EFFECT OF WORK LIFE BALANCE PROGRAM ON EMPLOYEE TURNOVER
IN PUBLIC LEVEL 4 SUB-COUNTY HOSPITALS OF NAIROBI CITY
COUNTY, KENYA

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DECLARATION

Declaration by candidate:

I declare that this research project is my original work and that it has not been presented in any university or institution of higher learning.

SIGN: ……………………… DATE: ………………………………..

REG NO: D53/OL/CTY/27327/2014

Declaration by supervisor:

I confirm that this research project was written and submitted by the candidate for examination under my supervision.

SIGN: ……………………… DATE: ………………………………..

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DEDICATION

I dedicate this research project to my loving husband Reuben Kiprop who has been an encouragement and inspiration to me throughout this academic journey. I am forever grateful to him; this is the least I can do for him for indeed I am forever indebted.
I acknowledge Kenyatta University for giving me an opportunity to pursue my Master Degree in the School of Business; I wish to thank many people who have been instrumental in the completion of this project. I am grateful to the encouragement and support of the university community whom I came to know during the course of my academic life in the business administration program. No words will describe the passion of my supervisor Dr. Jedidah Muli, whose availability, mentorship and commitment to my academic success were extraordinary. She inspired me a sense of high quality graduate program and my own realization of the meaning of commitment to the success of others.
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## OPERATION DEFINITIONS OF TERMS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
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<tbody>
<tr>
<td>Childcare services</td>
<td>refer to the supervision and nurturing of a child, including casual and informal services provided by a parent and more formal services provided by an organized child care center.</td>
</tr>
<tr>
<td>Employee turnover</td>
<td>refers to the proportion of employees who leave an organization over a set period (often on a year-on-year basis), expressed those intent to leave and those who do not intend</td>
</tr>
<tr>
<td>Flexible work arrangement</td>
<td>is a system that allows employees to vary the time that they start or finish work, provided that an agreed total number of hours are spent at work</td>
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<tr>
<td>Medical services</td>
<td>the provision by a physician of services related to the maintenance of health, prevention of illness, and treatment of illness or injury to employee</td>
</tr>
<tr>
<td>Paid Maternity/paternity leaves</td>
<td>refer to a leave of absence from a job for a father or mother to care for a new baby</td>
</tr>
<tr>
<td>Work life balance</td>
<td>describes the relationship between your work and the commitments in the rest of your life, and how they impact on one another.</td>
</tr>
<tr>
<td>Work life balance practices</td>
<td>is arrangements, practices and initiatives voluntarily introduced by firms which facilitate the reconciliation of employees' work and personal lives.</td>
</tr>
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## LIST OF ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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</thead>
<tbody>
<tr>
<td>ANOVA</td>
<td>Analysis of variance</td>
</tr>
<tr>
<td>FWA</td>
<td>Flexible Work Arrangement</td>
</tr>
<tr>
<td>HIV</td>
<td>Human Immunodeficiency Virus</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resource</td>
</tr>
<tr>
<td>RoK</td>
<td>Republic of Kenya</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
</tr>
<tr>
<td>TB</td>
<td>Tuberculosis</td>
</tr>
<tr>
<td>UN</td>
<td>United States</td>
</tr>
<tr>
<td>WLB</td>
<td>Work-Life Balance</td>
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Employee turnover is a great concern to public health practitioners in developing nations due to the fact that most employees in hospitals are favoring being employed in hospitals from developed nations. Nevertheless, the poor state of customer service in some public hospitals in Kenya has caused high turnover and weak self-esteem among staff, making it difficult to guarantee 24-hour coverage resulting in problems with patients care. Thus, the general objective was to establish the effect of work life balance on turnover among employees of public hospital in Nairobi City County, Kenya. The study was directed by the following specific objectives; to determine effect of flexible work arrangement on employee turnover, to find out the effect of childcare services on employee turnover, to establish the effect of maternity/paternity leave on employee turnover and to ascertain the effect of medical services on employee turnover. The study was informed by Social Exchange Theory, stake holder theory and theory of planned behavior. Explanatory research design was used in the study. The study targeted 2631 employees from 3 hospitals which include Mama Lucy Kibaki District Hospital, Mbagathi District Hospital and Pumwani Maternity Hospital. Simple random sampling was used and a sample size of 347 employees was selected from the target population. The study used questionnaires as a tool for data collection. A Cronbach alpha value of $\alpha > 0.7$ was considered reliable for the study. Quantitative data was analyzed using descriptive statistical methods. Logit model analysis was employed as an inferential statistical method and to test the research hypothesis. The study findings revealed that flexible work arrangement had a significant positive influence on employee turnover. Additionally, childcare services had a significant negative influence on employee turnover. Moreover, the findings showed that maternity paternity leave had a significant positive influence on employee turnover. Finally, the findings revealed that medical service had a significant positive influence on employee turnover.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Problem

In the contemporary business condition, human potential speaks to the most critical organizational asset and every organization needs to discover methods for fulfilling their workers. Worker turnover has turned into an imperative corporate goal as of late. Viable work life balance and worker turnover are two variables that have been viewed as central for organizational achievement. Employee turnover refers to the proportion of employees who leave an organization over a set period often on a year-on-year basis, expressed as a percentage of total workforce numbers (Hollman & Abbasi, 2010). At its broadest, the term is used to encompass all leavers, both voluntary and involuntary, including those who resign, retire or are made redundant, in which case it may be described as overall or crude employee turnover. It is also possible to calculate more specific breakdowns of turnover data, such as redundancy-related turnover or resignation levels, with the latter particularly useful for employers in assessing the effectiveness of people management in their organizations (Hollman & Abbasi, 2010).

1.1.1 Work-Life Balance

Work-life balance is the general term used to portray organizational activities went for upgrading worker experience of work and non-work areas. (Cascio, 2000) characterizes work-life balance programs as "any business supported advantages or working conditions that help workers balance work and non-work needs". Work-life balance (WLB) is a vital
territory of human asset administration which is accepting expanding consideration from approach producers, organization, administration, workers and their agents all inclusive. In the US, late reviews highlight the wonder of "extraordinary jobs" described by overwhelming working hours, erratic work processes, quick work pace with tight due dates, business related occasions outside business hours, and day in and day out accessibility to customers (Hewlett et al, 2006).

Work-life balance is a component which can possibly influence vital work environment issues, for example, worker turnover, stress, turnover, and profitability (Bloom et al., 2006). The ramifications of once in a while clashing work and individual life duties regarding individuals’ administration and work structures are boundless (Fisher, 2000). (De Cieri, et al. 2005) contend that the current very aggressive work advertise, where the fascination and maintenance of exceptionally esteemed workers is troublesome, calls for more noteworthy familiarity with worker work-life balance concerns. Thus, numerous organizations are investigating how they can help workers accomplish more balance by offering a scope of family or work-life balance approaches and programs.

Work-life balance plans and practices allude to activities willfully presented by firms which encourage the compromise of workers’ work and individual lives. Such activities include: fleeting courses of action that permit workers to decrease the quantity of hours they work (e.g. work sharing where two workers share one occupation, low maintenance working where a worker works not as much as a full-time identical); adaptable working courses of action, for example, flexi-time where workers pick a begin and complete time which coordinates their own needs however work certain center hours,
telecommuting/home-working/e-working where workers have area adaptability in finishing their work; work-life balance backings, for example, worker directing, workers help programs, time administration training, childcare facilities; and financial support for childcare off location or money related support for childcare off-site (e.g. through financed childcare). Basically, work-life balance activities are offered by organizations to help staff deals with the requests of work and individual life(Gudy et al., 2004).

The expanding enthusiasm for human resource is because of the suspicion that workers and the way they are overseen is basic to the accomplishment of organization and can be a source of supportable advantage. From various perspectives, work life balance speaks to a mixing of the genuine sympathy toward human values in today's general public with a mindfulness that all individual dedicate most of their develop lives to work, using time, vitality, physical and mental assets to this attempt(Subbarao, Neelima and Alfred,2003). Worker fulfillment and the work life balance influence benefit conveyance; if not very much explored may have undesired outcomes to the healing facility benefit conveyance.

1.1.2. Employee Turnover

Employee turnover is an important factor in a small business's bottom line. Replacing employees can affect a business' productivity, expenses and overall performance. If one can measure their staff’s turnover intention, they can determine the likelihood of their staff leaving their organization. (Ahmad, 2002). (Milman, 2003) argues that turnover is the process through which staff leaves a business or organization and that business or
Turnover intention is a measurement of whether a business' or organization's employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intention, like turnover itself, can be either voluntary or involuntary.

Organizations invest a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organization. Therefore, managers at all costs must minimize employee’s turnover. Although, there is no standard framework for understanding the employees turnover process as whole, a wide range of factors have been found useful in interpreting employee turnover (Kevin, Joan & Adrian, 2014).

Therefore, there is need to develop a fuller understanding of the employee turnover, more especially, the sources- what determines employee turnover, effects and strategies that managers can put in place minimize turnover. With globalization which is heightening competition, organizations must continue to develop tangible products and provide services which are based on strategies created by employees. These employees are extremely crucial to the organization since their value to the organization is essentially intangible and not easily replicated (Allen, Shore, & Griffeth, 2013). Therefore, managers must recognize that employees as major contributors to the efficient achievement of the organization’s success (Hollman & Abbasi, 2010). Managers should control employee turnover for the benefit of the organization success.

An organization that cultivates low worker turnover is likewise more equipped for holding and drawing in workers with the abilities that it needs (Rad et al. 2006). Workers bring about high expenses subsequently of willful turnover and as indicated by (Gering
and Conner, 2002) they set that holding great specialists is basic to any organization in light of the fact that if an organization is not ready to hold its workers, it won't have the capacity to benefit from human resources created inside the organization. Among all the distinctive elements that have an impact on worker turnover, work life balance has been viewed as a standout amongst the most essential. Various reviews completed in different nations presumed that there is a positive relationship between work life balance and worker turnover (Rad et al., 2006).

1.1.3 Public Health Sector in Kenya

The health industry contains the general population framework with real players including the Ministry of Health and Parastatals organizations, and the private sector, which incorporates private for-benefit, Non-Governmental Organizations, and Faith Based Organizations offices (RoK, 2010). Health services in Kenya are given through a system of more than 4,700 health facilities offices countrywide, with public society framework representing around 51% of these facilities. The general health industry comprises of the accompanying levels of health facilities: National Referral Hospitals, Provincial General hospitals, District hospitals, Health centers, and Dispensaries. In Kenya, elements, for example, absence of quality training in its 200,000 nurses where more than 85% are trained at certificate level is among the significant patron of poor staff maintenance (UN, 2011). The poor training leaves the nurses insufficiently met all requirements to regard major sicknesses, for example, HIV, TB and Malaria in this way impacting them to leave the career or relocate abroad (UN, 2011). The other element is unemployment of trained nurses (Dolvo, 2007); limited career opportunities (Kingman,
and increased workloads (Dussault & Franceschini, 2006) which are influencing many of these to migrate abroad (HSR, 2011).

