

**THE EFFECT OF WORK–LIFE BALANCE POLICIES ON WOMEN EMPLOYEES
RETENTION IN UNITED NATIONS DEVELOPMENT PROGRAMME - SOMALIA**

BY

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DECLARATION

This research project is my own original work and has not been submitted to any other College or University for the purpose of examination or otherwise.

Signature.....

Date.....

Lilian Njeri Njenga

This Research Project has been submitted for examination with my approval as the University Supervisor.

Signature.....

Date.....

Dr. Jared Maaka Siso

DEDICATION

This project is dedicated to my parents Mr. George Njenga Karori and Mrs. Susana Wanjiru Njenga whose love, patience, sacrifice and commitment towards giving me and my siblings a good education has spurred each of us on to do more than we ever thought possible.

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ABBREVIATIONS

Flexi time	Flexible working arrangements
FTA	Fixed Term Appointment
GAD	Gender and Development Approach
HR	Human Resources
ILO	International Labour Organization
MTP	Management Training Programme
PA	Permanent Appointment
SC	Service Contract
SPSS	Statistical Package for the Social Sciences
SurveyMonkey	Internet/web-based survey tool for online survey
TA	Temporary Appointment
UN	United Nations
UNDP	United Nations Development Programme
UNV	United Nations Volunteers
WLB	Work-life Balance

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ABSTRACT

Work and personal life commitments cannot be easily separated; the competing priorities in an employee's life result in work-life conflict. Organizations all over the world are adopting work-life balance (WLB) policies in order to accommodate the needs of a diversified workforce. This study was conducted to examine the effect of WLB policies on women employee retention at United Nations Development Programme (UNDP) in Somalia. The study objectives sought to establish employees' awareness of the existence of WLB policies, identify challenges to the implementation of WLB policies and identify strategies that can be adopted for successful implementation of WLB Policies in UNDP Somalia. This study targeted UNDP Somalia offices both in Nairobi and Somalia. A descriptive survey design was used in this study. A sample of (60) employees was drawn by stratified random sampling techniques from a sample population of (104) employees on fixed term and permanent contracts. In addition six key informants were purposively recruited from staff holding managerial positions and within the human resources unit. The structured web-based questionnaires and interview schedules were used to collect primary data. The quantitative data was analyzed using Statistical Package for Social Scientist Software (SPSS). Qualitative data derived from the Key informant's interview was thematically analysed and merging patterns, trends or strongly held opinions were noted. The results were presented in the form of tables and charts. The findings of the study revealed that staff awareness is high especially among employees based in Nairobi. The study findings also revealed that the most commonly used WLB policies are study leave and family based policies such as maternity, paternity and child care leave. The main challenges to implementation and uptake of WLB policies at UNDP Somalia are heavy

workload and negative perceptions. The study identified strategies which UNDP Somalia can adopt for successful implementation of WLB policies. These include; review workload and conduct work study, develop a management and human resources monitor and document usage of WLB policies, enlist management support and goodwill, embrace a more flexible working schedule, link performance to output and change organizational culture.

From the findings, it was concluded that employees at UNDP-Somalia were aware of existence of WLB policies but that there was discrepancy between awareness and usage of the policies. The needs of both men and women in work-life policies were similar. The study findings also revealed that for WLB policies to be an effective tool for women employees' retention, strategies must be adopted to address the challenges that affect usage and implementation of the policies. The study recommends that UNDP Somalia needs to raise awareness of the policies for Somalia based staff, carry out a work-study, redistribute work-load and outsource non-core functions where possible. Also recommended is that the WLB policies are regularly review, ensure organization's culture is supportive of WLB uptake, streamline the process of request and approval, re-train supervisors and staff and develop retention strategies that incorporate other factors in consultation with employees and other UN agencies.

CHAPTER ONE

INTRODUCTION

1.0 Background of the study

Women all over the world face a double burden of productive (paid work) and reproductive (childbearing and rearing) work. The traditional gender division of labour results in women bearing a greater burden of unpaid work in the household. Family care responsibilities predominantly fall on women, thus potentially having an impact upon their ability to balance work and family life; consequently limiting their labour market participation. Work-life conflict arises when employees especially women are unable to balance their domestic or personal responsibilities and their work obligations. Work-life conflict is one major cause of employees' departure from organizations leading to the increased number of organizations that are therefore devising family-friendly policies for their employees in order to retain them. In recent times Work-Life Balance has emerged as a strategic issue for human resources management and a key element of an organization's employee retention strategies (Cappelli, 2000; Lewis and Cooper, 1995).

The expression Work-Life Balance (WLB) was first used in the late 1970s to describe the balance between an individual's work and personal life (Gerson, 2011). An organization's need to attract and retain valued employees in a highly competitive labour market is a strong motivating factor for increased organizational awareness and action with regard to human resource policies and practices that address WLB. WLB strategies include policies covering flexible work arrangements, child and dependent care, telecommuting, part-time and job-sharing employment, leave options such as paid study, family and parental leave (Estes and Michael, 2005). In their study of the impact of work-life programs on firm productivity, (Konrad and Mangel, 2000) observed a positive association between work-life programs and an increase in the percentage of firms' workers who were women.

The United Nations (UN) is a policy leader internationally especially in advocating for gender equality and women empowerment and views gender equality not only as a goal in its own right, but also an important means for realizing all the other Millennium Development Goals. In line with its position as a policy leader in these issues, the UN adopted the UN System-wide Policy on Gender Equality and the Empowerment of Women in May 2006. The policy describes the steps needed to achieve the agreed goals through results-based management, accountability frameworks, capacity development, monitoring and evaluation, and allocation of sufficient resources, all supported by effective knowledge and information management and dissemination. The UN also set a target to achieve gender balance in its workforce at all levels by 2010.

The United Nations Development Programme (UNDP) an Agency of the UN launched the Gender Equality Strategy 2008-2011 in March 2008. The strategy aimed at strengthening operations and promoting institutional arrangements for gender equality, assist UNDP extend continued support to the improvement of nationally relevant and sustainable gender equality results, and the identification and removal of internal barriers to women's advancement into senior management, including women from developing countries (UNDP 2008). Section 8 of the strategy dealt specifically with strengthening human resource development and management with the aim of addressing the declining gender parity at UNDP senior management levels.

In the 2007 annual staff survey, most women had reported that they faced greater challenges balancing the demands of their personal and professional lives, and that they were more constrained in their professional development.

A Gender Parity Action Plan aimed at achieving the 2010 target was developed in 2009 and it included comprehensive set of human resource policies which emphasized on the action plan termed the 'four R's' of gender parity which included recruitment, retention, re-entry and recognition.

Despite implementation of various recruitment strategies, the target of 50/50 gender parity in UNDP was still far from being met due to high turnover of women employees'. Work-Life Balance policies featured prominently as a strategy aimed at increasing women employee retention and career development within the organization.

The gender disparity is more pronounced amongst the workforce in UNDP Sub-Offices inside Somalia; this is due to the fact that the country has been ravaged by armed conflict since the collapse of Siad Barre's regime in 1991. Furthermore, as in many Islamic cultures; adult men and women are separated in most spheres of life and although some women in the major cities hold formal jobs, the preferred gender roles is for the husband to work and the wife to stay at home with the children (Galtung, 2002). This has resulted in the low level of employment of women in the private and public sector in Somalia. Many of the women employed in the civil service are in secretarial and custodial positions. There are very few women in high administrative posts, and even fewer at the policy-making levels (Mukhtar, 2007).

1.1. Statement of the Problem

UNDP Somalia country office has embraced the WLB policies and has invested heavily in their implementation. However, gender distribution data shows that gender disparity still persists especially at middle and high level management with 66.53%: 33.47% men to women staff ratio. The UNDP global staff survey conducted in 2010 indicated that most women employees cited WLB as an area that still hampered their progress and that family and caring responsibilities was their main reason for leaving the organization (UNDP, 2008). In global terms, Cappelli (2000) found that both male and female employees suffered from lack of clear policies on WLB in European and American multinational corporations. In their study of eastern European working class, Bygren and Duvander (2006) concluded that the WLB was more skewed in favour of men

than women yet the general society tended to assume that state of bias. Studies by Pocock (2005) in the Australasian region showed that the prospects for women for achieving WLB at most organizations was indeed very dim. This led to the conclusion in later studies by Lambert et al (2008) and Kathleen (2011) that indeed women are disadvantaged in terms of WLB policies when employed at international organizations due to the insistence on equality at the organizations.

In Nigeria, Blair-Loy and Wharton (2002) made a conclusion that there was a difference in WLB between the locals and foreign experts at international work stations. This was later corroborated by Hawkins et al (2008) from their study conclusions in which they observed that men in African work set-up tended to relegate issues concerning work-life balance to subordinate policy level. The situation in the East African region is almost similar to the mentioned cases. At the UNDP Somalia the level of staff turnover among women employees is high despite the organization advocating for rigorous implementation of WLB policies and flexible working arrangements to create an enabling work environment. Similarly, the UNDP Somalia office has tried to address work-life conflict especially amongst the women employees, without much success.

Many studies have been conducted in UNDP Somalia over the past decade, for instance Walker (2005) studied the effect of local organizations on the high turnover at the UNDP office in Somalia, but his study did not focus on WLB policies. Similarly, Tomaro (2006) focused on strategy at the UNDP Somalia office thus creating a gap to be exploited by this study. More recently, Mundia (2010) studied implementation of policies at international NGOs focusing on UNHCR Somalia thus prompting this study to fill the gap left by not covering UNDP Somalia. Many studies (Hall and Richter, 1988; Russell Grover and Crooker, 1995 and Bowman, 2000) conducted on WLB policies, have been largely concerned with private sector organizations, this study was aimed at extending the reach to include non-governmental organizations. As most of these studies were carried out in Asian, American and European countries, it was therefore necessary to fill the

existing knowledge gap by focusing on local and international organizations in Africa in order to have the local and regional understanding of the WLB policies. This study was guided by the following study questions; Are employees aware of the existence of WLB policies? What challenges does UNDP Somalia face in implementing WLB policies? What remedies or strategies can be put in place to address these challenges?

1.2. General Objective

The main objective of this study was to examine the effect of Work-Life Balance policies on women employee retention at UNDP Somalia.

1.2.1. Specific Objectives

The specific objectives of this study were:

1. To establish employees' awareness of the existence of Work-Life Balance policies at UNDP Somalia
2. To examine the challenges faced in the implementation of Work-Life Balance policies at UNDP Somalia.
3. To explore strategies of overcoming challenges in implementation of Work-Life Balance Policies at the UNDP Somalia

1.3. Assumptions

1. The employees of UNDP Somalia were aware of the existence of Work-Life Balance policies and policies.
2. There were challenges that hinder effective implementations of Work-Life Balance policies in UNDP Somalia.

