INFLUENCE OF WORK LIFE BALANCE ON JOB SATISFACTION OF EMPLOYEES IN MILIMANI LAW COURTS, NAIROBI, KENYA.

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

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DECLARATION

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

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This research project has been submitted for presentation with my approval as the Candidate's University Supervisor

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DEDICATION

I dedicate this work to my parents, all my lecturers and my friends Yvonne Kinya Nkaabu and Domsiana Onyango for their support, encouragement and patience during the entire period of my study and their continued prayers towards successful completion of my course.

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ABBREVIATIONS AND ACRONYMS

ANOVA- Analysis of Variance

ICT- Information and Communications Technology

USA- United States of America

WLB- Work-Life Balance

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ABSTRACT

Work-life balance is a satisfactory level of involvement between the multiple roles in a person's life. The study aims at determining the influence of work life balance on job satisfaction in Milimani Law Courts, Nairobi. The study is important to the policy makers, since it provides useful information which can be used for government leaders when they make policy decisions regarding the implementation of work life balance programs. The Judiciary would find the study findings resourceful. This study provides the Milimani Courts with a new way of working flexibly which leads to job satisfaction and better work life balance for the employees. To the academics, the study would be an invaluable source of material and information on job satisfaction. The study is guided by Discrepancy Theory and Compensation Theory. The study employed a descriptive cross-sectional research design. A descriptive survey enables the researcher to describe the characteristics of the variables of interest. It is therefore justified that descriptive design is most suited and justifiably adopted in this study. This study focused on 200 Milimani Law court employees of the following cadres; Registrars, Magistrates, Executive Officers, Clerical Officers, support staff, Accountants, Human Resource Officers, ICT Officers, Procurement Officers and Librarians. This was a census study. The respondents were all the 200 employees working with Milimani Law court. Primary data was collected by means of a semi- structured questionnaire. The data collected was analysed using descriptive statistics (measures of central tendency and measures of variations) to achieve the objectives of the study. The study further adopted a simple linear analysis model to establish the strength and direction of the relationship between the independent variables and the dependent variable. The study concludes that there is a positive relationship between job involvement and job satisfaction in Milimani Law Courts. Employees are involved in their job if they enthusiastically take part in the job related matters, they see job as most important and significant part in life, and recognize performance as main feature of their self-worth. The study further concludes that there is a negative relationship between job stress and job satisfaction in Milimani Law Courts. On work role ambiguity the study concludes that work role ambiguity has a negative relationship on job satisfaction in Milimani Law Courts. On job satisfaction, the study concludes that, physical working conditions, co- workers, employee output, satisfactory salary and promotional opportunities determine job satisfaction in Milimani Law Courts. This study recommends to the ministry of labour to give particular attention to processes and procedures in organizations. The study recommends that the management of the Law Courts and organizational leaders to consider creating expanded formal and informal opportunities for employees to interact with their peers in collaborative ways.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Work-life balance is a satisfactory level of involvement between the multiple roles in a person's life. Although definitions and explanations vary, work-life balance is generally associated with equilibrium, or maintaining an overall sense of harmony in life (Clarke, 2004). The study of work-life balance involves the examination of people's ability to manage simultaneously the multifaceted demands of life. Although work-life balance has-traditionally been assumed to involve the devotion of equal amounts of time to paid work and non-work roles, more recently the concept has been recognized as more complex and has been developed to incorporate additional components (Greenhaus, 2003). Work life balance aims at providing quality of life for an employee at the same time retaining the productivity levels of an employee at the work place. The balance work life score provides an organization with a productive and innovative employee, whereas disparity in the work life balance tends to develop depressed and dissatisfied staff (Greenhaus, 2003). Hamming and Bauer (2009) investigated and discovered that when work-life imbalance and mental health issues developed in males as well as females, they tend to develop further issues such as negative emotions, depression, low energy, pessimism, fatigue and sleep disorders.

Several theories have been proposed by researchers to explain work life balance. Discrepancy theory hypothesizes that satisfaction depends on the extent to which outcomes which an individual thinks he/she derives from work correspond to the outcomes pursued in work. The compensation theory refers to an attempt of making up

for shortcomings or deficits in one role through higher involvement in another role (Edwards & Rothbard, 2005). These deficiencies could be the demands or satisfactions that can be fulfilled in another role (Guest, 2002). For example, an individual is highly engaged in the work life because of some negative experiences in the non-work life.

The Employment Act 2007 primarily governs the employment relationship in Kenya. The Act defines the fundamental rights of employees, sets out the basic conditions of employment and regulates matters dealing with the employment of children. The Employment Act provides a number of work life balance initiatives that relate to the employment relationship (Court, 2014). The history of Kenya's Judiciary can be traced to the East African Order in Council of 1897 and the Crown regulations made there under which marked the beginning of a legal system in Kenya. The Judiciary is one of the three equal arms of government. Its chief mission is to resolve disputes in a just manner with a view to protecting the rights and liberties of all, thereby facilitating the attainment of the rule of law.

Milimani law courts has been facing increasing demands to raise efficiency and becoming more responsive to clients and employees. It is in this just matter of remuneration and promotional prospects that employees in Milimani law courts are increasingly making employment decisions on how well their current or potential workplace can support a balance between personal lives and paid occupation (Court, 2014). Hence this study brings out influence of work life balance on job satisfaction of employees in Milimani law courts

1.1.1 Work Life Balance

Lockwood (2003) defined work life balance as a process of managing work and personal responsibilities. Work-life programs require support from senior management. For work/life benefits in work environment it is helpful to have a corporate culture that encourages employees to look at business in an entirely different way and supports and accepts employees as individuals with priorities beyond the workplace. Work life balance programs increases employee motivation and productivity.

Employees 'attitudes toward their organizations and life are affected by work-life balance. Work-life balance is especially important when organization has to manage highly technical professional because their high commitment and loyalty is needed forth success of the organization. According to Susi (2010) work life balance is drive for satisfaction of employees. Many organizations feel the need of work life balance which leads to retention of valuable work force, reduce work family conflict, and reduce employee stress, job satisfaction and better life balance. Strong and supportive organizational culture increase employee intent to remain in the organization.

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Felicity (2013) concluded that work life balance is important in enhancing employee performance at work and home. Gender difference exists in work life balance needs because work and non-work responsibilities are different for male and females.

Hamming and Bauer (2009) showed that female demonstrated more need for work life balance as compared to male. An individual derive satisfaction in life from work and family domains.

1.1.2 Job Satisfaction

Job satisfaction describes how contented employees are with their current job. Research shows literature, a variety of similar definitions describing job satisfaction. The most popular is the one by Locke (2007) which describes job satisfaction as a pleasurable or positive emotional reaction to a person's job experiences). Job satisfaction can be defined as the collection of feelings and beliefs about a current job (Hill, 2000) as a positive attitude that is believed leads to high performance (Daft & Marcic, 2001), or as a reflection of an employee's feelings about various aspects of work (Stone, 2005). Observing job satisfaction, it is very important to note two different expressions which are equally used in literature, that is, job satisfaction regarding solely the task itself or the crucial activity of one's regular work, and job satisfaction in general which includes a range of different elements, such as satisfaction with pay, co-workers, supervision or working conditions.

Job satisfaction has been an area of interest for many researchers over the past several decades (Hackman & Oldhman, 2001). In fact, job satisfaction has been one of the most researched concepts in organizational psychology. The interest in job satisfaction stems from its relationship with an employee's effectives and long-term success. Kornhauser (2005) noted that job satisfaction is directly linked to an individual's happiness, and there is a positive relationship between job and satisfaction. Kornhauser (2005) further noted

that there has been interest in job satisfaction because it can affect a worker's productivity, absenteeism, turnover, and effectiveness (Mottaz, 2005).

