

**WORK-LIFE BALANCE PRACTICES, ORGANIZATIONAL CULTURE AND
EMPLOYEE COMMITMENT OF COUNTY ADMINISTRATORS IN WESTERN
REGION KENYA**

Mwinami Sande Jackson

**A Thesis Submitted in Partial fulfillment of the Requirements for the Award of Degree of
Doctor of Philosophy in Business Administration (Human Resource Management) of
Masinde Muliro University of Science and Technology.**

November, 2025

PLAGIARISM STATEMENT

STUDENT DECLARATION

I hereby declare that I know that the incorporation of material from other works or a paraphrase of such material without as acknowledgement will be treated as plagiarism according to the Rules and Regulations of the Masinde Muliro University of Science and Technology.

I understand that this thesis must be my own work.

I know that plagiarism is academic dishonesty and wrong, and that if I commit any act of plagiarism, my thesis can be assigned a fail grade ('F').

I further understand I may be suspended from the University for Academic Dishonesty.

Signature Date

NAME : **MWINAMI SANDE JACKSON**

REG NO : **PBA/H/01-54900/2017**

SUPERVISOR(S) DECLARATION

I/We hereby approve the examination of this thesis. The thesis has been subjected to plagiarism test and its similarity index is not above 20%.

Signature..... Date.....

Prof Egessa Robert K. Wanyama

Department of Business Administration and Management Sciences

Masinde Muliro University of Science and Technology

Signature.....Date.....

Dr. Evans Kwendo

Department of Business Administration and Management Sciences

Masinde Muliro University of Science and Technology

Signature.....Date.....

DECLARATION

I declare that this thesis is my own work and has not been submitted for any degree or examination in any other University.

Signature..... Date.....

Mwinami Sande Jackson

PBA/H/01-54900/2017

CERTIFICATION

We the undersigned certify that we have read and hereby recommend for acceptance of Masinde Muliro University of Science and Technology a Thesis Entitled “*Work-Life Balance Practices, Organization Culture and Employee commitment of County Administrators in Western Region Kenya.*”

Signature..... Date.....

Prof. Egessa Robert K. Wanyama.

Department of Business Administration and Management Sciences

Masinde Muliro University of Science and Technology

Signature..... Date.....

Dr. Evans Kwando

Department of Business Administration and Management Sciences

Masinde Muliro University of Science and Technology

COPYRIGHT

All rights reserved. This Thesis is copyright material protected under the Berne Convention, the copyright Act 2018 and other International and National enactments in that behalf, on intellectual property. No part of this research Thesis has been produced or distributed in any form or by any means, or stored in a database or retrieval system, without the prior written permission from the author or the Dean School of Graduate Studies on behalf of Masinde Muliro University of Science and Technology, Kenya.

DEDICATION

This thesis is dedicated to my Wife Belinda, my son Wesley, my daughters Kaylyn and Alexis for the physical and moral support, encouragement and motivation to pursue this course. They have been the force behind my resolve to go back to class to add value to our lives.

ACKNOWLEDGEMENT

I thank the Almighty God for having brought me this far. I am indebted to my supervisors, Prof. Robert K.W. Egessa and Dr. Evans Kwendo who have devoted a lot of their time and patience to the manuscript preparation of this Thesis. I am particularly very grateful for the extra ordinary advice, guidance and concern accorded by my supervisors. I am also indebted to my lovely Wife Belinda, for her encouragement during my doctoral studies. To my Son Wesley, daughters: Kaylyn Achieng` and Alexis, whose presence has been a great inspiration to me during this study.

I would also wish to thank my mother Eunice Achieng` Sande, my siblings Fanice, Andrew, Ben and Wiki for their moral support. To the late Abel, Emily and my late Father Hezron Sande (Ingoko); may your souls rest in Eternal Peace.

To you all, thank you and God bless you.

Mwinami Sande Jackson

ABSTRACT

Work-life balance initiatives have been shown to positively impact employees' well-being and integration, with commitment emerging as a key factor for successful work-life integration. However, despite the presence of work-life balance practices, employee commitment remained a challenge for managers in the public sector. The role of organizational culture in moderating the relationship between work-life balance practices and employee commitment had not been fully explored. This study investigated the influence of work-life balance practices on employee commitment, with organizational culture as a moderating factor, among county administrators in the Western Region of Kenya. Specifically, the study examined the effects of flexible working arrangements, welfare programs, leave programs and remote working on employee commitment. Additionally, it assessed the moderating role of organizational culture in these relationships. Guided by Spillover Theory, Enrichment Theory, Segmentation Theory and Facilitation Theory, the study adopted both descriptive and correlational survey designs. Data were collected from county administrators in selected counties such as Kakamega, Vihiga, Busia and Bungoma using semi-structured questionnaires and interview guides. The study used census to collect data where the target population was 198. Pilot study was conducted in Trans Nzoia County. Validity was tested using construct and content validity while reliability was tested using Cronbach Alpha. Data were analyzed using descriptive statistics (frequency, percentages, mean and standard deviations) and inferential statistics, with Pearson's correlation coefficient. Simple linear, multiple regressions and hierarchical regression. The findings revealed that flexible working arrangements ($B = 0.261, p=0.000$), welfare programs ($B = 0.655, p= 0.000$), leave programs ($B = 0.638, p=0.000$), and remote working ($B = 0.723, p=0.000$) all had significant positive effects on employee commitment. However, when organizational culture was introduced as a moderating factor, none of these practices showed a statistically significant effect, indicating that organization culture did not moderate the relationship between work-life balance practices and employee commitment. These results suggested that work-life balance practices were key drivers of employee commitment, but enhancing organizational culture alone was not sufficient to improve this relationship. This finding is expected to benefit stakeholders, including county and national governments, researchers, and human resource professionals, by providing insights into strategies that could enhance employee commitment in the public sector. To improve commitment effectively, county administrations might need to look beyond these practices and consider other aspects of the organizational environment, such as leadership, communication, career development, or job security, which could have a more profound effect on fostering employee engagement and loyalty.

TABLE OF CONTENTS

PLAGIARISM STATEMENT	ii
DECLARATION.....	iii
COPYRIGHT	iv
DEDICATION.....	v
ACKNOWLEDGEMENT.....	vi
ABSTRACT.....	vii
LIST OF ABBREVIATIONS	xi
DEFINATION OF KEY TERMS.....	xiii
LIST OF FIGURES	xiv
LIST OF TABLES	xv
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.1.2 County Governments in Kenya	6
1.2 Statement of the Research Problem	7
1.3.1 General objective.....	8
1.3.2 Specific objectives of the study.....	9
1.4 Hypotheses of the study	9
1.5 Scope of the study	10
1.6 Significance of the study	11
1.7 Limitations of the study.....	12
CHAPTER TWO	13
LITERATURE REVIEW	13
2.1 Introduction	13
2.2 Theoretical Review	13
2.2.1 Spillover theory	13
2.2.2 Enrichment theory	15
2.2.3 Segmentation theory	16
2.2.4 Facilitation theory.....	17
2.3 Conceptual review.....	19

2.3.1 Work-life Balance.....	19
2.3.2 Organizational Culture	27
2.3.3 Employee Commitment.....	30
2.4 Empirical Literature Review	31
2.4.1 Flexible Work Arrangement.....	31
2.4.2 Welfare Programs	34
2.4.3 Remote Working.....	39
2.4.4 Leave Programs	40
2.4.5 Organizational Culture	42
2.4.6 Work-life Balance and Employee Commitment	45
2.5 Summary of Literature Review	47
2.6 Conceptual Framework	53
CHAPTER THREE	55
RESEARCH METHODOLOGY	55
3.1 Introduction	55
3.2 Study Area.....	55
3.3 Research Design.....	55
3.4 Research Philosophy	56
3.5 Target Population	58
3.6 Census Procedure	58
3.6.1 Census Technique.....	59
3.7 Data Collection Instruments.....	60
3.7.1 Data Collection Procedures	61
3.7.2 Pilot Study	62
3.8 Reliability and Validity of Research Instruments	62
3.8.1 Validity of Research Instruments	63
3.9 Data Analysis and Presentation.....	66
3.9.1 Correlation analysis	67
3.9.2.1.1 Normality.....	68
3.9.2.1.2 Homoscedasticity.....	68
3.9.2.1.3 Multicollinearity	68
3.9.2.2 Regression Analysis	69

3.10 Ethical Considerations.....	72
CHAPTER FOUR.....	73
RESEARCH FINDINGS AND DISCUSSION.....	73
4.1 Introduction.....	73
4.2 Response Rate.....	73
4.3. Reliability Test Results.....	73
4.4. Validity Test.....	74
4.5 Demographic Analysis.....	79
4.6 Results of Descriptive Analysis.....	86
4.6.1 Descriptive Analysis of Flexible Working Arrangement.....	86
4.6.2 Descriptive Analysis of Welfare Programs.....	89
4.6.3 Descriptive Analysis of Remote Working.....	92
4.6.4 Descriptive Analysis of Leave Programs.....	95
4.6.5 Descriptive Analysis of Organization Culture.....	97
4.6.6 Descriptive Analysis of Employee Commitment.....	99
4.7 Inferential Statistics.....	102
4.7.1 Assumptions of Regression.....	102
4.7.1.1. Assumption of Normality.....	102
4.7.1.2 Assumption of Multicollinearity.....	103
4.7.1.3 Assumption of Homoscedasticity.....	105
4.7.1.4 Assumption of Linearity.....	111
4.8 Regression Analysis Results.....	114
4.8.1 Regression Analysis for Flexible Working Arrangement and Employee Commitment.....	114
4.8.2 Regression Analysis for Welfare Programs and Employee Commitment.....	117
4.8.3 Regression Analysis for Remote Working and Employee Commitment.....	119
4.8.4 Regression Analysis for Leave Programs and Employee Commitment.....	122
4.9 Multiple Regression Analysis – Work-Life Balance Practices and employee commitment.....	124
4.10 Testing for the Moderating Relationship.....	127
4.10.1 Hierarchical Regression for Moderation.....	127
4.11 Hypothesis Testing Results.....	136

CHAPTER FIVE	138
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION.....	138
5.1 Summary of Findings	138
5.1.1 Effect of Flexible Working Arrangement on Employee Commitment among county administrators in Western Region Kenya.....	140
5.1.2 Effect of Welfare Programs on Employee Commitment among county administrators in Western Region Kenya.....	140
5.1.3 Effect of Remote Working on Employee Commitment among county administrators in Western Region Kenya.....	141
5.1.4 Effect of Leave Programs on Employee Commitment among county administrators in Western Region Kenya.....	141
5.1.5 Effect of organization culture on the relationship between work-life balance practices and employee commitment among county administrators in Western Region Kenya.	142
5.2 Conclusion.....	142
5.3 Recommendations	143
5.4 Implication of the Study	144
5.5 Areas for Further Studies	146
REFERENCES.....	146
APPENDICES.....	171
APPENDIX 1: INTRODUCTORY LETTER.....	171
APPENDIX 2: QUESTIONNAIRE.....	172
APPENDIX 3: MAP OF THE AREA OF THE STUDY	181

LIST OF ABBREVIATIONS

CEOs- chief executive officers

CVR- content validity ratio

DTI- department of trade and industry

FWA-flexible work arrangement

HR- human resource

IT- information technology

JSC- judicial service commission

NACOSTI-national commission for science technology

QWL-quality of work life

SHRM-society for human resource management

UK- United Kingdom

WLB- work-life balance

OPERATIONAL DEFINATION OF KEY TERMS

Devolution	Is the decentralizing political, financial and administrative powers.
Flexible Work Arrangement	Defined as flexibility in the place of work, hours of work, or schedule of work
Leave programs	Away from the workplace for a particular period of time in order to deal with family responsibilities.
Remote work	Is a working practice which urges professionals to work outside the conventional office environment; anywhere they are comfortable to work and which ensures work-life balance is ideal and the concept behind this is that, there is no necessity that work should be done at a specific place]
Welfare Programs	The activities of the employer meant to provide employees with certain facilities
Work-life balance	Is it the act of integrating multiple roles of an individual especially work and family which is characterized by positive interaction without bias to any of the duties

LIST OF FIGURES

Figure 4.1: Gender of the Respondents.....	79
Figure 4.2: Age of the Respondents.....	80
Figure 4.3: Status of the Respondents.....	81
Figure 4.4: Education of the Respondents.....	82
Figure 4.5: Level of Administration of the Respondents.....	82
Figure 4.6: Level of Experience of the Respondents.....	83
Figure 4.7: Homoscedasticity of Flexible Working Arrangement	107
Figure 4.8: Homoscedasticity of Welfare Programs.....	109
Figure 4.9: Homoscedasticity of Remote Working.....	110
Figure 4.10: Homoscedasticity of Leave Programs.....	111
Figure 4.11: Homoscedasticity of Organizational Culture.....	112

LIST OF TABLES

Table 4.1: Response Rate.....	76
Table 4.2: Reliability Test.....	77
Table 4.3: Distribution Of Respondents Demographic.....	78
Table 4.4: Descriptive Results of Flexible Working Arrangements.....	84
Table 4.5: Descriptive Results of Welfare Programs.....	87
Table 4.6: Descriptive Results of Remote Working.....	89
Table 4.7: Descriptive Results of Leave Programs.....	92
Table 4.8: Descriptive Results of Organizational Culture.....	94
Table 4.9: Descriptive Results of Employee Commitment.....	97
Table 4.10: Correlation Analysis.....	101
Table 4.11: Normality Test.....	104
Table 4.12: Multicollinearity Test.....	105
Table 4.13: Linearity for Flexible Working Arrangements	113
Table 4.14: Linearity for Welfare Programs	114
Table 4.15: Linearity for Remote Working	114
Table 4.16: Linearity for Leave Programs	115
Table 4.17: Simple Regression Model Summary for Flexible Working Arrangements	116
Table 4.18: Anova Results for Flexible Working Arrangements	116
Table 4.19: Regression Coefficients of Flexible Working Arrangements	117
Table 4.20: Simple Regression Model Summary for Welfare Programs	118
Table 4.21: Anova Results for Welfare Programs	119
Table 4.22: Regression Coefficients of Welfare Programs	119
Table 4.23: Simple Regression Model Summary for Remote Working	121

Table 4.24: Anova Results for Remote Working	121
Table 4.25: Regression Coefficients of Remote Working	122
Table 4.26: Simple Regression Model Summary Leave Programs	123
Table 4.27: Anova Results for Leave Programs	124
Table 4.28: Regression Coefficients of Leave Programs	124
Table 4.29: Multiple Regression Model Summary	126
Table 4.30: Anova Results for Multiple Regression Model	126
Table 4.31: Coefficients for Multiple Regression Model	127
Table 4.32: Hierarchical Regression Model Summary.....	130
Table 4.33: Anova of Hierarchical Regression	132
Table 4.34: Standardized and unstandardized Hierarchical Regression	134
Table 4.35: Summary of Hypothesis.....	138

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The reality of modern work life is characterized by a deteriorating quality of work life (QWL), where employees in developed nations frequently work 14 to 15 hours daily, far exceeding healthy norms and leading to widespread burnout and stress (Sundararajan & Gopal, 2023). This environment poses a direct threat to organizational stability, as employee turnover has become one of the most intense challenges in HR management. The root of this crisis often lies in a toxic organizational culture that normalizes excessive workloads and constant availability. When a company's culture prioritizes relentless output over employee well-being, it directly fuels the burnout epidemic and erodes the psychological foundation necessary for a sustainable workforce (Lee & Kim, 2022).

The deterioration of QWL and an unsupportive culture have a profound impact on employee commitment, which is the emotional attachment and loyalty an employee feels toward their organization. As burnout increases under a punitive culture, affective commitment plummets, transforming previously dedicated employees into disengaged individuals seeking exit opportunities (Chandwani & Agarwal, 2024). This breakdown in commitment is a primary driver behind turnover intentions, making it a critical concern. Therefore, mitigating turnover is not solely about managing workloads but requires strategically cultivating a positive organizational culture that actively nurtures and sustains deep-seated employee commitment to ensure long-term success (Garcia & Müller, 2023)

In the modern world with its rapid development, human resource professionals are interested in finding alternatives that will allow them to influence the bottom line of their organizations positively, boost the morale of employees, retain employees who have valuable knowledge of the company and follow the trends in the workplace (Dhas & Karthikeyan, 2016). Pressure at work keeps increasing all over the world. Most employees have paid a price to their health and well being due to work target demands which constitute pressure and pressure to balance the two (Kithae & Keino, 2016; Paru, 2016). Hence, the need to carry this discussion on work-life balance practices to prevent future incidences.

In the UK, conducted studies revealed that the prevalence of working long (more than 48 hours per week) is higher among men than women, consequently, men have poorer work-life balance than women (Choi, Choi & Lee, 2021; Brown, Kim & Faerman, 2020; Kotera, Green & Sheffield, 2019). Furthermore, family obligations are not what constitute a problem in work-life balance in organization. The other categories of activities that the person aspires to do, other than the work requirements, are associated with work-life balance. In fact, previous survey-based study conducted by OECD (2018) showed that over a half of British workers believed that they needed a better work-life balance to follow their interest in arts and to practice sporting activities (Daverth, Hyde Cassell, 2016).

Spain is among the European Union countries whose workers have lesser extents of work-private life balance. Dual career couples are becoming more common due to the integration of women into the labour force and thus the family unit is subject to severe work-family conflict and family-work conflict (Galvez, Tirado, Martinez, 2020; Vidal *et al.*, 2012). The long school holidays, long working days (nine to eight is normal) and the few opportunities to make part-time working arrangements place Spain at a disadvantage in comparison with other countries of the European

Union (vidal *et al.*, 2012). As an illustration, Finland, Norway and Germany exhibit lower worker imbalance than Spain since in the countries there exist institutions and firms that provide family friendly policies in a more generous manner.

In Korea, WLB issues have been numerous in the society, including a rise in social activities of Women, Rising cases of dual-earner couples and single-parent families (Jeon & Hong, 2020). These transformations have generated additional conflicts and additional troubles in the work and family life of individuals. According to one survey, a large number of Koreans were experiencing work-family conflict. The report showed that 73.8 percent of 663 respondents were experiencing stress because of high conflict between their work and family roles. Moreover, as per previous studies, work-family conflict is strongly connected with other organization outcomes, including organization commitment (OECD, 2018; Tavassoli, & Torrents, 2015; Choi & Kim, 2021). Due to this information, numerous organizations, individuals and researchers all over the world have developed an additional interest in the notion of work-family conflict (Namasivayam & Zhao, 2007; Choi & Kim, 2021).

In Australia; the majority of employers discovered the advantages of implementing work-life balance practices in employee recruitment and retention during 1990's (Sethi, 2015). The argument is that employees can become elements of solutions to major issues within the organization Work and family lives. There is constant clash between the two spheres leading to long hours, less time at home and in the office and family missed. It can cause work family conflict and is associated with higher burnout, stress, lack of job satisfaction and lower organizational commitment (Poulose, 2017; Acas Report, 2015; McDonald& Bradley, 2005).

Organizational level work-life balance programs are observed to be beneficial to both the employers and the employees which in turn improve job satisfaction, work engagement and work

productivity of the employees. Many authors have researched and found out that work-life balance has led to minimization of financial loss by organizations. In 1989, US industry incurred \$150 billion annually in direct and indirect health related costs because of job related stress (Golden & Jorgensen, 2015). In Canada, the cost of absenteeism caused by a high level of work-life conflict has been estimated to reach up to 10 billion Canadian dollars per year (Gragano, Simbula, & Miglioretti, 2020; Linnhoff, Smith, & Smith, 2014; Duxburry & Higgins, 2017). The Department of trade and Industry, U.K had estimated the cost of employee absence as 4 billion pounds annually (DTI, 2000). Such employee absence can be minimized or avoided through work-life policies in the organization and thus minimize the monetary losses. Ngari *et al.*, (2014), assert that there is a push towards the 24-hour economy in Kenya. As a result of this ferment push, more flexibility is required to cover around the clock peaks. The study postulates that there is much evidence of work intensification and as a result of the fast pace there is greater levels of stress in organizations in Kenya. These findings are consistent with those of who says that employees experience, anxiety, workload and loss of control, pressure, long hours and insufficient personal time (Ngari *et al.*, 2014). These studies agree that such experiences by employees likely encourage a re-assessment of values by employees. The studies also note that, younger individuals joining the workforce are much less willing to sacrifice their personal lives for total commitment to work (Ngari *et al.*, 2014). These studies acknowledge that the banking sector is badly hit.

Kasau (2017) noted that most WLB practices are prevalent in private organizations and most public institutions are left behind. Major Banks and public institutions have their employees working for longer hours in complex and intensified work. This has created a culture of poor work life balance (Kasau, 2017; Mukururi & Ngari, 2014; Strathmore business school, 2011). These findings are consistent with those of Ruto (2017), Jendeka (2018) and Irungu (2017). This has been on despite findings of studies that indicate that WLB practices have shown to have a positive

relationship with employee satisfaction, performance and commitment (Ruto, 2018, Jendeka, 2018; Irungu, 2017; Kamau, Mukaya & Wagoki, 2013).

The Kenya employers have come out to appreciate the significance of work-life balance policies and programs in organizations in reaction to the prevailing circumstances. The government motivated the social services and other privately owned organizations to implement the family friendly policies at workplace deliberately to enable the employees to balance their work and family life. Government has smoothly implemented the arrangement of five days work week in Kenya. In the pursuit of reducing work-life conflict, improving commitment, increasing productivity, reducing costs and enhancing profitability in the workplace, organizations in Kenya have been evolving new ways and means in bonding psychological relationships with employees (Gardner, 2019; Wang & Walumbwa, 2007). Employees all over the world are facing challenges how to balance work and their personal life. During the period 2015-2011, many organizations in Kenya adopted work styles and organization practices from developed countries. Workers were expected to work 24/7 x 365 days of the year. To prevent such a work style from affecting workers' health, productivity, turn over and commitment, organizations have decided to offer services traditionally associated with the family and non-work domain within their premises such as gymnasiums, day-care facilities, laundry facilities, canteen facilities (Gardner, 2019; Dev,2015)

Organizational culture is defined as the shared values, underlying assumptions, and behavioral norms that shape the social and psychological environment of a workplace (Schein, 2020). In the context of this study, it is the critical moderating factor that determines whether work-life balance (WLB) policies translate into genuine employee commitment. A supportive and adaptive culture, one that genuinely prioritizes employee well-being, acts as a catalyst, empowering employees to utilize WLB practices without fear of stigma (Denison, 2019). Conversely, a high-pressure culture that rewards constant availability can nullify formal policies, as employees may avoid using them

to protect their career prospects (Cameron & Quinn, 2022). This dynamic explains the study's pivotal finding that WLB practices alone were insufficient without the right cultural foundation. The implication is that county administrations must focus on cultural transformation fostering trust, flexibility, and support to fully unlock the commitment benefits of their WLB initiatives (Zohar & Luria, 2021). Ultimately, culture is not just a context but the very mechanism through which organizational practices succeed or fail.

Employee commitment, defined as the psychological bond linking an employee to their organization, was conceptualized in this study using Allen and Meyer's (1990) three-component model encompassing affective, continuance, and normative dimensions. Consistent with contemporary research methodologies (Memon *et al.*, 2023; Swailes, 2015), we operationalized this construct through a structured questionnaire featuring Likert-scale items specifically adapted to measure employees' emotional attachment, perceived costs of leaving, and sense of obligation to remain, thereby enabling quantitative analysis of commitment levels among county administrators in relation to work-life balance practices and organizational culture.

1.1.2 County Governments in Kenya

Devolution in Kenya is about decentralizing political, financial and administrative powers to the forty-seven counties. It can be traced to 1964 when House constitution was embraced but abolished later through the constitutional amendments which resulted to Kenya being centralized hence all decisions made from the capital city, Nairobi. The centralization led to marginalization of some regions hence lagging behind in terms of development, (Burugu, 2010). It was as a result of this marginalization that agitation for reforms started in 1990's hence the birth of the 2010 constitution under which the county governments were established. Article 89 of the constitution provides that

there shall be the offices of; Sub-county Administrator, Ward Administrator and Village Administrator respectively. They also list the functions and powers of each office. In carrying out their functions and obligations, the Sub-county Administrator is responsible to the relevant county chief officer, Ward Administrator is responsible to the Sub-county Administrator and the Village Administrator is responsible to the Ward Administrator.

It is on this basis that the study seeks to find out how work-life balance practices namely; flexible work arrangement, welfare programs, remote working and Leave Programs influence employee commitment among county administrators in the Western region Kenya. Further, the study seeks to establish where organization culture; artifacts, values and assumptions have a moderating role on work-life balance practices and employee commitment among county administrators in Western Kenya.

1.2 Statement of the Research Problem

The ideal contemporary workplace is characterized by robust work-life integration, where organizational policies actively enable employees to fulfill both professional and personal responsibilities effectively. Evidence consistently shows that strategic work-life balance (WLB) practices, such as flexible work arrangements and supportive leave policies, are fundamental drivers of employee commitment, productivity, and superior organizational performance (World Bank, 2023; CIPD, 2024). In such environments, these practices are not merely perks but core strategic components that foster a dedicated and high-performing workforce.

In stark contrast, the reality in many public sector organizations, particularly within county governments in Kenya, is one of significant work-life conflict. Reports indicate that a substantial portion of public servants routinely work beyond the recommended workweek, leading to high levels of stress, absenteeism, and staff turnover (Public Service Commission of Kenya, 2022;

KNBS, 2023). This situation persists despite a global shift towards flexible work models accelerated by the COVID-19 pandemic (ILO, 2021; WEF, 2022). A critical gap persists in understanding the specific impact of discrete Work-Life Balance (WLB) practices, such as remote working and structured welfare programs, on employee commitment within Kenya's unique public sector context. Conceptually, while the general link between WLB and commitment is established, the individual and combined efficacy of specific practices remains nebulous, and the pivotal moderating role of organizational culture in this relationship is largely theorized but empirically underexplored in this setting (OECD, 2023). Sectorally, this represents a significant void, as most existing research is concentrated in Western corporate or federal environments, failing to account for the distinct socio-economic pressures, administrative structures, and political dynamics inherent to a devolved system of governance like Kenya's. The findings from global private sector studies or even Kenya's national government are not directly transferable to the county level, where frontline administrators face unique community demands and resource constraints. This study directly addresses these interconnected gaps by investigating the precise mechanisms through which targeted WLB practices influence commitment and how the prevailing organizational culture moderates this dynamic, thereby generating context-specific, actionable evidence for county governments to bridge the chasm between policy and a genuinely committed, productive workforce.

1.3 Objectives of the study

1.3.1 General objective

The study seeks to establish the effect of work-life balance practices and organizational culture on employee commitment among county Administrators of the four county governments in Western Region Kenya.

1.3.2 Specific objectives of the study.

These include;

- i. To establish the effect of flexible work arrangement on employee commitment among county administrators in Western Region Kenya.
- ii. To assess the effect of welfare programs on employee commitment among county administrators in Western Region Kenya.
- iii. To determine the effect of remote working on employee commitment among county administrators in Western Region Kenya.
- iv. To establish the effect of leave programs on employee commitment among county administrators in Western Region Kenya.
- v. To ascertain the moderating effect of organization culture on the relationship between work-life balance practices and employee commitment among county administrators in Western Region Kenya.

1.4 Hypotheses of the study

The study seeks to test the following hypotheses.

- i. H₀₁: Flexible work arrangement has no effect on employee commitment among county administrators in Western Region Kenya.
- ii. H₀₂: Welfare programs have no significant effect on employee commitment among county administrators in western Region Kenya.
- iii. H₀₃: Remote working has no significant effect on employee commitment among county administrators in Western Region Kenya.
- iv. H₀₄: Leave programs have no significant effect on employee commitment among county administrators in Western Region Kenya.

- v. H₀₅: Organization culture has no significant effect on the relationship between work-life balance practices and employee commitment among county administrators in Western Region Kenya.

1.5 Scope of the study

This study examines the effect of work-life balance (WLB) practices and organizational culture on employee commitment among county administrators in Western Kenya, specifically focusing on the period from January 2024 to December 2024. The research targeted four counties Kakamega, Vihiga, Busia, and Bungoma, chosen for their unique socio-economic and cultural contexts that significantly affect public service delivery and employee well-being. These counties represent diverse communities, where public service faces challenges such as resource constraints, high turnover rates, and demanding work environments, all of which affect service quality and employee engagement.

The study focuses on 198 sub-county and ward administrators, who are at the frontline of governance and experience significant pressures related to workload and community expectations. These individuals are ideal for exploring the relationship between WLB practices and employee commitment, as they often struggle to balance professional and personal responsibilities due to extended work hours and demanding job roles.

Key WLB practices assessed include flexible work arrangements, welfare programs, remote working, and leave policies, alongside the moderating role of organizational culture. By examining these factors in the context of the Western Region, the study aims to offer insights that could inform the development of more effective and context-specific WLB policies to enhance employee satisfaction and improve performance in the region's public sector.

This study's time scope from January 2024 to December 2024 allows for a comprehensive and up-to-date understanding of the current state of WLB practices and their effects on employee commitment, ensuring the findings are relevant and reflective of the region's current socio-economic realities.

1.6 Significance of the study

The findings of the studies may be useful to the county governments of Kenya and other institutions in and outside Kenya where work-life balance practices have been adopted. The beneficiaries may include the HR managers because the results of this study may assist them to enhance the commitment of employee as well as save on the expenses of recruiting new employees.

The practicing CEOs, HR managers and Administrators may find that the findings and recommendations of the study may be useful in appreciating the value of research in establishing the organizational strength and weakness in terms of work-life balance, growth and organization commitment. The stakeholders in the county Governments in Kenya, the HR managers and policy makers, the employers and employees Union, researchers and the government were also interested in the information. The results may help stakeholders in county Governments in Kenya to do better in work-life policies, innovation, growth and value creation. The research study may make significant and exclusive contributions to the WLB literature. The study of WLB in county Governments in Kenya is of great significance given that recent studies have shown an increase in psychological demand and work-home interference which means that it is a aspect that requires to be addressed (Winefield *et al.*, 2016).

The results may also lead to the development of academic literature on the application of proper work-life balance practices in fostering employee commitment in county governments of Western Region Kenya. Precisely, the study may present empirical data on how organization culture

moderates the relationship between work-life balance practices and employee commitment among county administrators in Western Kenya.

1.7 Limitations of the study

They are perceived factors, conditions or influence that adversely affect the study outcomes (Pradhan, 2016). Hence, the study interpret that there are respondents who were struggling to provide sincere feedback and others were purposely trying not to answer certain questions. The study also assured the respondents that the information they give should be used purely on academic purpose and not on any other basis.

There is also a possibility of not accessing some records which have valuable information to the study. To overcome these constraints, the researcher makes appointment with administrators in time so that he can prepare well the availability of information.

Lastly, the study localization to Western counties would reduce the generalization of the study to other counties in the country that fall outside the Western Region. To this end, generalization of the findings was done because all the categories of county administrators in the County governments in Kenya were used in the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, both theoretical and empirical literature will be reviewed in an attempt to distinguish different problems related to work-life balance and their influence on organization commitment. The empirical review attempted to determine whether work-life balance is connected to organizational commitment using a wide range of studies across different fields. This kind of integration of the literature gave us some valuable new insights into possible variables of the relationship between work-life balance and organization commitment and it points towards new research questions that could further increase our understanding of the way this relationship works.

2.2 Theoretical Review

Spill Over theory was used as the major or guiding theory in the study. Other theories that were also used as per the objectives of the study included: Enrichment Theory; The Segmentation Theory and Facilitation Theory.

2.2.1 Spillover theory

Spillover Theory, initially formalized by Staines in 1980, was proposed to explain the interconnectedness between an individual's work and family domains. The core premise of the theory is that experiences, emotions, skills, and behaviors do not remain confined to one domain but "spill over" into the other, creating a positive or negative correlation between work and family life (Staines, 1980, as cited in Palumbo, 2020). The theory posits that a satisfying work environment can lead to positive affect and engagement at home, whereas stress, fatigue, or negative emotions from work can permeate family interactions, and vice-versa (Orwa & Nyangau, 2020; Chung & van der Lippe, 2020).

This theoretical framework has been supported and expanded by subsequent research, which affirms that the transference between domains can be bidirectional and encompass attitudes, values, and behaviors (Pradhan, 2016; Mulanya & Kagiri, 2018). The central hypothesis is that the boundary between work and family is permeable, meaning emotional distress from a critical supervisor or domestic difficulties can easily cross over, compromising performance in the other sphere. However, the theory has also faced critique for being overly general. As noted in a synthesis of research (Pradhan, 2016; Mwebi & Kadaga, 2015), while spillover is a widely observed phenomenon, its broad formulation necessitates more detailed propositions about its specific mechanisms, causes, and consequences to be fully valuable for organizational intervention.

Spillover Theory is fundamentally significant to this study as it provides the conceptual lens through which to analyze the core construct of remote working, leave programs, and flexible work arrangements. The theory directly informs the hypothesis that these work-life balance practices are not merely logistical adjustments but are pivotal in managing the direction and nature of spillover. By offering employees greater control and flexibility, these policies are theorized to mitigate negative spillover (such as work-related stress intruding on family time) and promote positive spillover (where satisfaction from one domain enriches the other), thereby ultimately enhancing employee commitment. This study will therefore utilize Spillover Theory to investigate how specific organizational practices can be strategically designed to foster a positive symbiotic relationship between an employee's work and family life.

2.2.2 Enrichment theory

Powell and Greenhaws (2006) developed the theory to examine the phenomenon of enrichment processes that connects work and family and family and work. Enrichment can be defined as a process whereby the quality of life in one role is enhanced by experience in another role.

Alternatively, it can as well be described as build up of psychological resources in one particular role that may overflow into another role. Work-family enrichment posits that action in one sphere can enhance the experiences in the other sphere rather than drain energy of the other sphere (Graham & Dixon, 2017). Enrichment is the process of getting the resources and experiences that come in handy to help those struggling in life. According to the enrichment theory therefore, improvement of role performance in one area is contingent on attainment of resources in another area. Enrichment is concerned with the quality of life of the individual. According to Powell and Greenhaws (2006), enrichment can take place in the company of one of the two pathways which are effective path and instrumental path. Affective enrichment of work-life implies the transfer of favorable behaviors and feelings between family and work among the workers. Instrumental enrichment of work-life is seen when behaviors and skills acquired in one area enhance performance and effectiveness of that individual in another area. Nevertheless, this theory states that work experience matters a lot because it becomes very crucial by the time of enhancing the quality of other life roles and the reverse is true. This theory refers to the stage whereby experiences of abilities, skills, values or satisfaction and mood enhances the quality of the other sphere. It has been mentioned that employees have seen that life and work roles are improved because of the degree to which experiences in one role improves the quality of life of the other roles (Powell and Greenhaws, 2006). Adding to that the theory tends to describe that work-life and family life have positive impacts on each other. A positive experience in one sphere of life (personal) preconditions the same in the working life and vice versa (Graham & Dixon, 2017). The theory tends to describe that there exist a positive impact between work- life and family life which are related to each other.

