DETERMINANTS OF WORK LIFE BALANCE IN PUBLIC UNIVERSITIES IN KENYA: A CASE OF MOI UNIVERSITY

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ABSTRACT

The general objective of the study was to establish the determinants of work life balance in public universities in Kenya; a case of Moi University. The specific objectives of the study were to establish the effect of organization support on work- life balance in Public universities in Kenya, to determine the effect of job design on work- life balance in Public universities in Kenya, to examine the effect of organization culture on work- life balance in Public universities in Kenya and to assess the effect of work-life policies on work- life balance in Public universities in Kenya. This study adopted both descriptive research design and a case study approach. The target population of this study was the 3014 staff at Moi University. The study adopted Yamane formula to calculate sample size, thus the sample size was 353 respondents. Multistage sampling method was used in this study. Semi-structured questionnaires were administered. The quantitative data was analyzed using inferential statistics while qualitative data was analyzed using content analysis. The inferential statistics involved the use of a regression model. Organization support is a determinant of work life balance in public universities in Kenya. The superiors support a balance between the work of the employees and their family life. Job design was found to be a key determinant of work life balance. Job sharing arrangement in the institution was effective, the job was well designed outlining the number of hours they have to spend in their job and to offer good work and rest schedule. Organization culture had a significant effect on work life balance. Work family policies determine work life balance in public universities. The employees had no conflict between work and life interests since working policies were efficient. The study recommended that the institutions should continue providing a culture that supports employees' families. Job sharing culture should be maintained to allow work life balance for the employees. The institutions should effectively implement such policies that govern employees work schedules. The working policy should have provisions to enable employees to take time away from work and control over workload.

Key Words: *organization support, job design, organization culture, work- life balance*

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INTRODUCTION

The issue of work-life balance has developed out of demographic and social changes that have resulted in a more diverse family/work models. Supporting work-life balance is seen as a way of attracting and retaining the labor force needed to support economic wellbeing (Siu & Cheung, 2015). In many organizations people are the most valuable and expensive resource. Successfully managed flexible working arrangements can result in enormous benefits to employer and employee (Wong & O'Driscoll, 2018). In both large and small organizations, one of the key roles of the Human Resource Management is to look for ways to help employees make their lives more manageable and their work more enjoyable and productive. According to Timms and Brough (2015) flexible work may offer employees more freedom to organize their work to fit in with other parts of their life. Similarly, to companies, flexibility may come with the ability to organize staffing more in line with the varying needs of clients, or with peaks and troughs of workload (Chan & Kalliath, 2016).

In the late 1970s, work life balance became an issue of concern in the society, following health concerns and lack of family ties as people were busy looking for money (Haar & Russo, 2014). Ren and Caudle (2016) acknowledges that work life balance is a critical factor for employee well-being in the organization. All types of organizations are facing the challenge of how to develop and manage their employees in order to achieve more with less and make optimum use of their potential. The increased permeability of the work life boundary due to work role, work load and the work role of management presents new challenges in efforts to balance work and family needs (Tang & Cheung, 2014).

Some of the options for achieving work-life balance include: part-time working, job share, self-rostering, shift swapping, unpaid leave, unpaid sabbaticals, and work from home (teleworking), among others (Wong & O'Driscoll, 2018). While flextime has been used for some time, the systems tended to be formal, with limits, and there is currently an emphasis on less formal approaches and a more ad hoc approach to flexible hours, with, for example, days off for urgent domestic issues and time made up later.

According to Ball and Griffiths (2016) in the UK organizations are becoming ever more aware of the business case for a positive work-life balance and many of them are implementing policies intended to reduce the pressure of work on private life. The current thinking is that an improved work-life balance can help all parties; the organization, the individual and the customer. Although the working week is officially limited to 48 hours, the UK has opted out of the European Working Time Directive, which means that some employees may work more hours by written consent. The two most frequent concerns amongst UK employees are long hours and the intensity of work (Tomlinson, 2016).

