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Makori, E. M.,^{1*} Mbithi, M. Z.,² & Amuhaya, I. M.³

^{1*} Ph.D Candidate, Department of Entrepreneurship, Technology, Leadership and Management, Jomo Kenyatta University of Science and Agriculture & Technology [JKUAT], Nairobi, Kenya.

²Ph.D, Human Resource Management, Department of Entrepreneurship, Technology, Leadership and Management, Jomo Kenyatta University of Science and Agriculture and Technology [JKUAT], Nairobi, Kenya.

³Professor of Human Resource Management, Department of Entrepreneurship, Technology, Leadership and Management, Jomo Kenyatta University of Science and Agriculture and Technology [JKUAT], Nairobi, Kenya.

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ABSTRACT

*Universities are faced with crucial issues of dealing with the perception that staff have regarding support they get from their employers. Academic staffs perceive that universities are reluctant in supporting them in achieving their goals. The criteria used by universities in supporting staff may not be clear, this discourages competent staff reducing their commitment and hence decline in performance. The main objective of this research was to investigate the influence of work-life balance on perceived organization support among academic staff in public universities in Kenya. The study was supported by the social exchange theory and human capital theory. It was guided by pragmatism philosophy and used mixed methods approach design. The target population was 5957 academic staff in public universities in Kenya. A sample of 374 academic staff was selected for the study. Questionnaires were used to collect data from academic staff and interview guide from Administration Registrars. Likert scale was used to examine how strongly subjects agree or disagree with statements on a 5 point scale. Stratified random sampling was used to select respondents. A pilot study on their use was conducted to establish their validity. Data was analyzed by use of content analysis for qualitative data and through multiple regression and Karl Pearson's coefficient of correlation analysis for quantitative information and was presented in tables and figures. The finding obtained showed that both work family support and flexible working hours indicated that the influence of work-life balance on perceived organization support was positive and fairly significant ($r=0.452^{**}$, $p=0.000$). The study was relevant to the management of universities, academic staffs, the public and the Government. It will contribute to knowledge and assist for further research.*

Keywords: *Work-Life Balance, Flexibility, Perceived Organization Support, Public Universities*

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INTRODUCTION

When the relationships between workers and their firm conform to norms of reciprocity and when support are perceived to be fair, staff are more likely to believe that they will not be exploited (Colquitt & Rodell, 2011). In their study Baran, Shanock and Miller (2012) support that dependent care assistance and flexible work schedules may signal aspects of support from the organization to employees.

When workplace family-support is missing, the importance of value congruence and fairness perceptions in predicting work-family conflict and job feelings misses (Lisa, 2014). Employees' roles at workplace and home are both significant parts of our lives. Each role assists us to gain self-concept and meaning, satisfaction, and self-esteem (Shrivastava, Locke, Judge & Adams, 2010). A study by Spreitzer and Cameron (2012) reports that, being a productive and successful employee may fill one's need for competence, while being a loving and fulfilling spouse satisfies the need for relatedness.

Makondo (2014) strongly argue that support of employees needs to be managed and identify remuneration, development, career opportunity, work environment, performance management and work, family and flex time as areas that have an effect on employees' perception.

Statement of the Problem

Today, families both husbands and wives have their own career aspirations and this trend has caused a range of implications for their families, as well as their employing organizations (Jyothi & Neelakantan, 2013). Therefore, work-life balance has become a subject matter of concern among scholars as well as business leaders because of contemporary demographics, technological, environmental changes and change in individual expectations and aspirations.

There is no adequate workplace norm and practice that have responded to the demographic shifts and

work-life balance problems yet (McCarthy, *et al.* 2013). Therefore, organizations need to be more proactive rather than reactive in terms of assisting their employees to deal with these issues. Inability of staff to achieve balance between the work and home duties has negative consequences for both the individual staff and the organization (Kumari & Selvi, 2016; Gitahi, Maina & Koima, 2015).

Though there are many Western country researches have been conducted on perceived organization support for work-life balance and its impact on job outcomes, it is rare to find such researches in the Kenyan context. Thus, there is need to fulfil the existing knowledge gap in this area. This prompted this the study; to the influence of work-life balance on perceived organization support among academic staff in public universities in Kenya.