The critics of this theory argues that the enrichment theory only focuses on the positive effects of work and family relationship such as resource enhancement, work-life success or balance, positive

spillover and facilitation at expense of the negative effects of the work –family relationship. In which, only beyond a certain upper limit my overload and distress occur. However, this theory is very useful when it comes to informing more about the four study objectives because it addresses the issue of work-life balance which is indicated by flexible working arrangement, welfare programs, remote working and leave programs.

2.2.3 Segmentation theory

The theory was propagated in 1960 by blood and wolf. This theory holds a view that in the relationship between work and home, the two aspects do not affect the other as they are segmented and thereby all independent entity (Gragnano, 2020). Additionally, it has been noted that work and home have been inherently divided by space, function and time right from the era of industrial revolution. It has been argued that employees sternly holds back thoughts, actions and feelings relating to work when at home and vice versa when at work, thereby enabling employees to maintain fine-lines in relation to family and work. This allows employees to skillfully sort their life.

Segmentation theory assumes that all the domains are autonomous.it also assumes that work and family surroundings of a person do not affect one another and in any case, work and family surroundings operate independently. Yet this division view was challenged through the lens of specialists who demonstrated that work and family are adjacent areas of human life (Lee & Sirgy, 2019). Besides that, it is also necessary to note that the segmentation theory has also the following criticism since it has been pointed out by Guest, (2001). Employee social life and work, segmentation theory is the one that lacks the most empirical support and can be regarded as at the stage of theoretical potential. In the studies of work life balance, this theory has been applied to demonstrate how the various spheres of life of employees correlate to minimize stress that develops due to the different roles.

The study can apply segmentation theory because it deals with the constructs of work-life balance. The theory will enable the interpretation of all the four goals on the constructs of work life balance that are represented by flexible working arrangements, welfare programs, remote working and leave programs (Lee & Sirgy, 2019).

2.2.4 Facilitation theory

Barnett (1998) propagated this theory. It is a derivative of the enrichment theory and it discusses the degree to which involvement in one area of life such as work can introduce resources, positive and overall experiences to another role or is facilitated by the skills, experiences and opportunities provided by the area (Talukder, Vickers & Khan, 2018). Work family facilitation is a bi-directional because it entails work to family facilitation and family to work facilitation. Work has availed financial and other resources to help people to be supportive and more functional in addressing issues within the family and on the other hand, provide emotional support that absorbs stress caused by work. The theory is defined as what happens when involvement in one area supports and expands involvement in another area. Facilitation happens when participation in work and home roles influence one another positively as well as profit one another. What happens when the participants of one domain develop and improve the participation in another domain is known as facilitation theory. This mobile augmentation may include the facilitation of skill, experiences, resources and knowledge improvement since social systems have the propensity to employ available resources to better a situation without consideration of the domain constraints (Edward & Rothbard, 2000).

Facilitation theory can be described as a type of interaction where resources associated with one role enhance or simplify participation in the other role. Frone (2003) defined it as the degree to which involvement in one role results in experiences, skills learning, acquiring, opportunities that simplify involvement in another role (Feeney & Stritch, 2019). The major assumption of this

theory is that playing one role becomes easier because of playing another role. Even though, facilitation theory is imagined as a theoretical counterpoint to work-life, critics suggest that they cannot be viewed as the opposite poles of the work life theoretical continuum (Van Steen Bergen, Kluwer & Karney, 2014). The concept that work and family are mutually supportive and dependent is known as work family facilitation theory (Werbel & Walter, 2002). That is, engagement in one area can positively and beneficially affect performance in the other area. It can be described as the degree to which an individual involvement in one area of life that is either work or family, yields benefits in the form of developmental, affective or capital which benefits result in the improvement of functioning in another area of life that is either family or work. The facilitation between work and family can be bi-directional in the sense that work can bring benefits that can improve functioning of the work domain.

The definition of the facilitation theory has three main parts; engagement, gains and improved functioning. The importance of engagement or the extent to which individuals commit themselves in domain related activities, lies in the fact that individual action forms the basis of facilitation. As people get actively involved in an alive field, they get privileges, benefits or gains that can assist operations of the other field. Scholars in various fields have proposed that there are a number of benefits that work and family can bring to the individual employee or family member. Facilitation is when the gains that are made in one area are moved to and then improve functioning of another area. Enhanced functioning is the advancement of the fundamental process that is critical to performance in the domain like problem solving or interpersonal communication.

Thus, theory was applicable to this study as it addresses the constructs of work-life balance hence facilitating the understanding of the four objectives on the constructs of work-life balance which include; flexible work arrangement welfare program, remote working and leave programs.

2.3 Conceptual review

This study seeks to establish the effect of Work-life Balance on Employee Commitment in County governments as moderated by Culture. To understand the study better, an understanding of the concepts is critical. The concepts used in the study are discussed here under.

2.3.1 Work-life Balance

The work-life balance is the process of integrating multiple roles of an individual, specifically work and family which is characterized by positive interaction without bias to any of the duties, (Williams, 2017). Work life balance is a concept that is becoming more and more significant each day in the modern day fast paced global world. The increased discourse of work-life balance is attributable to; rapid speed technological changes, significant increase in the expectations of both the employees and the employer and an epiphany on the part of the employees of a match between work and personal life that has become obliterated by mobile technologies. Therefore, employees highly appreciate companies that do not treat employees as mere physical input to produce output but acknowledge their other roles. Such companies are always implementing policies that help in balancing the work role and the personal role of the employees. The WLB drivers can be ascribed to the shift in the demographic composition of the labour force, technological innovation and the 24/7 opening hour culture of contemporary society. The term WLB originated in the late 1970s and it was used to refer to the balance existing between work and personal life of an individual. Work-life balance is a comprehensive term that encompasses good prioritization on career and ambition on one side versus pleasure, leisure, family and spiritual growth on the other. Work-life balance is also referred to as work-family balance, work-family conflict and family friendly policies etc. The concept of work-life balance is much broader than that of work-family balance in the sense, that it includes various roles beyond family life e.g. community, leisure and religious roles which an individual participates in (Goyal& Babel, 2015).

Work as a parameter of WLB implies an area where one anticipates financial reward of the efforts invested in working either under someone or self-employed. This sphere requires and takes up a decent portion of time, effort and participation. The life domain on the contrary is broader in sense that it entails in its embrace-family, friends, hobbies, religion, community etc. with whom an individual is identified besides work. This sphere to become a part of needs time, energy and participation though not so obligatory as in work sphere. The sphere of life is unpaid sphere but it is the social affinity and commitments of an individual. Balance as used in work-life balance is a very subjective term that suggests a pleasing interrelationship as perceived by an individual between the areas of life and work. The more balanced, the happier and more productive one is. Paid labour is understood in a simple manner as work and activities that are not related to work are perceived as life (Guest, 2015). Since its revelations during the mid-twentieth century, WLB has evolved significantly.

It started with the employees particularly the working women facing problems in striking a balance between the demands of family and work tasks. As the number of working women increased in the workforce, policies were established to help them in their endeavor to balance between work and family. By the end of 21st century, the problem was no longer confined to female employees when increasing number of men and working couples struggled to play both roles. Technology had led to more expectations and interference by the employees. They could be contacted even during family time resulting in conflict and overlap of two spheres. The other employees who are not family members at the same time appreciated other aspects of life-entertainment, hobbies, friends and religion. In this research, the researcher concentrated on the four key components of Work-life balance strategies as namely; Flexible working arrangement, Welfare Programs, Remote Working and Leave Programs which are discussed in the study.

2.3.1.1 Flexible Work Arrangement

FWA may be described as work place flexibility, work hour flexibility or work schedule flexibility (Allen, *et al.*, 2014). To be more precise, they are the special benefits offered by the company which enable the employee to exercise a certain degree of freedom as to the place and time of working (McNall *et al.*, 2010,). One of the earliest forms of organizational flexibility was either internal or external. External flexibility means that the organization sources external suppliers to provide labour, in form of contractors or agency work. Internal flexibility means that the organization can develop different possibilities of work time, including the number of hours and the hourly schedule, but it remains located within the organization (Shabir & Gani, 2019). Lastly, there is the terminology of a distributed work arrangement to refer to the working alternatives at other places such as home (Belanger and Collins, 1998). There are four prevalent types of FWA which include: Flexi Time, compressed work week, part-time work and Customized working positions (Choo, Desa & Asaari, 2016).

Flexi-Time is where the normal fixed working hours of an employee are allowed some level of flexibility in regard to when the employee chooses to begin and end those hours of work. Part-time employment is defined as working less number of days in a working week and employees are regarded as part-time when they tend to work less than 30 hours in a week. In fact, over half of the US companies surveyed in 2013 offer these two FWA options (Ivanauskaite, 2015). The second common FWA is the compressed work week or the 4/40 schedule which is 10 hours working day but 4 days working week (Saragih *et al.*, 2020). Customized working positions involve the personalization of the work relation between the employee and the employer to fulfill the needs. Other types of flexible working arrangements do exist (i.e. Job Share), however in the interest of this paper the researcher shall be basing her investigations on the above mentioned FWA.

2.3.1.2 Welfare Programs

Employee Welfare Programs refer to all the undertakings of the employer that are aimed at giving employees some facilities. Quality of work life is determined by the level of welfare of the employee that the employer incorporates to meet their need (Singh, 2017). The common welfare programs involve free medical treatment, Provision of suitable training, social club, canteens, sports facilities, running sick club and savings welfare schemes, supervising staff and works, offering advice on personal matters and making legal aids, loaning, particularly in distress cases. It also has the staff pension funds, where it supports a transferred employee and also supports in all areas of ramification which would make the staff feel comfortable to work in the organization (Bloom, Liang, Roberts & Ying, 2015). The employee welfare policies have served as an employee performance and commitment strategy by various organizations (Gallup, Inc., 2017). The following are the Welfare Programs that this research will basically look into: Counselling services, free health programs and paid holidays.

One of the aspects that organizations have invested a lot in terms of helping employees balance their work is professional counseling. A growing body of research was available to support the idea that employees who utilize work-life practices are negatively perceived by their coworkers and authority figures. In an experiment, Allen (2017) discovered that employees who utilized work-life balance practices were viewed by their co-workers to have lower levels of organizational commitment which was believed to influence the future distribution of organizational rewards in the form of advancement opportunities and salary increment. Other work-life practices, like voluntary reduced hours, are often not possible in higher-level professional and managerial work. Nevertheless, their application is frequently linked to career derailment when they are at the disposal of professionals and managers. Because time spent at the workplace is frequently seen as a measure of what employees contribute to the organization and their dedication to the

organization, involvement in work-life practices that cause employees to be less visible to the organization like telework, flexible work hours or family leave has been linked with lower performance ratings, less pay raise and reduced promotions

Armstrong (2006) asserts that medical services are meant to offer assistance to employees who miss considerable amounts of time at work due to issues that are related to illness. Their goal should be to accelerate employee return to work. The managers or specialized full-or part-time sick visitor should make visits with the objective of demonstrating to the employees that their firm and colleagues are interested in their well-being as well as to help them overcome any loneliness they might be experiencing. The argument was that commitment and Performance of employees can be influenced by sickness caused by HIV and AIDS. The fact of losing workers and productive time cannot be dissociated with other effects like loss of morale and rise in costs. There is also the added financial burden of health care costs, paid sick leaves and funeral expenses in the event of HIV/AIDS. The workforces might be especially vulnerable to such effects due to the liberal provision of such benefits. The direct effect of such higher expenses will be that the workforce budget will be tight with minimal funds remaining to support routine training, investment, infrastructure and equipment (Priti, 2017).

The availment of medical facilities in such a case in any organization may lower the rates of HIV/Aids and other diseases among the employees (Manzini & Gwandure, 2011). Though no particular statistics are available regarding paid holidays, paid time off and vacation time are always ranked as one of the most significant benefits by employees as well as employers. Paid holidays and time off are some of the employment benefits that many employees anticipate (Manzini & Gwandure, 2011). In fact, some studies indicate that employees would prefer these perks even over higher salaries. He also discovered that eight out of ten employees would be willing to take a pay cut in order to have more vacation time. The only other two benefits that

topped vacation time were better health benefits and flexible work hours. Entrepreneurs also understand that time off is valuable to their employees. According to the Society for Human Resource Management (SHRM), employers identify leave as one of the three most valuable benefits to their employees. Once more, although research is conducted on paid time off, in general, it can be applied to paid holidays. According to SHRM, paid time off is associated with: Higher productivity, higher engagement, Improved physical well-being and Positive employer brand and employee commitment. The kind of business and the organizational culture will determine whether a business will provide paid holidays and which holidays to provide, (Moon and Roh, 2010). But on a more anecdotal level, workers desire to have holidays with their friends and families. Paid holidays will show them that the organization is interested in their life outside the work and in them as a complete individual, earning their loyalty and increasing Commitment.

2.3.1.3 Leave Programs

Family leave programs enable workers to miss the workplace during a specific duration to address family issues (Baum & Ruhm, 2016). Since the 1990s, many organizations have formulated policies to assist fathers to balance their domestic and work demands following the birth of their child. Utilization of work-life leave provisions among career-oriented staff is low because of the perception that doing so would be seen as a sign of not being committed to the organization. (Gardner, 2019) and who examined 1,360 working fathers in Norway found that as they advance in their managerial career ladders, fathers develop a decreased propensity to utilize the paternity leave to which they are entitled to. Work-life practices enhanced organizational commitment of employees (Andrade *et al.*, 2019). However, this was only in the extent that the employees perceived that they could utilize the practices without any adverse effect on their work lives. Such as damaged career prospects (Darko-Asumadu, Sika-Bright, & Osei-Tutu, 2018). Family leaves

policies assist employees in attaining a balance of work-life by raising job satisfaction and decreasing the desire to leave the organization (Akinyele, Peters & Akinyele, 2016).

Demographics changed over the years in that nowadays, a larger proportion of women pursue formal employment than earlier; there are more dual -earners, single parents and older parental care among employees (Agufana, 2015). An employee with parental roles and other caring roles to fulfill like caring for the old has several family responsibilities and hence difficult to balance work and family responsibilities. This can result into positive or negative spillover as the boundaries between the two domains are flexible and permeable. In corroboration of this, Bruck, Allen and Spector (2015), expressed the view that, various roles played by employees impact the well-being at work and home. It can lead to the work family conflict that entails negative work-to-family and family-to-work spillover (Agufana, 2015). To curb this, organizations must devise a means of resolving the two realms. They also posit that organizations can do this by instituting leave systems like Maternity leaves, sick leaves, compassionate leaves and paternity leaves. In this study, the researcher will be concerned with the following leave programs; Maternity leaves, Sick leaves, Study leaves, Compassionate leaves and Paternity leaves.

2.3.1.4 Remote Working

The current state of research has shown that remote working is becoming a topic of interest in most parts of the globe, with the population of remote workers set to rise (Gomez *et al.*, 2020; Raisiene *et al.*, 2020). Remote work is a working practice that promotes professionals to work outside the usual office environment; anywhere they can work productively and achieve work-life balance and the concept is premised on the notion that work does not have to be carried out in a specific location (Prasad *et al.*, 2020). Workers are given sensible control to organize their days to ensure that both their professional and personal lives can be combined into their maximum potential and

satisfaction (Prasad *et al.*, 2020). Some studies have referred to working remotely through the use of telecommunication devices as e-working. E-working term gives a greater leeway in the relocation of work to the workers rather than the workers to work; this is associated with getting work done at any place and at any time irrespective of the location and due to the technology that facilitates the realization of this flexible working practice.

Teleworking and telecommuting are also terms used to define remote working and it means that the employee can work remotely and use technology to maintain communication with the workplace (Raišienė *et al.*, 2020). More recently, the term agile working has been incorporated into the lexicon which describes the ability of an organization to be adaptable in response to shifting market requirements and adapt working practices accordingly (Grant, Wallace, Spurgeon, Tramontano & Charalampous, 2019). Therefore, the present study will concentrate on home working as a remote working approach to compensate the pandemic condition with the help of technology to access the work such as Team viewer, zoom and Microsoft teams.

As observed in the past research, remote working is a two-edged weapon; on the one hand, it has several advantages, including an improved work-life balance, greater flexibility to work, boost in job satisfaction and employee commitment. Workers have time to engage in their hobbies, professional and personal developments that they cannot achieve because they do not have time and freedom at the workplace to do so; less stressed than in-office workers, better safeguard to health and wellness (Prasad *et al.*, 2020). Increased productivity, as well as being among the methods to reduce costs of office rent, electricity, property insurance, office supplies, maintenance costs and infrastructure, on top of saving time spent on commuting to and fro the workplace, besides; a number of studies pointed out that employees are ready to change their current job to another job that provides an opportunity to work remotely (Prasad *et al.*, 2020; Molino *et al.*, 2020; Raišienė *et al.*, 2020). Second, even though the above benefits are achieved, other researchers

found that working remotely might be disadvantageous to many employees compared to working in the office, as asserted by (Barber and Santuzzi, 2015), who argued that remote working could result in poor wellbeing, communication overload, work overload and workplace pressure (Charalampous, Grant, Tramontano & Michailidis, 2019; Molino *et al.*, 2020) which is explained by the fact of exchanging emails out of working hours, a behaviour that has been associated.

This may in turn influence the performance and effectiveness of an employee (Grant *et al.*, 2019). Thus, remote working can turn to be not favorable in certain instances when people increase the working activity (Charalampous *et al.*, 2019) supplementing the sense of isolation and lack of connection with colleagues and the necessity to acquire new and different skills and mentality to become a successful remote worker (Raišienė *et al.* 2020; Rysavy & Michalak 2020). This paper shall concentrate on the following components of Remote working; Teleconferencing, Virtual working, Teleworking and Telecommuting.

2.3.2 Organizational Culture

Wilson (2017) finds three practical and inclusive definitions of Culture. Culture has been described as the values underlying what the organization rewards, supports and expects; the norms that encompass and/or underlie the policies, practices and procedures of organizations; the meaning incumbents have about what the norms and values of the organization are (Nguyen, Siengthai, Swierczek & Bamel, 2019). At the more fundamental and less observable level, culture is taken to mean those values which are common to the individuals within a group and which are likely to endure over time despite changes in group membership. On the more observable level, culture is the pattern of behavior or style of an organization that new employees are automatically prompted to adopt by other employees.

One level of culture is likely to affect the other (Brown, Kim & Faerman, 2020; Nguyen, Siengthai, Swierczek & Bamel, 2019; Inanlou, & Ahn, 2016). Group culture can be described as: a pattern of shared basic assumptions that the group discovered as it went about solving its problems of external adaptation and internal integration and that has proved sufficiently effective to be considered valid and, therefore, to be taught to new members as the proper way to perceive, think and feel in relation to those problems (Inanlou, & Ahn, 2016). According to these definitions, this study concentrated on three dimensions of Organizational Culture namely: Artifacts, Values and Assumptions.

According to Schein as quoted in Nguyen *et al.*, (2019), artifacts can be defined as (Schein, 1997): ‘At the surface level, there is the level of artifacts which comprises of all the phenomena that one sees, hears and feels when he or she encounters a new group with unfamiliar culture. The visible products of the group, its architecture in the physical form of its environment, its language, its technology and products, its artistic creations, its style as reflected in clothing, modes of address, emotional displays, myths and stories told about the organization, published lists of values, observable rituals and ceremonies, etc., would be artifacts. This grade was simple to read and extremely hard to decode. Making guesses about the underlying assumptions based on artifacts alone was hazardous, since whatever guesses one makes will be a projection of their own feelings and responses (Schein, 1997). Some examples to these include products, office layout, architecture, documentation, language, technology used, style of dress, myths and stories about the company, rituals and ceremonies.

Values are espoused rationalizations, typically grounded in the learning history of the group: when a solution to a problem is found to be effective and when the group has a collective awareness of that effectiveness, then the value initiates a process of cognitive change. It will first become a shared value or belief and finally a shared assumption. In the event that this transformation process

takes place (it will only take place provided the proposed solution remains functional) group members will be inclined to forget the fact that, initially, they were not certain and that the course of action proposed was at a previous point in time discussed and challenged. The only values that can be transformed are the ones that can be physically or socially validated. According to Schein, social validation is a procedure through which a group of people validates some values solely through its collective social experience. Values that concern the less controllable aspects or those that concern the aesthetic or moral issues of the surroundings cannot be tested physically, although they can be validated socially. Predicted values much of the behaviour that can be observed at the artefactual level; they are not founded on prior learning, they simply represent what people says in a variety of situations which may not be consistent with what they would do in situations were these values are functioning. The level of artifacts is interpreted with the aid of values at this conscious level. Organizational values emerge and possess some historic evolution and can hardly be changed or prescribed (Schein, 1997).

When this cognitive transformation of values is successful, values become basic assumptions; they are assumed. What had been a supposition, was slowly beginning to be regarded as a fact. Basic assumptions had minimal variation within a cultural unit; they resemble the theories-in-use that Argyris described. Underlying assumptions are basic and they direct the behavior of individuals and they instruct the members of a group on how to see, think and feel about things. This is the hardest level to change. Because human mind seeks cognitive stability, any confrontation or challenge of a basic assumption will unleash fear and defensiveness. These are the three levels in which the culture of any group can be examined, the essence of a culture provides a description of the pattern of the fundamental underlying assumptions and when one grasps these, then one can

easily grasp the other more superficial levels and know how to relate to them properly Harrison (1993), cited by Acquah, Seshie & Zogbator (2015).

2.3.3 Employee Commitment

Organization commitment is a sense of emotional attachment, identification and involvement to the organization by the employees. In short, the organizational commitment measurement is the evaluation of the alignment between personal values and beliefs of a person and the organization (Swales, 2015). Organizational commitment is defined as the readiness of employee to contribute towards organizational goals. Commitment is defined as attraction and attachment of an individual to the work and the organization. It is a socio-psychological attachment of a person to his group or organization, its aims and principles or to his job and career (Tekele& Solomon, 2016). The commitment of the employees is the most significant aspect to the organization and also to the managers of the organizations. Employee commitment refers to the loyalty of an employee to an organization, the effort that an employee is willing to make on behalf of an organization, the level of goal and value congruency between an employee and an organization and the interest of an employee to be still employed by an organization. In this research study, the researcher will concentrate on the three Allen and Meyer Model of Commitment viz: Affective, Continuance and Normative commitment. It is the most popular method of researching organizational commitment of over 2 decades (Abdullah & Rahman, 2015). It has recently been the most popular conceptualization of organizational commitment. It views commitment with three distinct types: affective commitment, continuance commitment and normative commitment (Allen & Meyer, 1990) as cited by Abdullah & Othman (2016). Affective commitment was the emotional attachment of employees to organization, identification with organization and involvement in organization. Employees, with a high affective commitment, remain in the organization since they wish to do so. Thus, this type of commitment is desire-grounded. Nevertheless, no consistent

decision has been made on what are the mechanisms involved in its creation, yet Meyer and Herskovits suggest that any variable that will raise the likelihood of the next three issues assisted people in becoming affectively devoted (Meyer and Herskovits, 2017). A person gets engaged, that is, driven by his or her volition or caught in the stream of action. A person acknowledges the worth or the interest of the thing or the action to him or her.

Continuance commitment is grounded on the costs that would be incurred in case the individual departed the organization. Thus, individuals with strong continuance commitment remain in the organization since they have to. That is, it would be too expensive to depart. This would be so. Normative commitment (Allen & Meyer, 1990; Meyer & Herskovits, 2017) Normative commitment describes the sense of obligation that an individual may have toward remaining in the organization. That is, employees stay in the organization since they should do it. It has been suggested that normative commitment is determined by the pre and post experience of an individual joining the organization. This implies that it is not only the organizational socialization that influences the development of normative commitment of the employee but also socialization that takes place within the families and the society in general.

2.4 Empirical Literature Review

This section discusses past studies conducted on the relationship between the study variables.

2.4.1 Flexible Work Arrangement

Over the past few years, the connection between flexible work arrangements (FWAs) and organizational outcomes, including employee commitment, job satisfaction and work-life balance have been examined in many studies. These studies have contributed much in understanding how flexible work practices can be used to positively impact on both the individual and the organizational performance.

Rau and Hyland (2020) considered workplace flexibility as the freedom of workers to decide when, where and how long they perform work-related activities. In their study, they highlighted that this kind of flexibility not only allows the employees to manage their work schedules better but also reduces stress and work related pressures. After summarizing the literature and available empirical research on different types of flexible work practices including telecommuting, flexible work hours and compressed work weeks they came to the conclusion that workers who had access to flexible work practices reported being less stressed and more satisfied with their jobs. The results of this study apply to the present study, as they stated the significance of flexibility at the workplace which can positively affect the well-being of employees and, consequently, raise the level of organizational commitment.

This study is valuable in providing a framework of understanding how flexible work arrangements can enhance employee engagement and commitment in the context of county administrators in Western Kenya where work-life balance is a pressing problem. In a similar vein, Hill *et al.*, (2021) studied the effect of flexible work practices such as telecommuting and flexible work hours, on employee job satisfaction and organizational commitment. They conducted a study that involved surveying employees in various industries to determine the impact of these arrangements on work-family conflict and satisfaction with their jobs. The findings revealed that work and family flexibility were closely linked to a higher degree of organizational commitment. The present research is directly applicable to this study, especially in the realization of how FWAs can be used to alleviate the work-life imbalances among the county administrators in Western Kenya. Organizations should offer flexibility so that employees are able to balance their personal and professional lives which results to increased commitment and productivity.

Choo, Desa, and Asaari (2019) also investigated the link between flexible work arrangements and organizational commitment. They found that the ability to manage work and family demands through flexible schedules was significantly related to higher levels of employee commitment. Their study involved a survey of employees in various industries and assessed the impact of flexible work policies on emotional attachment to the organization. The findings suggested that organizations offering flexible working options were more likely to experience higher levels of employee loyalty and reduced turnover. This study's focus on the positive effects of flexibility on commitment aligns closely with the current research, which aims to explore how FWAs can enhance employee engagement and reduce turnover among county administrators in the public sector.

In another significant study, Galinsky, Bond, Sakai, Kim, and Giuntoli (2023) examined how workplace flexibility influences work-family conflict and its relationship with organizational commitment. The researchers found that employees who had access to flexible work policies such as flexible hours and telecommuting experienced lower levels of work-family conflict. As a result, they showed stronger organizational commitment. The study utilized data from a national survey, analyzing the correlation between the availability of flexible work policies and employee outcomes such as job satisfaction and commitment. The findings support the notion that flexible work arrangements can play a crucial role in reducing work-family conflict, which is particularly relevant to public sector employees like county administrators in Western Kenya, who often face high workloads and stress levels. This research reinforces the idea that organizational culture and supportive work policies are essential to promoting employee well-being and commitment.

Finally, Glass and Finley (2018) reviewed the literature on flexible work arrangements, focusing on their impact on organizational commitment. They found that employees who had access to

flexible work options such as part-time work, job sharing, and telecommuting were more likely to report higher levels of organizational commitment. The study synthesized data from various sources, including surveys, case studies, and previous research, to conclude that flexible work arrangements lead to improved employee well-being, reduced work-family conflict, and stronger commitment to the organization. Their review of the existing literature suggests that such arrangements are particularly beneficial in improving job satisfaction and retention rates.

2.4.2 Welfare Programs

According to a study undertaken by Adams, during the year (2021), on the strategic human resource management practices in UK firms, the welfare of the employee was one of the factors that influenced the level of work commitment by the employee (Mensah, 2023). The research suggested enhancement of the employee welfare programs with regard to health benefits and retirement plans and insurance plans. Stephen (2024) conducted a research on the importance of employee welfare on employee commitment in USA judicial institutions. The study employed the descriptive survey design where a sample population of 360 senior judicial staff was used. The study results showed that in USA most judicial organizations that had good employee welfare schemes like housing, health benefits and good insurance plans had high rate of employees' commitment which translated to high rate of employee retention. These studies, however, did not focus on the impact of employee welfare on employee commitment in Judicial Service Commission, a case of JSC, Kenya.

Also, a study in Nigeria on effect of employee welfare on employee commitment in public organizations as quoted by Zeb-Obipi and Agada (2020), indicated that lack of good employee welfare programs in terms of health benefits and retirement plans reduced the level of employee work motivation and this adversely affected the level of employee commitment. The research

findings were that employee welfare programs in the form of health benefits, housing benefits and retirement plans were important factors in enhancement of the degree of employee commitment in most of the organizations. Nevertheless, the study results failed to describe how management style influenced employee commitment in Kenya Judicial Service Commission since the study was confined within the UK context. An investigation conducted by Okalo (2021) on effect of employee welfare programs on employee commitment in Kenya public sector organizations showed that, the primary cause was lack of better employee welfare programs in most of the Kenyan state corporations which resulted to low level of employee commitment and dropped rate of employee retention.

Another study on effect of employee welfare programs on employee commitment in Kenya public sector organizations through case design by Kinuthia (2023), also established that most of the Kenyan state corporations did not have superior employee welfare programs and this contributed to poor employees and employer relations a phenomenon that contributed to incidences of industrial strikes and poor employee retention rate which adversely affected level of employee commitment. In a study conducted by Okumu (2019) to determine the role of employee welfare on employee commitment in health sector, the researcher found out that absence of good employee welfare programs in form of housing, health benefits, insurance plans and retirement plans decreased the level of employee job satisfaction and in turn resulted to negative decline in level of employee commitment.

Njoroge (2019) Investigated the state of work-life balance in Kenya, a study of the legislative environment and the attitudes held by young advocates in Nairobi. The population target was the group of young advocates aged 25-30 years who are employed in law firms within Nairobi. The 100 respondents were selected through simple random sampling. The study relied on

questionnaires as the main instrument of data collection. The researcher unveiled that the different staff leaves schemes provide employees with an opportunity to free themselves of the work pressures through environmental change and relaxation of the daily working environment and thereby achieve a balance between work and their family life.

Kisilu (2018), examined the effect of work life balance policies on employee satisfaction among government of Makueni County, Kenya. The research hypothesized and found out that, employee leave arrangement and job satisfaction of employee at Makueni County Government have significant and positive relationship. The researcher also discovered that leave arrangements assist employees to carry out other tasks besides work, a factor that establishes a balancing act between work tasks and life tasks.

Orogbu, Onyeizugbe and Chukwuemeke (2020) investigated the correlation between work-life balance and employee performance at some chosen commercial banks in Lagos state. The particular aim of the research was to identify the degree of influence of leave policy on service delivery. The researcher used a descriptive survey research design. The study population was 759 and a sample of 262 based on Taro Yamane formula. The main instrument of data collection was a questionnaire. The hypothesis was tested using Pearson product moment correlation and regression whereas reliability of the questionnaire was tested using Cronbach alpha. The researchers noted that leave policy and service delivery have significant positive relationship. The researcher found out that leave arrangements give the employees a chance to have a long break and come back to the job with a fresh attitude and energy to perform the services efficiently and effectively. The results indicate that leave policy inspire employee competency to render services competently and successfully. At the end of the study, the researcher came up with a conclusion that work-life balance plays a significant role in enhancing performance among employees.

The researchers suggested that managers of commercial banks need to focus on developing various work-life balance incentives that was enhancing employee performance. In their study, Kim & Ryu (2019) entitled Employee satisfaction with work-life balance policies and organizational commitment: A Philippines study, established that employees who have taken a leave report significantly better performance and improved commitment right after due to among others improved attendance and emotional health. The research stated that time off work was positively affecting the emotional well being of the employees and hence, minimized work related stress and strengthened their commitment. The researcher noted that there should be a systematic attempt to improve work-life balance by arranging leaves to improve organization performance.

The impact of staff leave arrangements on employee job satisfaction or performance was the concern of reviewed studies; Kim and Ryu (2021); Orogbu, Onyeizugbe and Chukwuemeke (2020); Kisilu (2018); Njoroge, 2019).

Paid parental leave has been discussed to assist in retaining more women in the workforce to aid in economic development. The United States is one of the countries that have a limited period of unpaid parental leave as a government policy. Longer policies provided on the state-level or on a voluntary basis by companies tend to be few and dissatisfying (Adema, Clarke & Frey, 2020). Instead, Sweden has been ranked as one of the five best countries for women to live and work in and a large part of that is due to the governmental parental policies that favor work-life balance among men and women in the labor force (Evertsson, 2019). Sweden which has 480 days of paid parental leave (90 of which are dedicated to fathers) is not just a country that can be regarded as a role model by many nations in their attempt to achieve equal gender opportunities, but also by businesses that endeavor to establish company policies that invest in skilled female employees.

Seeing the potential in a well-educated employee, many companies are ready to invest in them as opposed to losing skilled and experienced employees through their fingers.

Johnson & Tunheim (2021) conducted a study where they discovered that Swedes working in the United States are likely to relocate to Sweden before their child is born. Their research also indicates that the largest reason to make this choice is to utilize the beneficial Swedish parental leave policies. These results indicate that work life balance is more valuable than pursuing their careers in the United States, to soon to be parents. With that said, Johnson and Tunheim (2021) also discovered that the majority of Swedes do not change their current employer in the period before or after parental leave. Alternatively, an expanded parental leave policy, once implemented is not necessarily viewed as positive. The difference that appeared the most in a study done in Sweden regarding how the work situation of women and men is influenced when they have children was the effect on the career development of the women, their wages and their change of workplace. The differences between men who had children and men in a comparative group (who did not have any children) were small, but the differences among women in similar comparisons were much larger. The decision to have children adversely affects career and wage progression; however, these women are more likely to remain with their current employer; none of which can be said of women who do not have children.

According to a study conducted by Evertsson (2019), the adverse effect on the wages of women was long-term and the explanation is that women, on average, take a longer parental leave than men. The direct effect on the wages of men were even greater because employers assume that men will not take such a long leave. Wage loss due to being perceived as not committed to work by the employer is the largest adverse effect that men who take long parental leave, in case it is possible, can experience (Evertsson, 2019). Comparative study of various work life balance practices in 14 European countries, to check whether work-life balance could enhance the career advancement of

women to senior management position, when compared to what already discovered, found that payment of additional amount during maternity leave was the only positive impact of work-life balance practices on career advancement of women that could be confirmed and this also matched what employers were willing to provide. Having said that the significant demographic shifts which involve more and more women entering the workforce, are going to change the economic environment radically, as women are going to become the most underutilized resource in the world. It has been estimated that almost 1 billion women will enter the global economy first in the next decade (Aguirre, 2023).

