the table 4.3 below.

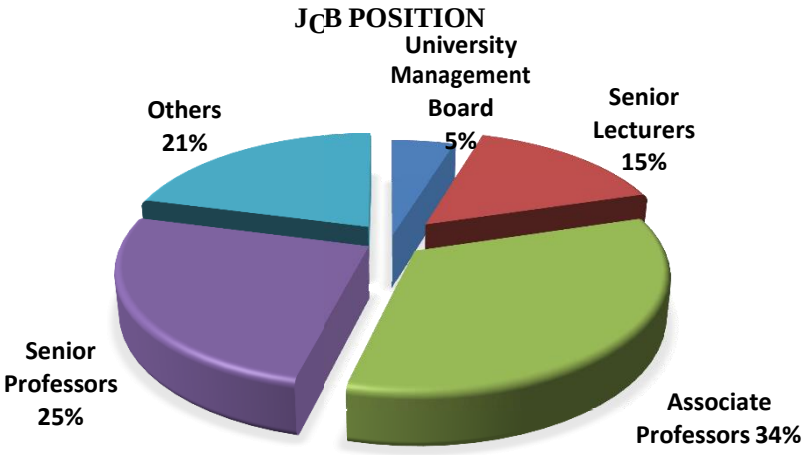
Table 4.3. Highest level of education of respondents

Highest level of Education	Frequency	Percentage (%)	Cumulative Frequency
Masters'	119	38.3	38.3

PHD	167	53.9	92.2
Other (Higher Diploma)	24	7.8	100
Total	**310**	**100**	

4.3.4 Job Type and Level of Experience

The researcher sought also to underscore the respondents' job positions as well as their job experience in terms of years that they have worked in the University. It was established that out of the 310 respondents, 15 were University Management Board, 48 were from Senior Lecturers, 104 were from the Associate Professors, 78 were from Senior Professors and 65 were from other positions.



In regard to the level of experience of the respondents, it was established that more than 59% of the participants had an experience of between 6 and 10 years whereas only 9.25% had worked for 16 years and above. This is because the majority of the workers were associate professors and senior professors who are teaching various units in the University.

Table 4.4 Level of Experience of Respondents

Level of Experience (Years)	Frequency	Percentage (%)	Cumulative Frequency
0 - 5	37	11.94	11.94
6 - 10	183	59.03	73.97
11 - 15	61	19.78	90.75
16 and above	29	9.25	100
Total	**310**	**100**	

4.4 Teleworking Practices

The questionnaire issued to the respondents contained questions that aimed at underscoring the teleworking practices that were used within Kenyatta University. The review notes are shown below.

Table 4.5 Teleworking Practices

Tele-working Practices	Mean	Standard Deviation
The Organization has adopted Teleworking programs and experiences	4.73	0.46
The Organization has adopted work from home models	3.33	0.41
The Organization has adopted working outside the company premises using laptops or desktops or mobile phones	4.91	0.56

The Organization has adopted technology and remote working experiences	4.19	0.48
The Organization has adopted distance working plans	4.11	0.39
The Organization has adopted work from anywhere programs	3.83	0.29

The inquiry indicated that remote work experiences are important. The analysis also revealed that workers in the college prefer remote working. This is shown based on the M=4.73 and SD=0.46. This shows that majority of the people strongly agreed that the university had in place teleworking programs. The organization fully supports teleworking practices in their operations and management plans. Some of the tele-working experiences that were adopted are discussed below.

4.4.1 Flexible Working Plans

From the analysis, most respondents strongly agreed that the university had allowed their workers to adopt flexible work experiences including working from outside the company premises using laptops or desktops or mobile phones (question 3) at a mean of 4.91 and standard deviation 0.56. The standard deviation for the two parameters is low, indication that there was almost consensus in the responses with minimal differences. This means that workers are allowed to work from home in the organization and they use mobile phones, laptops anddesktops in their work place.

4.4.2 Working from Home

Regarding the issue of working from home (question 2), the respondents stated that they were slightly in agreement, or almost uncertain, at a mean of 3.33 and standard deviation 0.41. This indicates a larger variance in the responses but ultimately, it was clear that the university has not made enough arrangements to permit people to work from home. However, some of the workers are working from home, especially after the outbreak of Covid-19 Pandemic.

