

**FACTORS AFFECTING WORK LIFE BALANCE AMONG WOMEN EMPLOYEES
IN EDUCATION SECTOR A CASE STUDY OF USIU – AFRICA (UNITED STATE
INTERNATIONAL UNIVERSITY)**

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**A RESEARCH PROPOSAL SUBMITTED TO THE SCHOOL OF MANAGEMENT
AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR
THE AWARD OF THE DIPLOMA IN LEADERSHIP AND MANAGEMENT OF
MANAGEMENT UNIVERSITY OF AFRICA.**

MAY 2020

DECLARATION

This proposal is my original work and has not been presented for the award in any other University or institution. No part of this research should be reproduced without the author's consent or that of the Management University of Africa.

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This proposal/project has been submitted for examination with my approval as
University Supervisor

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The Management University of Africa

DEDICATION

This research is dedicated to my lovely family for the support that they have given me and encouragement towards me attaining my degree. Special dedication to my colleagues for allowing me to have a flexible schedule to create time for attending my classes.

ACKNOWLEDGEMENT

First and foremost, I like to acknowledge my supervisor Ms. Gladys Nemayan for the guidance that has enabled me write up this paper. Also special thanks to the Management and staff of MUA university for their continued support by offering me a conducive environment to for learning.

ABSTRACT

There is lot of controversies about the work life balance. It is common perception that it is very difficult to make a balance between professional and personal life. This research has tried to identify the work life balance of female employees of education sector. For the purpose of research, the data were collected from 40 female employees. The sampling was done through questionnaire and survey monkey within University. It has been coming out that female employees were facing lot of problems in balancing between work and life. Though they are able to balance their personal and professional life up to certain extent. The general objective of this study will be to establish factors affecting work life balance among women employees in education sector a case study of United State International University-Africa. The study will be guided by the following specific objectives: To establish the influence of individual stress factors on work life balance among women employees in education sector. The data will be presented by using tables and figures. SPSS (statistical software package) will be used to generate the descriptive statistics and to establish the relation between the dependent and the independent variables of study. The findings will act as a reference point to other researchers in the same field thus facilitating their studies the study findings will provide relevant information that will help the management of United States International University. The study recommends that the management of United States International University should come up with employee's compensation packages. Most women would prefer flexible timing, and supportive spouse, family and friends as well as an environment conducive for work at the office. To establish the influence of organization factors on work life balance among women employees in education sector. To establish the influence of psychological factors on work life balance among women employees in education sector. To establish the influence of family satisfaction factors on work life balance among women employees in education sector.

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ACRONYMS AND ABBREVIATIONS

WLB: Work life balance

OPERATIONAL DEFINITION OF TERMS

Work life Balance: Work-life balance (WLB) is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity.

Psychological factors: the level of involvement between the multiple roles in a person's life, particularly as they pertain to employment and family or leisure activities. This can be done achieving a good balance or fit is thought to increase life satisfaction.

Organization factors: An individual's ability to maintain a balance between work and life is affected by factors relating to an individual's workplace and working conditions, including the flexibility and quantity of hours worked, sick and holiday leave provisions and availability of support structures within the workplace (e.g. childcare).

Individual stress factors: Differences in individual/employee's characteristics, such as personality and coping skills, the same way, all stressors are individual. By that we mean stressors that are directly associated with the role we play or the tasks we have to accomplish in the organization. While in one way or another all work stressors are linked to the job we perform, the key here is the directness of the connection.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background of the study and this is guided by the general objective of this study with an aim to establish factors affecting work life balance among women employees. The chapter presents the problem statement of the study as well as the objectives and research questions. The section also presents the significance of the study as well as the study scope.

1.1 Background of the Study

Work-life balance (WLB) is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity. Numerous studies have been conducted on work-life balance. According to Bloom (2016), 1 in 4 employees experience high levels of conflict between work and family, based on work-to-family interference and caregiver strain. If role overload is included, then close to 60 percent of employees surveyed experience work-family conflict.

The concept work life balance is commonly used in a comprehensive way to describe policies that were previously known as family friendly, though they have been extended beyond the scope of the family (Obiageli, Uzochukwu & Ngozi, 2015). Different researchers have defined the term work-life balance differently using diverse dimensions (Poulose & Sudarsan, 2017). Initially, the concept of work-life balance was conceived to refer to the conflict between family and work Bloom, Kretshmer and Van Reenen (2006) and work family enhancement Grzywacz and Marks (2000). According to Greenhaus, Collins, and Shaw (2003), work life balance is the absence of work-family conflict or the intensity or rate of recurrence with which family interferes with work and work interferes with family. According to Greenhaus and Allen (2006) work-life balance is the degree to which an individual's satisfaction and effectiveness in the roles of work and family domain are well matched with the individual's life priorities.

Beauregard (2014) indicates that of all the job factors that influence work-life conflict, the amount of time spent at work is the strongest and most consistent predictor. The higher levels of work-to-family conflict reported by managers or professionals often are a function of their longer work hours. Annink, Dulk and Steijn (2015) adds that other reasons include: job security, support from one's supervisor, support from co-workers, work demands or overload, work-role conflict, work-role ambiguity, job dissatisfaction, and extensive use of communication technology that blurs the boundaries between home and work.

Abubaker and Bagley (2016) adds that today's workers have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care and this places stress on individuals, families and the communities in which they reside. Allen, Johnson, Kiburz and Shockley (2013) notes that work-life conflict is a serious problem that impacts workers, their employers and communities. It seems that this problem is increasing over time due to high female labour force participation rates, increasing numbers of single parent families, the predominance of the dual-earner family and emerging trends such as elder care. It is further exasperated with globalization, an aging population, and historically low unemployment. Brandth and Kvande (2015) highlights that long work hours and highly stressful jobs not only hamper employee's ability to harmonize work and family life but also are associated with health risks, such as increased smoking and alcohol consumption, weight gain and depression. Work life conflict has been associated with numerous physical and mental health implications.

Abubaker and Bagley (2016) women are more likely than men to report high levels of role overload and caregiver strain. This is because women devote more hours per week than men to non-work activities such as childcare, elder care and are more likely to have primary responsibility for unpaid labor such as domestic work. Furthermore, other studies show that women also experience less spousal support for their careers than their male counterparts. Although women report higher levels of work-family conflict than of the men, the numbers of work-life conflict reported by men is increasing.

The relationship that exists between work life balance and employee's performance has been studied by different authors. A survey of 732 companies conducted in Germany, France, USA, and the UK revealed that the principles of work life balance were associated with the employee's performance. However, the study also showed a conflict between work life practices and high performance within the companies (White, Hill, McGovern, Mills, and Smeaton, 2003). Lee and Bruvold (2003) argued that the perceived care and value attached to employees create a casual chain of processes from the intended Human Resource Practices to actual practice which triggers employee's performance.

Wright and McMahan (2011) observed that in the current dynamic working environment, HR managers have embarked on various behaviours that are meant to improve employee performance at all level, be it group, individual, or organizational. The work environment is characterized by competition among organizations as all aspire to employ and retain the best employees in the market. Thus, to have a competitive advantage, organizations need to consider their human resources and ensure their satisfaction (Boxall, Ang & Bartram, 2011).

This is because as Ployhart and Moliterno (2011) noted, good human resource practices are widely associated with efficiency and effectiveness and which lead to tangible increased productivity. Purcell *et al.*, (2009) observed that work life balance (WLB) is important in developing a performing culture as far as growth, customer service, productivity, quality, and ultimate contribution towards the value of the shareholders is concerned. Collins and McClean (2011) opined that WLB initiatives increases employee effort and encourage a positive relationship that makes them work towards the achievement of organizational goals.

Meenakshi and Ravichandran (2012) highlighted problems faced by women teachers in achieving Work Life Balance and accordingly suggested ways which would benefit both individual and the organization. Study also revealed that the women teachers knew the importance of WLB and they tried to reach it by scheduling their activities by proper time management.

Santhi and Sundar (2012) examined work life balance of women employees in information technology industry. Study measured the overall work life balance of women employees irrespective of cadres and identified major factors that influence the work life balance among women employees. It also revealed that work life programs implemented by Information and Technology firms in Chennai satisfy different categories of employees differently.

Devi and Pandian (2011) analyzed the problems faced by the women school teachers to maintain work life balance and founded that there was no separate policy for work life balance in their school and majority of them were doing school work at home. Soi and Massey (2011) studied the concept of work life balance and its impact on employment relations and productivity of the employees. Study illuminated the dissymmetry between the work and life that today's fast-paced working generation is experiencing. It was observed that majority of the respondents weren't happy with the shape that their lives have taken recently due to imbalance that has crept in their work and life.

History of USIU-Africa

In 1927 Leland Ghent Stanford chartered a private graduate institution called Balboa Law College in San Diego (USA), which later changed its name to Balboa University in 1945. In 1952, Balboa University again changed its name to California Western University, and a year later Dr. William C. Rust became the university's president.

Dr. Rust had a vision of international education that would see students and faculty share and embrace knowledge around the world. In 1968, he relocated the university's undergraduate and graduate programs to Scripps Ranch in north east San Diego, then formally changed the university's name to United States International University (USIU). Thereafter he began his search for an African campus, travelling to Nigeria, Ghana and Kenya where he finally settled on Nairobi, The United States International University – Africa which was registered under the Companies Act (Cap 486) on 18th September, 1969. In 1970, he finally signed a Memorandum of Understanding with the Government of Kenya that allowed him to offer business programs and any other degree programs not being offered by the public universities.

Rust's journey was not an easy one. There were many challenges to his vision including convincing the Kenyan government that an American education was just as good as a British one. He also had to convince the U.S. accrediting body (Western Association of Schools and Colleges – WASC) of the viability of an international multi-campus system. He went on to establish campuses in Mexico City, London and Tokyo. In 1977, the university began to offer accredited full degree programs in Business Administration, Psychology and International Relations. Unlike earlier graduating classes that completed their degree requirements in San Diego, the first students to graduate from the Nairobi campus did so in 1979

Dr. Dee Aker's term as Executive Director began in 1981 and lasted for three years, when Dr. Lillian K. Beam succeeded her. The ten-year term of Dr. Beam coincided with major shifts in the regulation of higher education in Kenya. To comply with the new quality assurance standards enshrined in the Universities Act of 1986 and the rules and regulations that followed in 1989, Dr. Beam purchased 20 acres of property in Kasarani, Nairobi where the campus moved to in 1991. The university then built temporary buildings built to accommodate the then current students, they were completed in time to accommodate a sudden influx of students from Kenyan public universities, desperately seeking to complete their college education, following a prolonged faculty labor dispute in Kenyan public universities. The new students, as well as many faculty members from public universities stayed on, forming the foundation for USIU-Africa's fledgling new campus.

In 1994, then USIU President Dr. Garry B. Hays, offered Dr. Freida A. Brown, then USIU Coordinator of international campuses, a chance to take over from the retiring Dr.