3. UNDP Somalia has in place strategies to overcome the aforesaid challenges in implementation of Work-Life Balance policies.

1.4. Justification of the Study

The study will contribute to the evidence based knowledge by examining WLB policies in the context of non-governmental organizations (NGO) and nonprofit making organizations such as the United Nations and establish their effect on the retention of women employees and their career development in this sector. The findings could also be incorporated into best practice in implementation of WLB in the NGO sector.

Hitherto no formal study has been done by the management of UNDP Somalia since the implementation of WLB policies in 2008; this study will therefore provide evidence based knowledge on awareness, usage and challenges to implementation of WLB policies in the country office; Thus, this study will assist UNDP Somalia management in evaluation and revision of the policies to ensure that it meets the intended objectives. The findings of this study will also be useful to the human resources professionals in the NGO sector, seeking to justify the investment in WLB policies formulation and implementation in their organizations.

1.5. Scope and Limitation

The study was carried out in UNDP Somalia country office. The study outlined how UNDP Somalia was addressing the issue of gender parity in the workforce through policies such as WLB and the effects these policies have on the retention of women employees. The target population comprised of staff holding fixed term and permanent appointments based in Nairobi and Somalia. They included professional staff, both national and international; staff in the management and

those with supervisory roles, The study was informed and guided by the Gender and Development (GAD) approach in evaluation of the 'triple burden' and work-life conflict especially as it relates to women employees.

Some of the respondents felt the time for participation in the survey was too long and hence were hesitant to participate in the research. This was however made easier for such respondents by designing a web-based questionnaire which had closed-ended questions, thereby reducing the time spent in the completion and submission process. This yielded a higher response rate.

The research was undertaken within the time constraints of the research project deadline and this put a limitation on the number of respondents who could participate in the research. To ensure data obtained was representative, the sample size was 58% of the target population.

1.6. Definition of Terms

Practical gender needs: These are needs that arise due to differences in gender roles and responsibilities between women and men. These needs are identified by women within their socially defined roles, as a response to an immediate perceived necessity. They usually relate to inadequacies in living conditions such as water provision, health care and employment.

Strategic gender needs: These are needs that are identified by women as a result of their subordinate social status, and tend to challenge gender divisions of labour power and control, and traditionally defined norms and roles. They include such issues as legal rights, equal wages, access and control of factor of production.

Work-life balance: Work-life balance is the creation of a work environment that provides

flexibility for employees to enable them realize a better balance between work, family and other life commitments.

Work-life conflict: This is the impact of family demands on paid work, the impact work has on individual stress, relationships and family well-being; it is characterized by a lack of fit between employees and their life-family responsibilities.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covers the exploration of theory and previous studies in the subject matter of WLB policies both as applied in the global sphere and the local scene. In particular, the chapter is arranged according to the objectives of the study. Theoretical framework is presented and gaps identified to be filled by the study.

2.1 Work-Life Conflict

There is increasing awareness of the benefits of providing more flexible human resources strategies in the workplace (Grover and Crooker, 1995), reflecting increasing recognition of the fact that work and other life commitments cannot easily be separated. As organizations move towards more participative and flat structures where fewer employees are expected to manage increased workloads (Hall and Richter, 1988), the demands on the individual increases, and maintaining the balance between the demands of a career and life responsibilities becomes more difficult. Recent changes in the labour market have led to a shift in its demographic features leading to the promotion of WLB in order to accommodate the needs of a diversified workforce. These include the increased participation of women in the labour force, including married women with children and single parents.

Work-life conflict arises when employees are unable to balance their work and personal life obligations. Initially the concept of Work-life conflict was focused on the impact of family demands on work. It now extends to the impact work has on individual stress, relationships and

family wellbeing (Russell and Bowman, 2000). Work-life conflict may be characterized by a lack of fit between employees work and their life responsibilities; and the goals of the organization (Becker and Huselid, 1998; Erwin and Iverson, 1994; Lewis and Cooper, 1995). Work-life conflict may include issues such as difficulties faced by employees in relation to child-rearing, care of the elderly and invalids or stressful life events such as death (Hobson, Delunas and Kesic, 2001).

2.2. Labour-force participation rates and Work-Life Balance

Labour-force participation rates highlight trends in economic activity as well as people engagement in different forms of employment. This data is useful because it is generally gender disaggregated, which means that specific knowledge on men's and women's economic activity can be known. It is necessary to briefly outline the characteristics of the workforce, so as to highlight current trends of flexible working. The increased participation of women in the labour force and the resultant increase in work-life conflict has been a key factor in the development of WLB policies. Currently women represent over 40% of the global labour force, with approximately 70% of women in developed countries, and 60% in developing countries, engaged in paid employment (ILO, n.d.). In terms of women's access to positions of power, ILO estimates that globally they hold between 1% and 3% of executive jobs in the largest corporations. However, it is important to note that WLB policies are not formulated for the benefit of women only; men especially those with other life commitments, do benefit from these policies as well.

2.3. UNDP Workforce Statistics and Gender-Sensitive Policies

UNDP has been pursuing gender parity policy since 1995, and it renewed its commitment in 2003 with the issuance of the third Gender Balance in Management Policy. A target of reaching 50/50

gender parity across all categories by 2010 was established in the Gender Equality Strategy 2008-2011 launched in March 2008. So far, what UNDP has achieved in gender parity is a workforce where 49 per cent of all staff members are women. Disaggregated data by category shows that women comprise 59 per cent of all support staff, 46 per cent of junior managers, 35 per cent of middle managers, and 33 per cent of senior managers.

A key component of career advancement in UNDP is the need for mobility across positions, bureaux and duty stations. UNDP international employees are among the most mobile in the United Nations system. UNDP human resource policies have not adequately addressed the gender dimension of the mobility and retention issues. To assess lessons learned, UNDP conducted a survey of participants in an earlier initiative to attract and develop upcoming managers, known as the Management Training Programme (MTP). During 1988-1994, MTP recruited 136 (75 women and 61 men) entry-level managers in UNDP. Within the first 8 years after the launch of MTP, 45 staff left UNDP. The attrition rate for women was 39% (29 women) compared to 26% for men (16 men). One reason women cited for leaving the organization was work-life issues resulting from the organizations expectation that staff be highly mobile throughout their career, thus generating a conflict for some women in choosing a personal/family life or a career. This is a clear indication that the recruitment strategy alone is insufficient in attaining gender parity especially at senior management level. To address Work-life conflict, UNDP has a number of WLB policies in place. They include flexible working arrangements, staggered working hours, maternity leave, paternity leave, childcare facilities, adoption leave, Breastfeeding, family leave for childcare, compassionate leave and family emergency. Telecommuting, part-time work, job-sharing and spouse employment (Pro-bono services)

Table 2.1 shows the status of implementation of the various WLB policies at UNDP Somalia.

Table 2.1: Gender-sensitive policies implemented by UNDP

Work-life balance policies		Implemented
1	Flexible working arrangements	Yes
2	Staggered working hours	Yes
3	Maternity leave (16 weeks)	Yes
4	Paternity leave (4 weeks)	Yes
5	Childcare facilities	No
6	Adoption leave (8 weeks)	Yes
7	Breastfeeding policies	Yes
8	Family leave for childcare, compassionate leave, family emergency	Yes
9	Telecommuting	Yes
10	Part-time work	Partially
11	Job-sharing	No
12	Spouse employment (Pro-bono services)	Yes

Source: UNDP Human Resources User-guide: 2010

2.4. Work- Life Balance Policies Up-take

It is worth noting that WLB policies frequently experience low levels of take-up among staff eligible to use them (Pocock, 2005). There are a number of reasons why this is the case; some employees have no perceived need or desire to use the policies while others are concerned about the potential repercussions of using the policies. Some employees, however, are simply unaware that the policies exist, or that they are entitled to use them (Kodz, Harper and Dench, 2002; Lewis, Kagan and Heaton, 2000). Women, however, are more likely both to have knowledge of the WLB policies offered by their employer (Blair-Loy and Wharton, 2002) and to take up these policies; as are those with longer tenure in the organization (Lambert et al., 2008). Managers and professionals tend to have greater access to WLB policies than non-supervisory white collar employees and blue collar workers (Swanburg et al., 2005), and managers have also been found to use these policies to a greater extent than employees with no supervisory responsibilities (Lambert et al., 2008). Two

important predictors of usage appear to be personal commitments outside of work, and the climate for policies use within the organization. Individuals with young children, those who provide care to elderly, ill, or disabled relatives, and those who have non-family related commitments outside of work are more likely to use flexible work arrangements (Blair-Loy and Wharton, 2002; Lambert et al., 2008). Research by Allen (2001) found that workers who perceived their organizations to be more supportive of family concerns were more likely to use the WLB policies available to them. Blair-Loy and Wharton (2002) note that organizations offering WLB policies enjoy enhanced legitimacy and a reputation as desirable employers, but that these organizations may also dissuade staff from using the policies; their study of professionals and managers at an international bank renowned for being “family-friendly” revealed that staff received ambiguous and contradictory messages about using the wide assortment of policies on offer. Long work hours and high levels of dedication were demanded of managers and professionals, and as a result, nearly two-thirds of the study sample reported that taking an extended parental leave or setting limits on the hours they spent at work would hurt their career advancement.

Another recurring issue in this area is gender, and this issue is connected to employee concerns regarding career penalties. Compared to women, few men take up the WLB policies offered by their employing organizations, instead using vacation or sick leave when family commitments necessitate time away from work (Berry and Rao, 1997).

In a study of American couples (Bygren and Duvander, 2006), the women in the sample were the ones who made the most changes to their work schedules to accommodate family responsibilities, in large part because the men had fewer WLB policies available to them and because their wages and benefits were higher and thus unpaid leave was not an appealing option. The research also found that men employed in the private sector, at small workplaces, and in workplaces dominated by men were less likely to use parental leave, as were those employed by organizations where

other men had not previously taken up their parental leave entitlement to a large extent. Fried's (1998) study revealed that men were informally discouraged from taking family-related leave, as were women working in male-dominated positions. Liff and Cameron (1997) suggest that both men and women with career aspirations will be reluctant to use WLB policies due to fear of being perceived as less committed to their organization. This proposition has received support in a number of studies. Brandth and Kvande's (2002) study of Norwegian working fathers found that as men progress up the managerial career ladder, they exhibit a reduced tendency to use the paternity leave to which they are entitled.