4.4.3 Distance Working using Digital Technology

The last three questions in this section of the questionnaire aimed at finding out the extent to which the participants agreed that the University had adopted technology and remote working as well as distance working plans and also if it allowed the employees to work from anywhere. The respondents strongly agreed that the university had taken up technology and remote working practices at a mean of 4.19 and standard deviation of 0.48. This confirms that technology is allowed and a number of the staff is using technology in the workplace remotely to achieve their firm objectives.

Likewise, in question five where the participants were asked to indicate whether the university had adopted distance working plans, a majority were not sure at a mean of 4.11 and SD of 0.398.This confirms that there are distance working plans although not many people support the idea from the management perspective. Majority of the respondents noted that they were required to meet physically from time to time whenever working from home.

Finally, on the question of whether the university had adopted plans for working anywhere, the participants agreed with the assertion at a mean of 3.83 and SD of 0.29. This means that working from anywhere is allowed but has not been adopted by majority of the staff. Importantly, the

management noted that working from anywhere is allowed but physical meetings are encouraged occasionally.

4.5 Work Life Balance

The third section of the questionnaire aimed at establishing the work-life balance experiences of the employees. The analysis noted that this was maintained in the college by the management. This is shown in the table 4.6 below.

Employee Work-life Balance	Mean	Standard Deviation
I feel that the organization has created flexible work experiences	4.88	0.43
I feel that the organization has created friendly working policies	4.90	0.44
I feel that the organization has adopted effective work outside the office programs.	3.90	0.38
I feel that the organization has adopted family leave programs	4.18	0.47
I feel that the organization has invested on creation of good relationship with the employees both at work and at home.	3.82	0.33
I feel that the organization has provided reduced work-load and lower work demands and pressures	4.01	0.40

I feel that the organization has adopted policies that promote employees job satisfaction and improved work experiences	4.72	0.42

The first question on this section sough to find out if the respondents felt that the university had created stable and good working experience that promoted their value at home including good work environment which supports flexibility. The respondents agreed that flexible working environment had been created at a mean of 4.88 and SD of 0.43. This means that having flexible work policies is part of the university programs. This should be promoted to improve creativity and good work environment among the employees and the management.

The respondents also strongly agreed that the university had created friendly working policies at a mean of 4.90 and SD of 0.44. The values indicate that the firm supports friendly working conditions and this is important in managing the employees in the long run. Effective work experiences with friendly work policies motivate employees.

Moreover, the respondents also agreed that the university had created effective work fromoutside programs at a mean of 3.90 and SD of 0.38. This is an indication that working in the university is based on outside work arrangements and this is imperative in promoting the successof the workers. The management encourages workers to work from different parts of the country and the globe.

Importantly, the respondents strongly acknowledged that the university had created an effective family leave program at a mean of 4.18 and SD of 0.37. This means that the university support their workers leave programs. This is important towards the promotion of the work life balance among the employees.

The respondents agreed that the university had invested in creation of good relationship with the employees both at work and at home at a mean of 3.82 and SD of 0.33. This indicates that the university supports workers home life experience to a medium extent. It is imperative that the institutionconsider the employees values even outside their work experiences at home.

On the issues of whether the university had provided reduced work-load and lower work demands and pressures and whether it had adopted policies that promote employees job satisfaction and improved work experiences, most of the respondents were uncertain at means of
4.01 and SD of 0.40. This confirms that the company promotes workers job satisfaction and values their experiences. It is important that the university continue motivating their workers to promote their work life balance in the long run.

4.6 Effects of Tele-Working on Employees Work Life Balance

The analysis indicated that it is important that management adopt good practices that help to satisfy the workers in any place. It is from regression analysis that a linear equation for predicting the outcome of the dependent variable (work-life balance) is formulated when the coefficient of one predictor is kept constant. Table 4.6 below gives the regression model utilized for the analysis.