Beam as Executive Director. She moved to Nairobi to find a campus with mounting debts, almost no fulltime faculty and no Charter. Dr. Brown solved the debt crisis through Prudential Financial management, and did it so well that in four years, the university's finances have recovered enough to purchase an additional 60 acres, thereby meeting the minimum land requirement for accreditation by the Commission for Higher Education. A year later, the university was granted its Charter by then Kenyan President H.E. President Daniel T. Arap Moi, at a ceremony that also featured the inauguration of Dr. Brown as USIU-Africa's first Vice Chancellor.

By the turn of the century, USIU-Africa's School of Business Administration and School of Arts and Sciences was offering 11 programs at both undergraduate and graduate level, all of which were dually accredited in Kenya and the United States. The university also completed the construction of a 450-seat auditorium, a recreation center and a second campus housing block. In 2001, USIU merged with the California School of Professional Psychology (CSPP) forming the Alliant International University. USIU-Africa successfully sought to separate itself from the new entity, becoming an independent institution in 2005, and receiving its own accreditation as United States International University, from the Western Association of Schools and Colleges (WASC) in 2008 while in 2004, the construction of a building to house School of Business Administration was completed and following an endowment of US\$1 million by industrialist Manu Chandaria, the School was renamed Chandaria School of Business. Three years later, the landmark ultra-modern Library and Information Center was completed to a tune of KES 550 million occupying 10000 square meters, and partly funded through the US Agency for International Development (USAID)'s ASHA program. The former library building was refurbished in 2009 to house the new School of Science and Technology, and renamed the Lillian K. Beam Building in honor of the visionary former Executive Director.

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In 2014, the university rebranded, reverting to its former United States International University – Africa. A year later, construction of the new home for the School of Science and Technology, and the new School of Pharmacy and Health Sciences was completed and the current Kenyan Deputy President H.E. William S. Ruto opened the Science Center in March 2015. In December 2014, the Board of Trustees announced the impending retirement of long-serving Vice Chancellor Prof. Freida Brown. The search for her successor culminated in the installation of Prof. Paul T. Zeleza as USIU-Africa's second Vice Chancellor on Thursday, April 7, 2016.

To keep pace with the student population that now totals over 6500, the decision was made to begin construction of a new Student Center to consolidate and house student support services as well as provide expanded recreational facilities, and student government offices. The Freida Brown Student Center was officially opened on Thursday, November 10, 2016 at a ceremony presided over by former Vice Chancellor Prof. Freida Brown and Mr. Ronald Osumba (Chairman of the Board, Youth Enterprise Development Fund). Over 70 nationalities are represented among the diverse student population undertaking 25 undergraduates, graduate and doctoral programs at USIU-Africa.

1.2 Statement of the Problem

Issue relating to work-life balance are increased in present scenario. Equal balance in both work and personal life plays an important role for attaining personal as well as professional organizational goals. The imbalances have a negative impact in both personal life and professional life, Thus, maintaining an adequate balance between professional and personal life is very important. Wellbeing state of a person allows him / her to manage multiple responsibilities effectively at work and at home (Ployhart & Moliterno, 2011).

Achieving a better work-life balance yields more dividend for both employees and employers in terms of being more motivated towards work which leads to increased productivity and ultimately creating workforce which they feel are valued. The past 20 years have seen extraordinary changes in our workplaces and families (Brandth & Kvande, 2016).

Orogbu, Onyeizugbe and Ngozi (2015) notes that women have entered the workforce in unprecedented numbers and improved their earnings relative to men. At the same time, men have begun to share women's traditional family roles and men and women have both increased the time they spend with children. But even as men spend more time with their kids, the challenges of balancing a career and parenting duties are taking their toll.

Lazăr, Osoian and Rațiu (2010) established that in Families and Work Institute, three out of five men report some or a lot of stress related to workplace-family life balance about 25% more than in the late 1970s. For women the numbers have stayed virtually the same, at around 45% although workplace policies have not caught up with these new realities. There is still a belief that although it is the primary job of men to be breadwinners, and the primary job of women to be homemakers and caretakers of children and the elderly.

Wright and McMahan (2011) also notes that companies and other organizations that want to continue to attract and retain superior talent-men as well as women-need to develop policies that allow their employees to be successful both at home and at work. The suggestion that work-life balance is a women's issue not only serves as a gross generalization that harms the image of otherwise hard-working, driven women it's also untrue. Thus WLB is considered to be an important issue to be handled by both men and women of today's busy world.

In United States International University-Africa, the human resource department has put in place a policy that aid in employee development by providing education opportunity to teaching staff and non-teaching staff together with their spouses and children. Such development programs have been put in place to encourage self-improvement of the employees and they only have to pay the library fee which is less than 10,000 Kenya shillings. USIU-Africa employees are also offered other employee development programs like, coaching, counseling, and training where they gain professionalism, leadership and management skills, which in turn enhance the employee performance (Asaba, 2018). Even though previous studies have focused on capacity building and performance seldom none has been done on work life balance in Kenya. This study will seek to establish factors affecting work life balance among women employees in education sector a case study of United State International University-Africa.

1.3 Objectives of the Study

The general objective of this study will be to establish factors affecting work life balance among women employees in education sector a case study of United State International University-Africa.

1.3.1 Specific Objectives

The study will be guided by the following specific objectives:

- i) To establish the influence of individual stress factors on work life balance among women employees in education sector.
- ii) To establish the influence of organization factors on work life balance among women employees in education sector.

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iii) To establish the influence of psychological factors on work life balance among women employees in education sector.

iv) To establish the influence of family satisfaction factors on work life balance among women employees in education sector.

1.4 Research Questions

The study will be guided by the following research questions:

i) How does the influence of individual stress factors on work life balance among women employees in education sector?

ii) How does the influence of organization factors on work life balance among women employees in education sector?

iii) How does the influence of psychological factors on work life balance among women employees in education sector?

iv) How does the influence of family satisfaction factors on work life balance among women employees in education sector?

1.5 Significance of the Study

The study provides information that can be used by policy makers in universities to design and implement policies in the analysis of contemporary leadership. It also provides trends, practices and develop a roadmap of what needs to be done, how and where to enhance women employee performance in private universities in Kenya. The findings of the study inform the management teams in universities on the best practices on human resource management for a sustainable growth and survival. To scholars, this study added value to the existing body of knowledge on the factors affecting work life balance among women employees and act as future reference.

1.6 Scope of the Study

This study will be limited to employees at USIU-A in Nairobi County and the target population included all full time employees both in the teaching and non-teaching departments. The study will be carried out from May to August 2020.

1.7, limitations and challenges encountered while conducting the study

The first challenge encountered was the low response time brought about by lack of available respondents to fill in the questionnaires. This was as a result of USIU-Africa closing the institution for access to outsiders as a result of the laid down Covid 19 protocols. The staff were also working in shifts and some had to work from home therefore getting access to the respondents was not an easy task. Another limitation was the slow response rate and this was mitigated by making continuous calls to the assigned representatives who followed up with the team members.

1.8, Chapter Summary

In summary, this chapter focused on the introduction and background of the study, statement of the problem, objectives of the study, research questions, significance, scope of the study and the limitations of the study. Chapter two presents literature review including the Balance Theory and Work-Life Balance and influence on organizational factors and psychological factors

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the literature review of the study, and this is done based on the general objective of this study will be to establish factors affecting work life balance among women employees in education sector a case study of United State International University-Africa. The section will also cover the theoretical literature review, empirical literature on past studies done as well as the research gap and conceptual framework.

2.1 Theoretical Literature Review

2.1 The Balance Theory and Work-Life Balance

In general, the balance theory, a theory originated from the work of Fritz Heider (1946), posits that if people see a set of cognitive elements as being a system, then they will have a preference to maintain a balanced state among these elements. From the perspective of most employees, they would see that their paid work and all important aspects of their life, such as family, community activities, voluntary work, personal development, leisure and recreation, as a set of cognitive elements that must be in the state of balanced, and thus need to managed effectively (Dundas, 2008). In other words, there is a need for these employees to maintain work-life balance, otherwise both their performance at work and everywhere else will be jeopardize. However, maintaining work-life balance is not easy, especially if the individuals (i.e. employees) do not have the capacity to do it effectively and the organizations that they work for do nothing to help them. Hence, there is a need to determine factors that could help employees maintain their work-life balance.

Previous studies have shown that here are many factors that could affect work-life balance. Some of the factors that have been shown to have a positive relationship with work-life balance. These factors include job satisfaction (Saif, Malik, & Awan, 2010); and telework (Felstead, Jewson, Phizaklea, & Walters, 2002; Morganson, Major, Oborn, Verine, & Heelan, 2010; Hilbrecht, Shaw, Johnson, & Andrey, 2008). On the other hand, some factors were found to have a negative impact on work-life balance, for example

work overload (Virick, Lilly, & Casper, 2007), and job demands (Chiang, Birtch, & Kwan, 2010). Indeed, there are many factors that have been said to affect work-life balance, but there are still many more that need to be discovered.

2.1.1 The Balance Theory and Work-Life Balance

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In other words, there is a need for these employees to maintain work-life balance, otherwise both their performance at work and everywhere else will be jeopardized. However, maintaining work-life balance is not easy, especially if the individuals (i.e. employees) do not have the capacity to do it effectively and the organizations that they work for do nothing to help them. Hence, there is a need to determine factors that could help employees maintain their work-life balance. Previous studies have shown that there are many factors that could affect work-life balance. Some of the factors that have been shown to have a positive relationship with work-life balance. These factors include job satisfaction (Saif, Malik, & Awan, 2010); and telework (Felstead, Jewson, Phizaklea, & Walters, 2002; Morganson, Major, Oborn, Verine, & Heelan, 2010; Hilbrecht, Shaw, Johnson, & Andrey, 2008).

On the other hand, some factors were found to have a negative impact on work-life balance, for example work overload (Virick, Lilly, & Casper, 2007), and job demands (Chiang, Birtch, & Kwan, 2010). Indeed, there are many factors that have been said to affect work-life balance, but there are still many more that need to be discovered.

2.2 Emotional Intelligence and Work-Life Balance

2.2 Empirical Literature Review

2.2.1 Influence of Individual Stress Factors On Work Life Balance

Work life balance is now heavily researched area of interest. Work life balance has always been a concern of those interested in the quality of working life and its relation to broader quality of life Guest (2002). Broers (2005) stated that balancing a successful career with personal or family life can be challenging and impact on a persons' satisfaction in their work and personal life's roles. According to Dundas (2008), he argues that work life balance is about effectively managing and juggling act between paid work and all others activities that are important to people such as family, community activities, voluntary work, personal development and leisure and recreation.

According to Myers (2010), a recent Gallup poll found that Millennial desire work life balance play with work. Giving generation Y flexibility within their schedule would allow them to pursue the activities they enjoy outside the work place while maintaining the high level of productivity. Generation Y presents a challenge to managers who must train and motivate them in order to ensure their strength become benefit to the company. According to Sayers (2007), work life balance will contribute to achieve professional satisfaction and personal freedom for the employees.