Given these findings, it is unsurprising that WLB policies are often under-utilized by men, as well as by single employees and career-oriented women (Whitehouse and Zetlin, 1999). As Fried (1998) points out that organizational culture often produces different behaviour in men and women even when WLB policies are apparently gender-neutral. The perception often exists in organizations that WLB policies are intended primarily for the benefit of working mothers. As a result, when men take up these policies, their use can be seen as unusual and subject to question (Daly, Ashbourne and Hawkins, 2008). Men are rarely regarded as primary caregivers for children or the elderly; consequently, their desire to take time away from work for family reasons can be seen as an indulgence (Daly et al., 2008).

2.5. Challenges to implementation and uptake Work-life Balance policies

An Australian study (De Cieri et al., 2002) which involved surveys of 1500 employees at three periods (1997, 1998 and 2000) found that uptake of WLB policies varied from 20% to 80% of employees in an organisation. There was also a delay from introduction of policies to uptake. Key challenges to the implementation of WLB policies identified in the literature and borne out in the Australian study were: An organisational culture which emphasises and rewards long working

hours and high organisational commitment, an isolated, hostile and unsupportive working environment for employees with life commitments outside the organisation, attitudes and resistance of supervisors and middle management, preference of senior management involved in recruitment to dealing with people perceived as similar to themselves and lack of communication and awareness raising about WLB policies. McDonald, Brown and Bradley (2005) found that the gap between work-life policies and their use, particularly by men and career-oriented employees, was due to five factors: Lack of managerial support for WLB, perceptions of negative career consequences, organizational time expectations, Gendered nature of policy utilization and perceptions of unfairness by other employees (those without family responsibilities or other life commitment).

2.6. Strategies to Overcome Challenges to Work-life Balance Uptake

Human Resources Management have guidelines in all work conditions that try to mitigate for the shortcomings of any actions undertaken in an organization. Challenges exist whenever there is a set of policies put in place since all people do not respond to the same stimuli, order or observation in the same way. Problems in strategy and policy formation have shown that almost 50 percent of all such plans fail (Mintzberg, 2004). In other words, most of the well set and planned actions fail to take off or be implemented as per the expectations of both planners and would-be beneficiaries. Porter (1980) observed that a frequent complaint about the strategic planning process is that it produces a document that ends up collecting dust on a shelf – the organization ignores the precious information depicted in the strategic planning document. The scholars proposed that when conducting the planning process, the organization should involve the people who will be responsible for implementing the plan.

Mintzberg (2004) added that, use of a cross-functional team (representatives from each of the major organization's products or service) should be encouraged to ensure the plan is realistic and collaborative. The planners should also ensure the plan is realistic and achievable. Thompson and Strickland (2003) proposed that the overall strategic plan be organized into smaller action plans, often including an action plan (or work plan) for each committee or department on the board. In the overall planning document, it should be specified who is doing what and by when (action plans are often referenced in the implementation section of the overall strategic plan) through the use of a matrix. Policies that often look simple on paper might be very complex in implementation as it is realized that very many departments or sectors are not very familiar with them. Mundia (2010) pointed out that, it helps to translate the strategic plan's actions into job descriptions and personnel performance reviews. Through policies, management expect that plans would be implemented, but that is never the case in many organizations. The management should communicate the role of follow-ups to the plan. If people know the action plans will be regularly reviewed, implementers tend to do their jobs before they are checked on. The chief executive's support of the plan is a major driver to the plan's implementation and the plan's goals and objectives should be integrated into the chief executive's performance reviews.

Re-training and group discussions are two methods that help to review how policies are being carried out. These two methods always help in revamping any policy that might be hard to implement. Scholars of strategy have indicated that even well drafted plans should not remain static since the world is very dynamic. Such re-training can be very effective if benchmarked against other successful plans from other organizations of any sector in the economy both private and public (Mundia, 2010).

2.7. Theoretical Framework

This research was informed and guided by the Gender and Development (GAD) approach.

The GAD approach claims its theoretical roots in socialist feminism which emerged in the 1980s. It seeks to link production to the reproduction taking into account all aspects of women's lives (Jaquette 1982). The GAD approach recognizes the burden of the 'triple role' that women have to play and is concerned with social construction of gender and the assignment of specific roles, responsibilities and expectations to men and women. The GAD approach does not focus singularly on productive or reproductive aspects of women's (and men's) lives to the exclusion of the other. It analyses the nature of women's contribution within the context of work done both inside and outside the household, including non-commodity production, and rejects the public/private dichotomy which commonly has been used as a mechanism to undervalue family and household maintenance work performed by women. The GAD approach attempts to identify both the practical gender needs of women as well as the strategic gender needs that are closely related. The practical gender needs are the immediate necessities that assist individual meet their assigned gender roles. The strategic gender needs on the other hand, are the needs that address fundamental issues such as human rights, gender equity and personal development amongst others. The GAD approach promotes a development process that transforms gender relations in order to enable women to participate on an equal basis with men in all facets of development. The approach is relevant in this study because it examines the roles of women not only in the workplace but also their gender assigned roles at home. It attempts to identify the underlying causes of work-life conflict and seeks to explain why women are more likely to have higher work-life conflict than men. It is against this backdrop that organizations develop and implement WLB policies in an attempt to address work-life conflict and retain women employees.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the procedure that was followed in conducting the study is discussed including the research site and design, target population, sampling procedure and sample size, data collection instruments, data analysis, data analysis and presentation.

3.1 Research Site

The study was carried out at UNDP Somalia country office which has cross border operations consisting of Nairobi liaison office and three sub-offices inside Somalia in Hargeisa, Garowe and Mogadishu. At the time of the study, UNDP Somalia had a total of 229 staff comprising local and international staff holding different types of contracts. They included; 88 fixed contract holders (FTA), 16 permanent staff (PA), 114 individual contractors (SC) holding short term contracts, 4 UN volunteers (UNV) and 6 temporary employees (TA). UNDP Somalia was selected as suitable for the study because it falls into the category of non-profit making, humanitarian and development organizations that had embraced WLB policies and had an objective of 50/50 gender parity in the workforce but, this had not been realized.

3.2 Research Design

The study adopted a descriptive survey design because it relied heavily on quantitative data. This research design involves observing and describing the behaviour of a subject without influencing it in any way (Kothari, 2004). Descriptive survey is concerned with current or past status of phenomena and allows for making of preliminary identification of outcomes. The design also

allows for the description of causal relationships between variables under study (Cooper and Schindler, 2008). The choice of this design was informed by the need to investigate the effect of WLB policies on the retention of women employees.

3.3 Study Population

The study population for this study was all the 229 employees in UNDP Somalia country office who were categorized into five contract modalities. The first category consisted of 88 international and local employees holding fixed term appointments (FTA) and who are considered UNDP staff and had long term contracts. The second category comprised of 16 staff holding Permanent Appointments (PA) contract. These were staff members who had worked with UNDP for a period of five years and above. The third category consisted of 6 employees holding Temporary Appointments (TA) contracts. This category was similar to the FTA but, it was short term and the total contract life was two years. The fourth category of employees constituted 114 individuals hired on Service Contract (SC) modality who were individual contractor holding UNDP contracts. Their contracts were short term and ended when the project under which they worked concluded. The final category of staff comprised of 4 United Nations Volunteers (UNV or SPC) who were not UNDP staff but, professionals volunteering in the UN system and could be posted to any agency within the UN.

3.4 Sample Population and Sampling Procedures

Cooper and Schindler (2008) have defined target population as a group of individual's objects or items from which samples are taken for measurements. The target population for the study therefore consisted of 104 employees holding FTA and PA contract (Table 3.1).

Table 3.1: Sample population by gender and contract type

Contract Type	Sampling Frame			Sample Population			%
	Male	Women	Total	Male	Women	Total	
FTA	57	31	88	25	25	50	56.8%
PA	8	8	16	5	5	10	62.5%
Total	65	39	104	30	30	60	57.7%

Source: UNDP intranet: Somalia Country Office executive snapshot April 2012

UNDP Somalia employees holding FTA and PA contract with no supervisory role were not included in the sample because at the lower levels, gender parity had been achieved. Employees holding SC contracts were not included in the sample because they were not considered staff of UNDP, their contracts were short term, they performed project functions hence could not be retained beyond the project life. UNV and TA contract holders were not be included because their tenure with UNDP was a maximum of two years, their number was low (<10) and due to the temporary nature of their contracts, the question of their retention is not pertinent to UNDP.

The study used stratified random sampling techniques to select the 60 survey respondents. According to Kothari (2004), stratification involves placing elements of a common characteristic together. Two strata consisting of staff holding FTA and PA contracts were targeted for this study. 25 men and 25 women from FTA and 5 men and 5 women from the PA were randomly recruited to participate in the survey. This sample was deemed representative because it constituted 57.7% of the target population; additionally, both men and women each had over 50% representation. According to Mugenda and Mugenda, (2003), a sample of 30% is considered representative for a population of less than 500.

The sample size for the study was 60 staff holding FTA and PA contracts; those that had supervisory role, those who were in middle level and those who held senior management positions. The study concentrated on this particular category of staff because there was a marked gender disparity from G5 to D2 levels.

A total of 6 key informants were purposively recruited for this study. This category of respondents included 4 senior managers and 2 senior human resources staff all of whom had labour management responsibilities and were directly involved in formulation and implementation of WLB policies in UNDP Somalia.

3.7. Data Collection Methods

The primary data collection tool for the study was a structured questionnaire which was administered in the virtual environment through web-based survey tool, SurveyMonkey. The quantitative data was complemented by qualitative data obtained from the Key informant interviews. In addition, the study utilized secondary data mainly from UNDP Human Resources policies manual and textual review of scholarly articles. The data collection methods are described in the next section

3.7.1 Survey

The study used structured questionnaire as the main data collection instrument. The self-administered questionnaire (Appendix 2) was web-based, hosted on ‘SurveyMonkey’ website and consisted of 16 closed-ended questions. This method of data collection was ideal for this study because the sample consisted of 60 respondents based in both Kenya and Somalia. The method

was therefore economical and time saving because it eliminated the need to travel to Somalia to administer the questionnaires and the responses were received immediately on the website.

The method yielded quantitative data which was useful to the study because it allowed for a broader study involving 60 subjects and enhanced the generalization of the results.

Use of structured questionnaires also ensured that the study could be easily replicated in similar studies.

The link to the online questionnaire was sent to the 60 respondents through e-mail together with the consent form (Appendix 1) and the respondents were given a week to complete the survey.

3.7.2 Key Informants Interviews

Key informants are individuals whose role and experiences in the organization results in them having relevant information or knowledge they are willing to share (O'Leary, 2005). A total of 6 key informants were identified from a list of potential key informants who had human resources management responsibilities and directly involved in formulation and implementation of WLB policies in UNDP Somalia. The 6 involved were based in the senior management, Human Resources, Gender and Programme units. This method yielded qualitative data obtained directly from people who were experts on the subject matter.