According to Podsakoff et al. (2006) job satisfaction is simply the satisfaction and gratification with the type of work allotted to a particular employee, which results in ever increasing performance of the employee. This is makes sense since in working environment, because excellence in any type of work is only possible when the nature of work is accepted and welcomed by the working individual. There are different factors that have an influence on an employee's job satisfaction. Some of them can be described as individual factors (personality, education, marital status, age); certain categories can be individually affected while social factors (co-workers, team work, supervision) and organizational factors (company size, formal structure, management, politics and procedures, technologies) are less likely to be individually affected.

1.1.3 Milimani Law Courts

The High Court of Kenya is established under article 165 of the constitution of Kenya. It has supervisory jurisdiction over all other subordinate courts and any other persons, body or authority exercising a judicial or quasi-judicial function. It was known as the Supreme Court of Kenya until 1964 and its name has remained unchanged since then. The High Court has jurisdiction to hear all criminal and civil cases as well as appeals from the lower courts. The High Court comprises a maximum of 150 judges and has original jurisdiction in all criminal and civil matters. The High Court is a premier court in interpreting the Constitution, hears appeals from subordinate courts and tribunals and supervises all administrative bodies (judicial review). High Court divisions include

Family, Commercial and Admiralty, Constitutional and Judicial Review, Land and Environment, Criminal, Industrial and Environmental and Land Court (Courts. 2014).

Mnjama (2013) noted that for the High Court divisions to effectively fulfill its constitutional mission and mandate, respond to the high public expectations and demands for improved performance, and command the respect of the public, its first task was to transform itself (Mnjama, 2013). The 31st of May 2012 marked an important day for the Kenyan Judiciary when the Judiciary Transformation Framework was launched under the leadership of the Chief Justice Dr. Willy Mutunga. The launch indicated great transformation prospects in an organ of government that has been perceived as conservative and insular. The strategic plan would guide the judiciary in delivering tangible results to Kenyans, as well as continued pursuit of Kenya's vision 2030 and achievement of the millennium development goals. In the plan, judiciary redefines its vision, mission, objectives and strategies, sets outcomes and performance benchmarks.

1.2 Research Problem

Inadequate work life balance is a problem that poses a big risk to workers well-being, their performance as well as the organizational performance. Many employees often have difficulties in attempting to balance employment responsibilities with their social life. On the other hand, family and work are the most important domains of life for most adults (Piotrkowski, 2009). Globally, the modern economy and the related social changes like technological advancement and increasing number of dual-earner families, has presented pressure on harmonizing personal, family and work life.

In Milimani Law Courts employees' attitudes toward this organizations and life are affected by work-life balance. Work-life balance is especially important when the Courts have to manage highly technical and professional jobs because their high commitment and loyalty is needed for the success of the Milimani Law Courts. Mnjama (2013) noted that changes in the work style, work culture, family needs, work demands in Milimani Law Courts are rapidly taking place which eventually increased the population of dual earner couples, single parent families and eldercare responsibilities. These increased changes in Milimani Law Courts can have adverse impact on employees' as well as organizational performance, which is quite evident in the amount of backlog in the courts, poor attitude towards work and poor interpersonal relationships. Increased pressure at the workplace negatively affects the work-life balance, job satisfaction and organizational commitment (Courts. 2014).

Kluczyk (2013) researched on the impact of work-life balance on the wellbeing of employees in the private sectors. The study findings identified the existence of negative effects of poor work life balance determined by high levels of work-family conflict and family-work conflict on family satisfaction. The study also confirmed negative effects of poor work life balance due to high levels of work-family conflict on work satisfaction and psychological health. Mukhtar (2012) did a research on work life balance and job satisfaction among faculty at Iowa State University. Results indicated that the work life balance and job satisfaction had no significant among academic disciplines at ISU.

Ng'ang'a (2010) carried out a study on international non-governmental organizations in the health sector in Kenya which recommends the adoption of quality work life balance practices. The proposed work life balance initiatives include compressed work schedules,

alternative work schedules, job sharing, childcare facilities, wellness programmes   and telecommuting. On the other hand, Azeem and Akhtar (2014), did a research on the influence of work life balance and job satisfaction on organizational commitment of healthcare employees. The study found that perceived work-life balance fosters job satisfaction which leads to the organizational commitment among employees in the long run.

Similarly, Muindi (2014) investigated the effect of personality on the relationship between quality of work life and job satisfaction and found that successful   organizations consider   job   satisfaction to be important for work performance. However, job satisfaction alone cannot lead to performance. Having the right competences is important for performance.

Kamau et al., (2013) did a study of WLB practices and the effect on employee job performance at Eco Bank Kenya concluded that WLB improve employee job performance. Further, the presence of employee assistance programmes at ECO Bank improved employee performance, as well as employee attendance rates. Leave policies were also found to impact performance by reducing work-related stress. Similarly, Kangure (2014) investigated the relationship between work-life balance and employee engagement in state corporations in Kenya. The study found out work place policy, supervisor support, co-worker support and corporate culture contribute positively to employee engagement. The study revealed a new dimension in the field of employee engagement in that the supervisor did not seem to have much impact unless supported by the team of co-workers, policies and culture.

above studies indicate little has been done on the influence of work life balance on job satisfaction of Milimani Law Courts, Nairobi; therefore, the study sought to answer the question: What is the Influence of work life balance on job satisfaction in Milimani Law Courts, Nairobi?

1.3 Objective of the Study

To determine the influence of work life balance on job satisfaction in Milimani Law Courts, Nairobi

1.4 Value of the Study

To the policy makers, this study provides useful information which can be used for government leaders when they make policy decisions regarding the implementation of work life balance programs. It can also help human resource professionals to design a better work life balance program and policy to help organisations and their employees have a better balance between work and personal life.

The Judiciary would find the study findings resourceful. This study provides the Milimani Courts with a new way of working flexibly which leads to job satisfaction and better work life balance for the employees. The findings of this study could not only help the court to implement good work flexibility arrangements, but also help to implement them in an effective way. In addition, the results of implementation of the recommendations of this study would help employees have a better life balance and higher job satisfaction.

To the academics, the study would be an invaluable source of material and information on job satisfaction. Scholars and future researchers, internationally, regionally and locally with a similar research problem would also find the findings resourceful as a source of empirical literature.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter covers other researcher work on influence of work life balance on job satisfaction. The main sections covered in this chapter include; theoretical framework, review of empirical studies and summary of literature review and research gap

2.2 Theoretical Framework

This section examines the various theories that was used to inform the study on the influence of work life balance on job satisfaction. The study is guided by the following theories; Discrepancy Theory and Compensation Theory

2.2.1 Discrepancy Theory

Discrepancy theory was developed by Wilcock and Wright (1991) or as it is also called, the value-percept disparity model. This model hypothesizes that satisfaction depends on the extent to which outcomes which an individual thinks he/she derives from work correspond to the outcomes pursued in work. The model has three essential elements namely the perception of some aspect of the job, an implicit or explicit value standard, and a conscious or subconscious judgment of the gap (discrepancy) between one's perceptions and one's values. Perception is the awareness that a matter existed as well as a cognitive judgment of the matter against a cognitive standard. A value judgment was defined as "an estimate of the relationship of some existent (matter) or judged relationship to one's value standards (normative standards). Rhodes and Hammer (2000) defined a value as "that which one regards as conducive to one's welfare". In the

evaluation process, an individual estimate, either on a conscious or subconscious level, the relationship between some object, action or condition and one or more of one's values.