A study conducted in China by Cookie (2014) shows that Chinese organizational leaders and workers tend to accept work–life conflicts as a fact of life. Individuals adopt various coping strategies on their own. While organizations are more likely to introduce human resource initiatives to cushion the negative effect of long working hours on their key employees and their families, managers are far less willing to adopt practices to accommodate childcare needs (Ganster & Fisher, 2018).

Stella, Odunayo and Olubusayo (2014) evaluated Work-Life Balance Practices in Nigeria: A Comparison of Three Sectors. In the education sector, the key factor established was the unionism. Within the Nigerian academic environment, the lecturers are represented by a body called Academic Staff Union of Universities (ASUU). The national trade union – the Nigerian Labour Congress, which represents all

workers in the country, has had to intervene in strengthening the bargaining power (Deery & Jago, 2015).

In South Africa, Letooane (2013) studied the factors impacting on the quality of work life balance in Durban University of Technology. The findings of this research suggested that career advancement was one of the main reasons that were identified to lead to poor quality of work life balance. Furthermore, another primary concern was job insecurity; employees felt that their jobs are not reliable and secure. It was also noted in the research outcomes that a high proportion of the respondents were generally not well (Lyness & Judiesch, 2014).

In Kenya, organizations have become very competitive and this has resulted in coming up with measures geared towards attracting new customers and retaining the existing ones in order to have a larger market share (Kemboi & Goren, 2015). Businesses in Kenya are now bringing in more profits by being customer focused. In order to attain this they have increased their opening hours, introduced more products, opened up more branches. This has led to their Employees working longer hours, having a greater and more complex workload, being moved from one branch to another, therefore, experiencing a lot of work pressure and creating a culture of poor work life balance resulting to their employees becoming highly dissatisfied with their jobs (Kangure, 2014).

The Kenya employers have recognized the importance of having work life balance policies in the organization (Popoola & Omonijo, 2015). The government encouraged private organizations and social services to deliberately introduce the family friendly policies in the workplace of Kenya to help employee to balance their work and life. The arrangement of five-day work week in Kenya Government has been smoothly implemented (Muasya, 2016).

Statement of the Problem

It is important for employers to support work life balance to comply with legal requirements that allow working parents the right to request to work flexibly, to promote equality of opportunities by ensuring that staff with caring responsibilities are not disadvantaged in the workplace, and to widen access to paid work and career opportunities. Mayberry (2016) also states that organizations that adopt work life balance practices whether formally or informally, report lower employee turnover.

Interference between work and non-work responsibilities has a number of negative outcomes to organizations. Statistics from the Universities Academic Staff Union has shown that the conflict between work and family has led to staff turnover among university academic staff. This is evident in the student-staff ratio. For example, Kenyatta University student-staff ratio stands at 26:1 as opposed to acceptable ratio of 15:1 and below, with the School of Engineering having a student-staff ratio of 154:1, an indication of the magnitude of academic staff capacity issues in public universities (Tettey, 2018). In terms of job attitudes, employees reporting high levels of both work-to-life and life-to-work conflict exhibit lower levels of job satisfaction and organizational commitment (Burke & Burgess, 2013; Kossek & Ozeki, 2014). These results to reduced work effort, reduced performance, and increased absenteeism and turnover, increased stress and burnout (Anderson, Coffey & Byerly, 2015), cognitive difficulties such as staying awake, lack of concentration, and low alertness (MacEwen & Barling, 2016), and reduced levels of general health and energy.

A number of factors determine the work life balance which influences the type of working arrangement an organization adopts and its success. Studies conducted in relation the determinants of work life balance include; Paivi (2017) assessed common factors influencing work-life balance; case study of

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Fingrid and found that the role of organizational culture and support was more significant in enhancing employee wellbeing. Atsiaya, (2014) assessed the factors influencing work life balance of project team members in the health sector construction projects and fund a strong, significant positive correlation between culture, scheduling and work life balance. Agufana (2015) assessed the effect of work-life balance programs on job satisfaction and established that leave policies/arrangements and flexibility in work arrangements programmes had a strong positive relationship/effect on job satisfaction of nurses.

