



Flexible Working Arrangements and Employee Satisfaction in Private Hospitals in Nairobi City County

Agure Michael Yugi, Dr. Doreen Njeje & Dr. Elias Mwangi

ISSN: 2616-8421

Flexible Working Arrangements and Employee Satisfaction in Private Hospitals in Nairobi City County

¹*Agure Michael Yugi, ²Dr. Doreen Njeje & ³Dr. Elias Mwangi

¹Postgraduate Student, The Catholic University of Eastern Africa

²Senior Lecturer (Human Resource Management) School of Business, The Catholic
University of Eastern Africa

³Lecturer (Human Resource Management) School of Business, The Catholic University of
Eastern Africa

*Email of the corresponding author: yugima@yahoo.com

How to cite this article: Yugi, A. M., Njeje, D., & Mwangi, E. (2023). Flexible Working Arrangements and Employee Satisfaction in Private Hospitals in Nairobi City County. *Journal of Human Resource & Leadership*, 7(3), 57-70. <https://doi.org/10.53819/81018102t5215>

Abstract

The level of satisfaction among employees profoundly impacts their dedication, morale, and effectiveness in achieving organizational goals. Striking a harmonious balance between professional commitments and personal life activities significantly enhances overall employee satisfaction. Thus, the study examined the relationship between flexible working arrangements and employee satisfaction in private hospitals in Nairobi County with a moderating effect of organizational culture. This investigation was underpinned by the theoretical principles of border theory, emphasizing how individuals manage and negotiate their work and non-work domains. The target audience for the research was 19 hospitals. The observational unit was made up of support staff and managers at the medium and high management levels. The study found that flexible working arrangements are positively and significantly related to employee satisfaction ($p=0.000$; $r=.288$). The study recommended the private hospitals in Nairobi City County should ensure there is a flexible working arrangement. This can lead to increased job resources, such as reduced stress levels and improved work-life balance, which can positively impact employee satisfaction and productivity. Therefore, organizations should prioritize variable flexible working arrangements to promote employee wellbeing and satisfaction. It is suggested that a study be conducted to examine the effect of employee competency, leadership style, teamwork and work complexity on employee satisfaction. In addition to this, subsequent studies could be conducted in other counties, broadening the scope to include public hospitals, thereby providing a more comprehensive perspective on the subject matter.

Keywords: *Flexible working arrangements, employee satisfaction, private hospitals, Nairobi City County, Kenya*

<https://doi.org/10.53819/81018102t5215>

1.0 Introduction

Employee satisfaction can be contended as an employee's overall attitude towards their working conditions, promotions, recognition and relations (Chatterjee, Wadhwa & Patel, 2018). Other factors that could lead to the employees' satisfaction can include achievement, growth and other matters associated with the individual's motivation in the job (Okemwa, Atambo & Muturi, 2019). The employees' satisfaction can be measured through their attitudes, performance, absenteeism, unpunctuality, turnover rate, grievances, among others. Employee satisfaction determines their morale in meeting the organization's objectives (Kangogo & Wanambiro, 2019). The organization spends less resources on the supervision process of the satisfied employees since the commitment and determination is high and employees are focused on continuing to work in the organization (Chatterjee, Wadhwa & Patel, 2018; Musyoka, 2021; Bibi, 2019). Dousin, Collins and KaurKler (2019) state that flexibility in working hours and supportive supervision increases the morale of the doctors and nurses in Malaysia, which translates to higher commitments, thus increasing individual performance.

Wadhawan (2019) argues that the employees' satisfaction could be highly influenced by dimensions such as psychological wellbeing, social relationship and physical health. Chatterjee, Wadhwa and Patel (2018) report that welfare policies such as employee satisfaction welfare schemes, medical insurance, house allowance, salary increment and promotions are critical. Further, Mokhtar, Ruslan and Abdullah (2021) state that family conflict significantly affects employees' satisfaction. Moreover, Fabiene and Kachchhap (2016) report that the employees' commitment could be determined by leave policies, organizational climate, job satisfaction and training and development. Kipkoech (2018) states that flexible working strategies significantly determine employee performance at Kericho county referral hospitals. Further, Kangogo and Wanambiro (2019) state that flexible working schedules increase the employees' commitment within the hospitals in Nakuru. Wamunyu (2016) indicates that factors that influence the employees' satisfaction in public hospitals in Kiambu County include remunerations, working conditions, job description and career advancement.