Research has shown that there is significant cost to organizations and individuals when stress is not addressed. According to Sverke, Hellgren, and Näswell (2002), stress has been found to have negative implications for individuals in 3 multiple areas which impact organizational success including absenteeism, employee attitudes, commitment to the organization, retention rates, and performance. In addition, Cox (2004) stated that, organizations are recognizing the importance of gaining a greater understanding of the etiology and implications of stress, as well as working with professionals in the development of strategies to mitigate the negative impact of stress in individuals and the company.

Similarly, Hayes and Weathington (2007) indicate that stress in the workplace has negative impacts on job satisfaction, work performance, and absenteeism resulting from decline in individual health. Research on work life balance has presented important

insight into the problems of combining family responsibilities with paid work in relation to policy relevant agendas. Work life balance scales are problematic for many scholars and researchers because they conceptualize the work component more specifically than the life component.

However, this conceptualization neglects different dimensions to work life balance common to specific subgroups and renders the measurement rather intangible (Pichler, 2008). This makes it difficult to conclude on the effects of other than work-related aspects on work life balance, which are arguably also important aspect of work life balance. As stated by Picher (2008), work life balance scales hardly correlated with relevant external criteria such as subjective wellbeing.

According to Crompton (2006) some of the reason for increasing the interests of work life balance are caused by the increasing of female employment, de-industrialization and high unemployment among men. Work life balance is generally related to flexibility, working time, family, social security, demographic changes, leisure time and many more. Research that examines demographic trends such as age, migration is emphasizing a structural component of work-life balance whereas approaches referring to personal circumstances, family arrangements are focus on the individual. According to Hanes (2002), stress is a condition of physical or mental strain or physical/emotional wear and tear that can be the result of a real or perceived threat. While an over-stressed condition can have negative impact on people, some stress will result in higher performance if the stress is handled effectively.

Role conflict may lead to the stress and emerges negative impact such as discomfort with their job. It is supported by Safaria *et al.*, (2011) said job stress that come from role conflict will raise negative outcome such as decreasing the productivity of the employees and organization, problem in absenteeism and if it is continually occurred in their work, they might have intention to leave from the organization and turnover will occur. Interpersonal relationship at work constitutes day to day interaction between co-workers, managers and employees. These relations are natural part of the work environment and usually give pleasant to the employees as they can communicate with each other when they facing problem.

Work stress is become common issue that always happen in every organization. The employee cannot be run without facing work stress in their work. According to Wickramasinghe (2012), job stress is generally identified as an adverse reaction people have to excess pressure or demands placed on them at work. Refer to Larson (2004), job stressors may refer to any characteristic of the workplace that poses a threat to the individual. For stress to exist, the demand from the environment (the job) versus the capability of the individual (the employee) will typically be considerably out of balance Larson (2004).

2.2.2 Influence of Organization Factors On Work Life Balance

Work-life balance is not only the responsibility of the employees, but also of the employers. Organizations also must take care of their employees by helping them maintaining a healthy balance between their personal and professional life. In other words, organizational must provide the needed support for the employees to maintain work-life balance. Organizational support is important because providing support means that firms value the contribution of their employees and cares for their employee's wellbeing (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

Organizational support is important in maintaining a good work-life balance. Organizations that did not understand the importance of work-life balance might abuse their employees' hard work and effort. On the other hand, organizations that care about the well-being of their employees would show support by implementing program and policies that emphasize on work-life balance (McCarthy, Cleveland, Hunter, Darcy, & Grady, 2013).

McCarthy *et al.* (2013) found that such effort has a positive impact on employees work-life balance. Besides that, other literatures have also shown that organizational support has an effect on work-life balance, in which it moderates the relationship between various factors and work-life balance (Amarakoon & Wickramasinghe, 2010; Nasurdin & Driscoll, 2012). In short, organizational support was found to play an important role in the regulation and management of work-life balance. In fact, organizational support in the form of work-life balance programs (i.e. flexible work arrangements and also family

leave policies) or initiatives could help employees manage a good balance with their work life and personal life. Therefore, organizational support is important factor which will facilitates work-life balance.

Tetrick and Buffardi (2006), explained that work life balance may be affected by the individual difference between the propensity for work involvement and job commitment. Higher levels of involvement may negatively affect employees work life balance. In this study, a second model was tested that examined job involvement as a potential moderator of the relationship between emotional labour and work life balance. Tetrick and Buffardi (2006), results showed that emotional labour could bring conflict on work life. Teachers who were more involved in their work tended to have a stronger conflict between emotional labour and work-life balance.

Findings suggest that interventions are required to enhance the emotion management skills of teachers. The development of “healthy” work role separation between work and home responsibilities should be encouraged to ensure that the negative impact of emotional labour does not manifest itself as negative spill over. Frone (2003), study on the examination of the factors that may help employees to manage the work-home interface (such as social support) as well as increase work-life conflict (such as long working hours). The study revealed that there was a negative association between levels of professional commitment and work life balance. As professional commitment might increase the risk of work demands spilling over into non-work activities due to excessive involvement in the work role, it led to a negative work life balance. Work role conflict as occurring when different people or different work functions, for instance, two supervisors making conflicting demands on an employee. These results to negative work life balance by not meeting one or other the supervisor expectations. In addition, there will be negative work life balance when there are conflicting demands between work and non-work responsibilities. Some work role may lead to stressful job situations that may affect work life balance.

Heavy workload can result to complex tasks, tight dead-lines, greater emphasis on speed and timeliness all point to a rise in work intensity and workload. Workload includes both mental and physical effort required by the job task, but is also concerned with the amount

of work required to be done. Heavy work load has been found to correlate with job dissatisfaction as well as other work strains and excessive work demands may translate into “job pressure” which may result in unexpected costs to the organization such as high absenteeism or staff turnover, ill health or pay rise demands (Duxbury & Higgins, 2006).

Heavy work load inevitably has consequences for workers cognitive, psychological and physical abilities (Hamon-Cholet & Rougerie, 2000). Heavy work load and its consequences affect the internal and external resources available to workers and management for coping with work constraints. This can in turn generate a downward spiral in the workplace and in workers’ health and safety. In 2000, 34% of Canadian workers reported their main source of strain at work as being work overload, attributable largely to the excessive job demands and number of hours worked (Statistics Canada, 2001). Nearly one-quarter (23%) of Quebec workers consider their workload too heavy (CROP-Express, 2006).

Heavy work overload would appear to constitute one of the main risk factors leading to psychological distress at work, inhibits creativity and skill development (Brun, Biron & Ivers, 2007) resulting to work life imbalance. An emotional challenging work can have an effect on work-life balance.

2.2.3 Influence of Psychological Factors On Work Life Balance

Maiya and Bagali (2014) did an empirical investigation on work-life balance among working mothers: Emerging HRM interventions. This study was conducted with a view to provide a deep insight of work-life balance of working mothers in Public and Private sector. An experimental survey of equal number of Public and Private sector employees were carried out. Both the sectors were evaluated on 6 sub scales viz: personal factors, balancing factors, organizational support, motivational factors, career advancement and psychological factors. The results revealed that in the age group of 25 to 30, employees of both Private and Public sectors enjoy their work and are happy working with/under their managers. This means they are influenced by the motivational factors. At the age group of 31 to 35, employees of both Private and Public sectors are affected by the balancing factors, psychological factors and personal factors. In the age group of 36 to 40, employees of both sectors are not much affected by the psychological factors and they

enjoy their work. But they are affected by career advancement factors. Women above 40 years of age in both sectors are not much affected by personal, balancing and motivational factors but are greatly affected by career advancement and organizational support factors.

2.2.4 Influence of Family Satisfaction Factors On Work Life Balance

There is a change in demographics over the years in that, currently, more women are seeking formal employment than before; there is more dual -earners, single parents, and elder care by employees (Lazăr, Osoian and Rațiu, 2010). An employee who have parental roles and other caring roles to play such as caring for the elderly has multiple family responsibilities, which in turn makes it difficult to manage work and family responsibilities. This may cause either positive or negative spillover since the two domains have flexible and permeable boundaries (Moon & Roh, 2010).

In support of this Bruck, Allen and Spector (2002) opined that multiple roles performed by employees have an effect on the well-being both at work and at home. This may result in a work family conflict which causes negative spillover from work to family and vice versa (Agarwala, 2007). To counter this, organizations have to come up with a mechanism for reconciling the two domains. According to Cayer (2003), organizations achieve this by establishing policies such as crèches, employee counseling, recreational facilities, or family leave to employees. Empirical evidence shows mixed findings concerning the effects of family responsibilities on employee's performance.

A study conducted on Canadian private sector employees by Higgins, Duxbury, and Lee, (2000) showed that the conflict between family and work responsibilities lower the perceived quality not only in work life but also in family life. This, in turn, has a negative effect on organizational outcomes such as performance, turnover and absenteeism. The outcome of this study imply a positive impact of family responsibilities on employee's performance. An experimental study conducted by Butler and Skattebo (2004) showed that the experience of family-work conflict caused by more family roles had no effect on performance ratings given to female workers. However, men with such work-family conflicts were found to perform poorly.

Patel, Govender, Paruk, and Ramgoon (2006) conducted a study on “Working Mothers: Family-Work Conflict, Job Performance, and Family/Work Variables.” The findings of this study contradicted the one carried out by Butler and Skattebo (2004). It showed that there is a positive relationship between work life conflict caused by numerous family responsibilities and employees performance. However, the correlation was not significant, but it was found that those with greater family to work conflict were rated higher in job performance.

It can be argued that Family Satisfaction refers to an employee’s relationship with their family and home life satisfaction can mean achieving a close relationship with family and friends while also gaining personal happiness. According to Calvo-Salguero (2011) Work and Family are two of the most important roles of one’s life showing no surprise that a lot of academic literature surrounds the topic. There are many studies that talk about both family satisfaction and work satisfaction that can effect an individual’s wellbeing however there are little on just family satisfaction that can effect an individual.

Hill (2005) states that family satisfaction play’s an important role in an individual’s wellbeing and can influence work performance. Therefore, higher levels of family satisfaction can lead to higher levels of work satisfaction and employee engagement. However, this contradicts a reading by Bhowon (2013) based on work family conflict and satisfaction which record’s that in fact work is one of the most important roles for a male while family is considered to be one of the most important roles for a female. According to the Family Satisfaction Scale (Carver, 1992) it measures the overall satisfaction with one’s family showing different components to determine whether satisfaction is positive/negative. Components that show positive relationships are emotional such as cohesion, communication, and expressiveness, components that show negative relationships such as loneliness can indicate lack of satisfaction in one’s personal life.

2.3 Summary and Research gaps

Broers (2005) stated that balancing a successful career with personal or family life can be challenging and impact on a persons’ satisfaction in their work and personal life’s roles.