Objective of the Study

The main objective of the study was to investigate the influence of work-life balance on perceived organization support among academic staff in public universities in Kenya.

LITERATURE REVIEW

Human Capital Theory

Human capital theory was proposed by Schutz (1961) and developed extensively by Becker (1964) and the theory says that the knowledge and skill a worker has generate a certain stock of productive capital. This approach sees staff not as an expense item on their income statements, rather as an asset capable of not only adding value to their organizations but also in some cases ensuring its very survival in the current competitive environment. According to Torrington (2011) human capital shows the combined intelligence and experience of employees as a source of competitive advantage that cannot be imitated by competitors. This theory has effects for attracting, engaging, rewarding and developing people in organizations and is significant in human resource practices (Mutua, Karanja & Namusonge, 2012). It is

useful in the context of public universities since it ensures these organizations attract and retain employees. Investments in human resources in universities increases perceived organization support which can be achieved through staff development.

Attracting and retaining intellectual capital, a cadre of highly skilled employees with high skill is essential. Therefore organizations must move from human resources to the notion of human capital (Ngethe, 2013). Human capital is human factor in the organizations, the combined intelligence, skills and expertise that gives the organization its distinctive character (Armstrong, 2010). Universities put a lot of investment in the training of the academic staff and it is therefore through greater staff attachment and tenure that can make the investment bring benefits. The theory is significant to the study as it reveals work-life balance, rewards and staff development which are variables in it.

Social Exchange Theory

Social exchange theory (SET) has been and is one of the most influential conceptual paradigms in organizational behavior research to date (Majiros, 2013). In their research Jurafa and Mafuzah (2013) report that theoretical and empirical work relating to POS can be traced back to the seminal work of Blau (1964) who proposed a theory of social exchange involving trust and earn trustworthiness as essential components. Social exchange theory can be used to explain the relationship between employee benefits, employee terms of employment and work-life balance and loyalty (Wainaina, 2015). The theory posits that all human relationships are formed by a subjective cost-benefit analysis and the comparison of alternatives. SET has been used in many areas such as tourism industry used to determine the execution and perceptions towards tourism, such as the affection of tourism impacts on local support and attitude (Coulson, Maclaren, McKenzie & O’Gorman, 2014).

According to Kurtessis *et al.* (2015) social exchange perspective argues that people calculate the overall worth of a particular relationship by subtracting its costs from the rewards it provides. In an organizational set-up, there exists a relationship between an employee and the organization and its destiny will be determined by the worth of the relationship on both parties (Majiros, 2013). The theory is significant to the study as it touches on reward system, assists with concepts that are useful in coming up with constructs that are useful to this study such as rewards, non-financial rewards and work-life balance.

Work-life Balance

Work-life balance is a combination of interactions among different areas of one’s life in employment, the pro and cons associated with the balance or imbalance which can affect various levels of employees required roles. It involves people spending sufficient time at their jobs while also spending adequate time on other pursuits, such as family, friends, and hobbies (Smith, 2014). It is a reflection of the needs for all employees to balance their work lives with their lives off the job, regardless of whether or not they have day-to-day family responsibilities (Banerjee, & Perrucci, 2012).

An employee believes his firm would excuse him if he had a child care problem or would forgive an honest mistake on his part (Robbins & Judge, 2013). The potential for stress from work-family conflict has increased significantly as wives and mothers have continued to enter the U.S. labor force. For example, 40% of employed parents experience difficulties in combining work and family demands (Banerjee, *et al.* 2012).

Employees are today experiencing more difficulties than ever in balancing their work and family duties. Work–family conflict results when work interferes with family demands or family interferes with work responsibilities (Gurbuz, Turunc & Celik, 2012). Work–

family conflict is a form of inter-role conflict and has generally been recognized as bidirectional that is, work interfering with family and family interfering with work. Previous research has demonstrated that work to family conflict and families to work conflict are connected but empirically distinct constructs (Gurbuz & Mert, 2011).

In most Kenyan urban areas there is a transportation challenge and most workers depend on public transport to travel from home to work. The roads in most urban areas in Kenya are poor and lead to vehicle congestion, especially during rush hours. Thus, workers have to leave their houses for work very early, and usually arrive after in the evening when it is dark due to traffic delays (Mokomane, 2014). This has brought the work–family challenges that ladies face, particularly those who have young children. These ladies have to leave for work before the children wake up by the time they return from work, they find the children already asleep.