The empirical studies conducted have not exhaustively established the determinants of work-life balance. More so, from the previous research the studies have hardly revealed the determinants of work-life balance in universities in Kenya. This study sought to fill this knowledge gap. The study therefore sought to establish the determinants of work life balance in public universities in Kenya; a case of Moi University.

Objectives of the Study

The general objective of the study was to establish the determinants of work life balance in public universities in Kenya; a case of Moi University. The specific objectives were:-

- To establish the effect of organization support on work- life balance in Public universities in Kenya.
- To determine the effect of job design on work-life balance in Public universities in Kenya.
- To examine the effect of organization culture on work- life balance in Public universities in Kenya.
- To assess the effect of policies on work- life balance in Public universities in Kenya.

LETERATURE REVIEW

Theoretical Review

Ecological Systems Theory

Ecological Systems Theory was formulated by Urie Bron fenbrenner in 1979. The ecological systems theory posits that a link exists between work-life experience and context, process, individual, and time characteristics (Rothery, 2001). Ecological systems theory provides a comprehensive view of how work-life works by paying attention to people in their workplaces and at home with their families (Spencer & Dupree, 1997). The ecological systems theory is a foundational theory for other theories. The ecological systems theory is used to understand people and their exposure to different environmental systems. As indicated by Rothery (2001), individuals can use ecological systems theory to understand why people behave differently in the work-life interface. According to the ecological systems theory, people encounter different environments throughout their lives that may lead to behavioral changes. The ecological systems include the microsystem, mesosystem, exosystem, macrosystem, and chronosystem (Holling, 1973).

Organization support is consistent with the ecological systems theory that work-family interaction is bidirectional; that is, work affects family and family affects work (Wilson & Baumann, 2015). Organizational supports that help employees with child and dependent care or emergency backup to employees confronted with problems related to children or elderly dependents contribute to reducing absenteeism and increasing productivity. Employees with on-site child care can adjust their schedules to conform to work demands, choose hours that accommodate shifts, and adjust capacities to meet variable demands (Beutell & Schneer, 2014).

Spill-over Theory

The Spill-over theory was developed by Westmanin in 2002. According to the theory, experiences in one

role affect experiences in the other, rendering the roles more alike. Spill-over concerns the transmission of states of well-being from one domain of life to another. This is a process that takes place at the intra-individual level, thus within one person but across different domains (Casper, 2004). The experiences that are transferred from one domain to the other can be either negative, or positive. This approach presumes that there is a connection between what occurs in work environment and what occurs in family environment, for example satisfaction or happiness in one area of life may influence satisfaction or happiness in other life domains such as family, leisure, social, health, and finances; emotions spill over between work and non-work systems (Casper, 2004).

Research documents that if work family interactions are rigidly structured in time and space, then spillover in terms of time, energy and behavior is generally negative. Research also supports the notion that work flexibility, which enables individuals to integrate and overlap work and family responsibilities in time and space, leads to positive spill over and instruments in achieving healthy work and family balance (Williams & Vandello, 2016).

Research has examined the spill-over of mood, values, skills and behaviors from one role to another, although most of this research has focused on mood spill-over. There are two interpretations of spill-over; the positive association between life and work satisfaction and life and work values and transference in entirety of skills and behaviors between domains such as when fatigue from work is experienced at home or when family demands interfere with work demands. In a study of spill-over, Williams and Vandello, (2016) used experience sampling methodology to examine mood-related spillover on a daily basis, the findings suggested that working parents in their sample were more likely to bring work-related emotions home than they were to transfer family related emotions to the workplace.

For example, an employee who is stressed at work is likely to bring the stress at home and transfer it to the family.