The face to face interviews were conducted in UNDP Somalia office in Nairobi over a period of two weeks. Each of the key informants signed the consent form (Appendix 1) before commencement of the interviews. An interview guide (Appendix 3) was used to ensure consistency in the questions asked and a session with each informant took approximately 45 minutes.

3.7.3 Secondary Sources

The main source of secondary data for the study was UNDP intranet, personnel files, UNDP Gender policy and UNDP human resources policies and procedure. The data collected included statistics on recruitment and separation of women employees, gender distribution; UNDP WLB policies and various staff lists. Textual reviews of scholarly articles based on the study topic were also undertaken.

3.8. Data Processing and Analysis

This study employed descriptive research design and therefore, descriptive statistics were used to analyze the survey data. The data was exported from SurveyMonkey website into Microsoft Excel program, checked, cleaned, coded and analyzed using Statistical Package for the Social Sciences (SPSS, version 20.0) computer program according to variables and objectives of the study. The data was then presented using frequency distribution tables, percentages and graphs to ease interpretation. In addition, multiple regression analysis (Karl Pearson's Coefficient Correlation) was used to establish the strength of the relationship between the dependent which is the women employee retention and independent variables which include employee awareness, challenges to implementation of WLB and strategies to overcome these challenges

Qualitative data derived from the Key informant's interview was transcribed, sorted into categories, patterns and thematically analysed. Emerging patterns or trends or strongly held opinions were noted. Sections of the notes that relate to each question were highlighted and participant comments that were worthy of future quotation were marked. Attention was placed on identifying the themes or patterns across the groups as well as themes that related to respondents

with similar demographic characteristics such as human resources professionals, senior managers and/or women.

3.9. Ethical Consideration

Before commencement of the study, a research permit was sought from the Ministry of Higher Education, Science and Technology and Kenyatta National Hospital/University of Nairobi Research and Ethics Committee for ethical review and clearance.

Permission to carry out was sought from the UNDP Somalia Country Director. Special permission was also sought from the Human Resources Specialist to allow access to HR documents and staff data. The principle of voluntary participation was employed when selecting the respondents; staff members were not coerced into participating in research. Closely related to voluntary participation was the requirement of informed consent. The respondents were informed of the research two weeks in advance. The purpose of the research was explained in detail; the kind of information or feedback they were required to give and with whom the research findings were shared. All participants were fully informed about the procedures and risks involved in the research and were required to give their consent to participate in writing. A consent form (Appendix 1) was prepared and included in the online survey and a copy given to each of the key informants before commencement of the interviews. Those who were willing to participate were requested to read and sign acceptance before taking the survey. To ensure confidentiality during the data collection and analysis, the respondent's identity was not disclosed to anyone who was not directly involved in the study. Anonymity was guaranteed by separating responses and individual's identity and provision of participants' names was made optional. The candidates were informed of their right to not participate and to discontinue participation at any time without any penalty.

The findings of the study will be disseminated to the management of UNDP Somalia office and other stakeholders in the United Nations system through the Public Information unit and research report submitted the University of Nairobi library for public consumption.

CHAPTER FOUR

RESEARCH FINDINGS

4.0 Introduction

This chapter covers data analysis, presentation, interpretation and discussion. The data was analyzed and interpreted according to the research questions and presented in form of frequency distribution tables, percentages and graphs. The chapter also contains a regression analysis to show linkage between all the objectives.

4.1 Social Demographic characteristics of respondents

Social demographic characteristics of the respondents such as age, gender, duty station, contract type, and the number of years of worked at UNDP were important variables in this study.

Table 4.1: Social demographic characteristics of respondents

	Characteristics	Numbers	Percentage
Duty Station	Nairobi	41	73%
	Somalia	15	27%
Length of service	Less than 1 year	6	11%
	1-5 years	28	50%
	6-10 years	17	30%
	11 years and above	5	9%
Gender	Female	27	48%
	Male	29	52%
Age	21-29	6	11%
	30-39	26	46%
	40-49	14	25%
	50-59	10	18%
Contractual Modality	FTA	49	87%
	PA	7	13%

A summary of the respondents' social demographics characteristics presented in Table 4.1 shows that a majority (73%) of the respondents were based in Nairobi while 80% of all the respondents had been employed by UNDP for a period of between one to ten years. Those who have worked in the organization for more than eleven years only constituted 9%. On the gender representation the results showed that 52% were men while 48% were women.

Majority (46%) of the respondents were in the age group 30-39 while the age group 40-49 followed closely with 25%. Those in the age group of 50-59 had 18% while those in 20-29 had the least representation with only 11%. The findings showed that majority of the respondents were in the prime age of family care and hence are clearly affected by WLB policies. This is in support of studies conducted by Bygren and Duvander (2006) as well as Kathleen (2011) who observed that parents are most affected by WLB issues at the age of 25-50.

Table 4.1 also shows that 68% of the respondents were locally recruited staff while 32% were expatriates. It further indicates that 87% of the respondents held Fixed Term Appointment (FTA) contract while only 13% were on Permanent Appointment (PA). Employees in grades G5, G6, G7, NOA, NOB, NOC, P2, P3, P4 and P5 participated in the study while there were no respondents in P1.

4.3. Employees awareness and familiarity with WLB policies

One of the objectives of the study was to establish employees' awareness of existence of WLB policies in UNDP Somalia. Consequently, the respondents were requested to provide information on their knowledge on WLB policies and their familiarity with content of the policies.

4.3.1 Awareness and familiarity with the WLB policies

The study results (Figure 4.1) revealed that a majority of staff (68%) were actually aware that UNDP Somalia had incorporated WLB policies as part of their Human Resources policies and

guidelines, while 30% did not know whether or not the policies existed. Only 2% of the respondents reported that UNDP had not embraced WLB policies.

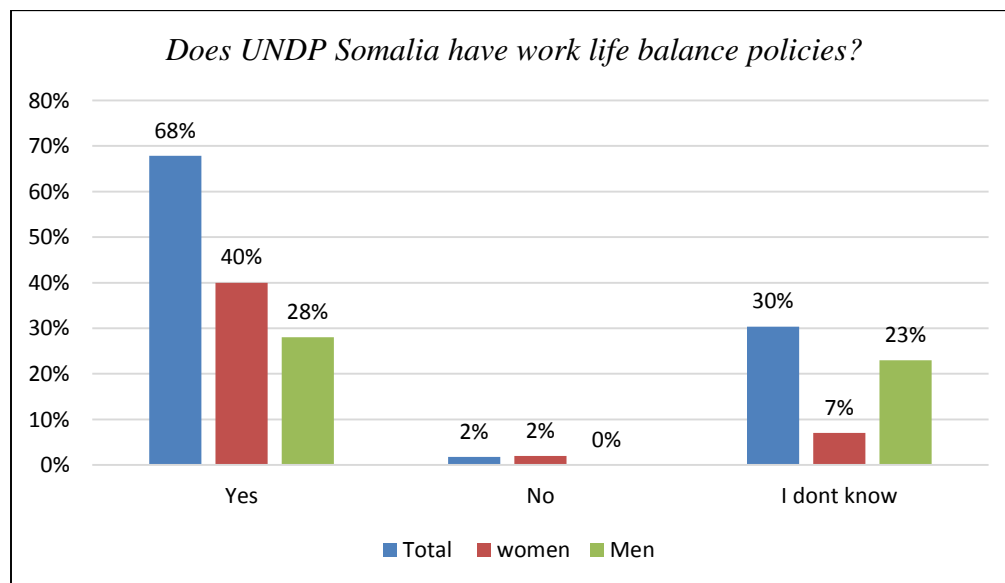


Figure 4.1: Awareness of existence of WLB policies

In terms of gender and awareness, a majority of women respondents (40%) indicated that they were aware of the existence of WLB policies while only 28% of the men were aware.

Qualitative data narratives obtained from the key informants' interviews indicated some variance with these findings. The majority of key informants felt that the general staff awareness on existence of the WLB policies was low at UNDP Somalia. When asked why the knowledge is low, most of them indicated that most of the UNDP staff do not look for time to read the organization policies including those that are posted at the intranet. This was aptly captured by a Senior HR staff;

“A lot of people are not aware of it; some have never read it and don't understand the content. People complain all the time that there is no work-life balance in the organization. Policies are available and it is up to you as a staff member and manager to read understand and benefit from them when used correctly.” HR Officer, Nairobi.

The respondents were further asked to indicate the sections of the WLB policies that they were familiar with, the responses are as tabulated in Table 4.2.

Table 4.2: Familiarity with WLB policies at UNDP Somalia

<i>Which of the following sections of WLB policies are you familiar with?</i>			
	TOTAL	Female	Male
Maternity leave	97%	100%	95%
Flexible working arrangement	95%	94%	95%
Paternity leave	92%	100%	86%
Breastfeeding time	82%	56%	100%
Study leave	79%	75%	82%
Family leave for child care	63%	50%	73%
Adoption leave	61%	44%	73%
Telecommuting (working from home)	53%	50%	55%
Spouse employment	42%	31%	50%
Part time work	32%	25%	36%
Staggered working hours	21%	25%	18%

The study showed a majority (97%) of the respondents reported that they were familiar with maternity leave, followed by flexi-time and paternity leaves at 95% and 92% respectively. All the women respondents (100%) were familiar with maternity and paternity leave while all men (100%) respondents were familiar with breastfeeding time section of WLB policies. The findings further showed that respondents were not very familiar with some sections of the WLB policies such as part time work (32%) and staggered working hours (21%). This shows that employees were more familiar with family based sections of the policies and that there was no marked difference between men and women in terms of knowledge.

These findings were corroborated by the key informants' narratives.

4.3.2 Source of information on WLB policies

The respondents were asked to select from a list of sources of information in UNDP Somalia where they had learnt of the existence of WLB policies.