As families are engaged in formal jobs in the urban areas, they cannot afford work–life balance, and they adopt the nuclear model of family (Aryee, 2013; Noyoo, 2014). Most ladies in the formal sector are part of dual working couples and have fixed job schedules that go from morning to evening therefore, many families rely on hired domestic workers (Muasya, 2016). Role workload is a significant stressor related to important variables. In their study Aminah (2010) found that excessive role overload is associated with reduced employee well-being and that employee who perceive that their workload is more than they can cope with face greater work–family conflict. This is supported by Lingard & Francis (2006).

In their study Amstad, Meier, Fasel, Elfering and Semmer (2011) report that, work-family conflict occurs when, family demands and job demands are not compatible and where one or both family and job suffers. Workers who experience work-family

problems experience high strain and have higher rates of absenteeism, burnout and depression. Staffs may choose to cope with work-family conflict by either keeping separate or integrating these duties to more effectively balance these conflicting demands (Kinnunen, Feldt, Mauno & Rantanen, 2010).

A study by Lisa (2014) states that having a congruent work-family balance strategy with one’s supervisor can lead to many benefits as reducing work-family conflict for the employee. Thus, when a supervisor has congruent values with his or her subordinate, the supervisor will likely provide the most appropriate work-family support for his or her subordinate which can diminish work-family conflict. However, the link and mediating process between supervisor-employee value congruence and work-family conflict has not been ignored. In their research Pan and Yeh (2012) however, do not fully understand why value-congruence regarding boundary management strategies might reduce work-family conflict.

When employees have family-friendly policies or flexible work arrangements as organizational support, they will be inclined to feel less family to work conflict and work to family conflict (Hammer, Kossek & Bodner, 2010). Hence, organizations should adopt some favourable procedures to influence employees’ perceptions of support such as fair treatment, supervisory support, showing recognition, adapting work schedules to meet individual needs and family-friendly policies. While research has shown formal family-supportive practices to be instrumental in ameliorating the negative consequences of work–family conflict, there is recognition that many of these practices, such as provision of child care, are expensive to implement and that employees tend to be reluctant to use them because of concerns about the career penalties associated with their use (Aryee, Chu, Kim & Ryu, 2013).

Across many professions, employers are modifying traditional career and promotion systems by

implementing work-family programs. Reduced hours with prorated pay are now widely available to employees who have family responsibilities. Virtually all (98 percent) large and medium-sized U.S. law firms have adopted such programs (National Association of Law Placement, 2007). Reduced-hours programs are catching on in academia, too. State systems (notably California) are moving toward longer tenure clocks and part-time status for faculty (Briscoe & Kellog, 2011).

A study by Muasya (2016) report that, organizations in Kenya have not instituted telecommuting options, that allow employees to work from home or policies that permit work flexibility. Kenyan employers still have a long way to reach international standards in enacting family friendly work policies and practices. According to Banerjee (2012) flexible work-time provisions are likely reduce work/family conflict, especially the option to work part-time and the lack of sanctions for actually using flextime options. These effects continue even when supportiveness of the work culture and of supervisors and co-workers are in the equation. It was also found that higher levels of work demand and longer time spent in employment led to lower levels of quality time spent with families leading to lower perceived organization support (Malgorzata, 2013). It further reports that the main causes of work-life imbalance were excessive working hours and lack of schedule flexibility.

A study by Seligman (2011) indicate that common consequences of poor work-life balance are depression and distress, leading to lower productivity, poor work quality, higher absenteeism and staff turnover.

A study by Lockwood (2003) on work-life challenges and solutions she concluded that in global marketplace, as companies aim to reduce costs, it calls the human resource professionals to understand the critical issues of work-life balance and champion work-life programs (Tariq, Aslam, Siddique &

Tanveer, 2012). According to Wainaina, (2013) work-life programs have the potential to significantly improve employee morale, reduce absenteeism and retain organizational knowledge especially during bad economic times. The study further found that work-life programs offer a win-win situation for employers and employees particularly for companies losing critical knowledge when employees leave for other opportunities.

