

**EFFECT OF WORK LIFE BALANCE ON ORGANIZATION
COMMITMENT AT ENERGY AND PETROLEUM REGULATORY
AUTHORITY**

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DECLARATION

This research project is my original work and has not been submitted for examination in any other university.


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

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DEDICATION

This project is dedicated my to my family and friends. I express my gratitude to my loving parents, Joseph and Philister Birir whose words of encouragement. My sisters Viola, Janet and Regina have never left my side and are dear to me.

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ABSTRACT

The current organizational operating environment has prioritized competitiveness as the main objective and employee organization commitment has been seen as the most appropriate strategy to foster competitiveness. However, the challenge in organizations is how to achieve optimum organizational commitment among employees. Employee organization commitment can be achieved through appropriate strategies such as effective implementation of organization culture that prioritizes work-life balance. Different work-life practices are expected to influence employee commitment level differently. The study's main objective was to establish the effect of work-life balance on organizational commitment at the Energy and Petroleum Regulatory Authority, Kenya. Specifically, the research aimed to establish the impact of flexible work arrangements, employee social support, family leave arrangements, and employee health and well-being on organization commitment at the Energy and Petroleum Regulatory Authority, Kenya. Regarding the literature review and empirical discussion of previous studies, the study was anchored on two theories namely the spill spillover-crossover model and three-component model. A descriptive research design technique was employed for the investigation. The population of the study was all employees working for EPRA. The extent of adoption of different work-life balance practices was measured via descriptive statistics. Regression analysis was performed to measure the association between work-life balance and organizational commitment. The findings established that flexible work arrangements, health and well-being and family leave arrangements cause a positive and statistically significant variation in performance. Overall, work life management practices were found to be a significant predictor of performance. The study concludes that EPRA has put in measures to ensure work-life balance among the employees although some aspects such as ability to attend to emergencies and guaranteed help in times among others are areas of improvement. The study recommends that EPRA has the opportunity to strengthen its workplace environment and boost employee commitment by incorporating these recommendations. By promoting flexibility, prioritizing health and wellbeing, enhancing family leave policies, and nurturing a culture of social support, EPRA can create a more engaged and dedicated workforce. This, in turn, will not only benefit the organization but also contribute to its long-term success in the energy and petroleum regulatory sector.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In the constantly changing organization working environment, firms have come to the realization that they need to develop ample working condition that draws employee engagement and commitment to the overall organization goals. Given the competitive nature of the market environment that firms operate in, the main source of competitiveness emerges from the human capital and this suggests that organization should come up with work policies that will endear employees to its vision and mission (Saha, Gregar&Sáha, 2017). Towards realization of the same goal of getting the best from employees, organizations have come up with varied employee management practices that will foster employee commitment. Shabir and Gani (2020) assert that being so as to strike an equilibrium between employee social life and organizational demands is one of those employee management practices that are thought to enhance organizational commitment. People have a deeper emotional bond with an organization and are more likely to demonstrate greater levels of dedication when they believe that their bosses recognize and support their personal needs and duties. Initiatives to advance work-life balance, including telecommuting possibilities, flexi work hours and family-friendly guidelines that are show an organization's support for workers' personal lives and increase employees' loyalty and job satisfaction. Healthy work-life balance results in happier, highly productive, and more motivated staff members who are more devoted to the company and want to put up their best efforts (Krishnan, Loon& Tan, 2018)

Two theories—the Spillover-Crossover model suggested by Westman (2001) and the Three-Component Model (TCM) of commitment proposed by Allen and Meyer (1991)—

were adopted to elaborate the nexus between WLB and employee commitment. In the TCM, there are three subcategories of organizational commitment: normative, continuing, and emotional. The term "affective commitment" relates to an employee's emotional connections with the firm, as well as their identification and involvement with it. Due to the apparent costs or investments involved in leaving the firm, employees are more inclined to remain when there are no other choices. Normative commitment results from a sense of duty and moral obligation to support the organization based on shared values and beliefs. On the other hand, Spillover-Crossover model states that experiences from one domain, such as work or personal life, can spill over into the other domain, affecting individuals' well-being and balance. It emphasizes that positive experiences, such as job satisfaction or support from family, can spill over into personal life, contributing to overall satisfaction and work-life balance. Similarly, negative experiences, such as work stress or conflicts, can spill over into personal life, leading to difficulties in achieving work-life balance. The model also highlights the crossover of emotions and experiences between individuals in a family or social context, influencing their work-life balance.

The Energy and Petroleum Regulatory Authority (EPRA) plays a critical role as far as energy and petroleum products regulations are concerned. The authority oversees the energy and petroleum sectors, ensuring compliance with regulations, promoting efficiency, and protecting consumer interests. EPRA's work involves handling complex energy and petroleum-related issues, which can be demanding and require dedicated employees. Studying the effect of work-life balance on organizational commitment is important for creating a workplace environment that promotes employee well-being, engagement, and overall organizational success. By recognizing the intricate interplay between work and personal life, organizations can implement strategies that enhance

commitment, productivity, and the overall quality of work. The findings and recommendations from the study allows EPRA to develop measures to help its staff members balance their personal and professional lives, thereby boosting their commitment, well-being, and job satisfaction. This may thus favor EPRA's productivity, staff retention, and overall organizational success (Okemwa, 2016).

1.1.1 Work-Life Balance

Work life balance (WLB) refers to various techniques, depending on the phenomena or viewpoint and objectives at hand. According to Darko-Asumadu et al. (2018), WLB entails striking a balance between a person's obligations at work and their personal commitments outside of the workplace. It emphasizes how important it is for individuals to give their jobs and other personal responsibilities—like family, fun, and self-care—enough time and focus. Malone and Issa (2013) define work-life balance as having the ability to properly manage and integrate work and non-work duties while ensuring that neither area substantially interferes with the other. This concept highlights the significance of boundary management, adaptability, and harmony between the worlds of work and personal life.

According to Khoury (2021), WLB comprises numerous variables representing an individual's capacity to properly manage work and personal life. Common indicators include time-related factors, such as hours worked and leisure time, psychological aspects such as job satisfaction and work-life conflict, flexibility indicators like flexible work arrangements, and organizational support for work-life balance. Additionally, Tijani and Feng (2022) avert that work engagement and well-being are also considered as related outcomes. According to studies, it's critical to consider factors like time management, psychological health, and flexibility when evaluating work-life balance and its effect on

employee commitment. So as to reflect the multifaceted character of WLB, researchers have used a variety of methodologies to gauge the extent of WLB in businesses. Self-report questionnaires, time-use surveys, and qualitative interviews will all be used in this research.

1.1.2 Organization Commitment

According to Yahaya and Ebrahim (2016), the concept of employee organization commitment relates to the degree to which workers feel emotionally linked and committed to their company. It includes their desire to put out work, devotion, and an emotional conviction in the mission and core values of the company. Yousef (2017) claimed that affective commitment, which denotes an emotional relationship and identity with the organization, may be used to describe organizational commitment. Its defining traits are positive emotions, pride, and a sense of loyalty to the company.

According to Yahaya and Ebrahim (2016), organizational commitment is a multi-dimensional notion that includes a variety of characteristics, such as emotional, continuous, and normative commitment. Employees' emotional loyalty, affiliation, and dedication to the company are reflected in their affective commitment, which often manifests as a strong feeling of belonging and zeal for their job. Contrarily, continuity commitment is based on people's perceptions of the expenses, investments, or lack of alternatives involved with leaving the company. This results in a commitment founded more on need than emotional attachment. Given that workers believe in the organization's ideals and aims and want to uphold their social and professional commitments, normative commitment is motivated by a feeling of moral or ethical responsibility to stay with the company. Shabir and Gani (2020) opined that measuring organizational commitment can be done through self-report surveys and questionnaires that assess employees' attitudes,

intentions, and identification with the organization. Understanding the dimensions of organizational commitment and employing appropriate measurement tools allows organizations to gain insights into employee commitment levels and develop strategies to enhance engagement and loyalty within the workforce (Sturm, Jolly & Williams, 2022).

1.1.3 Energy and Petroleum Regulatory Authority

The Energy and Petroleum Regulatory Authority is an independent regulatory body established in Kenya to oversee and regulate the energy and petroleum sectors within the country (Energy Act of 2019). EPRA was established under the Energy Act of 2019, which came into effect on 2019. The creation of EPRA marked a significant milestone in the energy and petroleum industry in Kenya, as it brought together the regulatory functions that were previously under different entities, consolidating them into a single authority. EPRA-Kenya, as an organization, holds a critical role in regulating and overseeing the energy and petroleum sectors within the country.