According to Myers (2010), a recent Gallup poll found that Millennials desire work life balance play with work. Giving generation Y flexibility within their schedule would allow them to pursue the activities they enjoy outside the work place while maintaining the high level of productivity. Generation Y presents a challenge to managers who must train and motivate them in order to ensure their strength become benefit to the company. According to Sayers (2007), work life balance contributes to achieve professional satisfaction and personal freedom for the employees. Research has shown that there is significant cost to organizations and individuals when stress is not addressed. According to Sverke, Hellgren, and Näswell (2002), stress has been found to have negative implications for individuals in 3 multiple areas which impact organizational success including absenteeism, employee attitudes, commitment to the organization, retention rates, and performance. From the literature, most studies have focused on all employees with no priority given with regard to gender.

Work-life balance is not only the responsibility of the employees, but also of the employers. Organizations also must take care of their employees by helping them maintaining a healthy balance between their personal and professional life. Organizational support is important in maintaining a good work-life balance. Organizations that did not understand the importance of work-life balance might abuse their employees' hard work and effort. On the other hand, organizations that care about the well-being of their employees would show support by implementing program and policies that emphasize on work-life balance (McCarthy, Cleveland, Hunter, Darcy, & Grady, 2013). McCarthy *et al.* (2013) found that such effort has a positive impact on employees work-live balance.

Heavy workload can result to complex tasks, tight dead-lines, greater emphasis on speed and timeliness all point to a rise in work intensity and workload. Workload includes both mental and physical effort required by the job task, but is also concerned with the amount of work required to be done. Heavy work load has been found to correlate with job dissatisfaction as well as other work strains and excessive work demands may translate into "job pressure" which may result in unexpected costs to the organization such as high absenteeism or staff turnover, ill health or pay rise demands (Duxbury & Higgins, 2006).

Heavy work overload would appear to constitute one of the main risk factors leading to psychological distress at work, inhibits creativity and skill development (Brun, Biron & Ivers, 2007) resulting to work life imbalance. An emotional challenging work can have an effect on work-life balance this research will however focus on female employees only.

Maiya and Bagali (2014) did an empirical investigation on work-life balance among working mothers: Emerging HRM interventions. This study was conducted with a view to provide a deep insight of work-life balance of working mothers in Public and Private sector. The results revealed that in the age group of 25 to 30, employees of both Private and Public sectors enjoy their work and are happy working with/under their managers. This means they are influenced by the motivational factors. Women above 40 years of age in both sectors are not much affected by personal, balancing and motivational factors but are greatly affected by career advancement and organizational support factors. The study was however done in India hence a need to undertake the same within Kenya.

An employee who has parental roles and other caring roles to play such as caring for the elderly has multiple family responsibilities, which in turn makes it difficult to manage work and family responsibilities. This may cause either positive or negative spillover since the two domains have flexible and permeable boundaries (Moon & Roh, 2010). According to Cayer (2003), organizations achieve this by establishing policies such as crèches, employee counseling, recreational facilities, or family leave to employees. Empirical evidence shows mixed findings concerning the effects of family responsibilities on employee's performance. A study conducted on Canadian private sector employees by Higgins, Duxbury, and Lee, (2000) showed that the conflict between family and work responsibilities lower the perceived quality not only in work life but also in family life. Patel, Govender, Paruk, and Ramgoon (2006) conducted a study on "Working Mothers: Family-Work Conflict, Job Performance, and Family/Work Variables." The findings of this study contradicted the one carried out by Butler and Skattebo (2004). It showed that there is a positive relationship between work life conflict caused by numerous family responsibilities and employees performance. However, the correlation was not significant, but it was found that those with greater family to work

conflict were rated higher in job performance. This studies above were not done in a learning institution and they were all carried out in foreign countries.

2.4 Conceptual Framework

The dependent variable of the study will be work life balance among women employees. The independent variable will be individual stress factors, organization factors, psychological factors and family satisfaction and to establish how the factors affect work life balance among women employees in education sector.

Independent variables

Dependent Variable

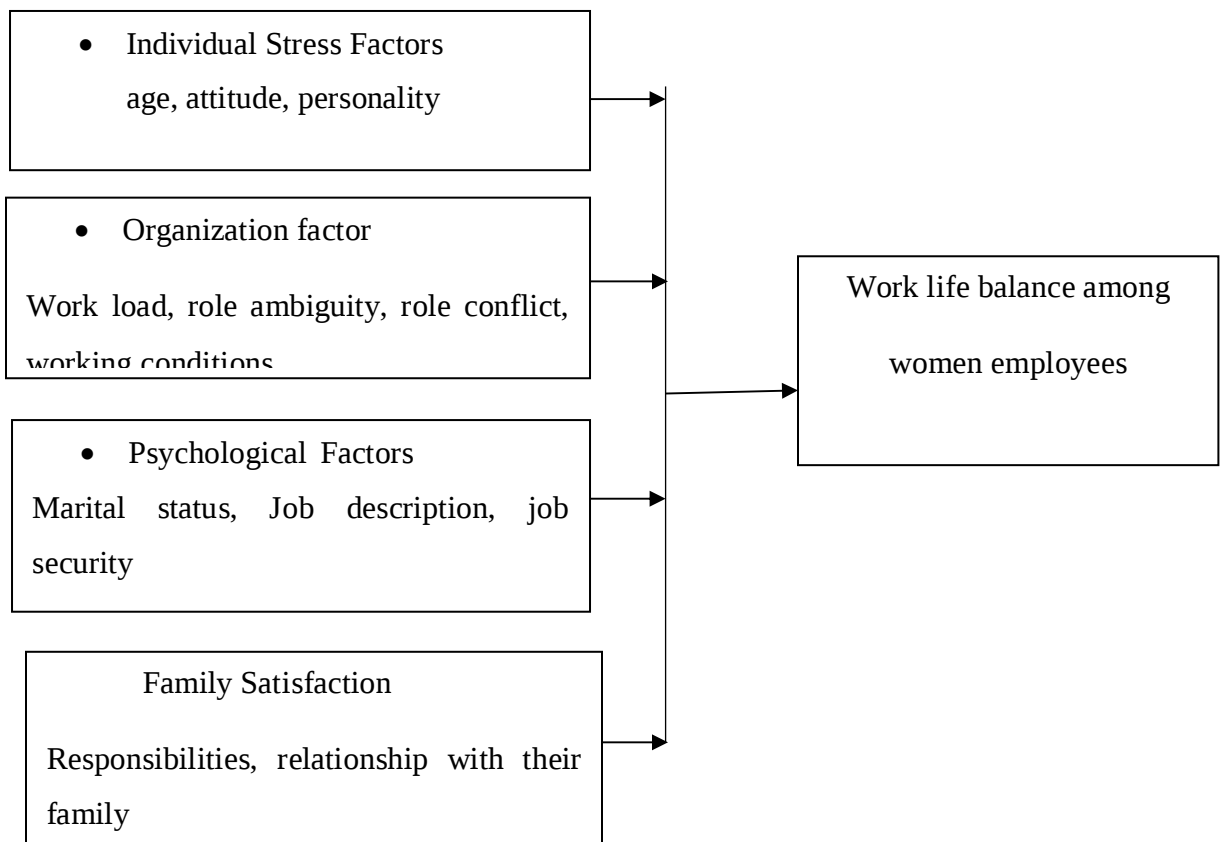


Figure 2.1: Conceptual Framework

2.5 Operationalization of Variables

For the independent variable; individual stress factors will be measured by comparing the ages, attitude, personality and how they influence work life balance. for the organization factor the work load, nature of the role, role conflict, working conditions will be the areas that the study will look at when evaluating the organization factors across the various work responsibilities. For the measure of Family Satisfaction, the Responsibilities at home and the relationship with the family will be the main measures. Under Psychological factors the study will review the Marital status, Job description, job security. For the dependent variable measures such as work demand and time taken to work.

2.6 Chapter Summary

This chapter presented the literature review of the study, and this was done based on the general objective of this study that aimed to establish factors affecting work life balance among women employees in education sector a case study of United State International University-Africa. The chapter was guided by four specific objectives as follows; to establish the influence of individual stress factors, influence of organization factors, influence of psychological factors and influence of family satisfaction factors on work life balance among women employees in education sector. The section also covered the theoretical literature review, empirical literature on past studies done as well as the research gap and conceptual framework.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter includes: - This chapter presents the research design and outlines how variables will be measured as well as the measurement instruments. A plan for the data collection and analysis are also outlined. Further, the section includes target population and sample, data collection instruments, data collection procedures and data analysis techniques.

3.1 Research design

Saunders, Lewis and Thornhill (2016) define research design as a framework for the collection and analysis of data to answer research question and meet research objectives providing reasoned justification for choice of data sources, collection methods and analysis techniques. This study will be conducted using descriptive research design.

Sekaran and Bougie (2013) notes that descriptive research is a design used to answer the what, how and why of the research. According to Churchill and Iacobucci (2018) descriptive research design is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make predictions. Descriptive survey research designs were to be used to allow researchers to gather information and summarize, present and interpret data for the purpose of clarification (Orodho, 2003). Descriptive research will be applied to determine relationship between variables. Cooper and Schindler (2011) assert that descriptive research is used by researchers to discover relationship between variables. For this research the study will intend to determine how influence of individual stress factors, organization factors, psychological factors and family satisfaction factors on work life balance.

3.2 Target Population

Target population in statistics is the specific population about which information is desired. According to Cooper and Schindler (2008), population refers to an entire group of objects/individuals having common observable characteristics. It is also described as

an aggregate of all that conforms to a given specification (Kothari, 2008). The target population of study will be 140 women working at USIU. This target population has the potential of providing the relevant information regarding factors affecting work life balance among women.

Table 3.1: Target Population

Unit of Analysis	Target Population	% Distribution
Directors	2	1
Deans	2	1
Heads/ Chairs of Departments	3	2
Head of Sections	4	3
Faculty	29	21
Non-teaching Staff	100	71
TOTAL	140	100

3.3 Sample and sampling technique

A sample is a proportion of the population. Statistically, in order for generalization to take place, a sample of at least 30% must exist (Cooper & Schindler, 2003). To arrive at a sample size a researcher must employ a sampling technique.

Saunders *et al.*, (2016) defines sampling technique as the use of picked respondents who are supposed to participate in the study. Stratified random sampling will be used. Stratified sampling is the process of selecting elements from a sub population or strata (Saunders *et al.*, 2016). Stratified sampling will be used to help increase the statistical efficiency of a sample by providing adequate data per stratum (Sekaran & Bougie, 2013).

Solving formula is:

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

Where n represents the Sample Size

N represents the Population

E represents the Level of Significance (0.05)

$$n = 140 / (1 + 140(0.05)^2)$$

From the above population of 140 a sample will of 103 will be taken using stratified random sampling across the various divisions which will gives each item in the population an equal probability chance of being selected. However, simple random sampling will also be used to select samples from within each group. Simple random sampling will ensure that each member of top management had the same chance of being chosen consequently there was a good representation of the target population (Saunders *et al.*, 2014).