In a study conducted by Malgorzata (2013) on the impact of work-life balance on the wellbeing of employees in private sector in Ireland, they established that there was a negative effect of poor work-life balance due to high levels of work family conflict and family satisfaction. It reports that demand and pressure from work and family domains have an adverse impact on family satisfaction. The present study therefore attempted to investigate the influence of work-life balance on perceived organization support among academic staff in public universities.

METHODOLOGY

The study used mixed methods (qualitative and quantitative). Mixed methods research is a methodology for conducting research that involves collecting, analyzing and integrating quantitative (e.g. surveys) and qualitative (e.g. interviews) research (Tariq *et al.* 2013). In carrying out this study probabilistic sampling was adopted. This implied that all the members of the population were to stand a chance of being selected (Panneerselvan, 2007).

Sampling was done in two stages where in the first stage purposive sampling was used where all the old seven universities were picked first. The researcher then selected other five universities each from the five regions for the study, a university to represent the region should be a new university to have an equal representation of public universities.

The population of the study comprised of all the academic staff members in public Universities in

Kenya. For this study, target population comprised all the 5957 academic staff as provided by the Commission for University Education (CUE). This was necessitated as a result of some universities withdrawing support programmes such as fees subsidies and expenditure for staffs attending conferences (Masum, Azad & Beh, 2015). Simple random sampling was used to select the academic staff in which case each of them had an equal chance of being selected.

RESULTS

The study sought to investigate the influence of work-life balance on perceived organization support among academic staff in public universities in Kenya. Work-life balance was divided into work family support and flexible working constructs measured on five point likert scale from 5=Strongly agree, to 1= Strongly disagree. This was meant to ascertain whether academic staff was satisfied with the level of family support provided by their universities to boost their perceived organization support. The results obtained were presented in Table 1.

Table 1: Summary Table of Work-life Balance Items

	5	4	3	2	1	MR	SD
My employer provides work family support.	42(13.0%)	81(25.2%)	114(35.4%)	60(18.6%)	24(7.5%)	3.27	2.04
Because of the family support I receive from my organization I have an obligation to increase my efforts for the organization success.	34(10.6%)	78(24.2%)	112(34.8%)	72(22.4%)	26(8.1%)	3.06	1.10
My organization makes active effort to help employees when there is imbalance between work and family life.	14(4.3%)	47(14.6%)	116(36%)	103(32.0%)	42(13.0%)	2.65	1.02
My organization provides child care assistance (e. g. on-site child care).	14(4.3%)	33(10.2%)	59(18.3%)	79(24.5%)	137(42.5%)	2.09	1.18
I do not experience difficulties in combining work and family demands.	26(8.1%)	88(27.3%)	97(30.1%)	72(22.4%)	38(11.8%)	3.03	1.55
The higher the work schedule flexibility the higher is the work-life balance	56(17.4%)	95(29.5%)	84(26.1%)	68(21.1%)	19(5.9%)	3.31	1.15
I am allowed to choose time to report and lose work on a daily basis.	19(5.9%)	52(16.1%)	88(27.3%)	74(23.0%)	89(27.6%)	2.49	1.21
The use of flexible work options contributes to my success at work.	39(12.1%)	81(25.2%)	91(28.30%)	77(23.9%)	34(10.63%)	3.04	1.18
My organization gives me day-offs after some time to refresh my mind and have	29(9.0%)	60(18.6%)	93(28.9%)	75(23.3%)	65(20.2%)	2.72	1.23

time to spend with my family.								
The use of flexible work options makes me appreciate what I do.	40(12.4%)	67(20.80%)	102(31.7%)	80(24.8%)	33(10.2%)	3.30	1.16	
A flexible working option enables me to have confidence in work activities.	48(14.9%)	88(27.3%)	97(30.1%)	66(20.5%)	23(7.1%)	3.37	3.00	

From the results, Table 1 showed that, 38.2% agreed that the employer allowed them to spend adequate time with their families, 26.0% disagreed, while 35.4% moderately agreed. 34.8% of the respondents agreed that they had obligation to increase their efforts for organization success, 30.5% disagreed and 34.8% moderately agreed. The results also showed that 45% of the respondents disagreed that organizations took active efforts to help employees when there was imbalance between work and family life, 18.9% agreed and 36.0% moderately agreed. On whether organizations provided child care assistance 67.0% disagreed, 14.5% agreed while 18.3% moderately agreed. The respondents also showed that 35.4% agreed they did not experience difficulties in combining work and family demands, 34.2% disagreed while 30.1% moderately agreed. The results further showed that 45.7% of respondents agreed that the higher the flexibility in work schedule higher is the work-life balance, 27% disagreed, 46.9% agreed and 26.1% moderately agreed.