Rode (2004) noted that among the most important values or conditions conducive to job satisfaction are: mentally challenging work with which the individual can cope successfully; personal interest in the work itself; work which is not too physically tiring; rewards for performance which are just, informative and in line with the individual's personal aspirations; working conditions which are compatible with the individual's physical needs and facilitate the accomplishment of his work goals; high self-esteem on the part of the employee; agents in the workplace who help the employee to attain values such as interesting work, pay and promotions, whose basic values are similar to his own, and who minimize role conflict and ambiguity.

Job satisfaction mainly looks at the extent to which employees have positive or negative attitude towards their work. An attitude is an individual employee's feeling (satisfaction, indifference or dissatisfaction) towards a specific situation, object or person. Job satisfaction is the net result of the good or poor attitude held by an individual employee at a given period of time. It is subject to swings from one extreme to the other but usually reverts to a fairly stable level that can be good or poor. According to Luthans (2005) job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as important. The study applies the concept that when people become aware of a deficiency in their competence they are motivated to learn, and the anxiety caused by the discrepancy between what they know and what they need to know drives them to make the required effort.

2.2.2 Compensation Theory

Compensation theory refers to the efforts intended at countering negative experiences in one domain through increased efforts for positive experiences in another domain. An example would be a dissatisfied worker focusing more on family than work, thus reallocating human resources (Edwards & Rothbard, 2005). The compensation theory refers to an attempt of making up for shortcomings or deficits in one role through higher involvement in another role. These deficiencies could be the demands or satisfactions that can be fulfilled in another role (Guest, 2002). For example, an individual is highly engaged in the work life because of some negative experiences in the non-work life. The sense of doing something Worthwhile and gaining positive energy in non-work life is achieved through higher engagement at workplace and having time for resting.

According to Guest (2002) compensation can be viewed in two broad categories: supplemental and reactive. Supplemental compensation happens when positive experiences are insufficient at work and are therefore pursued at home. Reactive compensation occurs when negative work experiences are made up for in positive home experiences. According to compensation theory, there is an opposite relationship between work and life, so workers attempt to satisfy voids from one domain with satisfactions from the other. Clark (2000) also found a compensatory relationship between work and life roles for employed. Whereas Clark, (2004) avert that women who experienced negative affect from family were more engaged with their work, consistent with a compensation story.

2.3 Indicators of Work-Life Balance

Berridge, and Cooper (2003) listed what they described as typical indicators of work-life balance to include job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organisational commitment and turn-over intentions. Other indicators of work-life balance life include the employees having an opportunity to; exercise influence and control over their work situation- autonomy, experience security and meaning- task content, develop social relations at and through work, maintain good health, avoidance negative stress and work in a safe physical surrounding. Work-life balance indicators at the workplace for the purposes of this study typically include; job involvement, work role conflict, job stress and work role ambiguity.

2.3.1 Job Involvement

The concept of job involvement was first introduced by Lodahl and Kejiner (2010). They related the job involvement to the psychological identification of an individual with the work or importance of work in the individual's self-image. It has a direct correlation with job satisfaction and also influences the work performance, sense of achievement and unexplained absenteeism. However, there is a significant difference in the level and extent of job involvement in different types of work (Tang, 2011). Tang (2011) presented the phenomenon of job involvement by discussing various data about the impact of job design elements on job involvement. Job involvement is an important element that has significant impact on individual employee and organizational outcomes.

Goodman (2008) noted that job involvement is linked to importance of work in individual's routine or daily life. This mean if one gives importance to his work certainly he is loyal to his work as well as to the organization. This will also affect the performance of individual. In addition, Gurin (2010), also sighted involvement as the extent to which performance have an effect on one's self-esteem. Job factors can influence the involvement level of individual in his. Lodahl and Kejiner (2010) proposed that most practical sight of job involvement might be role of job and individual relationship. Both individual's own personality and variables influenced by different situations can change the level of job involvement.

The employees whose involvement in job is high can be said that the job is important to individual's self-image. Job involvement is very low among part time employees and research shows that job involvement in full time employees are higher than the part time or contractual employees. It can be said that employees are involved in their job if they enthusiastically take part in the job related matters, they see job as most important and significant part in life, and recognize performance as main feature of their self-worth (Gurin 2010). This means that job involvement has major impact on productivity and efficiency of employee and work has vital role in increasing job involvement of individual if it plays significant role in the life of employee.

2.3.2 Work Role Conflict

When the responsibilities are not properly defined or appropriately defined, conflict will occur. Work role conflict has been defined as the contradicting roles carried out by an individual in an organization. Role conflict is the level to which a person experiences

pressures within one role that is incompatible with pressures that take place within another role, While Cooper (2011) defined role conflict reflects incompatible demands on the person (either within a single role or between multiple roles) which can persuade negative emotional reactions due to the perceived inability to be effective on the job.

The work role conflict arises when more demands have been taken place upon the individual by the peers, supervisors, subordinates. Such type of stress is more dominant in the jobs which have lack of descriptions or unclear descriptions and these require the conceptual thinking and decision making. The relationship of role conflict with job stress that mediated by job insecurity is significant. Safaria (2011) studied that role stressors do not affect the job satisfaction combine but it can affect the job satisfaction separately. In the study of Lankau et al., (2006) it is concluded that if the role conflict is reduced, the level of job satisfaction and organizational commitment will be increased. Higher the level of role conflict the job satisfaction level will be lower. Yousef (2012) studied that role stressors has direct and negative relationship to the job satisfaction. In (2006) the Wu & Norman investigated that negative relation was found between role stressors and job satisfaction. Bennet (2010) identified in their study that significant relationship is there between Work life conflict or work home interference and job satisfaction. In the study of Feldman (2010) it's concluded that relationship exists between the Inter role conflict and job satisfaction.

Jones (2013) reported some positive effects of work role conflict and job satisfaction. In particular, daily confrontation with conflicting roles is likely to make people to be more 'open' in different ways, be more flexible and broaden the sources of their information. From the results of the investigation, it seems that people have developed practical and

effective skills as an adjustment to the conflict of roles. More specifically, the process of conflict resolution reinforces teamwork, building alliances and cooperation between various groups of employees.

2.3.3 Job Stress

In case of human being's stress is often used to describe the body's responses to demands placed upon it, whether these demands are favorable or unfavorable. Job stress is one of the most important workplace health risks for employees in developed and developing countries (Paul, 2012). There are a number of workplace factors, called job stressors that make jobs stressful and difficult for number of employees in services as well as manufacturing industries. Additional stressors concern interpersonal relationships at work, such as conflicts with the behavior of supervisors, conflicts with colleagues, conflicts with subordinates and conflicts with management policies

Job stress is due to organizational aspects, long work hours, lack of organizational support and organizational change (Davey, et al., 2011), lack of support from supervisors and colleagues, and conflict with demands and pressures. A study of naval personnel of Malaysia examined the relationship between stress and job satisfaction. Results revealed that occupational stress was negatively associated with eight job satisfaction (Nor, 2009). As stress affects the performance of the people working in any type of organization, same is the case with air force military pilots. According to a study of air force pilots of Iran job stress reduces job satisfaction. Occupational stress has a direct negative effect on job satisfaction.

In general, job stress has been viewed as a predecessor of job satisfaction, and the two constructs have been treated as related yet distinct. According to Stamps and Piedmonte (2010) job satisfaction has been found significant relationship with job stress. Organization factors such as workload and working condition are negatively related with job satisfaction. The lack of satisfaction can be a source of stress, while high satisfaction can lighten the effects of stress it means that both of job stress and job satisfaction are interrelated. On the other hand, role conflict is an important job stressor that is faced due to the multiple roles. Role conflict may start when two or more concurrent and unsuited expectations exist in such a way that in agreement with a given role compromises fulfilling other roles. Role conflict decreases job satisfaction among both men and women. Work role conflict has a greater impact on job satisfaction in those workers who have a high centrality of the family role (Carlson & Kacmar, 2010). Role conflict involves contradiction in expectations of an employee sales position. This may occur when a sales person is given a variety of contrary orders or is given a range of responsibilities that cannot be completed all together.