The flexible working arrangement includes the manner of working that suits the needs and necessities of the employees (Musyoka, 2021). The welfare policies include programs that provide financial or other aid to the employees in an organization (Waititu, Kihara & Senaji, 2017). Welfare policy ensures the benefits and facilities for the employees are conducive to working in a better environment (Talukder, Vickers & Khan, 2018). The welfare policies within an organization are considered important. However, in many instances, working in hospitals involves working for long hours without rest and sometimes with poor remunerations or allowances (Dousin, Collins & KaurKler, 2019). It is indicated by Kipkoech (2018) that employee satisfaction in hospitals in Kenya has not been adequate with rampant strikes and a high turnover rate. In Kenya, private hospitals have almost 70% control of all the doctors and approximately 45% of all the nurses available in the market (Apinde, 2018). However, the performance of employees within some private hospitals in Kenya has been wanting (Gioko & Njuguna, 2019). For instance, in 2020, MP Shah Hospitals was fined Sh3 million for negligence that caused the death of a patient (Business & Human Rights Resource Centre, 2020). Thus, the study examined the effect of flexible working arrangements on employee satisfaction in private hospitals in Nairobi.

<https://doi.org/10.53819/81018102t5215>

1.1 Statement of the Problem

The satisfaction of the employees influences their commitment and enthusiasm for meeting the objectives of an organization (Auka & Nyangau, 2020). Nonetheless, the employee satisfaction in some private hospitals in Kenya has been wanting, which could have attributed to some negligence (Gioko & Njuguna, 2019). For instance, in 2020, MP Shah Hospitals was fined Sh3 million for negligence that caused the death of a patient (Business & Human Rights Resource Centre, 2020). In addition, in 2021, it was reported that the negligence of employees at Nairobi West Hospitals led to the death of a patient in its facilities. Moreover, in 2021, Nairobi Hospitals laid off more than 200 workers citing involvement in unethical practices (Igadwah, 2021). Further, it was reported by Kiplagat (2017) that some private hospitals have delays in service delivery, especially the ones in critical conditions. The work-related problems, such as stress being one of the most common problems that bedevil most employees, could have led to low employee satisfaction (Auka & Nyangau, 2020; Abdirahman, 2018; Kasau, 2017; Wolor, Solikhah, Fidhyallah & Lestari, 2020). In many instances, working in hospitals involves working long hours without rest and sometimes with poor remunerations or allowances (Dousin, Collins & KaurKler, 2019).

It is indicated by Kipkoech (2018) that employee satisfaction in hospitals in Kenya has not been adequate with rampant strikes and a high turnover rate. At present, we have limited knowledge about the actual state of flexible working arrangements in private hospitals in Nairobi City County, owing to the scarcity of existing literature. For example, Kipkoech (2018) carried out a study to explore the impact of flexible working schedules on employee performance at referral hospitals in Kericho County. Similarly, Chepkemo (2020) investigated the factors contributing to job satisfaction among nurses in various public hospitals in Kericho County. Thus, it was deemed valuable to conduct this study. The research specifically analyzed the impact of flexible working practices on employee satisfaction in private hospitals in Nairobi.

1.2 Research Objective

To determine the effect of flexible working arrangements on employee satisfaction in private hospitals in Nairobi

1.3 Conceptual Framework

Figure 1 illustrated the framework.