Work-Family Border Theory

Work- family border theory was developed by Clark in 2000. According to the theory even though the work and family system differ from each other, they are interconnected and individuals often manage to integrate them to certain degree thus, people shape their environments, and in turn, they are shaped by them. According to Clark (2000) work family border theory attempts to explain a complex interaction between border crossers and their work and family lives, to predict when conflict will occur, and give a framework for attaining balance, this theory opens up an interesting analysis of the nature of borders, their permeability, the ease with which they can be managed or moved . Also, it brings new insights about the existence of borders for those utilizing modern forms of work such as the use of new technologies in order to work from home rather than in the traditional office.

According to Desrochers and Sargent (2014) this theory addresses how boundaries divide the times, places, and people that are associated with work versus family. Borders are referred to as lines of demarcation between domains, defining the point at which domain relevant behavior begins or ends.

The borders can be physical things such as walls that define where domain relevant behavior takes place, or Temporal such as work hours that divide when work is done from and when family responsibilities can be pursued, or psychological such as rules created by individuals that dictate when thinking patterns, behavior patterns and emotions are appropriate for one domain but not the other (Donald & Linington, 2008).

The border theory gives a theoretical framework that is missing from most research on work life balance by identifying what determines work life balance and

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why conflicts exists and providing a framework for individuals and organizations to encourage better balance between work and families.

Conceptual Framework
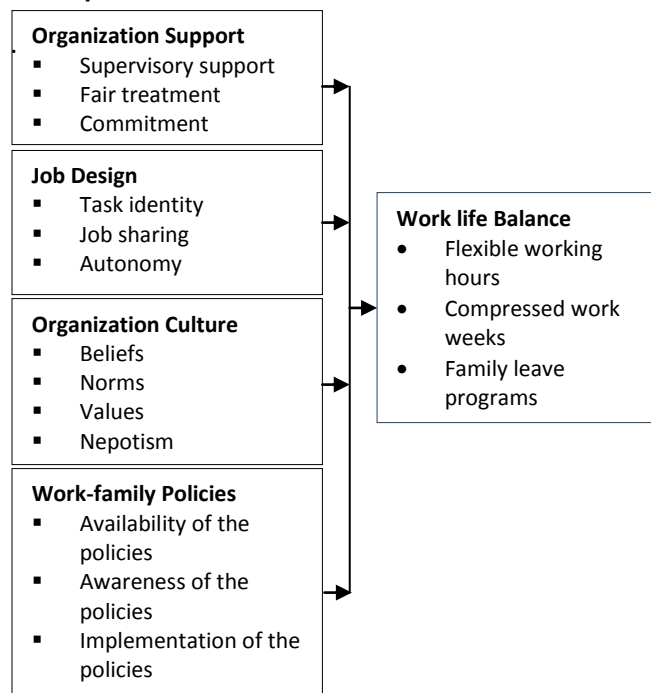
Independent Variables   Dependent Variable

Figure 1: Conceptual framework
Source: Author (2019)

Empirical Review

Ogunsanya (2016) assessed organizational support and employees' Work-Life Quality among employees of a large manufacturing organization located in the Southeastern United States. The study involved multiple linear regression to analyze data collected through an online survey from 74 randomly selected manufacturing employees. A statistically significant correlation was found between the provision of formal organizational support and job satisfaction and turnover intention, but not with work-family conflict. Informal supports were not statistically significant for predicting work-family conflict, but they were statistically significant for predicting job satisfaction and workplace turnover rates.

Thakur and Kumar (2015) conducted a study on the effect of perceived organizational support, role related aspects and work involvement on work-life balance: self-efficacy as a moderator. The sample comprises 96 employees from a multi-national company. Standardized questionnaires were used for data collection. Result of the direct effects indicated: a) a positive correlation between perceived organizational support and work life balance; b) a negative correlation between role related aspects (overload, distance, stagnation) and work life balance c) a non-significant correlation between work involvement and work life balance (Thakur & Kumar, 2015). Suranji and Thalgaspitiya (2016) studied the impact of Perceived Organizational Support for Work Life Balance on the Job Outcomes of the Dual Career Couples in Private Sector Banks in Colombo, Sri Lanka. The data was collected form 5 dual career couples in selected banks using structured questionnaires. The study found that organization support for work life balance was positively correlated and impact on the job outcomes and of dual career couples than the work-family benefit and policies and work-family culture.