Table 4.6: Regression Model

Regression Statistics	
Multiple R	0.619[a]
R Square	0.38
Adjusted R Square	0. 116

The regression model shown in table 4.6 above shows that working from any place is important in all firms and can satisfy or make workers happy. The coefficient of regression, r = 0.619 and the coefficient of determination or the COM that was used to show the measure of R square = 0.38 show that teleworking impacts work-life balance by up to 38%. This means that remote working experiences are effective in promoting the employees work life balance and should be promoted by the company in the long run.

4.6.1 Analysis of Variance (ANOVA)

Two-way ANOVA without replication that was conducted on the data is shown in table 4.7 below.

Table 4.7: Analysis of variance

ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	6	2.648000418	0.441333403	2.477139752	0.023569241
Residual	302	53.80507402	0.178162497		
Total	308	56.45307443			

The ANOVA table 4.7 show that the data that was collected and used in this study was fit for making reliable and valid conclusions since the level of significance was 0.023 at p-value of less than 0.05 from the analysis, the F-value was 2.477139752 with a critical level at 10.0%; the F – value was noted to be higher than the critical value, showing that the regression model was statistically significant with a good fit for prediction of how employee life-work balance is affected by the teleworking variables.

4.6.2 The Coefficients

The ANOVA shows the fitness of the regression model used in determining the effect of the independent variables on the dependent variable. However, Beta coefficient determination is also critical in that it shows the researcher the degree to which each independent variable, or predictors, affect the dependent variable. Table 4.8 below gives a summary of the beta coefficients.

Table 4.7: Summary of coefficients

	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
	2.468	**0.407**	**6.056**	**0.000**
Flexible work experiences	0.168	0.041	1.667	0.04
Friendly working policies	0.175	0.042	1.771	0.01
Effective work outside the office programs	0.134	0.042	1.374	0.02
Adoption of family leave programs	0.181	0.045	1.809	0.01
Good relationship with the employees	0.113	0.035	0.369	0.01
Reduced work load and policies	0.183	0.041	1.0073	0.03

The critical value from the regression analysis was 0.10 and all the t-values from the summary of coefficients are greater than the critical value. Likewise, all the p-values are smaller than the critical value; this indicates the statistical significance of the coefficients. Thus, the values indicate that work-life balance, if kept constant at 2.46879675 at 95% confidence level and other independent variables held at zero, a unit increase flexibility of work might enhance work-life balance by 0.160.In addition, a unit increase in a friendly working policies would increase work-life balance 0.175 and a unit increase in working from outside programs might enhance work-life balance by 0.134. Also, a unit increase in the adoption of family leave programs would enhance

work-life balance by 0.181. A unit increases in the relationships between employees and employers would increase work-life balance by 0.113 while a unit reduction of work load and enhance policies would enhance work-life balance by 0.183.

4.7 Discussions on Findings

The researchsought to find out if the university had adopted teleworking programs in general and the participants strongly agreed that there existed teleworking programs in the University. Also the study has established that the university allowed their workers to work from outside the company premises using laptops or desktops or mobile phones. This is important in promoting the workers life experiences and balance both at home and at work environment (Raghuram & Fang, 2014).

However, there were varied responses on whether the university allowed its workers to work from home. The respondents were in slight agreement due to a lower mean and a higher standard deviation noted on the responses. This means that working from home improve the experiences of the workers in the college (Thamrin &Riyanto, 2020).

On matters of technology, the respondents agreed that the university had adopted technology and remote working as well as distance working plans. For technology adoption the respondents agreed that this was allowed and improve their ability to work from anywhere with the laptop. They also reported that the university had adopted distance working plans and that there were also plans for working anywhere (Otieno, 2020). This analysis shows that Kenyatta University generally had in place plans, programs and policies for teleworking which could be acknowledged by the employees. The research therefore sought to find out if such plans, programs and policies impacted work-life balance of the employees and it was confirmed that

this is important in managing firms (Kiplagat &Administration, 2017). It is important that the management allow employees to use digital platforms in their major operations both at home and in their work conditions. This is in line with Palumbo (2020) who noted that working with digital tools improve their value of work to many workers.

This study also established from the regression analysis model shown in table 4.6 that teleworking had a positive impact on work-life balance. The coefficient of regression provided showed that teleworking impacts work-life balance by up to 4.69%. This is a small but significant impact; this finding coincide with Palumbo (2020) who noted that even through the disruptions from COVID-19 caused a huge section of the public sector workers to telework, minimal information concerning the impacts of telecommuting on the ability of tele-workers to handle the work-life interaction was established. Firms should promote effective life work practices in their major operations (Muindi, 2015).