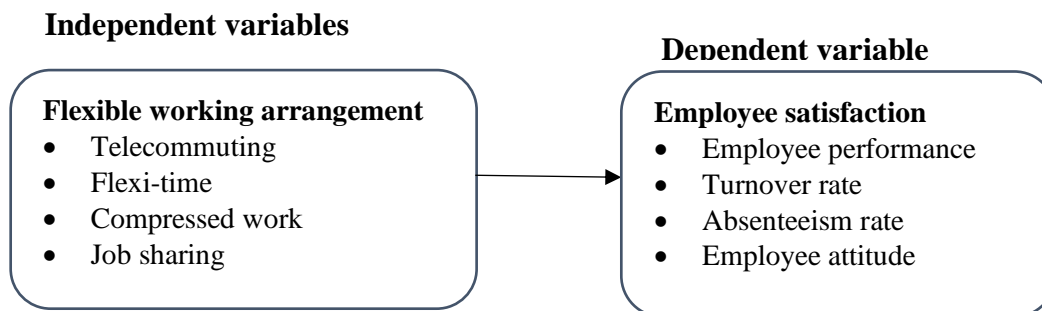


Figure 1: Conceptual Framework

2.0 Literature Review

The study was anchored on border theory. It was in the year 2000 when Clark first conceived of the idea. The notion focuses mostly on constraints one faces in the course of one's activity. According to the findings, a flexible work environment may help preserve, maintain, and even increase efficiency and production (Haber Kern, Schmid & Szydlik, 2015). Workplace productivity may be increased by allowing employees some leeway in setting their own work hours. One way to look at flexible work schedules is as a method to give employees more freedom over when they clock in and exit each day. The ability to adjust work hours according to personal needs may help workers maintain a healthy work-life balance (Delecta, 2011). It is hypothesised that providing employees with some discretion over when and how they finish their job would have a significant impact on productivity, which will in turn benefit the company's bottom line. Some research suggests that job sharing might reduce tension at work. A corporation that gives its workers some say over how and when they accomplish their work will earn the loyalty of its staff members. When given the option between generating their own timetables and sticking to a set schedule, employees often choose to make their own (Sarker, Ahuja & Sarker, 2018).

Research on dynamic forms of workplace flexibility may benefit from this approach. Flexible work hours might help employees feel less pressure and be more productive at work. Private hospital workers in Nairobi City may be eligible for more flexible work schedules if they are able to reach an arrangement with their employers along these lines. It is the obligation of private hospital employers to offer a safe working environment for its employees and a variety of perks, including flexible working hours. As a result, the concept may be applied to the study's fluid work environments. Kipkoech (2018) utilized a descriptive design and collected data through a questionnaire and indicated that flexible work strategies, including work shifts, reporting time, and job sharing, significantly influence employee performance. Another study by Okemwa (2016) showed that flexible work arrangements positively and significantly impact nurses' commitment. Nonetheless, the study had a conceptual gap, focusing on flexible work arrangements and commitment. Furthermore, Wadhawan (2019) indicated that flexible working arrangements significantly and positively influence employee satisfaction. The study found that psychological wellbeing, social relationships, and physical health can affect employees' satisfaction.

Kipkoech (2018) utilized a descriptive design and collected data through a questionnaire and indicated that flexible work strategies, including work shifts, reporting time, and job sharing, significantly influence employee performance. Another study by Okemwa (2016) showed that flexible work arrangements positively and significantly impact nurses' commitment. Nonetheless, the study had a conceptual gap, focusing on flexible work arrangements and commitment. Furthermore, Wadhawan (2019) indicated that flexible working arrangements significantly and positively influence employee satisfaction. The study found that psychological wellbeing, social relationships, and physical health can affect employees' satisfaction. Also, research was carried out by Kangogo and Wanambiro (2019) to examine the effect of flexible work hours on the dedication of private hospital personnel in Nakuru Town, Kenya. The researchers utilised a descriptive study approach and questionnaires to gather their data. The findings demonstrated that flexible working arrangements improved employee loyalty at the hospitals in Nakuru. The

researchers advised hospitals to implement systems to increase the flexibility of their work schedules so that personnel could successfully combine work, relaxation, and personal activities.

3.0 Research Methodology

A positivist philosophy was employed in the study. Besides, a descriptive research design was embraced in the study. This design incorporated both qualitative and quantitative data to mitigate the limitations of employing just one type of method. The study was centered on 19 private hospitals in Nairobi City County, specifically those classified as level 4 and 5 hospitals, and included both management and support personnel. Data were collected through questionnaires for the support staff and interviews for the upper management. A sample size of 332 respondents, calculated using Yamane's formula, was distributed proportionally across the categories of management and support personnel. The procedure for data collection in this study incorporated the use of questionnaires, guided interviews, and the application of SPSS version 27 for data analysis. To foster candid responses, confidentiality and anonymity were strictly upheld throughout the study.

4.0 Findings

4.1 Response Rate

The number of questionnaires administered to the support staff was 259, out of which 248 were dully filled. In addition, the study interviewed 64 employees out of 73 from the top and middle level management.

Table 1: Response rate

Response	Returned	Unreturned	Percentage
Support Staff	248	11	95.37
Management (top and middle level management)	64	9	87.67
Total	312	20	93.98

The response rate from the support staff was 95.37% and 87.67% for the management (top and middle level management). Ahmad and Halim (2017) reports that a response rates of above 60% of the sample size is sufficient for the analysis and making of inferences. Thus, the resulting analysis and inferences drawn from this study are deemed robust and reliable, offering valuable insights into the relationship between welfare policies and employee satisfaction.