2.3.4 Work Role Ambiguity

Individuals experiencing role ambiguity lack adequate information about what their responsibilities are and insufficient information about the process to accomplish these responsibilities. First, the expectations need to be known, and secondly, knowledge of activities required to fulfil those expectations is also needed (Kahn et al., 1964). Role ambiguity can be understood in terms of the outcome expected from individuals and the clarity of the behavioural requirements that need to be fulfilled to meet those outcomes, such as which behaviours are considered to be appropriate. Role ambiguity is a lack of

clarity regarding the expectations for one's role, the methods for fulfilling those expectations, and the consequences for effective or ineffective performance. Marginson (2006) have found role ambiguity to be associated with lack of information on goals, conditions in which the job is to be performed, responsibilities, and duties to perform one's job effectively.

Work role ambiguity has been associated with anxiety. Cohen (2009) found that ambiguously defined tasks with inconsistent guidance from supervisor's results in anxiety and decreased productivity. Krasman (2010) mentioned that ambiguity originates from complexities exceeding an individual's degree of comprehension and from the outcomes of changes associated with increased demands. Therefore, it is quite understandable that individuals experiencing role ambiguity also faces challenges in meeting performance expectations.

Tamps and Piedmonte (2010) indicates that role ambiguity is detrimental employee performance. Work role ambiguity should increase anxiety and dissatisfaction with one's role and ultimately lead to diminished performance. Similarly, Cohen (2009) found that role ambiguity influenced supervisor rated performance and that those employees with high levels of role ambiguity were associated with lower levels of performance effectiveness. Stamps and Piedmonte (2010) found that role ambiguity was negatively related to auditors' job performance, while nor (2009) found that role ambiguity was negatively related to managerial performance in strategic planning and decision making areas.

2.4 Factors influencing job satisfaction

An employee's overall satisfaction with his job is the result of a combination of factors; which include; working conditions, satisfactory salary, promotional opportunities, work output and co-workers relationship.

2.4.1 Working Conditions

Tamps and Piedmonte (2010) noted that employees prefer working conditions which are not dangerous and unpleasant. They like working conditions which are similar to the conditions that they have in their homes. Because employees spend so much time in their work environment each week, it's important for companies to try to optimize working conditions. Such things as providing spacious work areas rather than cramped ones, adequate lighting and comfortable work stations contribute to favorable work conditions. Providing productivity tools such as upgraded information technology to help employees accomplish tasks more efficiently contributes to job satisfaction as well.

According to Al Sumaiti (2010) the conditions under which a job is performed can be different -from those completely comfortable to those very difficult and dangerous to employees' life and health. Difficult working conditions can be influenced by: external factors that include climate -meteorological conditions, temperature, humidity, drafts, lighting in the workplace, noise and interference, gases, radiation, dust, smoke and other harmful factors; subjective factors that include gender and age of the worker, fatigue, monotony, unfavorable posture during work, etc.; factors related to the organization of production such as duration of the work shift, work schedule, working time, work pace, excessive strain (Gayathri & Ramakrishnan, 2013).

2.4.2 Satisfactory Salary

Salary or pay is a form of episodic compensation from a firm to its worker, which is completely stated in an employment contract. It is weighed with piece wages, where each job, period of job (timings) or other unit is paid distinctly, rather than on a periodic basis. Pay is perhaps striking good to most individuals because it offers them a corresponding level of purchasing power. Newsham (2014) noted that dissatisfaction with pay can lead employee to decreased job satisfaction, decreased interest of working, and decreased the learning level of employees, motivation and performance, increased absenteeism and turnover, and more pay-related grievances. It is also extensively studied that pay satisfaction positively influence overall job contentment, motivation and enactment, performance, and lead to less absenteeism and turnover behaviors of employee.

As noted by Sweet, Nelson, and Moberg (2006) there is positive influence of pay satisfaction on job satisfaction and it can observe in every field of life. Sweet et al. (2006) critically examined that the employee satisfaction level has little relationship to income and is similar across most variables for example working environment, professional uniqueness, amount of scientific activity in work, whereas income gratification showed stronger association to real income, at least at the higher income ranks. They also originate that the association between job satisfaction and pay satisfaction is high, whereas job satisfaction is not connected with years as employed. The customary rational of not relating monetary reward with the contentment is lessening.

2.4.3 Promotional Opportunities

Promotion happens when an employee makes a shift in the upward direction in organizational hierarchy and moves to a place of greater responsibility (Dessler, 2008). Promotion can make a significant increase in the salary of an employee as well as in the span of authority and control. It will help the competitors to identify the most productive employees in the business world at the same time the employees are being recognized by their own organization. The employees themselves feel to be an effective contributor and thus will be more satisfied with their job.

Employees are more satisfied with their current job if they see a path available to move up the ranks in the company and be given more responsibility and along with it higher compensation. Many companies encourage employees to acquire more advanced skills that will lead to the chance of promotion. Companies often pay the cost of tuition for employees taking university courses, for example. During an employee's annual performance review, a supervisor should map out a path showing her what she needs to accomplish and what new skills she needs to develop in order to be on a track to advancement within the organization.

The impact of wage raise, a result of promotion, is found to be more significant than fixed income on job satisfaction. According to Nadeem and Abbas (2009) the employees who are dissatisfied with the opportunity available for promotion show a greater intention to leave the organization. Bennet (2010) established that greater the chances of promotion higher will be the job satisfaction of employees. Apart from job satisfaction, the employee satisfaction is determined by satisfaction with promotion.

When employees perceive that there are golden chances for promotion they feel satisfied for the respective place in the organization.

2.4.4 Work Output

According to Ansari and Chimani (2015) happy workers are also productive workers. Feldman (2010) noted that organizational level performance and individual level satisfaction are often connected theoretically to each other by assuming that individual level well-being leads to higher level of individual performance. Satisfied employees perform average better than other workers but it is unclear how noticeably worse the dissatisfied and exhausted employees perform (Felicity, 2013). For this practically important question is hard to answer, because individual-level relationships between job satisfaction and exhaustion, and in the other hand productivity, are relatively weak. There is also the possibility that forces are involved in this satisfaction -productivity relationship, for example job characteristics like job demands and job control.

Salis and Williams (2010) conducted a meta-analysis of the relationship between employee satisfaction and business outcomes. One of the business outcomes was productivity measure and the others were customer-satisfaction-loyalty, safety, profitability and turnover rate. Their results showed that job satisfaction had the strongest positive effects on employee turnover, customer satisfaction-loyalty and safety. Results showed also positive effect on productivity and profitability but the correlations were not that strong. Correlation between job satisfaction and productivity was 0.20 when their research included 7,939 business units from 39 different organizations.

2.4.5 Co-Workers Relationship

Employees seek to be treated with respect by those they work with. A hostile work environment with rude or unpleasant coworkers is one that usually has lower job satisfaction. A survey by Newsham (2014) in Florida, USA on co-worker's relationship and job satisfaction showed that of those responding said they had personally experienced a great amount of workplace incivility. Fifty percent also believe morale is poor where they work. Managers need to step in and mediate conflicts before they escalate into more serious problems requiring disciplinary action. Employees may need to be reminded what behaviors are considered inappropriate when interacting with coworkers.