On the other hand, the analysis of the coefficients from the regression analysis indicated the statistical significance of the coefficients. This is implying that each of the variables of teleworking had a positive effect on work-life balance. However, most of the variables had minimal effects in the tune of low values indicated. However, it should be noted that these findings are in tandem with Karácsony (2021) who established a substantial correlation between teleworking satisfaction and wage satisfaction, job autonomy, and supervisory support. Implyingthat tele-working practices has a clear positive impact on job satisfaction among employees and workers in the college.

The findings of this research are contrary to Mariam and Philomina (2019) findings which indicate that despite the widespread belief that tele-working improves employee work-life

balance; tele-working does not always help improve employees' work-life balance. This research has only shown minimal relationship between tele-working and work-life balance. This is also similar to Mariam and Philomina (2019) who noted that working from various parts of the world and anywhere is important in managing the experiences and value of the workers. Organizations should come up with ways of improving their work life balance. This is possible through adoption of various ways and models of improving their home and outside office work plans (Karácsony, 2021).

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Here, various review and summary is provided. It also cover the results and policy recommendations. The section also includes limitations. This is important in guiding the study output and insights.

5.2 Summary

The main aim of this research was to investigate the effects of teleworking on employee work- life balance at Kenyatta University. The researcher used primary data collected using 310 self-administered and structured questionnaires. The questionnaires contained close-ended questions based on the study's objectives. After collecting the demographic statistics, the subsequent sections sought the respondents' opinions on tele-working experiences and employee work-life balance at Kenyatta University. The study was based on independent variable teleworking experiences and dependent variable work life balance of the employees. Data was analyzed using descriptive statistics, correlation, and linear regression.

Majority of the participants were males and it was evident that the majority of the participants had PhD holders. Most respondents strongly agreed that the university had in place teleworking programs. Most of them strongly agreed that the university had allowed their workers to work from outside the organization premises using laptops or desktops or mobile phones. However, the university has not made enough arrangements to allow people to work from home. There wasa strong agreement that the university had taken up technology and remote working practices.

They were not sure whether the university had adopted distance working plans and agreed that the university had adopted plans for working anywhere.

The respondents agreed that flexible working environment had been created and this is slightly agreed that the university had created effective work from outside which is strongly acknowledged that the university had created an effective family leave program and they agreed that the university had invested in creation of good relationship with the employees both at work and at home. They were uncertain whether the university had provided reduced work-load and lower work demands and pressures and whether it had adopted policies that promote employees job satisfaction and improved work experiences.

A regression model found that teleworking had a positive impact on work-life balance. This means that teleworking impacts work-life balance to a large degree. The data collected and used in this study was fit for making reliable and valid conclusions and the regression model was statistically significant with a good fit for extrapolation of how employee life-work balance is affected by the teleworking variables.

5.3 Conclusion

The overall conclusion was that that teleworking had a positive impact on work-life balance. Previous researchers argued that that a balanced work life improves employee productivity and satisfaction. Therefore, if teleworking can positively impact work-life balance, workers will be more satisfied with their job and their productivity will rise drastically. These findings highlight the importance of tele-working opportunities in organizations. This can be a good cost-cutting opportunity for organizations in terms of utilities and office space.

5.4 Recommendations for the Study

Having found that tele-working improves work-life performance, it is recommended that the university increase the adoption of distant working and provide the necessary technologies to facilitate the same. Another recommendation is that, despite the adoption of tele-working, without flexible-working conditions, the initiative is bound to fail. Working from home does not mean that employees should be logged-in 24/7 or glued to their gadgets all the time. Just like in the physical office there are arrival times, departure times, and breaks, the same should apply to working from home.

5.5 Limitations of the Study

Even though the results of this research are reliable and valid, it doesn't mean that it is free of weaknesses. Limitations are part and parcel of every research study. Likewise, this study was limited in that it lacks the quality of generalization. While the sample was true reflection of the university's staff, it is not a true reflection of the staff from other universities. Another limitation is that the study found that only 4.69% of the disparities in work-life balance can be attributed to teleworking. For an impact to be considered causative there should be over 40% impact.