4.2 Descriptive Statistics

Descriptive statistics do not involve making inferences about a population from a sample, unlike inferential statistics. They help to see the big picture of the data and see trends and patterns. They are useful for discovering patterns and trends in data, as well as spotting outliers and abnormalities. The analytical findings are presented in the following areas according to the aims of the research.

Table 2: Descriptive Statistics of Flexible Working Arrangements

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard Deviation	Skewness	
								Statistic	Std. Error
The employees in the hospital are allowed to share duties with their colleagues.	24.20%	57.30%	5.20%	10.10%	3.20%	2.11	0.99	1.218	0.155
Telecommuting is allowed in the hospital for the employees to do their duties outside the offices.	49.50%	38.30%	2.60%	5.20%	4.40%	1.85	1.03	1.573	0.155
Employees in the organization are allowed to report earlier and leave earlier or report late and leave late.	30.60%	51.80%	6.90%	4.70%	6.00%	2.00	0.98	1.397	0.155
The hospital allows employees to have a local arrangement with fellow workers when they cannot work full time.	13.70%	60.90%	3.60%	18.90%	2.90%	2.26	0.93	0.995	0.155
The compressed work schedules are allowed in the hospitals.	32.70%	49.60%	2.00%	6.80%	8.90%	2.10	1.19	1.338	0.155
The hospital allows employees to choose their workday's start and end times.	28.60%	50.80%	4.50%	10.10%	6.00%	2.14	1.12	1.185	0.155
Average						2.08	1.04		

The study results presented in Table 2 shows that 81.50% (24.20%+57.30%) of the respondents disagreed that employees in the hospitals are allowed to share duties with their colleagues, while 13.30% (10.10%+3.20%) agreed and 5.20% remained neutral. The study also found that 87.80% of respondents were against allowing hospital personnel to utilise telecommuting, while 9.60% were in favour of this and 2.60 were undecided. The results showed that just 10.70% of respondents were in favour of giving workers the flexibility to come in early and leave late, while 82.40% were strongly opposed to this idea. 74.60% were not in favour of hospitals allowing staff to make local arrangements with coworkers when they are unable to work full time, while 21.80% were in favour, 3.60% were unsure, and 3.60% were firmly in favour. The research also showed that 82.30 percent of participants did not believe that compacted work schedules are allowed in the hospitals, while 15.70% agreed and 2.00% remained neutral. It was found that 79.40% disagreed that the hospitals allow employees to choose their workday's start and end times while 16.10% agreed and 4.50% remained neutral. The values of skewness statistics were positive. A positive skewness statistic suggests that the responses to the survey questions about flexible working arrangements were negatively skewed, with most respondents disagreeing with the statements.

Table 3: Descriptive Statistics of Employee Satisfaction

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard Deviation	Skewness Statistic	Std. Error
The turnover rate of the employees in the hospital has been low.	30.60%	41.10%	7.70%	12.50%	8.10%	2.26	1.24	0.905	0.155
The completion rate of the duties set for the employees has been satisfactory	28.60%	39.90%	3.30%	15.30%	12.90%	2.44	1.38	0.717	0.155
There is a low absenteeism rate of the employees in the hospital.	14.50%	65.30%	5.20%	9.40%	5.60%	2.26	1.01	1.355	0.155
The attitude of the employees in the hospital has been positive.	29.10%	52.40%	6.00%	9.30%	3.20%	2.05	1.01	1.215	0.155
The performance of the employees has been determined by the implementation of work-life practices such as leave policies	37.10%	49.70%	2.80%	5.60%	4.80%	1.92	1.03	1.567	0.155
Employees stay in this hospital for long because they are valued well.	29.40%	45.60%	8.90%	12.90%	3.20%	2.15	1.08	0.935	0.155
Average						2.18	1.12		

The study found that 71.70% (30.60%+41.10%) of the respondents disagreed that the turnover rate of the employees in the hospitals has been low while 20.60% agreed and 7.70% remained neutral. The study found 68.50% disagreed that the completion rate of the duties set for the employees has been satisfactory, while 28.20% and 3.30% remained neutral. In addition, it was found that 79.80% disagreed there is a low absenteeism rate of the employees in the hospitals, while 15% agreed and 5.20% remained neutral. Further, the study found that 81.50% disagreed that the attitude of the employees in the hospitals has been positive, while 12.50% agreed and 6.00% remained neutral. Furthermore, the study found that 86.80% disagreed that the performance of the employees had been determined by the implementation of work-life practices while 10.40% agreed and 2.80% remained neutral. The study results established that 75% disagreed that employees stay in these hospitals for long because they are valued well, while 16.10% agreed and 8.90% remained neutral. A positive skewness statistic in this study suggests that the responses to the survey questions about employee satisfaction were negatively skewed, with most respondents disagreeing with the statements.