EPRA has a clear vision of being a leading regulator driving sustainable and clean energy and petroleum for all. Their mission is to enhance lives by ensuring sustainable, cost-efficient, and quality energy and petroleum services. The organization is governed by a structure that includes a Chairman, Directors appointed by the President, a Director General, a Commission Secretary, and various other positions at different grades. EPRA has employed a total of 231 individuals, and its workforce is categorized into different levels, including senior management, principal officers, senior officers, and officers. The organization has a presence in seven regions across Kenya, including Nairobi HQ, Kisumu, Nakuru, Mombasa, Eldoret, Lowdar, and Isiolo (EPRA, 2022). With its vision and mission focused on driving sustainable energy practices, EPRA plays a crucial role in regulating and overseeing the energy and petroleum sectors in Kenya. Its

organizational structure, governed by a diverse group of leaders, ensures effective governance and decision-making. The presence of regional offices allows EPRA to have a broader reach and engage with stakeholders across different locations. By employing a dedicated workforce, EPRA is able to carry out its regulatory functions effectively and ensure compliance with energy and petroleum regulations in the country.

1.2 Statement of the Problem

The current organizational operating environment has prioritized competitiveness as the main objective and employee organization commitment has been seen as the most appropriate strategy to foster competitiveness (Aranki, Suifan&Sweis, 2019). However, the challenge in organizations is how to achieve optimum organizational commitment among employees. According to Akter, Hossen and Islam (2019), employee organization commitment can be achieved through appropriate strategies such as effective implementation of organization culture that prioritizes work-life balance. Different work-life practices are expected to influence employee commitment level differently. The understanding of employee work-life balance effect employee commitment is one critical step towards realization of the organization overall objectives.

EPRA-Kenya is one of the vibrant public organization and its employees are entitled to various activities that requires effective organization commitment. Consequently, there is an increasing interest in researching the connection between employee organization commitment and work-life balance. In order to maintain a motivated and dedicated staff, EPRA understands the need of work-life balance (EPRA, 2022). The work atmosphere at EPRA, a company that regulates the energy and petroleum industries, is vibrant and challenging (Kathambi, 2019). Employees may have difficulties juggling their obligations in their personal and professional lives, according to observations made inside

EPRA. Therefore, one must examine how work-life balance affects employee engagement in this organizational setting.

Research has been done on the connection between employees' commitment and job stability. Malone and Issa's (2013) study focused on the women's organizational commitment working in the United States' construction industry and the harmony between personal life and work. Their research revealed that female construction employees' organizational commitment was positively impacted by a better work-life balance. Researchers Darko-Asumadu, Osei-Tutu and Sika-Bright (2018) sought to determine how the balance between work and life affects the banks employees commitment in Accra, Ghana. The research found a significant link between employee dedication in the banking industry and work-life balance.

Chumba, K'Obonyo, Muindi, and Njihia (2018) looked at how compensation affected how well nurses performed their duties at Kenyan National Referral Hospitals. According to the study, while both internal and external benefits significantly increased the employees' productivity, external benefits had a greater influence. Chemirmir, Musebe, and Nassiuma (2018) sought to determine the connection between employee turnover and work-life balance in the North Rift region's Kenyan flower sector. Their study found that employees who felt they had a better work-life balance were more devoted, which reduced turnover rates in the floral industry. Mugambi, Muindi, Munjuri, and Njihia (2021) investigated the interrelationships between employee incentives, work environment, and performance at Kenya Police Service. The findings show that incentives for workers and the working environment have a positive impact on organizational performance.

Despite these studies, there is still a knowledge gap that needs to be addressed. The existing research tends to focus on specific sectors or multinational organizations, with limited studies conducted in regulatory bodies or specific contexts such as EPRA-Kenya. Therefore, the research question that was articulated in this study is: how does WLB influence employee commitment at EPRA-Kenya?

1.3 Research Objective

To establish the effect of work life balance on organization commitment at energy and petroleum regulatory authority, Kenya

1.4 Value of the Study

The study's findings provides valuable insights and practical implications for firms specifically those in the regulatory sector like EPRA-Kenya. The findings may be used by human resource departments and business leaders to impact their employee commitment and work-life balance strategies and policies. Businesses may find it easier to design plans and initiatives to promote a good work-life balance and increase staff contentment, well-being, and dedication if they have a better understanding of how it affects employees. The study's practical relevance stems from its ability to help firms like EPRA create supportive work cultures that emphasize work-life balance and, as a result, lead to a more engaged and dedicated workforce.

Legislators and governmental organizations responsible for establishing laws and regulations on employment-related health and safety may make use of the study's findings. Policymakers should consider including provisions supporting work-life balance practices in pertinent labor laws and regulations if it has been shown that there is a nexus between employee commitment and WLB. The findings may also be

used to provide specific guidelines or recommendations for regulatory organizations like EPRA-Kenya to ensure that the balance between work and life is considered in the regulating sector. The study's importance for policy comes from its capacity to improve and change existing regulations to advance greater work-life balance and increase employee engagement in a variety of industries and organizations.

The study's findings has advanced the knowledge of employee commitment and work-life balance. By examining the relationship between these elements in the particular context of EPRA-Kenya, the study has provided new information and insights to the academic community. Scholars and researchers may use these results to develop theoretical frameworks, confirm current concepts, and offer new research problems for future investigation. The study's knowledge value stems from its ability to improve the academic debate and add to collective knowledge in WLB, employee commitment, and organizational behaviour

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The section examines the literature on work-life balance and organizational commitment conducted by previous researchers. The theories that underpin each component are

explored first, followed by a discussion of work-life balance and empirical investigations. Further, the section provides a summary of the literature and the gaps.

2.2 Theoretical Review

The study is anchored on two theories which are discussed in relation to organization commitment and work life balance respectively.

2.2.1 The Three-Component Model of Commitment

The Meyer and Allen (1991) Three-Component Model (TCM) of commitment is a well-known theory that explains organizational commitment. The paradigm posits that organizational commitment comprises three primary components: emotional commitment, continuation commitment, and normative commitment. Bouckenooghe, Schwarz, and Minbashian (2015) define affective commitment as the emotional bond, affiliation, and engagement that individuals establish with their respective organizations.. It is defined by a solid emotional tie with the organization and a sincere desire to stick with it. Individuals' assessment of the expenses or investments involved in leaving the organization influences their commitment to staying with it. It results from the realization that quitting the company would mean giving up personal gains like seniority, rewards, or connections. A feeling of responsibility and moral duty to stick with the group gives birth to normative commitment. It is motivated by people's perceptions of the value of organisational loyalty and commitment, as well as a desire to uphold their social and professional commitments (Malaysia, 2016).

According to TCM proponents (Ahn& Lee, 2015), the aspects of commitment interact and jointly form a person's total commitment to the organization. Affective commitment is seen as the model's most desired kind of commitment. Increased devotion, work satisfaction, and organizational citizenship behaviour are all results of affective

commitment based on an emotional connection to the company. Employees that have a high degree of emotional commitment are more likely to go above and beyond the scope of their official duties, be more engaged, and actively participate in the success of the company. They are also more resilient in the face of challenges and more likely to remain committed to the organization even in the presence of alternative job opportunities. Affective commitment is seen as a critical factor in fostering employee loyalty, reducing turnover intentions, and cultivating a positive organizational culture. By understanding the significance of affective commitment within the Three-Component Model, Limpanitgul et al. (2017) argued that organizations can develop strategies to strengthen employees' emotional attachment and foster a committed workforce, ultimately leading to enhanced organizational performance and success.

The Three-Component Model's thorough knowledge of commitment as a multidimensional phenomenon lends it importance to the study of WLB and employee commitment. The approach offers insights into the numerous aspects that

determine workers' commitment to their firm by taking emotional, continuance, and normative commitment into account. Understanding the many aspects of commitment can help scholars and companies evaluate the effects of work-life balance programs on employees' emotional connection, perceived costs, and feeling of duty to the company. Using this information, initiatives and policies that support work-life balance and increase employee commitment may be developed within the company under study (Meyer & Allen, 1991).