5.6 Suggestions for Further Research

To deal with issue of sample size, future studies should expand the scope of the research. For instance, future studies should be including other public or even private universities. A future research topic should be done on evaluating the impact of teleworking on employee work-life balance in tertiary institutions. A research based on such as topic would solve the problem of generalization.

REFERENCES

Abioro, M. A., Oladejo, D. A., &Ashogbon, F. O. (2018). Work-life balance practices and employees productivity in the Nigerian university system. *Crawford Journal of Business & Social Sciences*, *13*(2), 49-59.

Baard, N., & Thomas, A. (2010). Teleworking in South Africa and challenges. *SA Journal of Human Resource Management*, *8*(1), 1-10.

Baard, N., & Thomas, A. (2010). Teleworking in South Africa and challenges. *SA Journal of Human Resource Management*, *8*(1), 1-10.

Belzunegui-Eraso, A., &Erro-Garcés, A. (2020). Teleworking in the Context of the Covid-19 Crisis. *Sustainability*, *12*(9), 3662.

Bhende, P., Mekoth, N., Ingalhalli, V., & Reddy, Y. V. (2020). Quality of work-life and work–life balance. *Journal of Human Values*, *26*(3), 256-265.

Breslin, M., & Buchanan, R. (2008). On the case study method of research and teaching in design. *Design Issues*, *24*(1), 36-40.

Chaudhuri, S., Arora, R., & Roy, P. (2020). Work–Life balance policies and organisational outcomes–a review of literature from the Indian context. *Industrial and Commercial Training*.

Clive, N. O., Christopher, M. O., &Kwasira, J. (2013). An Assessment of the Impact of Work- life Balances Practice and Welfare Programme on Performance of Employees at Safaricom Kenya. *Jomo Kenyatta University of Agriculture and Technology*.

Contreras, F., Baykal, E., &Abid, G. (2020). E-leadership and teleworking in times of COVID- 19 and beyond: what we know and where do we go. *Frontiers in Psychology*, *11*, 3484.

Fidel, R. (1984). The case study method: A case study. *Library and Information Science Research*, *6*(3), 273-288.

Kangure, F. M. (2015). Relationship between Work-Life Balance and Employee Engagement in state Corporations in Kenya Thesis Submitted in Partial Fulfillment for the Degree of Doctor of Philosophy in Human Resource Management in the Jomo Kenyatta University of Agriculture and Technology 2014.

Karácsony, P. (2021). Impact of teleworking on job satisfaction among Slovakian employees in the era of COVID-19. *Problems and Perspectives in Management*, *19*(3), 1.

Kenyatta University (2021). Kenyatta University Profile and Programs. Retrieved from http://www.ku.ac.ke/index.php/about-ku/ku-profile

Kiplagat, C. J., &Adminstration, M. O. B. (2017). Effect of Work-life Balance Program on Employee Turnover in Public Level 4 Sub-County Hospitals of Nairobi City County, Kenya.

Kossek, E. E., Lautsch, B. A., & Eaton, S. C. (2009). Good teleworking": Under what conditions does teleworking enhance employees' well-being. *Technology and psychological well-being*, 148-173.

Maina, R. A. (2014). *Factors affecting career management among non-academic staff in public universities in Kenya: A case study of Jomo Kenyatta University of agriculture and technology* (Doctoral dissertation).

Mariam, G. S., &Philomina, U. O. (2019). Telecommuting and Work-Life Balance among Oil and Gas Employees In NIGERIA. *Ilorin Journal of Human Resource Management*, *3*(1), 75-83.

Morgan, R. E. (2004). Teleworking: an assessment of the benefits and challenges. *European Business Review*.

Muindi, F. (2015). Work-life Balance Practices Adopted In Horticultural Farms in Kenya. *DBA Africa Management Review*, *5*(3).

Murithi, F. G. (2017). *Effect of Work-life Balance on Employee Productivity in Universities in Kenya* (Doctoral dissertation, KCA University).