4.3 Diagnostic Tests

The variables were checked for normality, multicollinearity and heteroscedasticity to ensure the regression assumptions were met.

Table 4: Normality Test

Variables	Kolmogorov–Smirnov test.		
	Statistic	df	Sig.
Flexible working arrangements	0.098	248	0.104
Employee satisfaction	0.101	248	0.179

The p-values indicated in Table 4 surpass the standard threshold of 0.05, signifying that the collected data adheres to a normal distribution, which is a key factor in many statistical procedures. In essence, a normal distribution ensures that values are symmetrically spread around the mean, reducing skewness and the influence of extreme values. This balanced dispersion reinforces the reliability, validity, and consistency of the results, providing a layer of confidence in the findings. Thus, this adherence to a normal distribution underscores the robustness of the study's outcomes, ensuring they are neither skewed nor distorted by outliers or extreme data points, providing an accurate representation of the overall population.

Table 5: Multicollinearity Test

Variables	VIF
Flexible working arrangements	1.452

Table 5 demonstrates the absence of multicollinearity, as indicated by a Variance Inflation Factor (VIF) value less than ten for the variables under consideration. This lack of multicollinearity signifies that the assumptions underlying the linear regression model were not violated, thereby ensuring that the results derived from the model are unbiased, efficient, and consistent. This is a critical aspect, as it affirms the statistical validity of the findings and enhances the reliability of the predictions made by the model.

Table 6: Heteroscedasticity Test

Ho: Constant variance		
Variable: Employee satisfaction		
chi2(1)	=	4.09
Prob > chi2	=	0.312

Given that the p-value (0.312) exceeds the commonly used threshold of 0.05, the research determines that the data do not exhibit heteroscedasticity. The absence of heteroscedasticity - a situation in which the variability of the error term of a model is not constant - indicates that the linear regression model was correctly applied. As a result, the study generated reliable and

objective findings. This non-existence of heteroscedasticity confirms the robustness of the model and assures that the correlations observed in the data accurately represent the true relationships.

4.4 Inferential Analysis

Inferential analysis, also known as statistical inference, is a fundamental process in data analysis that allows researchers to draw meaningful conclusions and make predictions about a larger population based on a smaller sample of data. By employing statistical techniques, inferential analysis helps uncover patterns, relationships, and trends within the data, enabling researchers to make informed decisions and generate insights beyond the specific observations at hand. Through hypothesis testing, confidence intervals, and regression analysis, among other methods, inferential analysis provides a framework for estimating population parameters and assessing the statistical significance of findings. It is an essential tool used across diverse fields to support decision-making, validate hypotheses, and gain a deeper understanding of the underlying population from limited data samples.

Table 7: Correlation Results

		Employee satisfaction	Flexible working arrangements
Employee satisfaction	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Flexible working arrangements	Pearson Correlation	.649**	1.000
	Sig. (2-tailed)	0.000	

Table 7 illustrates a positive and statistically significant correlation between the variables in question. The beta values represent the magnitude and direction of the relationship between these variables. A higher beta value signifies a stronger association between the variables. In this case, all beta values are positive, indicating a direct relationship between the independent variables and employee satisfaction. Furthermore, all p-values are less than 0.05, which signifies that these relationships are statistically significant. These results substantiate the influence of the independent variables on employee satisfaction.

Table 8: Regressions of Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.159	0.103		1.539	0.125
Flexible working arrangements	0.288	0.035	0.366	8.357	0.000

a Dependent Variable: Employee satisfaction

$$Y = 0.159 + 0.288X$$

Where: -

Y= Employee satisfaction

X₁ = Flexible working arrangements

According to Table 8 data, there is a significant and significant relationship between flexible work arrangements and employee satisfaction ($r=.288$, $p=0.000$). The null hypothesis was thus rejected. Hence, flexible working arrangements has a significant effect on employee satisfaction in private hospitals in Nairobi. Kipkoeh (2018) claims that flexible working schedules have a significant effect on how effectively workers perform. The devotion of nurses is positively and significantly impacted by flexible work hours, according to Okemwa (2016). Programs for flexible work arrangements are said to boost employee happiness by Jane, Simon, and Amos (2020). Odengo and Kiiru's research demonstrates that the number of working hours, job sharing, family-friendly leave, and programmes all have a significant and positive influence on service delivery (2019).