1.2 Statement of the Problem

The ongoing increasing shortage of hospital staff globally which is a crisis not expected to be resolved soon is a clear indication that there is either a problem with the job or the person (Wilson & Squires, 2008). This problem is even intense in the fact that hospital staffs are more likely to leave their jobs than all the other job occupations (Lum et al., 1998). These incidences of dissatisfaction on nurses are a phenomenon witnessed in both developed and developing countries.

In Kenya, a report (Maina, 2015) indicated a list of over 3,000 nurses who want to get out for instance in Pumwani hospital its highly understaffed with most of the nurses serving a population that is greatly above the minimum recommended ratio by World Health Organization of 2 nurses per 1000 of the population (WHO, 2012). On the other hand the 85% of Kenyan registered nurses apply for migration abroad within ten years of their initial registration as nurses (HSR, 2007). These huge losses accompanied by the many strikes as witnessed in Pumwani Hospital is a clear indication that these nurses are lacking satisfaction resulting from either the job or the working environment. Therefore, this is an indication that it has been quite difficult for the hospital management to satisfy nurses thus impairing their retention. With several authors such as (Tourangeau et al., 2006 and Cowin 2002) acknowledging that work life balance is the biggest predictor of successful retention, it is in this reason that this study expected to investigate the existing gaps in knowledge on the influence of work life balance on employee turnover and
recommend the best practices that the hospital management would adopt to successfully achieve high levels of nurse retention.

1.3 Objectives of the study

1.3.1 General Objective

The general objective was to investigate effect of work life balance on employee turnover among selected employees of public health care facilities in Nairobi City County, Kenya

1.3.2 Specific Objectives of the Study

i. To determine effect of flexible work arrangement on employee turnover among selected employees of Hospitals in Nairobi City County, Kenya

ii. To determine the effect of childcare services on employee turnover among selected employees of Hospitals in Nairobi City County, Kenya

iii. To establish the effect of maternity/paternity leave on employee turnover among selected employees of Hospitals in Nairobi City County, Kenya

iv. To ascertain the effect of medical services on employee turnover among selected employees of Hospitals in Nairobi City County, Kenya

1.3.3 Research Questions

i. How flexible work arrangement affects employee turnover among selected employees of Hospitals in Nairobi City County, Kenya?

ii. How is the effect of childcare facilities on employee turnover among selected employees of Hospitals in Nairobi City County, Kenya?
iii. How does maternity/paternity leave affects employees turnover among selected employees of Hospitals in Nairobi City County, Kenya?

iv. How medical services does affects employee turnover among selected employees of Hospitals in Nairobi City County, Kenya?

1.4 Significance of the Study

The study contributed to the development of literature review and a measurement of scales. It is useful to the hospital human resource managers, researchers, employees and students in understanding and appreciating the role of work life balance in improving turnover in hospitals. The study act as a guide to hospitals in formulating work life strategies and policies for performance improvement.

The study was important to hospitals in identifying effective ways of reducing turnover in the organizations through implementation of accepted standards of Work Life. The study will guide human resource managers to put in place effective strategies to improve employee performance by embracing Work Life in their respective organization.

1.5 Scope of the Study

The study focused on work life balance of workers working in three Sub-County hospitals in Nairobi City County. They include Mama Lucy Kibaki District Hospital, Mbagathi District Hospital and Pumwani Maternity Hospital. A population of two thousand, six hundred and thirty one employees, it is believed that such a population had a clear understanding of the problem and provides adequate information on the matter that was investigated. The independent variable under the study was the employee
turnover whereby there was intent to leave and intention not to leave. The independent variable that was considered is the flexible work arrangement, childcare services, maternity/paternity leave and medical services. The study targeted nurses, doctors and administrative staff.

1.6 Limitations of the Study

The leading limitation was dealing with the busy hospital workers; some did not have time to fill questionnaires. It was difficult to obtain sufficient information from such people. However, most of the firms where employees were busy or could not fill the questionnaire; they requested representatives to fill the questionnaires on their behalf. The second was that of non-response from some respondents who did not reserve their opinions and refused to fill questionnaires. The researcher convinced them with a promise to keep all information confidential.

1.7 Organization of the Study

The research proposal was organized into three chapters.

Chapter one consists of the Introduction which consists of the Background of the problem, statement of the problem, followed by the objectives of the study and research questions. Further, the chapter also includes the significance of the study, scope of the study and limitations. The chapter also includes the operational definition of terms and organization of the study.
Chapter two constitutes of theoretical reviews of past studies on work life balance on employee turnover by various scholars. Also included in the chapter is a theoretical review of different theories on work life balance on employee turnover and an empirical review of different studies by different scholars, A conclusion of the literature review and finally the conceptual framework.

Chapter three covers the methodology of the study which discusses in detail the research design used, the target population, sample size and sampling technique. The chapter also captures the data collection methods to be used, data processing and analysis procedures, validity and reliability of the research instruments and finally a discussion on the ethical considerations of the study.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section provides a review of the theoretical and empirical literature related to strategic vision alignment and employee performance. To comprehend these elements, appropriate conjectural foundations and experimental studies are reviewed. The section goes further to investigate the explanatory factors with regard to the response factor. Furthermore, this section recognized the existing knowledge that come out because of the analysis of hypothetical and experimental literature.

2.2 Theoretical Review

2.2.1 Social Exchange Theory

(Hopkins, 2002) noted that the social exchange theory or hypothesis is in many cases utilized to investigate several features of worker interchange that includes the quality of work life. (Hopkins, 2002) also points out that this hypothesis suggests that signals of kindness are traded between the workers and the organization along with that between junior workers and their managers when specific activities merit tradeoff. (Baron & Kreps, 1999) notes that the responsibilities enforced by the custom of tradeoff may fluctuate basing on the standing of the partakers inside the social order. Fundamental to both societal interchange and tradeoff is the circumstance that persons are associated
through conjoint dependencies. This reliance is a feature for the connection between the workers and the organization.

The social exchange hypothesis proposes that employees can shape exchange associations with colleagues, managers, organizations, boards of governors, society and the customers that they serve. (Blau, 1964) and (Gouldner, 1960) assert that social exchange can be either immediate or aberrant. The immediate exchange connections can be further recognized by whether exchanges are arranged or corresponding. In many exchange connections, members exchange in both types of exchange all through their affiliation. Regularly, one type of exchange gives the predominant overall setting to the company with chance for the other frame inserted in the bigger setting. At the point when the two types of exchange are joined, the beneficial outcomes of each type of exchange the more noteworthy basic helpfulness of arranged exchange, what's more, the positive social atmosphere of trust and perceived association made by responded exchange will cooperate to create more grounded behavioral responsibilities than both of these structures alone (Molm, Whitham, & Melamed, 2012; Molm, Melamed, & Whitham, 2013). Social exchange includes practices that are subject to rewards from others, and results in commonly gainful connections. (Taylor & Pillemer 2009) note that the exchanges that individuals have at work associate with the positive or negative emotions they have about their organization.

2.2.2 Stakeholder Theory

Stakeholder theory was brought forward by (Richard Edward, 1984). This theory is concerned with evaluating the various stakeholders that the firm is perceived to be
responsible to in this way it's a hypothesis of authoritative administration and business morals. It’s mainly concerned with morals and values while managing an organization. According to this theory a firm has various stakeholders to whom it is responsible to. Therefore it is mainly concerned in evaluating the various parties that have a claim over the firm. A firm is a collection of various stakeholders who have diverse requirements from the firm (Freeman, 1984). This theory models the various stakeholders into groups with diverse interests whom are to be taken into consideration by the institutions while devising some ways of incorporating the various interests. A stakeholder refers to any person or organization perceived to have a legitimate interest in a given project or entity. A corporate partner is a gathering that can influence or be influenced by the activities of the business all in all. The term has been broadened to include anyone who has an interest in a matter.

On one side of the contention are the individuals who put stock in accommodating society's optional desires. Notwithstanding making a benefit and complying with the law, foundations ought to endeavor to ease or tackle social issues. This view is generally supported through stakeholder hypothesis. Jensen et al., 2002) point out that this hypothesis keeps up that companies ought to consider the impacts of their activities upon the clients, providers, overall population, workers, and other people who have a stake or enthusiasm for the organization. Supporters of this hypothesis reason that by accommodating the necessities of partners, companies guarantee their sustained achievement. An eminent organization that displays the partner view is Johnson and Johnson whose philosophy records the organization's obligations in the accompanying request: clients, workers, administration, groups, and stockholders(Seglin, 2002).
2.2.3. The Theory of Planned Behavior

The hypothesis of planned behavior is a dispositional way to deal with the forecast of conduct (Ajzen, 1991). This hypothesis is intended to anticipate and clarify human conduct in particular settings. The hypothesis expresses that mentality toward behavior, subjective standards, and perceived behavioral control, together shape an individual's behavioral aims and practices. As indicated by the hypothesis of planned behavior, a man's conduct is dictated by his/her aim to play out the conduct and that this goal is, thus, a component of his/her state of mind towards the conduct and his/her subjective standards.

The best indicator of behavior is aim (Ajzen, 1991). Goal is the intellectual portrayal of a man's status to play out a given conduct, and it is thought to be the quick precursor of conduct. This goal is controlled by three things: state of mind toward the particular conduct, subjective standards, and perceived behavioral control. States of mind, subjective standards and perceived behavioral control indicators prompt goals to play out a given conduct. As indicated by (Ajzen, 1991) expectations are accepted to catch the motivational elements that impact a conduct; they indicate how hard individuals will attempt to play out the undertaking. Notwithstanding measuring states of mind toward the conduct, we additionally need to quantify subjective standards which allude to convictions about how pertinent others will see the conduct being referred to. Seen behavioral control alludes to view of capacity to play out a given conduct. (Ajzen, 1991) contends that apparent behavioral control likewise can straightforwardly influence practices since behavioral aim can't be the restrictive determinant of conduct where an
individual's control over the conduct is deficient. At the end of the day, the execution of practices relies on upon non-motivational variables, for example, accessibility of essential chances and assets (e.g. money related, staffing and so on.). As indicated by the hypothesis of planned behavior, perceived behavioral control, together with behavioral aim, can be utilized specifically to anticipate behavioral accomplishment. When in doubt, the more positive the disposition and the subjective standard, and the more prominent the apparent control, the more grounded the individual's aim to play out the conduct being referred to.