From the interview conducted majority of the respondents reported that universities provided academic staff with transport allowance, housing, medical social support child care burial. They also reported that they were given annual leave, maternity leave, and compassionate leave to be with their families. However, a few respondents lamented that lecturers were not ready to take their leaves as some universities operated in trimesters therefore denying their staff enough time with their families. There was also a response that some lecturers did not apply for annual leave that accumulated over years

because they would prefer to continue teaching to get paid for PSSP (Privately sponsored student programmes).

The study sought to establish whether staff were allowed to choose their reporting and closing time on daily basis, 50.6% disagreed, 27.3% moderately agreed and 22% agreed. It also noted that 34.5% disagreed that the use flexible work options contributed to their success at work, 37.3% agreed while 28.3% moderately agreed. The results further reported that 43.5% of the respondents disagreed that they were given day-offs to refresh their minds and had time with their families, 28.9% were neutral and 27.6% agreed. Whether flexible work options made them appreciate what they did, 33.2% agreed, 35.0% disagreed while 31.7% moderately agreed. 42.2% agreed that flexibility enabled them to have confidence in their work activities, 30.1% moderately agreed and 27.6% disagreed.

Flexible work options that gave them confidence in the place of work was fairly well described with mean rank of 3.3 in work-life balance according to the table, but the wide variability (3.0) in the responses for this item made it less reliable that leaves provision for work family support as the best explainer of work-life balance with a fairly lower variability in response. The bigger gap in work-life balance described by provision for child care assistance which in the respondent's opinion was the biggest challenge rank (2.09) meant that it was disagreed.

From the interview carried out on work flexibility, it was reported by most respondents that academic staff were sometimes allowed to participate in course

allocations which enables them to have flexibility on teaching time. They are in a position to organize with their Chairmen of Departments as per the favourable time for teaching especially when they have issues to attend to. However, a few of respondents report that it was not possible for flexibility to be allowed majorly because more lecturers may prefer specific times affecting the learning process.

Work-life Balance Performance Mean & Standard Deviation for all Universities

The overall mean rank for work-life balance for all universities was 3.552 and the standard deviation was 0.758. Therefore, only five universities namely; KU, TUM, Egerton, Chuka, and JKUAT had a mean rank for work-life balance above 3.552 (average for all universities). This meant a majority of universities (58%) did not score well on work-life balance, while five were above average. Those that had a below average were; MMUST, Maseno, Kisii, University of Kabianga, Moi, UON and Garissa Universities. These universities need to refocus their attention on work-

life balance issues to promote perceived organization support.

When work-life balance performance is compared across universities the highest results indicated a mean of 4.24 for Chuka University and a standard deviation of 0.698. The University with the lowest mean rank was Garissa University with a mean rank of 2.83 (SD=0.632)

Test for Linearity

Figure 1 below represented the scatter plot for work-life balance against perceived organization support. It showed an oval shape for data points indicating that there is a linear relationship between work-life balance and perceived organization support. The scatter plots showed the residual plots that are closer to the mean value indicating linear relationship with a steep gradient and less dispersion. This means the factor had a more consistent response across the sample.

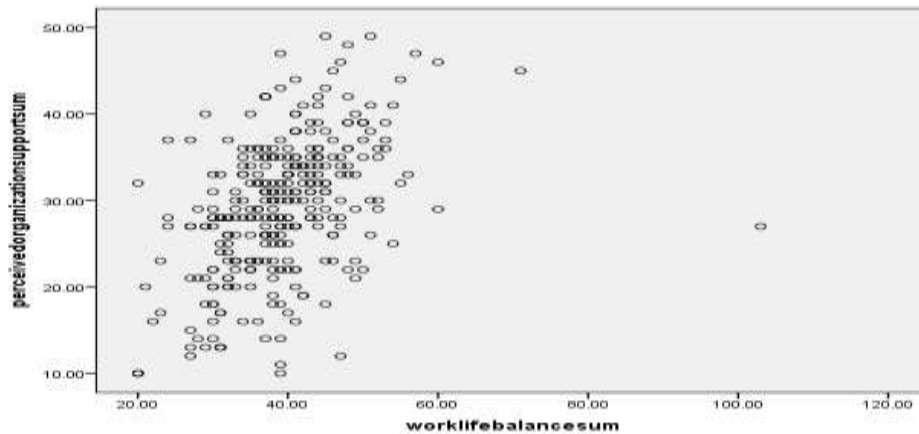


Figure 1: Linearity Graph for Work-life Balance and Perceived Organization Support