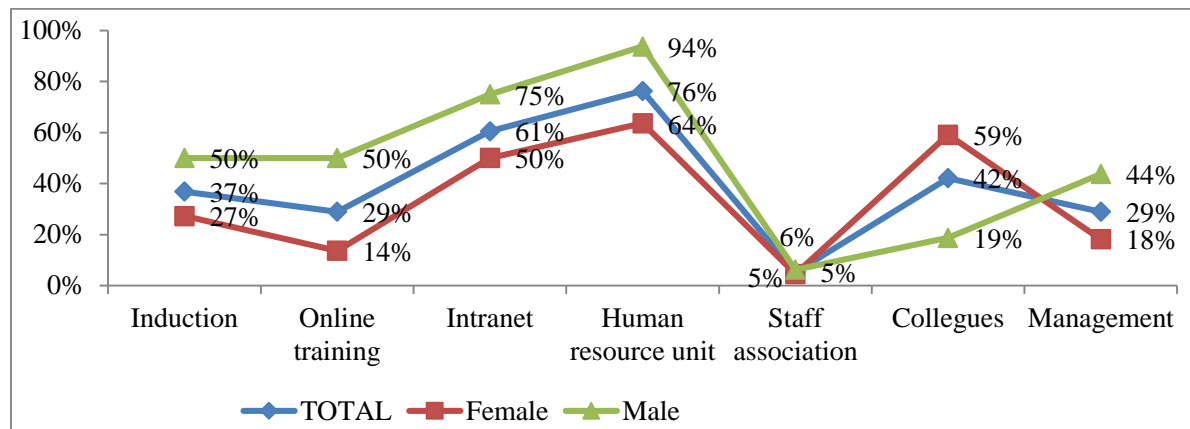


Figure 4.2: Source of information on WLB policies

The study finding showed that a majority (94%) of respondents were informed of the WLB policies by the Human Resource unit (Figure 4.2). UNDP intranet was the second major source of information on WLB policies at 75% whereas, colleagues were ranked third by women respondents at 59%. Men (50%) indicate the induction programme and online training as their third source of information on WLB policies. Staff association was cited by only 6% of respondents as a source of information on these policies.

The key informants' narratives also indicated that Human Resources unit was the main source of information on WLB policies in UNDP Somalia. However, there was a general agreement that employees need to play an active role in seeking for information on various human resources policies. One of the Programme Manager said:

“Over-reliance on the HR unit as the main source of information on policy should be discouraged. In sub-offices for instance we do not have HR presence, staff and managers should therefore take initiative to read the policies from the intranet and information sharing with these colleagues should be intensified.” Programme Manager, Somalia.

These findings show that staff at UNDP Somalia rely on the HR unit to provide them with information on policies and personal initiative in seeking such information on benefits was low. Although the intranet is also widely used as a source of information by the staff, other source such as induction programme and online training are still lagging behind.

4.3.3 Utilization of WLB policies

To establish the uptake of WLB policies, the respondents were asked to indicate whether they have ever requested to utilize the available WLB policies. The study revealed (Table 4.3) that slightly more than half (57%) of the employees have made request to use the available WLB policies. It is therefore clear that there have been good attempts employees at UNDP Somalia to use of WLB policies.

Table 4.3: Request to utilize WLB policies

	Characteristics	Yes	No
All respondents	Overall	57%	43%
Duty station	Nairobi	61%	39%
	Somalia	47%	53%
Length of service	Less than 1 year	50%	50%
	1-5yrs	54%	46%
	6-10yrs	71%	29%
	11yrs or above	40%	60%
Age	21-29	83%	17%
	30-39	68%	32%
	40-49	53%	47%
	50-59	–	100%
Gender	Female	63%	37%
	Male	52%	48%

The uptake of WLB policies was slightly higher among respondents based in the Nairobi (61%) compared to those based in Somalia (47%). The result reveals that staff in Nairobi where there is HR presence use the WLB policies more than staff inside Somalia. This implies that HR presence and reliable internet connections in Nairobi does influence the uptake of WLB policies. The culture in Somalia also influenced the uptake of the WLB policies inside Somalia. The findings also indicated that the highest (71%) numbers of requests to utilize WLB policies came from those who had worked in the organization for between 6 to 10 years while there was a 31% decline in the number of requests for those with 11 years of service and above. The usage of WLB policies also differed with age of respondents where 83% of respondents in the youngest age group (21- 29 years) made request to utilize WLB policies while no request were ever made by the employees in the age group 50 -59 years. This finding showed that the length of service in the organization and the age of the employees affect the uptake of WLB policies at UNDP Somalia. This implies that staff who have been with the organization longer have more knowledge on the policies available. Employee who are younger have younger families and are likely to also be pursuing further studies therefore they would have a greater use of the WLB policies to manage their multiple roles and high demand on their time. On the other hand employees who are closer to retirement most likely do not have young families and most of them have attained their goals such as education.

On the gender aspect, a higher proportion of women employees (63%) had put forward requests to utilize WLB policies compared to the 52% men. The results reveal that women use WLB policies more than their male counterparts due to their multiple gender roles employees and domestic managers. Women also in the child bearing age must also utilize WLB policies for maternity reasons.

In a similar studies Hobson et al (2001) and Swanburg et al (2005) it was noted that men were more reluctant to request to utilize WLB policies as opposed to women. Mukhtar (2007) in his

study on Somalia culture and conflict issues observed that men did not make request to utilize WLB policies in their working place while it was almost impossible not to have women requesting for at least one maternity leave in any two year period of work.

The respondents were further asked to identify the sections of the WLB policies that they had utilized. The study results are summarized in Table 4.4.

Table 4.4: Commonly utilized WLB policies

<i>Which of the Work-life Balance policies have you utilized?</i>					
	TOTAL	Female		Male	
		Yes	No	Yes	No
Study Leave	63%	67%	33%	60%	40%
Flexible working arrangement	53%	53%	47%	53%	47%
Maternity leave	37%	70%	30%	–	–
Paternity leave	30%	–	–	50%	50%
Breastfeeding time	23%	40%	60%	–	–
Family leave for child-care	23%	40%	60%	7%	93%
Job-sharing	23%	13%	87%	33%	67%
Staggered working hours	3%	–	–	13%	
Adoption leave	3%	–	–	7%	93%

The study showed that the most commonly utilized WLB policies were study leave (63%), flexible working arrangements (53%), maternity leave (37%) and paternity leave (30%). Women respondents also had utilized the breastfeeding time and family leave for child-care. This finding revealed not all sections of the WLB policies are utilized in UNDP Somalia. Most (57%) of the respondents were in the age group 21 – 39 years and this implies that most of them are in the child bearing age and would have young children hence the high uptake in maternity, paternity breastfeed and leave for child care. This group of employees usually has not completed their first

level and master's degree therefore study leave would feature prominently in their WLB policies uptake.

The staggered working hours and adoption leave had the lowest (3%) usage among the all respondents more so women respondents who indicated no usage.

The narratives from key informants' interviews also indicated that the flextime, study leave and maternity leave were the most commonly utilized WLB policies in UNDP Somalia. The low uptake of adoption leave was attributed by the key informants' narratives to culture. This was captured by the senior gender officer who eluded that:

“Uptake of WLB policies for instance adoption leave is influenced by the location of the organization.in the case of UNDP Somalia, the African culture where adoption is not common nor readily accepted has resulted in low usage.” Gender Officer, Nairobi.

The findings of this study therefore established that a majority of employees in both Kenya and Somalia were awareness of the existence of WLB policies at UNDP Somalia. The finding further showed that Human Resources unit, UNDP intranet and colleagues played a key role in dissemination of information on WLB policies at UNDP Somalia to staff. The findings also revealed that there was a higher uptake of WLB policies among women, employees who had worked in the organization for 6 to 10 years and those in the age group of 30 – 49 years. The study identified study leave as the most commonly utilized WLB policies while adoption leave was the least utilized WLB policies at UNDP Somalia.

4.4. Challenges to implementation of WLB policies

Another objective of the study was to examine the challenges encountered in implementation of WLB policies at UNDP Somalia. Consequently, the respondents were asked to indicate if their requests to utilize WLB policies have ever been declined by their supervisor.

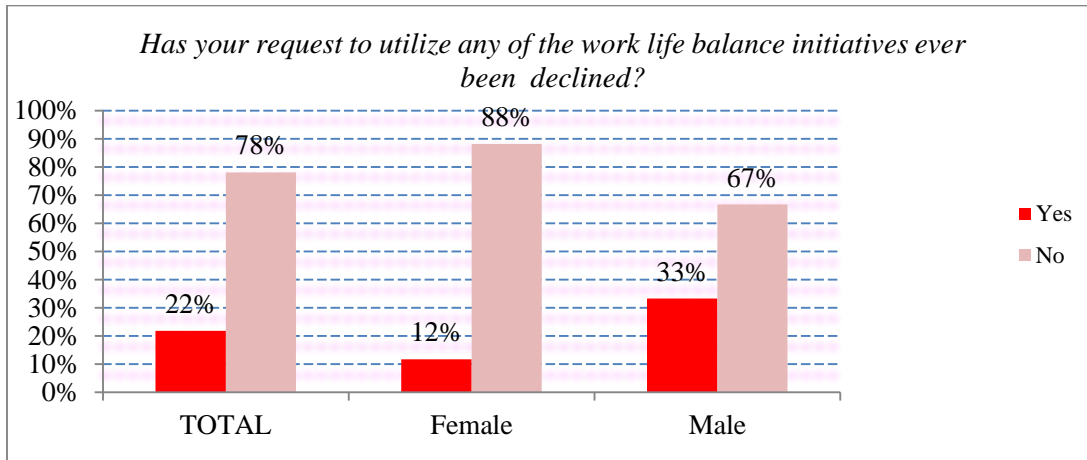


Figure 0.3: Supervisors decline requests to utilize Work-life balance policy

The study showed (Figure 4.3) that 78% of all requests made by the respondents to utilize WLB policies were granted. There were however a few instances (22%) whereby employee's requests were declined by the supervisor. More men (33%) than women (12%) have been faced with incidents where their requests to utilize WLB policies were declined.

The narratives from key informants' interview were in concurrence with these findings. All the six key informants agreed that under the WLB policies, the supervisors had discretionary powers to approve or decline requests with no oversight from senior management or the HR unit. This was captured by the Programme Manager as follows:

"The WLB policies implementation is left at the discretion of the supervisors and without proper guidelines there is window for abuse and denial of requests." Programme Manager, Nairobi.

This implies that supervisors were the key implementers of the WLB policies at UNDP Somalia and the decision to grant or decline request was entirely up to them. These findings are supported by a study done by Muse and Pichler (2011) where they concluded that although each organization had their own WLB policy and culture; supervisors played a “gatekeeper” role in the uptake/utilization of WLB policies.

The respondents were further asked to identify the main challenges to the uptake of WLB policies at UNDP Somalia and in their opinion identify the possible negative consequences of utilizing WLB policies at UNDP Somalia. The study established that most (27%) respondent identified heavy workload as the main reason employees did not utilize WLB policies at UNDP Somalia (table 4.5). This was common to both men (11%) and women (16%) respondents.

Table 4.5: Reasons for non-usage of WLB Policies

	Total	Female	Male
Heavy workload	27%	16%	11%
Negative career consequences	19%	11%	8%
Negative reaction to the request by supervisor	16%	11%	5%
Resentment from colleagues	12%	8%	4%
Organization culture	10%	3%	7%
The pay cut associated with working less hours	8%	6%	2%
Personal reasons	5%	2%	3%
My gender	3%	2%	1%

Factors that affected women more than men included the negative career consequences (11%), likelihood of negative reaction to request by supervisors (11%) and resentment from colleagues (8%). This implies that women were more concerned with how they were perceived by colleagues

and supervisors and this resulted in them not making the request to utilize WLB policies despite there being a genuine need to do so.