2.3 Empirical Review

2.3.1 Effect of Flexible Work Arrangement on Employee Turnover

According to (Galinsky, Bond & Sakai, 2008), numerous organizations have started to offer adaptable work courses of action to help workers balance work and family requests. Research about has uncovered that adaptable work courses of action are related with an assortment of critical organizational states of mind and results. For instance, a meta-examination of 31 studies by (Baltes, Briggs, Huff, Wright, and Neuman, 1999) found that adaptable and compacted weeks’ worth of work calendars were identified with profitability and performance, turnover, non-attendance, and fulfillment with work routines. Research has likewise demonstrated that adaptable work courses of action may impact the work–family interface. (Lee, MacDermid, & Buck, 2002) note that helping workers with work–life balance was the force for the making of adaptable work courses of action. Specifically, reviews have demonstrated that apparent timetable adaptability is contrarily identified with work–family struggle (Coffey, & Byerly, 2002; Kossek,
Lautsch, & Eaton, 2006), be that as it may, less is thought about how adaptable function
game plans may impact improvement (for an exception, see Wayne et al., 2006)

FWA provide employees with the choices of when, where, or how much they work thus
improving employee turnover. At the point when workers can utilize adaptable work
routines and areas to satisfy their work and non-work related obligations, they will
experience a higher level of turnover. Based on Hackman and Oldham’s job
characteristics theory, increased autonomy leads to decreased turnover and motivation
and can generate higher organizational commitment. Indeed, previous research has found
that increased job autonomy is positively linked to turnover and organizational
commitment (Anderson, 2002). Moreover, employees who choose to use FWA to help
themselves personally and professionally will value these benefits more. The more
employees value FWA, the more likely they reciprocate with less turnover and
organizational commitment. Those employees who have access to FWA but choose not
to use them may still perceive the commitment from the employers, and feel obligated to
exchange with desired attitudes and behaviors; while at the same time, they may not
benefit from FWA as much as the employees who use them.

The number of FWA policies present at the organizational level is positively related to
employee turnover (Lambert, 2000; Kopelman, Pratts, Thompson, & John, 2006). The
underlying logic is that when the 11 organization offers FWA, it sends the flag to its
workers that the organization puts resources into and thinks about them. As the number
of FWA present at the organizational level increases, the strength of this signal sent by
the organization is also likely to increase, which leads to perceived organizational support
among the employees (Bowen & Ostroff, 2004). It may even create a supportive climate at the organizational level (Thompson & Prottas, 2004). When employees perceive a high level of organizational support for FWA, their perceived availability of FWA and actual use of FWA lead to a greater turnover, because employees are less concerned about the negative outcomes of using FWA, such as lower wages and fewer promotions. The interaction between perceived organizational support and employee experiences with FWA is also likely to increase employees’ affective commitment to the organization. Employees tend to share the culture of the organization, and become loyal to it.

There can be a relationship between the independent factor (flextime) and dependent variable (Turnover, productivity, motivation & stress levels) of the employee. Those workers who can have adaptable work course of action could be more fulfilled than their partners and will have the capacity to have a critical work life balance. It has been inspected that there can be a relationship amongst flextime and work profitability of the worker. It has been seen that the workers working in adaptable hours are more fulfilled & better performers in specific businesses. The workers with a great deal of work stress are probably going to perform ineffectively at the work station. The discoveries demonstrate an incomplete relationship between adaptable working hours and work execution of the workers. (John and Kopelman, 2004) assert that the investigation underpins the more extensive performance of the flexible hour's idea that will help the organization in owning more beneficial workers with positive inspiration and less focused on workers with valuable execution.
Combining inspiration into work life is fundamental and useful for the worker. A standout amongst the most basic inquiries postured by this review is the means by which positive inspiration influences different parts of the worker’s work understanding, the after effects of the review demonstrated that inspiration can be decidedly identified with work performance up degree, increment in the work/turnover, and lessening in the anxiety levels of the worker. Furthermore, inspiration & work adaptability is emphatically related to some degree with being happy with the organization, work itself and the correct harmony between the work and individual existence of the workers. Notwithstanding the past components, working hour flexibility can add to the general upgrade of performance among workers. (Allen, 2001) notes that the present review demonstrates that some potential business related components like (inspiration, lessening in the anxiety, increment in the turnover, and improvement in the work efficiency) are emphatically identified with the adaptable working hours.

One of the alternatives organizations have taken a stab at utilizing to enhance turnover is to permit workers to work from home (Debby, 2012). Working from home is the eagerly awaited capacity to work at home in a virtual office, isolated from however electronically linked with the main office numerous social and monetary advantages. Research has more than once demonstrated that working from home decreases turnover and builds profitability.

An analysis of the telecommuting literature done by (Gupta, 2012) reasoned that working from home has changed the way workers play out their employments and enhanced the level of turnover. Luckily, a large number of these progressions were certain
progressions. One of these progressions is how workers are managed. For instance, working from home expels the worker from the manager’s viewing territory and shields the manager from having the capacity to specifically watch the worker’s performance.

As (Thatcher and Zhu, 2006) point out, working from home lessens coordinate supervision, coordination, and criticism hence enhancing the level of turnover. Managers are compelled to discover different approaches to screen workers, organize with them, and to give them criticism. Additionally, managers need to calendar normal gatherings with workers, lead telephone meetings, and create formal work plans keeping in mind the end goal to guarantee working from home workers are still overseen successfully. Moreover, managers need to gauge efficiency uniquely in contrast to they would have in a conventional workplace, since direct perception is no longer an alternative.

Working from home additionally changes worker’s reliance on supervision. Workers should practice more activity and may need to settle on more choices all alone, since a director won’t be there to guide them well ordered in this way enhancing the level of turnover. Workers that are reluctant to settle on their own choices may experience troubles in a working from home condition. Organizations ought to choose workers that are free and self-inspired for working from home positions. Workers that don't have those qualities could at present play out some working from home undertakings, for example, routine information section, where complex choices and critical thinking are not required along these lines enhancing the level of turnover. Another change brought on by working from home is that it strengths workers and managers to grasp innovation. (Topi, 2004) notes that powerful working from home is unrealistic without innovation.
One preferred standpoint of working from home is that individual workers will have the capacity to save money on the cost of travel and on the time it takes to go forward and backward. Another favorable position of working from home is that individual workers will have the capacity to have a superior harmony amongst work and home life, for the reasons distinguished above therefore enhancing the level of turnover. Additionally, Hunton (2005) indicate that workers are more spurred, in light of the fact that their turnover is decreased. Different favorable circumstances gave to individual workers by working from home incorporate less weight on workers, better social life, adaptable working hours, enhanced capacity to think plainly in light of decreased interferences, enhanced time management, and the capacity to utilize homebound people subsequently enhancing the level of turnover.

Workers who worked only from home had a higher rate of non-business related interferences that kept going a normal of two hours a day when contrasted with those laborers who worked in satellite areas low maintenance or those that worked in the principle office along these lines enhancing the level of turnover (Hunton, 2005).

Flexible work hours are intended to keep workers roused in a focused business condition. Boundary administration empowers people to organize part necessities and desires to particular work family or family-work spaces accordingly enhancing the level of turnover. How workers choose to put time in given parts is controlled by the measure of vitality utilized as a part of one area over the other. A few people are more work centered than others, which can bring about a clash in family responsibilities (Pocock, 2008). Family-accommodating strategies were made to give workers adaptability amongst work.
and family. This empowers workers to meet duties in both spaces without choosing one over the other. Organizations that give adaptable work routines permit guardians to nurture their families while meeting work commitments amid a given work cycle. For instance, a worker may change work hours to meet with teachers or take their kids or guardians to the doctor (Halpern, 2005). Adaptable work hours are intended to keep workers spurred in an aggressive business condition.

(Nadeem, 2009) tried a relationship of packed work weeks and turnover in an example of Pakistani workers and uncovered a negative connection between the two factors. (Scandura and Lankau, 1997) watch that compacted work week prompt higher turnover and organizational duty for female workers and for workers with family obligations. Compacted work weeks prompt upgraded efficiency, diminished non-appearance, enhanced responsibility, and better enlisting (Meeusen, 2011). (Grawitch and Barber, 2010) carried out a review to methodically survey writing that focused its consideration on compacted work weeks. The result of the writing survey showed that there is a connection between packed work weeks and higher turnover, performance, prosperity, and duty, and additionally diminished turnover rates and stress.

Few types of employment configuration raise fulfillment (Mohr and Sochi, 2006). (Burke, 2002) observes that both women and men incline toward working in organizations that bolster work-life balance. Men seemed to profit more than women. Men feel more fulfilled when they accomplish more at work even at the cost of overlooking the family. Then again, women push that work and family are both similarly essential and both are
the sources of their fulfillment. Work based support to ladies is decidedly connected with turnover, organizational responsibility and profession achievement (Marcinkus, 2007).

(Mokaya and Gitari, 2012) have attempted to decide the impact of work environment entertainment on worker execution at Kenya Utalii College and take endeavor to cover parts of turnover, administration quality, consumer loyalty, and worker profitability. As indicated by a review by Strathmore Business School in 2011, most Kenyan organizations need strategies that bolster the prosperity of the workers' families. The reason for this study was to evaluate the sorts of work-family strategies introduce in Kenyan organizations, and the degree in which their authoritative culture advances these approaches.

2.3.2 Effect of Childcare Services on Employee Turnover

With the definition change of family, consistently, there is a requirement for businesses to reclassify their family-strong approaches keeping in mind the end goal to pull in and hold qualified workers. The customary family meaning of 30 years back that comprised of a spouse who worked, the mother who remained at home, and the two youngsters is presently observed in fewer than 5.2% of United States families (United States Department of Labor, 2006). Moreover, 73 million workers in the United States are directly in a double pay relationship (Bureau of Labor Statistics, 2006). From those 73 million workers in the United States, the fear of how to balance family and professions is a worry that guardians end up overseeing more than their work.
According to the (United States Department of Labor, 2006), the extent of families that were double salary couples and had youngsters less than 6 years old years ascended from 52.7% in 2005 to 54.6% in 2006 (Bureau of Labor Statistics, 2006). In spite of the fact that this won’t appear like a major rate change in the vicinity of 2005 and 2006 (1.9%), it is imperative to recognize and react to workers’ potential enthusiasm to remain in an organization for quite a while, particularly in an organization that will create principal reactions to their workers’ needs.

A framework balanced between work requests and child rearing requests must be set up o give enough toughness to those workers required in youngster mind choices and dependability amongst vocation and home. At the point when the worker is worried with youngster mind amid working hours, the nature of the employee’s work efficiency might be influenced. Moreover, the organization may watch increments in non-appearance, lateness, and turnover because of the absence of strategies that address child rearing requests on workers.

(Friedman, 2000) notes that employer supported child care is the physical set-up of child care on the work premises. Managers who have reacted to kid mind needs of working guardians frequently react to the deficiencies of a current tyke mind showcase. Most child care markets don't address guardians' issues since they don't offer accessible bundles that fit the parents’ working needs, for example, care amid non-traditional work hours. Employer supported child care permits organizations to configuration programs that will fit in with profitability requests with hours that obliges both the organization and the worker.
(Friedman, 2000) indicates that in spite of certain reasons why organizations ought to bolster their workers, the greater part of United States organizations have not reacted to the necessities of working guardians with children who are not of school going age. To diminish the measure of contention experienced by working parents and their organizations encountering an expansion in non-attendance, lateness, turnover rates, and declining efficiency, building up a family-steady strategy, for example, an employer supported child care framework, may turn into a compelling approach to address the above issues.

Taking one segment of building up a family-accommodating organization, for example, a business upheld child care strategy during the workers’ work hours, would be an activity that would help the worker (Scanzoni, 1992). Prior reviews have concentrated on a restricted scope of family-strong strategies and were directed in a period where the double salary earning population was not as dominating as it is presently. (Scanzoni, Mintzberg, and Quinn, 1991) expressed that, as the field of the world is persistently changing, new issues should continually be tended to as the working populace area changes as well as the impact of business unto family changes. The accessible reviews don’t investigate connections between the present enduring ascent of the family double salary area and the conceivable upper-hand that an organization may get by building up a family-steady strategy that may hold workers with child rearing needs (Haas, 1982).