2.2.2 Spill-over-Crossover Model

The Spill-over-Crossover model, developed by Westman (2001), sheds light on how experiences and feelings from one domain might cross over into the other and how they relate to one another in professional and personal life. According to the model, good and negative experiences, emotions, and behaviours from one domain, such as work, may affect people's well-being and WLB in the other domain, such as personal life (Bakker & Demerouti, 2018). The Spillover-Crossover paradigm proposes that positive feelings and experiences from one domain may cross into another, enhancing total contentment and work-life balance. Borrowing from Schnettler et al. (2021), if individuals experience job satisfaction, supportive relationships at work, and a positive work environment, they are more likely to carry those positive feelings into their personal life, leading to greater satisfaction and harmony in their overall lives. Similarly, positive experiences in personal life, such as a fulfilling family life or engaging hobbies, can enhance individuals' well-being and positively impact their work-life balance.

Conversely, Mohamad and Despois (2022) avert that negative experiences and emotions from one domain can also spill over into the other, potentially hindering work-life balance. Work-related stress, conflicts, or excessive work demands can result in individuals bringing negative feelings and stress into their personal life, leading to strain and difficulties in maintaining a healthy work-life balance. Likewise, personal challenges or conflicts can spill over into the work domain, impacting individuals' focus, engagement, and productivity. The Spillover-Crossover model also emphasizes the crossover of emotions and experiences between individuals in a family or social context. Similarly, Pausch et al. (2016) suggests that the experiences and emotions of one individual can affect the well-being and work-life balance of their family members or close social contacts. For example, if one family member experiences work-related stress,

it can impact the overall family dynamics and influence the work-life balance of other family members.

The Spillover-Crossover model is pertinent to the research because it offers a framework for comprehending how work and personal life interact and what effects it may have on people's ability to manage their work and personal lives. Researchers and organizations may better understand the dynamics between work and personal life by taking into account the spillover and crossover effects. They can then devise ways to encourage positive spillover and reduce negative spillover effects. Implementing treatments, rules, and procedures that promote WLB and staff wellbeing inside the company may be guided by knowledge of how experiences and feelings can move across domains.

2.3 Work-Life Balance Practices

2.3.1 Flexible Working Arrangements

According to Groen et al. (2018), flexible working arrangements improve alternate work schedules or arrangements that provide workers more control and flexibility over when, where, and how they work. These agreements seek to satisfy individual requirements and encourage a healthier work-life balance. Research has shown that flexible working arrangements have numerous benefits for both employees and organizations (Groen et al., 2018). To begin, more flexible employment arrangements have been linked to a better balance between work and personal life, as well as higher job satisfaction. Gajendran and Harrison (2007) discovered that employees with more flexible work hours had greater overall job satisfaction and a better balance between their work and personal lives. As a result, there may be less tension between professional and personal life and more satisfaction with both. This implies that the ability to work from home or alter work schedules may help individuals better manage their responsibilities.

Second, flexible work schedules are linked with higher levels of engagement and productivity. According to research by Bloom et al. (2015) that looked at several firms, businesses that introduced flexible work arrangements saw increased employee engagement and productivity. Employees who can manage their time and surroundings at work can better regulate their energy levels, lessen the stress of commuting, and create a more favourable workplace for productivity, attention, and creativity. Work-life balance, job happiness, productivity, and engagement have also been found to benefit from flexible working arrangements. Organizations may foster a more encouraging and inclusive work atmosphere by giving workers more freedom and control. Similarly, businesses that adopt and encourage flexi work modalities are more likely to see improvements in the performance of employees, happiness, and satisfaction.

Furthermore, flexible working arrangements contribute to a positive impact on employee well-being. An investigation conducted by Allen and Martin (2019) highlighted that employees with access to flexible work options reported lower levels of stress and burnout compared to those with rigid work schedules. By having the ability to adapt their work hours to suit their individual needs, employees can better manage their personal commitments, such as caregiving responsibilities or pursuing hobbies and interests. This increased control over their work-life balance can lead to reduced feelings of overwhelm and exhaustion, ultimately contributing to better mental and physical health. In addition to the direct benefits on employee well-being, flexible working arrangements can also reduce employee turnover rates. Research by Hill et al. (2020) revealed that companies offering flexible work modalities experienced lower turnover rates than those with more traditional work structures. Employees often value the flexibility that comes with these arrangements, and when provided with such benefits, they are more likely to stay loyal to their employers. Reduced turnover not only saves companies recruitment and training

costs but also helps maintain a stable and experienced workforce, leading to improved organizational performance and continuity.

2.3.2 Telecommuting

Telecommuting allows individuals to conduct their professional activities remotely, generally from their homes or other off-site locations, rather than going to a physical office (Gajendran& Harrison, 2007). Due to technological developments and rising awareness of its advantages, telecommuting has been more popular recently. Working from home has a number of benefits, including improving work-life balance. Research conducted by Lee and Joseph (2019) found that telecommuting can reduce work-life conflict and enhance individuals' ability to juggle work and personal responsibilities. By eliminating or reducing commuting time and providing more flexibility in managing work schedules, telecommuting enables employees to have more control over their time, which can lead to improved work-life integration.

Furthermore, telecommuting has been linked to improved work satisfaction and staff morale. According to Uresha's (2021) research, workers who telecommute reported better levels of job satisfaction than those who did not have the option to telecommute. While it gives people more freedom and flexibility to design their work environments as they want them to be and strike a better work-life balance, telecommuting increases job satisfaction. In addition to improving work-life balance and job satisfaction, telecommuting provides benefits for businesses. Research by Bloom et al. (2015) suggests that telecommuting can lead to reduced absenteeism and lower employee turnover rates. It can also enhance productivity by minimizing workplace distractions, increasing focus, and enabling employees to work during their most productive hours.

Additionally, telecommuting fosters a broader and more diverse talent pool for companies. With the geographical limitations removed, organizations can hire employees from different regions, cultures, and backgrounds. This diversity brings a variety of perspectives and ideas to the table, leading to enhanced creativity, innovation, and problem-solving capabilities within the workforce. According to Uresha's (2021), businesses can tap into a global talent pool without the need for relocation, saving on recruitment costs and allowing them to access top talent that may not be available locally. The exchange of ideas and expertise from a diverse workforce can propel companies forward and give them a competitive edge in their respective industries. As

telecommuting continues to gain popularity, it has the potential to revolutionize how companies attract, retain, and harness talent from around the world (Bloom et al., 2015).

2.3.3 Employee Social Support

Uresha (2021) argued that employee social support refers to the availability and provision of social resources and assistance within the workplace. It encompasses the emotional, instrumental, and informational support that employees receive from their colleagues, supervisors, and the overall work environment. Social support plays a crucial role in promoting employee well-being, job satisfaction, and overall organizational success. One key aspect of employee social support according to Lee and Joseph (2019) is emotional support, which involves providing empathy, understanding, and reassurance to employees during challenging times or stressful situations. Thompson, Payne, and Taylor (2015) underline the significance of emotional support in reducing the negative impacts of stress emerging from work-related activities on employee well-being. When

employees feel supported by their bosses and colleagues, they are more likely to report lower stress levels, more job satisfaction, and better engagement.

Another dimension of employee social support is instrumental support, which involves tangible assistance, resources, and guidance provided to employees to help them meet work-related challenges or demands (Alfanza, 2021). For instance, supervisors or colleagues may offer assistance with task completion, provide training and development opportunities, or allocate resources to support employees' work tasks. Research by Lee and Joseph (2019) found that instrumental support from supervisors positively influences employee job performance and organizational citizenship behavior. Moreover, informational support is an essential form of employee social support that involves providing employees with advice, guidance, and information to navigate work-related issues or challenges. This can include sharing knowledge, clarifying expectations, and providing feedback to enhance employees' understanding and effectiveness in their roles. According to research by Bloom et al. (2015), supervisory informational assistance positively correlates with employee job satisfaction and organizational commitment.

2.3.4 Family Leave Arrangements

Employees may take use of family leave policies to take time out of work to respond to duties or events that are directly linked to their families, adoption or birth of a child, taking care of a sick relative, or dealing with urgent situations involving their immediate family (Uresha, 2021). These arrangements are meant to assist staff members in striking a good work-life balance and caring for their family obligations. One common type of family leave arrangement is maternity leave, which allows women to take time off from work before and after giving birth. Paternity leave, on the other hand, provides fathers with the opportunity to take time off to care for and bond with their newborn child. Lee

and Joseph (2019) suggests that both maternity and paternity leave have positive effects on parent-child bonding, parental well-being, and overall family functioning.