More men (7%) indicated that the organizational culture hindered them from utilizing the WLB policies than it did the women (3%) respondents. The gender of the respondent was not considered as a significant factor for non-utilization of WLB policies by both men (1%) and women (2%). In general the reasons for non-utilization of the available WLB policies were generally similar among men and women employees. The study findings were corroborated a similar study undertaken by Mukhtar (2007) where he established that there was no marked difference in factors that contributed to non-usage of WLB policies amongst men and women employee and that it was also common to have employees' requests declined.

The narratives from key informants' interview did not support these findings because 5 out of 6 key informants did not consider workload was a hindrance to uptake of WLB policies.

“Workload can be managed with proper planning and time management.”

Senior Finance Officer, Nairobi.

To identify the obstacles to implementation of WLB policies at UNDP Somalia, the respondents were requested to indicate the obstacles to implementation of WLB policies at UNDP Somalia. The findings of the study are summarized in figure 4.4. The study showed that 88% of men and 72% of women respondents perceived the heavy workload as the main obstacle to the implementation of WLB policies at UNDP Somalia.

Most women (80%) respondents indicated that fear of being perceived as uncommitted was a primary obstacle while 44% cited resistance from supervisors and the nature of their job as other significant hindrances to implementation of WLB policies. On the other hand, men cited fear of

being perceived as uncommitted (54%) and organization culture (50%) as obstacles implementation of WLB policies at UNDP Somalia. Only 6% of the respondent reported the gendered nature of policy utilization was an obstacle to implementation of the WLB policy.

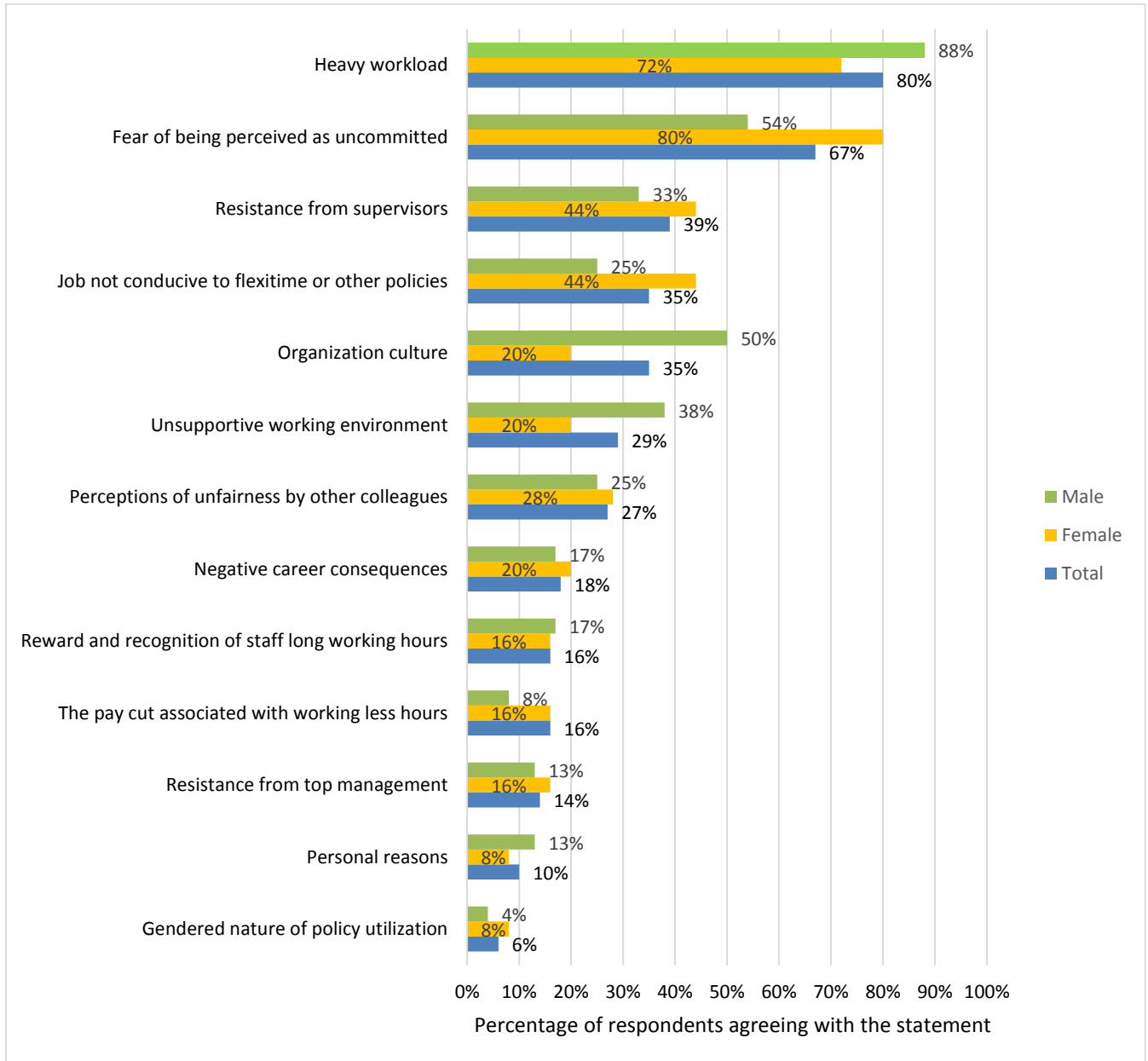


Figure 4.4: Obstacles to implementation of WLB policies at UNDP Somalia

The study revealed that employees perceived that their work pressure resulted from heavy workload and the nature of their job which limited their uptake of WLB policies. The employees also felt that use of WLB policies would not be well received by their colleagues and supervisors.

This implies that employees at UNDP Somalia have heavy workload and they often received negative reaction whenever they request to use WLB policies in UNDP Somalia.

In a study by Rani et al. (2011) the results showed that supervisory support had a positive impact on employee perception and attitude regarding WLB and promoted employee satisfaction. Galtung (2002) in her study of Somalia culture in conflict zones, she established that women in international organizations avoid particular supervisors when making request to use WLB policies. She concluded that this made it difficult for the women to freely or openly request to utilize WLB policies. On the other hand, Estes and Michael (2005) cited ego and pride combined with the fear of job loss especially amongst the young employees as the main obstacle to utilization of WLB policies.

The key informants' narratives further indicated that the organization culture was not supportive of WLB policies implementation in UNDP Somalia. There was also a general agreement among the key informant that most supervisors placed more importance on attendance than output and that the organization should adopt a new system of managing personnel where output was one of measure of productivity. One Senior Manager remarked:

“The organization culture in UNDP Somalia is fixed on 9.00am to 5.00pm, Monday to Friday work schedule which to me is a thing of the past and not appropriate in current times. The Monday to Friday schedule was religious in nature and confined society to a certain way of life. The strict working hours gives the office continuity therefore the flexible approach to work has not been fully explored and the UN should lead in this.” Senior Management, Nairobi.

The observation by key informants was corroborated by a study carried out by Kirby and Krone

(2002) which showed that an organizational culture that is not supportive of WLB policies led to employees' reluctance to utilize the benefits.

The findings of this study have therefore established that obstacles to utilization of WLB do exist in UNDP Somalia which hinder the effective implementation of WLB policies.

4.5. Strategies to overcome challenges in implementation of WLB policies

The third objective of the study was to investigate strategies that could be applied to overcome the challenges encountered in uptake and implementation of WLB policies at the UNDP Somalia in order to increase the retention of women employees.

The respondents were asked to identify strategies that could be adopted by UNDP Somalia to overcome challenges that hinder effective implementation of WLB. Their responses are summarized in table 4.6.

Table 4.6: Strategies to overcome challenges

	Total	Female	Male
Review workload	45%	23%	22%
Management and HR to review request to utilize WLB policies	19%	11%	8%
Train supervisors and staff on importance of WLB	12%	6%	6%
Management to lead by example in utilization of WLB policies	10%	4%	6%
Link performance management to output	6%	2%	4%
Change organization culture	4%	1%	3%
Awareness raising	3%	1%	2%
Recognize staff who do not put in long hours	1%	0%	1%

The study showed that a majority (45%) of respondents indicated that workload should be reviewed to ensure that employees can utilize WLB policies without experience any negative impact on their performance. The findings further showed that 19% of the respondents

recommended that senior management and HR unit should have an oversight role in the application and approval process for utilization of WLB policies. The respondents recommended that supervisors should be sensitized and trained on the importance of WLB as well as encouraged to grant staff requests to utilize WLB policies whenever possible. The management was required by 10% of the respondents to lead by example in utilization of WLB policies. More men (4%) than women (2%) suggested that performance should be linked to output. The men (3%) also wanted the organization culture changed to support utilization of WLB policies. Awareness raising and recognition of staff who put in more hours were not considered effective strategies to overcome barriers by the respondents.

The narratives obtained from key informants' interviews were in concurrence with the study finding. The following were the main strategies as highlighted in the key informants' narrative.

Review the workload across all departments and conduct a work study of all functions in the organization. This was aptly captured by the senior gender officer who stated that;

“The nature of work and the strict deadlines makes it difficult for staff to utilize WLB policies. Management should assess low value work and review workloads and work practices so that staff can spend less time on non-essential work, or work which can be outsourced to external service providers.” Gender Officer, Nairobi

Review and limit the supervisors' discretionary powers to approve or decline requests for utilization of WLB by incorporating checks and balances in the request and approval process by senior management or HR unit. The Senior HR officer summarized the concept as follows;

“UNDP Somalia should establish a formal process for requesting use of WLB policies that is well documented and monitored by either HR or senior management, and any decline to grant WLB by a supervisor should be documented and supported by reasonable justification. For this to be successful supervisors and staff need to be sensitized on the importance of WLB and proper use of the benefit to minimize abuse of this privilege.”

Human Resources Officer, Nairobi.

Management support and goodwill in the implementation of WLB policies was required. The Programme Officer noted that;

“Senior managers at UNDP Somalia normally put in long hours and this sends the wrong signal to the junior staff in terms of organization culture and values.” Programme Manager, Somalia.

The senior manager also noted that;

“If WLB policies implementation was linked to senior managers’ performance, it would be easy to hold them accountable for it’s the successful implementation. There is lack of dynamism and accountability in the way WLB policies is currently implemented in this organization.”