2.5 Work-Life Balance and Job Satisfaction

Guest (2002) noted that work life balance has always been a concern of those interested in the quality of working life and its relation to broader quality of life. The concept of work life has been abstracted from the job satisfaction level of an employee, which is an extrinsic factor of job satisfaction. It aimed to provide quality of life for an employee at the same time retaining the productivity levels of an employee at the work place. The level of employees' job satisfaction increases by many factors and when employees are satisfied with their work, they feel motivated. The demand of employees work life balance is increased by change in trends in the business such as change in organizations structure, diversity of work force and female employees working in organizations. Organizations should provide work life balance facilities to their employees so that employees can perform their duties effectively and leads organization to the success (Parvin & Kabir, 2011).

Employees attitudes toward their organizations and life are affected by work-life balance. Gayathri and Ramakrishnan (2013), identified number of factors which determine the satisfaction and dissatisfaction level of people in the organization. These factors include working conditions, perceived quality of supervision, reward system in work, status and seniority, age group, marital status, and years of experience. Nadeem and Abbas (2009) conducted a study in Pakistan to analyze the relationship between work life and job satisfaction. The research results indicate that job stress is negatively correlated to stress at job, family to work interfaces and job conflict. Work overload does not influence job satisfaction. Positive relationship exists between Job autonomy and job satisfaction

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a discussion of the outline of the research methodology that was used in this study. It focuses on the research design, population, data collection and data analysis.

3.2 Research Design

According to Creswell and Clark (2007), research design forms the blue-print or maps that details how the research is going to collect information that is relevant to addressing the research questions. It is a general guide for data collection, measurement of variables and analysis of data, with the central goal of solving the research problem. The study employed a descriptive cross-sectional research design. A descriptive survey enables the researcher to describe the characteristics of the variables of interest. It is therefore justified that descriptive design is most suited and justifiably adopted in this study.

3.3 Population of the Study

Population refers to the entire group of people, events or things of interest that the researcher wishes to investigate (Sekaran, 2005). A study population can be defined as the entire collection of cases or units about which the researcher wishes to draw conclusions. One of the major steps in formulating a research design is to define the population according to the objectives of the study. According to Kenya Law Reports (2015), there are 200 middle and lower management employees working with Milimani Law court.

This study focused on 200 Milimani Law court employees of the following cadres; Registrars, Magistrates, Executive Officers, Clerical Officers, support staff, Accountants, Human Resource Officers, ICT Officers, Procurement Officers and Librarians. This was a census study.

3.4 Data Collection

The respondents were all the 200 employees working with Milimani Law court. Primary data was collected by means of a semi- structured questionnaire. A questionnaire is a collection of items to which respondents are expected to react, usually in writing (Sekaran, 2005). The study was concerned with variables which cannot be directly observed such as opinion, perception and feelings of respondents. Such information can best be described through questionnaires.

The questionnaires were self-administered via drop and pick later method to the employees. The questionnaire allowed greater uniformity in the way questions were asked, ensuring greater compatibility in the responses. The study questionnaire had three sections Section A: Demographic Information, section B Indicators of Work-Life Balance and section C with statements relating to job satisfaction in Milimani Law Courts. According to Cooper and Schindler (2006), the use of structured questions on the questionnaire allows for uniformity of responses to questions; while unstructured questions gave the respondent freedom of response which helped the researcher to gauge the feelings of the respondent, he or she used his or her own words.

3.5 Data Analysis

Sekaran (2005) observes that data analysis involves a number of closely related operations which are performed with the purpose of summarizing the collected data and organizing them in such a manner that they answer the research questions. The operations include editing, coding, classifying and tabulating. It also entails categorizing, ordering, manipulating and summarizing data, to find answers to the research questions. Before the analysis of data using SPSS, data was cleaned, edited, checked for accuracy and coded. These processes are essential to ensure that the collected data is systematically organised in a manner that facilitates analysis (Mugenda & Mugenda, 2003). The data collected was analysed using descriptive statistics (measures of central tendency and measures of variations) to achieve the objectives of the study.

The study further adopted a multiple linear regression analysis model to establish the strength and direction of the relationship between the independent variables and the dependent variable.

The study applied the following linear model

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

Where Y = Job Satisfaction

X_I = Job Involvement

X_2 = Work Role Conflict

X_3 = Job Stress

$X_{4=}$ Work Role Ambiguity

$B_1- \beta_4$ are the regression co-efficient or change introduced in Y by each independent variable

ϵ is the random error term accounting for all other variables that influence job satisfaction but not captured in the model.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents data analysis of the findings obtained from the field. It presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive statistics have been used to discuss the findings of the study.

4.1.1 Questionnaire

The study targeted a sample size of 200 respondents from which 180 filled in and returned the questionnaires making a response rate of 90%. This response rate was satisfactory to make conclusions for the study as it acted as a representative. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent

Table4. 1: Response Rate

	Questionnaires Administered	Questionnaires filled & Returned	Percentage
Respondents	200	180	90

4.2 Demographic Information

The study sought to establish the demographic information of the respondents in terms of job designation, level of education and period of service.

4.2.1 Job designation

Respondents were requested to indicate their designation at the organization, from the research findings, the study revealed that respondents held various positions including, Registrars, Magistrates, Executive Officers, Clerical Officers, support staff, Accountants, Human Resource Officers, ICT Officers, Procurement Officers and Librarians. This implies that respondents were in position to respond to the research questions with ease.

4.2.2 Level of Education

The study sought to establish to what level the respondents were educated

Table 4. 2 : Level of Education

Level of Education	Frequency	Percentage
College Diploma	87	48.33
Undergraduate	58	32.23
Masters	35	19.44
Total	**180**	**100**

On respondents' level of education attained, the study revealed that most of the respondents as shown by 48.33 % had attained college diploma or whereas 32.23% of the respondents had attained undergraduate degrees and 19.44% of the respondents had master's degree. This implies that respondents were well educated and therefore they were in position to respond to the research questions with ease.

4.2.3 Period of Service

Table 4. 3 : Period of Service

Period of Service	**Frequency**	**Percentage**

Below 2 years	10	5.56
3 to 5 years	25	13.88
6 to 8 years	50	27.78
9 years and above	95	52.78
Total	**180**	**100**

The study sought to establish the period which the respondents had served for in the law court. From the research findings, the study revealed that majority of the respondents as shown by 52.78% had served the institution for more than 9 years whereas 27.78% of the respondents had served the institution for a period of 6 to 8 years, 13.88% had served the institution for 3 to 5 years and only 5.56% of the respondents had served the institution for a period of less than 2 years. This implies that majority of the respondents had served the law court for a considerable period of time and thus they were in a position to give credible information rating to this research.

4.3 Work-Life Balance Measures

The study sought to establish how various work-life balance measures which are; job involvement, work role conflict, job stress and work role ambiguity influence job satisfaction.

4.3.1 Job Involvement

Table 4. 4 : Job Involvement

Statements	Mean	Std Deviation
My job provides for steady employment.	4.29	0.20
My Job involvement cannot allow absenteeism	4.31	0.24
My work has different levels and extent of job involvement	4.38	0.25
Involvement in my work influences decisions that affect me	4.35	0.21
My self-esteem is influenced by Job involvement	4.44	0.23

The study sought to establish the extent to which respondents agreed with the above statements relating to job involvement from the research findings, majority of the respondents strongly agreed that; their self-esteem is influenced by job involvement as shown by a mean of 4.44, their work has different levels and extent of job involvement as shown by a mean of 4.38, involvement in their work influences decisions that affect them as shown by a mean of 4.35. The study findings are in line with Tang (2011) that job involvement is related to the psychological identification of an individual with the work or importance of work in the individual's self-image. It has a direct correlation with job satisfaction and also influences the work performance, sense of achievement and unexplained absenteeism. However, there is a significant difference in the level and extent of job involvement in different types of work.