5.0 Conclusion

The findings from this study reveal a positive and significant relationship between flexible work schedules and employee satisfaction. The research suggests that a unit increase in flexible working conditions could enhance employee satisfaction in private hospitals in Nairobi City County by 0.288 units, assuming all other factors remain constant. The study further indicates that options such as flexible work arrangements and telecommuting have a positive impact on employee contentment. Flexible scheduling boosts employee satisfaction by fostering a sense of autonomy and reducing stress. Furthermore, these adaptable working conditions promote increased employee engagement and motivation, thus improving overall job satisfaction.

6.0 Recommendations

Private hospitals in Nairobi City County should ensure there is a flexible working arrangement. This can lead to increased job resources, such as reduced stress levels and improved work-life balance, which can positively impact employee satisfaction and productivity. Therefore, organizations should prioritize variable flexible working arrangements to promote employee wellbeing and satisfaction. It is suggested that a study be conducted to examine the effect of employee competency, leadership style, teamwork and work complexity on employee satisfaction. Likewise, another study can be conducted in other counties and also consider including public hospitals.

REFERENCES

- Abdirahman, H. I. H. (2018). The relationship between job satisfaction, work-life balance and organizational commitment on employee performance. *International Journal of Human Resources*, 3(1), 18-31
- Ahmad, H., & Halim, H. (2017). Determining sample size for research activities. *Selangor Business Review* 5(2), 20-34.
- Ahmed, N., & Ali, Q. A. (2019). Government of India Press, Aligarh Uttar Pradesh: A Study of Labour Welfare Facilities. *Call for Editorial Board Members*, 11(3), 323-331

<https://doi.org/10.53819/81018102t5215>

- Amin, M., & Malik, M. S. (2017). Impact of work-life balance on employees' performance in Pakistani context. *International Journal of Management & Organizational Studies*, 6(1), 19-34
- Apinde, A. (2018). Factors influencing employee retention at M.P. Shah hospitals in Nairobi, Kenya (Thesis). Strathmore University
- Auka, O. P., & Nyangau, A. (2020). Effects of Work-Life Balance Practices on Organization Performance in Homa Bay County Referral Hospitals, Kenya. *Journal of Human Resource and Leadership*, 5(1), 63 – 81. <https://doi.org/10.47604/jhrl.1151>
- Bibi, M. (2019). Impact of talent management practices on employee performance: An empirical study among healthcare employees. *SEISENSE Journal of Management*, 2(1), 22-32. <https://doi.org/10.33215/sjom.v2i1.83>
- Business and Human Rights Resource Centre (2020). MP Shah Hospitals fined Sh3 million for woman's death. Retrieved from <https://www.business-humanrights.org/de/latest-news/kenya-senate-fines-mp-shah-hospitals-for-failure-for-to-provide-emergency-treatment-due-to-financial-motives-leading-to-patients-death/>
- Chan, C. (2019). Crossing institutional borders: Exploring pre-service teacher education partnerships through the lens of border theory. *Teaching and Teacher Education*, 86, 102893. <https://doi.org/10.1016/j.tate.2019.102893>
- Chatterjee, S., Wadhwa, M., & Patel, D. (2018). A study on employee welfare and its impact on their performance at private hospitals and its research centre-cross sectional descriptive study. *International Journal of Medicine* 14 (3), 185-194
- Dacin, M., Goodstein, J., & Scott, W. (2002). Institutional theory and institutional change: Introduction to the special research forum. *Academy of management journal*, 45(1), 45-56. <https://doi.org/10.2307/3069284>
- Delecta, P. (2011). Work life balance. *International Journal of Current Research*, 3(4), 186-189.
- Deng, J., Liu, J., Guo, Y., Gao, Y., Wu, Z., & Yang, T. (2021). How does social support affect public service motivation of healthcare workers in China: the mediating effect of job stress? *BMC public health*, 21(1), 1-13. <https://doi.org/10.1186/s12889-021-11028-9>
- Habarurema, A. (2016) Effect of motivational system on productivity of employees in private universities. A case study of Marist International University College (MIUC).
- Haberkern, K., Schmid, T., & Szydlik, M. (2015). Gender differences in intergenerational care in European welfare states. *Ageing & Society*, 35(2), 298-320. <https://doi.org/10.1017/S0144686X13000639>
- Hendra, R., & Hill, A. (2019). Rethinking response rates: new evidence of little relationship between survey response rates and nonresponse bias. *Evaluation review*, 43(5), 307-330. <https://doi.org/10.1177/0193841X18807719>
- Huang, C., Lu, L., & Jiang, J. (2020). The impact of organizational culture on work-life balance and well-being in China. *Social Indicators Research*, 147(3), 1031-1052.