Senior Management Staff, Nairobi

UNDP Somalia should embrace a more flexible working schedule and ensure performance is linked to output rather than attendance. The senior HR officer observed that;

“Most supervisors prefer the fixed working of 8.00am to 5.00pm in the office, what they are not aware of is that a staff member can come in at 8.00am and do nothing until 10.00am. It is better to allow this staff to work from 10.00am to 7.00pm when they will be more productive”

Change UNDP Somalia organization culture to be more enabling and supportive of utilization of WLB policies. The Gender officer summed the culture at UNDP Somalia as follows:

“The organization culture does not support WLB because there certain pressure points in the year when staff must work long hours to ensure the pockets of deadlines are met for example towards the end of the year from October to December when work-plan, quarterly reviews and staff retreat are organized. My suggestion is that deadlines should be spread out and activities staggered throughout the year.”

The findings of this study have therefore established that to overcome the obstacles to effective implementation of WLB policies, UNDP Somalia should raise awareness Somalia based staff, carry out a work study, redistribute work-load and outsource non-core functions where possible. Regularly review WLB policies, ensure organization’s culture is supportive of WLB uptake, streamline the process of request and approval and re-train supervisors adopt obstacles to utilization of WLB.

4.6. Regression Analysis – WLB policies and retention of women employees

To establish the relationship between the independent variables and the dependent variable the study conducted inferential analysis which involved coefficient of correlation, coefficient of determination and multiple regression analysis. From the foregoing findings on the three specific objectives, it was established that correlations existed between them and in particular the results had a direct or an indirect relation with the main objective. This is a necessary step as recommended by Cooper and Schindler (2008) as well as Kothari (2004). To link study objectives variables in a descriptive design require to be correlated and regressed to arrive at the final relationship between the independent variables and the dependent variable. In order to explain the correlations further, a regression model used was presented as shown in the next equation:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Where:

Y is the dependent variable (Effect of WLB Policies on women employees ‘retention at UNDP)

β_0 is the constant term

β_i is the coefficient of the independent variable X_i where $i = [1, \dots 3]$

X_i is independent variable where $i = [1, \dots 3]$ (Awareness of WLB, Challenges to WLB Policies and Strategies for overcoming challenges to implementation)

e is the error term.

The dependent variable was Effect of WLB on Women Employees’ Retention (WLB_{ER}) while the independent variables were Awareness of WLBs (AWLB), Challenges to WLBs Implementation (BWLB) and Strategies to overcome Challenges to WLBs (SWLB). The regression equation was therefore solved as follows using coefficients in Table 4.5:

Table 4.7: Regression Coefficients

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	10.3	1.712
	AWLB	9.413	2.107
	BWLB	-4.119	2.149
	SWLB	2.671	3.222

$$WLB_{ER} = 10.3 + 9.413AWLB - 4.119BWLB + 2.671SWLB$$

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.981(a)	.962	.814	3.61

a *Predictors:* (Constant), AWLB, BWLB, SWLB

The analysis of variance in Table 4.7 indicated that the model is significant in explaining the variance in effect of WLBs on women retention ($p=.000$).

Table 4.9: ANOVA (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14229.057	3	3557.26	14.216	.001(a)
	Residual	2317.204	16	62.627		
	Total		19			

a *Predictors:* (Constant), AWLB, BWLB, SWLB

b *Dependent Variable:* WLEBR

Table 4.10 shows the highest effect of WLBs on women retention as well explained through the strategies that could be employed by the UNDP Somalia in ensuring that challenges to the implementation of WLBs are completely or to a very great extent eliminated. This is shown by a high beta value of -1.411.

Table 4.10: Summary of Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.3	1.712		6.312	.000
	AWLB	9.413	2.107	.804	3.170	.000
	BWLB	-4.119	2.149	.272	-1.451	.021
	SWLB	2.671	3.222	-1.411	-6.420	.000

a *Dependent Variable:* WLBER

From the resulting equation, the regression indicated that for every effort of trying to retain women at UNDP Somalia, the organization would be 10.3 times less successful without raising the

awareness level, identifying challenges to implementation of WLB policies and putting in place strategies to overcome these challenges. However for every change in effort of trying to retain women at UNDP Somalia, there is an increase in the impact by 9.413 times. Similarly retention is affected by challenges with a negative impact of 4.9 times the effect of retention of women at the UNDP Somalia. It also indicates that for every change in strategies for overcoming challenges to the implementation of WLBs policies at the UNDP Somalia, there is an increase of 1.273 times the retention of women at the organization.

The results as shown in tables 4.7, 4.8, 4.9 and 4.10 indicate that 95% of the variance in the effect of WLB on women retention can be explained by the predictor variables AWLB, BWLB and SWLB defined above ($R^2 = .981$, adjusted $R^2=.962$).

This chapter used both the descriptive analysis for the study as well as the inferential statistics in which it emerged clearly that all three independent variables (employees' awareness, Challenges to implementation and strategies to overcome the challenges) had an effect on the retention of women employees at the UNDP Somalia. In particular, it was found that 95% of the variance in the effect of WLBs on women retention can be explained by the predictor variables ($R^2 = .962$, adjusted $R^2=.814$). Similarly, awareness was significantly related to retention ($r=-.214$, $p<.05$). It was also found that challenges in implementing WLBs had a negative relationship to retention of women at the UNDP Somalia ($r=-.102$, $p<.05$). Finally, there was significant relationship between strategies of overcoming challenges to WLBs implementation and retention of women employees at the UNDP Somalia ($r=-.102$, $p<.05$). The findings indicate that retention of women employees is influenced by the implementation of WLB policies.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.2 Introduction

This chapter provides a summary of the findings, conclusions and recommendations of the study based on the objectives of the study. The chapter finally presents the suggestions for further studies and research in relation to work-life balance policies.

5.3 Summary of Research Findings

The main objective of this study was to establish the effect of WLB policies on women employees' retention in UNDP Somalia. The salient findings of the study are as follows:

A majority of the employees in UNDP Somalia have difficulty balancing their work and life. Men reported slightly higher incidences of work-life conflict than their women counterpart.

It is evident from the findings of this study that employees of UNDP Somalia have a reasonably high (68%) awareness level of the existence of WLB policies. The awareness was slightly higher amongst the women and employees based in Nairobi. Both men and women were more familiar with WLB policies that were more family-oriented such as maternity and paternity leave. The finding further showed that Human Resources unit, UNDP intranet and colleagues played a key role in dissemination of information on WLB policies at UNDP Somalia. The study findings showed that there was a higher uptake of WLB policies among women, employees who had worked in the organization for 6 to 10 years and those in the age group of 30 – 49 years. The study identified study leave as the most commonly utilized WLB policies while adoption leave was the least utilized WLB policies at UNDP Somalia. From the findings, it was evident that over 50% of employees have made request to utilize WLB policies with a bulk of those requests coming from

younger employees (83%), women (63%) and those who had served in the organization for 6 to 10 years (71%). The study further revealed that the most commonly used WLB policies at UNDP Somalia is study leave (63%) and flextime (53%).

The study revealed that there are challenges to uptake and successful implementation of WLB policies at UNDP Somalis. Although 78% of all requests made by the employees to utilize WLB policies were granted, there were a few instances (22%) where employee's requests were declined by the supervisor. Heavy workload was cited by both men and women as the main barrier although senior staff did not view workload as a barrier to the successful implementation of WLB policies. Women employees rated fear of being perceived as uncommitted higher than men. More men indicated that the organizational culture hindered them from utilizing the WLB policies than it did the women. It was also observed that employees utilizing WLB policies were perceived to have low productivity at UNDP Somalia and this prevented employees taking up WLB policies. Supervisors did not fully support the implementation of WLB policies and the organization culture was not conducive to the utilization of WLB policies.

From the findings, there was clear evidence that in order for the challenges to be overcome, strategies put in place must be shared by all staff, supervisors and senior management. Majority (45%) employees cited workload review as one of the most effective strategy that would increase uptake of WLB policies at UNDP Somalia. The findings further showed that supervisor need sensitization training; the management and HR unit could play a key role in overseeing the application and approval process for utilization of WLB policies. The study also revealed that the supervisors had discretionary powers to approve or decline employee's requests policies due to lack of a formal process for requesting to use of WLB policies. The study also established that supervisors' decline were not documented nor supported by reasonable justification. The

organization culture of 8 to 5 at UNDP Somalia was also not conducive for the implementation of WLB policies such as flexible working arrangement on other hand senior management support and goodwill was required.

5.4 Conclusion

This study concludes that the employees at UNDP Somalia are aware of the existence of WLB policies however, there is discrepancy between knowledge and usage of the policies. There are challenges that hinder successful implementation of WLB policies at UNDP Somalia, employees and supervisor sensitization can play a key role in addressing these challenges. There is evidence that WLB policies have an effect on women employee retention at UNDP Somalia however, there is need to incorporate other incentives to promote loyalty. There are no marked differences in what men and women employees want from an employer in terms of WKL policies. In effect, the study concludes that strategies of implementing the WLBs have not been employed to the best level and more effort is required in order to eliminate barriers and successfully implement WLB policies at UNDP Somalis.

5.5 Recommendations

This study explored the effect of work-life balance on women employees' retention. Based on the study findings of this study the following recommendations are made.

- The findings showed that only 68% of staff are aware of the existence of WLB policies, it is recommended that awareness raising of existence of WLB policies in UNDP Somalia is required especially amongst employees inside Somalia with the aim of increasing uptake of the policies.

- To reduce the challenges to the implementation of WLB policies, UNDP Somalia should carry out a work study with an aim of redistributing work-load in the organization and possibly outsource non-essential work and functions to external service providers.
- It is also recommended that managers and supervisors undergo training to equip them with the necessary skills to grant, monitor and encourage usage of WLB policies within their departments.
- It is also the recommendation of this study that periodic reviews of the WLB policies be carried out and employees' contribution sought to ensure that the policies remain relevant to the changing workforce.
- The senior management at UNDP Somalia should ensure that organization's culture is more supportive of WLB uptake especially for men employees. The process of request and approval should be reviewed, checks and balances introduced to promote accountability for both supervisors and employees. Finally, UNDP Somalia should develop retention strategies that incorporate other factors that are important to women employees in consultation with the employees and other UN agencies.

5.6 Suggested Areas of Further Research

This study has provided important information on effect of WLB policy on women employees' retention; however it is important to explore other factors to completely understand the effect of WLB policies in the non-governmental sector. The following areas are suggested for further research.

- This study explored the effect of work-life balance on women employees' retention, it is suggested that further study be carried out in the affiliate UN agencies to identify other

factors that affect women employee retention with an aim of assisting UN attain gender parity.

- A research to investigate the effect of Work-life balance policies usage on employee productivity in the UN should be carried out to determine if usage has a negative or positive effect on productivity.
- A study on Work-life balance policies usage and employee career progression should be done to establish if indeed there is relationship between these two factors.