Table 3.2: Sample Size

Unit of Analysis	sample	% Distribution
Directors	1	1
Deans	1	1
Heads/ Chairs of Departments	2	2
Head of Sections	3	3
Faculty	22	21
Non-teaching Staff	74	71
TOTAL	103	100

3.4 Instruments

The study will collect primary data using a questionnaire which will be administered to the respondents. A questionnaire is a tool of data collection in which each person is asked to respond to the same set of questions in a predetermined order (Bryman & Bell, 2011). Questionnaires is considered the most appropriate as it enables the researcher to reach a large group of respondents within a short time and with less cost. They also help to avoid or reduce the biases which might result from personal characteristics of interviewers and since respondents do not indicate their names, they tend to give honest answers.

A five-point Likert scale will be used. The questionnaire will be divided into five sections where; Section one covered demographic information, the second part dealt with individual stress factors, part three cover organization factors, while the fourth part cover psychological factors with the last part dealing with questions on family situation. The questionnaire will contain structured questions that will guide respondents and restrict them to only specified choices given (Sarantakos, 1998).

3.5 Pilot Study

The research will conduct a pilot test using to questionnaires to establish validity and reliability of the research instruments. Findings obtained from the pilot test will be used to edit the questionnaire before the final data collection is done.

3.5.1 Validity

The study will test the extent to which the results really measure what they are supposed to measure. The study will check how well the results correspond to established theories and other measures of the same concept.

3.5.2 Reliability test

The extent to which the results can be reproduced when the research is repeated under the same conditions. By checking the consistency of results across time, across different observers, and across parts of the test itself. The study will employ the use of Cronbach alpha to measure the reliability of the instrument.

3.6 Data Collection Procedure

The researcher will inform the respondents in advance before the instruments are administered for research purpose and respondents will be guaranteed confidential. The researcher shall obtain an introductory letter from the university to collect data from the company then personally deliver the questionnaires to the respondents. The researcher shall administer the questionnaire individually to the selected sample through online links. To ensure high response rate, the link was shared through WhatsApp communication platform, thus respondents were able to fill the docs at the comfort of their phones.

3.7 Data Analysis and Presentation

Quantitative data collected through the questionnaires will be checked for completeness and accuracy and usability. Descriptive statistics will be used to analyze the data through the help of the statistical package for social Science (SPSS, Version 23) computer software. The study will use, frequency, means and standard deviation to analyze data. This data will be presented in tables and figured while the explanation will be given in prose.

The study will also use inferential statistics where correlation analysis will be used to show the degree of association between the independent variables and the dependent variable. Correlation will be used to predict and describe the association between two or more variables in terms of magnitude and direction (Oso & Onen, 2009).

The researcher will further employ a multiple regression model to study the relationship between individual stress, organization factors, psychological factors and family satisfaction on one hand and work life balance on the other.

The researcher deems regression method to be useful for its ability to test the nature of influence of independent variables on a dependent variable. Regression analysis will be done to estimate the coefficients of the linear equation, involving one or more independent variables, which best predicted the value of the dependent variable. The regression model will be as follows:

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

Where: Y= Work life balance; X_1 , X_2 , X_3 and X_4 are the independent factors. β_0 = Constant, β_1 β_2 β_3 and β_4 = the regression equation coefficients for each of the variables and ε = error.

3.8 Ethical Considerations

3.8.1 Informed Consent

The respondents will be informed in advance about the research and offered an introduction letter to familiarize themselves with the purpose of the study.

3.8.2 Voluntary Participation

The study will request for voluntary participation and no respondent will be coerced to take part in the study.

3.8.3 Confidentiality

At most confidentiality will be a guaranteed to participants as the findings will be used for academic research. The findings will also be shared with the management of USIU Africa.

3.8.4 Privacy

Response received will be done by maintaining privacy and to ensure this, each respondent will send the response individually to the researcher.

3.8.5 Anonymity

To minimize bias, the researcher will ensure there is no way for anyone to personally identify participants in the study. This means that no personally-identifying information will be collected in an anonymous study. The respondents will be required to fill the questionnaire without giving personal details like names.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter presents the results established from the data analysis done. This included results relating to the demography and specific research objectives aimed at establishing factors affecting work life balance among women employees in education sector a case study of United State International University-Africa. The findings will be guided by the four specific objectives: To establish the influence of individual stress factors on work life balance among women employees in education sector. To establish the influence of organization factors on work life balance among women employees in education sector. To establish the influence of psychological factors on work life balance among women employees in education sector. To establish the influence of family satisfaction factors on work life balance among women employees in education sector.

4.1 Presentation of Research Findings

4.1.1 Response Rate

The research issued a total of 384 questionnaires and a total of 290 were filled and returned giving a response rate of 76%. According to Mugenda and Mugenda (2002) a sample size of 30% is considered sufficient for the study therefore the 76% response rate was considered sufficient as indicated in Table 4.1.

Table 4.1: Response Rate

Variable	Frequency	Percentage
Filled and returned	95	92
Non-response	8	8
Total	103	100

4.1.2 Demography

4.1.2.1 Respondents Age Group

Analysis of the respondents age groups show that respondents aged 36-45 years were 53 in number and represented 55.8%, respondents aged between 26-35 years were 31 in number and represented 32.6% of the total. The results also show that 11 respondents were aged above 46 years and above and they represented 11.6% as shown in Figure 4.1. This show that the represented the views of at least all the age groups.

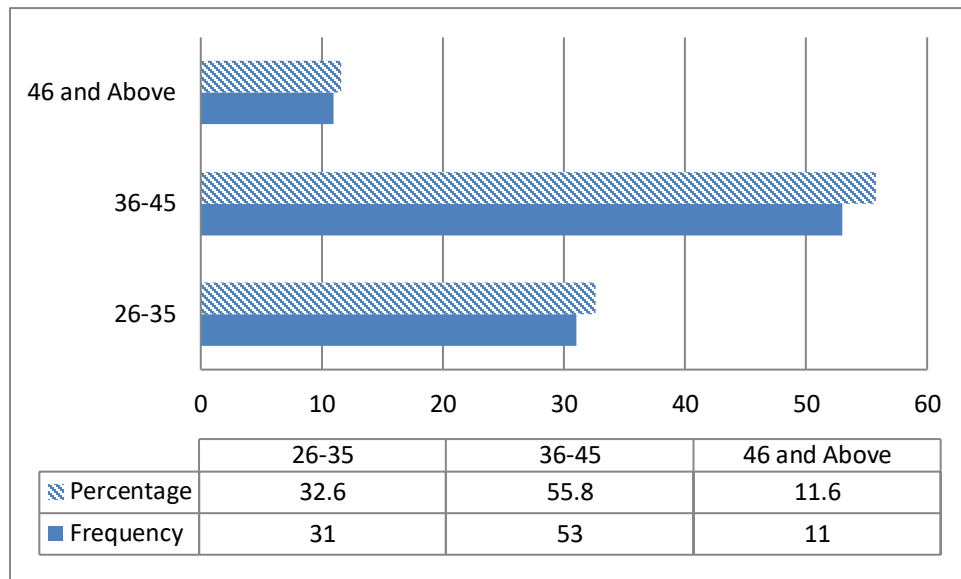


Figure 4.1: Respondents Age Group

4.1.2.2 Role in USIU Africa

The study sought to establish employee's roles at USIU Africa and the results show that majority accounting for 73% were non- teaching staff, Faculty had a 20% representation while 1% were heads of sections and 2% represented that chair of departments as shown in Figure 4.2

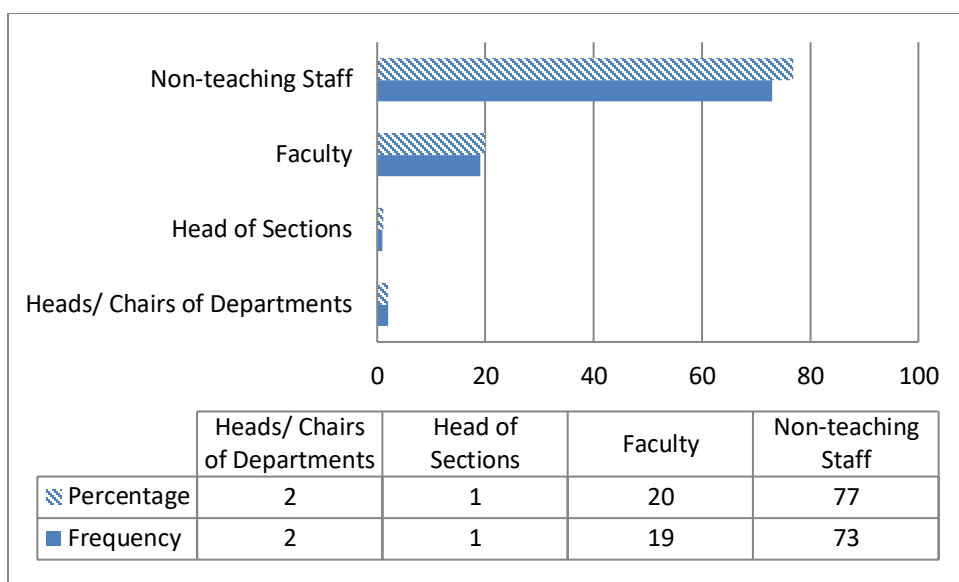


Figure 4.2: Respondents role at USIU Africa

4.1.2.3 Education Levels

The study sought to establish employee's education levels and the results show that majority accounting for 43% master's holders, 35% were Bachelors holders and PhD holders had a 10% representation, at the same time those with vocational training accounted for 11% as shown in Figure 4.3

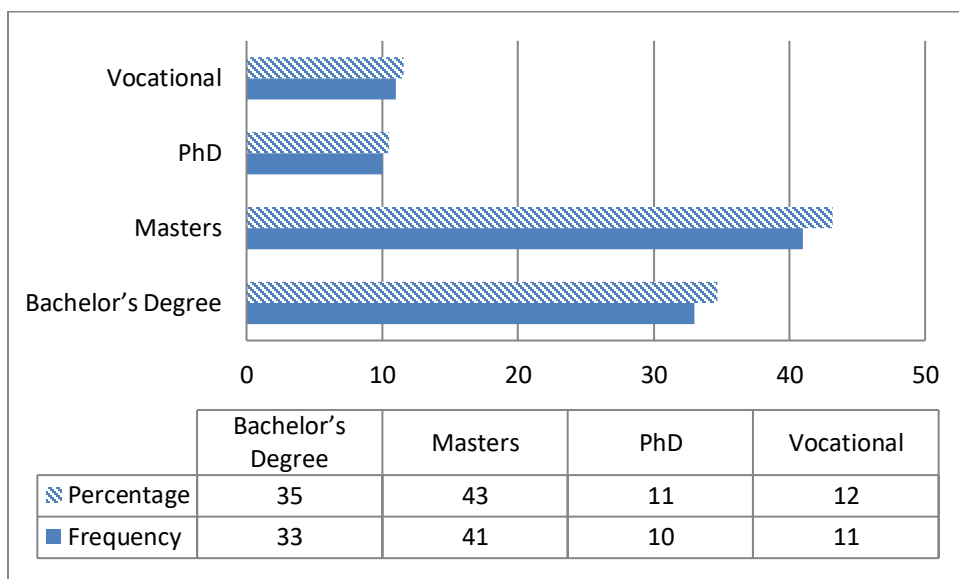


Figure 4.3: Education Levels

4.1.2.4 How Long have you Worked at USIU Africa

Analysis done to establish the duration employees have been working at USIU Africa revealed that majority accounting for 32.6% had 3-5 years' work experience at USIU, 22.1% had 6-8 years' experience. The results also noted that 21.1% had 9-11 years' experience while 12.3 had 0-2 years' experience. At the same time, 11.6 had over 11 years of work experience as shown in Figure 4.4