<https://doi.org/10.53819/81018102t5215>

- Hwang, I., & Cha, O. (2018). Examining technostress creators and role stress as potential threats to employees' information security compliance. *Computers in Human Behavior, 81*(12), 282-293. <https://doi.org/10.1016/j.chb.2017.12.022>
- Igadwah, L. (2021). Nairobi Hospitals lays off over 200 amid fraud purge. Retrieved from <https://www.businessdailyafrica.com/bd/corporate/health/nairobi-hospitals-over-200-amid-fraud-purge-3386964>
- Kangogo, J., & Wanambiro, V. (2019). Influence Of Flexible Working Schedules on Organizational Commitment Of Employees In Hospitals In Nakuru Town, Kenya. *International Journal of Recent Research in Social Sciences and Humanities, 6*(2), 62-76
- Kasau, M. G. (2017). Work Life Balance and Employee Performance in The Ministry of Finance and Economic Planning Kitui County Government, Kenya. (Thesis, Kenyatta University)
- Katrutsa, A., & Strijov, V. (2017). Comprehensive study of feature selection methods to solve multicollinearity problem according to evaluation criteria. *Expert Systems with Applications, 2*(1), 1-11. <https://doi.org/10.1016/j.eswa.2017.01.048>
- Kemery, E. R. (2006). Clergy role stress and satisfaction: Role ambiguity isn't always bad. *Pastoral Psychology, 54*(6), 561-570. <https://doi.org/10.1007/s11089-006-0024-3>
- Khan, M. K., Ahmed, R. R., & Ahmed, J. (2022). Organizational culture and work-life balance practices: evidence from the banking sector of Pakistan. *International Journal of Organizational Analysis, 30*(2), 281-297.
- Kinnunen, U., Feldt, T., Geurts, S., & Pulkkinen, L. (2006). Types of work-family interface: Well-being correlates of negative and positive spillover between work and family. *Scandinavian journal of psychology, 47*(2), 149-162. <https://doi.org/10.1111/j.1467-9450.2006.00502.x>
- Kinoti, L K (2019) the perceived relationship between motivation practices and employee productivity at KCB. (MBA project University of Nairobi)
- Kipkoech, K. V. (2018). *Flexible working arrangements on employee performance in Kericho County Referral Hospitals, Kenya* (Doctoral dissertation, Kenyatta University).
- Klami, A., Virtanen, S., & Kaski, S. (2013). Bayesian Canonical correlation analysis. *Journal of Machine Learning Research, 14*(4), 19-25
- Kostova, T., Roth, K., & Dacin, M. T. (2008). Institutional theory in the study of multinational corporations: A critique and new directions. *Academy of management review, 33*(4), 994-1006. <https://doi.org/10.5465/amr.2008.34422026>
- Kothari, C.R. (2004). *Research methodology: Methods and techniques*. New Delhi: New Age international. India
- Lagat A. C. Mutai B.K. and Kosgey, I. (2014). Importance of Employee Welfare and Performance: The Case of the UASU at Egerton University, Kenya. *European Journal of Business and Management, 6*(7), 205-211.