Mazerolle and Goodman (2013) assessed the Fulfillment of work–life balance from the organizational perspective: a case study. Participants responded to a series of questions by journaling their thoughts and experiences. Family-oriented and supportive work environment was described as a workplace that fosters and encourages work–life balance through professionally and personally shared goals. Non-work outlets included activities, such as exercise and personal hobbies that provide time away from the role of the athletic trainer. Individualistic strategies reflected that although the athletic training staff must work together and support one another, each staff member must have his or her own personal strategies to manage personal and professional responsibilities.

Jindal (2013) assessed the relationship between job design and work life balance among managers in FMCGs by examining how job design affects the core dimensions of work-life balance. A total of 300 managers were surveyed with questionnaires that assessed the dimensions of the variables. It was hypothesized that there is positive correlation between job design and work-life balance. The hypotheses were tested on the basis of Pearson Correlation and Stepwise Regression Analysis. The study has also been extended to Principal Component Analysis. The hypothesis was transformed into sub-hypotheses. Results of the study confirmed and validated the hypotheses, and substantiated that there is a significant and positive correlation between job design and work-life balance. Out of the dimensions of the job design, skill variety and autonomy were strongest predictors of the outcomes. Whilst the correlation is validated in the context of managers in FMCGs, it forms a conceptual baseline on which further research can be built to test its significance for many other public and private sector settings, and for various professional services. Effective management measures can be identified to optimize work-life balance.

Webber, Sarris and Bessell, (2014) conducted a study organizational culture and the use of work–life balance initiatives: Influence on Work Attitudes and Work–Life Conflict. The study examined attitudes toward work–life balance (WLB) using survey data from 292 employees in an Australian university. Perceptions of managerial support of WLB initiatives were related to initiative use; however, overall initiative use was not related to perceived career consequences damage one's career, organizational time expectations, or levels of employee control. Results showed that perceptions of a supportive organizational culture were positively related to organizational commitment and negatively related to work–life conflict and employees' intentions to leave.

Ólafsdóttir (2015) surveyed the role of organizational culture in employees´ work-life balance as an aspect of health. This case study used both quantitative and qualitative methods, and four data sources for triangulation purposes. The results suggest that the case organization´s culture was work-life supportive, i.e. the organization supported and valued employees' integration of work and private life. Among the main challenges in sustaining the culture was the growth of the organization, which could affect considerably the informal culture. Description of the components of the case organization's existing culture includes description of the culture's enablers, according to the purpose of explaining how a supportive work-life culture can be created and sustained.

Maurya (2014) did an empirical analysis of work life balance policies and its impact on employee's job satisfaction and performance: Descriptive statistical approach. The empirical study involved descriptive statistical approach. The target population was two hundred and forty respondents. Statistical primary data was collected using questionnaires, and analyzed using statistical package for management and social sciences. The findings of this study emphasized that each of the work life balance policies on its own is a predictor of job satisfaction. The goodness of fit, R = 0.618 showed a good strength of the relationships between independent variables and the dependent variable (Maurya, 2014).

METHODOLOGY

This study adopted both descriptive research design and a case study approach. The target population of this study was all the 3014 staff at Moi University. The study adopted Yamane formula to calculate sample size. Thus the sample size was 353 respondents.

The qualitative data was analyzed using content analysis while quantitative data was analyzed using descriptive statistics and inferential statistics. The inferential statistics include a multiple linear

regression model which established the relationship between variables.

FINDINGS

Descriptive statistics

Effect of Organization Support on Work- Life Balance

The study sought to establish the effect of organization support on work- life balance in public universities. The respondents were requested to indicate their level of agreement on statements on organization support and work life balance on a scale where 1= strongly disagree, 2=disagree, 3= neutral, 4=agree and 5= strongly agree.