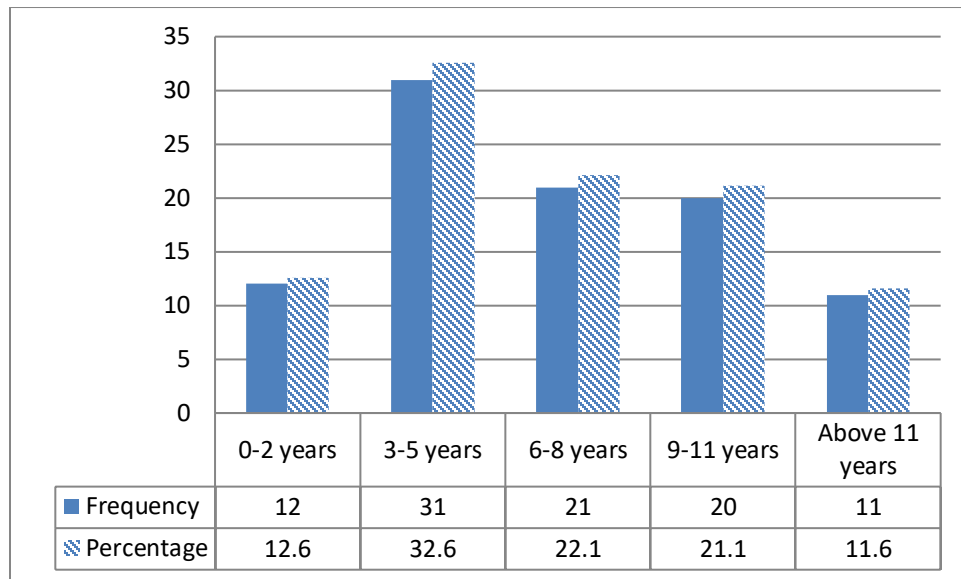


Figure 4.4: Duration worked at USIU.

4.1.3 influence of individual stress factors

The first objective sought to establish the influence of individual stress factors on work life balance among women employees in education sector. Respondents were requested to rate their responses where they used a scale of 1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = Agree and 5 = strongly agree.

4.1.3.1 Descriptive Statistics of influence of individual stress factors on work life balance among women employees in education sector

The results show that 21% agree that USIU Africa offers flexible working schedule for its employees, 13% strongly agreed. Those who disagree accounted for 32% and 11% strongly disagreed with the statement and 23% were uncertain. Work life balance has always been a concern of those interested in the quality of working life and its relation to broader quality of life Guest (2002). Broers (2005) stated that balancing a successful career with personal or family life can be challenging and impact on a persons' satisfaction in their work and personal life's roles. According to Dundas (2008), he argues that work life balance is about effectively managing and juggling act between paid work and all others activities that are important to people such as family, community activities, voluntary work, personal development and leisure and recreation.

The research was also aimed at establishing if employee's personal life was affected by the work they did and the results show that 44% strongly disagreed, 13% disagreed, 12% were uncertain and 10% agreed, while those who strongly agreed were 21%. Sayers (2007) concurs that work life balance will contribute to achieve professional satisfaction and personal freedom for the employees. Research has shown that there is significant cost to organizations and individuals when stress is not addressed. Sverke, Hellgren, and Näswell (2002), noted that stress has been found to have negative implications for individuals in 3 multiple areas which impact organizational success including absenteeism, employee attitudes, commitment to the organization, retention rates, and performance.

It was also revealed that 43% were in strong disagreement that they have had to neglect personal needs because of work, 20% disagreed and 6% were uncertain, those who agreed accounted for 21% and only 10% strongly agreed with the statement. Role conflict may lead to the stress and emerges negative impact such as discomfort with their job. It is supported by Safaria *et al.*, (2011) said job stress that come from role conflict will raise negative outcome such as decreasing the productivity of employees and organization, problem in absenteeism and if it is continually occurred in their work, they might have intention to leave from the organization and turnover will occur.

The study also noted that 23% agreed that they struggle to juggle work and non-work, 34% strongly disagreed, 10% disagreed and 21% were neutral. It was also noted that 12% strongly agreed with the statement.

The study also noted that 40% strongly disagreed that they were too tired to be effective at work, 24% disagreed and 14% were uncertain. The results also revealed that 10% agreed with the statement and 12% strongly agreed. The research also noted that 30% agreed that balancing a successful career with personal life is challenging, 21% strongly agreed, 13% were uncertain while 26% strongly disagreed and only 10% disagreed with the statement.

Table 4.2: Descriptive Statistics of Individual Stress Factors on Work Life Balance

Statement	1	2	3	4	5
USIU Africa offers flexible working schedule for its employees	32%	11%	23%	21%	13%
My personal life is affected by my work	44%	13%	12%	10%	21%
I neglect personal needs because of work.	43%	20%	6%	21%	10%
I struggle to juggle work and non-work	34%	10%	21%	23%	12%
I am too tired to be effective at work	40%	24%	14%	10%	12%
balancing a successful career with personal life is challenging	26%	10%	13%	30%	21%

4.1.4 Influence of Organization Factors on Work Life Balance

The second objective sought to establish the influence of organization stress factors on work life balance among women employees in education sector. Respondents were requested to rate their responses where they used a scale of 1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = Agree and 5 = strongly agree.

4.1.4.1 Descriptive Statistics of Influence of Organization Factors on Work Life Balance

An analysis done to establish if USIU Africa provide the needed support for the employees to maintain work-life balance the results show that 23% strongly disagreed, 11% disagreed, 22% were uncertain while 32% agreed and 13% were in strong agreement with the statement. McCarthy, Cleveland, Hunter, Darcy, & Grady (2013) agree that organizational support is important in maintaining a good work-life balance. Organizations that did not understand the importance of work-life balance might abuse their employees' hard work and effort. On the other hand, organizations that care about the well-being of their employees would show support by implementing program and policies that emphasize on work-life balance.

The study also shows that 10% agreed that USIU Africa has implemented program and policies that emphasize on work-life balance, 3% strongly agreed and 34% strongly disagreed with the statement and 20% disagreed while 33% were uncertain. Work-life balance is not only the responsibility of the employees, but also of the employers. Organizations also must take care of their employees by helping them maintaining a healthy balance between their personal and professional life (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

The study also established that 12% agree that USIU has regulation on management of work-life balance, 11% strongly agreed and 22% strongly disagreed with the statement, 21% disagreed while 34% were uncertain. Organizational must provide the needed support for the employees to maintain work-life balance. Organizational support is important because providing support means that firms value the contribution of their employees and cares for their employee's wellbeing McCarthy *et al.* (2013) found that such effort have a positive impact on employees work-live balance.

The results also noted that 34% were uncertain about enjoying flexible work arrangements at USIU Africa, 12% strongly disagreed while 32% disagreed. At the same time 11% agreed and 13% strongly agreed with the statement. Duxbury and Higgins, (2006) noted that heavy workload can result to complex tasks, tight dead-lines, greater

emphasis on speed and timeliness all point to a rise in work intensity and workload. Workload includes both mental and physical effort required by the job task, but is also concerned with the amount of work required to be done. Hamon-Cholet & Rougerie, (2000) agrees that heavy work load and its consequences affect the internal and external resources available to workers and management for coping with work constraints. This can in turn generate a downward spiral in the workplace and in workers' health and safety.

It was also established that 43% agreed that USIU Africa supports family leave policies, 35% strongly agreed and only 12% disagreed, it was also noted that 11% were uncertain. The analysis done to establish if USIU Africa offers social support to all its employees revealed that 22% were uncertain while 11% strongly disagreed and those who disagreed accounted for 43%. Amarakoon and Wickramasinghe (2010) study affirmed that organizational support was found to play an important role in the regulation and management of work-life balance. In fact, organizational support in the form of work-life balance programs (i.e. flexible work arrangements and also family leave policies) or initiatives could help employees manage a good balance with their work life and personal life. Therefore, organizational support is important factor which will facilitates work-life balance.

It was also noted that 12% agreed and only 13% strongly agreed. Also 23% strongly disagreed that they work for long hours, on overtime and even on holiday 32% disagreed, 22% were uncertain. Those who agreed were 11% and only 13% strongly agreed with the statement as shown in Table 4.3

Table 4.3: Descriptive Statistics of Influence of Organization Factors on Work Life Balance

Statement	1	2	3	4	5
USIU Africa provide the needed support for the employees to maintain work-life balance	23%	11%	22%	32%	13%

USIU Africa has implemented program and policies that emphasize on work-life balance.	34%	20%	33%	10%	3%
USIU has regulation on management of work-life balance	22%	21%	34%	12%	11%
I enjoy flexible work arrangements at USIU Africa	12%	32%	34%	11%	13%
USIU Africa supports family leave policies	0	12%	11%	43%	35%
USIU Africa offers social support to all its employees	11%	43%	22%	12%	13%
I work for long hours, on overtime and even on holiday	23%	32%	22%	11%	13%

4.1.5 Influence of Psychological Factors on Work Life Balance

The third objective sought to establish the influence of psychological stress factors on work life balance among women employees in education sector. Respondents were requested to rate their responses where they used a scale of 1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = Agree and 5 = strongly agree.

4.1.5.1 Descriptive Statistics of Psychological Factors on Work Life Balance

The study established that 33% agreed that they are motivated to perform my tasks at the USIU, 13% strongly agreed, 11% strongly disagreed and 23% disagreed. The results also show that 21% were uncertain. The study also noted that 33% agreed that they loved what they do at USIU, 15% strongly agreed, 32% were uncertain while 12% disagreed and only 10% disagreed with the statement. To establish if respondents have the ability to concentrate intensely on their job, it was established that 11% strongly disagreed, 21% disagreed and 12% were uncertain, 34% agreed and only 22% strongly agree.

The study also noted that 34% were in agreement that while facing a challenging task they are able to control their emotions, 13% strongly agreed. It was also noted that 12% strongly disagreed with the statement and 32% disagreed, only 11% were uncertain. The

study also noted that 43% agreed that the demands of my job make it difficult for me to be relaxed all the time at home, 35% strongly agreed, 2% strongly disagreed, 10% agreed and 11% were uncertain. To establish if the demands of employee work interfere with home and family, it was noted that 31% agreed, 35% strongly agreed while 2% strongly disagreed while 12% disagreed, in additionally, 21% were uncertain.