Another important aspect of family leave arrangements is parental leave, which encompasses both maternity and paternity leave. Parental leave allows both parents to take time off from work to care for their child during the early stages of their life. Thompson, Payne and Taylor (2015) opined that longer periods of parental leave are associated with positive outcomes, including increased parental involvement, improved child development, and greater gender equality in parenting responsibilities. Furthermore, Pausch et al. (2016) argued that family leave arrangements can include other forms of leave, such as compassionate leave or family emergency leave. These types of leave allow employees to be off from work to cater for the sick or injured family members, attend to family emergencies, or fulfill other family-related responsibilities. Having access to compassionate leave supports employees in managing their caregiving responsibilities and reduces the stress and burden associated with family crises.

2.4 Empirical Review and Knowledge Gaps

Several researchers have undertaken research on WLB and employee commitment. Emre & De Spiegeleare (2021) looked at how commute time affected commitment and wellbeing among workers. According to the findings of the fourth European survey of working conditions, there is a negative relationship between travel duration, employee dedication, and health. The findings show that long periods of public transportation are associated with lower levels of dedication and well-being. The study also discovered that the perception of independence served as a barrier against the effects of travel time. This means that employees with more autonomy can better deal with the inconveniences of travel, resulting in greater dedication and well-being.

Agus and Selvaraj (2020) looked at employee commitment as a moderating factor in the link between job satisfaction and willingness to remain. According to the research, a higher quality of life at work leads to more dedication from employees, which increases their desire to stay with the company. The idea of "workplace quality" includes a variety of factors such as opportunities for advancement, WLB and job satisfaction. The investigation's empirical data supports the proposed mediation model. According to the research, employees' dedication serves as a bridge between job satisfaction and the desire to stay.

Shabir and Gani (2020) investigated the influence of work-life balance on the organizational commitment of female healthcare employees using a structural modeling technique. The goal of the study was to ascertain how women's organizational commitment in the health care industry is affected by work-life balance. Work-life balance, according to the research findings, has a major beneficial influence on how devoted female healthcare personnel are to their businesses. This demonstrates that women who can combine working and life more successfully are highly devoted to their healthcare organizations.

Popoola and Fagbola (2021) investigated the links between work-life balance, self-esteem and organizational commitment in federal institutions in South Nigeria. Information was sought from the libraries of Nigeria's federal institutions in the southern region. Using statistical techniques, the researchers examined the relationships between job stability, self-esteem, career ambition, and organizational dedication. The study established that self-esteem and WLB impede organizational dedication and job stability. As a result, a good work-life balance boosts employees' self-esteem and motivation, which increases their commitment to the organization.

Mwaniki, Njuguna, and Gakobo (2021) sought to ascertain the effects of occupational well-being on employment commitment in Kenya's judicial service commission (JSC). The data was gathered using descriptive research techniques, and a survey was sent to a sample of 213 participants, who were chosen using a standardized random sampling process. According to the study, occupational health accounts for 98% of the differences in employee dedication at the JSC. This implies that employee well-being is important in influencing employee loyalty inside the firm. Based on these findings, the report proposes that the Judicial Service Commission establish and execute an effective employee welfare policy.

2.5 Summary and Knowledge Gaps

The literature review includes numerous experimental research studies investigating the relationship between WLB and employee commitment in various organizational contexts. Popoola and Fagbola (2021) discovered a positive association between the harmony between work and personal life and organizational commitment, self-esteem, and motivation to work among Nigerian library employees. Mwaniki, Njuguna, and Gakobo (2021) discovered a substantial association between employee devotion and well-being in the Kenyan judicial service. These studies emphasize the need of providing flexible working hours and supportive policies to employees in order to improve workplace harmony and encourage dedication.

However, there is little knowledge particularly in addressing the current research area in the context of regulatory authorities; the studies cited above concentrate on various sectors and organizations. Due to the distinctive organizational context of EPRA-Kenya, the current study at the organization aims to fill this research vacuum by exploring how employee commitment is impacted by WLB. By examining the association between WLB and employee commitment in the context of EPRA-Kenya, the study will advance

our understanding of these topics. This will provide useful insights into the particular dynamics and difficulties experienced by employees in the regulatory authority.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section discusses the strategy used in the analysis to meet the study's goals. This section covers the research design, study population, methodologies for collecting data, and data analysis methods.

3.2 Research Design

In this study, a descriptive research design technique was applied for the investigation. The main goal of using a descriptive survey design, as articulated by Johnson and Gill (2010), is to identify and characterize the general features of a specific group or subject of interest. This approach also facilitates the exploration of individuals' authentic beliefs

and aspirations, enabling a comparison of their circumstances with those of the relevant target group. By employing this method, the study aimed to gain comprehensive insights into the subject matter and provide valuable data for analysis. Delving into the perspectives of the participants contributed to a deeper understanding of the phenomenon under study and its potential implications for the broader population. This research method was suited for this analysis because it allowed the researcher to make judgements on how work-life balance influences organizational commitment.

3.3 Population of the Study

Algozzine and Hancock (2017) define a study population as a collection of study components—living or inanimate—that a researcher has been interested in analyzing as part of testing a certain hypothesis. EPRA employees made up the study's population.

The total number of employees as at 30th June 2023, was 248. These employees were divided into three cadres as represented in Table 3.1.

Table 3. 1 Population Distribution

Management Level	Number	Percent
Top	26	10.5
Middle	89	35.9
Lower	133	53.6
TOTAL	248	100

3.4 Sampling Technique and Sample Size

Basic random sample approaches and stratified sampling were both employed to select respondents for the study. First, the three cadres of employees were regarded as strata

from which the respondents were selected. Due to the diversity of the population, stratification was used to take into consideration the characteristics of each strata.

The number of respondents was determined by the researcher using Slovin's (1960) technique;

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

Key;

n= sample size

N= Total population

e= error tolerance coefficient.

$$n = \frac{248}{1 + 248 * 0.05^2}$$

$$n = \frac{248}{4.8075}$$

$$n = 153,$$

153 employees made up the sample. The sample size was determined proportionately based on the number of targeted employees in each cadre, yielding a total of 153 responses.

Table 3. 2Sample Size Distribution

Management Level	Number	Sample	%
Top	26	16	10.5
Middle	89	55	35.9
Lower	133	82	53.6
Total	248	153	100

3.6 Data Collection

To gather primary data, this study utilized a questionnaire as the data collection instrument. The questionnaire consisted of a combination of closed-ended and open-

ended items. The inclusion of open-ended questions was intended to grant respondents the liberty to respond in a manner that best reflects their unique experiences and perspectives. This approach allowed for richer and more detailed insights into participants' thoughts and opinions. Similarly, closed-ended questions were incorporated to enable respondents to rank predefined options, which facilitated quicker and more straightforward responses. By combining both types of questions, the study aimed to obtain a deep comprehension of the subject matter while also ensuring efficient data collection.

Three sections made up the questionnaire. The respondents' demographic information were covered in Section A; data on the concepts of work-life balance was collected in Section B. Organizational commitment was assessed in Section C. The distribution of the surveys was done utilizing the "drop and pick later" technique.

3.5 Data Analysis

Once all the necessary data had been collected, the data was subjected to a thorough review to ensure precision, clarity, and completeness. To facilitate statistical analysis, the responses were coded numerically. Various statistical techniques were employed to analyze the collected data. The interpretation of the findings was limited to the scope of the analyzed data, providing insights into the patterns and characteristics observed. To quantify the responses and showcase the degree of similarity and variation among participants' answers, the study utilized statistical measures such as the mean, standard deviations, ratios, and frequency distribution. These measures helped in identifying trends, patterns, and variations within the dataset. The findings of the analysis were dispensed in tables, which offer a clear and concise way to present the findings. Tables are effective in summarizing and organizing the data, allowing for easy comprehension and comparison of the results. Through this rigorous analytical process, the study aimed to

draw meaningful conclusions based on the collected data and contribute valuable insights to the research topic.