The findings revealed that majority of the respondents agreed that their superiors support a balance between their work and their family life (M=4.20, Std dev=0.219), they were paid even when they on leave (M=4.12, Std dev= 0.212), the institution treated them fairly by supporting their family lives (M=3.94, Std dev=0.166), their work environment encourages shared goals (M=3.84, Std dev=0.154), the organization appreciated their contribution and cared about their wellbeing (M=3.57, Std dev=0.102) and that their organization extended its resources to assist them with their family (M=3.51, Std dev=0.123). The respondents however disagreed on the statement that they felt over pressure to work beyond their specified hours (M=2.4, Std dev=0.142). The respondents further indicated that the institution supported them by assisting them in maintaining a healthy balance between their personal and professional life. The institution provided support by valuing the employees' contribution. Consistent to the findings Mazerolle and Goodman (2013) found that the organization support fosters and encourages work–life balance through professionally and personally shared goals.

Table 1: Effect of organization support on work- life balance in public universities

Statement	Mean	Std. deviation
The organization appreciates my contribution and cares about my wellbeing	3.57	0.102
I feel over pressure to work beyond my specified hours	2.40	0.142
My superiors support a balance between my work and my family life	4.20	0.219
The institution treats me fairly by supporting my family lives	3.94	0.166
My work environment encourages shared goals	3.84	0.154
I am paid even when am on leave	4.14	0.212
My organization extend its resources to assist me with my family	3.51	0.123

Effect of Job design on Work- Life Balance

The study sought to find out the level of agreement on statement relating to the effect of job design on work- life balance in public universities. The findings revealed that majority of the respondents strongly agreed that they were able to have a satisfying personal life and perform their work tasks. The respondents agreed that they were not overworked and had time to attend to their family responsibilities as shown by a mean of 4.3, the organization had an effective job sharing arrangement as illustrated by a mean of 4.26, their job was well designed outlining the number of hours they had to spend in their job as shown by a mean of 2.5, their job was designed to offer good work and rest schedule as illustrated by a mean of 4.18 and that they were allowed to set their own schedules as demonstrated by a mean of 4.1.The respondents further indicated that job design affected work- life balance in public universities by having proper job structures in terms of job designation which helped in division of labour. Similarly Sushil (2014) found that job enrichment and job enlargement techniques if given proper attention in the organization the imbalance can be changed to balanced work life.

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Table 2: Effect of Job design on Work- Life Balance

Statement	mean	Std. deviation
My job is designed to offer good work and rest schedule	4.18	0.217
The organization has an effective job sharing arrangement	4.26	0.224
My job is well designed outlining the number of hours I have to spend in my job.	4.25	0.226
I am able to have a satisfying personal life and perform my work tasks	4.51	0.233
I am not overworked and have time to attend to my family responsibilities	4.30	0.199
I am allowed to set my own schedules	4.10	0.181

Effect of Organization Culture on Work- Life Balance

The study sought the respondents' level of agreement on statement relating to the effect of organization culture on work- life balance in public universities.

Majority of the respondents agreed that they have openness and cooperation in their organization (M=3.98 Std dev =0.219), they are given feedback on their work (M=3.85, Std dev=0.129), they received support from the organization when they faced with family challenges (M=3.84, Std dev=0.140. The respondents also agreed that he organization values acknowledges the importance of a family (M=3.76, Std dev=0.178), the organizations does not discriminate in the working schedules (M=3.60, Std dev= 0.148). The respondents disagreed on the statement that they are flexible to take the shifts they prefer (M=2.44, Std dev= 0.125), that they have control over workload and when they can take time of (M=2.14, Std dev= 0.161). Consistently Ólafsdóttir (2015) revealed that the case organization's culture was work-life supportive. The respondents further indicated that the institution has a culture that encourage cross-functional collaboration among employees and one that support evenly distribution of workloads. The culture also provides a clear organizational direction that enables employees to prioritize their work.