Around 14% of United States firms recognize the need of pulling in profoundly qualified workers, recognize the change of the work-family structure, and give child care benefits as a major aspect of their advantages (Gilbert, 2005). (Kossek and Nichol 1990) found
that workers who supported nearby child care as an advantage did in reality impact their workers' choices to remain in the organization. Besides, those workers who used the on location child care announced the simplicity of overseeing workloads and family obligations. Thusly, it is occupant on the organizations’ administration and strategy designers to give assets their workers can use with a specific end goal to improve execution and faithfulness.

In the study conducted by (Gilbert and Voorhis ,2003), 50 organizations with more than 65,000 workers were studied on the number of existing family-steady approaches they presently had, the number of workers that were in a double salary relationship, and the quantities of non-attendance and turnover the organization was encountering. The review discovered 3% of the organizations had some type of family-steady arrangement; in any case, the approaches had not been refreshed since the 1980s. Though same organizations were encountering a 5% turnover rate, and 7% of workers were missing. The authors advance kept on getting family socio-economics of the members and found that 8% of the workers were in a double salary relationship. Those organizations with no history of a family-strong strategy encountered a 3.5% turnover rate, 12% of workers were missing, and 13% were in a double salary relationship (Gilbert et al., 2003).

2.3.3 The Effects of Paid Maternity/Paternity Leave on Employee Turnover

Maternity and parental leaves are a piece of the courses of action gave by the state to provide for moms and fathers the chance to require significant investment off work after labor while keeping up employer stability and limiting the dangers of losing one's occupation (Han et al., 2009). State direction of the connection between the family and
the market obligations has formed maternity leave enactment and parliamentary portrayal of ladies among different variables clarify varieties in paternity leave courses of action, and then sending them in various nations (Rostgaard, 2002, ;O’Brien, 2007). Social parameters, for example, demeanors to family or religious attitudes, can likewise stamp the profile of the state/family relationship and will cooperate with contemporary cross-country propensities (frequently exuding from the EU), e.g. the advancement of gender balance.

A report from the U.S. Statistics Bureau found that the kind of leave courses of action accessible to women after the introduction of a child is a figure their choice to keep working. Investigation of a sample of women whose first birth happened in the vicinity of 2000 and 2002 uncovered that 44% of women with some type of leave came back to the workforce inside three months of giving birth, contrasted with 23% of women without leave (Johnson 2008). Another U.S. Evaluation Bureau report found that women with paid leave will probably come back to a similar business than those with unpaid leave, showing that getting pay amid leave is a key variable adding to the capacity and inspiration of women to stay with a similar employer(Smith, Downs, and O’Connell, 2001).

2.3.4 The Effect of Medical Services on Employee Turnover

Health is an essential thing right of all subjects and health advancement frames a natural part of health care. As indicated by the definition by the World Health Organization, "Healthcare is a condition of complete physical, social and mental prosperity and not simply an absence of an ailment or infirmity.” Lately, this description has been changed
to incorporate the capacity to lead a "socially and financially profitable life". A preventive healthcare service is a critical determinant of healthcare since anticipation implies maintaining a strategic distance from or abating the course of an illness which is basic for a decent personal satisfaction. Interest in human capital prompts a solid and instructed mass which is in a superior position to add to the development of the economy through its employability, inventiveness and profitability.

The connection amongst turnover and organizational health atmosphere identifies with the way that the level of a worker's occupation fulfillment gets from important organizational qualities, standards, convictions, practices and methods operational at the working environment. If employees notice that their organizations are understanding and that they provide health structures, they are very likely to be satisfied. Furthermore, when workers’ basic needs are met consistently, they express turnover and display greater emotional attachment as well as loyalty to their organization (Rhodes, 2002).

According to (Guastello & Guastello, 1998), workers who see their working environment as sheltered because of health advantages they report bring down levels of employment related uneasiness and worry and in addition bring down levels of introduction to less ecological risks. It is also argued that a strong safety climate is associated with performance (Diaz et al 1997, Glyndon et al 1995). Work environments with dynamic, unmistakable wellbeing and security initiative have fewer accidents and are regularly appraised as better work environment, and have more fulfilled, more profitable workers who are less inclined to change occupations (OSHA, 2002).
A good Medical incentives and safety program fosters a sense of security and comfort and increases turnover (Ria et al., 2012). Furthermore, (Mamoria & Gankar, 2011) argue that a comprehensive health program not only ensures good health of employees but also leads to a lowering rate of absenteeism and health insurance costs resulting in higher productivity and improved morale. For instance, a wellness program boosts employee morale and increases job satisfaction since it promotes employee health by providing education on health issues and healthy lifestyles.

Studies conducted in different sectors on the influence of health and safety practices on job satisfaction reported a positive relationship between the variables. For instance, (Gyekye, 2005) found a positive relationship between employment fulfillment and solid atmosphere. Workers who communicated more fulfillment at their posts had positive view of sound atmosphere and showed more prominent passionate connection, inclusion and communicated more grounded sentiments of dependability and reliability.

A survey among employees and human resource professionals on factors affecting overall employee job satisfaction by the Society for Human Resource Management (SHRM) in 2009 revealed that 54% of employees and 52% of human resource professionals interviewed indicated that feeling healthy and safe in the work environment was very important to employee turnover. Similarly, (Otieno, 2010) reported that 57% of the respondents in study on the influence of work-life balance on turnover agreed that work-life balance programs improves job satisfaction and employee performance while 69% thought that work environment played a big role in influencing turnover.
(Kumar et al., 2013) found that 59% of the workers were dissatisfied with their job and only 50% of the respondents were satisfied with the working environment. A similar study in Tanzania’s health sector reported poor turnover due to lack of job description, poor reward scheme, unfavorable working environment and weak communication channels among the staff. Findings from these studies show that a safe and healthy workplace influences employee turnover positively.

### 2.4 Summary of Empirical Review and Research Gaps

Previous research on work life balance took two discrete and corresponding paths that explain the present knowledge paucity on work life balance effect on workers turnover (Swaen & Maignan, 2003). Studies such as (Margolis, Elfenbein & Walsh, 2007; Margolis & Walsh, 2003; Orlitzky, Schmidt & Rynes, 2003) discussed about work life balance but did not mention unequivocally to workers’ turnover (Schneider, Oppenheimer, Zollo & Huy, 2004; Treviño Weaver & Reynolds, 2006). This study generate a clearer view of the elements of work life balance that are considered valuable to employees of hospitals, their effect and impact as well as their effect on employee behavior and turnover levels.

Although there are limited studies in Kenya addressing work life balance and its impact on employee turnover, other studies have referred to a secondary association between work life balance and employee turnover through organizational ethics. This study therefore attempt to provide evidence that work life balance provides a potential channel
through which turnover is achieved thus leading to a positive influence on performance particularly in the context of Hospitals in Kenya.

2.5 Conceptual Framework

The study independent variables are Flexible Work Arrangement, child care services, paid maternity/paternity leave and medical services. The below variables are assumed to affect Employee turnover (dependent variable).

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible work arrangement</td>
<td>Employee turnover</td>
</tr>
<tr>
<td>- Telecommuting</td>
<td>- Intention to leave</td>
</tr>
<tr>
<td>- Compressed work weeks</td>
<td>- Intention not to leave</td>
</tr>
<tr>
<td>- Part-time work</td>
<td></td>
</tr>
<tr>
<td>- Job sharing</td>
<td></td>
</tr>
<tr>
<td>Childcare services</td>
<td></td>
</tr>
<tr>
<td>- Child free medical care</td>
<td></td>
</tr>
<tr>
<td>- Daycare services</td>
<td></td>
</tr>
<tr>
<td>- Child protection</td>
<td></td>
</tr>
<tr>
<td>Maternity/paternity leave</td>
<td></td>
</tr>
<tr>
<td>- Paid leave</td>
<td></td>
</tr>
<tr>
<td>- Unpaid leave</td>
<td></td>
</tr>
<tr>
<td>- Adequate leave</td>
<td></td>
</tr>
<tr>
<td>- Leave allowances</td>
<td></td>
</tr>
<tr>
<td>Medical services</td>
<td></td>
</tr>
<tr>
<td>- Free regular checkup</td>
<td></td>
</tr>
<tr>
<td>- Medical insurance</td>
<td></td>
</tr>
<tr>
<td>- Free medical services</td>
<td></td>
</tr>
<tr>
<td>- Free counseling services</td>
<td></td>
</tr>
</tbody>
</table>

30
Figure 2.1   Conceptual Framework

Source; Author (2017)
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Methodology can be defined as the system of strategies or techniques utilized as a part of examining and gathering information required for a specific research. It is likewise the use of the standards of information gathering techniques and strategies in any field of learning. This chapter depicts look into configuration, consider territory, target populace, testing outline and test measure, information accumulation strategies, legitimacy and unwavering quality of research instruments, information gathering methodology and information investigation strategy.

3.2 Research Design

The study implemented a descriptive survey design. According to (Orodho, 2005), descriptive survey research design plans are utilized as a part of preparatory and logical reviews to permit research to accumulate data, compress and decipher with the end goal of illumination. It is therefore suitable for this study. This study design is also adopted because it is used in determining and reporting the way things are (Gay, 2006). This examination configuration is favored over different outlines in light of its quick information gathering and capacity to help comprehend populations from a piece of it. As such the design is deemed appropriate because the study aims at describing effect of work life balance strategies on employee turnover.
3.3 Target Population

Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Hospital</th>
<th>Target Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mama Lucy Kibaki CT District hospital</td>
<td>408</td>
</tr>
<tr>
<td>Pumwani Maternity District Hospital</td>
<td>1087</td>
</tr>
<tr>
<td>Mbagathi District Hospital</td>
<td>1136</td>
</tr>
<tr>
<td>Total</td>
<td>2631</td>
</tr>
</tbody>
</table>

Source: Ministry of Health, Nairobi City County (2017)

The study targeted 2631 employees from 3 district hospitals which include Mama Lucy Kibaki District Hospital, Mbagathi District Hospital and Pumwani Maternity Hospital (Ministry of Health Nairobi County, 2015). The target population above was picked since they were open to data required by the researcher and they are straightforwardly influenced by the organizations work life balance.

3.4 Sample Size and Sampling Techniques

3.4.1 Sample size

The sample size was calculated from the target population of 2631. The Taro Yamane (1973) sample size formula will be used to choose a sample size of 347 employees (Doctors, Nurses & supporting staff) as shown below;

\[ n = \frac{N}{1 + Ne^2} \]

Where:

\[ n = \text{Sample size} \]
N = Population size

e = the error of Sampling

This study allowed an error sampling of 0.05. Thus, sample size was as follows:

\[
347 = \frac{2631}{1 + 2631(0.05)^2}
\]

3.4.2 Sampling Technique

Table 3.2 Sample Size

<table>
<thead>
<tr>
<th>Hospital</th>
<th>Target population</th>
<th>Sample size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mama Lucy Kibaki</td>
<td>408</td>
<td>54</td>
<td>13%</td>
</tr>
<tr>
<td>Pumwani maternity</td>
<td>1087</td>
<td>143</td>
<td>13%</td>
</tr>
<tr>
<td>Mbagathi District</td>
<td>1136</td>
<td>150</td>
<td>13%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2631</strong></td>
<td><strong>347</strong></td>
<td><strong>13%</strong></td>
</tr>
</tbody>
</table>

Source: (Author, 2017)

A stratified sampling technique was utilized to choose the sample of employees where respondents were picked from. As a result, employees were stratified into three strata’s where the sample size was distributed according to Neyman allocation formula (1934). The objective of the method was to maximize survey accuracy, given a fixed sample size.