Employee's job involvement cannot allow absenteeism among employees as shown by a mean of 4.31 and their job provides for steady employment as shown by a mean of 4.29. The study findings are in line with Goodman (2008) who noted that job involvement is linked to importance of work in individual's routine or daily life. This mean if one gives importance to his work certainly he is loyal to his work as well as to the organization.

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This will also affect the performance of individual. Gurin (2010) also sighted involvement as the extent to which performance have an effect on one's self-esteem. Job factors can influence the involvement level of individual in his studies.

4.3.2 Work Role Conflict

Table 4. 5 : Work Role Conflict

Statements	Mean	Std Deviation
I have work role conflict due to responsibilities	4.29	0.23
I experience pressures when I switch roles at work	4.51	0.24
My supervisors create work role conflict when they demand more performance	4.49	0.26
I experience daily arguments due to conflicting roles	3.50	0.27
I use teamwork to resolve conflict at work	3.01	0.28
I adjust to conflict of roles using effective skills	4.32	0.22

The study sought to establish the extent to which respondents agreed with the above statements relating to work role conflict from the research findings, majority of the respondents strongly agreed that; employees experience pressures when they switch roles at work as shown by a mean of 4.51, their supervisors create work role conflict when they demand more performance as shown by a mean of 4.49, they adjust to conflict of roles using effective skills as shown by a mean of 4.32. The findings concur with Cooper (2011), that when the responsibilities are not properly defined or appropriately defined, conflict will occur. Work role conflict has been defined as the contradicting roles carried out by an individual in an organization. Role conflict is the level to which a person experiences pressures within one role that is incompatible with pressures that take place within another role.

The study further found that that they have work role conflict due to responsibilities as shown by a mean of 4.29 they experience daily arguments due to conflicting roles as shown by a mean of 3.50 and they use teamwork to resolve conflict at work as shown by a mean of 3.01. The study findings are in line with Lankau et al., (2006), who noted that the work role conflict arises when more demands have been taken place upon the individual by the peers, supervisors, subordinates. Such type of stress is more dominant in the jobs which have lack of descriptions or unclear descriptions and these require the conceptual thinking and decision making.

4.3.3 Job Stress

Table 4. 6 : Job Stress

Statements	Mean	Std Deviation
My supervisors cause job stress at work	4.31	0.22
I experience job stress due to long working hours	3.73	0.27
When I lack organizational support I experience job stress	4.52	0.25
Organizational changes don't cause me Job stress	3.68	0.26
I work on one task at a time to avoid job stress	4.29	0.23

The study sought to establish the extent to which respondents agreed with the above statements relating to job stress from the research findings, majority of the respondents strongly agreed that; When employees lack organizational support they experience job stress as shown by a mean of 4.52, employee's supervisors cause job stress at work as shown by a mean of 4.31, The findings concur with Davey, et al., (2011) who found that job stress is due to organizational aspects, long work hours, lack of organizational support and organizational change lack of support from supervisors and colleagues, and conflict with demands and pressures.

The study further revealed that employees work on one task at a time to avoid job stress as shown by a mean of 4.29, organizational changes do not cause job stress as shown by a mean of 3.68 and they experience job stress due to long working hours as shown by a mean of 3.73. These study findings are in line with Paul (2012) who noted that the stressful conditions include poor illumination, pollution, high temperatures, noise, and shift work. Workers with poor fit with their physical working environment suffer job

stress resulting from damages caused by both physiological and psychological means. Poor physical working conditions have negative influence on job satisfaction. These stressors related to the organizational climate have significant negative influence on the job satisfaction of the personnel.

4.3.4 Work Role Ambiguity

Table 4. 7 : Work Role Ambiguity

Statements	Mean	Std Deviation
When I experience role ambiguity I lack information about responsibilities	4.48	0.27
My supervisors create role ambiguity when they issue targets	3.34	0.28
Lack of clarity of work makes my output poor	4.46	0.26
I experience anxiety due to inconsistent guidance at work	4.28	0.24
I don't have complexities exceeding my degree of comprehension	4.34	0.22

The study sought to establish the extent to which respondents agreed with the above statements relating to work role ambiguity from the research findings, majority of the respondents strongly agreed that; when they experience role ambiguity they lack information about responsibilities as shown by a mean of 4.48, lack of clarity of work makes their output poor as shown by a mean of 4.46. The study findings are in line with Cohen (2009) that individuals experiencing role ambiguity lack adequate information about what their responsibilities are and insufficient information about the process to accomplish these responsibilities. First, the expectations need to be known, and secondly, knowledge of activities required to fulfil those expectations is also needed. Role

ambiguity can be understood in terms of the outcome expected from individuals and the clarity of the behavioural requirements that need to be fulfilled to meet those outcomes, such as which behaviours are considered to be appropriate.

The study further revealed that, they don't have complexities exceeding my degree of comprehension as shown by a mean of 4.34, that they experience anxiety due to inconsistent guidance at work as shown by a mean of 4.28 and supervisors create role ambiguity when they issue targets as shown by a mean of 3.34. The study findings concur with Marginson (2006) who found that there is role ambiguity when there is uncertainty, or an individual has information that is inadequate, about the individual's role performed at work. Role ambiguity is experienced in most cases when an individual is tasked to do complex task or the expectation of performance on the job is not made clear to the individual. In an organization experiential stressors emanating from role ambiguities have serious negative repercussions on the satisfaction and performance of the employees

4.4 Job Satisfaction

Table 4. 8 : Job Satisfaction

Statements	Mean	Std Deviation
The physical working conditions in my work place are satisfactory	4.42	0.26
My employer provides satisfactory salary according to my work	4.31	0.25
My promotional opportunities at the work place are satisfactory	4.27	0.22
My supervisor recognizes and acknowledges my output at work	4.38	0.21
My co- workers and I share ideas and work experience to help each other	4.41	0.20

The study sought to establish the extent to which respondents agreed with the above statements relating to job satisfaction from the research findings, majority of the respondents strongly agreed that; the physical working conditions in their work place are satisfactory as shown by a mean of 4.42. The findings concur with Al Sumaiti (2010) that because employees spend so much time in their work environment each week, it's important for companies to try to optimize working conditions. Such things as providing spacious work areas rather than cramped ones, adequate lighting and comfortable work stations contribute to favorable work conditions. Providing productivity tools such as upgraded information technology to help employees accomplish tasks more efficiently contributes to job satisfaction as well.

The study further revealed that the supervisor recognizes and acknowledges the employee output at work as shown by a mean of 4.38, the employer provides satisfactory salary according to my work as shown by a mean of 4.31,their promotional opportunities at the work place are satisfactory as shown by a mean of 4.27 and that their co- workers share ideas and work experience to help each other as shown by a mean of 3.83 The study findings concur with Tamps and Piedmonte (2010) that employees that have a better relationship with their coworkers are more likely to be satisfied with their job. Employees prefer to work with people being friendly, supportive, and cooperative. Since people spend majority of their times with colleagues, if co-workers make them happy, this has positive impact on their job satisfaction.

4.5 Effect of work life balance on job satisfaction at Milimani Law Courts in Nairobi, Kenya.

In this study, a simple linear regression analysis was conducted to test the influence of work life balance on job satisfaction. For this purpose a composite score for work life balance was computed by averaging scores for Job Involvement, Work Role Conflict, Job Stress and Work Role Ambiguity.

The results for the first test are presented in table 4.9 while the results of multiple linear regression analysis are presented in table 4.12.

Table 4.9: Coefficients for the Simple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.351	.2315		5.835	.001
	Work life balance	.529	.122	.513	4.336	.031

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

$$Y = 1.351 + 0.567 X_1 + \varepsilon$$

From the linear regression model presented above, a unit change in work life balance while holding the other factors constant led to increase in job satisfaction by a factor of 0.529.