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APPENDICES

APPENDIX 1: CONSENT FORM

UNIVERSITY OF NAIROBI

CONSENT TO PARTICIPATE IN RESEARCH

The Effect of Work–Life Balance Policies on Women Employee Retention in United Nations Development Programme – Somalia

You are requested to participate in a research study conducted by Ms. Lilian Njeri Njenga, from Institute of Anthropology, Gender African Studies at the University of Nairobi.

If you have any questions or concerns about the research, please feel free to contact Ms. Lilian Njenga on njeri.lilian@gmail.com

Purpose of the Study

The aim of this will be to look at the effect of work-life balance policies on women employee retention. The goals of this study will be to find out if the employees of UNDP Somalia are aware of the existence of Work-life Balance policies, to identify difficulty experienced in the implementation of Work-life Balance policies and to see if the Work-life Balance Policies have effect of on women employee retention at the UNDP Somalia.

Procedures

If you volunteer to participate in this study, we would ask you to do the following things:

Your details will be included in the sample as a respondent. You will sign and return the consent form before the start of the research. Await an e-mail with the link to the questionnaire. Access the web-based questionnaire and fill it out, this will take 15 minutes only. Ensure you have answered all the questions as truthfully and completely as possible. Send an email confirming completion of the questionnaire. Once it is confirmed that your response has been received your

role in this study will be deemed completed. The research finding will be shared with participants on request.

Potential Risks and Discomforts

There are no known risks associated with participation in this study. However, the findings of this study will be shared UNDP Somalia management and certain decisions made may affect the way WLB policies are implemented in the organisation.

Potential Benefits to Participants and/or to Society

Participants will have no direct benefit derived from this study however; you will have a chance to participate in a study that address real life concerns in your workplace. Your opinion and those of your colleagues will be consolidated into a report that will be shared with UNDP Somalia management and this could potentially impact the WLB policies implementation.

Payment for Participation

No payment or other tangible benefits will be derived by the participants of this research study.

Confidentiality

Every effort will be made to ensure confidentiality of any identifying information that is obtained in connection with this study.

During data collection and analysis, the respondent's identity will not be disclosed to anyone who is not directly involved in the study. Anonymity will be guarantee by separating responses and individual's identity. The provision of participants' names will also be made optional.

Data will down loaded into a flash disk and secured with a password. All raw data on the SurveyMonkey site will be erased and the account closed three months after completion of the study. Data analysis will be done on a personal laptop secured by a password.

The finding of the study will be shared with the management of UNDP Somalia office and the protocol report/project report will be submitted the University of Nairobi library for public consumption.

Participation and Withdrawal

You can choose whether to be in this study or not. If you volunteer to be in this study, you may withdraw at any time without consequences of any kind. You may exercise the option of removing your data from the study. You may also refuse to answer any questions you don't want to answer and still remain in the study.

Rights of Research Participants

You may withdraw your consent at any time and discontinue participation without penalty. You are not waiving any legal claims, rights or remedies because of your participation in this research study. This study has been reviewed and received ethics clearance through the Kenyatta National Hospital/University of Nairobi Research and Ethics Committee

Authorization

I have read and understand this consent form, and I volunteer to participate in this research study. I understand that I will receive a copy of this form. I voluntarily choose to participate, but I understand that my consent does not take away any legal rights in case of negligence or other legal fault of anyone who is involved in this study. I further understand that nothing in this consent form is intended to replace any applicable laws.

Signature of Participant

Date

APPENDIX 2: SURVEY QUESTIONNAIRE

UNIVERSITY OF NAIROBI

Institute of Anthropology, Gender and African Studies

– Effect of Work-life balance Policies on women employee retention in UNDP Somalia

This questionnaire provides you with the opportunity to give feedback on the Work/life Balance Policies in your organization.

1. I have read and understand this consent form, and I volunteer to participate in this research study. I understand that I will receive a copy of this form. I voluntarily choose to participate, but I understand that my consent does not take away any legal rights in case of negligence or other legal fault of anyone who is involved in this study. I further understand that nothing in this consent form is intended to replace any applicable laws.

- Yes, I agree to the consent form.
- No, I don't agree to the above consent form.

General knowledge on Work-life Balance Policies

2. How easy is it to balance your Work-life and personal life while working at UNDP Somalia?

- Extremely easy
- Very easy
- Moderately easy
- Slightly easy
- Not at all easy

3. Does UNDP Somalia have a Work-life Balance Policies?

- Yes
- No
- I don't know

4. Please indicate which of the following Work-life Balance policies you are familiar with?

(Select as many as apply)

- Flexible working arrangements (Flexitime)
- Staggered working hours

- Maternity leave
- Paternity leave
- Adoption leave
- Childcare facilities
- Breastfeeding time
- Family leave for childcare, compassionate leave and family emergency
- Part-time work
- Job-sharing
- Telecommuting (working from home)
- Spouse employment (Pro bono service)
- Study leave

5. How did you become aware of these policies? (Select as many as apply)

- Induction
- Online training
- Intranet
- Human Resources unit
- Staff Association
- Colleagues
- Management

Up take of Work-life Balance Policies at UNDP Somalia

6. Have you ever requested to utilize Work-life Balance policies?

- Yes
- No

7. Why not?

- I am happy with current working arrangements
- Financial reasons
- The job does not allow it/ does not suit my job
- I do not have family/personal obligations that necessitate this

8. Please indicate which of the Work-life Balance policies listed below you have utilized. (Select as many as apply)

- Flexible working arrangements (Flexitime)

- Staggered working hours
- Maternity leave
- Paternity leave
- Adoption leave
- Childcare facilities
- Breastfeeding time
- Family leave for childcare, compassionate leave and family emergency
- Part-time work
- Job-sharing
- Telecommuting (working from home)
- Spouse employment (Pro bono service)
- Study leave

9. Has your request to utilize any of the Work-life Balance policies ever been declined?

- Yes
- No

10. How many times has the request to change how you regularly worked been declined?

- Once
- More than twice

11. Please indicate which of the following reasons would cause you not to request to take up Work-life Balance policies despite there being a need? (Select as many as may apply)

- Resentment from colleagues
- Negative reaction to the request
- Negative career consequences
- My gender
- Heavy workload
- Organization culture
- Personal reasons
- The pay cut associated with working fewer hours

12. In your opinion what are the primary obstacles to the uptake of Work-life Balance policies at UNDP Somalia?

- Unsupportive working environment
- Heavy workload

- Reward and recognition of staff working long hours
- Gendered nature of policy utilization
- Organization culture
- Perceptions of unfairness by other colleagues
- Fear of being perceived as uncommitted
- Negative career consequences
- Job not conducive to flexible work arrangements or other policies
- Resistance from top management
- Resistance from supervisors
- Personal reasons
- The pay cut associated with working fewer hours

13. Please indicate the possible negative career consequences of utilizing Work-life Balance policies at UNDP Somalia? (Select up to 3 responses)

- Career stagnation
- Poor performance evaluation
- No recognition for personal contribution in the team
- Perceived low productivity in the team
- Limited growth opportunities

14. In your opinion which of the following strategies should UNDP adopt to overcome the challenges/obstacles?

- Awareness raising
- Review workload
- Train supervisors and staff on importance of WLB
- Recognize staff who do not put in long hours
- Management and HR review request to utilize WLB policies
- Change organization culture
- Management to lead by example in utilization of WLB policies
- Link performance management to output

15. Would you leave UNDP for an organization that does not have similar Work-life Balance policies?

- Yes
- Not sure

No

16. Please indicate how important the following factors/benefits are when considering a job offer.

	Not important	Neither important nor unimportant	Important	Very important	Extremely important
Money/Salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Allowances (such as danger pay)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leave of absence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family leave (maternity, paternity and adoption leave)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible working arrangements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sick leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health insurance for the family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pension	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Possibilities for future career progression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. How important is each of the following in your choice to remain at UNDP Somalia?

	Not important	Neither important nor unimportant	Important	Very important	Extremely important
Flexible working arrangements (Flexitime)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staggered working hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maternity leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paternity leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adoption leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Childcare facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Breastfeeding time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family leave for childcare, compassionate leave and family emergency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Part-time work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job-sharing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Telecommuting (working from home)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spouse employment (Probono service)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Study leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Background Demographics

The following demographic questions will help me understand how various groups of employees view Work-life Balance policies. Your responses are confidential and anonymous and no responses will be attributed to individuals.

18. What is your duty station?

- Nairobi
- Somalia

19. How many years have you been employed by UNDP Somalia?

- Less than 1 year
- 1 - 5 Years
- 6 - 10 years
- 11 years or more

20. Which category below includes your age?

- 20 and below
- 21-29
- 30-39
- 40-49
- 50-59
- 60 and above

21. What is your gender?

- Female
- Male

22. I am.

- Local Staff
- International Staff

23. Please select your contractual modality

- FTA

PA

24. What is your grade? (Locally recruited staff only)

G5

G6

G7

NOA

NOB

NOC

NOD

25. What is your grade? (International staff only)

P1

P2

P3

P4

P5

P6

D1

D2

*****The End*****

I sincerely appreciate your time and participation in this research. If you have any questions or concerns, please e- mail me on **lilian.njenga@gmail.com** or call **0722-809165**.

APPENDIX 3: INTERVIEW GUIDE

Key Informant Interview Guide

Name: _____

Functional title: _____ Section/Location: _____

Grade/Level: _____ Contact telephone number _____

E-mail address: _____

Department/Unit: _____

Employment status: FTA-L FTA Int. PA-Int. PA- L

Gender: M F

Age Group: 16 – 20 21 – 25 26 – 30 31 – 35 36 – 40

41 – 45 46 – 50 50 – 55 56 - 62

Length of service with the organization (years): 0 - 5 6 – 8 9 – 15 16+

I would like to ask you a few questions about WLB and your perceptions of it.

1. The role and responsibility of the respondent in the organization.
2. Does the implementation of WLB affect your work?
3. In your opinion is there knowledge of WLB and what is the uptake of WLB policies in UNDP Somalia?
4. Given the workload amongst other factors in UNDP Somalia, is it possible for most employees to take up WLB policies?
5. Are there challenges to implementation of WLB policies in UNDP Somalia?
6. What strategies should UNDP Somalia employ to overcome these challenges?
7. In your opinion is UNDP Somalia organization culture supportive of WLB policies implementation?

8. In your opinion, are the women employees who take up WLB policies less likely to leave the organization?
9. Are there any other measures that UNDP Somalia has put in place besides WLB policies to increase women employee retention?
10. If it was up-to to you, what changes would you make to the current WLB policies?

Thank you for taking the time to participate in this interview.