With Neyman allocation, the best sample size for stratum h would be:

\[
n_h = \left(\frac{N_h}{N}\right) n^N = \left(\frac{N_h}{N}\right)
\]

Where,

Nh - The sample size for stratum h,
n - Total sample size,

NH - The population size for stratum h,

N - The total population

Hence, distribution will be as follows;

The respondents were selected using simple random sampling which was generated from Statistical packages of social science version 20.

3.5 Data Collection instruments

The research utilized questionnaires as an instrument data collection and the questions comprised of only closed ended questions since they are less demanding to administer and investigate since every item was followed by an alternative reply. A self-administered questionnaire was accompanied by an introductory letter, which clarifies the motivation behind the study and guarantees respondents strict confidentiality. Closed ended questions offered the respondent a list of reactions, any of which they can pick. The list of responses must be characterized plainly and meaningfully by research assistants.

3.6 Data Collection Procedures

Permission for data collection was from Kenyatta University after which the researcher obtained official permission from Ministry of Health in Nairobi City County. Further, the researcher notified the County Commissioner for formal authority to conduct the research in the public institutions. An introductory letter was sent to hospital directors. The
researcher made the first visit to meet the concerned Heads to inform them about the research and agreed on the date to carry out the research, when to collect data and how to collect it. The second visit was meant for data collection. The respondents were rendered satisfactory time to complete the questionnaire to the best of their knowledge after which the questionnaires were collected for analysis.

3.7  Validity of the Research Instrument

According to (McMillan and Schumacher, 1993) validity is the quality credited to proposition or, on the other hand measures of how much they fit in with set up knowledge. A state of mind scale is viewed as legitimate, for instance, to how much its outcomes balance to different measures of ownership of the mentality.

In this case, the validity of the tool the researcher will discuss the items in the tool with the supervisors, lecturers from the department and colleagues. Advice given by these people will help the researcher to determine the validity of the research instruments. The advice will include suggestions, clarifications and other inputs. These suggestions will be used in making necessary changes.

3.7.1  Reliability of the Research Instrument

According (Tan et al, 2000), the reliability of an instrument is the measure of the degree to which a research instrument yields consistent results or data after repeated trials. In order to test the reliability of the instrument, the Cronbach alpha test which is a measure of internal consistency was used in which closely related set of items were taken as a group. A "high" value of alpha often was used as evidence that the items measure an
underlying (or latent) construct, was used. Content validity of the instrument was determined through piloting, where the responses of the subjects was checked against the research objectives.

The questionnaires administered were twice within an interval of two weeks. To determine the coefficient of stability, Pearson product moment formula was used. This was to establish the extent to which the questionnaire elicits the same responses every time it is administered.

A Cronbach alpha value of $\alpha>0.7$ was considered reliable for the study. The results obtained from the pilot study assisted the researcher in revising the questionnaire to make sure that it covers the objectives of the study (Fraenkel and Wallen, 2000). The study reliability indexes were flexi time (0.813), maternity/paternity leave (0.857), Childcare services (0.795) and medical services (0.836).

Before the actual data collection exercise took place, the researcher undertook preliminary survey within the hospitals in order to familiarize with the study area and also made appointments with the identified persons. During the appointment day, the researcher distributed the questionnaires to the hospitals employees and collected them once they were filled on the same day but the researcher worked together with the respondents to help them answer the questions in the questionnaire as some of the workers did not understood all the questions.
3.8 Data Analysis and Presentation

This section dealt with organizing, analyzing, interpreting and presenting the collected data. It entails the separation of data into constitute parts for examination. In data analysis the researcher draws conclusion concerning the relationship and difference, which was found in the research results.

The study used quantitative method to analyze data. The information was codified and entered into a spread sheet and analyzed using SPSS (statistical package for social sciences). Quantitative data was analyzed using descriptive statistical method, the statistical tools such as pie charts and measures of central tendency such as mean, mode and standard deviation was used. Inferential statistic such as ANOVA, Pearson correlation coefficients and logit regression models.

The study adopted correlation and logit regression analysis to estimate the causal relationships between work life balance and employee turnover, and other chosen variables. SPSS version 20 software was used for Correlation and Regression analysis. The collected data was analyzed using logit regressions and correlation analysis, the significant of each independent variable was tested at a confidence level of 95%.

The logit regression equation of the study will be applied as shown below

\[
\log(y_{1,2}) = a + \beta_1 \log FT + \beta_2 \log MP + \beta_3 \log CS + \beta_4 \log MS + \epsilon
\]

Where, \( Y = \) employee turnover (intention to leave, intention to stay)

\( a = \) Constant
\( \beta_1 \ldots \beta_3 = \) the slope representing degree of change in independent variable by one unit variable.

FT = flexi time

MP = maternity/paternity leave

CS = Childcare services

MS = medical services

\( \varepsilon = \) term error

3.9 Ethical Considerations

(Kombo and Tromp, 2006), note that researchers whose subjects are people or animals must consider the conduct of their research, and give attention to the ethical issues associated with carrying out their research. This study dealt with people as respondents. Therefore, the researcher assured the respondents of confidentiality.

The study considered the fact that participation in research is voluntary. This is why the researcher took time to explain to the respondents the importance of the study and therefore request the respondents to participate in the study by giving information relevant for the study. To establish good working relationship with the participants, the researcher endeavored to develop a rapport with them.
CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This section presents the research findings and discussion. The study objective was to investigate the effect of work life balance on employee turnover among selected employees of public health care facilities in Nairobi City County, Kenya. The study therefore pursued to answer the following research questions, the effect of flexible work arrangement, childcare facilities, maternity/paternity leave and medical services on employee turnover among selected employees of District Hospitals in Nairobi City County, Kenya. The data was summarized and presented in the form of proportions, means, and tables. Data was collected from 347 employees. The collected data has been analyzed and interpreted in line with the objectives of the study.

4.2 Response Rate

Table 4.2: Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administered questionnaires</td>
<td>347</td>
<td>100</td>
</tr>
<tr>
<td>Returned questionnaires</td>
<td>305</td>
<td>87.9</td>
</tr>
</tbody>
</table>

Source: (Field Work, 2017)

Out of the three hundred and forty seven (347) employees who were sampled and the questionnaires were administered, three hundred and five (305) responded. This gave a response rate of 87.9% percent. This response rate was satisfactory and follows (Mugenda and Mugenda, 2003) specification that a response rate of 50% is adequate for
analysis and a response a rate of 60% is good and a response rate of 70% and over is excellent.

4.3 Demographic information

Table 4.3 Demographic information

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age bracket</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 25 years</td>
<td>83</td>
<td>27.2</td>
</tr>
<tr>
<td>25–30 years</td>
<td>40</td>
<td>13.1</td>
</tr>
<tr>
<td>31–40 years</td>
<td>69</td>
<td>22.6</td>
</tr>
<tr>
<td>41–50 years</td>
<td>26</td>
<td>8.5</td>
</tr>
<tr>
<td>More than 51 years</td>
<td>87</td>
<td>28.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>305</td>
<td>100</td>
</tr>
<tr>
<td><strong>Marital Status</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Married</td>
<td>2</td>
<td>0.7</td>
</tr>
<tr>
<td>Single</td>
<td>111</td>
<td>36.4</td>
</tr>
<tr>
<td>Divorce</td>
<td>92</td>
<td>30.2</td>
</tr>
<tr>
<td>Widowed</td>
<td>92</td>
<td>30.2</td>
</tr>
<tr>
<td>Separated</td>
<td>8</td>
<td>2.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>305</td>
<td>100</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>190</td>
<td>62.3</td>
</tr>
<tr>
<td>female</td>
<td>115</td>
<td>37.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>305</td>
<td>100</td>
</tr>
<tr>
<td><strong>job tenure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 years or less</td>
<td>53</td>
<td>17.4</td>
</tr>
<tr>
<td>6–10 years</td>
<td>77</td>
<td>25.2</td>
</tr>
<tr>
<td>11–15 years</td>
<td>35</td>
<td>11.5</td>
</tr>
<tr>
<td>16–20 years</td>
<td>140</td>
<td>45.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>305</td>
<td>100</td>
</tr>
<tr>
<td><strong>Educational Level</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High school</td>
<td>22</td>
<td>7.2</td>
</tr>
<tr>
<td>Diploma</td>
<td>37</td>
<td>12.1</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>25</td>
<td>8.2</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>184</td>
<td>60.3</td>
</tr>
<tr>
<td>Doctorate</td>
<td>37</td>
<td>12.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>305</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Field Work, 2017)

The study takes into consideration the respondents personal characteristics to give general information about respondents and to assist the researcher understanding on the
findings. Variables included here are gender, age, marital status, job tenure and educational level.

The age bracket of the employees was significant to the study since an employees’ age has an effect on their perception of satisfaction and commitment (Lambert et al., 2012; Wren et al., 2014). The study therefore deemed it necessary to establish the age bracket of the employees. Based on the results, 28.5% (87) of them are over 51 years of age, 27.2% (83) are less than 25 years, 22.6% (69) are between 31 to 40 years, 13.1% (40) of them are between 25 to 30 years and 8.5% (26) of them are between 41 to 50 years. There is almost an even distribution of employees in terms of their age bracket. However, employees between 41 and 50 years are the least. Employees that are over 51 years of age are more compared to the other age groups. According to Wren, Berkowitz, & Grant, (2014) such employees have fewer job opportunities hence they incline to stay employed in one organization. It could be that such workers are expected to remain loyal and stay in their current organization.

The marital status of the employees was also put into consideration. The marital status was important to the study since the family unit dictates a lot in terms of career prospects. For instance, an individual may quit a job in a certain organization so as to seek employment closer to the family. In terms of the marital status, 36.4% (111) are single, 30.2% (92) are widowed, 30.2% (92) divorced, 2.6% (8) are separated and 0.7% (2) are married. With reference to the respondents’ gender, 62.3% (190) are male while 37.7% (115) of them are female. From the results, those that are single, widowed and divorced comprise the most as opposed to those that are married.
The results on the workers’ gender revealed that 62.3% (190) are male and 37.7% (115) of them are female. According to (Burke, 2002), men are more satisfied whenever they achieve more on the job at the cost of overlooking the family. However, for the women, both work and family are similarly imperative. From such a notion, it could be that the male individuals who comprise the majority are likely to put their job first hence unlikely to quit due to family matters.