A regression model was established to assess the connection between commitment to the company and work-life balance. The regression model took the form;

Organizational commitment = f (X₁, X₂, X₃, X₄); The model translates to;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where; Y = Organizational commitment at EPRA

β_0 = Constant

X₁ = Flexible working arrangement

X₂ = Health and Wellbeing

X₃ = Family leave arrangements

X₄ = Employee social support

ϵ = Error term

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

An analysis of the findings based on the research objectives is presented in this section. The outline include demographic statistics, descriptive statistics on the extent of adoption of various work-life balance practices and an evaluation of the relationship between work-life balance practices and performance. The findings are presented using tables followed by interpretation and discussion of findings.

4.2 Questionnaire Return Rate

The sample constituted 153 employees from top middle-level and supervisory management levels at the Energy and Petroleum Regulatory Authority (EPRA). The study assumed that the higher the response rate the higher the representation and thus resulting to accurate generalization of findings.

Table 4. 1Response Rate

	Number	Percentage
Returned	108	70.6
Non-response	45	29.4
Total	153	100

108 questionnaires out of 153 were returned translating to 70.6% response rate.

According to Mugenda and Mugenda (2003), a response of 70% and above is deemed very good for analysis hence the response was viewed suitable for generalization of findings.

4.3 Demographic Information

The research sought to assess the respondent's demographic information with regard to gender, the level of management, level of education attained and the number of years worked in the organization.

4.3.1 Gender

Gender statistics are pertinent in various studies, including organizational research, as they can unveil potential disparities and provide insights into how gender may impact various aspects of an organization, such as work-life balance and organizational commitment. Analyzing the percentages of gender distribution in the study sample is essential for understanding the gender composition's relative representation.

Table 4. 2Gender

Category	Frequency	Percent	Cumulative Percent
Male	40	37.0	37.0

Female	68	63.0	100.0
Total	108	100.0	

The findings show that the gender distribution within the study sample is notably skewed, with 63.0% of the individuals being female and 37.0% male. These findings imply that the gender composition within the EPRA leans toward a higher representation of females. This gender disproportion could shape perceptions and experiences related to WLB and organizational commitment.

4.3.2 Employee Level Management

Analysing employee management level is highly relevant as it can significantly influence perceptions of WLB and organizational commitment. Different management tiers may have varying responsibilities, expectations, and access to flexible work arrangements, potentially leading to divergent experiences. Understanding these differences is crucial for tailoring organizational strategies that enhance work-life balance and foster greater commitment across all Energy and Petroleum Regulatory Authority's workforce levels.

Table 4. 3Employee Level Management

Category	Frequency	Percent	Cumulative Percent
Top-level	30	27.8	27.8
Middle level	54	50.0	77.8
Supervisory level	24	22.2	100.0
Total	108	100.0	

In examining the distribution of employee management levels within the study sample, it is evident that 27.8% of the sample hold top-level management positions. Middle-level management is represented by 50.0% of the sample, while 22.2% of the sample occupy supervisory roles. The implication of the findings was that all levels were included in the research and hence the study results can be generalised.

4.3.3 Employee Tenure

Understanding the number of years the employees have worked in the organization can aid in tailoring policies and strategies that address employees' diverse needs and expectations at different stages of their careers. Moreover, it's crucial to consider these tenure-related factors when designing and implementing initiatives to enhance work-life balance and ultimately foster greater organizational commitment across the Energy and Petroleum Regulatory Authority.

Table 4. 4Employee Tenure

Category	Frequency	Percent	Cumulative Percent
Less than 5 Years	12	11.1	11.1
5-10 years	52	48.1	59.3
11-15 years	22	20.4	79.6
More than 15 years	22	20.4	100.0
Total	108	100.0	

The study findings based on employee tenure show that the majority of the study participants, 48.1%, have a tenure of 5 to 10 years, followed by 20.4% each for those with tenures ranging from 11 to 15 years and more than 15 years. Additionally, 11.1% of participants have tenures of less than 5 years. These percentages suggest that most employees have been in the organisation long enough to ably respond to issues of work life balances and employee commitment.

4.3.4 Employment status

Employment status can influence an individual's perception of job security, which, in turn, can impact their approach to WLB and organizational commitment. Permanent and pensionable employees may have a stronger sense of job security, potentially influencing their willingness to invest in the firm and commit for the long term. On the other hand,

those on fixed-term contracts might approach work-life balance and commitment differently, considering their employment may be contingent on contract renewals.

Table 4. 5Employment status

Category	Frequency	Percent	Cumulative Percent
Permanent and pensionable	56	51.9	51.9
Fixed term contract	52	48.1	100.0
Total	108	100.0	

Based on employee employment status, the study findings established that majority of the study participants, 51.9%, are classified as permanent and pensionable employees, while the remaining 48.1% are on fixed-term contracts. This distribution indicates a relatively balanced representation of these employment categories within the sample.

4.4. Work Life Balance Programs

The study sought to evaluate the work life programs available in the organization. Work life programs such as telecommuting, part time arrangements, hybrid working, work family facilities, social support and health care programs were evaluated. The applicability of these programs at EPRA was gauged in a five point likert scale of 1- Not at all, 2- Small extent, 3- Moderate Extent, 4- Large Extent and 5-Very large extent. The findings were as presented in Table 4.6 below

Table 4.6: Work-Life Balance Programs

Statement	N	Mean	Std. Deviation
Telecommuting	108	2.68	.98
Part-time arrangements	108	2.48	1.02
Hybrid-working	108	2.34	.99
Work family facilities	108	3.12	1.10
Social Support	108	3.81	.91

According to the findings, telecommuting exists in the organization but not in all instances (M-2.6, SD-0.98). Similarly, the respondents disagree that there exists a part-time arrangement framework in the organization meaning most employees are engaged on a full time basis. Additionally, the respondents reported that the hybrid-working mechanism had not been implemented at EPRA (M-2.34, SD-0.99) meaning work was delivered physically from the office. Similarly, the participants agree to a moderate extent that there exist work family facilities (M-3.12 while most agree to a large extent that the organization offers social support services (M-3.81, SD-0.91). These findings imply that little has been done at EPRA to provide work-life balance programs to its employees as programs such as telecommunication, part-time arrangements, work family facilities and hybrid-working are minimal.

4.5. Worklife Balance Practices

The study sought to measure the extent to which various work-life balance practices have been implemented. Four main practices namely flexi-work arrangement, health and well being, family leave arrangements and employee social support were examined. Statements relating to each practice were presented and respondent asked to rate in a five-point Likert scale where 5 implies an absolute agreement while 1 indicates an absolute disagreement of the statements.

4.5.1. Flexi-Work Arrangement

The investigation evaluated the degree to which flexi-work arrangement has been implemented at EPRA. Different flexi-work arrangement constructs were presented to the respondents and evaluated in a five point likert scale of 1-Strongly disagree to 5-Strongly agree.

Table 4. 6 Flexi-Work Arrangement

Statement	N	Mean	Std. Deviation
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I am free to end my work earlier	108	3.5185	.84810
I have autonomy in determining the duration of my work per day	108	3.4259	.94921
I can end my work at any given time	108	3.3426	.69929
I can start my work at any given time	108	3.1574	1.10362
I have autonomy in determining the duration of my work per week	108	2.9815	1.14371

The findings shows that the study participants generally perceive a moderate level of flexibility in their work arrangements. Majority agree with having the freedom to end work earlier (Mean = 3.5185, Std. Deviation =0.8481) . Additionally, some agree while others disagree that there was autonomy in determining the duration of their work per day (Mean = 3.4259, Std. Deviation =0.9492). Moreover, they feel they can end their work at different times, indicating moderate flexibility (Mean = 3.3426, Std. Deviation= 0.6993), while their perceptions regarding the ability to start work at any given time was neutral (Mean = 3.1574, Std. Deviation = 1.10362). Additionally, the employees reported mixed perspectives on their perception of autonomy over weekly work duration (Mean = 2.9815, Std. Deviation = 1.14371). Based on the analysis it can be concluded that EPRA has some components of flexi-work arrangements but not optimal. Aspects such as freedom to end work earlier are applicable while the employees do not fully enjoy the liberty to begin or end work at any given time as well as the autonomy on the duration to work per week.