Secondly a multiple linear regression was performed with the four dimensions of work life balance as predictors and job satisfaction as the dependent variable. The research

used statistical package for social sciences (SPSS V 21.0). The results are presented in table 4.10

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894 [a]	.799	.714	.25341

As shown in the table, coefficient of determination was significant ($R^2 = 0.799$, F= 5.762, P<0.001) implying that 79.9% of the variance in job satisfaction is explained by work life balance. The remaining 20.1% is due to factors no included in the study. Furthermore, the model fit is confirmed. This means that the regression model was appropriate for the analysis.

The study further tested the significance of the model by use of ANOVA technique. The findings are tabulated in Table 4.11 below.

Table 4.10: Summary of One-Way ANOVA Results.

Model	Sum of Squares	df	Mean Square	F	* Sig.
Regression	31.436	4	7.859	5.762	.001
Residual	238.7	175	1.364		
Total	270.136	179			

* P>0.001

From Table 4.11, F- Value = 5.762 at P>0.001. This indicates that the regression model fits the data and this its use in the analysis is appropriate.

Regression coefficients for the test of the influence of work life balance on job satisfaction are presented in table 4.12

Table 4.11: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.281	.3142		4.077	.001
	Job involvement	.567	.171	.513	3.316	.031
	Work role conflict	-.648	.211	-.621	-3.071	.011
	Job stress	-.681	.198	-.632	-3.439	.012
	Work role ambiguity	-.531	.164	-.511	-3.238	.023

From the regression results in the Table 4.12, the regression equation is specified as follows:

$$Y= 1.281+ 0.567X_1 + (-0.648X_2) + (-0.681 X_3) + (-0.531X_4)$$

The regression equation above has established that holding all independent variables (job involvement, work role conflict, job stress and work role ambiguity) constant, other variables influencing job satisfaction will increase by 12.8%**.** From the above regression model, a unit change in job involvement while holding the other factors constant would lead to 56.7% increase in job satisfaction, a unit increase in work role conflict, while holding the other factors constant, would lead to a decrease in job satisfaction by - 64.8%, a unit change in job stress while holding the other factors constant would lead to a decrease in job satisfaction by -68.1% and a unit increase in work role ambiguity while holding the other factors constant would lead to a decrease in job satisfaction by -53.1%.

4.6 Discussion of the Findings

Results obtained from the regression model show that a unit change in job involvement while holding the other factors constant would lead to an increase in job satisfaction by a factor of 0. 567. This concurs with Tang (2011) who noted that job involvement is very low among part time employees hence low job satisfaction and research shows that job involvement in full time employees are higher than the part time or contractual employees hence increased job satisfaction. It can be said that employees are involved in their job if they enthusiastically take part in the job related matters, they see job as most important and significant part in life, and recognize performance as main feature of their self-worth.

The study further established that employee's self-esteem is influenced by job involvement, their work has different levels and extent of job involvement, involvement in their work influences decisions that affect employees. Employees' job involvement cannot allow absenteeism and their job provides for steady employment. The study findings are in line with Tang (2011) that job involvement is related to the psychological identification of an individual with the work or importance of work in the individual's self-image. It has a direct correlation with job satisfaction and also influences the work performance, sense of achievement and unexplained absenteeism.

The study established that a unit increase in work role conflict while holding the other factors constant would lead to a decrease in job satisfaction by a factor of -0. 648. The findings are in line with Safaria (2011) who revealed that role conflict impact employees job satisfaction negatively. Role conflict is connected to alienation, which is negatively

correlated with job satisfaction and intention to continue working in the organizations. The feeling of lack of control over a work situation and of the inability to enact a rightful role in organizations may lead to job dissatisfaction in terms of position held by the employee. Job satisfaction and affective commitment among bank employees is directly and negatively influenced by role overload and role conflict.

The study further revealed that employees experience daily arguments due to conflicting roles, employees experience pressures when they switch roles at work, their supervisors create work role conflict when they demand more performance, they adjust to conflict of roles using effective skills. The findings concur with Cooper (2011), that when the responsibilities are not properly defined or appropriately defined, conflict will occur. The study further found that employees use teamwork to resolve conflict at work and that they have work role conflict due to responsibilities. The study findings are in line with Lankau et al., (2006), who noted that the work role conflict arises when more demands have been taken place upon the individual by the peers, supervisors, subordinates.

The study found that a unit change in job stress while holding the other factors constant would lead to a decrease in job satisfaction by a factor of -0. 681. The findings are in line with Paul (2012) who believes that stress results from a misfit between individuals and their environment. Stress is dynamic state whereby the masses are faced with an opportunity, obstacle, constraints or demand regarding what one desires and the implication of which is considered to be uncertain, negative, terrifying and important. When a person is confronted with a situation which poses a threat, and perceives that she or he does not have the capability or resources to handle the stressors, the imbalance that

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results at that point in time is termed as stress. An Individual's adaptive response to a situation that is perceived as challenging or threatening to the person's wellbeing.

The study further established that when employees lack organizational support they experience job stress, organizational changes don't cause job stress and that employees experience job stress due to long working hours. The findings concur with Davey, et al., (2011) who found that job stress is due to organizational aspects, long work hours, lack of organizational support and organizational change lack of support from supervisors and colleagues, and conflict with demands and pressures.

On work role ambiguity the study further found that a unit increase in work role ambiguity while holding the other factors constant would lead to a decrease in job satisfaction by a factor of -0. 531. The findings concur to Feldman (2010) who noted that role ambiguity negatively influenced job satisfaction of the employees. There is role overload when workers have the view that their jobs demand a lot from them that they work more than what their ability and time can permit them to do. too much work, in terms of quality and quantity, has negative influence on job satisfaction.

The study further established that when employees experience role ambiguity they lack information about responsibilities, lack of clarity of work makes employees output poor. The study findings are in line with Cohen (2009) that individuals experiencing role ambiguity lack adequate information about what their responsibilities are and insufficient information about the process to accomplish these responsibilities. First, the expectations need to be known, and secondly, knowledge of activities required to fulfil those expectations is also needed. The study further revealed that, supervisors create role ambiguity when they issue targets, employees don't have complexities exceeding the

degree of comprehension and that employees experience anxiety due to inconsistent guidance at work. The study findings concur with Marginson (2006) who found that there is role ambiguity when there is uncertainty, or an individual has information that is inadequate, about the individual's role performed at work.

On job satisfaction, the study established that the physical working conditions in employee work place are satisfactory, their co- workers and share ideas and work experience to help each other. The findings concur with Al Sumaiti (2010) that because employees spend so much time in their work environment each week, it's important for companies to try to optimize working conditions. The study further revealed that the supervisor recognizes and acknowledges employee output at work, the employer provides satisfactory salary according to employee work and that employee promotional opportunities at the work place are satisfactory. The study findings concur with Tamps and Piedmonte (2010) that employees that have a better relationship with their coworkers are more likely to be satisfied with their job.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

From the analysis and data collected, the following discussions, conclusion and recommendations were made. The responses were based on the objective of the study. The sought to determine the influence of work life balance on job satisfaction in Milimani Law Courts, Nairobi

5.2 Summary of Findings

The research revealed that the employee increased job involvement leads to an increase in job satisfaction in Milimani Law Courts. This concurs with Tang (2011) who noted that job involvement is very low among part time employees hence low job satisfaction and research shows that job involvement in full time employees are higher than the part time or contractual employees hence increased job satisfaction. It can be said that employees are involved in their job if they enthusiastically take part in the job related matters, they see job as most important and significant part in life, and recognize performance as main feature of their self-worth.