Additionally, the length of tenure with an organization increased worker’s firm-specific skills (Hofstetter & Cohen, 2014; Michel, Kavanagh, & Tracey, 2013). As well, long tenured employees exhibit higher levels of job satisfaction and job embeddedness (Maden, 2014). As such the study found it necessary to establish the job tenure of the employees. The results revealed that 45.9% (140) of the respondents have worked for 16 to 20 years, 25.2% (77) of them for 6 to 10 years, and 17.4% (53) for less than 5 years and 11.5% (35) for 11 to 15 years. From the results, the employees are long-tenured hence they are likely to keep their job since they have developed firm-specific skills and are less aware of job alternatives outside of the organizations (Dinger et al., 2012).

(Wren et al., 2014) posit that as employees gain education, they often sought employment with new organizations. Precisely, increased turnover intention among employees with college degrees is consistent with the human capital theory. The study therefore found it important to establish the education level of the employees. It revealed that 60.3% (184) of them have a postgraduate degree, 12.1% (37) Doctorate, 12.1% (37) Diploma, 8.2% (25) undergraduate and 7.2% (22) high school. Since the employees possess high academic qualification (postgraduate level which comprise the majority), the likelihood
of turnover within the organization is high. This contention is reinforced by Islam et al., (2013) who is of the opinion that turnover intents were more likely for persons with advanced levels of education.

4.4 Flexible Work Arrangement

Table 4.4 Flexible Work Arrangement

<table>
<thead>
<tr>
<th>Flexible Work Arrangement</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The hospital allows us to work from home</td>
<td>Freq.</td>
<td>16</td>
<td>18</td>
<td>1</td>
<td>53</td>
<td>217</td>
<td>4.43</td>
</tr>
<tr>
<td>%</td>
<td>5.2</td>
<td>5.9</td>
<td>0.3</td>
<td>4</td>
<td>1</td>
<td>71.</td>
<td></td>
</tr>
<tr>
<td>There is temporal arrangements that allow employees to reduce the number of hours they work</td>
<td>Freq.</td>
<td>17</td>
<td>9</td>
<td>1</td>
<td>64</td>
<td>214</td>
<td>4.47</td>
</tr>
<tr>
<td>%</td>
<td>5.6</td>
<td>3</td>
<td>0.3</td>
<td>21</td>
<td>2</td>
<td>70.</td>
<td></td>
</tr>
<tr>
<td>There is flexibility in on and off the job time</td>
<td>Freq.</td>
<td>9</td>
<td>16</td>
<td>4</td>
<td>71</td>
<td>205</td>
<td>4.47</td>
</tr>
<tr>
<td>%</td>
<td>3</td>
<td>5.2</td>
<td>1.3</td>
<td>3</td>
<td>2</td>
<td>67.</td>
<td>2</td>
</tr>
<tr>
<td>We are allowed to have a job sharing schedule</td>
<td>Freq.</td>
<td>16</td>
<td>1</td>
<td>10</td>
<td>109</td>
<td>169</td>
<td>4.36</td>
</tr>
<tr>
<td>%</td>
<td>5.2</td>
<td>0.3</td>
<td>3.3</td>
<td>7</td>
<td>4</td>
<td>55.</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: (Field Work, 2017)

Flexible work arrangements are key in helping workers balance their work and family stresses (Galinsky, Bond, & Sakai, 2008). The study therefore deemed it necessary to establish whether the employees in the targeted Public Districts Hospitals in Nairobi City County had a work life balance. The results are as presented in table 4.2.

Employees were asked whether the hospital allows them to work from home, 71.1% (217) of the respondents strongly agreed that the hospital allows them to work from home, 17.4% (53) of them agreed, 5.9% (18) disagreed, 5.2% (16) strongly disagreed.
while 0.3% (1) of them was undecided. The item revealed a mean of 4.43 and standard deviation of 1.113. This means that majority (88.5%) of the employees have an opportunity to work from home. Such employees are more satisfied and have a significant work-life balance. Consistently, (Debby, 2012) asserts that one of the alternatives organizations have tried using to advance turnover is to allow employees to telecommute. Through telecommuting, workers are able to work at home in a virtual office. This in turn reduces turnover and increases productivity.

Furthermore, employees were also asked if there is temporal provisions that allow them to reduce the number of hours they work. The results were such that, 70.2% (214) of them strongly agreed that there are temporal arrangements that reduce the number of hours they work, 21% (64) agreed, 3% (9) disagreed, 5.6% (17) strongly disagreed while 0.3% (1) was undecided. On the whole, the results imply that there are temporal arrangements that allow them to reduce the number of hours they work. Consequently, employees have flexible working hours hence they are able to coordinate their work well as well as have a work-life balance.

In a bid to establish whether there is flexibility in on and off the job time, employees were asked to respond accordingly and the results were such that 67.2% (205) of the respondents strongly agreed that there is flexibility in on and off the job time, 23.3% (71) agreed, 5.2% (16) disagreed, 3% (9) strongly disagreed while 1.3% (4) of them were undecided. The item realized a mean of 4.47 and standard deviation of 0.973. The results imply that the employees have flexible work schedules that allows them to cater for their specific needs or that of their family as well as meeting work obligations.
Finally, 55.4% (169) of the respondents strongly agreed that they are allowed to have a job sharing schedule, 35.7% (109) of them agreed, 0.3% (1) disagreed, 5.2% (16) strongly disagreed and 3.3% (10) were undecided. The item realized a mean of 4.36 and standard deviation of 0.973, an indication that the employees are allowed to have a job sharing schedule.

In general, results on flexible work arrangement summed up to a mean of 4.63 and standard deviation of 0.57 an indication that employees are allowed to work from homes, have temporal arrangements that reduce the number of hours they work, flexibility in on and off the job time and a job sharing schedule. Consistently, (Baltes et al., 1999) found that flexible and compressed workweek schedules were related to productivity and performance, turnover, absenteeism, and satisfaction with work schedules. Besides, a number of FWA policies present at the organizational level is positively related to employee turnover (Lambert, 2000; Kopelman, Prottas, Thompson, & Jahn, 2006). Furthermore, prior studies have also shown that perceived schedule flexibility is negatively related to work–family conflict (Coffey, & Byerly, 2002; Kossek, Lautsch, & Eaton, 2006).
### 4.5 Childcare Services

#### Table 4.5 Childcare Services

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Freq.</th>
<th>%</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The hospital provides my child free medical care</td>
<td>6</td>
<td>2</td>
<td>15</td>
<td>3</td>
<td>82</td>
<td>199</td>
<td></td>
<td>4.49</td>
<td>0.896</td>
</tr>
<tr>
<td>The hospital responsible for my child care while I am working</td>
<td>9</td>
<td>3</td>
<td>7</td>
<td>3</td>
<td>152</td>
<td>134</td>
<td></td>
<td>4.3</td>
<td>0.85</td>
</tr>
<tr>
<td>The hospital provides Kindergarten services for employees while at work</td>
<td>6</td>
<td>2</td>
<td>6</td>
<td>28</td>
<td>184</td>
<td>81</td>
<td></td>
<td>4.08</td>
<td>0.781</td>
</tr>
<tr>
<td>The hospital provides sport equipment for our children in the childcare hospital</td>
<td>6</td>
<td>2</td>
<td>3</td>
<td>12</td>
<td>173</td>
<td>111</td>
<td></td>
<td>4.25</td>
<td>0.749</td>
</tr>
<tr>
<td>The hospital requires employees to work for a reasonable number of working hours</td>
<td>6</td>
<td>2</td>
<td>9</td>
<td>1</td>
<td>37</td>
<td>135</td>
<td>118</td>
<td>4.15</td>
<td>0.885</td>
</tr>
</tbody>
</table>

**Childcare services: 4.35 0.479**

Source: (Field Work, 2017)

In the business world, it is essential for employers to have childcare services for their employees so as to attract and retain their resourceful employees. In light of this, the study deemed it necessary to establish if the targeted Public District Hospitals in Nairobi City County had childcare services for their employees. Table 4.3 illustrates the results.

As evidenced in the table, 65.2% (199) of the respondents strongly agreed that the hospital provides their child free medical care, 26.9% (82) of the respondents agreed with the statement, 4.9% (15) disagreed, 2% (6) strongly disagreed while 1% (3) of the respondents were undecided. The item revealed a mean of 4.49 and standard deviation of 0.896 an indication that the hospital provides the employees’ children with free medical care.
In an attempt to establish whether the hospital is responsible for the employees’ child care while they are working, the respondents were asked to respond accordingly. The results were such that 43.9% (134) of them strongly agreed that the hospital is responsible for their child care while they are working, 49.8% (152) of them agreed, 2.3% (7) disagreed, 3% (9) strongly disagreed while 1% (3) of them were undecided. The results summed up to a mean of 4.3 and standard deviation of 0.85. The results imply that the hospital provides child care for the employees.

Also, the researcher enquired whether the hospital provides Kindergarten services for employees children while at work. The results were such that 26.6% (81) of the respondents strongly agreed that the hospital provides Kindergarten services for employees children while at work, 60.3% (184) of them agreed, 2% (6) disagreed while 9.2% (28) of them were undecided. The results summed up to a mean of 4.08 and a standard deviation of 0.781. This implies that the hospital provides Kindergarten services for employees children while at work.

In a related item, the respondents were asked whether the hospital provides sport equipment for their children in the childcare hospital. The results were such that 36.4% (111) of them strongly agreed that the hospital provides sport equipment for their children in the childcare hospital, 56.7% (173) of them agreed, 2% (6) strongly disagreed, 1% (3) disagreed whereas 3.9% (12) were undecided. The findings were supported by a mean of 4.15 and standard deviation of 0.885. On the whole, the hospital provides sport equipment for employees’ children in the childcare hospital.
Finally, 38.7% (118) of the employees strongly agreed that the hospital requires employees to work for a reasonable number of working hours. 44.3% (135) of them agreed, 2% (6) strongly disagreed, 3% (9) of them disagreed while 12.1% (37) of them employees were undecided. The item had a mean of 4.15 and a standard deviation of 0.885. The results imply that the hospital requires employees to work for a reasonable number of working hours.

In general, results on childcare services summed up to a mean of 4.35 and standard deviation of 0.479 meaning that the hospital provides the employees children with free medical care, provides Kindergarten services, sports equipment and gives the employees reasonable working hours. This motivates the employees to continue working for the organization. This conforms to findings by Kossek and Nichol (1990) indicating that employers who preferred on-site child care as a benefit did indeed effects their workers’ decisions to stay in the organization.
4.6 Maternity / Paternity Leave

Table 4.6 Maternity Paternity Leave

<table>
<thead>
<tr>
<th></th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The hospital provide paid leave for the mother</td>
<td>Freq.</td>
<td>8</td>
<td>24</td>
<td>26</td>
<td>135</td>
<td>112</td>
<td>4.05</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>2.6</td>
<td>7.9</td>
<td>8.5</td>
<td>3</td>
<td>36.7</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Freq.</td>
<td>12</td>
<td>6</td>
<td>26</td>
<td>162</td>
<td>99</td>
<td>4.08</td>
</tr>
<tr>
<td>The hospital provide paid leave for the father</td>
<td>%</td>
<td>3.9</td>
<td>2</td>
<td>8.5</td>
<td>1</td>
<td>32.5</td>
<td></td>
</tr>
<tr>
<td>The hospital provide paid leave for both the father and the mother</td>
<td>Freq.</td>
<td>6</td>
<td>8</td>
<td>15</td>
<td>157</td>
<td>119</td>
<td>4.23</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>2</td>
<td>2.6</td>
<td>4.9</td>
<td>5</td>
<td>39</td>
<td></td>
</tr>
<tr>
<td>The hospital provide allowances for mothers in maternity leave</td>
<td>Freq.</td>
<td>8</td>
<td>4</td>
<td>69</td>
<td>109</td>
<td>115</td>
<td>4.05</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>2.6</td>
<td>1.3</td>
<td>6</td>
<td>7</td>
<td>37.7</td>
<td></td>
</tr>
</tbody>
</table>

Maternity paternity leave | 4.109 | 0.762

Source: (Field Work, 2017)

Maternity and paternity leaves are important to employees since they give them an opportunity to take time off work after childbirth whilst maintaining job security and minimizing the risks of losing one’s job (Han et al. 2009). This prompted the study to ascertain whether there is maternity/paternity leave for employees in Public District hospitals Nairobi City County. The results are as presented in table 4.4.