Correlation Analysis

Correlation analysis was carried out using Pearson correlation coefficient technique. The results obtained was that the influence of work-life balance on perceived organization support was positive and significant ($r=0.452^{**}$, $p=0.000$). This meant the relationship between work-life balance and perceived

organization support is positive, fairly strong and statistically significant. This finding was corroborated by the findings of Robbins and Judge (2013) who suggested that work-life balance through its constructs of work family support is positively and significantly related to perceived organizational support. Furthermore, this was consistent with the

findings of Suranji and Thalgaspitiya (2016) who also found out that work-life balance is significantly and positively correlated with perceived organizational support as it creates a feeling of obligation to serve for achieving organizational goals. Employees with high levels of perceived organization support judge their jobs more favourably, there is increase in job satisfaction, organizational commitment and are more interested in their work (Rhodes & Eisenberger, 2015). It is further supported by Wainaina, (2013) in his study on the effect of work-life balance practices available in the public and private universities in Kenya on academic staffs' organizational commitment who found that work-life programs have the potential to significantly improve employee morale, reduce absenteeism and retain organizational knowledge especially during bad economic times. This findings were also consistent with Gitahi, Waiganjo and Koima (2015) who opine that work-life were significant.

Regression Analysis

This study carried out a regression analysis by fitting the data on a linear regression model. For the predictor variable, work-life balance, a bivariate regression analysis was conducted. This was done to investigate the level of influence that the predictor variable on the dependent variable (perceived organization support). This assisted the study to determine the nature of the relationship between work-life balance variables and perceived organization support variables. To test the effects of the independent variable (work life balance) on the dependent variable (perceived organization support), a regression analysis was conducted. In relation to results from correlation, it was found that work-life balance has a positive and fairly strong but significant influence on perceived organization support ($r=0.452^{**}$, $p=0.000$). Nonetheless, to establish the specific nature of the influence, work-life balance (predictor variable 2) was regressed on perceived organization support and the results obtained presented in Table 2 and 3.

Table 2: Work-life Balance on Perceived Organization Support

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.452 ^a	.204	.202	.6994	.204	82.168	.000

a. Predictors: (Constant), work-life balance

The findings in the Table 2 showed the amount of variation on the predicted variable (perceived organization support) as explained by the predictor variable (work-life balance). The regression analysis yielded a correlation coefficient R value of 0.452 and $R^2 = 0.204$. This meant that 20.4 per cent of the variation in the predicted variable (perceived organization support) could be explained by work-life balance. The rest could possibly be explained by other variables not in this model. In addition, the results in Table 2 gave the F test value of 82.168, $p= 0.000$

which was large enough to support the goodness of fit of the model in explaining the variation in perceived organization support. This confirmed the usefulness of the predictor variable (work-life balance) on perceived organization support.

Similarly, the findings of the regression analysis revealed that there was a significant positive influence of work-life balance on perceived organization support. It implied that a unit increase in work-life balance would result in a 0.424 increase in perceived organization support. These findings

were supported by Junwei, *et al.* (2018) who opined that when employees are exposed to work-life balance opportunities, then they will exhibit high levels of perceived organization support. These was corroborated by Baral and Barghava (2010) who found out that there is a positive relationship between work-life balance and perceived organization support. This is further supported by Casper, Harris, Tailor and Wayne (2011); Kim (2014)

who opine that work-life balance has a positive effect on employees' affective commitment and perceived organization support. Consistently, Suranji and Thalgaspitiya (2016) in their study on the impact of perceived organization support for work-life balance on job outcomes in Sri Lanka had also established that work-life balance are positively related to perceived organization support.