Mwangi, L., Boinett, C. C., Tumwet, E., & Bowen, D. (2016). Effects of work-life balance on employees performance in institutions of higher learning. A case study of Kabarak University. *Kabarak Journal of Research & Innovation*, *4*(2), 60-69.

Otieno, V. O. (2020). Work-life Balance and Employee Performance in Selected Private Universities in Kiambu County Kenya.

Palumbo, R. (2020). Let me go to the office! An investigation into the side effects of working from home on work-life balance. *International Journal of Public Sector Management*.

Palumbo, R., Manna, R., &Cavallone, M. (2020). Beware of side effects on quality! Investigating the implications of home working on work-life balance in educationalservices. *The TQM Journal*.

Pérez, M. P., Sánchez, A. M., de Luis Carnicer, P., & Jiménez, M. J. V. (2004). A technology acceptance model of innovation adoption: the case of teleworking. *European Journal of innovation management*.

Raghuram, S., & Fang, D. (2014). Telecommuting and the role of supervisory power in China. *Asia Pacific Journal of Management*, *31*(2), 523-547.

Thamrin, M., &Riyanto, S. (2020). The Effect of Work Motivation, Work Environment, and Work-life Balance on Employee Performance at PT. AngkasaPura I (Persero) Sultan Aji Muhammad Sulaiman-Sepinggan Airport-Balikpapan. *IOSR Journal of Dental and Medical Sciences*, *19*(6), 40-47.

Torten, R., Reaiche, C., & Caraballo, E. L. (2016). Teleworking in the new milleneum. *The Journal of Developing Areas*, *50*(5), 317-326.

Valmohammadi, C. (2012). Investigating the perceptions of Iranian employees on teleworking. *Industrial and commercial Training*.

Wolor, C. W., Solikhah, S., Fidhyallah, N. F., & Lestari, D. P. (2020). Effectiveness of E- Training, E-Leadership, and Work-life Balance on Employee Performance during COVID-19. *The Journal of Asian Finance, Economics, and Business*, *7*(10), 443-450.

APPENDICES

Appendix I: Materials and Questionnaire

SECTION A: GENERAL INFORMATION

Name of the Department

…….

What is your Age?

a.20-twenety– 25-twenty five [ ]

b.26-twenty six– 30-thirty [ ]

c. 31-thirty one– 35-thirty five[ ]

d. Above thirty six years [ ]

Which is your highest level of education?

Diploma level [ ]

Degree level [ ]

Masters and above [ ]

Doctorate level [ ]

Other types (Please specify)_

Other (Please specify) ……..

How many years have you been working in this college?

a) 0-Zero-5-Five years [ ] b) 6-six-1Ten years [ ]

c) 11-Eleven-15-Fifteen years [ ] d) 16-Sixteen years and above

SECTION B: Tele-working Practices

Employee Work-Life Balance	**Strongly disagree**	**Disagree**	**Uncertain**	**Agree**	**Strongly agree**
The Organization has adopted Teleworking programs and experiences	☐	☐	☐	☐	☐
The Organization has adopted work from home models	☐	☐	☐	☐	☐
The Organization has adopted working outside the company premises using laptops or desktops or mobile phones	☐	☐	☐	☐	☐
The Organization has adopted technology and remote working experiences	☐	☐	☐	☐	☐
The Organization has adopted distance working plans	☐	☐	☐	☐	☐
The Organization has adopted work from anywhere programs	☐	☐	☐	☐	☐

SECTION C: Employee Work-life Balance

To what extent do you feel that you enjoy work life balance programs adopted in the organization?

	Strongly disagree	**Disagree**	**Uncertain**	**Agree**	**Strongly agree**
I feel that the organization has created flexible work experiences	□	□	□	□	□
I feel that the organization has created friendly working policies	□	□	□	□	□
I feel that the organization has adopted effective work outside the office programs.	□	□	□	□	□
I feel that the organization has adopted family leave programs	□	□	□	□	□
I feel that the organization has invested on creation of good relationship with the employees both at work and at home.	□	□	□	□	□
I feel that the organization has providedreduced work-load and lower work demands and pressures	□	□	□	□	□
I feel that the organization has adopted policies that promote employees job satisfaction and improvedwork experiences	□	□	□	□	□

THANK YOU