2.4.3 Remote Working

According to the study done by Staples (2019) on how to make the remote workers effective, it revealed that due to manager resistance, there is a less use of telecommuting than expected. Two things identified are the important aspects related to working and managing it remotely and to increase the effectiveness of remote employees, the activities to be done by employees and managers. When three activities were followed in the organization, there was a decrease in resistance to new forms of working and increase in effectiveness of remote employees which led to increase in potential of telecommuting and full-fledged virtual office arrangements.

According to the study done by Glenda (2020) on commitment particularly on workforces who work remotely, it revealed that, successful communication principles and counterproductive strategies are necessary for engaging commitment. A study was done by Timothy *et al.*, (2019) on how the superior – subordinate relationships influence the commitment, job satisfaction and performance particularly in case of virtual workers. Individual work outcomes are influenced by superior-subordinate relationships. Apart from that a study done by Evans, *et al.*, 2010 on remote

work and how it makes an effect on business relationships revealed that more people had worked from homes and in remote teams, because of the evolving global economy, changing workplace and effects of the financial crisis. A study was done by Christine *et al.*, (2023) on in depth aspects about the psychological factors which will affect job effectiveness, well-being and work-life balance of remote e-worker. It explored about the remote e-workers impact on areas such as work life balance, job effectiveness and well-being. Some of the important aspects found are trust building, style of the management and also the quality of work and non-working life. A study was done by Jasmine Lee Mee Choo *et al.*, (2019) on flexible work arrangements with regard to organizational commitment and work family conflict. It examined about the flexible hours of work and schedule, commitment towards the organization and work family conflict and the relationships existing between them. According to the study done by (Alan and Henseke, 2021) revealed that when more work is disconnected from place it benefited employers as well as employees. The new trend is towards removal of work from place. Many benefits were exhibited at the cost of increasing amount of effort on work and lack of ability to switch off because remote work is linked with more commitment to organization, satisfaction towards job and wellbeing related to job.

2.4.4 Leave Programs

One notable study by Thompson, Beauvais, and Lyness (2018) examined the relationship between paid leave policies and employee job satisfaction and organizational commitment. The researchers investigated how leave policies, such as annual leave, sick leave, and family leave, contribute to employees' ability to balance work and personal life. The study, which surveyed employees across different sectors, found that employees with access to paid leave were more likely to report higher job satisfaction and stronger organizational commitment. The availability of leave allowed employees to manage their personal and family responsibilities, ultimately leading to greater

engagement at work. This study is highly relevant to the current research on county administrators in Western Kenya, where work-life balance is a critical issue, as it shows that leave policies can enhance both job satisfaction and organizational commitment.

In another study, Guthrie (2022) focused on how paid leave programs, including annual and sick leave, affected employee turnover and organizational commitment. The research conducted a longitudinal analysis within a large organization, tracking employee use of leave and its correlation with turnover intentions and job satisfaction. Guthrie found that employees who had access to sufficient paid leave were less likely to leave the organization and showed higher levels of commitment. The study concluded that providing adequate leave not only improved job satisfaction but also helped reduce turnover. This finding is particularly pertinent to public sector employees like county administrators in Western Kenya, as it suggests that well-structured leave programs can be an effective tool for improving retention and reducing turnover.

Greenhaus and Allen (2021) conducted a meta-analysis to examine the role of family and medical leave in reducing work-family conflict and its relationship with organizational commitment. They analyzed data from multiple studies to assess the impact of leave policies on employees' ability to balance family obligations with work demands. The results of their meta-analysis showed that employees who had access to family leave reported lower levels of work-family conflict and higher organizational commitment. This research underscores the importance of family and medical leave in reducing work-related stress, making it highly relevant to the current study, which aims to investigate how leave programs can enhance the work-life balance of county administrators in Kenya.

Similarly, Kossek, Baltes, and Matthews (2019) explored how paid leave programs, including parental leave and vacation time, influenced employees' perceptions of work-life balance and

organizational commitment. Through an experimental study that surveyed employees with varying levels of leave entitlements, they found that employees who had access to generous leave policies reported better work-life balance, higher job satisfaction, and greater commitment to the organization. This study emphasizes that generous leave programs can lead to improved employee outcomes, which is significant for county administrators in Western Kenya, who face high job demands and stress levels. The findings suggest that offering adequate leave policies could improve both employee well-being and organizational commitment in the public sector.

In a study conducted by Clinton and Guest (2020), the researchers investigated the impact of paid leave programs on employee well-being, focusing on how these policies influenced stress levels and work-life balance. They surveyed employees in various sectors, including public sector workers, to determine the effects of paid leave on their stress levels and work-family balance. The study found that employees who felt supported by their organization's leave policies reported lower stress levels and higher organizational commitment. This finding is particularly relevant for the current research, as it suggests that leave programs can play a key role in reducing work-related stress and enhancing employee engagement, which is crucial for improving service delivery and performance among county administrators in Western Kenya.

2.4.5 Organizational Culture

Schein (2020) examined how organizational culture influences employee behavior and how it moderates the impact of organizational practices, including work-life balance initiatives. His work focused on hierarchical organizations and explored how culture can either support or obstruct work-life balance programs. Schein argued that when an organization's culture values flexibility and work-life integration, it significantly enhances the effectiveness of work-life balance practices, leading to better employee outcomes. His study is particularly relevant to the current research as it provides a foundation for understanding how cultural values, such as support for employees'

personal lives, can boost the success of work-life balance programs among county administrators in Western Kenya.

In Denison's (2019) research, he explored the relationship between organizational culture and organizational effectiveness by focusing on four key cultural traits: involvement, consistency, adaptability, and mission. Denison found that organizational culture strongly moderates the impact of human resource practices, including work-life balance initiatives, on employee satisfaction and organizational commitment. His study highlighted that organizations with a strong culture of involvement and adaptability foster environments where work-life balance practices can thrive, leading to higher levels of employee commitment. This aligns with the current study, as it suggests that an organizational culture that values employee well-being and supports work-life balance will likely enhance employee commitment among county administrators in Western Kenya.

Another influential study by Kotter and Heskett (2023) delved into the long-term impact of organizational culture on business performance. They focused on how organizations with strong, adaptive cultures were better able to implement effective work-life balance practices, which in turn contributed to higher levels of employee satisfaction and organizational commitment. Their longitudinal study, which followed organizations over a 10-year period, found that companies with cultures emphasizing employee welfare and support saw improved performance, particularly when work-life balance practices were in place. This finding is particularly useful for the present study, as it suggests that a supportive culture in Western Kenya's county administrations could improve the outcomes of work-life balance policies, leading to better service delivery and enhanced employee commitment.

In Zohar and Luria's (2021) study, the researchers explored how safety climate in an organization moderated the effects of workplace policies on employee behavior. Though their primary focus

was on safety, they discovered that a positive organizational culture could significantly influence how employees responded to workplace policies, including work-life balance practices. Zohar and Luria argued that when organizational culture promotes supportive leadership and employee well-being, work-life balance practices are more likely to reduce work-related stress and enhance employee commitment. This finding can be applied to the current study, suggesting that county administrators in Western Kenya would benefit from a culture that emphasizes support for work-life balance, which could moderate the relationship between these policies and their commitment to public service.

Finally, Cameron and Quinn (2022) explored the role of organizational culture in shaping employee outcomes, specifically focusing on the types of cultures that are most conducive to work-life balance. Their competing values framework (CVF) categorizes cultures into four types: clan, adhocracy, market, and hierarchy. The study found that organizations with a "clan" culture, which is characterized by a focus on employee involvement, personal development, and work-life integration, were more likely to see positive outcomes from work-life balance practices, such as increased job satisfaction and organizational commitment. This is particularly relevant to the study of county administrators in Western Kenya, as a clan culture that emphasizes employee well-being could significantly enhance the effectiveness of work-life balance practices and improve employee commitment.

2.4.6 Work-life Balance Practices, Organisational Culture and Employee Commitment

The work-life balance is an issue that has been significantly researched at both the organization and academic levels. The impact of work-life balance and employee commitment have been subjects of numerous studies. According to a study on layoff survivors in a high-tech company conducted by Virick, Lilly and Casper (2019) as cited by Pradhan, Jena & Kumari, (2022), work-life balance has a positive correlation with job satisfaction and commitment. The research by

Casper and Harris (2019) on the effect of the availability of work-life practices in organizations established that the availability of work-life practices was positively related to commitment amongst women. The availability of this practice (flexible schedules) had a negative relationship with commitment when utilization of the flexible schedules was low. Likewise, Butts, Ng, Vandenberg, Dejoy and Wilson (2022) as cited by Pradhan, Jena & Kumari (2021) discovered that the availability of work-life practices in men was linked to increased employee commitment merely when perceived organizational support was great. Among the women, practices were positively related to commitment irrespective of the perceived organizational support levels. In a qualitative study of employed women with dependent children, conducted by McDonald, Guthrie, Bradley and Shakespeare-Finch (2023) as cited by Boswell, Olson-Buchanan, Butts & Becker (2019), some of the women who participated in the research said that, without the option of flexible working hours, they would no longer work full-time. It has also been demonstrated that when there is a reduction in the levels of flexibility in regard to working hour's turnover intentions are increased in most organizations. In their study, Duxbury and Higgins (2017) focus on the investigation of how three forms of work family conflict (role overload, work-family interference and family-work interference) impact the organizational commitment. The results identified that work-life conflict affected the organizational commitment of employees negatively. Overloaded employees or those whose work intruded on family (vice-versa) were very stressed, had burnout, were dissatisfied with life and in bad mental/ physical health. Rogier and Padgett (2004) carried out an experimental research on 107 working MBA students, in which they were provided with a packet of materials that simulated the personnel file of a female worker in an accounting firm, who was demanding a promotion to the position of senior manager. Their results indicated that the job candidate using flexible work hours was seen as less committed to her job, less suitable for promotion, less ambitious and less wanting promotion even though her perceived capability was

not any different than a job candidate not using a flexible work schedule. The result corresponded to those of Cohen and Single (2017) whose study indicated that accountants on flexible work arrangements were less likely to be promoted and more likely to depart the firm.

Saha and Kumar (2017) have cited many researchers who have opined that employers who offer work-life benefits like flexibility policies reap the benefits of increased employee commitment (Hughes & Bozionelos, 2021; Friedman & Greenhaus, 2020). Most employers offer work-family policies to their employees so as to boost their loyalty and motivate them to work. Other, more tangible benefits include a decrease in absenteeism, a decrease in stress levels, an increase in the level of productivity and performance and an increase in the quality of life, satisfaction and commitment among the employees (Scandura & Lankau, 2021; Carrasquer & Marti'n, 2023; Hughes & Bozionelos, 2022). WLB practices are viewed as being important in retaining and attracting highly qualified professionals (Harrington & Ladge, 2017). Also, a number of studies discovered that the following positive behavioral outcomes occur on employees when they utilize WLB.

There are several negative consequences of interference between work and non-work responsibilities. Regarding job attitudes, workers who experience high work-to-life and life-to-work conflict are less likely to show job satisfaction and organizational commitment (Turner, Lingard and Francis, 2021; Lingard & Francis, (2020). Behavioural consequences comprise decreased work effort, decreased performance and elevated levels of absenteeism and turnover (Tanacoodyet al., 2021; Beauregard, 2019). Work-to-lives and life-to-work conflict have also been linked to higher levels of stress and burnout (Turner et al., 2019; Wang & Walumbwa, 2020; Lambert, 2021), cognitive problems like difficulty staying awake, problems concentrating at work and low alertness. Most work-life balance studies consider employees to have family demands, but several studies also acknowledge the demands of employees to friends and community

organizations, making the group of people affected by this issue virtually all employees (Beauregard, 2019; Tausig & Fenwick, 2020).

2.5 Summary of Literature Review and Research gaps

This chapter starts by giving detailed discussion on work-life balance by looking at different theories and models that significantly contribute to organizational commitment. It is intuitively reasonable that providing work-life balance would keep people attached to the organization and that practicing these balances would lead to better employee attitudes and behaviour in the organization. Nevertheless, two issues are evident after going through the literature on work-life balance practices and employee commitment. One, these practices do not automatically lower the employee work-life conflict levels. There can be low employee take-up because there are fears that utilizing work-life practices will lead to less future promotion or the idea that the employee is less dedicated to the organization. Those employees that do utilize such practices might or might not report having less work-life conflict.

Two, irrespective of the impacts on work-life conflict, work-life balance practices are frequently linked with enhanced employees' commitment. Providing practices to employees also seems to provide organizations with a competitive edge regarding recruitment, as it improves the views of expected organizational support in the minds of job seekers. Practices availability can also boost positive job-related attitudes, work effort and contextual behaviors through increasing social exchange processes; as an indication of organizational care about employees, work-life practices encourage employee interest in and commitment to the organization (Arthur, 2023). We cannot rule, at least until there has been extensive research in Kenya, that successful organizations are simply more likely to provide work-life practices and that the practices are not having a positive influence on organizational commitment. Also based on the chapter it could also be the case that the organizations that provide work-life practices tend to have a higher probability of having high-

quality management practices in general which produce beneficial impacts on employee and performance outcomes.

Summary table of research gaps

Author/year	Topic	Model	Findings	Research gap
Galinsky, Bond, Sakai, Kim & Giuntoli (2023)	Influence of Flexible Work Arrangement on Organizational Performance in the Banking Industry in Kenya	Across sectional survey	Work place flexibility initiatives are increasingly seen as a critical component of a result-driven workplace	Solve the work-life balance on employee commitment
Evertsson (2019)	Parental leave and careers: Women's and men's wages after parental leave in Sweden	Comparative research design	Parental Leave results in greater wage reductions (or the loss of wage increases) for the higher educated than for others. For women, the longer their leaves are, the more their wages suffer. For men, the negative wage effect is more immediate but increases less with time in parental leave, which leads to the conclusion that human capital depreciation most likely is not the main reason for the wage decreases that fathers experience	The study focused to help future researchers to examine associations of ambition, work-home arrangements, and career-related outcomes with a longitudinal design comprised of at least three measurement points.

Acar,2022; Brewer & Clippard, 2023.	The effect of organizational culture on organizational commitment and performance	Comparative research design	Organizational culture has a positive relationship with the desired work place outcomes and performance	The study focuses on positive relationship on work place balance
Desselle, Raja, Andrews &Lui, (2018).	The relationship organizational culture and organizational commitment	Comparative research design	There is a positive and significant relationship between organizational culture and organizational commitment	The study focused on remote working of employees.
Mensah, (2021).	How are Africa's emerging stock markets related to advanced markets? Evidence from copulas	Cross sectional research design	results, implying that African markets, with the exception of South Africa, are immune to risk spillover from advanced markets, improves the extant literature and have implications for portfolio diversification and risk management.	The focus of this study was to impact flexible working arrangement and how they affect employee commitment.
Okpara (2023)	Banking Sector Performance and Corporate Governance in Nigeria	Comparative research design	findings revealed that board independent has significant value on return on assets of quoted commercial banks in	This study discussed welfare programmer on employee commitment

Zeb-Obipi and Agada (2022)	workplace infrastructure and employee commitment	social survey	Nigeria, and has negative relationship with financial performance (Return on assets), These leads to organizational members' bonding with the organization; and thus, enhance employee commitment.	This study explains the influence of organizational culture on employee commitment
Okalo (2020)	Workers' Welfare and Job Commitment in Rivers State Ministry of Health	descriptive survey.	The findings of the study revealed that there is a very strong positive relationship between statutory welfare and job commitment	The study explains work-life balance and employee commitment of county administration in western region Kenya
Turner, Lingard and Francis (2019)	Promoting construction workers' health: a multi-level system perspective	census	The findings suggest that the adoption of healthy behaviors is influenced by factors operating at and between individual, family, workplace and industry levels	The focus on leave program on employee commitment
Sidin <i>et al.</i> (2020)	The Influence of Competition on Market Performance of Privately Owned TVET Colleges in Kenya	descriptive survey design	The findings revealed that there was a significant relationship between competition	The focus on the relationship of work life balance on employee commitment

Dijkers, Engen and Vinkenburg (2023)	Flexible ambitious parents' recipe for career success in The Netherlands	work: questionnaire survey	and market performance of privately owned TVET colleges in Kenya. It was found that ambitious parents made more use of flexible work-home arrangements and worked more hours per week than less ambitious parents.	The focus on flexible working arrangement on employee commitment
Barnett <i>et al.</i> , (2019).	Jet reconstruction and performance using particle flow with the ATLAS Detector	Comparative research design	The paper places emphasis on how this is achieved, while minimizing double-counting of charged-hadron signals between the inner tracker and calorimeter	The study focuses on methodology of the study about flexible working arrangement on employee commitment
Makelaet <i>al.</i> , (2021),	WEBWORK PROBLEMS FOR STATISTICS I	Experimental research design	end result is a set of homework problems for statistics that can benefit students and instructors and could serve as templates for future development by instructors and project teams.	The focus on experimental survey of work life balance on employee commitment

Tharenou, 2019	Women management Australia	in Census in	A discussion of these issues enables an assessment of the progress of women in the period since Wood's analysis, given in the 2011 version of this handbook, and to make international comparisons	The focus on work life balance on employee commitment
----------------	----------------------------	--------------	--	---

Source: Author reviews (2024)

2.6 Conceptual Framework

A conceptual framework is a visual or narrative model that outlines the expected relationships between the key variables in a research study. Its importance lies in providing a clear structure and logical foundation for the investigation, guiding the research design, data collection, and analysis. In this structure, the independent variables (the presumed causes) are the specific work-life balance practices like flexible work arrangements and welfare programs. The dependent variable (the presumed effect) is the outcome being studied, which in this case is employee commitment.

Independent variable

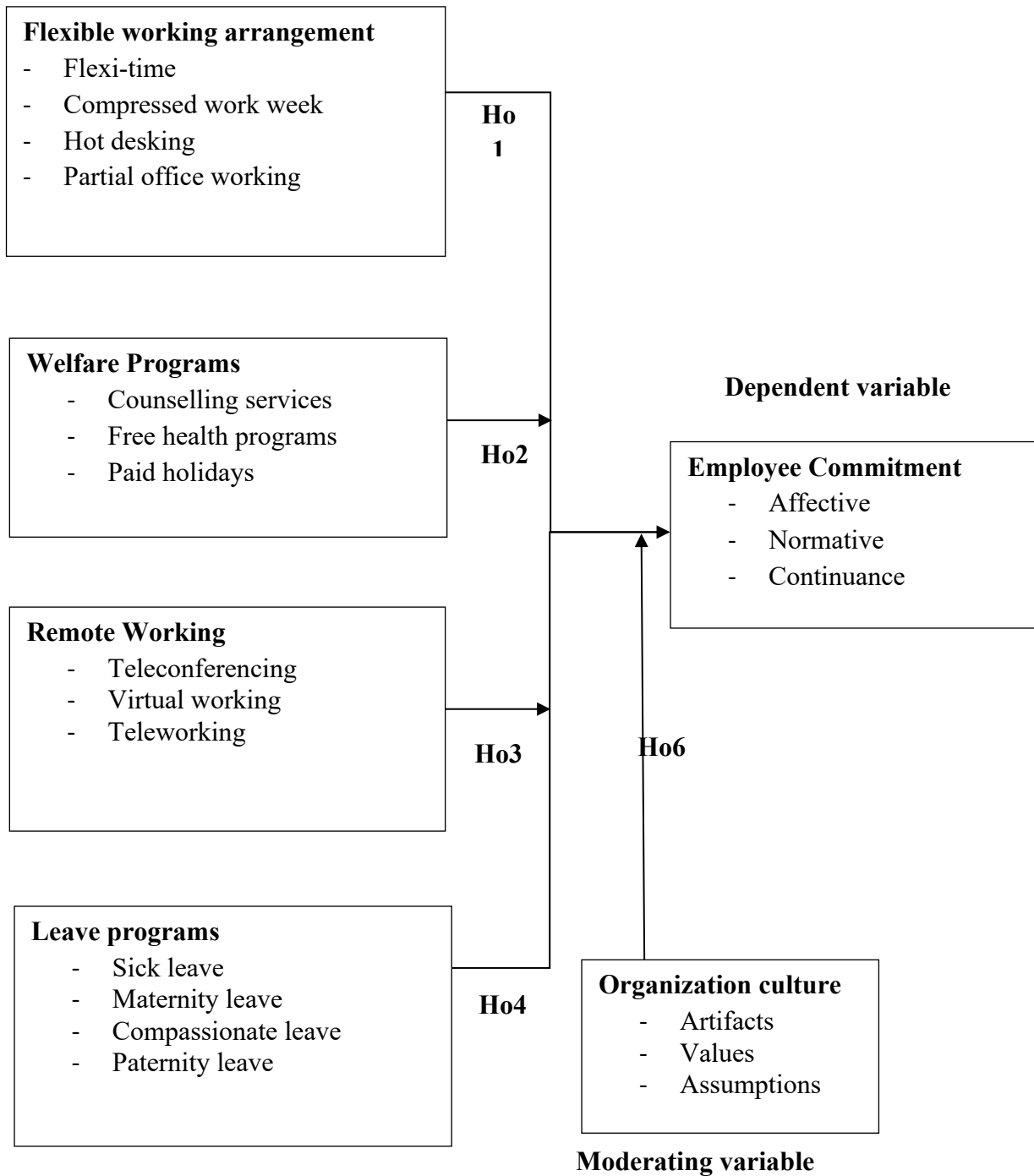


Figure 1: Conceptual Framework

Source: Adapted from Hakim, 2019; Hill *et al.*, 2021, Clark ,2018, Billups, 2019, Bond *et al.*, 2022, Armstrong, 2023, Agada & Zeb-Obipi, 2020, Ifrah, 2019, Hughes & Bozionelos, 2020.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology that was applied in carrying out this study as organized under the following themes: Study area, Research design, Research philosophy, Target population, Census design and Census procedure, Data collection instruments, Reliability and Validity of research instruments, Data analysis and Ethical Considerations.

3.2 Study Area

Kothari (2020) opined that factors such as familiarity to an area as a resident of the study area can influence the researcher's choice of the study area. In this study, the researcher's familiarity with the four counties - (Kakamega, Bungoma, Vihiga and Busia) informed his decision and interest to carry out the research in the area. Cooper, and Schindler (2018) noted that carrying out research in a setting or an area one is well known as a colleague facilitates data collection. The study targeted the employees in the four counties in western part of Kenya.

3.3 Research Design

A research design refers to the organization of data gathering and analysis conditions in a way that integrates relevance to the reason behind the research (Poth, *et. al* 2021). It is a blue print, plot and an edifice of investigation that can be envisaged to derive solutions to posed research questions. In this research study, the research design was descriptive as well as correlational in establishing the role of Work-life balance practices on employee commitment in the county Governments of Western Region Kenya. The methods and techniques of descriptive and correlational research designs include posing individual questions to generate statistics that describe the features of the population (Kothari, 2020). Descriptive design involves collecting data with the intention of generating as well as examining the hypothesis with the view of answering the research question

in a given field of study (Creswell & Path, 2016). It assists in the determination of research variables and relationships. As explained by (Kothari, 2020), descriptive and correlational research design allows a researcher to gather information without controlling or altering the research participant or setting. It also allows the researcher to explain the study results with the statistical methods like mean, frequencies and regression why the researchers decided to use the study design. It is designed by conducting a questionnaire which can be oral or written to a group of respondents whose replies become the data of the study. He continues to say, descriptive and correlational research is highly eminent as a research methodology that has been largely applied in the study of organizational issues in a systematic way. The descriptive and correlational research design aims at determining the causal relationships i.e. the cause and effect relationships amongst the variables being investigated in this research.

These designs are optimally accessible to social scientists with interests in gathering original data to be used in describing a population that is too big to be directly observed (Kothari, C.R., 2020). Moreover, descriptive and correlational design helps researchers to get information about practices or situations at a single point in time through questionnaires. The design entails gathering of certain standardized data in structured form. As such, descriptive and correlational research design will be appropriate in the investigation that will aim at identifying the relationship between Work Life Balance Practices and employee commitment through the use of employees as the most appropriate source of information

3.4 Research Philosophy

According to Saunders (2016), a research philosophy is a belief in which data about a phenomenon should be gathered, analyzed and used. The philosophy of a study serves as a base for the research strategy. Examples of research philosophies are pragmatism, positivism and constructivism. Pragmatism as a world view comes from actions, situations and consequences as opposed to

antecedent conditions and is not committed to any one philosophy. It encourages the use of the approaches available to understand a problem. It mainly underpins the use of mixed methods in research. It also suggests that the most critical determinants of the research philosophy which a research adopts are the research questions and objectives (Saunders & Lewis, 2018). According to Alharahsheh, *et al.*, 2020 the positivism philosophical approach contends that reality is stable, can be observed and described objectively. Positivism also holds a deterministic ideal where causes determine effects and outcomes. It is mainly related to the observations and experiments which guide the research process and help to identify and assess the causes that influence outcomes. The main concern for a positivist research is to study observable and measurable variables in controllable conditions and to also illustrate the reactions of the variables to the treatment applied by the researcher. Therefore, the emphasis is on predicting the outcomes of the research so that the variables can be controlled in future (Saunders *et al.*, 2016; Bryman & Bell, 2015).

Constructivism contends that individuals seek to understand the world and the environment in which they live and work in. They go on to develop subjective meanings of their encounters directed towards understanding certain phenomenon. It relies on the individual's or participant's view of what is being studied (Jaga and Guetterman, 2021). Constructivism challenges the thought that items like organization and culture are predetermined and confronts social issues as external realities (Ensslin *et al.*, 2018).

Positivism research philosophy was adopted in this study. This is because the positivism research philosophy relates to the philosophical standpoint of natural science and is concerned with an observable social reality to produce law-like generalizations (Bryman & Bell, 2015). Additionally, positivism yields unambiguous accurate knowledge and allows for a causal explanation and prediction of the relationship between variables. The researcher developed hypotheses on the basis

of the existing theory of Work-life balance. To test the hypotheses, the study translated flexible work arrangement, welfare policies, remote working, family responsibilities and organization culture into testable hypotheses in measurable forms (Saunders *et al.*, 2016).

3.5 Target Population

As stated by (Sekaran & Bougie, 2016) a population is considered to be the aggregate set of all the items, over which the inference is to be made to all the possible cases that are of interest to the research study. In addition, Tracy, (2019) defines population as a vast assembly of all the subjects of which a sample is to be drawn. He differentiates it with the target population that he defines as the sum of all cases that meet the specified specifications as mandated by the research study. It may be people, events, other objects or anything that may be of interest to the study. The focus of this study was on all the 198 sub-county and ward administrators of the four county governments in Western Kenya (Kakamega, Vihiga, Busia and Bungoma). These county governments in total have 33 Sub-counties and 165 Wards with county administrators who are mostly divided into two levels; Sub- County administrators and Ward administrators as shown in table 3.1.

Table 3.1: Target Population in County Governments

Title	Population _{n_k} Subcounty Administrators	Ward Administrators	Total	% Representation _{n_k}
Kakamega	12	60	72	36.36
Busia	7	35	42	21.21
Vihiga	5	25	30	15.15
Bungoma	9	45	54	27.27
Total	33	165	198	100

Source:KNBS(2022
)

3.6 Census Procedure

In this study, a census approach was employed, where all individuals within the target population were included in the research. This means that rather than selecting a sample, the entire population

of county administrators in Western Kenya was surveyed. A census study ensures that the research findings are comprehensive and reflective of the entire population, leaving no room for sampling bias.

A census study involves collecting data from every member of the population, ensuring that the results are representative of the entire group, without the need for sampling techniques like stratified sampling (Garg, 2019). This approach was deemed suitable for this research as it allows for a thorough examination of all county administrators, providing more accurate and detailed insights into the relationship between work-life balance practices, organizational culture, and employee commitment in the public sector. The use of a census ensures that every individual within the population contributes to the data, making it possible to draw conclusions that are truly representative of the entire population of county administrators in Western Kenya.

3.6.1 Census Technique

This study utilized a census technique, which involved collecting data from the entire population of county administrators in the Western region of Kenya, rather than selecting a sample. A census ensures that every individual in the population is included, providing a comprehensive and accurate representation of the target group. The population for this study consisted of all sub-county administrators and ward administrators in the four counties of Kakamega, Busia, Vihiga, and Bungoma.

By using the census approach, the study gathered data from all 198 administrators, ensuring that the findings reflect the views and experiences of the entire population. This method eliminates the risk of sampling error and provides a full and reliable understanding of how work-life balance practices and organizational culture influence employee commitment among county administrators (Billups, 2019). The census approach is particularly advantageous in this context,

as it allows for an in-depth analysis of the entire administrative workforce across the selected counties, thereby ensuring the results are both valid and generalizable to the population.

Table 3.2: Census size

Title	Population nk
Kakamega	72
Busia	42
Vihiga	30
Bungoma	54
Total	198

Source: KNBS (2022)

3.7 Data Collection Instruments

Data refers to the various types of information that is collected for research or assessment (Cooper & Schinder, 2018). Accordingly, such data can either be written essays, responses to the researcher’s questions or written replies to a survey questionnaire. In addition, data collection refers to the gathering of information to serve or prove some facts (Kothari & Garg, 2014) as cited by Kothari (2020). This study gathered primary data by use of questionnaires which consist of two parts and seven sections. Part I obtained the demographic information of respondents such as age, gender, education level and length of service. On the other hand, part II was divided into six sections. Section A-F which seeks to obtain responses to the Likert scale items on Flexible work arrangements, Welfare policies, Remote Working and Family responsibility as the independent variables. Section A with 10 items, asked questions linked to Flexible work arrangement and adapted from previous authors in the same field.

Section B had 5 items related to welfare policies; in the various county governments. Section C also had 5 items, to measure the variable of remote working among employees. Similarly, section

D had 6 items to measure family responsibilities questionnaire items as adapted from previous researches. Section E obtained organizational culture as the moderating variable. Employee commitment will be measured in section F, in terms of the affective, continuance and normative commitments (Mukanziet *al.*, 2014; Meyer *et al.*, 2012) as cited by Kothari (2020).

Closed-ended questions with ordered choices was mainly used and required the respondents to examine each response independent of other choices given (McIntyre, 2018). The choices formed a continuum of responses which were provided by the Likert scales and numerical ranges. Glesne, C. (2015) opined that Likert scales are the most frequently used variation of summated rating scale; they are the most reliable and provide greater volume of data than many scales. They are also a better approximation of the normal response curve.

3.7.1 Data Collection Procedures

Clark et al 2018 define data collection as a process of acquiring data in relation to a particular research study. As a result, information retrieval has three primary ways. These modes are: a self-collection by the researchers (where other individuals have no or minimal participation), direct collection where the respondents were employees in the four county governments in the western part of Kenya and finally, collection through other people, often referred as the informants. In this study, the data on the information was collected through self-administered questionnaires addressed to the sub-county administrators and ward administrators. Prior to the questionnaires being administered to the respondents, a permit to conduct the study was acquired by the National Commission for Science, Technology and Innovation (NACOSTI). A cover letter was attached to each questionnaire; it stated the purpose of the survey and guaranteed the confidentiality of the answers. The administered questionnaires were followed up to boost the response rate. These questionnaires were distributed to 198 employees of each and every category and the data obtained were edited thoroughly in order to correct and adjust any omissions, inconsistencies, irrelevant

responses and erroneous calculations of the survey. The data that was obtained after editing was then organized or categorized based on some similarity that the different items in the questionnaire shared. Lastly, the data acquired was placed in columns and rows to have an absolute clarity of the data presented

3.7.2 Pilot Study

As stated by (Kothari, 2020), a pilot study refers to a miniature study that is carried out before a major research to establish the sufficiency and suitability of the methodology, sampling, instruments and analysis. Lack of piloting can lead to random work in the field. In addition to this, a pre-test may be used to determine the short comings that may be encountered in the real study and therefore, provide corrective measures. Thus in piloting, 20 respondents (Trans-Nzoia county Government) were issued with draft questionnaires and excluded in the actual data collection. This will form 10 percent of the target sample of 198 respondents. 5 percent to 10 percent of the target sample is supposed to be the pilot test to help in the determination of the reliability of the questionnaire (Kothari, 2020). At this stage, the research was rather preoccupied with reliability and validity of the research tools as modified by the preceding related researches. The pilot test was conducted in Trans-Nzoia County Government that borders Kakamega, Bungoma and Vihiga county Governments. Trans-Nzoia County was selected due to its close location to the four Western County governments of the study and the fact that it shares the same county Management structure.

3.8 Reliability and Validity of Research Instruments

To determine whether a research instrument could be applied as a measuring tool or not, a reliability test was used to measure the instrument. It is the extent to which measures may be free

of random error and therefore, produce consistent results and determine the consistency of the research instrument when the process is repeated. According to Mohajan, 'the primary objective of a reliability test is to reduce the errors and biases of a research study,' which should be taken into account when determining the worth of any research (Mohajan, 2017). Therefore, in calculating the reliability as internal consistency, the cronbach alpha (α) formula was used and the values that were gotten in the pilot study. The researcher piloted tested the questionnaires by distributing 20 copies to the respondents in Trans-Nzoia County Government. In order to get the reliability coefficient, the questionnaires that had been administered during the pilot were received and coded. They were then computed with the help of (SPSS) version 20 software and Cronbach test method employed to test questionnaire items reliability. One of the methods that were used to test the internal consistency of each variable was cronbach alpha scanning. In addition, Kothari and Garg (2014) posited that a Cronbach Alpha coefficient which is usually expressed as $0 \leq \alpha \leq 1$, is acceptable when the obtained value is greater than 0.7. Hence, the questionnaire was then concluded as reliable and suitable for data collection.

3.8.1 Validity of Research Instruments

Validity may be described as the extent to which the findings acquired depict a phenomenon under investigation (Kothari & Garg, 2021). It is the suitability, accuracy, significance and the practicality of any conclusions that the researcher makes use of the data that has been collected through the use of an instrument. Therefore, it was employed as an instrument of measurement to determine how a research tool fulfills its purpose. Simply put, it is the greatest concept to keep in mind when choosing a tool to gather data. Mohajan (2017) notes that there are three primary types of validity: face validity, construct validity and content validity. The researcher establishes face validity of the instruments by ensuring that the questionnaires and interview schedules are prepared according to the Conceptual framework in order to ensure that

all the study variables are addressed. Part I of the questionnaire had the background information of respondent, Part II of the questionnaires had the information on the study variable constructs and interview schedule was prepared to capture the views on the study variables. The reason behind this was to make sure that the items contained in the instruments are relevant and suitable to the study respondents.