The study established that increase in work role conflict would lead to a decrease in job satisfaction in Milimani Law Courts. The findings are in line with Safaria (2011) who revealed that role conflict impact employees job satisfaction negatively. Role conflict is connected to alienation, which is negatively correlated with job satisfaction and intention to continue working in the organizations. The feeling of lack of control over a work

situation and of the inability to enact a rightful role in organizations may lead to job dissatisfaction in terms of position held by the employee.

The study found that increase in job stress would lead to a decrease in job satisfaction. The findings are in line with Paul (2012) who believes that stress results from a misfit between individuals and their environment. Stress is dynamic state whereby the masses are faced with an opportunity, obstacle, constraints or demand regarding what one desires and the implication of which is considered to be uncertain, negative, terrifying and important. When a person is confronted with a situation which poses a threat, and perceives that she or he does not have the capability or resources to handle the stressors, the imbalance that results at that point in time is termed as stress. An Individual's adaptive response to a situation that is perceived as challenging or threatening to the person's wellbeing.

On work role ambiguity the study further found that a unit increase in work role ambiguity while holding the other factors constant would lead to a decrease in job satisfaction. The findings concur to Feldman (2010) who noted that role ambiguity negatively influenced job satisfaction of the employees. There is role overload when workers have the view that their jobs demand a lot from them that they work more than what their ability and time can permit them to do. Too much work, in terms of quality and quantity, has negative influence on job satisfaction.

On job satisfaction, the study established that the physical working conditions in employee work place are satisfactory, their co- workers and share ideas and work experience to help each other in Milimani Law Courts. The findings concur with Al Sumaiti (2010) that because employees spend so much time in their work environment

each week, it's important for companies to try to optimize working conditions. The study further revealed that the supervisor recognizes and acknowledges employee output at work, the employer provides satisfactory salary according to employee work and that employee promotional opportunities at the work place are satisfactory. The study findings concur with Tamps and Piedmonte (2010) that employees that have a better relationship with their coworkers are more likely to be satisfied with their job.

5.3 Conclusion

The study concludes that there is a positive relationship between job involvement and job satisfaction in Milimani Law Courts. The study findings are in line with Tang (2011) that job involvement is related to the psychological identification of an individual with the work or importance of work in the individual's self-image. It has a direct correlation with job satisfaction and also influences the work performance, sense of achievement and unexplained absenteeism.

The study concludes that there is a negative relationship between work role conflict and job satisfaction in Milimani Law Courts. The study established that increase in work role conflict would lead to a decrease in job satisfaction. The findings concur with Cooper (2011), that when the responsibilities are not properly defined or appropriately defined, conflict will occur. Work role conflict has been defined as the contradicting roles carried out by an individual in an organization. Role conflict is the level to which a person experiences pressures within one role that is incompatible with pressures that take place within another role

The study further concludes that there is a negative relationship between job stress and job satisfaction in Milimani Law Courts. These study findings are in line with Paul (2012) who noted that the stressful conditions include poor illumination, pollution, high temperatures, noise, and shift work. Workers with poor fit with their physical working environment suffer job stress resulting from damages caused by both physiological and psychological means. Poor physical working conditions have negative influence on job satisfaction.

On work role ambiguity the study concludes that work role ambiguity has a negative relationship on job satisfaction in Milimani Law Courts. The findings concur to Feldman (2010) who noted that role ambiguity negatively influenced job satisfaction of the employees. There is role overload when workers have the view that their jobs demand a lot from them that they work more than what their ability and time can permit them to do. too much work, in terms of quality and quantity, has negative influence on job satisfaction.

On job satisfaction, the study concludes that, physical working conditions, co- workers, employee output, satisfactory salary and promotional opportunities determine job satisfaction in Milimani Law Courts. The study findings concur with Marginson (2006) employee overall satisfaction with their job is the result of a combination of factors such as physical working conditions, co- workers, employee output, satisfactory salary, promotional opportunities and financial compensation. Management's role in enhancing employees' job satisfaction is to make sure the work environment is positive, morale is high and employees have the resources they need to accomplish the tasks they have been assigned.

5.4 Recommendations

In order to develop effective retention approaches, it is imperative that work life balance and job satisfaction be addressed. This study recommends to the ministry of labour to give particular attention to processes and procedures in organizations. These processes might include the development of professional development programs focused on giving employees the skills they need to navigate challenges associated with their jobs and developing self-efficacy and other skills likely to increase job performance

Relationships with peers and other colleagues is important to Milimani Law Courts and satisfaction with these activities influences work life and job satisfaction. The study recommends that the management of the Law Courts and organizational leaders to consider creating expanded formal and informal opportunities for employees to interact with their peers in collaborative ways.

The study recommends that there is need for organizations to enhance their work-life balance policies. The study recommends the formulation and implementation of work-life balance policies which should be cascaded to the departmental level. Existent policies should be enriched to ensure that they are comprehensive and suit the needs of employees. Adequate financial and human resources should be allocated for the implementation of work-life balance polices because they would not yield any meaningful result without resource mobilization.

5.5 Suggestions for Further Studies

This study focused on the influence of work life balance on job satisfaction in Milimani Law Courts, Nairobi. Future research could identify the costs associated with

formulation, implementation, monitoring, evaluation and maintenance of work-life balance strategies within Law Courts.

Having studied how work life balance influence job satisfaction in Milimani Law Courts, Nairobi, there is need for more research to be done in Kenya especially on how work-life balance influence job satisfaction within public institutions in Kenya.

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APPENDIX I: RESEARCH QUESTIONNAIRE

SECTION A: DEMOGRAPHIC INFORMATION

1. Indicate your job title

……………………………………………………………………………………………

2. Indicate your period of service in this law court

      Less than 2 years   (   )

      3 to 5 years   (   )

      5 to 8 years   (   )

      More than nine years   (   )

3. Please indicate the highest level of education attained? (Tick as applicable)

      College Diploma   (   )
      Undergraduate   (   )
      Master   (   )

Others (specify)

      …………………………………………………………………………...

SECTION B: WORK-LIFE BALANCE MEASURES

Indicate the extent to which each of the following statements applies to you. Key; Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Job Involvement	1	2	3	4	5
1. My job provides for steady employment.					
2. My Job involvement cannot allow absenteeism					
3. My work has different levels and extent of job involvement					
4. Involvement in my work influences decisions that affect					

me					
5. My self-esteem is influenced by Job involvement					
Work Role Conflict					
6. I have work role conflict due to responsibilities					
7. I experience pressures when I switch roles at work					
8. My supervisors create work role conflict when they demand more performance					
9. I experience daily arguments due to conflicting roles					
10. I use teamwork to resolve conflict at work					
11. I adjust to conflict of roles using effective skills					
Job Stress					
12. My supervisors cause job stress at work					
13. I experience job stress due to long working hours					
14. When I lack organizational support I experience job stress					
15. Organizational changes don't cause me Job stress					
16. I work on one task at a time to avoid job stress					
Work Role Ambiguity					
17. When I experience role ambiguity I lack information about responsibilities					
18. My supervisors create role ambiguity when they issue targets					
19. Lack of clarity of work makes my output poor					
20. I experience anxiety due to inconsistent guidance at work					
21. I don't have complexities exceeding my degree of comprehension					

SECTION C: JOB SATISFACTION

Indicate the extent to which each of the following statements apply to you. Key; Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Job Satisfaction	1	2	3	4	5
22. The physical working conditions in my work place are satisfactory					
23. My employer provides satisfactory salary according to my work					
24. My promotional opportunities at the work place are satisfactory					
25 My supervisor recognizes and acknowledges my output at work					
26. My co workers and I share ideas and work experience to help each other					