4.4.2 Health and Well-being

The study explored the degree to which health and well being initiatives have been implemented at EPRA. Various health and well being components were presented to the respondents and evaluated in a five point likert scale of 1-Strongly disagree, to 5-Strongly agree. The findings were as shown in Table 4.8 below

Table 4. 7Health and Well-being

Statement	N	Mean	Std. Deviation
We access health food options within the organization establishment	108	3.9259	.65144
My organization offers employee assistance programs such as counselling	108	3.7778	.68813
The organization provides opportunities for health screening	108	3.6667	.77339
We attend wellness workshops and seminars	108	3.3889	.84093
The organization provides mental health support	108	3.0556	1.04866
There exists a feedback mechanism for employees on existing health and wellness programs by the organization	108	2.8056	1.27857

The participants were interrogated to give their views in regard to health and well-being as a construct of work life balance at the organization. Majority of the respondents agreed that they have access to healthy food options within the organization (Mean = 3.9259, Std. Deviation=0.6514) and acknowledged the presence of employee assistance programs, such as counselling in the organization (Mean = 3.7778, Std. Deviation=0.6881). According to the findings, EPRA also provides opportunities for health screening (Mean = 3.6667, Std. Deviation= 0.7734). The participants were neutral as to whether they attended wellness workshops and seminars (Mean = 3.3889), Std. Deviation = 0.84093). The respondents were neutral on organization's provision of mental health support receives a (Mean = 3.0556), Std. Deviation = 1.04866) while there were mixed perspectives regarding room for improvement of a feedback mechanism for employees on existing health and wellness programs (Mean = 2.80, Std. Deviation = 1.27857). These findings portray that EPRA has made good effort with respect to ensuring health and well being of the employees as demonstrated availability of healthy food within the premises, provision of counselling facilities and availability of opportunities for health screening. Health and wellness programs programs such as wellness workshops and seminars,

mental health and support and having robust feedback mechanisms on health and wellness are yet to be fully achieved at EPRA.

4.4.3 Family Leave Arrangement

The researcher evaluated the degree to which family leave arrangement has been action in the organization.

Table 4. 8Family Leave Arrangement

Statement	N	Mean	Std. Deviation
My leave days are paid	108	3.9259	.80540
The organization has a policy on family leave	108	3.8796	.66582
I can take time off to attend to a sick member of the family	108	3.8519	.77115
I receive return-to-work support after family leave	108	3.7222	.80690
My organization allows me to attend family events such as birthdays	108	3.6667	.73624
I am allowed to attend to family emergencies	108	3.1296	1.13642

Employees at the Energy and Petroleum Regulatory Authority (EPRA) appear to perceive a supportive environment regarding family-related leave policies and provisions. They report positively on several aspects of family leave, including having paid leave days (Mean = 3.9259, Std. Deviation = 0.80540), the presence of a family leave policy (Mean = 3.8796, Std. Deviation = 0.66582), and the ability to be away from work to cater for a sick family member (Mean = 3.8519, Std. Deviation = 0.77115). Additionally, they acknowledge receiving return-to-work support following family leave (Mean = 3.7222, Std. Deviation = 0.80690) and having the opportunity to attend family events such as birthdays (Mean = 3.6667, Std. Deviation = 0.73624). However, a neutral response was obtained on allowing employees to attend to family emergencies (Mean = 3.1296, Std. Deviation = 1.13642). Overall, these findings suggest that EPRA has established good

family leave arrangement practices such as offering support for family leave support and taking-off to attend to sick family member.

4.4.4 Social Support to Employees

The investigation evaluated the the extent to which social support programs for employees has been adpted at EPRA. Various aspects of social support were presented to the respondents and evaluated in a five point likert scale of 1-Strongly disagree, 2-Disagree, 3- Neutral, 4-Agree and 5- Strongly agree. The findings were as shown in Table 4.10 below

Table 4. 9Social Support to Employees

Statement	N	Mean	Std. Deviation
The organization provides work-family resources	108	3.9722	.64791
The organization provides wellness support to address employees' physical and mental health conditions	108	3.9444	.82974
I feel I have the support of my colleagues	108	3.9074	.69089
Supervisor support is always assured	108	3.6667	.79719
There exists a conflict resolution mechanism in the organization	108	3.0000	1.25303
Whenever I need help, I am sure of getting	108	2.8519	1.25910

Regarding employees social support as a dimension of WLB, the findings shows that employees at the Energy and Petroleum Regulatory Authority (EPRA) report favorably on several aspects of social support, including the organization's provision of work-family resources (Mean = 3.9722, Std. Deviation = 0.64791) and wellness support for physical and mental health (Mean = 3.9444, Std. Deviation = 0.82974), indicating strong support in these areas. Furthermore, employees feel they have the support of their colleagues (Mean = 3.9074, Std. Deviation = 0.69089), and they generally perceive supervisor support as consistently available (Mean = 3.6667Std. Deviation = 0.79719).

A neutral response was obtained on the presence of a conflict resolution mechanism (Mean = 3.0000, Std. Deviation = 1.25303) while some respondents agreed but not all that the help was availed when needed (Mean = 2.8519, Std. Deviation = 1.25910),. These findings point out to efforts towards social support to employees at EPRA but not without gaps in areas such as assurance to help when needed which may influence employees commitment to the organization.

4.6. Organizational Commitment

The study sought to evaluate the employees' commitment to the organization accruing from different work life balance practices. Various levels of employee commitment namely affective commitment, continuance commitment and normative commttment were evaluated. The attributes were measured in a five-point Likert Scale of 1-Strongly disagree, 2-Disagree, 3- Neutral, 4-Agree, 5-Strngly agree.

4.6.1. Affective Commitment

Different factors describing affective commitment were evaluated in a five point likert scale. The results were as depicted in Table 4.12 below.

Table 4. 10Affective Commitment

Statement	N	Mean	Std. Dev
I am satisfied with my job	108	4.2963	.68712
I am loyal to my organization	108	4.1944	.46279
I care of organisational goals	108	4.0741	.57525
I plan to continue working for the organization in the foreseeable future	108	3.5648	.93001
I have a sense of belonging to the organization	108	2.6667	1.20745

According to the findings, the respondents report high levels of job satisfaction (Mean = 4.2963, Std. Deviation = 0.68712) and loyalty (Mean = 4.1944, Std. Deviation =

0.46279), indicating strong affective commitment. Additionally, employees care about organizational goals (Mean = 4.0741, Std. Deviation = 0.57525), highlighting their dedication. Furthermore, majority of the respondents are willing to continue working for the organization in the foreseeable future (Mean = 3.5648, Std. Deviation = 0.93001),. However, the respondents were neutral as to whether they possess a sense of belonging to the organization (Mean = 2.6667, Std. Deviation = 1.20745) implying that majority, but not all do not feel attached to the organization. These findings demonstrate a good level of affective commitment to EPRA especially in respect to job satisfaction, loyalty, goal achievement and continued stay in the organisation. However, some employees do not have a sense of belong to the organisation

4.4.6 Continuance Commitment

Different statements relating to continuance commitment were examined in a describing continuance commitment were evaluated in a five point likert scale. The results were as indicated in Table 4.13 below

Table 4. 11 Continuance Commitment

Statement	N	Mean	Std. Dev
My job security is good, and I have no intention of changing employment soon	108	4.4630	.66172
I believe my salary is adequate	108	4.0741	.79371
The benefits that come with the job is sufficient	108	2.9815	1.39412

Analyzing the findings for continuance commitment, another aspect of organization commitment, employees at the Energy and Petroleum Regulatory Authority (EPRA) exhibit notable sentiments related to their job security and compensation. They report high job security with no intention of changing employment soon (Mean = 4.4630, Std. Deviation = 0.66172), indicating strong continuance commitment. Furthermore,

employees believe their salary is generally adequate (Mean = 4.0741, Std. Deviation = 0.79371), reinforcing their commitment to the organization. However, regarding the sufficiency of job-related benefits (Mean = 2.9815, Std. Deviation = 1.39412), a moderate response was obtained implying that some employees are okay with the benefits but not all of them. These analysis imply that have high levels of continuance commitment as evidenced by the fact that they have no intention of leaving the organisation soon and that the salary is adequate. However, some feel that the benefits are not adequate

4.5.7 Normative Commitment

The study evaluated normative commitment attributes in a five point likert scale of 1- Strongly disagree to 5- Strongly agree. The findings were as depicted in Table 4.14 below

Table 4. 12 Normative Commitment

Statement	N	Mean	Std. Deviation
I have a duty to work to the best of my ability for the organization	108	3.8889	.70158
I can volunteer anytime in the organization	108	3.8796	.74530
I have a moral duty to work for the organization	108	3.4815	.67646

From the findings, respondents express a strong belief in working to the best of their ability for the organization (Mean = 3.8889, Std. Deviation = 0.70158) and a willingness to volunteer anytime (Mean = 3.8796, Std. Deviation = 0.74530), indicating robust normative commitment. Additionally, employees to a moderate extent acknowledge a moral duty to work for the organization (Mean = 3.4815, Std. Deviation = 0.67646), further reinforcing their sense of obligation. These findings underscore the existence of strong normative commitment among EPRA employees, highlighting their dedication to work for the organization, apart from a few who did not feel that they possess a moral duty to work for the organization

4.7 Relationship Between Work Life Balance and Employee Commitment

Regression analysis was done to establish the relationship between the dependent and independent variables. The study aimed to establish the effect of work life balance on organization commitment at energy and petroleum regulatory authority, Kenya. As a result, the independent variables comprised of the dimensions of work life balance. On the other hand, organization commitment was considered as the dependent variable.