Employees were asked whether the hospital provides paid leave for the mother, 36.7% (112) of the respondents strongly agreed with the statement, 44.3% (135) of them agreed, 7.9% (24) disagreed, 2.6% (8) strongly disagreed while 8.5% (26) of them were undecided. The results imply that the hospital provides paid leave for the mother. This is supported by a mean of 4.05 and standard deviation of 1.002.
Furthermore, 32.5% (99) of the respondents strongly agreed that the hospital provides paid leave for the father, 53.1% (162) of them agreed, 2% (6) disagreed, and 3.9% (12) strongly disagreed while 8.5% (26) were undecided. The mean for the item was 4.08 and the standard deviation was 0.916. The results suggest that the hospital provides paid leave for the father.

In addition, 39% (119) of the respondents agreed that the hospital provides paid leave for both the father and the mother, 51.5% (157) of them agreed, 2% (6) strongly disagreed, and 2.6% (8) disagreed while 4.9% (15) of them were undecided. The results summed up to a mean of 4.23 and a standard deviation of 0.819. The results revealed that the hospital provides paid leave for both the father and mother.

Finally, 37.7% (115) of the respondents strongly agreed that the hospital provides allowances for mothers in maternity leave, 35.7% (109) agreed, 2.6% (8) strongly disagreed, and 1.3% (4) disagreed while 22.6% (69) of them were undecided. This was supported by a mean of 4.05 and standard deviation of 0.945.

The results on maternity paternity leave summed up to a mean of 4.109 and standard deviation of 0.762 indicating that the hospital provides paid leave for both the mother and father together with allowances for the mother. This is in tally with Johnson (2008) analysis of a sample of women whose first birth occurred between 2000 and 2002 revealed that 44% of those with some form of leave returned to the workforce within three months of giving birth, compared to 23% of those without leave. Further support to the study findings is by Smith et al., (2001) who echo that receiving pay during leave is a
significant element contributing to the capability and motivation of women to remain
with the same employer.

4.7 Medical Services

Table 4.7 Medical Services

<table>
<thead>
<tr>
<th>The institution provide regular checkup for employees</th>
<th>Freq.</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>0</td>
<td>0</td>
<td>36</td>
<td>141</td>
<td>128</td>
<td>4.3</td>
<td>0.669</td>
</tr>
<tr>
<td>The institution provide medical insurance cover for employee and family</td>
<td>Freq.</td>
<td>%</td>
<td>0</td>
<td>0.3</td>
<td>14.8</td>
<td>46.2</td>
<td>42</td>
<td>0.684</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>0</td>
<td>1</td>
<td>45</td>
<td>155</td>
<td>104</td>
<td>4.19</td>
<td>0.848</td>
</tr>
<tr>
<td>The institution provide free medical services</td>
<td>Freq.</td>
<td>%</td>
<td>0</td>
<td>12</td>
<td>61</td>
<td>130</td>
<td>101</td>
<td>4.04</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>0.3</td>
<td>3.9</td>
<td>20</td>
<td>42.6</td>
<td>33.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The hospital provide free counseling services for employee in need of them</td>
<td>Freq.</td>
<td>%</td>
<td>0</td>
<td>12</td>
<td>59</td>
<td>129</td>
<td>105</td>
<td>4.07</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>0</td>
<td>3.9</td>
<td>19.3</td>
<td>42.3</td>
<td>34.4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Medical services 4.1508 0.602

Source: (Field Work, 2017)

This section of the analysis presents the results on medical services. Table 4.5 illustrates
the results. In an attempt to establish whether the institution provides regular checkup for
employees. The results revealed that 42% (128) of the respondents strongly agreed, 46.2% (141) of them agreed while 11.8% (36) of them were undecided. The results
summed up to a mean of 4.3 and standard deviation of 0.669. This means that the
institutions provides regular checkup for employees.

With reference to whether the institution provides medical insurance cover for employees
and family, 34.1% (104) of the respondents strongly agreed that the institution provides
medical insurance cover for employees and family, 50.8% (155) of them agreed while
14.8% (45) of them were undecided. The item realized a mean of 4.19 and standard deviation of 0.684. This is an indication that the institution provides medical insurance cover for employees and family.

In a bid to establish whether the institution provides free medical services, the respondents were asked to respond accordingly. The results were such that 33.1% (101) of the respondents strongly agreed, 42.6% (130) of them agreed, 3.9% (12) disagreed while 20% (61) of them were undecided. The item summed up to a mean of 4.04 and standard deviation of 0.848. It can therefore be affirmed that the institution provides free medical service.

Finally, 34.4% (105) of the respondents strongly agreed that the hospital provides free counseling services for employee in need of them, 42.3% (129) agreed, 3.9% (12) disagreed while 19.3% (59) were undecided. The results summed up to a mean of 4.07 and standard deviation of 0.832. This means that there are free counseling services for employees in need of them.

Generally, results on medical services summed up to a mean of 4.1508 and standard deviation of 0.602 an indication that the hospital provides regular checkup for employees, medical insurance cover and free counseling services for employees. The results are in tally with findings by (OSHA, 2002) indicating that workplaces with active, visible health and safety leadership have fewer injuries and are often rated as better places to work, and have more satisfied, more fruitful workers who are less likely to change jobs. Similarly, (Ria et al., 2012) argues that a good Medical incentives and safety program fosters a sense of security and comfort and increases turnover. In addition,
(Mamoria & Gankar, 2011) argue that a comprehensive health program not only ensures good health of employees but also leads to a lowering rate of absenteeism and health insurance costs.

4.8 Turnover Intention

Table 4.8 Turnover Intention

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intent To Stay</td>
<td>141</td>
</tr>
<tr>
<td>Intent To Leave</td>
<td>164</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>305</strong></td>
</tr>
</tbody>
</table>

Source: (Field Work, 2017)

This section of the analysis presents the results on turnover intention. As evidenced in table 4.6, 53.8% (164) of the employees have the intention to leave. However, 46.2% (141) of them intend to stay. From the foregoing, it is clear that those employees that intend to leave are more than those that want to stay.

4.9 Factor Analysis

Table 4.9 Total Variance Explained

<table>
<thead>
<tr>
<th>Initial Eigenvalues</th>
<th>Extraction Sums of Squared Loadings</th>
<th>Rotation Sums of Squared Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>% of Variance</td>
</tr>
<tr>
<td>3</td>
<td>2.542</td>
<td>14.955</td>
</tr>
<tr>
<td>4</td>
<td>1.9</td>
<td>11.174</td>
</tr>
<tr>
<td>5</td>
<td>1.018</td>
<td>5.986</td>
</tr>
</tbody>
</table>

Source: (Field Work, 2017)
The items were subjected to the factor analysis and five components with Eigen values ≥ 1 were extracted which cumulatively explained 77.923% of variance. The first factor accounted for 26.249% of the total variance, the second factor accounted for 19.559%, the third factor accounted for 14.955%, the fourth factor accounted for 11.174% of the total variance while the fifth factor accounted for 5.986% of the total variance.

4.10 KMO and Bartlett’s Test

Table 4.10  KMO and Bartlett's Test

<table>
<thead>
<tr>
<th>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</th>
<th>0.72</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bartlett's Test of Sphericity</td>
<td></td>
</tr>
<tr>
<td>Approx. Chi-Square</td>
<td>3575.525</td>
</tr>
<tr>
<td>Df</td>
<td>136</td>
</tr>
<tr>
<td>Sig.</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Source: (Field Work, 2017)

Sampling adequacy was tested using the Kaiser- Meyer- Olkin Measure (KMO measure) of sampling adequacy. As evidenced in table 4.8, KMO was greater than 0.5, and Bartlett’s Test was significant.
Table 4.11 Rotated Matrix Loading

<table>
<thead>
<tr>
<th></th>
<th>FA</th>
<th>CS</th>
<th>MPL</th>
<th>MS</th>
</tr>
</thead>
<tbody>
<tr>
<td>The hospital allows us to work from home</td>
<td>0.847</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is temporal arrangements that allow employees to reduce the number of hours they work</td>
<td></td>
<td>0.924</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is flexibility in on and off the job time</td>
<td></td>
<td></td>
<td>0.946</td>
<td></td>
</tr>
<tr>
<td>We are allowed to have a job sharing schedule</td>
<td></td>
<td></td>
<td></td>
<td>0.888</td>
</tr>
<tr>
<td>The hospital provide my child free medical care</td>
<td></td>
<td></td>
<td></td>
<td>0.702</td>
</tr>
<tr>
<td>The hospital responsible for my child care while I am working</td>
<td></td>
<td></td>
<td></td>
<td>0.87</td>
</tr>
<tr>
<td>The hospital provide Kindergarten services for employees children while at work</td>
<td></td>
<td></td>
<td>0.807</td>
<td></td>
</tr>
<tr>
<td>The hospital provide sport equipment for our children in the childcare hospital</td>
<td></td>
<td></td>
<td></td>
<td>0.82</td>
</tr>
<tr>
<td>The hospital requires employees to work for a reasonable number of working hours</td>
<td></td>
<td></td>
<td></td>
<td>0.826</td>
</tr>
<tr>
<td>The hospital provide paid leave for the mother</td>
<td>0.813</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The hospital provide paid leave for the father</td>
<td></td>
<td>0.857</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The hospital provide paid leave for both the father and the mother</td>
<td></td>
<td></td>
<td>0.795</td>
<td></td>
</tr>
<tr>
<td>The hospital provide allowances for mothers in maternity leave</td>
<td></td>
<td></td>
<td></td>
<td>0.836</td>
</tr>
<tr>
<td>The institution provide regular checkup for employees</td>
<td></td>
<td></td>
<td></td>
<td>0.647</td>
</tr>
<tr>
<td>The institution provide medical insurance cover for employee and family</td>
<td></td>
<td></td>
<td></td>
<td>0.898</td>
</tr>
<tr>
<td>The institution provide free medical services</td>
<td></td>
<td></td>
<td></td>
<td>0.816</td>
</tr>
<tr>
<td>The hospital provide free counseling services for employee in need of them</td>
<td></td>
<td></td>
<td></td>
<td>0.939</td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
Source: (Field Work, 2017)

Table 4.11 shows the factor loading for each item, they are sorted by size. Any item that fails to meet the criteria of having a factor loading value greater than 0.5 and loads on one and only one factor is dropped from the study (Liao et al., 2007; TohTsu Wei et al., 2008). The study requested that all loading less than 0.5 be suppressed in the output,
hence providing blank spaces for many of the loadings. Thus from the findings all values for all the factors were more than 0.5 reflecting the accepted value of factor loading.