Construct validity can be defined as the degree of correspondence that exists between the constructs of the research instrument and their measures (Creswell & Miller, 2010). It defines how well a test instrument measures up to its claims and a necessity of ensuring that the things being investigated are valid proxies for the concepts that are the subject of the research objectives Mohajan (2017). To ensure construct validity, the study used multiple sources of evidence in form of employees at all levels, established a chain of evidence from them and key informants' review of case study reports as recommended by Mohajan (2017) The chain of evidence comprises of employees' own assessment of their behavior, which could be reflected in organizations' Work-life Balance. The researcher established construct validity of the instruments by reviewing theoretical and empirical literature. The reviewed literature provided enough literature that aided the researcher in ensuring that the research questionnaires and interview schedule were designed to capture questions in line with reviewed literature on work-life balance practices, Organizational culture and employee commitment. Accordingly, the choice of any validity procedure was governed by the lens that the researchers choose to validate the instruments or the paradigm assumptions of the study.

Convergent and discriminant validity are assessed together or jointly for a set of measure. Convergent validity refers to closeness of which the measure relates to the construct that it purported to measure or simply it converges with the construct (Zohrabi, 2013). Discriminant validity refers to the degree to which a measure does not measure or discriminates the construct it

is not supposed to measure (Clark, *et al.*, 2019). To effectively obtain convergent validity comparison of observed values of one indicator of one construct with other indicators of the same construct is done. To guarantee this, scores of the various constructs were compared in the study. Discriminant validity was obtained by demonstrating that indicators of one construct are dissimilar. To carry out discriminant validity, bivariate correlations will be carried out using exploratory factor analyses of the scores for each variables and constructs in the study.

Criterion-related validity on the other hand is the degree of correspondence between a test measure and one or more external referents (criteria) by correlation (Mohajan, 2017). Criterion –related validity is closely related concurrent or predictive types of validity. Concurrent validity is where one measure relates to another concrete criterion that is presumed to occur simultaneously. It happens when a criterion exists at the same as the measure. Predictive validity is where a measure successfully predicts a future outcome that it is theoretically expected to predict.

Content validity refers to the extent to which the instrument measures the content that it is intended to measure. It is the degree to which an instrument of measure gives reasonable coverage to the investigative questions that direct the study. On this basis, in the event that the instrument does include a representative sample of the universe of the subject matter of interest then we would say that its content validity is good and vice versa. Therefore, content validity of a tool is related to the adequacy of the domain of the content that is sampled that might be derived out of the three sources of literature, experts and representatives of the pertinent populations under investigation. In order to ensure content validity, the questionnaire was submitted to Experts in the corporate world who were chosen to evaluate the extent to which the instrument fulfilled the criteria. The content validity ratio (CVR) was used to assess their reaction on every item, whereby an item that was considered to be ‘essential’ by over two HR professionals, was considered to possess some level of content validity. On the contrary, it was graded as non-essential. But the item which do

not meet the value of statistical significance (threshold) is actually meant to be dropped and the remaining to be retained. The more panelists (more than 2 out of 5) perceive each item as essential, the higher the level of content validity of the research instrument (questionnaire). Based on these assumptions, the formula of the content validity ratio (CVR) was applied as it was established by Lawshe in 1975 (Wilson, Pan & Schumsky, 2012). That is:

$$CVR = [(N_e - (N / 2)) / (N / 2)]$$

Where;

N_e = number of panellists that indicated 'essential'

N = total number of panellists (5)

The possibility of zero CVR value was nonexistent because there is no clear half of 5 experts. But, if fewer than three out of five panellists say that the item is 'essential', then the CVR of that item turn negative. By the end of it, the CVR of the entire test was calculated providing an average value and hence, the items were selected to be included in the final questionnaire. Moreover, the questionnaire items used in past related studies also assist in improving the content validity. Firstly, content validity focuses on the inferences made on the constructs of the research instruments and not the test scores (Nyikuli, 2019). Hence, the determination of content validity of the research instruments is highly important as it also contributes to the assurance that construct validity will be met and both the reader and the researcher will feel much confident regarding the instrument.

3.9 Data Analysis and Presentation

In this study, descriptive statistics (frequencies, mean, standard deviation and percentages) were employed to summarize demographic profile of respondents as well as the results in charts and tables. The analysis and presentation of the different responses to the statements that assisted the study to measure the specific variables were also done in percentages. Moreover, inferential uses

of correlations and regressions were employed to test different hypotheses. The direction and strength of the relationship between Work life Balance and employee commitment were determined using simple linear regression and multiple regression analysis.

3.9.1 Correlation analysis

Bivariate and multivariate correlation analyses were performed to ascertain the nature and strength of the relationships among the variables that were being measured. This analysis facilitated the determination of the extent to which one variable (predictor variable) is linearly associated with the other variable (predicted variable). Correlation analysis has been applied in many research studies to establish the significant relationship that exists between any two variables.

Thus, the correlation analysis employed in this study allowed to connect the Work life Balance to the employee commitment and to provide the direct connection between the organizational culture and the employee commitment. Tabachnick and Fidell, (2017) had it that correlation analysis quantifies the direction and strength of the association between two variables. An negative correlation coefficient would show that it is an inverse relationship which means that when one variable increases, another one would decrease (Bakdash & Marusich, 2017).

3.9.2.1 Assumption of regression

This analysis was based on the following regression assumptions; normality, homoscedasticity and Multicollinearity. In which normality of data was tested through Shapiro-Wilk test method and homoscedasticity of variances were applied to ascertain the similarity existing in the variances of the study. The models were analyzed to establish the correlation among variables using multicollinearity.

3.9.2.1.1 Normality

The linear regression model requires (assumes) that the data on independent and dependent variables are normally distributed; therefore, in this study, a normality test was used to meet this condition (Little & Rubin, 2019). Moreover, parametric tests suppose that 165 data belong to regularly distributed populations. The data was examined on normality using the Kolmogorov-Smirnov and Shapiro-Wilk tests in SPSS Version 26.

3.9.2.1.2 Homoscedasticity

The homoscedasticity assumption should be satisfied when a linear regression model is used. Homoscedasticity is a distribution in which the values are evenly spread out along a line of means. This test will be aimed at ruling out the chances of bias that could have been brought about by wrong modelling in the final results. However, heteroscedasticity is a situation in which the size of the error element varies over the values of the independent variables. The extent of the impact of the violation of the homoscedasticity assumption is determined by the extent of the heteroscedasticity (Gelfand, 2015). Idowu, Ikegwu, Fadiji & Evro, (2024) state that heteroscedasticity is a condition that arises when the responses are not normally distributed or the variance of the error term is not constant. We used a scatter plot of the residuals and a graphical method to test the heteroscedasticity in the independent variables. The predicted scores are expected to share the same residuals and residual variance (homoscedasticity) and the scatter plot of the scores should look like a rectangle with scores concentrated around the zero line (Mostafa,2020).

3.9.2.1.3 Multicollinearity

There is a strong correlation between the independent variables, a condition referred to as multicollinearity. Multicollinearity is a situation that exists when there are high correlations between the independent variables ($r = 0.8$ and above). It is a very serious matter with multiple

regressions. Cohen, Manion, & Morrison, (2017) warn against combining analyses when variables used have a bivariate correlation of 0.7 or above. When there is multicollinearity, it becomes harder to identify the unique impacts of individual independent variables on the dependent variable and consequently, the standard errors of the said variables are likely to be overstated (Lee & Yoo,2016). To eliminate multicollinearity, remove one or more of the associated independent variables in the regression model (Chan, Leow, Bea, Cheng, Phoong, Hong & Chen,2022) There was a variation inflation factor combined with a tolerance level that assessed the possibility of multicollinearity. Tolerance limits greater than 0.1 or VIF less than 10 are acceptable.

3.9.2.2 Regression Analysis

Kombo and Tromp (2000), regression is intentionally applied when there is a need to develop an equation that explains a statistical relationship between one or more predictor variables (Independent variables) and the response variable (dependent variable). The analysis of bivariate statistics and simple linear regression was applied with an intention of testing the study hypothesis one to four which consisted of the effect of work-life balance practices (Flexible working arrangement, Welfare policies, Remote working and Family responsibilities) on employee commitment. The impact of moderator (Organization culture) on the relationship between work-life balance practices (Flexible working arrangement, welfare policies, remote working and family responsibilities) on employee commitment along with its dimensions of affective, continuance and normative commitment will be determined through multiple regression analysis (Oludayo, Falola, Obianuju, & Demilade,2018). Multiple regression analyses have also been applied in previous research studies to examine the relationships between Work life Balance and HR outcomes including employee performance or commitment among others. The statistically significant moderating role of the organization culture on the relationship between work-life balance and employee commitment among county administrators in Western Kenya as

hypnotized in hypothesis five was tested using hierarchical regression analysis. The significant moderating influence of individual organization culture practices namely; artifacts, values and assumptions on the relationship between work-life balance and employee commitment was tested at hierarchical regression analysis test. The moderating effect of the study variable will be tested using step -wise regression analysis that was proposed by Baron and Kenny (1986) as cited by Mohajan (2017). He suggests that testing the moderating effect involves three steps. Step 1 tests the effect of work-life balance on employee commitment. Step two is a test of the influence of work-life balance and organization culture on employee commitment.

Finally, step three will present the results of the work-life balance and organization culture and test whether it is significant in employee commitment. Moderating effect occurs when the interaction effect is significant in the third step. In the hierarchical regression, the dependent variable (employee commitment) was left in its raw form and the independent variables and the moderator (organization culture) was mean centered. Mean centering of predictor variables and the moderator can be applied to minimize the chances of multi-collinearity (Chauhan, Ghosh & Rai, 2016). Subsequently, the mean centered predictor variables were multiplied by the moderator (organization culture) to form the interaction terms that would be entered as a block in both hierarchical and step wise regression models. Lastly, a multiple regression analysis was conducted to determine the moderating effects of organization culture on the relationship between work life balance and employee commitment. The process model by Andrew Hayes was then used to create the interaction plot later on to demonstrate the level of relationships at high and low moderation.

This study employed two multiple regression models to explore how work-life balance affects employee commitment. The former was used to test the direct correlation between work-life balance and employee commitment and the latter to examine whether organizational culture

moderates the correlation between work-life balance and employee commitment. Thus, the regression models used in this study is shown in equations I and II.

$$Y = \alpha + X_1\beta_1 + X_2\beta_2 + X_3\beta_3 + X_4\beta_4 + \epsilon \dots\dots\dots (I)$$

$$Y = \alpha + X_1\beta_1 + X_2\beta_2 + X_3\beta_3 + X_4\beta_4 + m + \epsilon \dots\dots\dots (II)$$

$$Y = \alpha + X_1\beta_1 + X_2\beta_2 + X_3\beta_3 + X_4\beta_4 + m\beta_5 + mX_1\beta_6 + mX_2\beta_7 + mX_3\beta_8 + mX_4\beta_9 + \epsilon \dots\dots\dots (III)$$

By multiplying the moderator through equation (I), is obtained as shown:

Where Y is Employee commitment;

X₁ is flexible work arrangement

X₂ is leave programs

X₃ is Remote Working

X₄ is Family Responsibility

X₅ is organizational Culture;

β₁ – β₉ are regression coefficients

ε is the error term

α is a constant or the y- intercept

This research adopted hierarchical technique to analyse moderation:

Model 2 (hierarchical regression)

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4 X_4 + \beta_5M + \beta_6X_1M + \beta_7X_2M + \beta_8X_3M + \beta_9X_4M + \epsilon \dots\dots\dots ii$$

As (Kalpesh, 2013) notes, data is vital when it comes to conveying the results of the study (Lancaster, 2015). Data presentation gives the findings systematically and hence the data was presented quantitatively and qualitatively in tabular form, pie charts and bar graphs as frequencies and percent and in narrative form.

3.10 Ethical Considerations

Any information that was gained and recognized with the respective respondents was considered confidential. A summary of the findings was made available to the respective county governments upon request. This kind of data was only acquired to conduct research and not business. On the same note, the respondents involvement in this study was voluntary and with an informed consent. Thus, no one was forced to provide the necessary information. Besides this, the questionnaire was designed in such a way that the respondent was not necessarily required to identify himself by name and that this identity and the information provided would be treated in the strictest of confidence. Moreover, the research followed the stringent requirements to come up with an original piece of work without necessarily plagiarizing the works of other authors.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter consists of the demographic background analysis of the respondents and the descriptive statistics and inferential statistics analysis. The analysis and interpretation of the study findings was done as per the objectives of the study.

4.2 Response Rate

A total of 198 questionnaires were distributed out of which 163 were returned. This represented a response rate of 82.32 percent with non-response rate at 17.68 percent which accounts for 35 questionnaires. This reinforces the assertion by Ingasia & Muchelule, (2023) who recommended that a response rate of 70% or more are appropriate for an effective data analysis and presentation. The results of the response rate and the results are represented as shown in table 4.1

Table 4.1: Response Rate

Questionnaires	Frequencies	Percentages
Returned	163	82.32%
Not Returned	35	17.68%
Total	198	100%

Source: Field Data, (2024)

4.3. Reliability Test Results

The research tested internal consistency of reliability through the use of Cronbach Alpha. In testing the reliability of the data collection tool, the Cronbach's Alpha formula was chosen due to its effectiveness in measuring internal consistency. Cited by Adriani et al. (2020) scales with coefficient alpha scores of 0.7 indicate fair reliability and a Cronbach's alpha score of higher than

0.7 are considered adequate to determine reliability. The study obtained an Alpha coefficient of 0.750. The results of the reliability test are presented as shown in Table 4.2.

Table 4.2 Reliability Test

Item Statistics			
Variables	items	Cronbach Alpha Results	Remarks
Flexible Working Arrangement	14	.708	Accepted
Welfare Programs	9	.718	Accepted
Remote Working	11	.701	Accepted
Leave Programs	12	.709	Accepted
Organization Culture	12	.757	Accepted
Employee Commitment	11	.724	Accepted

Source: Field Data, 2024

Therefore, a pilot study finding found that the questionnaire would give the same results under the same methodology and therefore, the data collection tool was considered to be reliable. Thus, as shown in Table 4.2 the reliability of the scores was evident by strong Cronbach’s alpha coefficients for all variables, which used as independent and dependent variables of the study. The Cronbach’s alpha ranged from 0.701 to 0.800, indicating that items are highly reliable to measure the variables they are expected to measure.

4.4. Validity Test

Content validity refers to the degree to which a measure depicts all facets of a given social construct. To test for content validity, the researcher subjected the questionnaires to the peer review and guidance of the faculty members of the School of Business and Economics for critique and assurance on the content validity of the research instrument. The main objective of conducting validity testing was to ensure that the research tool did not veer off the intended focus, remained accurate and consistent with the study objectives. Upon professional review and critique, the

statements or questions which were ambiguous were reframed or deleted to aid in clarity. This was necessary to ensure all questions were standardized for effective analysis of the research data.

Table 4.3: KMO and Bartlett's Test for Flexible work arrangement

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.527
Bartlett's Test of Sphericity	Approx. Chi-Square	183.577
	Df	27
	Sig.	.000

Source: Field Data, (2024)

The table above shows results for Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity. KMO measures sampling adequacy and checks on the appropriateness of use of factor analysis (Shrestha, 2021). A range of 0.5-1.0 indicates the appropriateness for use of factor analysis. The above results indicated a KMO value of 0.527 which was greater than 0.5. this showed that factor analysis was appropriate for this study.

Table 4.3.1 Rotated Component Matrix

Rotated Component Matrix^a

	Component			
	1	2	3	4
My county provides employees with flexible vacation	.508			.293
Having flexible working arrangements makes me appreciate and get committed to what I do	.129		.475	
Flexible working arrangements enables me to attend to issues at home without much pressure.	.568	.163	.132	
Flexible vacation at my work place contributes to my success at work.	-.174	.135	.727	
My county provides employees with compressed work week compressed work week enables me to have confidence in work activities	.965	.105		-.234
The provision of compressed work week at my work place enables me to attend to issues at home without much struggle.		.535		.103
Having compressed work week make me get more committed to my work.		.712		
My county provides its employees with customized working positions customized working positions in my work place enables me to balance my work activities and home activities.				.738

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Source:Field Data, (2024)

For Flexible working Arrangement, rotation was converged in five iterations and statements with factor loading greater than 0.4 were deemed appropriate. From the findings of the table above, none of the variables had a factor loading less than 0.4 which meant that all of them were considered for analysis. According to Arthur *et al.*, (2017), factor loadings greater than 0.4 were to be retained for further statistical analysis hence no statement was dropped.

Table 4.3.2 KMO and Bartlett's Test for Welfare Programs

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.567
Bartlett's Test of Sphericity	Approx. Chi-Square	132.720
	Df	27
	Sig.	.000

Source:Field Data, (2024)

The table above shows results for Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity. KMO measures sampling adequacy and checks on the appropriateness of use of factor analysis (Shrestha, 2021). A range of 0.5-1.0 indicates the appropriateness for use of factor analysis. The above results indicated a KMO value of 0.567 which was greater than 0.5. this showed that factor analysis was appropriate for this study.

Table 4.3.3 Rotated Component Matrix**Rotated Component Matrix^a**

	Component			
	1	2	3	4
My county offers guiding and counseling services at the work place				.525
The guiding and counseling services given to me by my county has enhanced my commitment in my work activities.	.404			-0.259
The services in guiding and counseling given to me by my county have reduced the spill over of work-related stress to home activities.	-0.161		.555	
My county provides employees with free health programme	0.140	.565	-0.247	
The free health programs given to me by my county have enhanced my delivery of service	.560	.179	.463	.341
The free health programs given to me by my county have enable me attend to my family without much struggle in regard to medical bills	.662			-0.132
My county provides employees with paid holidays	.548		-0.213	
Employees in the county are paid for the days they have not worked i.e. public holidays		.634	.144	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Source:Field Data, (2024)

For welfare programs, rotation was converged in seven iterations and statements with factor loading greater than 0.4 were deemed appropriate. From the findings of the table above, none of the variables had a factor loading less than 0.4 which meant that all of them were considered for analysis. According to Arthur *et al.*, (2017), factor loadings greater than 0.4 were to be retained for further statistical analysis hence no statement was dropped.

Table 4.3.3 KMO and Bartlett's Test for Work-life Balance

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.527
Bartlett's Test of Approx. Chi-Square		200.599
Sphericity	Df	28
	Sig.	.000

Source:Field Data, (2024)

The table above shows results for Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity. KMO measures sampling adequacy and checks on the appropriateness of use of factor analysis (Shrestha, 2021). A range of 0.5-1.0 indicates the appropriateness for use of factor analysis. The above results indicated a KMO value of 0.527 which was greater than 0.5. this showed that factor analysis was appropriate for this study.

4.5 Demographic Analysis

The study sought to determine the demographic profile of the respondents based on gender, age, level of education, length of service, current level of work and county of origin. The results are shown below;

Table 4. 3 Distribution of respondent’s Demographic characteristics

Demographics	Frequency	Percentage
Gender	Frequency	Percent
Male	115	70.6
Female	48	29.4
Total	163	100
Age of the respondents	Frequency	Percent
18-25 years	0	0.0
26-30 years	0	0.0
31-35 years	9	5.5
36-40 years	19	11.7
41-45 years	56	34.4
46-50 years	40	24.5
51 years and above	39	23.9
Total	163	100
Status of the Respondents	Frequency	Percent
Married	148	90.8
Single	11	6.7
Divorced	2	1.2
Separated	2	1.2
Total	163	100
Education of the Respondents	Frequency	Percent
Diploma	52	31.9
Degree	93	57.1
Masters	18	11.0
PhD	0	0.0
Others	0	0.0
Total	163	100
Level of administration of the Respondents	Frequency	Percent
Subcounty administration	40	24.5
Ward administration	123	75.5
Total	163	100
Work experience of the Respondents	Frequency	Percent
Below 1 year	2	1.2
Between 1 and 5 years	24	14.7
Above 5 years	137	84.1
Total	163	100

Source: Field Data, (2024)

The findings on the gender of the respondents indicate that male gender constituted the majority at 70.6% while the female gender stood at 29.4%. This implies a fair representation of both genders in this study. The study established that 34.4% of the respondents were between the ages of 41-45 years, followed by 24.5% who were between the ages of 46-50 years, 23.9% who were the ages of 51 years and above, 11.7% who were between the ages of 36-40 years, 5.5% who were between the ages of 31-35 years and both ages between 18-25 years and 26-30 years recorded 0.0%. These

findings indicate that the study managed to gather data across all range of ages of the respondents. This was vital because younger and older employees enhance problem-solving abilities and possess a diverse pool of knowledge, thus, enabling the researcher to grasp information from all perspectives. Given the location of the study area, age factor is critical because it informs family set ups and responsibilities of employees. The findings indicated that majority of the respondents 90.8% are married, followed by 6.7% single employees while both divorced and separated employees recorded 1.2% each. Further, the findings indicate that majority of the respondents 57.1% had attained Bachelor's Degree, followed by Diploma (31.9%), master's degree (11.0%) and lastly no PhD level or other specifications were interviewed constituting 0%. This implies that the study managed to collect data from the respondents with standard education. These people possessed knowledge about the research and therefore aided the researcher to obtain an insightful information on the work life balance practices, organization culture and employee commitment of county administrators in Western Region Kenya. The results show that the respondents with above 5 years of experience accounted for the majority (84.1%), followed by those whose years of experience were between 1-5 years (14.7%) and lastly those whose years of experience were below 1-year constituting (1.2%). These findings indicate that the participants in this research had an invaluable expertise required to cement insights on the work life balance practices, organization culture and employee commitment of county administrators in Western Region Kenya.

The above information is also supported by each of the bar graphs of the respondents respectively below;

Figure 4.1 Gender of the respondents

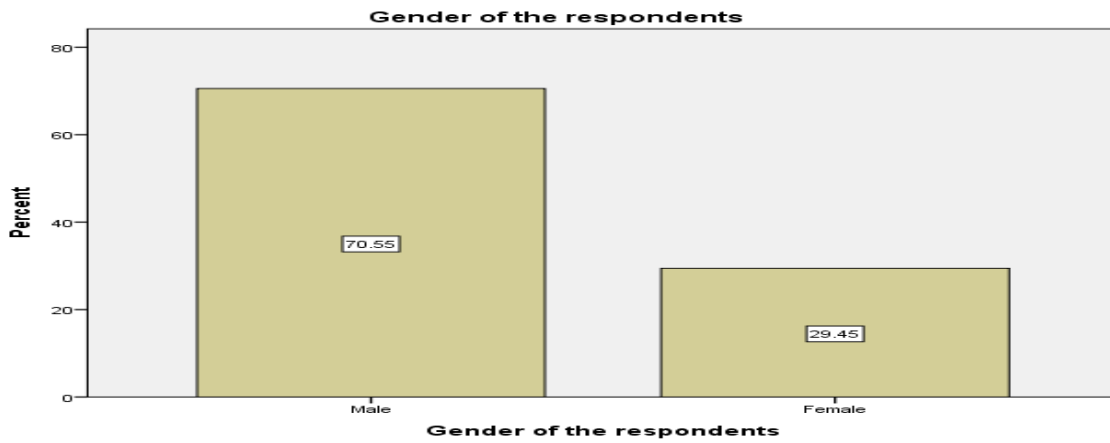


Figure 4.2 Age of the respondent

Source: Field Data, (2024)

The sample is predominantly male, representing 70.55% of respondents. Female respondents constitute a significantly smaller proportion at 29.45%. This indicates a notable gender imbalance within the surveyed population.

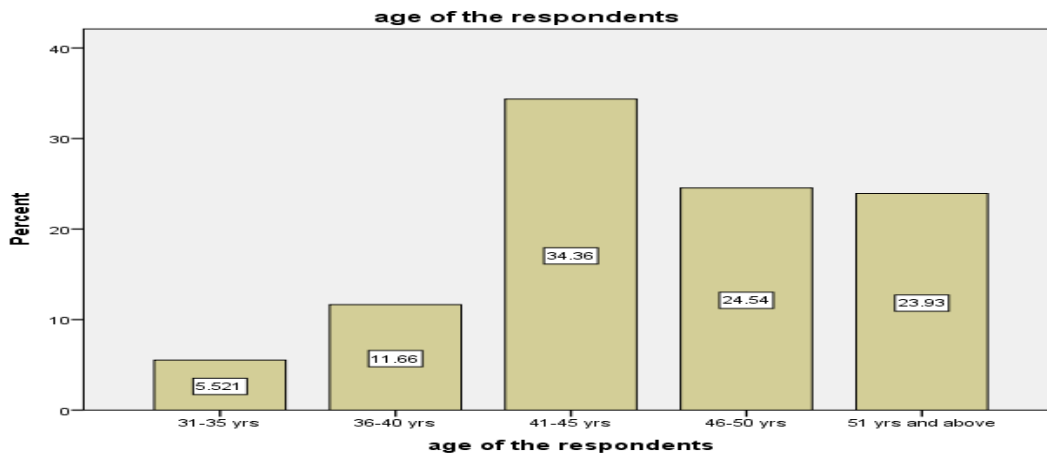


Figure 4.3 Status of the respondents

Source: Field Data, (2024)

The largest proportion of respondents (34.36%) are aged 36-40 years. The 41-45 and 46-50 age groups are also well-represented at 24.54% and 23.93% respectively. The 31-35 age group constitutes a small minority at 1.66%. This indicates the workforce is predominantly composed of middle-aged and senior employees, with very few younger workers.

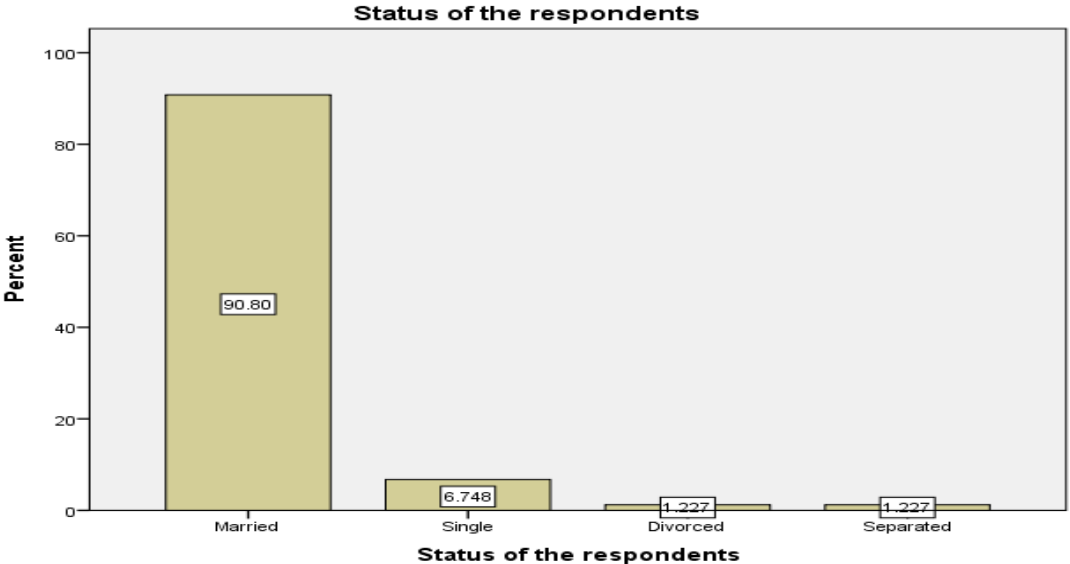


Figure 4.4 Education of the respondents

Source: Field Data, (2024)

The vast majority of respondents (90.80%) are married, indicating a predominantly married workforce. A small minority are single (6.75%), while those who are divorced or separated represent a very small fraction (1.23% each). This distribution suggests that the employee population is overwhelmingly composed of married individuals.

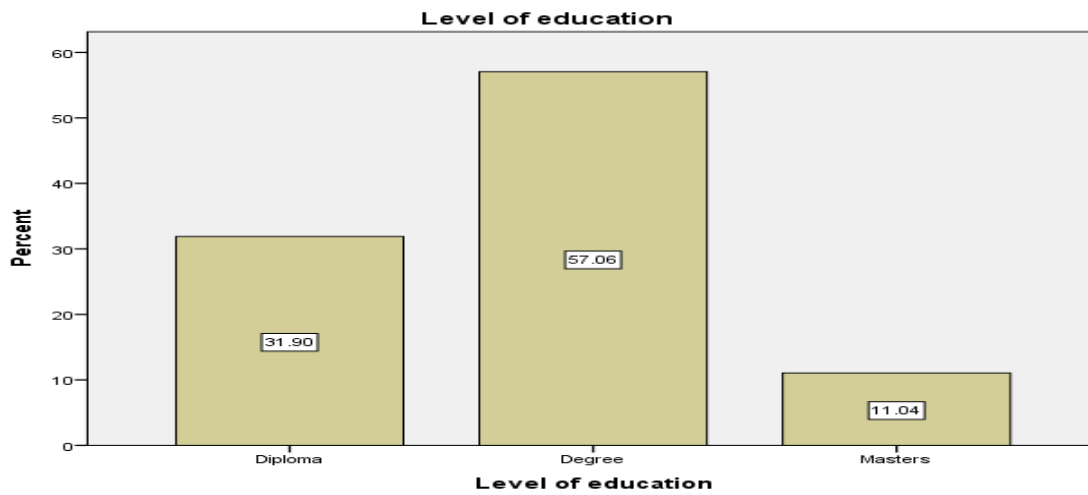


Figure 4.5 Level of administration of the respondents

Source: Field Data, (2024)

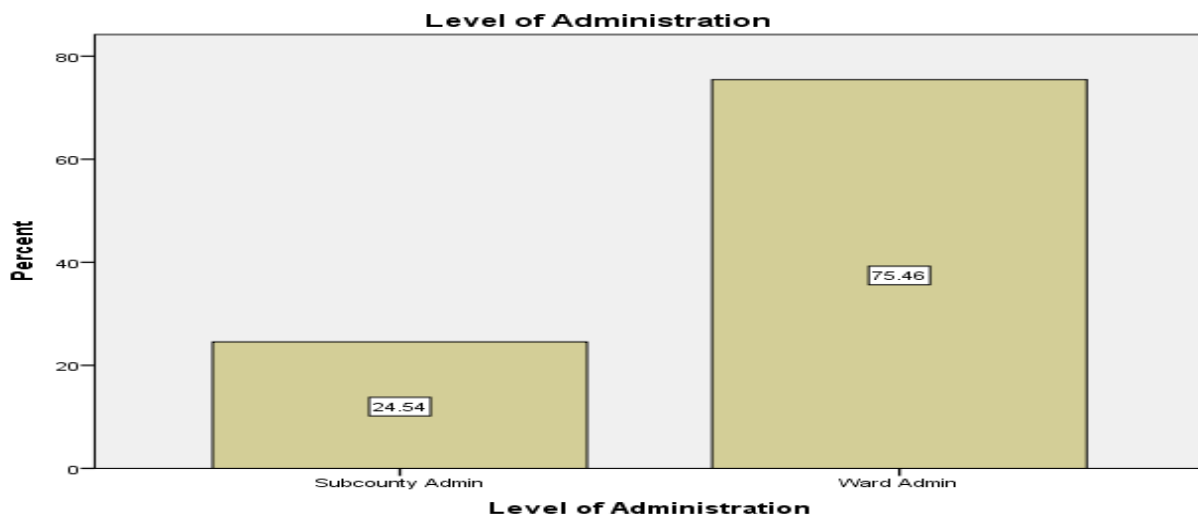


Figure 4.6 Level of experience

Source: Field Data, (2024)

The administrative workforce is heavily concentrated at the ward level, which constitutes 75.46% of respondents. Sub-county administrators form a smaller but significant segment at 24.54%. This

distribution reflects a typical pyramidal structure in public administration. The data confirms that ward administrators form the operational backbone of the county administration system.

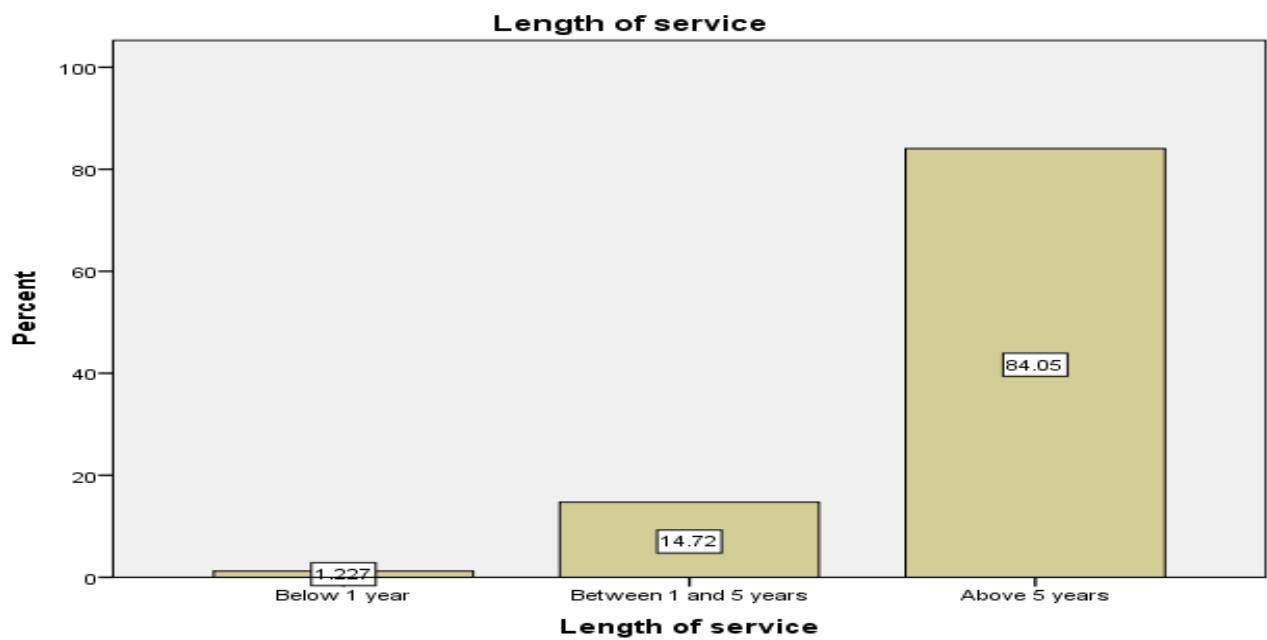


Figure 4.6 Level of experience

Source: Field Data, (2024)

The workforce is overwhelmingly experienced, with 84.05% of respondents having served for over five years. A smaller segment, 14.72%, have between one and five years of service. Only a minimal 1.23% have been with the organization for less than a year. This indicates a highly stable and tenured employee population with deep institutional knowledge.