4.7.1. Summary Model

The model summary presents the coefficient of determination square which shows the magnitude to which the predictor explain to the dependent variables. The model summary table is presented below.

Table 4. 13: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error
1	.746 ^a	.556	.539	.7292

a. Predictors: (Constant), Employee social support, Flexible work arrangement, Health and wellbeing, Family leave arrangements

The regression model, comprising predictors including employee social support, flexible work arrangement, health and wellbeing, and family leave arrangements, demonstrates a relatively robust fit for explaining organizational commitment within the Energy and Petroleum Regulatory Authority, as indicated by an R-squared value of 0.556. This implies that these predictors collectively account for approximately 55.6% of the variance in organizational commitment, suggesting their substantial influence. The adjusted R-squared value of 0.539, which adjusts for the number of predictors, reaffirms the model's suitability. Moreover, the relatively low standard error of the estimate (0.729) indicates that the model's predictions closely align with the actual data. These findings suggest that the included work-life balance dimensions, particularly Employee social support,

Flexible work arrangement, Health and wellbeing, and Family leave arrangements, hold significance in explaining and potentially enhancing organizational commitment within the Energy and Petroleum Regulatory Authority.

4.5.2 Analysis of Variance

The ANOVA analysis explains whether the predictor variables are statistically significant to explain the changes in the dependent variables. Therefore, they are used to explain the model's goodness of fit.

Table 4. 14 Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	68.660	4	17.165	32.277	.000 ^b
	Residual	54.775	103	.532		
	Total	123.435	107			

a. Dependent Variable: Organizational commitment

b. Predictors: (Constant), Employee social support, Flexible work arrangement, Health and wellbeing, Family leave arrangements

The ANOVA results presented in Table 4.15 show that the F calculated is 32.277 and the level of significance being 0.000 since it is below 0.05. This means that the model is reliable hence work life balance practices has a statistically significant effect on organizational commitment. Therefore, work-life balance practices can be used to reliably predict organizational commitment.

4.5.3 Coefficients of Regression Analysis

The regression coefficient demonstrate the individual effect of each independent variable on the dependent variable. The beta coefficients show the statistical significance as well as the direction of the relationship.

Table 4. 15 Regression Coefficients

Model		Unstandardized		Standardized		Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	
1	(Constant)	.176	.339		.517	.606
	Flexible work arrangement	.192	.100	.183	1.914	.050
	Health and wellbeing	.259	.100	.237	2.590	.011
	Family leave arrangements	.471	.107	.412	4.410	.000
	Employee social support	.083	.076	.073	1.091	.278

a. Dependent Variable: Organizational commitment

$$Y = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$$\text{Hence } Y = 0.176 + 0.192X_1 + 0.259X_2 + 0.471X_3$$

The regression analysis examining the relationship between work-life balance (WLB) dimensions and organizational commitment at the Energy and Petroleum Regulatory Authority. From the analysis, organizational commitment will maintain at 0.176 when all factors are kept constant. A unit change in flexible work arrangement will result to 0.192 improvement in organizational commitment, keeping all other factors constant. Similarly, a unit variation in health and well being of the employees keeping all other factors constance will lead to a 0.259 improvement in organizational commitment. Finally, a unit change in family leave arrangements will trigger a 0.471 improvement to organizational commitment. These results reiterate the importance of flexi work arrangement, health and well-being and family leave arrangement in fostering organizational commitment. Employee social support was found to have a statistically insignificant impact of organizational commitment.

4.6 Discussion of the Findings

The research aimed to establish the effect of WLB and employee organization commitment. Organizational commitment was measured by the dimensions of flexible work arrangements, health and well-being, family leave arrangements, and employee social support. The findings indicate a significant positive relationship between flexible work arrangement and organizational commitment. Employees who perceive greater flexibility in their work arrangements tend to demonstrate higher levels of commitment to the organization. This suggests that providing flexible work options can have a beneficial impact on employees' commitment. The findings are in tandem with Gajendran and Harrison (2007) who discovered that employees with more flexible work hours had greater overall job satisfaction and a better balance between their work and personal lives. As a result, there may be less tension between professional and personal life, leading to increased job satisfaction and, consequently organization commitment.

The findings in relation to employee health and well-being also show a positive and significant association with organizational commitment. When employees perceive a supportive environment for their health and well-being, it tends to be associated with higher levels of commitment to the organization. This highlights the importance of organizations investing in employee health and wellness programs to foster commitment. The study's results concur with Research by Hill et al. (2020), who revealed that companies that care for employee health and well-being experienced lower turnover rates than those with more traditional work structures. Employees often value the benefits that come with these arrangements, and when provided with such benefits, they are more likely to stay loyal to their employers.

Additionally, family leave arrangements exhibit a positive and significant relationship with organizational commitment. Employees who feel supported in their family-related

leave needs tend to have higher levels of commitment to the organization. This suggests that organizations that provide adequate family leave policies and support mechanisms can enhance employee commitment. In a similar finding, Pausch et al. (2016) argued that Employees reporting positive family leave arrangements, including paid leave days and a supportive family leave policy, demonstrate a stronger commitment to the organization, underscoring the significance of such arrangements in fostering employee loyalty and dedication. This suggests that organizations should continue to prioritize and enhance family leave benefits as part of their strategy to boost employee commitment.

The descriptive statistics on social support show that various social support initiatives such as work-family resources , wellness support programs to support employees' physical and mental health conditions, colleagues' and supervisor support is available in the organization. When employees perceive strong social support within the organization, including from colleagues and supervisors, it is associated with higher levels of commitment. This emphasizes the importance of fostering a supportive work environment to promote employee commitment. Similarly, Thompson, Payne, and Taylor (2015) underline the significance of emotional support in reducing the negative impacts of stress emerging from work-related activities on employee well-being. When employees feel supported by their bosses and colleagues, they are more likely to report lower stress levels, more job satisfaction, and better engagement.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the key findings, conclusions, and recommendations drawn from the findings, both for policy and research implications.

5.2 Summary of Findings

The study's main objective was to establish the effect of work-life balance on organizational commitment at the Energy and Petroleum Regulatory Authority (EPRA). Work-life balance was measured based on four dimensions of WLB: employee social support, flexible work arrangement, health and wellbeing, and family leave arrangements. The descriptive statistics provided valuable insights into the employee demographics and workplace characteristics at the EPRA. Notably, the organization had a relatively balanced gender distribution, which could shape perceptions and experiences related to work-life balance and organizational commitment. The findings on level in management imply that all levels were included in the study and hence the study results can be generalised. Additionally, the employee tenure in the organization suggest that most employees have been in the organisation long enough to ably respond to issues of work life balances and employee commitment.

On the work life balance practices, flexi-work arrangement aspects such as freedom to end work earlier are applicable while the employees do not fully enjoy the liberty to begin or end work at any given time as well as the autonomy to duration to work per week. Additionally, the employees perceptions on health and well-being was that EPRA has made good effort with respect to ensuring health and well-being of the employees as demonstrated availability of healthy food within the premises, provision of counselling facilities and availability of opportunities for health screening. Health and wellness programs programs such as wellness workshops and seminars, mental health and support and having robust feedback mechanisms on health and wellness are yet to be fully achieved at EPRA.

Further, the findings on family leave arrangement suggest that EPRA has established good practices such as offering support for family leave support and taking-off to attend to sick family member although attending to emergencies has not been fully realized.

The findings on social support to employees point out to efforts towards social support to employees at EPRA but not without gaps in areas such as assurance to help when needed which may influence employees commitment to the organization.