4.12 Logit Regression Model

4.12 Table 4.11 Logit Regression Model

<table>
<thead>
<tr>
<th></th>
<th>B</th>
<th>S.E.</th>
<th>Wald</th>
<th>df</th>
<th>Sig.</th>
<th>Exp(B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Log(FT)</td>
<td>3.244</td>
<td>1.579</td>
<td>4.22</td>
<td>1</td>
<td>0.040</td>
<td>25.634</td>
</tr>
<tr>
<td>Log(CS)</td>
<td>-1.518</td>
<td>1.64</td>
<td>0.857</td>
<td>1</td>
<td>0.004</td>
<td>0.219</td>
</tr>
<tr>
<td>LogMP</td>
<td>0.735</td>
<td>1.055</td>
<td>0.485</td>
<td>1</td>
<td>0.006</td>
<td>2.086</td>
</tr>
<tr>
<td>LogMS</td>
<td>0.375</td>
<td>1.68</td>
<td>0.05</td>
<td>1</td>
<td>0.020</td>
<td>1.454</td>
</tr>
<tr>
<td>Constant</td>
<td>-2.036</td>
<td>1.162</td>
<td>3.072</td>
<td>1</td>
<td>0.001</td>
<td>0.131</td>
</tr>
</tbody>
</table>

-2 Log likelihood 412.124
Cox & Snell R Square 0.24
Nagelkerke R Square 0.33

Source: (Field Work, 2017)

Findings in table 4.10 showed that flexible work arrangement had coefficients of estimate which was significant basing on $\beta_1 = 3.244$ (p-value = 0.040 which is less than $\alpha = 0.05$). It can therefore be concluded that flexible work arrangement has a positive and significant effect on employee turnover. Consistent with the results, Lee et al., (2002) posit that a flexible work arrangement helps employees with work-life balance. This implies that flexible work arrangement provides employees with the choices of when, where or how much they work. This in turn improves employee turnover. Also, Allen, (2001) elucidates that some work-related factors such as motivation, reduction in the stress, increase in the turnover, enhancement in the work productivity are positively related to flexible working hours. This is in tally with the study findings. Besides, Hunton, (2005) revealed that employees who worked completely from their homes had a higher rate of non-work related distractions as opposed to those who worked in outpost
locations part-time or those who worked in the office thus enhancing the level of turnover.

Additionally, childcare services had coefficients of estimate which was significant basing on \( \beta_2 = -1.518 \) (p-value = 0.004 which is less than \( \alpha = 0.05 \)) implying that childcare services has a significant effect on employee turnover. This indicated that for each unit increase in childcare services, there was a decline in employee turnover. Consistent with the results, findings by the United States Department of Labor (2006) indicate that workers’ possible interest to stay in an organization is dependent on whether the organization is willing to produce essential responses to their workers’ needs.

Moreover, research findings showed that maternity paternity leave had coefficients of estimate which was significant basing on \( \beta_3 = 0.735 \) (p-value = 0.006 which is less than \( \alpha = 0.05 \)) implying that maternity paternity leave has a positive and significant influence on employee turnover. This corroborates a report from the U.S. Census Bureau indicating that the kind of leave provisions available to women after giving birth is an element in their choice to continue working. Explicitly, the report specifies that women with paid leave are more probable to return to the same employer than those with unpaid leave.

Finally, research findings revealed that medical service had coefficients of estimate which was significant basing on \( \beta_4 = 0.375 \) (p-value = 0.02 which is less than \( \alpha = 0.05 \)) implying that medical services have a positive and significant influence on employee turnover intention. This is in line with results by (Rhodes, 2002) indicating that whenever employees’ basic needs are met consistently, they express turnover and display greater emotional attachment as well as loyalty to their organization. Furthermore, (Guastello &
Guastello, 1998) posit that employees who perceive their workplace as safe due to medical benefits report low levels of job-related anxiety and stress.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section presents the summary of findings, conclusion, recommendations and suggested areas for further studies. The findings are outlined in direct response to the specific objectives of the research. Also presented in this chapter are recommendations and areas for further research which arose during the conduct of the research and conclusion.

5.2 Summary of the Findings

The demographic information of the respondents revealed that the employees that are over 51 years of age are more compared to the other age groups. Employees between 41 and 50 years are the least. Moreover, male individuals comprise the majority. Also, those that are single, widowed and divorced comprise the most as opposed to those that are married. Besides, the employees are long-tenured with high academic qualifications.

The results on flexible work arrangements revealed that the hospital allows the employees to work from home. There are also time-based provisions that allow them to decrease the number of hours they work and flexibility in on and off the job time. Besides, employees are allowed to have a job sharing schedule. There is therefore reduction in stress and enhancement in the work productivity of the employees.
Additionally, the findings on childcare services revealed that the hospital provides the employees’ children with free medical care. There is also Kindergarten services for employees’ children while at work and sport equipment for employees’ children in the childcare hospital. As well, the hospital necessitates workers to work for a sensible number of working hours.

Besides, findings on maternity paternity leave revealed that the hospital provides paid leave for the mother. There is also paid leave for the father and allowances for mothers in maternity leave. As such, employees can enjoy allowances since their leave arrangements cater for that. This is therefore a factor for the employees in their decision to continue working.

Finally, the findings on medical services revealed that the institution provides regular checkup for employees. There is medical insurance cover for employees and their family. Besides, there is free medical service and free counseling services for employees in need of them.

5.3 Conclusion

In conclusion, flexible work arrangements make it possible for employees to fulfill their work obligations as well as non-work responsibilities. Due to this, employees tend to value their work more and reciprocate with less turnover and organization commitment. This is the case with employees of tour operators companies since they are allowed to have a job sharing schedule and time-based provisions that allow them to decrease the number of hours they work.
Additionally, childcare services are effective in retaining the employees with parenting demands. Employees’ potential interests to stay in an organization are enhanced when they are aware that their children are catered for in terms of free medical care, Kindergarten services and sports equipment for their children in the hospital. Such motives by the organization influence the employees’ decision to stay in the organization.

Furthermore, maternity paternity leave also influences employee turnover. Whenever employees are assured that there are leave arrangements for them in the case of childbirth, they are highly likely to remain employed with the same employer. This is particularly the case when there is paid leave for both the father and mother. On the whole, maternity/paternity leave is a significant factor contributing to the motivation to stay employed in a given organization.

Finally, medical services significantly influence employee turnover. In the event that employees perceive that the organization is supportive and provides health structures for them, they are more likely to be satisfied. For instance, regular checkup for employees and medical insurance cover for them boosts their morale and increases their job satisfaction. In the end, employees who can access medical services display greater emotional connection to the organization and are unlikely to resign their job.

5.4 Recommendations

The study has indicated that flexible work arrangements are effective in enhancing organizational commitment among the employees hence contributing to fewer turnovers. There is thus need for organizations to have flexible work schedules for their employees.
and time-based provisions that allow them to decrease the number of hours they work. It is also crucial for workers to have flexibility in on and off the job time. The eventual outcome would be employees that are motivated and committed to their job.

The study has also established that childcare services for the employees’ children are effective in influencing them to stay in the organization. As such, it is utmost important for organizations to offer packages such as free medical care, Kindergarten services for employees children while at work as well as sport equipment for them. With this put into consideration, there will be a balance between work demands and parenting demands.

Additionally, maternity/paternity leave has been found to have a substantial effect on worker turnover. It is therefore crucial for organizations to offer paid leave for the mother. There should also be paid leave for the father and allowances for mothers in maternity leave. With this in place, those granted maternity/paternity leave will return to the workforce and contribute to the growth of the given organization.

Finally, medical services also have an influence on employee turnover. In order to boost employee morale and reduce turnover, organizations need to take an initiative towards ensuring that their employees have medical cover and are able to have regular checkups. Specifically, the medical cover needs to cover both the employee and the family. As well, free counseling services need to be in place for the employees that need them.
5.5 Areas for Further Research

The study is a milestone for further research on the effect of work life balance on employee turnover among selected employees of public health care facilities in Nairobi City County, Kenya.

The findings demonstrated the important factors that influence turnover among employees which include; maternity, paternity leave, medical services, child care services and flexible work arrangements. Existing literature indicates that as a future avenue of research, there is need to undertake similar research in other counties so as to establish whether the explored factors can be generalized to affect employee turnover. There is also need for more than one data collection instrument for example interviews so as to counter check the information provided by the respondents. Finally, a further study needs to be conducted using more variables that may be relevant to this study.
REFERENCES


APPENDICES

APPENDIX I: QUESTIONNAIRE

Please kindly tick on how you are agree on the following

PART A: DEMOGRAPHIC QUESTIONS

Indicate your response to the items below by ticking the boxes.

**What is your:**

1. Age bracket:  Less than 25 years □  
   25–30 years □  
   31–40 years □  
   41–50 years □  
   More than 51 years □

2. Marital Status: Married □  
   Single □  
   Divorce □  
   Widowed □  
   Separated □

3. Gender: Male □  
   Female □

4. How many years have you worked in this organization?
   5 years or less □  
   6–10 years □  
   11–15 years □  
   16–20 years □  
   More than 20 years □

5. Educational Level
   High school □  
   Diploma □  
   Undergraduate □  
   Postgraduate □  
   Doctorate □
PART B: INDICATE YOUR RESPONSE TO THE ITEMS MENTIONED

Key
SA – Strongly Agree,  A- Agree,  U – Undecided, D – Disagree, SD- Strongly Disagree

A: Flexible work arrangement

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The hospital allows us to work from home</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>There is temporal arrangements that allow employees to reduce the number of hours they work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>There is flexibility in on and off the job time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>We are allowed to have a job sharing schedule</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Suggest ways of improving flexible work arrangement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

B: Childcare services

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>The hospital provide my child free medical care</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>The hospital responsible for my child care while I am working</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>The hospital provide Kindergarten services for employees children while at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>The hospital provide sport equipment for our children in the childcare hospital</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>The hospital requires employees to work for a reasonable number of working hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Suggest ways of improving childcare services in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## C: MATERNITY/PATERNITY LEAVE

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>The hospital provide paid leave for the mother</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>The hospital provide paid leave for the father</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>The hospital provide paid leave for both the father and the mother</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>The hospital provide allowances for mothers in maternity leave</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>What would want the organization to do in regards to leaves</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## D: MEDICAL SERVICES

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>The institution provide regular checkup for employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>The institution provide medical insurance cover for employee and family</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>The institution provide free medical services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>The hospital provide free counseling services for employee in need of them</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Suggest ways of improving medical services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## E: EMPLOYEES TURNOVER

**Do you intend to leave or stay in the institutions?**

22. Intent to leave  
23. Intent to stay