Table 3: Effect of Organization Culture on Work- Life Balance

Statement	Mean	Std. deviation
I receive support from the organization when am faced with family challenges	3.84	0.140
We have openness and cooperation in our organization	3.98	0.219
The organization values acknowledges the importance of a family	3.76	0.178
I am flexible to take the shifts I prefer	2.44	0.125
I have control over workload and when I can take time of	2.14	0.161
I am given feedback on my work	3.85	0.129
The organizations does not discriminate in the working schedules	3.60	0.148

Effect of work-family Policies on Work- Life Balance

The study sought the effect of policies on work- life balance in public universities. From the findings, the respondents agreed that they had no conflict between work and life interests since working policies are efficient (M=4.12, Std dev=0.169), the institution had a proactive approach to implement work-life practices (M= 4.06, Std, dev=0.171), the working policy sets out a range of provisions designed to enable them to take time away from work when need arise (M=3.98, Std dev= 0.159), they were aware of the work policies in the institution(M=3.87 Std, dev= 0.133) and that the policies governing their work schedules in the institution were effectively implemented(M=3.76,Std dev=0.146). The respondents disagreed that their family events and work always resulted to a conflicting schedule as shown by a mean of 2.18 and a standard deviation of 0.154. Similar findings were established by Ngari and Mukururi (2015). Consistently Yuile (2015) found that there was a statistically significant positive relationship between flexible work schedules and work-life balance.

Table 4: Effect of work-family Policies on Work- Life Balance

Statement	Mean	Std. deviation
My family events and work always result to a conflicting schedule	2.18	0.154
I am aware of the work policies in the institution	3.87	0.133
The policies governing my work schedules in the institution are effectively implemented	3.76	0.146
I have no conflict between work and life interests since working policies are efficient	4.12	0.169
The working policy sets out a range of provisions designed to enable me to take time away from work when need arise	3.98	0.159
The institution have a proactive approach to implement work-life practices	4.06	0.171

Work life balance

The study sought to establish the respondents' level of agreement on statement relating to work life balance in public universities. Majority of the respondents agreed that family leave enabled the employees to concentrate on family matters adequately which ensures concentration during working time thus better performance(M=4.23, Std dev= 0.223), they put much effort for the organization because it gives extended paternal and maternal leave for them (M=4.01, Std dev=0.166), they were proud of working in the organization due to its compressed work week schedules(M=3.96, Std dev=0.167), the organization offer study leaves to employees(M= 3.95 Std dev= 0.173) and that they are allowed to go on leave to address personal needs(M=3.93, Std dev=0.163).

The employees could still use organization facilities even while on leave (M=3.82, Std dev=0.180), they were happy with the flexible work arrangements in the organization(M=3.80, Std dev=0.155) and that the working schedules were flexible and allow me to manage my work and non-work interests(M=3.73, Std dev=0.138). The respondents disagreed on the statement that tele-working has enable them continue taking care of their work responsibility while at home taking care of their family (M=2.44, Std dev=0.190) and that the demands related to their position in the workplace encourage them to take up flexible work schedule (M=2.43, Std dev= 0.193).

Table 5: Statement relating to work life balance in public universities

Statement	Mean	Std. dev
The working schedules are flexible and allow me to manage my work and non-work interests	3.73	0.138
I am allowed to go on leave to address personal needs	3.93	0.163
I am proud of working in the organization due to its compressed work week schedules	3.96	0.167
I put much effort for this organization because it gives extended paternal and maternal leave for the employees	4.01	0.166
Tele-working has enable me continue taking care of my work responsibility while at home taking care of my family	2.44	0.190
The demands related to my position in the workplace encourage me to take up flexible work schedule	2.43	0.193
Family leave enables the employees to concentrate on family matters adequately which ensures concentration during working time thus better performance	4.23	0.223
The organization offer study leaves to employees.	3.95	0.173
I'm happy with the flexible work arrangements in the organization	3.80	0.155
I can still use organization facilities even am on leave	3.82	0.180

Inferential statistics

Regression Analysis

Multiple linear regression analysis was used to determine the significance of the relationship between the dependent variable and all the independent variables pooled together. From the findings in the model summary table, the value of adjusted R squared was 0.461 indicating that there was variation of 46.1 percent on work life balance due to variations in organization support, job design, organization culture, work-family policies at the 95 percent confidence level. This showed that 68.5 percent deviation in work life balance could be ascribable to organization support, job design, organization culture, work-family policies.