4.6 Results of Descriptive Analysis

The data collected from the respective employees of county administrators in Western Region Kenya using interview schedules and questionnaires respectively were subjected to descriptive analysis with the aid of the Statistical Package for Social Sciences (SPSS, Version 23.0). The results are displayed in line with the study objectives.

4.6.1 Descriptive Analysis of Flexible Working Arrangement

The study sought to establish factors and the extent to which they influenced work life balance practices, organization culture and employee commitment of county administrators in Western Region Kenya. The study relied on a Likert Scale where **1**-Strongly Disagree, **2**-Disagree, **3**- Fairly Agree, **4** Agree and **5**- Strongly Agree. Table 4.9 below represents a summary of the responses from the participants for each questionnaire item.

Table 4.4 Descriptive results of Flexible Working Arrangement

Factors	5	4	3	2	1	M	S. D
Flexible Working Arrangement							
My county provides employees with flexible vacation	27 (16.6%)	64 (39.3%)	53 (32.5%)	11 (6.7%)	8 (4.9%)	3.56	1.007
Having flexible working arrangements makes me appreciate and get committed to what I do	29 (17.8)	66 (40.5%)	50 (30.7%)	15 (9.2%)	3 (1.8%)	3.63	.943
flexible working arrangements enables me attend to issues at home without much pressure	24 (14.7%)	69 (42.3%)	54 (33.1%)	13 (8.0%)	3 (1.8%)	3.60	.900
flexible vacation at my work place contributes to my success at work	23 (14.1%)	63 (38.7%)	67 (41.1%)	8 (4.9%)	2 (1.2%)	3.60	.836
My county provides employees with compressed work week	18 (11.0%)	58 (35.6%)	76 (46.6%)	9 (5.5%)	2 (1.2%)	3.50	.812
Compressed work week enables me to have confidence in work activities	9 (5.5%)	56 (34.4%)	83 (50.9%)	12 (7.4%)	3 (1.8%)	3.34	.773
The provision of compressed work week at my work place enables me to attend to issues at home without much struggle.	14 (8.6%)	62 (38.0%)	79 (48.5%)	7 (4.3%)	1 (0.6%)	3.50	.740
Having compressed work week makes me get more committed to my work	9 (5.5%)	58 (35.6%)	93 (57.1%)	2 (1.2%)	1 (0.6%)	3.44	.649
My county provides its employees with customized working positions	15 (9.2%)	58 (35.6%)	83 (50.9%)	6 (3.7%)	1 (0.6%)	3.49	.740
Customized working positions in my work place enables me to balance my work activities and home activities	22 (13.5%)	64 (39.3%)	63 (38.7%)	14 (8.6%)	0 (0.0%)	3.58	.831
Having customized working positions makes me appreciate and like what I do	23 (14.1%)	58 (35.6%)	68 (41.7%)	12 (7.4%)	2 (1.2%)	3.54	.870
My county has part time working arrangements	12 (7.4%)	60 (36.8%)	82 (50.3%)	9 (5.5%)	0 (0.0%)	3.46	.714
Part time working arrangements enables me do my home activities without much pressure.	8 (4.9%)	65 (39.9%)	74 (45.4%)	13 (8.0%)	3 (1.8%)	3.38	.779
The provision of part time options at my workplace makes me like my job.	7 (4.3%)	66 (40.5%)	78 (47.9%)	12 (74%)	0 (0.0%)	3.42	.692

Source: Field Data (2024)

The descriptive results of flexible working arrangements among county administrators in Western Kenya emphasize the influence of work-life balance practices, organizational culture and employee commitment. The data shows that various flexible working arrangements were fairly adopted with mean scores reflecting differing levels of agreement among respondents. For

instance, the provision of flexible vacations scored a mean of 3.56 (S.D = 1.007), indicating a fairly level of agreement that these options are available, though not universally implemented contributing to reduced burnout and better work-life balance. Similarly, flexible working arrangements that enhance appreciation and commitment received a mean score of 3.63 (S.D = 0.943), suggesting a strong link between these practices and increased employee dedication. Further, the ability of flexible working arrangements to help employees attend to home responsibilities without excessive pressure scored a mean of 3.60 (S.D = 0.900), highlighting the importance of these practices in maintaining balance between work and personal life. The contribution of flexible vacations to work success had a mean score of 3.60 (S.D = 0.836), reinforcing the positive effect of work-life balance on job performance. The provision of compressed work weeks, which allows employees to manage their time better, scored 3.50 (S.D = 0.812), although its direct effect on confidence and commitment was moderate, with a mean of 3.34 (S.D = 0.773). Compressed work weeks also helped employees handle personal issues without struggle, with a mean of 3.50 (S.D = 0.740), and made them more committed to their work, reflected by a score of 3.44 (S.D = 0.649).

Customized working positions, which enable employees to balance work and home activities, had a mean score of 3.49 (S.D = 0.740), customized working positions in work place was fairly with mean score 3.58 (SD=0.831) reflecting the supportive role of such practices in organizational culture. The arrangement's ability to make employees appreciate their work further scored 3.54 (S.D = 0.870). The availability of part-time working arrangements scored a mean of 3.46 (S.D = 0.714), indicating they help employees manage home activities without much pressure, though the moderate agreement levels suggest variability in access. Specifically, part-time work allowing home management without much struggle scored 3.38 (S.D = 0.779), and its role in making employees enjoy their jobs was reflected by a score of 3.42 (S.D = 0.692).

Overall, these results underscore the importance of flexible working arrangements in enhancing employee commitment and work-life balance, crucial components of a supportive organizational culture cited by Dizaho et al. (2017). However, the moderate scores suggest variability in implementation, highlighting the need for counties to standardize these practices to ensure all employees can equally benefit. Enhanced and consistent implementation of flexible work arrangements can create a more inclusive work environment, improving employee satisfaction, commitment, and overall organizational performance in Western Kenya.

4.6.2 Descriptive Analysis of Welfare Programs

The study relied on a Likert Scale whereby 1 represented Strongly Disagree, 2 Disagree, 3 Fairly Agree, 4 Agree and 5 Strongly Agree. Table 4.5 below represents a summary of the responses from the participants for each questionnaire item

Table 4.5 Descriptive results of Welfare Programs

Factors	5	4	3	2	1	M	S. D
Welfare Programs							
My county offers guiding and counselling services at the work place	19 (11.7%)	70 (42.9%)	60 (36.8%)	10 (6.1%)	4 (2.5%)	3.55	.869
The guiding and counselling services given to me by my county has enhanced my commitment in my work activities	26 (16.0%)	75 (46.0%)	51 (31.3%)	9 (5.5%)	2 (1.2%)	3.70	.847
The services in guiding and counselling given to me by my county have reduced the spill over of activities	21 (12.9%)	73 (44.8%)	56 (34.4%)	11 (6.7%)	2 (1.2%)	3.61	.841
My county provides employees with free health program	22 (13.5%)	66 (40.5%)	68 (41.7%)	5 (3.1%)	2 (1.2%)	3.62	.803
The free health programs given to me by my county have enhanced my delivery of service	21 (12.9%)	63 (38.7%)	75 (46.0%)	3 (1.8%)	1 (0.6%)	3.61	.756
The free health programmes given to me by my county have enabled me attend to my family without much struggle in regards to medical bills	13 (8.0%)	60 (36.8%)	83 (50.9%)	6 (3.7%)	1 (0.6%)	3.48	.723
My county provides employees with paid holidays	17 (10.4%)	67 (41.1%)	78 (47.9%)	1 (0.6%)	0 (0.0%)	3.61	.679
Employees in the county are paid for the days they have not worked i.e. public holidays	13 (8.0%)	61 (37.4%)	88 (54.0%)	1 (0.6%)	0 (0.0%)	3.53	.651
Paid holidays have enhanced my passion for the work activities I engage in	12 (7.4%)	60 (36.8%)	89 (54.6%)	1 (0.6%)	1 (0.6%)	3.50	.670

Source: Field Data (2024)

The results of welfare programs offered by counties in Western Kenya highlight their significant effect on employee commitment and work-life balance. The data suggests that welfare programs such as guiding and counselling services are fairly agreed, as indicated by a mean score of 3.55 (S.D = 0.869), showing that employees have access to these services. Employees largely agree that these services enhance their work commitment, with a mean score of 3.70 (S.D = 0.847). This reflects the importance of mental and emotional support in fostering dedication and productivity at work. Moreover, guiding and counselling services have been effective in reducing the spillover of work activities into personal time, as shown by a mean score of 3.61 (S.D = 0.841). This

highlights the role of these services in helping employees maintain a healthy work-life balance, reducing stress, and preventing burnout.

Free health programs are another key welfare initiative provided by counties, with a mean score of 3.62 (S.D = 0.803), suggesting that these programs are generally accessible to employees. These health programs positively affect employees' service delivery, reflected in a mean score of 3.61 (S.D = 0.756), indicating that access to healthcare improves employees' focus, health, and productivity. Additionally, free health programs help employees manage family medical expenses without significant financial strain, as seen in a mean score of 3.48 (S.D = 0.723). This reduces the burden on employees and allows them to attend to family needs more comfortably, contributing positively to their morale and satisfaction.

Paid holidays are also a significant aspect of the welfare programs provided by counties, with a mean score of 3.61 (S.D = 0.679), indicating that most employees agree that they receive paid holidays. These holidays allow employees to rest and rejuvenate, contributing to overall job satisfaction and enhancing their commitment to work. Employees also reported being paid for non-worked days, such as public holidays, with a mean score of 3.53 (S.D = 0.651). This practice boosts employees' financial security and reinforces the perception that the county values their time and well-being. Furthermore, paid holidays enhance employees' passion for their work activities, as reflected by a mean score of 3.50 (S.D = 0.670). The opportunity to take breaks without losing income positively affects employees' enthusiasm and engagement in their job roles.

Overall, these results underscore the importance of welfare programs in enhancing employee commitment, satisfaction, and work-life balance. Guiding and counselling services, free health programs, and paid holidays play a crucial role in creating a supportive work environment that meets employees' personal and professional needs cited by Lysova et al. (2019). However, the

moderate agreement scores also indicate that there is room for improvement in the implementation and accessibility of these programs to ensure all employees benefit equally. Standardizing and enhancing these welfare initiatives can further strengthen employee well-being, commitment, and organizational performance among county administrators in Western Kenya.

4.6.3 Descriptive Analysis of Remote Working

The study relied on a Likert Scale whereby 1 represented Strongly Disagree, 2 Disagree, 3 Fairly Agree, 4 Agree and 5 Strongly Agree. Table 4.6 below represents a summary of the responses from the participants for remote working questionnaire item.

Table 4.6 Descriptive results for Remote Working

Factors	5	4	3	2	1	M	S. D
Remote Working							
My county provides for teleconferencing to its employees	16 (9.8%)	62 (38.0%)	79 (48.5%)	6 (3.7%)	0 (0.0%)	3.54	.722
Having teleconferencing in my county allows me to attend issues at home without much pressure	17 (10.4%)	65 (39.9%)	72 (44.2%)	8 (4.9%)	1 (0.6%)	3.55	.771
Teleconferencing gives the option of working from a place of my comfort hence making me like my job more	12 (7.4%)	63 (38.7%)	78 (47.9%)	10 (6.1%)	0 (0.0%)	3.47	.723
My county allows its employees to work virtually	7 (4.3%)	70 (42.9%)	73 (44.8%)	13 (8.0%)	0 (0.0%)	3.44	.703
Virtual working enables me to attend to issues at home with ease	9 (5.5%)	65 (39.9%)	77 (47.2%)	12 (7.4%)	0 (0.0%)	3.44	.712
The provision of virtual working option contributes to my success at my work	8 (4.9%)	68 (41.7%)	78 (47.9%)	9 (5.5%)	0 (0.0%)	3.46	.678
My county provides for teleworking to its employees	7 (4.3%)	59 (36.2%)	87 (53.4%)	10 (6.1%)	0 (0.0%)	3.39	.670
Teleworking allows me to attend to issues related to my personal life	32 (19.6%)	71 (43.6%)	54 (33.1%)	4 (2.5%)	2 (1.2%)	3.78	.832
With teleworking i am able to work away from my usual work place hence reducing boredom making me like my work more	38 (23.3%)	67 (41.1%)	49 (30.1%)	9 (5.5%)	0 (0.0%)	3.82	.853
My county allows telecommunicating to its employees	31 (19.0%)	73 (44.8%)	54 (33.1%)	5 (3.1%)	0 (0.0%)	3.80	.779
The provision of telecommunication option by county governments contributes to my commitments in my work have time with issues at home	27 (16.6%)	67 (41.1%)	67 (41.1%)	2 (1.2%)	0 (0.0%)	3.73	.746

Source: Field Data (2024)

The results of remote working arrangements among county administrators in Western Kenya reveal that practices such as teleconferencing, virtual working, teleworking, and telecommunicating are moderately implemented and have positive effects on employee commitment, work-life balance, and job satisfaction. Teleconferencing, with a mean score of 3.54 (S.D = 0.722), is relatively common, allowing employees to manage home responsibilities more easily and reducing stress, as reflected in a mean score of 3.55 (S.D = 0.771). This suggests that teleconferencing helps balance work and personal life, contributing to job satisfaction by enabling

employees to work from comfortable locations, although the extent of its benefits varies. This arrangement also enables employees to work from comfortable locations, enhancing job satisfaction with a mean score of 3.47 (S.D = 0.723). However, the overall effect is somewhat varied, indicating that the provision and effectiveness of teleconferencing could be further improved to benefit a broader range of employees. Virtual working is also moderately available, with a mean score of 3.44 (S.D = 0.703), and helps employees attend to personal matters, showing a positive effect on work-life balance with a mean score of 3.44 (S.D = 0.712). This arrangement supports employees' success at work, as indicated by a mean score of 3.46 (S.D = 0.678), although its impact might differ depending on access and frequency of use. Teleworking, another significant remote working practice, scored a mean of 3.39 (S.D = 0.670), suggesting moderate availability but with a strong positive influence on personal life management, as indicated by a mean score of 3.78 (S.D = 0.832). Teleworking allows employees to break the monotony of traditional office settings, reducing boredom and enhancing job satisfaction, as shown by a mean score of 3.82 (S.D = 0.853). This highlights the potential of teleworking to engage employees more deeply by offering a flexible work environment. Telecommunicating, with a mean score of 3.80 (S.D = 0.779), is strongly embraced, providing employees with the flexibility to balance work commitments and personal issues effectively. This contributes to higher job satisfaction and commitment, as reflected by a mean score of 3.73 (S.D = 0.746).

In conclusion, remote working arrangements are valuable tools for enhancing employee engagement, commitment, and satisfaction among county administrators in Western Kenya. These practices provide employees with the flexibility to manage their work and personal responsibilities effectively, thereby improving their overall well-being cited by Guest, (2017). However, the moderate level of implementation suggests that there is room for improvement in making these options more accessible and consistent across counties to ensure that all employees can fully

benefit from remote working arrangements. Expanding and standardizing these practices could further boost productivity, work-life balance, and organizational performance.

4.6.4 Descriptive Analysis of Leave Programs

The study relied on a Likert Scale whereby 1 represented Strongly Disagree, 2 Disagree, 3 Fairly Agree, 4 Agree and 5 Strongly Agree. Table 4.7 below represents a summary of the responses from the participants for Leave Programs questionnaire item.

Table 4.7 Descriptive results for Leave Programs

Factors	5	4	3	2	1	M	S. D
Leave Programs							
My county offers sick leaves	23 (14.1%)	60 (36.8%)	76 (46.6%)	4 (2.5%)	0 (0.0%)	3.63	.754
Provision of sick leaves enables me to have confidence in work activities	16 (9.8%)	62 (38.0%)	83 (50.9%)	2 (1.2%)	0 (0.0%)	3.56	.685
Sick leaves provided by county governments enables me to have time with my family and be taken care of	16 (9.8%)	62 (38.0%)	79 (48.5%)	6 (3.7%)	0 (0.0%)	3.54	.722
My county government offers maternity leaves to its employees	10 (6.1%)	59 (36.2%)	93 (57.1%)	1 (0.6%)	0 (0.0%)	3.48	.622
Maternity leaves help me to take care of the newborn child	21 (12.9%)	65 (39.9%)	67 (41.1%)	6 (3.7%)	4 (2.5%)	3.57	.853
The provision of maternity leaves options contributes to my success at work	22 (13.5%)	71 (43.6%)	59 (36.2%)	9 (5.5%)	2 (1.2%)	3.63	.832
My county has paternity leaves	20 (12.3%)	70 (42.9%)	57 (35.0%)	14 (8.6%)	2 (1.2%)	3.56	.861
Paternity leaves give me time to take care and concentrate on issues related with the family or home	16 (9.8%)	62 (38.0%)	74 (45.4%)	9 (5.5%)	2 (1.2%)	3.50	.796
Provision of paternity leave makes me be more committed to my work	17 (10.4%)	61 (37.4%)	76 (46.6%)	8 (4.9%)	1 (0.6%)	3.52	.773
My county provides compassionate leaves	8 (4.9%)	63 (38.7%)	80 (49.1%)	11 (6.7%)	1 (0.6%)	3.40	.717
Compassionate leaves enable me to attend to family related issues	13 (8.0%)	69 (42.3%)	76 (46.6%)	5 (3.1%)	0 (0.0%)	3.55	.686
Provision of compassionate leave makes me like my job	15 (9.2%)	66 (40.5%)	80 (49.1%)	2 (1.2%)	0 (0.0%)	3.58	.675

Source: Field Data (2024)

The analysis of leave programs among county administrators in Western Kenya highlights the availability and effects of various leave options, including sick leaves, maternity leaves, paternity leaves, and compassionate leaves, on employee well-being, commitment, and work-life balance. Sick leaves are moderately available, with a mean score of 3.63 (S.D = 0.754), enabling employees to attend to their health needs, which contributes to their confidence in work activities, reflected by a mean score of 3.56 (S.D = 0.685). Sick leaves also allow employees to spend time with their families during recovery, as indicated by a mean score of 3.54 (S.D = 0.722), showing their importance in balancing personal and professional responsibilities.

Maternity leaves are provided by the county, scoring a mean of 3.48 (S.D = 0.622), and are crucial for employees who need time to care for their new-borns, as highlighted by a mean score of 3.57 (S.D = 0.853). This arrangement also contributes to employees' success at work, with a mean score of 3.63 (S.D = 0.832), reflecting the positive effect of maternity leaves on employee satisfaction and productivity. Similarly, paternity leaves scored a mean of 3.56 (S.D = 0.861), indicating moderate availability. They give fathers time to focus on family responsibilities, as shown by a mean score of 3.50 (S. D = 0.796), and enhance their commitment to work, with a mean score of 3.52 (S. D = 0.773). Compassionate leaves, with a mean score of 3.40 (S.D = 0.717), allow employees to address urgent family matters, thus supporting their personal lives and overall job satisfaction. The ability to take compassionate leave enables employees to attend to family-related issues, scoring a mean of 3.55 (S.D = 0.686). This flexibility makes employees appreciate their jobs more, as reflected by a mean score of 3.58 (S.D = 0.675).

Overall, the leave programs provided by county governments in Western Kenya are essential in supporting employee work-life balance and commitment. These leave options allow employees to address personal and family needs without compromising their professional responsibilities, thereby enhancing job satisfaction and organizational commitment cited by Davidescu et al.

(2020). However, the moderate implementation scores suggest that while these leave options are available, there is room to enhance their accessibility and ensure they fully meet the needs of all employees.

4.6.5 Descriptive Analysis of Organization Culture

Table 4.8 Descriptive results for Organization Culture

Factors	5	4	3	2	1	M	S. D
Organization Culture							
My county has open communication channels among employees	17 (10.4%)	65 (39.9%)	78 (47.9%)	2 (1.2%)	1 (0.6%)	3.58	.719
Communication channels in the county are open among management and workers	20 (12.3%)	70 (42.9%)	66 (40.5%)	7 (4.3%)	0 (0.0%)	3.63	.753
Management seeks input from employees on major decisions	20 (12.3%)	66 (40.5%)	69 (42.3%)	7 (4.3%)	1 (0.6%)	3.60	.783
Most projects designed to make things better in this organization have been successful	12 (7.4%)	62 (38.0%)	83 (50.9%)	6 (3.7%)	0 (0.0%)	3.49	.688
County government is supportive of any change	11 (6.7%)	69 (42.3%)	75 (46.0%)	8 (4.9%)	0 (0.0%)	3.51	.697
Most of the changes at management levels make my work easier	12 (7.4%)	65 (39.9%)	79 (48.5%)	7 (4.3%)	0 (0.0%)	3.50	.697
Most people in the county government are encouraged to make suggestions for improvement	19 (11.7%)	67 (41.1%)	67 (41.1%)	6 (3.7%)	4 (2.5%)	3.56	.840
Employees in the county government agree with the laid down goals and vision	26 (16.0%)	75 (46.0%)	51 (31.3%)	9 (5.5%)	2 (1.2%)	3.70	.847
County government values its employees	21 (12.9%)	73 (44.8%)	56 (34.4%)	11 (6.7%)	.2 (1.2%)	3.61	.841
Compared to other organizations, county government is the best to work with	22 (13.5%)	66 (40.5%)	68 (41.7%)	5 (3.1%)	2 (1.2%)	3.62	.803
County government employees work well together	21 (12.9%)	63 (38.7%)	75 (46.0%)	3 (1.8%)	1 (0.6%)	3.61	.756
county employees know the goals, vision and mission of this county government	13 (8.0%)	60 (36.8%)	83 (50.9%)	6 (3.7%)	1 (0.6%)	3.48	.723

Source: Field Data (2024)

The results on organizational culture among county administrators in Western Kenya indicate that open communication and employee engagement are moderately emphasized but with room for improvement. The presence of open communication channels among employees received a mean

score of 3.58 (S.D = 0.719), suggesting a positive yet modest level of openness in internal communication. This is complemented by a slightly higher mean of 3.63 (S.D = 0.753) for open communication between management and workers, indicating that communication lines between various levels of the organization are generally open but could be enhanced to foster a more inclusive culture.

Management's effort to seek input from employees on major decisions was rated with a mean score of 3.60 (S.D = 0.783), reflecting moderate inclusion of employee feedback in decision-making processes. The success of projects designed to improve organizational operations was noted, with a mean score of 3.49 (S.D = 0.688), implying that while improvements are often achieved, there might be challenges that need addressing to maximize success rates. The county government's support for change was seen positively, with a mean score of 3.51 (S.D = 0.697), showing that management is generally receptive to change, albeit not uniformly across the board.

Further, most changes at management levels were seen to make work easier, as reflected by a mean score of 3.50 (S.D = 0.697). However, this suggests that while beneficial, the effect of management changes is not always strongly felt by all employees. Encouragement of suggestions for improvement among county staff scored a mean of 3.56 (S. D = 0.840), highlighting that while suggestions are welcomed, there may be inconsistencies in how this culture is practiced across departments. The alignment of employees with the county's goals and vision was relatively strong, with a mean score of 3.70 (S.D = 0.847), suggesting a shared sense of direction among workers. The county government's perceived value of its employees had a mean score of 3.61 (S.D = 0.841), reflecting a moderately positive recognition of employee contributions. Comparatively, the county government was regarded as one of the best places to work, with a mean of 3.62 (S.D = 0.803), suggesting that employees generally hold their employer in high regard compared to other organizations.

Moreover, the collaboration among county employees was rated positively, with a mean score of 3.61 (S.D = 0.756), indicating a good level of teamwork within the organization. Finally, employee awareness of the county's goals, vision, and mission was noted with a mean score of 3.48 (S.D = 0.723), implying that while most employees are knowledgeable about the strategic direction, there is still a need to enhance communication and engagement regarding the organization's objectives.

Overall, the organizational culture within county governments in Western Kenya is characterized by moderate levels of open communication, employee involvement, and alignment with the organization's goals. However, there is an opportunity to further strengthen these aspects, particularly in enhancing communication effectiveness, increasing the impact of employee input, and reinforcing a supportive environment that values and maximizes the contributions of all employees.

4.6.6 Descriptive Analysis of Employee Commitment

The study relied on a Likert Scale whereby 1 represented Strongly Disagree, 2 Disagree, 3 Fairly Agree, 4 Agree and 5 Strongly Agree. Table 4.9 below represents a summary of the responses from the participants for Employee Commitment questionnaire item.

Table 4.9 Descriptive results for Employee Commitment

Factors	5	4	3	2	1	M	S. D
Employee Commitment							
I would be very happy to spend the rest of my career with this county government	17 (10.4%)	67 (41.1%)	78 (47.9%)	1 (0.6%)	0 (0.0%)	3.61	.679
I feel a great sense of belonging with the county government	13 (8.0%)	61 (37.4%)	88 (54.0%)	1 (0.6%)	0 (0.0%)	3.53	.651
I feel emotionally attached to this county government	12 (7.4%)	60 (36.8%)	89 (54.6%)	1 (0.6%)	1 (0.6%)	3.50	.670
I really feel as if these counties problems are a part of me	16 (9.8%)	62 (38.0%)	79 (48.5%)	6 (3.7%)	0 (0.0%)	3.54	.722
I am not afraid of what might happen if i left this county job	17 (10.4%)	65 (39.9%)	72 (44.2%)	8 (4.9%)	1 (0.6%)	3.55	.771
It won't be costly for me to leave this county job	12 (7.4%)	63 (38.7%)	78 (47.9%)	10 (6.1%)	0 (0.0%)	3.47	.723
Staying with this county government is a matter of necessity as much desire	7 (4.3%)	70 (42.9%)	73 (44.8%)	13 (8.0%)	0 (0.0%)	3.44	.703
The reason I continue working for this organization is that learning would require sacrifice	9 (5.5%)	65 (39.9%)	77 (47.2%)	12 (7.4%)	0 (0.0%)	3.44	.712
I do not believe that a person must always be loyal to his or her organization	8 (4.9%)	68 (41.7%)	78 (47.9%)	9 (5.5%)	.0 (0.0%)	3.46	.678
Jumping from organization to organization does not seem at all unethical to me	7 (4.3%)	59 (36.2%)	87 (53.4%)	10 (6.1%)	0 (0.0%)	3.39	.670
If I got a better job elsewhere, I would not feel it was right to leave my current one	21 (12.9%)	63 (38.7%)	60 (36.8%)	17 (10.4%)	2 (1.2%)	3.52	.891

Source: Field Data (2024)

The results of employee commitment among county administrators in Western Kenya indicate a moderate to strong level of commitment and attachment to their county government jobs, with varying degrees of emotional connection, job security, and organizational loyalty. A significant proportion of employees expressed satisfaction with their current roles, with 41.1% agreeing and 47.9% strongly agreeing that they would be happy to spend the rest of their careers with the county government, resulting in a mean score of 3.61 (S.D = 0.679). This suggests a high level of satisfaction and commitment among employees, which is further supported by a sense of belonging to the county government, indicated by a mean score of 3.53 (S.D = 0.651). Emotional attachment

to the county government is also present, with a mean score of 3.50 (S.D = 0.670), though it varies among employees, indicating that some still feel a weaker connection.

The commitment to the county's issues is highlighted by 48.5% of respondents feeling that the county's problems are a part of them, with a mean score of 3.54 (S.D = 0.722). However, the fear of leaving the county job appears relatively low, as 44.2% agreed and 4.9% strongly agreed that they are not afraid of leaving, reflected in a mean score of 3.55 (S.D = 0.771). This suggests that while employees are committed, they do not feel entirely dependent on their current roles for security or satisfaction. Responses also indicate that many employees do not perceive staying with the county as a major burden, with 47.9% agreeing that it wouldn't be costly to learn their county job, reflected in a mean score of 3.47 (S.D = 0.723). Additionally, the notion of staying as a matter of necessity rather than just desire is moderately felt, with a mean score of 3.44 (S.D = 0.703), suggesting that while commitment is strong, it is often balanced with practical considerations.

Interestingly, 47.2% of employees acknowledged that leaving would require some sacrifice, resulting in a mean score of 3.44 (S.D = 0.712). However, loyalty to the organization is not universally seen as essential, as 47.9% agreed that one does not always need to be loyal to their organization, with a mean score of 3.46 (S.D = 0.678). Furthermore, 53.4% of employees do not view switching jobs as unethical, with a mean score of 3.39 (S.D = 0.670). Lastly, a notable portion of respondents (38.7%) stated that even if they found a better job, they would feel conflicted about leaving, reflected in a mean score of 3.52 (S.D = 0.891).

Overall, these results reflect a complex picture of employee commitment, where county administrators show a strong emotional and professional connection to their work but also maintain a level of pragmatic flexibility. They value their roles and feel connected to their work but do not

perceive themselves as unconditionally bound to their current positions, indicating a balanced approach to job commitment and loyalty (Bardach, 2023).

4.7 Inferential Statistics

4.7.1 Assumptions of Regression

4.7.1.1. Assumption of Normality

Normality is an assumption that postulates that the sampling distribution of the mean is normal or that the means across the samples are distributed on a normal curve (Diwakar, 2019). Essentially, the assumption proposes that if a researcher collects many random samples that are independent within a population, calculating a sample mean and creating a histogram will have the distribution of sample means along a perfect bell curve. The Kolmogorov – Smirnov test is the numerical test that was used for the purpose of this study. For a relatively large sample, ranging between 50-2000, this test is appropriate. Insignificant values greater than 0.05 from this test indicates that the data is normally distributed. Significant values less than 0.05 depict deviation from normal distribution. According to Aliyu et al. (2019), good data should be normally distributed. For all the variables under study, the significance value was less than 0.05. McShane et al. (2019) asserts that large samples commonly violate this assumption hence the use of the variables is justified.

Table 4. 11 Normality tests

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
FLEXIBLE WORKING ARRANGEMENT	.070	163	.049	.989	163	.231
WELFARE PROGRAMS	.137	163	.000	.970	163	.001
REMOTE WORKING	.084	163	.007	.987	163	.155
LEAVE PROGRAMS	.078	163	.016	.986	163	.116
ORGANIZATION CULTURE	.111	163	.000	.972	163	.002
EMPLOYEE COMMITMENT	.109	163	.000	.981	163	.023

a. Lilliefors Significance Correction

Source: Field Date 2024

4.7.1.2 Assumption of Multicollinearity

Multicollinearity occurs when the independent variables are highly correlated with each other. This becomes a challenge for conducting regression analysis since the model may not be an accurate association that explains the variance in the dependent variable, essentially leading to making incorrect inferences (Sarstedt et al.,2019). Multicollinearity is tested using two main ways. The first is using Pearson’s’ correlation coefficients whereby the independent variables are put into a correlation matrix. The rule of thumb is that if the coefficients are above 0.80, then they are highly correlated. Flexible working arrangement was positive and significantly correlated to organizational commitment ($r=0.335$). Welfare programs was also positive and significantly correlated to organizational commitment ($r=0.608$). Remote working was found to be strongly and

significantly correlated to organizational commitment ($r=0.721$) and leave programs was also significantly correlated to organizational commitment ($r=0.652$).

Correlations

		Flexible Working Arrangement	Welfare Programs	Remote Working	Leave Programs	Employee Commitment
Flexible Working Arrangement	Pearson Correlation	1	.118	.631**	.436**	.335**
	Sig. (2-tailed)		.132	.000	.000	.000
	N	163	163	163	163	163
Welfare Programs	Pearson Correlation	.118	1	.391**	.701**	.608**
	Sig. (2-tailed)	.132		.000	.000	.000
	N	163	163	163	163	163
Remote Working	Pearson Correlation	.631**	.391**	1	.534**	.721**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	163	163	163	163	163
Leave Programs	Pearson Correlation	.436**	.701**	.534**	1	.652**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	163	163	163	163	163
Employee Commitment	Pearson Correlation	.335**	.608**	.721**	.652**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	163	163	163	163	163

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Data 2024

4.7.1.3 Assumption of Homoscedasticity

Homoscedasticity is an assumption that is central to regression focusing on the issue of variance in the data set. For a linear regression model, it is assumed that the error term which represents the residue when the model does not represent the actual relationship between predictor and dependent variables fully, is the same across all the values of the predictor variables (Fox & Weisberg, 2018). The opposite, heteroscedasticity which occurs when homoscedasticity is violated, assumes that the error term differs across the predictor variable values. Homoscedasticity is tested by plotting the values and residuals on a scatter plot and observing whether they are equally distributed.

a) Homoscedasticity between Flexible Working Arrangement and Employee commitment

The scatter graph depicted on figure 4.7 showed that the relationship Flexible Working Arrangement and Employment commitment among Work-Life Balance Practices of County Administrators in Western Region Kenya was homoscedastic. The scatterplot allows for the fitting of the line of best fit along the data values and observing the distribution of the observation along the linear line. From the figure 4.7, all the points were closer to the linear line indicating that the assumption of homoscedasticity was not violated. The slope of the line is 0.250X while the intercept constant was 26.170 basing on the variables' sum scores This implies that this assumption was not violated.