On organizational commitment the findings demonstrate a good level of affective commitment to EPRA especially in respect to job satisfaction, loyalty, goal achievement and continued stay in the organisation. However, some employees do not have a sense of belong to the organisation. Similarly, there was a high-level of continuance commitment as evidenced by the fact that they have no intention of leaving the organisation soon and that the salary is adequate. However, some feel that the benefits are not adequate. The findings also underscore the existence of strong normative commitment among EPRA employees, highlighting their dedication to work for the organization.

Regression analysis was performed to measure the association between the constructs under study. The findings established that changes in flexi work arrangements, health and well-being and family leave arrangements cause a positive and statistically significant variance in performance.

5.3 Conclusion

In conclusion, this comprehensive study conducted at EPRA reveals valuable insights into the critical relationship between work-life balance dimensions and organizational commitment among its employees. These results underscore EPRA's commitment to enhancing the well-being of its workforce, and it can utilize these findings to optimize its

workplace policies and practices further. Flexible work arrangements have emerged as a significant driver of organizational commitment. The study shows that employees who perceive greater flexibility in their work schedules and autonomy tend to exhibit higher levels of dedication and loyalty to EPRA. The statistical analysis reinforces this conclusion, emphasizing that EPRA's continued support for flexible work arrangements can strategically enhance employee commitment.

The health and well-being dimension is also pivotal in influencing employee commitment. EPRA's investment in health food options, employee assistance programs, and wellness initiatives has yielded positive results, with employees reporting higher levels of commitment when they feel supported in their physical and mental well-being. This underscores the importance of ongoing investment in health and wellbeing programs to promote employee welfare and their commitment to the organization. Furthermore, family leave arrangements have a substantial impact on employee commitment as well. EPRA's provision of paid leave days, clear family leave policies, and flexibility for attending family events positively influence employees' perceptions of commitment. The strong statistical coefficient reinforces the significance of these family-friendly policies in fostering employee loyalty and dedication.

While exhibiting a statistically insignificant effect, employee social support remains a crucial factor in shaping Organizational Commitment as demonstrated by the descriptive statistics. Employees who feel supported by their colleagues and supervisors tend to display higher levels of commitment. EPRA should continue to nurture a supportive work environment, as it positively influences employees' dedication to the organization. EPRA can further enhance its workplace culture and policies by incorporating these findings into its strategic initiatives, ultimately leading to a more committed and motivated workforce. By promoting flexible work arrangements, investing in employee health and

wellbeing, optimizing family leave policies, and fostering a culture of social support, EPRA can strengthen employee satisfaction and commitment. A highly committed workforce is more likely to remain loyal and actively contribute to EPRA's mission and long-term success in the energy and petroleum regulatory sector.

5.4 Recommendations

Based on the insightful findings of this study, several recommendations can be made to further enhance the workplace environment and employee commitment at the EPRA. Firstly, regarding flexible work arrangements, EPRA should continue to promote and expand these options. Recognizing the positive relationship between flexibility and commitment, the organization should offer more flexible scheduling arrangements, such as compressed workweeks, job sharing, and telecommuting, whenever feasible. It is essential to communicate these options effectively to all employees and provide training to supervisors on managing remote or flexible teams to ensure the success of such arrangements.

In the context of health and well-being, EPRA should sustain its investment in employee health programs. This includes providing access to healthy food options and expanding wellness initiatives like fitness programs and mental health support. EPRA can also consider regular health screenings and stress management workshops to improve employee well-being further. The organization should create awareness campaigns to ensure employees know these programs and encourage their utilization. In the area of family leave arrangements, EPRA should strive to make its family-friendly policies even more comprehensive. The organization can explore options like paid parental leave, emergency childcare support, and flexible scheduling for parents with young children. Clear communication of these policies and the procedures for availing family leave

should be a priority. Ensuring supervisors are supportive and understanding of family-related leave requests is essential for successfully implementing these policies.

Regarding employee social support, EPRA should foster a culture of collaboration and peer support. The organization can consider mentorship programs, peer recognition initiatives, and team-building activities to enhance employee relationships. Training supervisors in conflict resolution and providing them with the tools to support their teams emotionally and professionally can also be beneficial. Regular feedback mechanisms should be established to gauge the effectiveness of these initiatives and make necessary adjustments. Furthermore, it is vital for EPRA to regularly assess and monitor the impact of these recommendations on employee commitment. Surveys, focus groups, and one-on-one discussions can provide valuable feedback to ensure that the implemented changes align with employees' needs and expectations.

5.5 Limitations

Convincing respondents at EPRA to respond to the study was a challenge. Convincing the respondents and visiting the respondents tirelessly made the study a success.

5.6 Suggestions for future studies

The focus of the study was to analyze the effect of work-life balance on organization commitment at EPRA, in Kenya. To generalize the findings, the study may be conducted in other jurisdictions or private sectors to establish whether there is a difference in the findings. Other methodologies such as factor analysis or data envelopment analysis may be used to measure the consistency of the findings.

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Appendix I :Questionnaire

Section A: Demographic Information

1. Gender? Male () Female ()
2. What level of management are you?
 a) Top Level () b) Middle level ()
 c) Supervisory Level () d) Others (Specify) ()
3. For how long have you worked in the organization?
 a) Less than 5 years () b) 6 -10 years ()
 c) 11 – 15 years () d) More than 15 years ()
4. What is your employment Status?
 a) Permanent and Pensionable () b) Fixed Term contract ()
 c) Third Party Contractor () d) Others (Specify)

SECTION B: Work life Balance Practices

Telecommuting is practiced in the organization					
Hybrid (working from home and office)					
The organization offers social support to families when berieved					

5. Does EPRA currently offer work life balance programs?

The organization offers a telecommting is practices

(Select all that apply)

- a) No ()

- b) Yes, Telecommuting/Telecommuting ()
- c) Yes, Part time/ shift ()
- d) Yes, Hybrid working (Home and Office) ()
- 6. Yes, Work family facilities ()
- f) Yes, Social support ()
- g) Yes, Healthcare programs ()

7. This section aims to collect data in relation to the variables in question. You are requested to rate the statements using the scale provided below.

1 = Strongly Disagree 2 = Disagree 3 = Moderate 4 = Agree 5 = Strongly Agree

N	Flexi-Work Arrangement	1	2	3	4	5
o						
1.	I can start my work at any given time					
2.	I can end my work at any given time					
3.	I have autonomy in determining the duration of my work per day					
4.	I have autonomy in determining the duration of my work per week					
5.	I am free to end my work earlier					
N	Health and Well-being	1	2	3	4	5
o						
1.	My organization offers employee assistance programs such as counseling					
2.	We attend wellness workshops and seminars					
3.	The organization provides mental health support					
4.	We access health food option within the organization establishment					
5.	The organization provides opportunities for health screening					
6	There exists a feedback mechanism of employees on existing health and wellness programs by the organization					
N	Family Leave Arrangement	1	2	3	4	5
o						
1.	I can take time off to attend to a sick member of the family					
2.	My organization allows me to attend to family events such as birthdays					
3.	I am allowed to attend to family emergencies					
4.	The organization has a policy on family leave					
5.	My leave days are paid					
6.	I receive return to work support after family leave					

No	Social Support to Employees	1	2	3	4	5
1.	There exists conflict resolution mechanism in the organization					
2.	I feel I have the support of my colleagues					
3.	Supervisor support is always assured					
4.	The organization provides work-family resources					
5.	Whenever I need help, I am sure of getting					
6	The organization provides wellness support to address employees physical and mental health conditions					

SECTION C: Organization Commitment

7. In this section, please indicate the extent to which organization commitment measures are practiced at EPRA, using the rating scale below: 1 = Not at all, 2 = Little extent, 3 = Moderate extent, 4 = Great extent, 5 = Very great extent

	Statement	5	4	3	2	1
Affective Commitment	I am loyal to my organization					
	I have sense of belonging to the organization					
	I care of organizations goals					
	I am satisfied with my job					
	I plan to continue working for the organization in the foreseeable future					
Continuance Commitment	I believe my salary is adequate					
	The benefits that come with the job is sufficient					
	My job security is good and I have no intention to change employment soon					
Normative Commitment	I have a moral duty to work for the organization					
	I have a duty to work to the best of my ability for the organization					
	I can volunteer anytime in the organization					

THANK YOU FOR YOUR TIME