Table 3: Unstandardized Coefficients of Work-life Balance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.629	1,869		6.756	.000
	Work-life balance	.424	.047	.452	9.065	.000

a. Dependent Variable: perceived organization support

Estimated regression equation for work-Life Balance

$$Y = 12.629 + 0.424WLB$$

The t-statistic of 9.065 and at a significance level of $p = 0.000$ mean the effect is positive and statistically significant. According to the results of both tests the null hypothesis is rejected and the alternative hypothesis is accepted. The study similarly rejected the null hypothesis that; H_{02} : *Work-life balance has no significant influence on perceived organization support among the academic staff in public universities in Kenya.*

Summary

The study highlights some of the important findings concerning work-life balance and perceived organization support. Such findings have a lot of implications to many universities because they the ones affected by the perception that their staff have on support they get. Work-life balance composed of work-family support and flexible working hour dimensions. The two dimensions had a total of 11 question items on which the respondents had been asked the extent to which they agreed with the declarative statements about work-life balance. The finding obtained showed that both work family

support and flexible working hours indicated that the influence of work-life balance on perceived organization support was positive and fairly significant ($r=0.452^{**}$, $p=0.000$). This meant the relationship between work-life balance and perceived organization support is positive, fairly strong and statistically significant.

The regression analysis yielded a correlation coefficient R value of 0.452 and $R^2 = 0.204$. This meant that 20.4 per cent of the variation in the predicted variable (perceived organization support) could be explained by work-life balance. The rest could possibly be explained by other variables not in this model. In addition, the results gave the F test value of 82.168, $p = 0.000$ which was large enough to support the goodness of fit of the model in explaining the variation in perceived organization support. This confirmed the usefulness of the predictor variable (work-life balance) on perceived organization support.

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organization support. It implied that a unit increase in work-life balance would result in a 0.424 increase in perceived organization support. These findings were supported by Junwei, *et al.* (2018) who opined that when employees are exposed to work-life balance opportunities, then they will exhibit high levels of perceived organization support. These was corroborated by Baral & Barghava (2010) who found out that there is a positive relationship between work-life balance and perceived organization support.

They also reported that they were given annual leave, maternity leave, and compassionate leave to be with their families. However, a few respondents lamented that lecturers are not ready to take their leaves as some universities provide trimesters tuition therefore denying their staff enough time with their families. There was also a response that some lecturers do not apply for annual leave that accumulated over years because they would prefer to continue teaching to get paid for PSSP.

CONCLUSIONS AND RECOMMENDATIONS

This study sought to investigate the influence of work-life balance on perceived organizational support among the academic staff in public universities in Kenya. To achieve this purpose, a specific objective and corresponding hypothesis were formulated and tested. The corresponding hypothesis were subjected to both correlation and regression analysis for testing. The findings revealed that work- life balance has a positive and significant influence on organization support of members of the academic staff in public universities in Kenya. However, this influence was found to be fair among the four predictor variables used in the study. Apart from flexibility in teaching hours, home working arrangements and getting opportunities to attend to personal matters the other practices are not practiced in the universities in Kenya. Availability of work-life practices may increase a feeling of positive support attitudes such as

perceived organizational support. Such practices also act as symbols of organizational concern for employees and on the basis of social exchange theory, employees will also reciprocate by showing commitment to the organization. Work-life balance practices will increase employee interest in and obligation to the organization. It was also concluded that it was very difficult to balance between work and family matters. This is as a result of continuous admission of students which does not allow academic staff to go for their annual leaves. There is no child care assistance provision in most universities in Kenya.

Those interviewed argued that employees are given leave to be with their families but lamented that most academic staff do not utilize such leave days to be with their families instead spend their leave days still working. It is also concluded that since most lecturers are involved in the allocation and timetabling then they must be comfortable with the flexibility they enjoy.

It was recommended that Government should provide support and assist universities and other organizations to introduce and implement policies for work-life balance. This may encourage them to introduce flexible working arrangements which may satisfy staff needs of their wellbeing addressed. The Government should also provide incentives to organizations that will put in place work-life balance practices as child-care assistance, recreational facilities and leave arrangements.

Areas for further research

In future, a comparative study should be carried out to find out whether the findings also apply to private universities in Kenya. It was also suggested that the same study be conducted among the manufacturing sector to validate whether the findings can be generalized to other sectors.

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