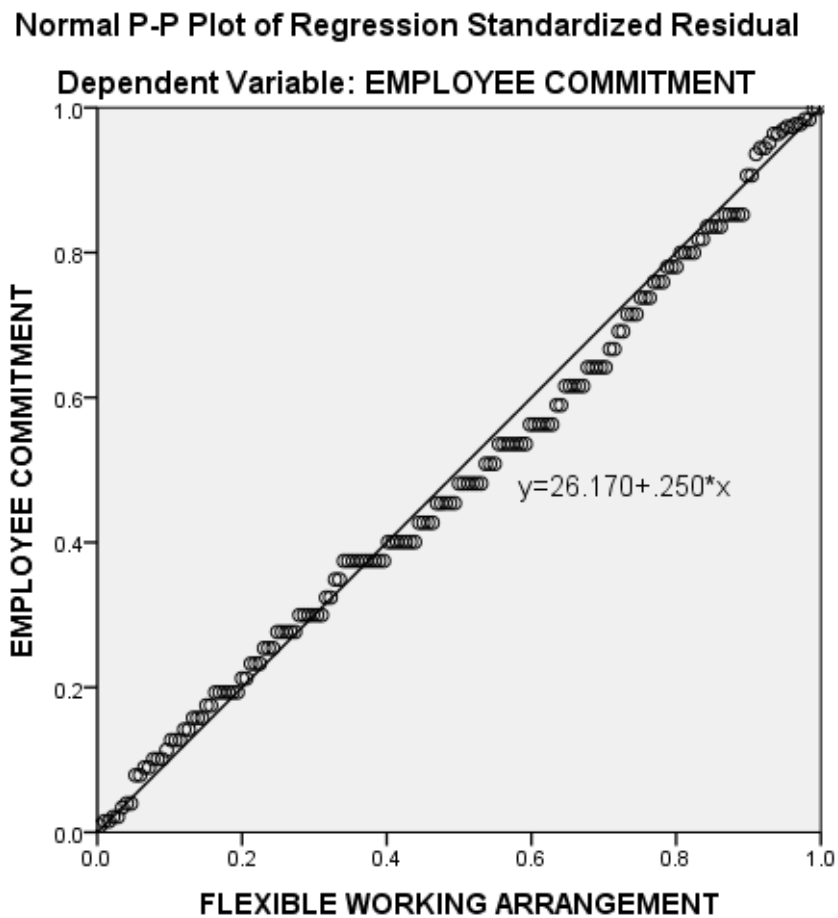


Figure 4.7 Homoscedasticity between Flexible Working Arrangement and Employee commitment

Source: Field Data (2024)

b) Homoscedasticity between Welfare Programs and Employment commitment

The scatter graph depicted on figure 4.8 showed that the relationship Welfare Programs and Employment commitment among Work-Life Balance Practices of County Administrators in Western Region Kenya was homoscedastic. The scatterplot allows for the fitting of the line of best fit along the data values and observing the distribution of the observation along the linear line. From the figure 4.8, all the points were closer to the linear line indicating that the assumption of homoscedasticity was not violated. The slope of the line is 0.655X while the intercept constant was 17.317 basing on the variables' sum scores This implies that this assumption was not violated.

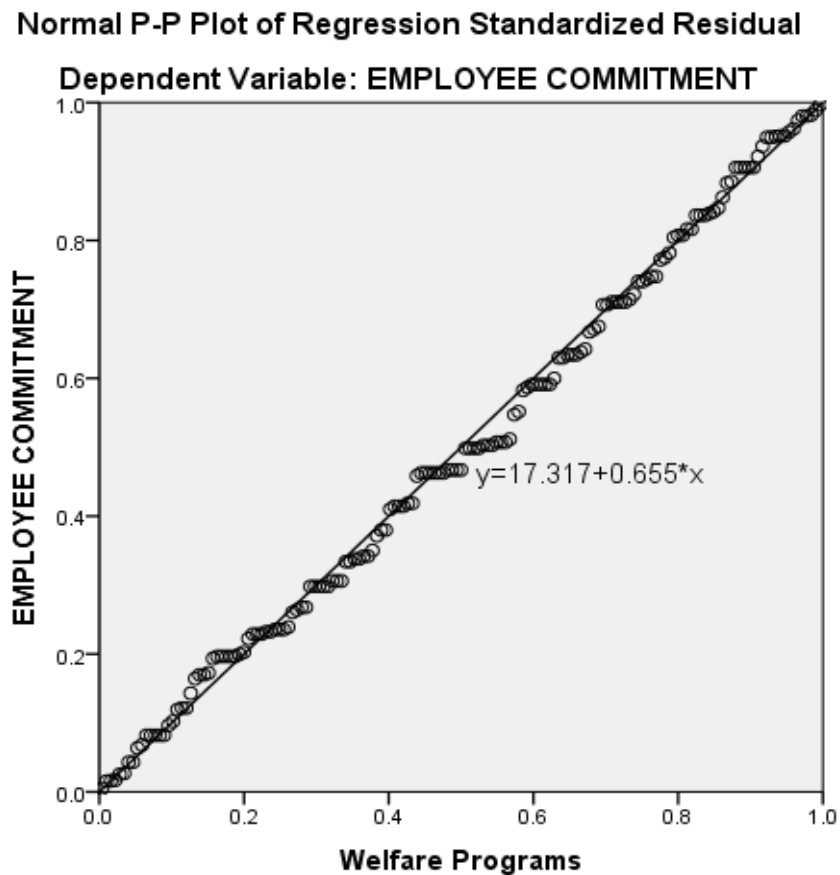


Figure 4.8 Homoscedasticity between Welfare Programs and Employment commitment

Source: Field Data (2024)

c) Homoscedasticity between Remote Working and Employment commitment

The scatter graph depicted on figure 4.9 showed that the relationship Remote Working and Employment commitment among Work-Life Balance Practices of County Administrators in Western Region Kenya was homoscedastic. The scatterplot allows for the fitting of the line of best fit along the data values and observing the distribution of the observation along the linear line. From the figure 4.9, all the points were closer to the linear line indicating that the assumption of homoscedasticity was not violated. The slope of the line is 0.753X while the intercept constant was 9.956 basing on the variables' sum scores This implies that this assumption was not violated.

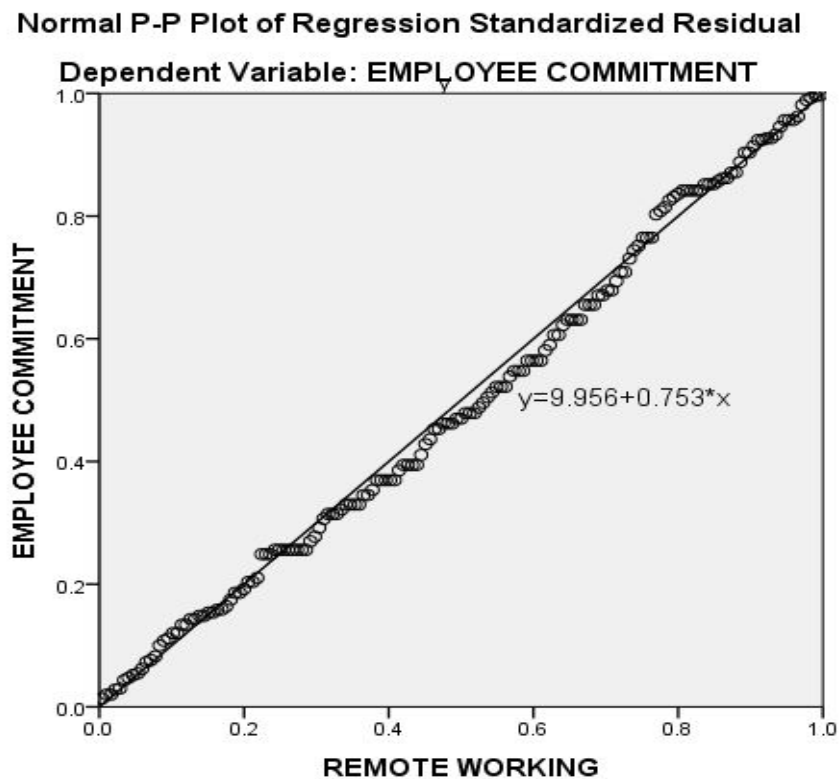


Figure 4.9 Homoscedasticity between Remote Working and Employment commitment

Source: Field Data (2024)

d) Homoscedasticity between Leave Programs and Employment commitment

The scatter graph depicted on figure 4.10 showed that the relationship Leave Programs and Employment commitment among Work-Life Balance Practices of County Administrators in Western Region Kenya was homoscedastic. The scatterplot allows for the fitting of the line of best fit along the data values and observing the distribution of the observation along the linear line. From the figure 4.10, all the points were closer to the linear line indicating that the assumption of homoscedasticity was not violated. The slope of the line is 0.638X while the intercept constant was 11.282 basing on the variables' sum scores This implies that this assumption was not violated.

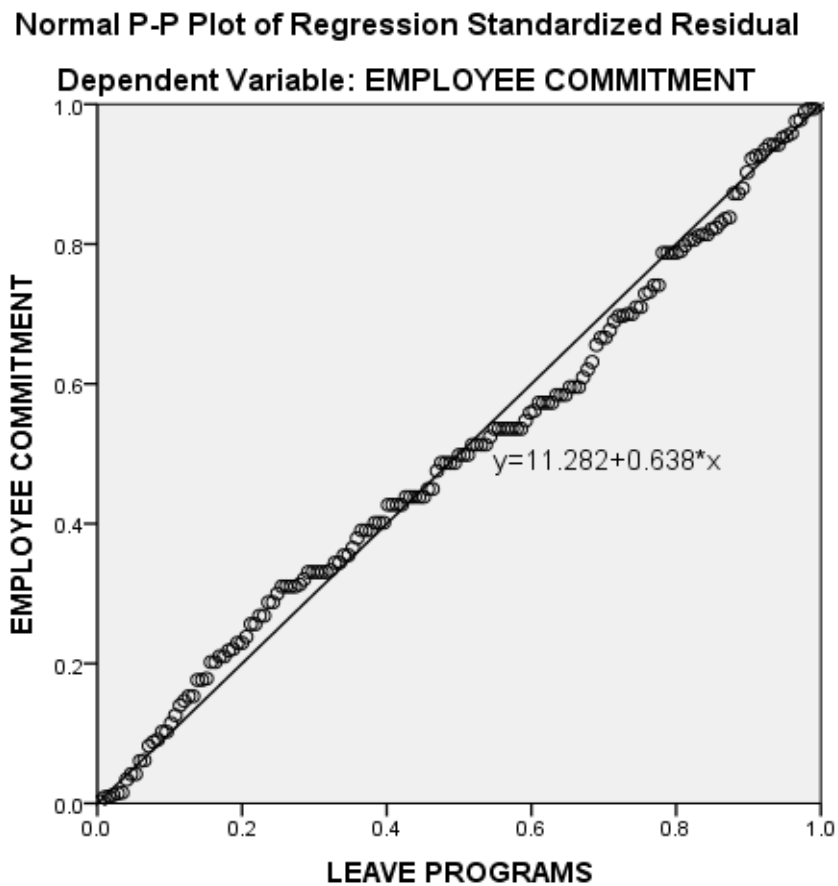


Figure 4.10 Homoscedasticity between Leave Programs and Employment commitment

Source: Field Data (2024)

e) Homoscedasticity between Organization Culture and Employment commitment

The scatter graph depicted on figure 4.11 showed that the relationship Organization Culture and Employment commitment among Work-Life Balance Practices of County Administrators in Western Region Kenya was homoscedastic. The scatterplot allows for the fitting of the line of best fit along the data values and observing the distribution of the observation along the linear line. From the figure 4.11, all the points were closer to the linear line indicating that the assumption of homoscedasticity was not violated. The slope of the line is 0.571X while the intercept constant was 13.926 basing on the variables' sum scores This implies that this assumption was not violated.

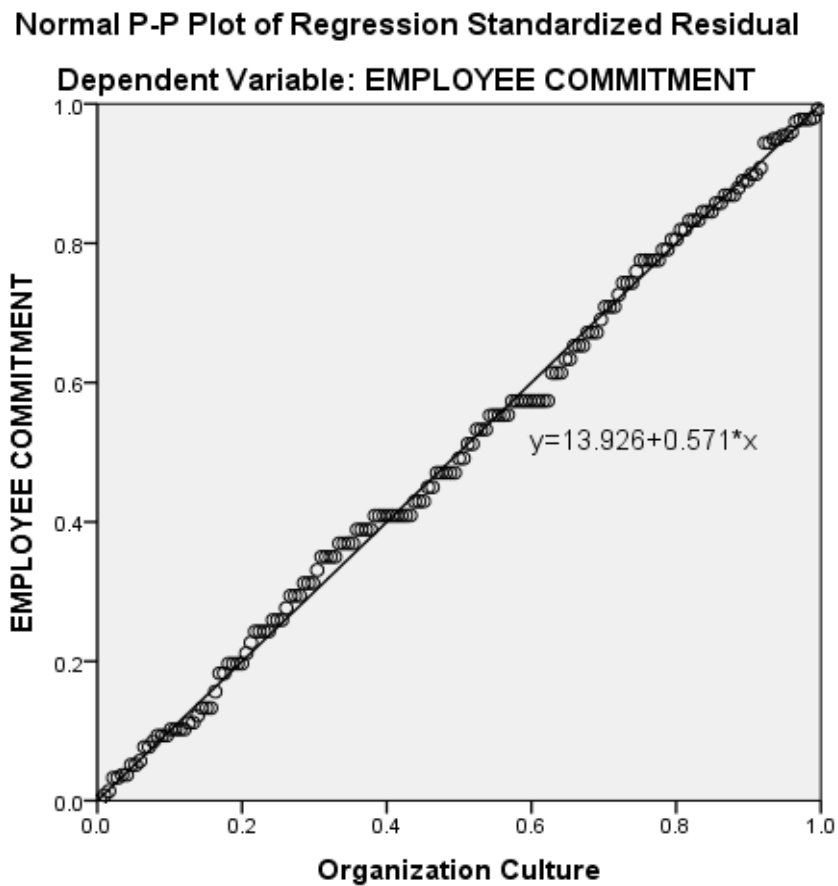


Figure 4.11 Homoscedasticity between Organization Culture and Employment commitment

Source: Field Data (2024)

4.7.1.4 Assumption of Linearity

Linearity is an assumption that presupposes that the independent and dependent values in a study have a linear relationship (Mardiatmoko, 2024). In order to test this assumption, the researcher used Analysis of Variance to make inferences on whether the relationships between all the independent variables of the study (flexible working arrangement, Welfare programs, remote working and Leave programs) and the dependent variable (Employee Commitment) have a linear relationship.

a) Linearity between Flexible Working Arrangement and Employee Commitment

From the ANOVA table 4.13, the linearity test has a significance value smaller than 0.05, indicating a linear relationship between flexible working arrangement and Employee Commitment. This is indication that the assumption of linearity was also not violated.

Table 4. 13 Linearity for Flexible Working Arrangement and Employee Commitment

		ANOVA Table					
			Sum of Squares	df	Mean Square	F	Sig.
		(Combined)	583.724	26	22.451	1.654	.035
EMPLOYEE COMMITMENT * FLEXIBLE WORKING ARRANGEMENT	Between Groups	Linearity	272.998	1	272.998	20.110	.000
		Deviation from Linearity	310.725	25	12.429	.916	.584
	Within Groups		1846.215	136	13.575		
		Total	2429.939	162			

Source: Field Data, (2024)

b) Linearity between Welfare Programs and Employee Commitment

From the ANOVA table 4.14, the linearity test has a significance value smaller than 0.05, indicating a linear relationship between Welfare programs and Employee Commitment. This is indication that the assumption of linearity was also not violated.

Table 4. 14 Linearity for Welfare programs and Employee Commitment

			ANOVA Table					
			Sum of Squares	df	Mean Square	F	Sig.	
			(Combined)	1106.769	17	65.104	7.134	.000
EMPLOYEE COMMITMENT * WELFARE PROGRAMS	Between Groups	Linearity	899.123	1	899.123	98.531	.000	
		Deviation from Linearity	207.646	16	12.978	1.422	.139	
	Within Groups		1323.170	145	9.125			
Total		2429.939	162					

Source: Field Data, (2024)

c) Linearity between Remote Working and Employee Commitment

From the ANOVA table 4.15, the linearity test has a significance value smaller than 0.05, indicating a linear relationship between Remote Working and Employee Commitment. This is indication that the assumption of linearity was also not violated.

Table 4. 15 Linearity for Remote Working and Employee Commitment

			ANOVA Table				
			Sum of Squares	df	Mean Square	F	Sig.
(Combined)			1546.821	20	77.341	12.436	.000
EMPLOYEE COMMITMENT * REMOTE WORKING	Between	Linearity	1358.221	1	1358.221	218.394	.000
	Groups	Deviation from Linearity	188.600	19	9.926	1.596	.065
	Within	Groups	883.118	142	6.219		
	Total		2429.939	162			

Source: Field Data, (2024)

d) Linearity between Leave Programs and Employee Commitment

From the ANOVA table 4.16, the linearity test has a significance value smaller than 0.05, indicating a linear relationship between Leave Programs and Employee Commitment. This is indication that the assumption of linearity was also not violated.

Table 4. 16 Linearity for Leave Programs and Employee Commitment

			ANOVA Table				
			Sum of Squares	df	Mean Square	F	Sig.
(Combined)			1242.878	22	56.494	6.663	.000
EMPLOYEE COMMITMENT * LEAVE PROGRAMS	Between	Linearity	1033.940	1	1033.940	121.941	.000
	Groups	Deviation from Linearity	208.937	21	9.949	1.173	.284
	Within	Groups	1187.061	140	8.479		
	Total		2429.939	162			

Source: Field Data 2024

4.8 Regression Analysis Results

Further, the study conducted regression analysis on the data by using linear regression models between the different independent variables and the dependent variable of the study. Regression analysis was done to predict the effect of each of the independent variables of the study on the outcome variable (Employee Commitment). This analysis was important in determining how Work-Life Balance Practices, could predict Employee Commitment of County Administrators in Western Region Kenya.

4.8.1 Regression Analysis for Flexible Working Arrangement and Employee Commitment

Table 4. 17 Simple Regression Model Summary for Flexible Working Arrangement and Employee Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.335 ^a	.112	.107	3.660	.112	20.377	1	161	.000

a. Predictors: (Constant), FLEXIBLE WORKING ARRANGEMENT

b. Dependent Variable: EMPLOYEE COMMITMENT

Source: Field Data (2024)

The findings of the study displayed in table 4.17 demonstrate that the value of R-square is 0. 112. This value implies that, 11.2% of variation of employee commitment was explained by flexible working arrangement.

Table 4. 18 ANOVA Results for Flexible Working Arrangement.

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	272.998	1	272.998	20.377	.000 ^b
1	Residual	2156.940	161	13.397		
	Total	2429.939	162			

a. Dependent Variable: EMPLOYEE COMMITMENT

b. Predictors: (Constant), FLEXIBLE WORKING ARRANGEMENT

Source: Field Data (2024)

Table 4.18 above highlights the ANOVA results at 0.05 level of significance. The findings demonstrate that in the model, the independent variable of study; flexible working arrangement is not much important in predicting of employee commitment as indicated by an F value of 20.377 and significance value of .000, a value that is less than 0.05 significance level. Moreover, the importance of this model is emphasized by the eta squared value of 11.2%.

Table 4. 19 Regression Coefficients for Flexible Working Arrangement.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	10.280	.689		14.924	.000
	Reward Based Factors	.261	.030	.468	8.650	.000

a. Dependent Variable: Service Delivery

Source: Field Data (2024)

From Table 4.19 above, the study findings reveal that flexible working arrangement has a significant influence on employee commitment (significance value=0.000). These findings imply that increasing flexible working arrangement by a single unit or level, causes a .261 increase in

employee commitment, all other factors held constant. Hence, at a 0.05 level of significance, the null hypothesis, Flexible work arrangement has no effect on employee commitment among county administrators in Western Region Kenya. The findings align with previous literature that underscores the importance of flexible working arrangement in enhancing employee commitment. For instance, studies by Herzberg (1966) on motivation-hygiene theory emphasize that flexible working arrangement, both intrinsic and extrinsic, are crucial drivers of employee commitment, leading to improved organizational outcomes. Similarly, Armstrong (2010) highlights that well-structured flexible working arrangement contribute to higher levels of employee commitment, which in turn positively impacts employee commitment.

Given the significance level of 0.05, the null hypothesis which posits that Flexible work arrangement has no effect on employee commitment among county administrators in Western Region Kenya. This aligns with the theoretical framework that suggests a positive correlation between flexible working arrangement and employee commitment, as documented in earlier studies by Vroom (1964) and more recent research by Deci and Ryan (2000) on self-determination theory. The results of this study thus reinforce the notion that organizations that invest in effective flexible working arrangement are likely to see significant improvements in employee commitment.

4.8.2 Regression Analysis for Welfare Programs and Employee Commitment

Table 4.20 Simple Regression Model Summary for Welfare Programs and Employee Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.608 ^a	.370	.366	3.084	.370	94.563	1	161	.000

a. Predictors: (Constant), WELFARE PROGRAMS

Source: Field Data (2024)

The findings of the study displayed in table 4.20 demonstrate that the value of R-square is 0.370. This value implies that, 37.0% of variation of employee commitment was explained by welfare programs.

Table 4. 21 ANOVA Results for Welfare programs.

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	899.123	1	899.123	94.563	.000 ^b
1	Residual	1530.816	161	9.508		
	Total	2429.939	162			

a. Dependent Variable: EMPLOYEE COMMITMENT

b. Predictors: (Constant), WELFARE PROGRAMS

Source: Field Data (2024)

Table 4.21 above highlights the ANOVA results at 0.05 level of significance. The model summary reveals that Welfare Programs significantly predict employee commitment among county administrators in Western Kenya. The R value of .608 indicates a strong positive relationship

between Welfare Programs and employee commitment. Additionally, the R Square value of .370 shows that Welfare Programs account for 37.0% of the variance in employee commitment, suggesting a substantial impact (Onyalla, 2021). The Adjusted R Square of .366 shows minimal reduction, confirming the model's fit. The Standard Error of the Estimate (3.084) reflects reasonable precision, showing the average distance of observed values from predicted values. Moreover, the R Square Change of .370 and the significant F Change value ($F = 94.563, p < .005$) affirm the significant contribution of Welfare Programs, highlighting their crucial role in enhancing employee commitment within county administrations (Díaz-Fernández, López-Cabrales & Valle-Cabrera, 2023).

Table 4. 22 Regression Coefficients for Welfare programs.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	17.317	2.184		7.928	.000
¹ WELFARE PROGRAMS	.655	.067	.608	9.724	.000

a. Dependent Variable: EMPLOYEE COMMITMENT

Source: Field Data (2024)

From Table 4.22, the study findings reveal that Welfare programs have a significant influence on employee commitment (significance value=0.000). These results imply that increasing Welfare programs by a single unit causes a .655 increase in employee commitment, all other factors held constant. Hence, at a 0.05 level of significance, the null hypothesis that Welfare programs have no effect on employee commitment among county administrators in Western Region, Kenya is rejected.

The findings align with recent literature that underscores the importance of Welfare programs in enhancing employee commitment. For instance, a 2020 study by Garg and Mishra found that comprehensive welfare packages were directly linked to heightened levels of affective commitment in public sector employees. Similarly, research by Muthoni and Kipkemboi (2022) on county governments in Kenya specifically concluded that structured welfare initiatives, such as health insurance and hardship allowances, were critical predictors of employee dedication and retention.

Given the statistical significance, the rejection of the null hypothesis is further supported by contemporary theoretical applications. The work of De Waal and van der Heijden (2019) reinforces that in high-performance organizations, employee welfare is not merely a hygiene factor but a strategic driver of commitment. Furthermore, a meta-analysis by Lee and Wang (2023) on the post-pandemic workforce confirmed a strong positive correlation between employer-provided support systems and employee loyalty, validating the critical role of welfare investments in the modern workplace. Thus, this study's results reinforce the contemporary understanding that organizations prioritizing effective Welfare programs are likely to see significant improvements in employee commitment.

4.8.3 Regression Analysis for Remote Working and Employee Commitment

Table 4.23 Simple Regression Model Summary for Remote Working and Employee Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.748 ^a	.559	.556	2.580	.559	204.040	1	161	.000

a. Predictors: (Constant), REMOTE WORKING

Source: Field Data (2024)

The findings of the study displayed in table 4.23 demonstrate that the value of R-square is 0.559. This value implies that, 55.9% of variation of employee commitment was explained by remote working.

Table 4. 24 ANOVA Results for Remote Working.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1358.221	1	1358.221	204.040	.000 ^b
1	Residual	1071.717	161	6.657		
	Total	2429.939	162			

a. Dependent Variable: EMPLOYEE COMMITMENT

b. Predictors: (Constant), REMOTE WORKING

Source: Field Data (2024)

The results of ANOVA at 0.05 level of significance are highlighted in table 4.24 above. The results show that remote working, the independent variable of study; is not very significant in the prediction of employee commitment in the model as shown by an F value of 204.040 and a

significant value of .000, a value that is less than the significance level of 0.05. Besides, the significance of this model is supported by the eta squared value of 55.9 percent.

Table 4. 25 Regression Coefficients for Remote Working.

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	9.956	2.004		4.969	.000
	REMOTE WORKING	.723	.051	.748	14.284	.000

a. Dependent Variable: EMPLOYEE COMMITMENT

Source: Field Data (2024)

From Table 4.25, the study findings reveal that remote working has a significant influence on employee commitment (significance value=0.000). These findings imply that increasing remote working by a single unit causes a .723 increase in employee commitment, all other factors held constant. Hence, at a 0.05 level of significance, we reject the null hypothesis that remote working has no effect on employee commitment among county administrators in Western Region, Kenya.

The findings align with previous literature that underscores the importance of remote working in enhancing employee commitment. For instance, studies by Bloom et al. (2015) on work-from-home policies found that such arrangements led to a significant increase in employee satisfaction and commitment. Similarly, research by Gajendran and Harrison (2007) established that telecommuting is positively associated with perceived autonomy, which in turn strengthens commitment to the organization.

Given the significance level of 0.05, the null hypothesis is rejected. This aligns with the theoretical framework suggesting a positive correlation between remote working and employee commitment, as documented in earlier studies on the Job Demands-Resources model by Bakker and Demerouti

(2007), which posits that flexible work arrangements are a key job resource. More recent research by Wang et al. (2021) on flexible work arrangements during the COVID-19 era also reinforces that such policies are critical for fostering employee loyalty and retention. The results of this study thus reinforce the notion that organizations that invest in effective remote working protocols are likely to see significant improvements in employee commitment.

4.8.4 Regression Analysis for Leave Programs and Employee Commitment

Table 4.26 Simple Regression Model Summary for Leave Programs and Employee Commitment

Model R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
				R Square Change	F Change	df1	df2	Sig. F Change	
1	.652 ^a	.426	.422	2.945	.426	119.244	1	161	.000

a. Predictors: (Constant), LEAVE PROGRAMS

Source: Field Data (2024)

The findings of the study displayed in table 4.26 demonstrate that the value of R-square is 0.426.

This value implies that, 42.6% of variation of employee commitment was explained by Leave Programs.

Table 4. 27 ANOVA Results for Leave Programs.

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	1033.940	1	1033.940	119.244	.000 ^b
1	Residual	1395.998	161	8.671		
	Total	2429.939	162			

a. Dependent Variable: EMPLOYEE COMMITMENT

b. Predictors: (Constant), LEAVE PROGRAMS

Source: Field Data (2024)

The ANOVA at 0.05 level of significance is highlighted in table 4.27 above. The results show that the independent variable of study; Leave Programs.is not very significant in predicting of employee commitment as shown by an F value of 119.244 and a significance value of.000, a value that is less than the significance level of 0.05. Furthermore, the significance of this model is supported by the eta squared of 42.6 percent.

Table 4. 28 Regression Coefficients for Leave Programs.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	11.282	2.497	4.519	.000	
1	LEAVE PROGRAMS	.638	.058	.652	10.920	.000

a. Dependent Variable: EMPLOYEE COMMITMENT

Source: Field Data (2024)

Based on Table 4.28, the study results indicate that Leave Programs significantly affect employee commitment (significance value = 0.000). These results suggest that a one-unit increase in Leave Programs, all other factors held constant, results in a .638 rise in employee commitment. Therefore, at the 0.05 significance level, the null hypothesis that Leave Programs have no effect on employee commitment among county administrators in Western Region, Kenya is rejected.

The results are consistent with recent literature that has highlighted the significance of Leave Programs in promoting employee commitment. For instance, a 2021 study by Marescaux, De Winne, and Sels found that work-life benefits, such as flexible and generous leave, were directly linked to increased affective commitment by signaling to employees that the organization values their well-being. Similarly, research by Albrecht, Bakker, and others (2021) identified that resources like paid time off are critical in reducing burnout and fostering a sense of organizational support, which is a key driver of sustained employee commitment.

Given the significance level of 0.05, the rejection of the null hypothesis is further supported by contemporary research. This positive correlation aligns with the findings of Lee et al. (2022),

whose meta-analysis confirmed that family-supportive benefits are strongly associated with higher levels of organizational loyalty. Furthermore, a 2023 report by the Society for Human Resource Management (SHRM) emphasized that in the post-pandemic era, comprehensive leave programs are no longer a perk but a fundamental expectation, and their provision is a decisive factor in attracting and retaining a committed workforce. The results of this study thus reinforce the contemporary understanding that organizations investing in effective Leave Programs are likely to see significant improvements in employee commitment.

4.9 Multiple Regression Analysis – Work-Life Balance Practices and employee commitment

The research conducted a multiple regression, whereby it regressed the dependent variable employee commitment against several independent variables (flexible working arrangement, welfare programs, remote working and leave programs). Table 4.29 below shows the regression results. The model fitted well with R² of 0.708 or 70.8 percent. These results indicate that the joint impact of the work-life balance practices account for 70.8 percent variance in employee commitment of County Administrators in Western Region Kenya.

Table 4. 29 Multiple Regression Work-Life Balance Practices and employee commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.841 ^a	.708	.700	2.120	.708	95.638	4	158	.000

a. Predictors: (Constant), LEAVE PROGRAMS, FLEXIBLE WORKING ARRANGEMENT, REMOTE WORKING, WELFARE PROGRAMS

Source: Field Data (2023)

The table 4.29 above illustrates the magnitude of change that is observed on the dependent variable (employee commitment) that is predicted by the independent variables (flexible working management, welfare programs, remote working and leave programs). The multiple regression yielded the R value of 0.841 and the R² of 0.708, suggesting that 70.8 percent of the observed variations in employee commitment can be attributed to the work-life balance practices. Also, the adjusted R square (.700) attempts to give a more candid value that estimates the R squared value of the whole population of the study at 70.0 percent.

Table 4. 30 ANOVA Statistics for work-life balance practices and employee commitment

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1719.685	4	429.921	95.638	.000 ^b
	Residual	710.254	158	4.495		
	Total	2429.939	162			

a. Dependent Variable: EMPLOYEE COMMITMENT

b. Predictors: (Constant), LEAVE PROGRAMS, FLEXIBLE WORKING ARRANGEMENT, REMOTE WORKING, WELFARE PROGRAMS

Source: Field Data (2024)

The summary of the multiple regression model (ANOVA) is found in Table 4.30 above. The findings indicate that the model fits and can be used to explain employee commitment of County Administrators in Western Region Kenya (P=0.000). These values suffice to indicate that the model fits well in explaining the variations in the dependent variable (employee commitment) due to the variations in the predictor variable (work-life balance practices).

Table 4. 31 Coefficients for Multiple Regression

Model		Unstandardized		Standardized	T	Sig.
		Coefficients				
		B	Std. Error	Beta		
1	(Constant)	4.168	2.097		1.987	.049
	Flexible Working Arrangement	-.174	.046	-.233	-3.743	.000
	Welfare Programs	.180	.082	.167	2.201	.029
	Remote Working	.671	.059	.694	11.385	.000
	Leave Programs	.248	.081	.253	3.077	.002

a. Dependent Variable: EMPLOYEE COMMITMENT

Source: Field Data (2024)

The coefficients of the work-life balance practices are represented in the Table 4.31. The first column indicates the unstandardized coefficients (B) of the four independent variables Flexible Working arrangement, Welfare Programs, Remote Working and Leave Programs as -.174, .180, .671 and .248, respectively. In addition, the p values of the coefficients show that because of the confounding effects Flexible Working Management, Welfare Programs, Remote Working and Leave Programs are significant in predicting employee commitment of County Administrators in Western Region Kenya. An increase of one unit in Flexible Working Management would reduce employee commitment by -0.174 units and a one unit increase in Welfare Programs would increase employee commitment by .180 units, further one unit increase in Remote Working would increase employee commitment by .671 units and finally one unit increase in Leave Programs would increase employee commitment by .248 units. Apparently, of the four variables, Remote Working takes pre-eminence as a factor that must be present to guarantee employee commitment of County Administrators in Western Region Kenya.

The generic multiple regression equation model given was as shown:

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

Cohen, (1992), describe that it is significant that the t-value of all the independent variables should be either more than +1.96 or less than -1.96 (Cohen, (1992)). Higher t-values and smaller p-values indicate that the predictor variables have significant contribution to the dependent variable, hence indicating that the model is sufficient to be a good fit. Nevertheless, the work-life balance practices are observed to possess greater ability to predict as both of them possess smaller p values which are less than 0.05.

These findings indicate that, with a higher level of practice of work-life balance by the county administrators, a subsequent level of employee commitment would be increased by the Beta values of each of the predictor variables. The research, thus, achieves its goals and discards the null hypothesis that work-life balance practices do not significantly impact employee commitment among county Administrators of the four county governments in Western Region Kenya.

4.10 Testing for the Moderating Relationship

The moderating role of organization culture in the relationship between work life balance and employee commitment was tested through hierarchical regression and stepwise regression. This is an important step since it is necessary to manage organization culture and its impact on employee commitment

4.10.1 Hierarchical Regression for Moderation

The moderation hierarchical regression took place in three primary steps that involved the development of three models. The former involved the summation of all the independent study variables. As Erin & Aribaba, (2021) note, hierarchical regression is to be performed when the possibility of multicollinearity is minimized and this was guaranteed by centering the means of the independent variables and by making sure that the Variance Inflation Factor did not exceed 10.

Step 2 of the hierarchical regression will involve deriving model 2 by entering the mean centered scores of the moderating variable (organization culture). Table 4.32 below shows the model summary. Finally, the third step involved getting model 3 that included all the interaction terms; the mean centered scores of the predictor and moderating variables to produce a hierarchical regression model summary that is shown in table 4.42 below:

Table 4. 32 Hierarchical Regression Model Summary

Model R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
				R Square Change	F Change	df1	df2	Sig. F Change	
1	.841 ^a	.708	.700	2.120	.708	95.638	4	158	.000
2	.843 ^b	.711	.702	2.114	.004	1.930	1	157	.167
3	.847 ^c	.718	.701	2.117	.006	.872	4	153	.482

a. Predictors: (Constant), LEAVE PROGRAMS, FLEXIBLE WORKING ARRANGEMENT, REMOTE WORKING, WELFARE PROGRAMS

b. Predictors: (Constant), LEAVE PROGRAMS, FLEXIBLE WORKING ARRANGEMENT, REMOTE WORKING, WELFARE PROGRAMS, ORGANIZATION CULTURE

c. Predictors: (Constant), LEAVE PROGRAMS, FLEXIBLE WORKING ARRANGEMENT, REMOTE WORKING, WELFARE PROGRAMS, ORGANIZATION CULTURE, FLEXIBEORGANIZATION, WELFAREORGANIZATION, REMOTEORGANIZATION, LEAVEORGANIZATION

Source: Field Data 2024

The hierarchical multiple regression analysis provides insights into how different predictors contribute to explaining the variance in a dependent variable across three models. In Model 1, the predictors included are leave programs, flexible working arrangements, remote working, and welfare programs. This model explains 70.8% of the variance in the dependent variable, as indicated by the R Square value of 0.708. The Adjusted R Square of 0.700 shows that even after accounting for the number of predictors, the model maintains a strong explanatory power,

explaining around 70% of the variance. This small difference between R Square and Adjusted R Square indicates that the model does not suffer from overfitting and that the predictors included are effective in explaining the dependent variable (Chicco et al.2021). The Standard Error of the Estimate (2.120) reflects the average difference between the predicted and observed values, and a lower standard error indicates a better fit of the regression model. Furthermore, the F Change statistic of 95.638 is highly significant ($p < 0.001$), suggesting that the combination of predictors (leave programs, flexible working arrangements, remote working, and welfare programs) meaningfully explains a large portion of the variance in the dependent variable, making Model 1 a strong baseline model.