<https://doi.org/10.53819/81018102t5215>

- Michael, C. (2019). *The Impact of Welfare Programmes on Employees' Performance in Public Sector: A Case of Ludewa District Council* (Doctoral dissertation, Mzumbe University).
- Mishra, S., & Bhagat, M. (2007). Principles for successful implementation of labour welfare activities. *From police theory to functional theory*.
- Mohamed, M. (2017). Can Responsible Leadership Affect Work-Life Balance/Imbalance? A Study on Female Pharmacists in Egyptian Public Hospitals. *Management of Sustainable Development*, 9(2), 38-45. <https://doi.org/10.1515/msd-2017-0020>
- Mokhtar, D., Ruslan, M. I. I. M., & Abdullah, N.-A. (2021). The Relationship Between Work and Family Conflict on Life Satisfaction and Quality of Life among Employees in the Health Sector. *International Journal of Academic Research in Business and Social Sciences*, 11(7), 89–99. <https://doi.org/10.6007/IJARBSS/v11-i7/10185>
- Musyoka, S. (2021). *Effect of Staff Welfare Programs on Employee Satisfaction among Commercial Banks in Kenya* (Doctoral dissertation, United States International University-Africa).
- Mutheu, E., Kiflemariam, A., & Ngui, T. (2017). Effects of work life balance practices on employees' job satisfaction: A case of Kenya wildlife service. *International Journal of Research in Management, Economics and Commerce*, 7(08), 120-130.
- Mwangi, R. G., Nzulwa, D. J., & Kwena, R. (2016). Influence of Work-life balance on Employee Productivity in Government Institutions: a case of the Supreme Court, Nairobi. *The Strategic Journal of Business & Change Management*, 4(31), 567-591.
- Mwanzi, J., Wamitu, S. N., & Kiama, M. (2017). Influence of talent management on organizational growth.
- Mwita, J. I., & Nzira, J. R. (2016). The assessment of the concept of work-life balance in private health institutions: A case of AICC hospitals in Arusha, Tanzania. *Delhi Business Review*, 17(2), 1-14. <https://doi.org/10.51768/dbr.v17i2.172201601>
- Nordenmark, M. (2004). Multiple social roles and well-being: a longitudinal test of the role stress theory and the role expansion theory. *Acta Sociologica*, 47(2), 115-126. <https://doi.org/10.1177/0001699304043823>
- Nurhasanah, W. O., Kalimin, L. O., & Syaifuddin, D. T. (2019). The effect of work life balance on job satisfaction and female employee performance in commercial bank in Kendari City. *Journal of Business and Management*, 21(5), 01-07.
- Odengo, R., & Kiiru, D. (2019). Work Life Balance Practices And Organisational Performance: Theoretical And Empirical Review And A Critique. *Journal of Human Resource and Leadership*, 4(2), 58-72.
- Okemwa, D. O. (2016). Relationship between Flexible Work-Arrangement and Commitment of Nurses in Public Hospitals in Kenya.

- Okemwa, D. O., Atambo, W. N., & Muturi, W. M. (2019). Influence of leave arrangements on commitment of nurses in public hospitals in Kenya. *Journal of Medicine, Nursing & Public Health*, 3(4), 11-19. <https://doi.org/10.6007/IJARAFMS/v6-i3/2261>
- Osita, F. C., Onyekwele, P. N., Idigo, P. I., & Eze, S. U. (2020). Work-Life Balance And Employee Performance: A Covid-19 Experience Of Hospitals In Anambra State, Nigeria. *Global Journal of Management & Social Sciences*, 3(1), 120-129.
- Padilla-Díaz, M. (2015). *Phenomenology in educational qualitative research: Philosophy as science or philosophical science*. Springer, Germany
- Pizam, A. (2020). Hospitalsity as an organizational culture. *Journal of Hospitalsity & Tourism Research*, 44(3), 431-438. <https://doi.org/10.1177/1096348020901806>
- Talukder, A. K. M., Vickers, M., & Khan, A. (2018). Supervisor support and work-life balance: Impacts on job performance in the Australian financial sector. *Personnel Review*. <https://doi.org/10.1108/PR-12-2016-0314>
- Wadhawan, S. (2019). Impact of flexible working arrangements on employee satisfaction in IT sector. *BVIMSR's Journal of Management Research*, 11(1), 59-65.
- Waititu, F., Kihara, P. & Senaji, T. (2017). Effect of employee welfare programmes on employee performance: A case study of Kenya Railways Corporation. *International Academic Journal of Human Resource and Business Administration*, 2(3), 611-631
- Wamunyu, S. (2016). *Factors Influencing Health Workers' Job Satisfaction in Public Hospitals: A Case of Kiambu Level Four Hospitals in Kiambu County, Kenya* (Doctoral dissertation, University of Nairobi).
- Wheatley, D. (2017). Employee satisfaction and use of flexible working arrangements. *Work, employment and society*, 31(4), 567-585. <https://doi.org/10.1177/0950017016631447>
- Willmott, H. (2015). Why institutional theory cannot be critical. *Journal of Management Inquiry*, 24(1), 105-111. <https://doi.org/10.1177/1056492614545306>
- Wolor, C. W., Solikhah, S., Fidhyallah, N. F., & Lestari, D. P. (2020). Effectiveness of E-Training, E-Leadership, and Work Life Balance on Employee Performance during COVID-19. *The Journal of Asian Finance, Economics, and Business*, 7(10), 443-450. <https://doi.org/10.13106/jafeb.2020.vol7.no10.443>