Table 4.4: Descriptive Statistics of Psychological Factors on Work Life Balance

Statement	1	2	3	4	5
I am motivated to perform my tasks at the USIU	11%	23%	21%	33%	13%
I love what I do at USIU	12%	10%	32%	33%	15%
I have the ability to concentrate intensely on my job	11%	21%	12%	34%	22%
Facing a challenging task am able to control my emotions	12%	32%	11%	34%	13%
The demands of my job make it difficult for me to be relaxed all the time at home	2%	10%	11%	43%	35%
The demands of my work interfere with my home and family	2%	12%	21%	31%	35%

4.1.6 Influence of Family Satisfaction Factors

The fourth objective sought to establish the influence of family satisfaction factors on work life balance among women employees in education sector. Respondents were requested to rate their responses where they used a scale of 1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = Agree and 5 = strongly agree.

4.1.6.1 Descriptive Statistics of Influence of Family Satisfaction Factors

The finding on family satisfaction factors show that 55% strongly agreed that they have parental roles and other caring roles in the family, 36% agreed with the statement on the contrary 4% strongly disagreed 3% disagreed and 2% were uncertain. An employee who have parental roles and other caring roles to play such as caring for the elderly has multiple family responsibilities, which in turn makes it difficult to manage work and

family responsibilities. This may cause either positive or negative spillover since the two domains have flexible and permeable boundaries (Moon & Roh, 2010). In support of this Bruck, Allen and Spector (2002) opined that multiple roles performed by employees have an effect on the well-being both at work and at home. This may result in a work family conflict which causes negative spillover from work to family and vice versa (Agarwala, 2007).

It was also noted that 54% agree that USIU ensures family satisfaction by offering services such as employee counseling, recreational facilities, or family leave to employees 38% strongly agreed and 3% strongly disagreed. In addition, 2% disagreed and 3% were neutral. Organizations have to come up with a mechanism for reconciling the two domains. According to Cayer (2003), organizations achieve this by establishing policies such as crèches, employee counseling, recreational facilities, or family leave to employees. Empirical evidence shows mixed findings concerning the effects of family responsibilities on employee's performance.

It was noted that 39% strongly agreed that they have experienced conflict between family and work responsibilities, 23% agreed however 11% disagreed and 7% agree with the statement, at the same time 20% were uncertain. A study conducted on Canadian private sector employees by Higgins, Duxbury, and Lee, (2000) showed that the conflict between family and work responsibilities lower the perceived quality not only in work life but also in family life. This, in turn, has a negative effect on organizational outcomes such as performance, turnover and absenteeism. The outcome of this study imply a positive impact of family responsibilities on employee's performance. An experimental study conducted by Butler and Skattebo (2004) showed that the experience of family-work conflict caused by more family roles had no effect on performance ratings given to female workers. However, men with such work-family conflicts were found to perform poorly.

Results also show that 45% strongly agree that they have a good relationship with their family, 25% agreed and 6% strongly disagreed, 14% disagreed and 10% were uncertain. According to Calvo-Salguero (2011) Work and Family are two of the most important roles of one's life showing no surprise that a lot of academic literature surrounds the

topic. There are many studies that talk about both family satisfaction and work satisfaction that can effect an individual's wellbeing however there are little on just family satisfaction that can effect an individual.

The study also noted that 44% strongly disagree that their work keeps them from family activities more than they would like, 33% agreed although 11% showed uncertainty, 7% disagreed and 5% strongly agreed. Hill (2005) states that family satisfaction play's an important role in an individual's wellbeing and can influence work performance. Therefore, higher levels of family satisfaction can lead to higher levels of work satisfaction and employee engagement.

The study also revealed that 34% were in strong disagreement that the things they want to do at home do not get done because of the demands the job put on them, 10% disagreed, 15% were uncertain, at the same time 31% were in agreement and 10% strongly agreed. Lastly, 42% strongly agreed that the amount of time the job takes up makes it difficult to fulfill family responsibilities, 24% however strongly disagreed, 18% disagreed and 2% were uncertain, at the same time 14% agreed with the statement.

Table 4.5: Descriptive Statistics of Influence of Family Satisfaction Factors

Statement	1	2	3	4	5
I have parental roles and other caring roles in my family	4%	3%	2%	36%	55%
USIU ensures family satisfaction by offering services such as employee counseling, recreational facilities, or family leave to employees	3%	2%	3%	54%	38%
I have experienced conflict between family and work responsibilities	11%	7%	20%	23%	39%
I have a good relationship with my family	6%	14%	10%	25%	45%
My work keeps me from my family activities more than I would like	44%	7%	11%	33%	5%

Things I want to do at home do not get done because of the demands my job put on me	34%	10%	15%	31%	10%
The amount of time my job takes up makes it difficult to fulfill family responsibilities	24%	18%	2%	14%	42%

4.1.7 Correlation Analysis

A correlation analysis was done to establish the relationship between individual stress factors, organization factors, psychological factors and family satisfaction on work life balance. The study established the there was a negative and significant correlation between individual stress factor and work life balance ($r = -.331$, p value $= 0.001$). It was also established that there was a negative and significant correlation between organizational factor and work life balance ($r = -.508$, p value $= 0.001$) and the there was a negative and significant correlation between psychological factor and work life balance ($r = -.246$, p value $= 0.016$). The correlational analysis also shows that the there was a positive and significant correlation between family satisfaction and work life balance ($r = .254$, p value $= 0.012$).

The correlation analysis therefore shows that increase in individual stress factors, organizational stress factors and psychological stress factors has a negative impact on work life balance. In addition, increase in family satisfaction had a positive influence in work life balance.

Table 4.6: Correlation Analysis

		Work life Balance
Individual stress factors	Pearson Correlation	-.331**
	Sig. (2-tailed)	.001
Organizational Factors	Pearson Correlation	-.508**
	Sig. (2-tailed)	.000
Psychological Factors	Pearson Correlation	-.246*
	Sig. (2-tailed)	.016
Family Satisfaction	Pearson Correlation	.257*
	Sig. (2-tailed)	.012
N		95

**. Correlation is significant at the 0.01 level (2-tailed).

4.1.8 Regression Analysis

The research analyzed relationship between individual stress factors, organization factors, psychological factors and family satisfaction on work life. The results showed that the adjusted R^2 value was 0.841 hence 81.4% of the variation in work life balance was explained by the variations in individual stress factors, organization factors, psychological factors and family satisfaction as illustrated in Table 4.7

Table 4.7: Regression Analysis of individual stress factors, organization factors, psychological factors and family satisfaction on work life

Model Summary									
						Change Statistics			
		Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change		df1	df2	Sig. F Change
Model	R	Square	Square	Estimate	Change	Change	df1	df2	Change
1	.917 ^a	.841	.834	.38333	.841	119.263	4	90	.000

a. Predictors: (Constant), individual stress factors; organizational factors; psychological factors; family satisfaction

4.8.1.1 Anova Analysis

An ANOVA analysis was done between individual stress factors, organization factors, psychological factors and family satisfaction on work life at 95% confidence level, the F critical was 119.263 and the P value was (0.000) therefore significant and the results are illustrated below in Table 4.8

Table 4.8: Anova Analysis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.100	4	17.525	119.263	.000 ^b
	Residual	13.225	90	.147		
	Total	83.325	94			

a. Dependent Variable: Work life balance

b. Predictors: (Constant), individual stress factors; organizational factors; psychological factors; family satisfaction

4.8.1.2 Coefficient of of individual stress factors, organization factors, psychological factors and family satisfaction on work life

The findings in Table 4.9 shows that individual stress factors had a negative and insignificant effect on worklife balance ($\beta = -.116$, $p=0.109$). Organizational factors had a negative and significant effect on worklife balance ($\beta = -.935$, $p=0.000$). It was also noted that psychological factors had a negative and insignificant effect on worklife balance ($\beta = -.123$, $p=0.053$). Similarly, family satisfaction had a positive and significant effect on work life balance ($\beta = .105$, $p=0.026$). As per the coefficient of bloggers influence Table 4.9, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$)

becomes: $Y = -1.833 - .096X_1 - 1.445 X_2 - .224 X_3 + .105 X_4$

Table 4.9: Coefficient of of individual factors, organization factors, psychological factors and family satisfaction on work life

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.833	.381		-4.809	.000
Individual stress	-.096	.060	-.116	1.617	.109
Organizational factors	-1.445	.075	-.935	19.299	.000
Psychological Factors	-.224	.114	-.123	1.963	.053
Family Satisfaction	.105	.026	.003	-.043	.026

The regression equation illustrated in Table 4.9 has established that all other factors held constant work life balance had a 1.833 negative change and with all other variables held at zero, a unit change in individual stress would result to a negative change of 0.096 units in work life balance. It was also established that a unit change in organizational factors would result to a negative change of 1.445 units in work life balance and a unit change in

psychological factors would result to a negative change of 0.224 units in work life balance. Finally, a unit change in family satisfaction would result to a positive change of 0.005 units in work life balance. Organizational stress factors and family satisfaction were significant in determining work life balance.

5.0 :Chapter Summary

This chapter presents the results established from the data analysis done. It included results relating to the demography and specific research objectives aimed at establishing factors affecting work life balance among women employees in education sector a case study of United State International University-Africa. It was noted that 39% strongly agreed that they have experienced conflict between family and work responsibilities, 23% agreed however 11% disagreed and 7% agree with the statement, at the same time 20% were uncertain. To establish the influence of individual stress factors on work life balance among women employees in education sector. The results showed that the adjusted R^2 value was 0.841 hence 81.4% of the variation in work life balance was explained by the variations in individual stress factors, organization factors, psychological factors and family satisfaction as illustrated in Table 4.7

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter presents major findings of the study based on the specific research objectives of the research. The section also presents the recommendation made based on the results obtained from the data analysis done, The chapter also presents the conclusion for the study.

5.1 Summary of Findings

Analysis of the respondent's demographic show that respondents aged 36-45 years were 53 in number and represented 55.8%, respondents aged between 26-35 years were 31 in number and represented 32.6% of the total. The study sought to establish employee's roles at USIU Africa and the results show that majority accounting for 73% were non-teaching staff, Faculty had a 20% representation.

The study also sought to establish employee's education levels and the results show that majority accounting for 43% master's holders, 35% were Bachelors holders and PhD holders had a 10% representation. Analysis done to establish the duration employees have been working at USIU Africa revealed that majority accounting for 32.6% had 3-5 years' work experience at USIU, 22.1% had 6-8 years' experience.