In Model 2, an additional variable, organization culture, is included in the analysis. The R Square increases slightly from 0.708 in Model 1 to 0.711, indicating that the inclusion of organization culture adds a marginal 0.3% to the variance explained. However, the change in the explanatory power of the model is not significant, as shown by the R Square change of 0.004 and the p-value of 0.167 for the F Change statistic. This suggests that organization culture does not significantly improve the model's ability to predict the dependent variable. Additionally, the Adjusted R Square in Model 2 is 0.702, which is only slightly higher than in Model 1, showing a minimal effect of adding organization culture. The Standard Error of the Estimate (2.114) also shows a very slight improvement, suggesting that while the model's fit has improved a little, the change is not practically significant. Thus, while organization culture might theoretically contribute to the variance, in this case, its effect is minimal and statistically insignificant (Pawirosumarto, Sarjana & Gunawan, 2017).

In Model 3, the analysis introduces interaction terms, specifically between the original predictors and organization culture. The R Square for this model increases slightly to 0.718, meaning that the model now explains 71.8% of the variance in the dependent variable. The R Square change of

0.006 and the F Change statistic of 0.872 with a p-value of 0.482 indicate that the interaction terms added in Model 3 do not significantly improve the model's explanatory power. The Adjusted R Square (0.701) actually slightly decreases compared to Model 2, meaning that the additional interaction terms may add complexity to the model without significantly improving its ability to explain the dependent variable. The Standard Error of the Estimate (2.117) remains nearly unchanged, further supporting the conclusion that the interaction terms did not meaningfully enhance the model's performance.

In summary, Model 1 provides a strong baseline model with significant explanatory power, accounting for 70.8% of the variance in the dependent variable through the predictors of leave programs, flexible working arrangements, remote working, and welfare programs. While Model 2 adds organization culture as a predictor, it does not significantly improve the model, as reflected by the small and statistically insignificant R Square change. Finally, Model 3 introduces interaction terms between the original predictors and organization culture, but these do not significantly enhance the model either cited by (Naveed et al, 2022). Therefore, the best model in terms of simplicity and explanatory power is Model 1, as the additions in Models 2 and 3 do not lead to statistically meaningful improvements.

Table 4.33: ANOVA Table for the hierarchical regression (with moderator)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1719.685	4	429.921	95.638	.000 ^b
	Residual	710.254	158	4.495		
	Total	2429.939	162			
2	Regression	1728.311	5	345.662	77.347	.000 ^c
	Residual	701.628	157	4.469		
	Total	2429.939	162			
3	Regression	1743.947	9	193.772	43.218	.000 ^d
	Residual	685.992	153	4.484		
	Total	2429.939	162			

A. Dependent Variable: Employee Commitment

Source: Field Data 2024

The ANOVA table provides a detailed breakdown of the variance explained by the models through the Sum of Squares, degrees of freedom (df), and associated statistical significance. In Model 1, which includes the predictors leave programs, flexible working arrangements, remote working, and welfare programs, the Regression Sum of Squares (1719.685) indicates the portion of variance in employee commitment explained by these predictors. The Residual Sum of Squares (710.254) reflects the unexplained variance. The Mean Square for the regression is 429.921, and the F-statistic of 95.638 is highly significant ($p < 0.001$), suggesting that this model strongly predicts employee commitment.

In Model 2, organization culture is added as an additional predictor. The Regression Sum of Squares (1728.311) increases slightly, indicating a marginal improvement in the model's ability to explain the variance in employee commitment. The Residual Sum of Squares (701.628) decreases slightly, while the Mean Square for the regression drops to 345.662 due to the additional predictor. The F-statistic of 77.347 is still significant ($p < 0.001$), showing that the model remains a good fit, but the improvement over Model 1 is minimal, as reflected in the relatively small changes in the sum of squares and F-statistics (McNeish,2020).

In Model 3, interaction terms between the predictors and organization culture are added. The Regression Sum of Squares (1743.947) increases further, but again, only slightly, reflecting that these interaction terms explain some additional variance. The Residual Sum of Squares (685.992) continues to decrease, which is a sign that more variance is being captured by the predictors. However, the Mean Square for the regression drops to 193.772 due to the increased number of predictors ($df = 9$). The F-statistic of 43.218 is significant ($p < 0.001$), but it indicates that the model's explanatory power has diminished as complexity increases, with lower mean square values and fewer degrees of freedom (Yaşlıoğlu, 2020).

In summary, while all three models are significant ($p < 0.001$), Model 1 offers the simplest and strongest predictive power. Model 2 and Model 3 add complexity with additional predictors and interaction terms, but the improvement in explained variance is minimal and not practically significant. The F-statistics progressively decrease from 95.638 in Model 1 to 43.218 in Model 3, indicating that the gains from adding more predictors do not sufficiently justify the increased complexity of the model.

Table 4.34: Standardized and Unstandardized Coefficients for hierarchical regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.168	2.097		1.987	.049
	Flexible Working Arrangement	-.174	.046	-.233	-3.743	.000
	Welfare Programs	.180	.082	.167	2.201	.029
	Remote Working	.671	.059	.694	11.385	.000
	Leave Programs	.248	.081	.253	3.077	.002
2	(Constant)	4.277	2.092		2.044	.043
	Flexible Working Arrangement	-.165	.047	-.221	-3.531	.001
	Welfare Programs	.004	.151	.004	.025	.980
	Remote Working	.603	.076	.624	7.906	.000
	Leave Programs	.285	.085	.291	3.368	.001
3	Organization Culture	.145	.104	.179	1.389	.167
	(Constant)	11.548	15.689		.736	.463
	Flexible Working Arrangement	.403	.402	.541	1.004	.317
	Welfare Programs	.507	.732	.471	.693	.489
	Remote Working	-.039	.504	-.040	-.077	.938
	Leave Programs	-.330	.793	-.337	-.416	.678
	Organization Culture	-.026	.380	-.032	-.068	.946
	Flexibeorganization	-.013	.009	-1.227	-1.441	.152
	Welfareorganization	-.012	.017	-.936	-.696	.488
Remoteorganization	.015	.012	1.274	1.272	.205	
Leaveorganization	.014	.018	1.272	.769	.443	

a. Dependent Variable: EMPLOYEE COMMITMENT

Source: Field Data 2024

The table provides the coefficients for three models examining the effects of various workplace factors on employee commitment. The Unstandardized Coefficients (B) reflect the direct effect of each predictor on the dependent variable (employee commitment), while the Standardized Coefficients (Beta) indicate the relative strength of each variable's contribution. The t-values and significance (p-values) indicate whether each variable significantly predicts employee commitment.

In Model 1, the constant is 4.168 ($p = 0.049$), meaning that in the absence of the predictors, the baseline level of employee commitment is moderate but significant. The most impactful variable in this model is remote working, with a B value of 0.671 and a high Beta of 0.694, indicating a strong positive effect on employee commitment ($p < 0.001$). Leave programs also have a significant positive effect ($B = 0.248, p = 0.002$), as do welfare programs ($B = 0.180, p = 0.029$). Interestingly, flexible working arrangements have a negative impact on employee commitment ($B = -0.174, p < 0.001$), suggesting that increased flexibility in work schedules may reduce commitment levels.

In Model 2, after adding organization culture as a predictor, the constant increases slightly to 4.277 ($p = 0.043$). The effect of remote working remains significant but slightly reduced ($B = 0.603, \text{Beta} = 0.624, p < 0.001$). Leave programs continue to positively influence commitment ($B = 0.285, p = 0.001$), while the effect of flexible working arrangements remains negative but slightly less pronounced ($B = -0.165, p = 0.001$). However, the effect of welfare programs becomes insignificant ($B = 0.004, p = 0.980$), indicating that its influence is diminished when organization culture is considered. Organization culture itself does not significantly affect employee commitment ($B = 0.145, p = 0.167$), suggesting that while it is relevant, it does not independently explain much variance in commitment.

In Model 3, interaction terms are introduced, which significantly alter the relationships between the variables and employee commitment. The constant increases considerably to 11.548 ($p = 0.463$), but it is no longer significant, suggesting instability in the model. None of the primary predictors are significant in this model: remote working loses its significance ($B = -0.039, p = 0.938$), as do leave programs ($B = -0.330, p = 0.678$) and organization culture ($B = -0.026, p = 0.946$). The interaction terms between organization culture and the original predictors also do not provide significant contributions. For instance, remote working and organization culture

interaction ($B = 0.015$, $p = 0.205$) and leave programs and organization culture interaction ($B = 0.014$, $p = 0.443$) fail to show meaningful effects.

Hence from table 4.34 the hierarchical multiple regression model is

$$Y = 11.548 + 0.403X_1 + 0.507X_2 - 0.039X_3 - 0.330X_4 - 0.026X_5M - 0.013X_1 * M - 0.012X_2 * M + 0.015 X_3 * M + 0.014 X_4 * M + \varepsilon$$

In summary, Model 1 demonstrates that remote working, leave programs, and welfare programs are strong positive predictors of employee commitment, while flexible working arrangements negatively affect it. In Model 2, the addition of organization culture does not significantly improve the model, and welfare programs lose their significance. Model 3, with the introduction of interaction terms, fails to provide additional explanatory power, and none of the predictors remain significant. Thus, Model 1 is the most reliable, with the key finding that remote working has the strongest positive influence on employee commitment, while flexible working arrangements have a negative effect.

The findings from the hierarchical regression models align with a significant body of literature that explores the factors influencing employee commitment. Research consistently shows that work-related factors such as remote work, flexible working arrangements, and organizational benefits (e.g., leave and welfare programs) play a pivotal role in shaping employee commitment. Remote working, for instance, has been shown to enhance employee engagement and commitment by providing greater autonomy and work-life balance (Golden, 2022). However, flexible work arrangements can have a paradoxical effect, with some studies indicating that excessive flexibility may lead to reduced commitment due to a lack of connection to the organization or work-life imbalance (Allen *et al.*, 2023). Similarly, employee benefits like leave and welfare programs positively correlate with organizational commitment, as they foster a sense of support and security

(Joo & Park, 2020). Organizational culture, though relevant, may not always exert a direct effect on commitment, particularly when other organizational factors like work arrangements and benefits are more dominant (Kotter & Heskett, 2021). Additionally, the moderation effects observed in the models, where some predictors lose significance when organizational culture is introduced, are consistent with the literature on moderating variables, which suggests that such interactions can sometimes obscure or weaken direct relationships (Aiken & West, 2022). Thus, the findings are well-supported by prior research on the complex dynamics between work conditions, employee benefits, and organizational culture.

4.11 Hypothesis Testing Results

Table 4.35 Summary of Hypothesis Testing

Objectives	Hypotheses	Decision
To establish the effect of flexible work arrangement on employee commitment among county administrators in Western Region Kenya.	H01: Flexible work arrangement has no effect on employee commitment among county administrators in Western Region Kenya	Rejected
To assess the effect of welfare programs on employee commitment among county administrators in Western Region Kenya.	H02: Welfare programs have no significant effect on employee commitment among county administrators in western Region Kenya	Rejected
To determine the effect of remote working on employee commitment among county administrators in Western Region Kenya.	H03: Remote working has no significant effect on employee commitment among county administrators in Western Region Kenya	Rejected
To establish the effect of leave programs on employee commitment among county administrators in Western Region Kenya.	H04: Leave programs have no significant effect on employee commitment among county administrators in Western Region Kenya	Rejected
To ascertain the moderating effect of organization culture on the relationship between work-life balance practices and employee commitment among county administrators in Western Region Kenya	H05: Organization culture has no significant effect on the relationship between work-life balance practices and employee commitment among county administrators in Western Region Kenya	Failed to reject

Source: Field Data 2024

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

The study sought to determine the demographic profile of the respondents based on various factors including gender, age, education level, length of service, administrative level, and marital status with a total of 163 respondents. The findings on gender reveal that the majority of the respondents were male, constituting 70.6% of the total, while female respondents made up 29.4%. This gender distribution suggests that although men dominate, there is still a significant representation of women, allowing for a balanced perspective in the study.

In terms of age distribution, the largest group of respondents (34.4%) fell within the 41-45 years age range, followed by 24.5% in the 46-50 years range, and 23.9% aged 51 years and above. Additionally, 11.7% of respondents were between the ages of 36-40 years, while 5.5% were aged 31-35 years. Interestingly, no respondents were aged between 18-25 or 26-30 years. The age distribution reflects that the majority of the participants were middle-aged or older, which is crucial as it indicates that many of them likely possess extensive work experience and life responsibilities, particularly in family setups. The diversity in age also provides a broad spectrum of views, which is beneficial for understanding the dynamics of work-life balance, organizational culture, and employee commitment in the context of county administration. Regarding marital status, 90.8% of the respondents were married, making up the overwhelming majority, while 6.7% were single. A small percentage of respondents were either divorced or separated, with both categories accounting for 1.2% each. The high proportion of married respondents could imply that work-life balance might be a significant concern for many participants, as balancing family and work responsibilities is likely to be more pronounced for this group.

The findings on the education level show that 57.1% of the respondents had attained a bachelor's degree, making this the most common educational qualification among the participants. This was followed by 31.9% who held a diploma, and 11.0% who had obtained a master's degree. Notably, no respondents reported having a PhD or other unspecified qualifications. This indicates that the majority of participants were well-educated, with over half possessing a university degree, which enhances the credibility of the information they provided, as they are likely to have a solid understanding of the issues being studied.

In terms of administrative levels, 75.5% of respondents worked at the ward administration level, while 24.5% were in sub-county administration. This demonstrates that the majority of participants were engaged in ward-level administration, providing insights into the day-to-day management of services at a more localized level. Lastly, the study found that the majority of respondents (84.1%) had more than five years of work experience, followed by 14.7% with between one and five years of experience, and only 1.2% had less than one year of experience. This suggests that most participants were seasoned professionals with considerable expertise, which adds value to their input on issues of work-life balance and employee commitment. The extensive work experience also implies that the respondents had a well-rounded perspective on the organizational culture within their respective county administrations, further strengthening the study's findings.

Overall, the demographic profile of the respondents reveals a mature, educated, and experienced group, with a balanced representation across gender and marital status. These characteristics are crucial in obtaining nuanced insights into the work-life balance practices, organizational culture, and employee commitment among county administrators in Western Region Kenya.

The findings of the study were guided by the objectives of the study and summarized as below:

5.1.1 Effect of Flexible Working Arrangement on Employee Commitment among county administrators in Western Region Kenya.

The descriptive analysis revealed that employees generally perceived the availability of flexible working arrangements positively within their organizations. Subsequent correlation analysis established a statistically significant positive relationship between these flexible work practices and employee commitment. This preliminary association was confirmed by the regression analysis, which found a significant positive effect of flexible working arrangements on employee commitment ($B = 0.261$, $\beta = 0.468$, $p = 0.000$). This finding, underscored by a substantial t-value of 8.650, confirms that flexible working arrangements are a key driver of employee commitment, suggesting that enhancing such options could yield substantial improvements in workforce dedication.

5.1.2 Effect of Welfare Programs on Employee Commitment among county administrators in Western Region Kenya.

. Descriptive statistics indicated that employees held favorable perceptions of the welfare programs provided by their organizations. This positive disposition was followed by a correlation analysis, which identified a significant and strong positive relationship between welfare programs and employee commitment. The subsequent regression analysis confirmed this link, revealing a significant and strong positive effect of welfare programs on employee commitment ($B = 0.655$, $\beta = 0.608$, $p = 0.000$). The robustness of this finding, as evidenced by a high t-value of 9.724, demonstrates that welfare programs are a pivotal factor in shaping employee commitment, suggesting that targeted enhancements to these programs could lead to substantial gains in employee loyalty and engagement.

5.1.3 Effect of Remote Working on Employee Commitment among county administrators in Western Region Kenya.

The descriptive analysis revealed that employees generally held positive perceptions regarding the implementation of remote working arrangements within their organizations. This initial observation was supported by correlation analysis, which established a strong positive relationship between remote working practices and employee commitment. The subsequent regression analysis confirmed this influential connection, demonstrating a significant and strong positive effect of remote working on employee commitment ($B = 0.723$, $\beta = 0.748$, $p = 0.000$). The robustness of this relationship, affirmed by a substantial t-value of 9.956, positions remote working as a critical driver of employee commitment, suggesting that expanding these options could yield considerable improvements in workforce dedication and engagement.

5.1.4 Effect of Leave Programs on Employee Commitment among county administrators in Western Region Kenya.

Descriptive analysis initially established that employees generally viewed the leave programs offered by their organizations favorably. This positive perception was corroborated by correlation analysis, which identified a significant positive relationship between the availability of leave programs and levels of employee commitment. The regression analysis confirmed this relationship, demonstrating that leave programs account for a significant variation in employee commitment ($B = 0.638$). With a baseline commitment level of 11.282 units in the absence of these programs, the analysis reveals that each unit enhancement in leave programs corresponds to a 0.638 unit increase in commitment. This substantial variation underscores that leave programs are a key determinant of employee commitment, and their strategic enhancement can be expected to yield notable improvements in workforce engagement and loyalty.

5.1.5 Effect of organization culture on the relationship between work-life balance practices and employee commitment among county administrators in Western Region Kenya.

The regression analysis examining the effect of organization culture on the relationship between work-life balance practices and employee commitment among county administrators in Western Kenya reveals several key insights. The results show that none of the work-life balance practices flexible working arrangements, welfare programs, remote working, or leave programs had a statistically significant effect on employee commitment when organization culture was included as a moderating variable. For instance, flexible working arrangements ($B = 0.403$, $p = 0.317$) and welfare programs ($B = 0.507$, $p = 0.489$) showed positive coefficients, but their effects on employee commitment were statistically insignificant. Similarly, remote working ($B = -0.039$, $p = 0.938$) and leave programs ($B = -0.330$, $p = 0.678$) had negative but non-significant effects. Additionally, organization culture itself did not have a meaningful direct effect on employee commitment ($B = -0.026$, $p = 0.946$). The interaction terms between organization culture and these work-life balance practices were also statistically insignificant, indicating that organization culture does not significantly moderate the relationship between work-life balance practices and employee commitment. These findings suggest that in this context, enhancing work-life balance practices or organization culture alone may not be sufficient to boost employee commitment. Other structural or operational factors likely play a more significant role in influencing employee commitment within county governments.

5.2 Conclusion

Flexible Working Arrangements: This practice has a direct, positive effect on employee commitment. Investing in flexibility is a viable standalone strategy for enhancing dedication, independent of the broader culture.

Welfare Programs: Welfare programs directly and positively influence employee commitment. They are a crucial factor for fostering loyalty and should be maintained and enhanced as a key driver of engagement.

Remote Working: Remote work is a significant direct contributor to employee commitment. Providing remote working options is an effective practice for boosting loyalty on its own merits.

Leave Programs: Leave programs have a direct, positive impact on fostering employee commitment. They are a valuable tool for enhancing engagement regardless of other cultural factors.

Organizational Culture: The analysis reveals a critical finding: organizational culture is not a significant moderator and does not have a direct effect on commitment in this context. This suggests that while work-life practices work, their power is not amplified by the culture, and the culture itself is not a primary driver of loyalty, pointing to the need to investigate other influential factors.

5.3 Recommendations

Based on the findings from Chapter Four and the conclusions drawn from the study, several recommendations for enhancing employee commitment within county governments in Western Kenya are proposed:

Enhance Welfare Programs: Given their strong positive effect on employee commitment, it is recommended to expand welfare programs. This includes improving health benefits, providing financial assistance, and offering comprehensive family support. By ensuring that employees feel well-supported, organizations can enhance their commitment and overall job satisfaction.

Optimize Flexible Working Arrangements: To leverage their significant effect on employee commitment, county governments should further refine flexible working arrangements. This involves establishing clear policies, investing in necessary technology, and offering training to both employees and managers to effectively manage flexible work setups.

Improve Remote Working Support: The substantial influence of remote working on employee commitment suggests that additional support in this area is crucial. Invest in high-quality digital tools, ensure reliable internet access, and provide training to help employees maximize their productivity while working remotely.

Enhance Leave Programs: The significant variation in employee commitment due to leave programs indicates the need for improved leave policies. Increase the flexibility of leave options, including parental, personal, and sick leave, to accommodate diverse employee needs and enhance their overall commitment.

Strengthen Organizational Culture: Despite its non-significant direct effect, fostering a positive organizational culture can indirectly support employee commitment. Promote transparency, inclusivity, and open communication within the workplace to create a supportive and engaging environment for employees.

5.4 Implication of the Study

This study contributes to the theoretical understanding of the relationship between work-life balance practices and employee commitment, particularly in the context of county governments in Western Kenya. The findings challenge the traditional view that organizational culture acts as a strong moderator in this relationship. Instead, it suggests that while work-life balance policies such as welfare programs, flexible working arrangements, remote work options, and leave policies are critical for enhancing employee commitment, these practices alone may not be sufficient without

a supportive organizational environment. The study calls for further theoretical exploration into the role of organizational culture, especially in contexts where structural and institutional factors may limit its moderating influence. This provides an opportunity for scholars to investigate how different cultural dimensions within public sector organizations may impact the effectiveness of work-life balance practices.

For practitioners, especially policymakers within county governments, this study underscores the importance of a multifaceted approach to enhancing employee commitment. While work-life balance practices are important, the study suggests that simply offering these programs without a supportive and conducive organizational culture may not yield the desired outcomes. County governments in Western Kenya should focus on strengthening internal support mechanisms, such as leadership development, employee recognition, and transparent communication, to complement work-life balance policies. Moreover, aligning organizational culture with work-life balance practices is essential in fostering an environment where employees feel valued, supported, and committed. This approach can enhance service delivery and improve employee retention, ultimately leading to better public sector performance.

This study opens several avenues for further research. First, scholars may explore the complex relationship between work-life balance practices and employee commitment in public sector organizations, particularly in the African context, where cultural and institutional factors play a significant role. Future studies could delve deeper into the role of organizational culture as a moderator, identifying specific cultural traits that might enhance or hinder the effectiveness of work-life balance policies. Additionally, the study invites further investigation into how other contextual factors such as leadership style, institutional support, and public sector dynamics interact with work-life balance practices to influence employee commitment. Scholars can also

examine the generalizability of these findings across different regions and sectors, enriching the body of knowledge on employee engagement in public administration.

5.5 Areas for Further Studies

Future research should explore several key areas to deepen understanding and improve employee commitment within county governments. First, a broader investigation into additional factors beyond those studied, such as organizational culture, resource availability, and technological integration, could provide a more comprehensive view of what influences employee commitment. Second, examining the effects of enhanced welfare programs in various contexts or with refined measurement approaches could help clarify their role and effect on employee engagement. Additionally, studies could investigate how different leave programs and remote working arrangements interact with other variables, particularly focusing on how these factors can be optimized to improve employee commitment. Comparative studies involving county governments in diverse regions or countries might also offer valuable insights into how different environments and systems affect employee commitment. Finally, longitudinal research could provide a deeper understanding of how changes over time in work-life balance practices and organizational support structures affect employee commitment, offering guidance for long-term strategic improvements.

REFERENCES

- Abdullah, N. N., & Abdul Rahman, M. (2010). Chinese Economic Activities and Interests in Developing Countries. *Australian Journal of Basic and Applied Sciences*, 9(25)
- Abdullah, N. N., & Othman, M. (2021). The Contribution of Human Capital Investment in the Growth of East Asian Economy—A Literature Review. *Journal of Economic and Business Research*, 22(1), 190-203
- Acquah, H. E., Seshie, P. O., & Zogbator, B. E. (2022). An assessment of the impact of Organisational Culture on performance from faculty perspective in non-faith based private university colleges in Ghana. *International Journal of Innovation and Scientific Research*, 372-379.
- Adema W., Clarke C., & Frey V. (2021). Paid parental leave and other supports for parents with young children: The United States in international comparison, *International Social Security Review*, Volume. 69, 2/2021
- Adriani, M., Malahias, M. A., Gu, A., Kahlenberg, C. A., Ast, M. P., & Sculco, P. K. (2020). Determining the validity, reliability, and utility of the forgotten joint score: a systematic review. *The Journal of arthroplasty*, 35(4), 1137-1144.
- Agada, J. T. and Zeb-Obipi, I. (2018). Workplace Social Infrastructure and Employee Commitment: A Literature Review. *International Journal of Human Resources Management (IJHRM)*, Volume. 7, Issue 2, Feb- Mar 2018; 1-12.
- Agufana, J. M. (2020). Effect of work life balance programs on job satisfaction of nurses in public hospitals in Kenya: a case of selected hospitals in Nakuru town, Kenya. (Doctoral dissertation, Egerton University).
- Akgunduz, Y.E. & Plantenga, J. (2019). Labour market effects of parental leave in Europe, *Cambridge Journal of Economics*. Retrieved from Doi: 10:1093/cje/bes052

- Aladwan, K., Bhanugopan, R. & Fish, A. (2020). To What Extent are the Arab Workers Committed to their Organizations? Analyzing the Multidimensional Perspective of Organizational Commitment in Jordan, *International Journal of Commerce and Management*, 23(4), 306-326
- Alharahsheh, H. H., & Pius, A. (2020). A review of key paradigms: Positivism VS interpretivism. *Global Academic Journal of Humanities and Social Sciences*, 2(3), 39-43.
- Allen, T. D. (2017). Family-supportive work environment: The Role of Organizational Perceptions. *Journal of Vocational Behaviour*, Volume. 58. 414-435.
- Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2020). Work–family conflict and flexible work arrangements: Deconstructing flexibility. *Personnel psychology*, 66(2), 345-376.
- AL-Omari, G.I., Hanandeh, R., Al-Somaidae, M.M., Al Jarrah, M.A., & Alnajdawi, S. (2020). Work-life balance and its impact on employee satisfaction on five-star hotels. *Management Science Letters*, 10, 871-880.
- Anderson, S. E., Coffey, B. S., & Byerly, R. T. (2023). Formal organizational initiatives and informal workplace practices: Links to work-family conflict and job-related outcomes. *Journal of Management*, 28(6), 787-810.
- Andrade, M.S., Westover, J.H., & Kupka, B.A. (2019). The Role of Work-Life Balance and Worker Scheduling Flexibility in Predicting Global Comparative Job Satisfaction. *International Journal of Human Resource Studies*.
- Andreassi, J., and Thompson, P. D., Cynthia. (2023). Work-Family Culture. A Sloan Work and Family Encyclopedia Entry.
- Armstrong, M. (2021). How to manage people. Kogan Page Publishers

- Asghar, A., Mojtaba, F. and Sadeghi. B. (2019). A survey of the effect of Organizational culture on organizational commitment. *International Journal of Academic Research in Business and Social Sciences*.5(1);1-9
- Ashforth, Blake E., Glen, E., Kreiner and Fugate, M. (2023). The Academy of Management Review 25, No. 3 (Jul., 2000). 472-491.
- Azadi, A., Bagheri, S., Eslami M. and Aroufzad, S. (2021). Relationship between organizational culture and organizational commitment among women physical teachers. *European Journal of experimental Biology*. 3(1); 531-535
- Bailyn, L., Drago, R., &Kochan, T. A. (2017). Integrating Work and Family Life, a Holistic Approach. A Report of the Sloan Work-Family Policy Network: MIT, Sloan School of Management.
- Bajpai, S. R., &Bajpai, R. C. (2020). Goodness of Measurement: Reliability and Validity. *International Journal of Medical Science and Public Health*, 3(2), 112-115.
- Bakdash, J. Z., &Marusich, L. R. (2017). Repeated measures correlation. *Frontiers in psychology*, 8, 456.
- Barnes, A., Jones, S. (2020). The 4-day week. How the flexible work revolution can increase productivity, profitability and well-being, and help create a sustainable future. Great Britain: Piatkus, Little, Brown Book Group.
- Bataineh, K. (2019). Impact of Work-Life Balance, Happiness at Work, on Employee Performance. *International Business Research*.
- Baum, C. L., & Ruhm, C. J. (2018). The effects of paid family leave in California on labor market outcomes. *Journal of Policy Analysis and Management*, 35(2), 333-356.
- Beenish, W. (2022)."An investigation of the relationship between work-life balance and employee engagement", *Strategic HR Review*. 12 Issue: 4.

- Behson, S.J. (2021). The relative contribution of formal and informal organizational work-family support. *Journal of Vocational Behavior*.(66 / 3) 487-500.
- Beloor, V., Nanfundeswaraswamy, T.S., Swamy, D.R. (2017). Employee commitment and quality of work life-A literature Review in the *International Journal of Indian Psychology* 4(2), 175-188
- Berkery, E., Morley, M. J., Tiernan, S., Purtill, H., & Parry, E. (2017). On the uptake of flexible working arrangements and the association with human resource and organizational performance outcomes. *European Management Review*, 14(2): 165–183
- Billups, F. D (2019). *Qualitative data collection tools: Design, development and applications* (55) Sage publications.
- bin Mohammad, A. R. B. S., & Al-Shehri, A. S. (2024). The Effect of Varying the Number of Alternatives and the Location of the Correct Alternative on the Reliability of the Achievement Test and Its Internal Consistency between Classical Measurement Theory and Paizi's Statistical Model. *Journal Of Educational and Psychological Researches*, 21(80).
- Birtch, T. A., Chiang, F. F., & Van Esch, E. (2019). A social exchange theory framework for understanding the job characteristics–job outcomes relationship: the mediating role of psychological contract fulfillment. *The International Journal of Human Resource Management*, 27(11), 1217-1236.
- Biwott, G.K., Kemboi, A.K. and Goren, P. (2020). Do Employees Work Life Policies and Empowerment Strategies Drive Employee Commitment? Evidence from Kenyan Referral Hospital, Synergy Effect, *Global Journal of Human Resource Management*.3, No.1. 62 -72, ISSN: 2053-5686(Print).

- Blaikie, N.W. (2018). Confounding issues related to determining sample size in qualitative research. *International Journal of Social Research Methodology*, 21, 635 - 641.
- Bloom, N., J. Liang, J. Roberts, and Z. J. Ying (2021). Does Working from Home Work? Evidence from a Chinese Experiment. *Quarterly Journal of Economics* 130.165-218.
- Blum, S.K. & Moss, P. (2017). International Review of leave policies and research. Available at: <https://www.leavenetwork.org/IPand r reports/>
- Blyton, P., Blunsdon, B., Reed, K., and Datmalchian, A. (2006). *Work-Life Integration: International perspectives on the balancing of multiple roles*. New York: Palgrave MacMillan.
- Bond, J.T., Thompson C, Galinsky E, Prottas D. (2019). *Highlights of the National Study for The Changing Workforce*. New York: Families and Work Institute.
- Bond, S, and Wise, S. (2003). Family leave policies and devolumention to the line. *Personnel Review*, Volume. (32/1).58 – 72
- Bosibori, N.W., Nyakundi, W.A. Munene, C. and Okibo, W. (2022). Role of Employee welfare services on performance of the National police service in Kenya: a case of Kisii central district. *International Journal of Arts and Commerce*, 1(7), 73-97.
- Boswell, W., Olson-Buchanan, J., Butts, M., & Becker, W. (2023). Managing "after hours" electronic work communication. *Organizational Dynamics*, 45(4), 291-297. doi: 10.1016/j.orgdyn.2016.10.004
- Bourhis, A., & Mekkaoui, R. (2020). Beyond Work-Family Balance: Are Family-Friendly Organizations More Attractive? *Industrial Relations*, Volume. 65, No. 1 (2010 Winter). 98-117
- Buddhapriya, S. (2017). Work-Family challenges and their impact on career decisions. A study of Indian women professionals, (*Vikalpa*. Volumeume 34.No.1. Jan. – March,2017)

- Bushran, A., & Aftab, F. (2019). Impact of work-life balance on job satisfaction and organizational commitment among university teachers: A case study of University of Gujrat, Pakistan. *International Journal of Multidisciplinary Science and Engineering*, 5(9), 24-29
- Casper, W.J.; Vaziri, H.; Wayne, J.H.; DeHauw, S.; Greenhaus, J. The jingle-jangle of work-nonwork balance: A comprehensive and meta-analytic review of its meaning and measurement. *J. Appl. Psychol.* 2017,103, 182–214.
- Chang, H.P.; Hsieh, C.M.; Lan, M.Y.; Chen, H.S. (2019) Examining the moderating effects of work–life balance between human resource practices and intention to stay. *Sustainability*, 11, 4585.
- Chauhan, R., Ghosh, P., & Rai, A. (2019). Retrieved 13 December 2021, [_The_impact_of_support_at_workplace_on_transfer_of_training_a_study_of_an_Indian_manufacturing_unit_Impact_of_support_at_work_on_training_transfer](#)
- Chemirmir, M.J., Nassiuma, B., & Musebe, R. (2017). The contribution of health and safety practices on employee turnover in flower farms in north rift Kenya. *International Journal of Advanced Research and Development*, 2, 06-11.
- Chicco, D., Warrens, M. J., & Jurman, G. (2021). The coefficient of determination R-squared is more informative than SMAPE, MAE, MAPE, MSE and RMSE in regression analysis evaluation. *Peerj computer science*, 7, e623.
- Choi, H. J., & Kim, Y. T. (2022). Work-family conflict, work family facilitation, and job outcomes in the Korean hotel industry. *International Journal of Contemporary Hospitality Management*, 24(7) 1011-1028.