Table 6: Combined Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1.000	.685a	0.469	0.461	1.026

a Predictors: (Constant), organization support, job design, organization culture, work-family policies

ANOVA

From the ANOVA statistics in table above, the processed data, which is the population parameters, had a significance level of 0.000 which showed that the data was ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. It also indicated that the model was statistically significant.

Table 7: Results for Test of Significance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.644	4	13.161	11.7509	.002
	Residual	323.68	289	1.12		
	Total	376.324	293			

a. **Predictors: (Constant),** organization support, job design, organization culture, work-family policies

b. Dependent Variable: Work life balance

Regression coefficients

The collective comparative impact of the independent variables on work life balance was examined using multiple linear regression.

$$Y_i = 1.704 + 0.657\ X_1 + 0.721\ X_2 + 0.671\ X_3 + 0.532 X_4 + \varepsilon$$

From the regression equation above it was found that holding organization support, job design, organization culture, work-family policies to a constant zero, work life balance would be 1.704. A unit rise in organization support would lead to an increase in work life balance by 0.657 units. A unit increase in job design would lead to an increase in work life balance by 0.721. A unit increase in organization culture would lead to an increase in work life balance by 0.671 units and a unit rise in work-family policies would lead to an increase in work life balance in by 0.532 units. Overall job design had the greatest effect on work life balance. At 5% level of significance and 95% level of confidence, all the variables were significant ($p<0.05$).

Table 8: Regression coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.704	0.249		6.843	0.002
Organization Support	0.657	0.132	0.626	4.977	0.004
Job Design	0.721	0.132	0.69	5.462	0.002

Organization Culture	0.671	0.128	0.652	5.242	0.003
Work-Family Policies	0.532	0.126	0.502	4.222	0.014

CONCLUSION

Organization support is a determinant of work life balance in public universities in Kenya. The superiors support a balance between the work of the employees and their family life. The institution treats the employees fairly by supporting their family lives and paying them even when they on leave. The work environment encourages shared goals.

Job design was found to be a key determinant of work life balance. Job sharing arrangement in the institution is effective, the job is well designed outlining the number of hours they have to spend in their job and to offer good work and rest schedule. Employees are able to have a satisfying personal life and perform their work tasks. They were not overworked and have time to attend to their family responsibilities.

Organization culture had a significant effect on work life balance. The institution has a culture that encourage cross-functional collaboration among employees and one that support evenly distribution of workloads. The employees have openness and cooperation in the institution. They are given feedback on their work and receive support from the organization when they faced with family challenges. The organization values and acknowledges the importance of a family and does not discriminate in the working schedules.

Work family policies determine work life balance in public universities. The employees have no conflict between work and life interests since working policies are efficient. The institution has a proactive approach to implement work-life practices. The working policy sets out a range of provisions designed to enable employees to take time away from work when need arise.

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RECOMMENDATIONS

The study revealed that organization support determines work life balance in public universities. There is need for the public institutions to extend their resources to assist them with their families.

Job design had a significance influence on work life balance in public universities. The institutions should provide flexibility and allow employees to take up shifts that they prefer to better manage their time around all obligations.

Organization culture had a significant effect on work life balance. The study recommends that the institutions should continue providing a culture that supports employees' families. Job sharing culture should be maintained to allow work life balance for the employees.

The study established that work family policies determine work life balance in public universities. The institutions should effectively implement such policies that govern employees work schedules. The working policy should have provisions to enable employees to take time away from work and control over workload.

Areas for further Research

The general objective of the study was to establish the determinants of work life balance in public universities in Kenya; a case of Moi University. This study adopted both descriptive research design and a case study approach. Job design was found to be the most significant Similar studies need to be conducted in other sectors using other research designs other than case study approach such as survey to ascertain whether comparable determinants influence work life balance.

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