The first objective sought to establish the influence of individual stress factors on work life balance among women employees in education sector. The results show that 21% agree that USIU Africa offers flexible working schedule for its employees and 44% disagree that their personal life was affected by the work they did. It was also revealed that 43% were in strong disagreement that they have had to neglect personal needs because of work. The study also noted that 23% agreed that they struggle to juggle work and non-work, 34% strongly disagreed. On the other hand, 40% strongly disagreed that they were too tired to be effective at work. The research also noted that 30% agreed that balancing a successful career with personal life is challenging, 21% strongly agreed. A correlation analysis established the there was a negative and significant correlation between individual stress factor and work life balance ($r = -.331$, $p \text{ value} = 0.001$).

The second objective sought to establish the influence of organization stress factors on work life balance among women employees in education sector. An analysis done to establish if USIU Africa provide the needed support for the employees to maintain work-life balance the results show that 32% agreed and 13% strongly agreed. The study also shows that 34% strongly disagreed that USIU Africa has implemented program and policies that emphasize on work-life balance and 33% were uncertain. The study also established that 34% were uncertain that USIU has regulation on management of work-life balance, 11% strongly agreed and 22% strongly disagreed. The results also noted that 34% were uncertain about enjoying flexible work arrangements at USIU Africa, 32% disagreed at the same time 11% agreed and 13% strongly agreed with the statement. It was also established that 43% agreed that USIU Africa supports family leave policies, 35% strongly agreed and only 12% disagreed, it was also noted that 43% disagreed that USIU Africa offers social support to all its employees, 22% were uncertain while 11% strongly disagreed. It was also noted that 23% strongly disagreed that they work for long hours, on overtime and even on holiday 32% disagreed, 22% were uncertain. Organizational factors had a negative and significant effect on work life balance ($\beta = -.935, p=0.000$).

The third objective sought to establish the influence of psychological stress factors on work life balance among women employees in education sector. The study established that 33% agreed that they are motivated to perform my tasks at the USIU, 13% strongly agreed. The study also noted that 33% agreed that they loved what they do at USIU, 15% strongly agreed. At the same time, 34% agreed and only 22% strongly agree that they have the ability to concentrate intensely on their job. The study also noted that 34% were in agreement that while facing a challenging task they are able to control their emotions, 13% strongly agreed. The findings also noted that 43% agreed that the demands of their job make it difficult for them to be relaxed all the time at home, 35% strongly agreed. To establish if the demands of employee work interfere with home and family, it was noted that 31% agreed, 35% strongly agreed. There was a negative and significant correlation between psychological factor and work life balance ($r = -.246, p \text{ value} = 0.016$).

The fourth objective sought to establish the influence of family satisfaction factors on work life balance among women employees in education sector. The finding on family satisfaction factors show that 55% strongly agreed that they have parental roles and other caring roles in the family, 36% agreed with the statement. It was also noted that 54% agree that USIU ensures family satisfaction by offering services such as employee counseling, recreational facilities, or family leave to employees 38% strongly agreed. In addition, 39% strongly agreed that they have experienced conflict between family and work responsibilities, 23% agreed. Results also show that 45% strongly agree that they have a good relationship with their family, 25% agreed. It was also noted that 44% strongly disagree that their work keeps them from family activities more than they would like, 33% agreed although 11% showed uncertainty. The study also revealed that 34% were in strong disagreement that the things they want to do at home do not get done because of the demands the job put on them, 10% disagreed, at the same time 31% were in agreement and 10% strongly agreed. Lastly, 42% strongly agreed that the amount of time the job takes up makes it difficult to fulfill family responsibilities, 24% however strongly disagreed, 18% disagreed at the same time 14% agreed with the statement. The correlational analysis also shows that there was a positive and significant correlation between family satisfaction and work life balance ($r=.254$, $p\text{ value} = 0.012$).

5.2 Recommendations

5.2.1 Influence of Individual Stress Factors

The first objective sought to establish the influence of individual stress factors on work life balance among women employees in education sector. The study recommended that USIU Africa should consider offering more flexible working schedule for its female employees especially the pregnant ladies and those returning from maternity leaves. It was also recommended that the work load should be well distribute to minimize cases of employees struggling to juggle work and non-work functions in the office place. There was a need to undertake a mental and physical assessment on current employees to ensure that employees remain effective at work. There is a need to undertake effective performance evaluation and career pathing that will aid female employees have a growth in career and have a balancing a successful career with personal life. This should be done

by the human resource and the respective departmental heads to ensure employee minimize frustrations with with the job. The counselling department should be given the mandate to identify and deal with issues of employee depression and mental wellbeing.

5.2.2 influence of organization stress factors on work life balance Balance

In line with the influence of organization stress factors on work life balance Balance. The study recommended that USIU Africa should continue providing the needed support for the employees to maintain work-life balance. This can be well coordinated by the human resource department during performance appraisal. USIU Africa should continue implementing program and policies that emphasize on work-life balance, this should be done in a free and fair way. In addition, USIU should have a regulation on management of work-life balance and this can be properly managed through employee engagement via the human resource department. The research also advocates for flexible work arrangements at USIU Africa based on individual health situation and needs. The study also noted that USIU Africa needs to offer social support to all its employees and this can be coordinated at departmental level.

5.2.3 Influence of Psychological Factors on Work Life Balance

The third objective sought to establish the influence of psychological stress factors on work life balance among women employees in education sector. The study recommends that USIU Africa should continuously motivate their employees to perform their tasks in order to increase employee loyalty as well as minimize cases of of staff turnovers. The study also recommends that USIU Africa should undertake a continuous training of employees so as to boost employee's ability to concentrate intensely on their job as well as enable the employees have a sense of control on their emotions.

5.2.4 Influence of Family Satisfaction Factors on Work Life Balance

The fourth objective sought to establish the influence of family satisfaction factors on work life balance among women employees in education sector. The study recommended that while USIU allows for parental roles and other caring roles in the family, there is a need to have in place policies that would limit employees misusing company time to engage in personal duties. Employees at USIU-Africa should be encouraged to take

advantage of the services such as employee counseling, recreational facilities, or family leave to improve employee wellbeing, it is also recommended that USIU Africa need to have a proper communication channel that will allow employees share the conflicts they experience between family and work responsibilities. This will allow the human resource management to know how to handle such challenges in the future.

5.3 Conclusion

5.3.1 Influence of individual stress factors on work life balance

The study concluded that USIU Africa offers flexible working schedule for its employees. As a result, there is little effect on employee's personal life. It was also concluded that majority of USIU employees have are able to balance personal needs and work. It was also concluded that many employees are energetic to undertake their roles effectively at the work place. At the same time balancing a successful career with personal life was considered to be a challenging task.

5.3.2 Influence of organization stress factors on work life balance

It was concluded that USIU Africa provide to all its employees on the needed support for the employees to maintain work-life balance. In addition, USIU Africa needs to implement program and policies that emphasize on work-life balance. The study also made a conclusion that USIU Africa needed to have in place stringent regulation on management of work-life balance. At the same time, USIU Africa offered the much needed supports for family leave policies, although there was a need to ensure USIU Africa offers social support to all its employees.

5.3.3 Influence of psychological stress factors on work life balance

The study concluded that USIU employees are motivated to perform their tasks at the university. Majority of employees love what they do at USIU as a result many have the ability to concentrate intensely on their job. The study also made a conclusion that while facing a challenging task most employees are able to control their emotions and the demands of the job make it difficult for users to be relaxed all the time.

5.3.4 Influence of Family Satisfaction Factors

The fourth objective sought to establish the influence of family satisfaction factors on work life balance among women employees in education sector. The study concluded that **most of the employees at USIU Africa** have parental roles and other caring roles in the family. It was also concluded that USIU Africa strives to ensure family satisfaction by offering services such as employee counseling, recreational facilities, or family leave to employees. Despite this gesture, many employees have experienced conflict between family and work responsibilities. Although employees acknowledge that the things they want to do at home are not affected by the demands the job put on them,

5.3.5: Chapter Summary:

Women plays dual role they work in their home as well as, in their offices too, single working women mostly works in private institutions, and they feel lot of burden of their work i.e. checking fair copies, assignments, home projects, home works of students so that's why they take their work in homes and mostly done in evenings time.

Above study also prove that it's tough for mother working women to balance their family and work life irrespective they work in any sector, because they faced lot of hurdles, child development, child education, family work conflict and work family conflict can be arises which affects the health of working women, so they become more stressful, than start headache creates lot of tension, and feel disturb than their male correspondent.

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QUESTIONNAIRE

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your Age Bracket?

18-25

☐

36-45

☐

26-35

☐

46 and Above

☐

2. Role in USIU Africa

Directors

☐

Head of Sections

☐

Deans

☐

Others

☐

Head of Department

☐

3. Education Level

Diploma

☐

Bachelor's Degree

☐

Masters

☐

PhD

☐

4. How Long have you Worked at USIU Africa

0-2 years

☐

3-5 years

☐

6-8 years

☐

9-11 years

☐

Above 11 years

☐

Section B: influence of individual stress factors

To what extent do you agree with the following statements on influence of individual stress factors on work life balance among women employees in education sector. Kindly use a scale of 1 to 5 where 1 = not at all, 2 = some times, 3 = rarely, 4 = most times and 5 = all the time.

Statement	1	2	3	4	5
USIU Africa offers flexible working schedule for its employees					
My personal life is affected by my work					
I neglect personal needs because of work.					
I struggle to juggle work and non-work					
I am too tired to be effective at work					
balancing a successful career with personal life is challenging					

Section C: influence of organization factors on work life balance

To what extent do you agree with the following statements on influence of organization stress factors on work life balance among women employees in education sector. Kindly use a scale of 1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = Agree and 5 = strongly agree.

Statement	1	2	3	4	5
USIU Africa provide the needed support for the employees to maintain work-life balance					
USIU Africa has implemented program and policies that emphasize on work-life balance.					
USIU has regulation on management of work-life balance					
I enjoy flexible work arrangements at USIU Africa					
USIU Africa supports family leave policies					
USIU Africa offers social support to all its employees					
I work for long hours, on overtime and even on holiday					

Section D: influence of psychological factors on work life balance

To what extent do you agree with the following statements on influence of psychological stress factors on work life balance among women employees in education sector. Kindly use a scale of 1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = Agree and 5 = strongly agree.

Statement	1	2	3	4	5
I am motivated to perform my tasks at the USIU					
I love what I do at USIU					
I have the ability to concentrate intensely on my job					
Facing a challenging task am able to control my emotions					
The demands of my job make it difficult for me to be relaxed all the time at home					
The demands of my work interfere with my home and family					

Section E: influence of family satisfaction factors

To what extent do you agree with the following statements on influence of family satisfaction factors among women employees in education sector. Kindly use a scale of 1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = Agree and 5 = strongly agree.

Statement	1	2	3	4	5
I have parental roles and other caring roles in my family					
USIU ensures family satisfaction by offering services such as employee counseling, recreational facilities, or family leave to employees					
I have experienced conflict between family and work responsibilities					
I have a good relationship with my family					
My work keeps me from my family activities more than I would like					
Things I want to do at home do not get done because of the demands my job put on me					
The amount of time my job takes up makes it difficult to fulfill family responsibilities					