- Choo, J.L.M., Desa, N.M., and Asaari, M.H.A.H. (2019). Flexible Working Arrangement toward Organizational Commitment and Work-Family Conflict. *Studies in Asian Social Science*, volume 3(1).21-36.
- Clark, K. R., & Vealé, B. L. (2018). Strategies to enhance data collection and analysis in qualitative research. *Radiologic technology*, 89(5), 482CT-485CT.
- Clark, L. A., & Watson, D. (2019). Constructing validity: New developments in creating objective measuring instruments. *Psychological assessment*, 31(12), 1412.
- Clutterbuck, D. (2003). *Managing work–life balance: A guide for HR in achieving organisational and individual change*. London: The Chartered Institute of Personnel and Development.
- Cohen, A. (1993). Organizational commitment and Turnover: A meta-Analysis. *The Academy of management Journal*, 36(5), 1140-1157
- Cohen, J. (1992). Things I have learned (so far). In *Annual Convention of the American Psychological Association, 98th, Aug, 1990, Boston, MA, US; Presented at the aforementioned conference*. American Psychological Association.
- com/en/people/employees/work-life-balance-and-corporate-welfare (accessed on 18 July 2019).
- Crompton, R., & Lyonette, C. (2022). Work-life balance in Europe. *Acta Sociologica*, 49 (4) 379-393.
- Darko-Asumadu, D.A., Sika-Bright, S., & Osei-Tutu, B. (2018). The influence of work-life balance on employees' commitment among bankers in Accra, Ghana.
- Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.

- De Cieri, H., Holmes, B., Abbott, J., & Pettit, T. (2022), "Achievements and challenges for work/life balance strategies in Australian organizations", *International Journal of Human Resource Management*, Volume. 16 Issue 1. 90-103.
- Devi, U. (2021). Work life balance in South East Asia; the Indian experience. *SouthAsian Journal of Global Business Research*, 1(1), 108-127
- Devi, U. (2015). Work-life balance in South East Asia: the Indian experience". *South Asian Journal of Global Business Research*, 1(1), 108 -127.
- Diwakar, R. (2019). An evaluation of normal versus lognormal distribution in data description and empirical analysis. *Practical Assessment, Research, and Evaluation*, 22(1), 13.
- Dizaho, E. K., Salleh, R., & Abdullah, A. (2017). Achieveing Work Life Balance Through Flexible Work Schedules and Arrangements. *Global Business & Management Research*, 9.
- DTI (Department of Trade and Industry) (2020). *Work and Parents: Competitiveness and Choice*. AResearch Review.Department of Trade and Industry.
- Duxbury, L., & Higgins, C. (2017). *The Health Canada Work-Life Conflict Study*, Health Canada.
- Duxbury,L., & Higgins, C. (2017).*The Health Canada Work-Life Conflict Study*, Health: Canada.
- Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., & Brinley, A. (2022). Work and family research in IO/OB: Content analysis and review of the literature (1980-2015). *Journal of Vocational Behavior*, 66, 124-197.
- Emerson, R.S. (2015). Convenience Sampling, Random Sampling, and Snowball Sampling: How Does Sampling Affect the Validity of Research? *Journal of Visual Impairment & Blindness*, 109, 164 - 168.
- ENEL Work-Life Balance, People Care and Corporate Welfare. Available online: [http:](http://)

- Ensslin, L., Ensslin, S., Dutra, A., Longaray, A., & Dezem, V. (2018). Performance assessment model for bank client's services and business development process: a constructivist proposal. *International Journal of Applied Decision Sciences*, 11(1), 100-126
- Etikan, I., & Bala, K. (2017). Sampling and Sampling Methods. *Biometrics & Biostatistics International Journal*, 5.
- Evertsson, M. (2016). Parental leave and careers: Women's and men's wages after parental leave in Sweden, *Advances in Life Course Research* 29 26-40,
- Feeney, M. K., & Stritch, J. M. (2019). Family-friendly policies, gender, and work-life balance in the public sector. *Review of Public Personnel Administration*, 39(3), 422-448.
- Felstead, A., Jewson, N., Phizacklea, A. & Walters, S. (2015) "Opportunities to Work at Home in the Context of Work-Life Balance", *Human Resource Management Journal*, Volume. 12 Issue. 1. 54-77.
- Fleetwood, S. (2007). Why work-life balance now? *International Journal of Management Reviews*, 12(18 suppl.), S18, 387-400.
- Fornaro, C., Sterin, K., & Struloeff, K. (2021). Qualitative data collection tools: Design, development, and applications by Felice D. Billups. *Current Issues in Comparative Education*, 23.
- Fox, J., & Weisberg, S. (2018). Visualizing fit and lack of fit in complex regression models with predictor effect plots and partial residuals. *Journal of Statistical Software*, 87, 1-27.
- Friedman, S. D., & Greenhaus, J. H. (2000). *Work and family--allies or enemies: What happens when business professionals confront life choices*. New York: Oxford University Press
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92(6), 1524-1541.

- Gallup (2017). State of the American workplace. Washington, DC: Gallup, Inc. Retrieved from <https://www.gallup.com/workplace/238085/state-american-workplace-report2017.aspx>
- Gardner, Sarah (2019) "Work-Life Balance: Denmark vs. USA," Marriott Student Review: Volume. 2: Iss. 3
- Ghader, S. and AfkhamiM. (2019). Effect of Organizational Culture on Organizational Silence;3(10);3306-3313
- Glesne, C. (2015). Becoming qualitative researchers: An introduction. New Jersey:
- Goyal, K.A., & Babel, A.A. (2020). Issues and Challenges of Work Life Balance in Banking Industry of India.Pacific Business Review International, 8(5), 113 118.
- Gragnano, A., Simbula, S., &Miglioretti, M. (2020). Work–Life Balance: Weighing the Importance of Work–Family and Work–Health Balance. *International Journal of Environmental Research and Public Health*, 17.
- Graham, J. A., & Dixon, M. A. (2017). Work–family balance among coach-fathers: A qualitative examination of enrichment, conflict, and role management strategies. *Journal of Sport Management*, 31(3), 288-305.
- Greenhaus, H. J., Collins, M. K. & Shaw, D. J. (2023). The relation between work-family balance and quality of life' *Journal of Vocational Behaviour*, 63, 510-531.
- Greenhaus, J. H., & Powell, G. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31, 72-92.
- Greenhaus, J. H., Collins, K. M. & Shaw, J. D. (2021) 'The relation between work-family balance and quality of life' *Journal of Vocational Behaviour*, 63 (3): 510-531.
- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human resource management journal*, 27(1), 22-38.

- Habib, S., Aslam S., Hussain, A., Yasmeen, S. and Ibrahim, M (2014). *The Impact of Organizational Culture on Job Satisfaction, Employess Commitment and Turn over Intention. Advances in Economics and Business.*2(6); 215 – 222
- Hakim, A. (2015). Effect of Organizational Culture, Organizational Commitment to Performance: *The International Journal of Engineering and Science (IJES).*4(5);33-41
- Heale, R., &Twycross, A. (2015). Validity and Reliability in Quantitative Studies. *Evidence Based Nurs*, 18(4), 66-67.
- Hill, E. J., Jacob, J. I., Shannon, L. L., Brennan, R. T., Blanchard, V. L. &Martinengo, G. (2016b). Exploring the relationship of workplace flexibility, gender, and life stage to family-to-work conflict, and stress and burnout. *Community, Work, and Family*, (11): 165-81.
- Holbeche, L. and McCartney, C. (2015) *The Roffey Park Management Agenda*, Roffey Park Institute.
- Houston, D. M., &Waumsley, J. A. (2003). *Attitudes to flexible working and family life*. York: JRF Policy Press.
- Hughes, J., &Bozionelos, N. (2007). Work-life Balance as Source of Job Dissatisfaction and Withdrawal Attitudes.An Exploratory Study on the Views of Male Workers.*Personnel Review*, 36(1), 145–154.
- Hussain, R. I., &Mujtaba, B. G. (2012). The Relationship between Work-Life Conflict and Employee Performance: A Study of National Database and Registration Authority Workers in Pakistan. *Journal of Knowledge Management, Economics and Information Technology*, 2(6): 1-11.
- Ifrah, M. (2019). Effects of Work life Balance on Employees Productivity within Hotels in Kenya: Case of Java House.

- ILO (2006). *Changing Patterns in the World of Work*, International labour Conference. 95th Session 2006 Geneva.
- Inanlou, Z., & Ahn, J. (2016). The Effect of Organizational Culture on Employee Commitment: A Mediating Role of Human Resource Development in Korean Firms. *Journal of Applied Business Research*, 33, 87-94.
- Ingasia, F. K., & Muchelule, Y. W. (2023). Response Strategies and Organizational Performance of Taita Taveta County, Kenya. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME)*, 7(1).
- Ivanauskaite, A. (2019). The impact of flexible work arrangements on employee engagement and organizational commitment through the mediating role of work-family enrichment. *unpublished master thesis, University of Vilnius*
- Jaga, A., & Guetterman, T. C. (2021). The value of mixed methods work-family research for human resource management: a review and agenda. *The International Journal of Human Resource Management*, 1-27.
- Johnson, E., & Tunheim, K. (2018). Understanding the Experiences of Professional Women Leaders Living and Working in Sweden, *Advances in Developing Human Resources* 2016, Volume. 18(2) 169–186
- Jonsson, T. and H.J. Jeppesen, 2019. Under the Influence of The Team? An Investigation of Relationships Between Team Autonomy, Individual Autonomy and Social Influence within Teams. *The International Journal of Human Resource Management* 29(2): 265-283.
- Kalliath, T.; Brough, P. Work-life balance: A review of the meaning of the balance construct. *J. Manag. Organ.* 2016, 14, 323–327.

- Karatepe, O. M. (2020). The effect of positive and negative work-family interaction on exhaustion: does work social support make a difference? *International Journal of Contemporary Hospitality Management*, 22(6):836-856.
- Karatepe, O. M., & Sokmen, A. (2021). The effects of work role and family role variables on psychological and behavioral outcomes of frontline employees. *Tourism Management*, 27(2): 255-268.
- Kaur, S.G., & Mahajan, R. (2023). Employee's Organizational Commitment and its Impact on their Actual Turnover Behavior through Behavioural Intentions. *Asian Pacific Journal of Marketing and Logistics*, 26 (4), 621-646
- Kelliher, C.; Richardson, J.; Boiarintseva, G. All of work? All of life? Reconceptualising work-life balance for the 21st century. *Human Resource Manager. J.* 2019, 29, 97–112.
- Kibozi, S., & Michael, F. (2018). Nexus between Work-Life Balance Practices and Affective Organisational Commitment: The Mediating Role of Transformational Leadership Style. *Business Management Review*, 21, 60-73.
- Kim, H.K (2014). Work-life Balance and Performance: The Meditating Role of Affective Commitment. *Global business and management research: an international journal*, 6(37-51).
- Kinuthia, P (2013). Effect of employee welfare programs on employee commitment in Kenya public sector organizations. *Journal of Management*, 13 (6).139-143.
- Kisilu, E. (2015). Influence of Work life balance Policies on Employee Job Satisfaction among Government of Makueni County headquarters Employees. South Eastern Kenya University.
- Kithae, P.P., & Keino, D. (2016). Effects of Work Life Balance on Staff Performance in the Telecommunication Sector in Kenya. *Archives o Business Research*, 4(1),129-138.

- Kothari, C. R. (2020) *Research Methodology, Methods & techniques*. New Delhi: New age International.
- Kotowska, E.I., Matysiak, A., Styr, M., Paillhe, A., Solaz, A., Vignoli, D., Vermeulen, G. & Anderson, R., (2010), *Second European Quality of Life Survey: Family life and work*, Office for Official Publications of the European Communities, Luxembourg.1-96.
- Lancaster, G. A. (2015). *Pilot and feasibility studies come of age*.
- Lee, D. J., & Sirgy, M. J. (2019). *Work-life balance in the digital workplace: The impact of schedule flexibility and telecommuting on work-life balance and overall life satisfaction*. In *Thriving in digital workspaces* (pp. 355-384). Springer, Cham
- Linnhoff, S., Smith, K.T., & Smith, L.M. (2014). *A comparison of work-life balance perspectives of future business professionals in the USA and Germany*. *International Journal of Business and Globalisation*, 13, 322-353.
- Lissy, T.A. and Venkatesh, J. (2014). *Factors that influence the Organizational Commitment.A Case of Paramedical Staff at Private Hospitals*.*International Journal of Multidisciplinary Approach and Studies*, Volume. 1, No. 6
- Liu, T., Gao, J., Zhu, M., & Jin, S. (2021). *Women's Work-Life Balance in Hospitality: Examining Its Impact on Organizational Commitment*. *Frontiers in Psychology*, 12.
- Lysova, E. I., Allan, B. A., Dik, B. J., Duffy, R. D., & Steger, M. F. (2019). *Fostering meaningful work in organizations: A multi-level review and integration*. *Journal of vocational behavior*, 110, 374-389.
- Manzini, H. & Gwandure, C. (2011). *The Provision of Employee Assistance Programmes in South Africa Football Clubs*. University of the Witwatersrand, Johannesburg. South Africa.

- McDonald, P., & Bradley, L. (2005). *The case for work-life balance: Closing the gap between policy and practice*. Hudson Global Resources 20:20 Series. Hudson: Sydney.
- McDonald, P., & Bradley, L. (2005). *The case of work life balance: Closing the gap between policy and practice*. Hudson Global Resources 20: 20 Series. Hudson: Sydney.
- McDonald, P., Guthrie, D., Bradley, L., & Shakespeare-Finch, J. (2005). Investigating work-family policy aims and employee experiences. *Employee Relations*, 27(5), 478-494.
- McNeish, D. (2020). Should we use F-tests for model fit instead of chi-square in overidentified structural equation models? *Organizational Research Methods*, 23(3), 487-510.
- McShane, B. B., Gal, D., Gelman, A., Robert, C., & Tackett, J. L. (2019). Abandon statistical significance. *The American Statistician*, 73(sup1), 235-245.
- Mensah, H. K., Agyapong, A., Nuertey, D. and Nisar, T. (2017). The effect of corporate social responsibility on organizational commitment of employees of rural and community banks in Ghana. *Cogent Business & Management*. Available from: <https://www.tandfonline.com/doi/full/10.1080/23311975.2017.1280895>.
- Mercurio, A.Z. (2015). Affective Commitment as a Core Essence of Organizational Commitment: An Integration Literature Review. *Human Resource Development Review*, 14(4), 389-414
- Messner, W. (2013). Effect of organizational culture on employee commitment in the Indian IT services sourcing industry. *Journal of Indian Business Research*. 5(2); 76-100
- Mete, E. S., Sökmen, A., & Biyik, Y. (2016). The relationship between organizational commitment, organization identification, person-organization fit and job satisfaction: A research on IT employees. *International Review of Management and Business Research*, 5(3), 875-901.

- Meyer & Allen, Smaith, C. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualizations. *Journal of Applied Psychology*, No. 78, 538-551.
- Meyer & Allen. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, No. 1. 61-89.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2015). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates and consequences. *Journal of Vocational Behavior*, 61, 20 – 52.
- Meyer, J.P., Stanley, D.J., Herscorith, L., & Toponyms, L. (2015). Affective, Continuance and normative commitment to the organization. A meta- analysis of antecedents, correlates and consequences. *Journal of Vocational Behavior*, 61, 20-52
- Mishra, P., Pandey, C. M., Singh, U., Gupta, A., Sahu, C., & Keshri, A. (2019). Descriptive statistics and normality tests for statistical data. *Annals of cardiac anaesthesia*, 22(1), 67-72.
- Mohajan, H. (2017). Two criteria for good measurements in research: validity and reliability. *Annals of SpiruHaret University. Economic Series*, 17(4), 59-82
- Mohajan, H. K. (2017). Two criteria for good measurements in research: Validity and reliability. *Annals of SpiruHaret University. Economic Series*, 17(4), 59-82.
- Moraa, B. & Muli, J. (2018). Human resource management practices and performance of selected commercial banks in Kisii County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(3), 190-217
- Muasya G (2016). Work –family balance choices of women working in Kenyan Universities. Sage op. January-March, 1 -12.
- Mukanzi, C., M. Gachunga, H., Karanja, P. N. & Kihoro, J.M. (2014). Leadership and work life balance: Perceived managerial support as a moderator between burnout, stress,

absenteeism and employee commitment. *Journal of Leadership Management*, 1 (2014), 85-92

Mukururi, J.N., &Ngari, N.M. (2014). Influence of work life balance policies on employee satisfaction in Kenya's banking sector. A case of commercial banksin NCBD. *Journal of Humanities & Social Science*, 19 (3),102-112.

Muleke, V., Wagoki,J., Kamau, J., &Mukaya,S.O.(2013). Work life balance practices on employee job performance at work ECO Bank. Kenya. *EuropeanJournal of Business and Management*,15 (25), 2222-2239.

Muli, J.V., Muathe, S., &Muchiri, M. (2014). Human resource management work family support services & employee's performance within the banking industry in Kenya. Nairobi county, Kenya. *International journal of Humanities & SocialSciences*,4 (7),158-170.

Mwangi, R. G. (2016). Influence of Work-life balance on Employee Productivity in Government Institutions: a case of the Supreme Court, Nairobi. *Strategic Journal of Business & Change Management*, 3(4).

Namasivayam, K. & Zhao, X. (2007). An investigation of the moderating effects of organizational commitment on the relationships between work-family conflict and job satisfaction among hospitality employees in India.*Tourism Management*, 28(5): 1212-23.

Naveed, R. T., Alhaidan, H., Al Halbusi, H., & Al-Swidi, A. K. (2022). Do organizations really evolve? The critical link between organizational culture and organizational innovation toward organizational effectiveness: Pivotal role of organizational resistance. *Journal of Innovation & Knowledge*, 7(2), 100178.

Nazir, O., & Islam, I., (2017) Enhancing Organizational Commitment and Employee Performance through Employee Engagement: An Empirical Check. *South Asian Journal of Business Studies*, 6 (1),98-114

- Ng'ang'a (2010). Quality of Work Life Practices among International Non-Governmental Organizations in the Health Sector in Kenya (MBA thesis, University of Nairobi 2010).
- Ngari, J. M. K., & Mukururi, J. N. (2014). Influence of work Life balance policies on employee job satisfaction in Kenya's banking sector; A case of commercial banks in Nairobi central business district.
- Nguyen, V.T., Siengthai, S., Swierczek, F.W., & Bamel, U.K. (2019). The effects of organizational culture and commitment on employee innovation: evidence from Vietnam's IT industry. *Journal of Asia Business Studies*.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). Human resource management: Gaining a competitive advantage. New York, NY: McGraw-Hill Education.
- Nord, W.R., Fox, S., Phoenix, A. & Viano, K. (2015) "Real-world reactions to work– life balance programs: lessons for effective implementation", *Organisational Dynamics*, Volume. 30 Issue. 3. 223–38.
- Nyikuli, S. E. (2019). *Influence of Diversity Management Practices on Employee Commitment in the Banking Sector in Kenya* (Doctoral dissertation, JKUAT-COHRED)
- Obiageli O L Uzochukwu O C and Ngozi, C. D. (2015). Work Life Balance And Employee
- OECD (2019), *Be Flexible! Background brief on how workplace flexibility can help European employees to balance work and family*.
- OECD (2017), *The Pursuit of Gender Equality: An Uphill Battle*, OECD Publications, Paris,
- OECD (2018), *OECD Economic Surveys: Korea 2018*, OECD Publishing, Paris,
- OGWU, C. (2017). *TRAINING NEEDS OF FISHERY TEACHERS FOR THE IMPLEMENTATION OF SENIOR SECONDARY SCHOOL FISHERY CURRICULUM*

IN DELTA AND EDO STATES, NIGERIA (Doctoral dissertation, Delta State University, Abraka, Nigeria).

Okalo,L. (2012). Effect of employee welfare programs on employee commitment in Kenya public sector organizations, *International journal of human resource*, 12 (6).33-44.

Okemwa Dennis O (2016). Relationship between Flexible Work Arrangement and Commitment of Nurses.*International Journal of Academic Research in Accounting, Finance and Management Sciences, Volume 6, No.3*

Okpara, J. (2014). Effect of employee welfare on employee commitment in public organizations, *International journal of human resource*, 14 (6).22-27.

Okumu, P. (2012). Role of employee welfare on employee commitment in health sector, *Journal of Education Planning Economics and Management*.3 (3).114-123.

Oludayo, O. A., Falola, H. O., Obianuju, A., &Demilade, F. (2018). WORK-LIFE BALANCE INITIATIVE AS A PREDICTOR OF EMPLOYEES'BEHAVIOURAL OUTCOMES. *Academy of Strategic Management Journal*, 17(1), 1-17.

Orogbu L. O, Onyeizugbe C, U., &Chukwuemeke D, N., (2015). Work-life balance on employees' performance in selected commercial banks in Lagos state, *European journal of research and reflection in management sciences* Volume.3 no. 4, 2015 ISSN 2056-5992

Orwa, P. A., &Nyangau, A. (2020). Effects of work-life balance practices on organization performance in Homa bay county referral hospital, Kenya.

Parus, M. (2010). work and family satisfaction and conflict: A meta -analysis of crossdomain Performance in Selected Commercial Banks in Lagos State. *European Journal of Research and Reflection in Management Sciences*, 63-7.

- Pooja and Nayanpreet Kaur (2018). A study on employee welfare activities in insurance and banking sector in Punjab. *International Journal of Management, Technology and Engineering*. 8(11).305-312.
- Poth, C. N., & Searle, M. (2021). *Media Review: 30 Essential Skills for the Qualitative Researcher*.
- Pradhan, R. K., Jena, L. K., & Kumari, I. G. (2016). Effect of work–life balance on organizational citizenship behaviour: Role of organizational commitment. *Global Business Review*, 17(3),
- Priti, S. (2017). Employee Welfare. Retrieved on July 1, 2012 <http://www.citehr.com/176307-employee-welfare.html#ixzz1zTZ8HheC>
- Radosavljevic, Z., Cilerdzic, V. & Dragic, M. (2017). Employee Organizational Commitment, *International Review*, 1-2, 18-26.
- Rahi, S. (2017). Research Design and Methods: A Systematic Review of Research Paradigms, Sampling Issues and Instruments Development. *International Journal of Economics and Management Sciences*, 6, 0-0.
- Roehling, P.V., Roehling, M, V., & Moen, P. (2017). The relationship between work life policies and practices and employee loyalty: A life course perspective. *Journal of Family and Economics Issues*, 22(2), 141-170.
- Sabir, M.S., Razzaq, A. and Yameen, M. (2010). *Impact of Organizational Culture on the Employees' Commitment: Relationship between Levels of Organizational Culture with Commitment. KASBIT Business Journal*. 3(1); 88-95
- Saha S., & Kumar, S. P. (2017). Influence of trust and participation in decision making on employee attitudes in Indian public sector undertakings. *SAGE Open*, 7(3).

- Saragih, R., Prasetio, A. P., & Naufal, I. Z. (2020). Work-life balance and work stress as antecedents of employee turnover intention in private food processing organizations. In *Advances in Business, Management and Entrepreneurship* (pp. 690-697). CRC Press.
- Sarstedt, M., Mooi, E., Sarstedt, M., & Mooi, E. (2019). Regression analysis. *A concise guide to market research: The process, data, and methods using IBM SPSS Statistics*, 209-256.
- Sethi, U.J. (2014). Influence of Work life balance on organizational commitment: A comparative study of women employees working in public and private sector banks, *European Journal of Business and Management*, 6(34), 215-219
- Sharma, G. (2017). Pros and cons of different sampling techniques. *International journal of applied research*, 3, 749-752.
- Sheppard, G.W. (2016). Work-Life Balance Programs to Improve Employee Performance.
- Singh, (2007), "Effect of organizational culture on employee commitment in the Indian IT services sourcing industry." *Academy of Management Journal*, Volume. 14. 213-26.
- Sirgy, M.J.; Lee, D.-J. Work-life balance: An integrative review. *Appl. Res. Qual. Life* 2018, 13, 229–254.
- Snaedal, J. (2021). CHALLENGES AND SOLUTIONS TO WORK–LIFE BALANCE IN THE NORDIC COUNTRIES. *International Journal of Person-Centered Medicine*.
- Strathmore Business School (2011). *Kenya family responsible company survey; Employee index*. Strathmore University.
- Taherdoost, H. (2016). Sampling Methods in Research Methodology; How to Choose a Sampling Technique for Research.
- Talip, D. S. N. A., Hassan, Z., Kasa, M., Sabil, S., Ibrahim, D. K. A. (2021). The Relationship of Work Life Balance and the Quality of Life among Employees Studying Part

Time. *International Journal of Academic Research in Business and Social Sciences*.
11(14), 270-284

Talukder, A. K. M., Vickers, M., & Khan, A. (2018). Supervisor support and work-life balance: Impacts on job performance in the Australian financial sector. *Personnel Review*.

Tat, Pei-Ni, and Rasli (2012). "The impact of organizational commitment on job satisfaction on turnover intention", 1, 25–49. Yucel, (2012). "Impact of Organizational commitment on employee turnover." *The Journal of Business Communication*, 32(2). 123-139.

Tavassoli, T. & Sune, A. (2018). A national study on the antecedents and outcomes of workLife balance in Iran, *International Journal of Social Sciences*, 3(3), 1616-1636

TekleAbebe & Solomon Markos (2016). "The Relationship between Job Satisfaction and Organizational Commitment in Public Higher Education Institution" *IMPACT: International Journal of Research in Business Management* Volume. 4, Issue 8, Aug 2016, 17-36.

Thévenon, O. (2018), "Leave policies for parents in a cross-national perspective: various paths along the same course?", in Eydal, G. and T. Rostgaard (eds.), *Handbook of Family Policy*, Edward Elgar, <https://www.elgaronline.com/view/edcoll/9781784719333/9781784719333.00018.xml> (accessed on 5 June 2019).

Varsha and Bhati (2012). A study about Employee Commitment and its impact on Sustainable Productivity in Indian Auto-Component Industry. *European Journal of Business and Social Sciences*, Volume.1, No. 6. 34-51

Vidal, E. S., Leiva, D. C., & Navarro, G. J. C. (2012). Gaps between managers' and employees' perceptions of work–life balance, *The International Journal of Human Resource Management*, 23(4), 645-661.

- Vidal, E. S., Leiva, D.C., & Navarro, G.J.C. (2012). Gaps between managers and employee's perceptions of work life balance. *The International Journal of Human Resource Management*, 23(4). 645-661.
- Wainaina, L.W. (2015). Determinants of Organizational Commitment among Academic Staff in Kenya's Public and Private Universities. Unpublished Doctor of Philosophy Thesis, Jomo Kenyatta University of Agriculture and Technology
- Wekesa, S.O., Namusonge, G. S., & Iravo, E. M. (2013). Role of Servant Leadership on Organizational Commitment: An Exploratory Survey of State Corporations in Kenya. *International Journal of Humanities and Social Sciences*, 3 (13). 85-94
- Williams C. (2017). The Gendered Discourse of Work-Family Balance in the Oil and Gas Industry. The Southern Sociological Society
- Winefield, A. H., Boyd, C., Saebel, J., & Pignata, S. (2016). *Job stress in University Staff*. Australian Academic Press.
- Winefield, A., Gillespie, N., & Stough, C. (2016). Retrieved 13 December 2021, from https://www.researchgate.net/publication/45705773_Occupational_Stress_in_Australian_University_Staff_Results_From_a_National_Survey.
- World of Work Report (2011). *Making markets work for jobs*. International Labour Organization. International Institute for Labour Studies: Geneva. Switzerland
- World of Work Report (2011). *Making markets work for jobs*. International Labour Organization. International Institute for Labour Studies: Geneva. Switzerland
- Yaşlıoğlu, M., & Yaşlıoğlu, D. T. (2020). How and when to use which fit indices? A practical and critical review of the methodology. *Istanbul Management Journal*, (88), 1-20.
- Yucel, (2012). "Impact of Organizational commitment on employee turnover." *The Journal of Business Communication*, 32(2). 123-139.

Zhang, L. and J. Seo (2018), “Held captive in the office: an investigation into long working hours among Korean employees”, *The International Journal of Human Resource Management*, Volume. (29/7). 1231-1256, <http://dx.doi.org/10.1080/09585192.2016.1192053>.

Zohrabi, M. (2013). *Mixed Method Research: Instruments, Validity, Reliability and Reporting*

APPENDICES

APPENDIX 1: INTRODUCTORY LETTER

My name is Mwinami Sande Jackson a post graduate student at Masinde Muliro University of science and Technology, doing a Doctor of philosophy Degree in Business Administration (Human Resource Management option). I am conducting a research on Work life balance practices, Organization culture and employee commitment of county administration in Western Region Kenya.

You are humbly requested to facilitate the research study by filling the attached questionnaire and /or participate in the interview as objectively and honestly as possible. The information provided will be treated with confidentiality and will be used only for academic purpose.

Your assistance and cooperation are highly appreciated.

Thank in advance

Yours sincerely

Mwinami Sande Jackson

APPENDIX 2: QUESTIONNAIRE

Key for vetting the questionnaire:

1 = strongly disagree, 2 = Disagree, 3= Fairly agree 4 = Agree, 5= Strongly agree

INSTRUCTION: Please answer all the questions honestly by putting a tick () in the appropriate box that closely matches your view.

N/B: This information will be used strongly for academic purposes only and will be treated with utmost confidence.

SECTION A: BACKGROUND INFORMATION

1. Gender: Male [] Female []

2. Please indicate your age bracket

18 – 25 years []

26 – 30 years []

31-35 years []

36-40 years []

41-45 years []

46-50 years []

51 years and above []

3. Indicate your status

Married []

Single []

Divorced []

Separated []

4. Level of Education

Diploma []

Degree []

Masters []

PhD []

Other (please specify) []

5. Level of Administration

Sub-County Administration []

Ward administration []

6. Number of years worked with the county government

Below 1 year []

Between 1-50 years []

Above 5 years []

SECTION B : FLEXIBLE WORKING ARRANGEMENT

Using the scale given below, indicate how accurately the following statements describe flexible working arrangements in the county government (5 = Strongly agree, 4= agree, 3= Fairly agree, 2 = Disagree, 1= strongly disagree)

Statement	5 (SA)	4(A)	3(FA)	2(D)	1(SA)
My county provides employees with flexible vacation					
Having flexible working arrangements makes me appreciate and get committed to what I do					
Flexible working arrangements enables me attend to issues at home without much pressure.					
Flexible vacation at my work place contributes to my success at work.					
My county provides employees with compressed work week compressed work wee enables me to have confidence in work activities					
The provision of compressed work week at my work place enables me to attend to issues at home without much struggle.					
Having compressed work week make me get more committed to my work.					
My county provides its employees with customized working positions customized working positions in my work place enables me to balance my work activities and home activities.					
Having customized working positions makes me appreciate and like what I do					
My county has part- time working arrangements					
Part- time working arrangements enables me do my home activities without much pressure					
The provision of part time options at my work place makes me like my job.					

SECTION C: WELFARE PROGRAMS

Using the scale given below, indicate how accurately the following statements describe Welfare programs in the county government (5 strongly agree, 4= Agree, 3= Fairly Agree, 2= Disagree, 1= Strongly disagree).

Statement	5 (SA)	4(A)	3(FA)	2(D)	1(SA)
My county offers guiding and counseling services at the work place					
The guiding and counseling services given to me by my county has enhanced my commitment in my work activities.					
The services in guiding and counseling given to me by my county have reduced the spill over of work-related stress to home activities.					
My county provides employees with free health programme					
The free health programs given to me by my county have enhanced my delivery of service					
The free health programs given to me by my county have enable me attend to my family without much struggle in regard to medical bills					
My county provides employees with paid holidays					
Employees in the county are paid for the days they have not worked i.e. public holidays					
Paid holidays have enhanced my passion for the work activities I engage in					

SECTION D : REMOTE WORKING

Using the scale given below, indicate how accurately the following statements describe Welfare programs in the county government (5 strongly agree, 4= Agree, 3= Fairly Agree, 2= Disagree, 1= Strongly disagree).

Statement	5 (SA)	4(A)	3(FA)	2(D)	1(SA)
My county provides for teleconferencing to its employees					
Having teleconferencing in my county allows me to attend to issues at home without much pressure					
Teleconferencing gives the option of working from a place of my comfort hence making me like my job more					
My county allows its employees to work virtually					
Virtual working enables me to attend to issue at home with ease					
The provision of virtual working option contributes to my success at work					
My county provides for teleworking to its employees					
Teleworking allows me to attend to issues related my personal life					
With teleworking I am able to work a way from my usually work place hence reducing on boredom making me like my work more.					
My county allows telecommuting to its employees					
The provision of telecommunication option by county government contributes to my commitments in my work have time with issue at home					

SECTION E: LEAVE PROGRAMS

Using the scale given below, indicate how accurately the following statements describe Welfare programs in the county government (5 strongly agree, 4= Agree, 3= Fairly Agree, 2= Disagree, 1= Strongly disagree).

Statement	5 (SA)	4(A)	3(FA)	2(D)	1(SA)
My county offers sick leaves					
Provision of sick leave enables me to have confidence in work activities					
Sick leaves					
Sick leaves provided by county government enables me have time do with my family and be taken care of					
My county government offers maternity cleaves to its employees maternity leaves helps me have time to take care of the new born child.					
The provision of maternity leaves options contributes to my success at work					
My county has paternity leaves					
Paternity leaves give time to take care and concentrate on issues related with the family or home.					
Provision of paternity leaves makes me be more committed to my work					
My county provides compassionate leaves					
Compassionate leaves enable me attend to family relate d issues					
Provision of compassionate leaves make me like my job					

SECTION F: ORGANIZATION CULTURE

Using the scale given below, indicate how accurately the following statements describe Welfare programs in the county government (5 strongly agree, 4= Agree, 3= Fairly Agree, 2= Disagree, 1= Strongly disagree).

Statement	5 (SA)	4(A)	3(FA)	2(D)	1(SA)
My county has open communication channels among employees					
Communication channels in the county are open among management and workers					
Management seeks input from employees on major decisions					
Most projects designed to make things better in this organization have been successful					
County government is supportive of any change					
Most of the changes at management level make my work easier					
Most people in the county government are encouraged to make suggestions for improvement					
Employees in the county government agree with the laid down goals and vision					
County government values its employees					
Compared to other organizations, county government is the best to work with					
County government employees work well together					
County employees know the goals, vision and mission of this county government.					

SECTION G: EMPLOYEE COMMITMENT

Using the scale given below, indicate how accurately the following statements describe employee commitments in the county government.

STATEMENT	5(SA)	4 (A)	3 (FA)	2 (D)	1 (SA)
I would be very happy to spend the rest of my career with this county government					
I feel a great sense of belonging with this county government					
I feel emotionally attached to this county government					
I really feel as if this counties problem is a part of me					
I am not afraid of what might happen if I left this county job					
It won't be costly for me to learn this county job					
Staying with this county government is a matter of necessity as much desire					
The reason I continue working for this organization is that learning would require sacrifice					
I do not believe that a person must always be loyal to his or her organization					

jumping from organization to organization does not seem al all unethical to me					
If I got a better job elsewhere would not feel it was right to leave my current one					

APPENDIX 3: MAP OF THE AREA OF THE STUDY

