

WORK-LIFE BALANCE INITIATIVES AND JOB SATISFACTION AMONG
ADMINISTRATIVE STAFF IN PRIVATE UNIVERSITIES IN UGANDA: A CASE STUDY OF
BISHOP STUART UNIVERSITY

By

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12/MMSHRM/27/083

A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT SCIENCE IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER'S
DEGREE IN MANAGEMENT STUDIES (HUMAN RESOURCE MANAGEMENT) OF UGANDA
MANAGEMENT INSTITUTE

OCTOBER 2013

Declaration

I, Mark Donald Bikosa Mwesiga declare that the content of this document is my own work and have never been submitted to any other institution for any award.

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Date

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Approval

This report entitled “Work-Life Balance Initiatives and Job Satisfaction among Administrative Staff in Private Universities in Uganda, A Case Study of Bishop Stuart University”, has been done under my supervision and is ready for submission to the Higher Degrees Department for examination.

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Dedication

I dedicate this work to my parents Mr. Charles & Mrs. Miriam Bikosa because of their passion towards educating all of us their children. They prayed their part very well.

Acknowledgement

I am very grateful to Mr. Charles & Mrs. Miriam Bikosa for all the support they gave me while doing this work. I particularly thank my mother Mrs. Bikosa for her incessant encouragement. God bless both of you.

I am thankful to my wife Cathy for her love and prayers. I am also grateful to, Edmund, Edson, Peter, Michael and my sister Barbra for their moral support as I did this work. Thank you indeed and God bless you.

Lastly, I thank my supervisors Mr. Alfred Keneth Kiiza and Mr. Robert Mugabe for their guidance and contribution to this report.

Table of Contents

Declaration.....	ii
Approval	iii
Dedication.....	iv
Acknowledgement	v
CHAPTER ONE.....	1
1.2 Background to the study	1
1.1.2 Historical background.....	1
1.2.2 Theoretical Background.....	2
1.2.3 Conceptual background	3
1.2.4 Contextual background.....	4
1.6 Research Questions.....	6
1.7 Research Hypothesis.....	6
1.10.2 Content Scope	7
1.10.3 Time Scope	8
1.11 Operation definitions	8
LITERATURE REVIEW	10
2.1 Introduction.....	10
2.3 Conceptual Review	12
2.3.1 Conceptual Framework.....	12
2.4.1 Staff Counselling	14
2.4.2 Fitness activities.....	15
2.5.1 Annual Leave.....	16
2.5.2 Compassionate Leave	16
2.6 Flexible work arrangements and Job Satisfaction	17
2.6.1 Job Sharing.....	18

2.6.2 Flextime	19
2.7 Summary of Literature review	20
CHAPTER THREE	23
3.1 Introduction.....	23
3.2 Research Design.....	23
3.3 Study Population.....	23
3.4 Determination of sample size.....	24
3.5 Sampling techniques and Procedure	25
3.5.1 Purposive sampling.....	25
3.5.2 Simple random sampling	25
3.6 Data Collection Methods	25
3.6.1 Questionnaire Survey.....	26
3.6.2 Interviews.....	26
3.6.3 Documentary Review.....	26
3.7 Data collection Instruments	27
3.7.1 Questionnaire	27
3.7.2 Interview guide	27
3.8 Data Quality Control.....	27
3.8.1 Validity of Instruments	27
3.8.2 Reliability.....	28
3.9 Procedure of Data Collection.....	30
3.10 Data analysis and Management	30
3.10.1 Quantitative data analysis	30
3.10.2 Qualitative data analysis	31
3.10.3 Measurement of Variable.....	31
PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS	32

4.0 Introduction.....	32
4.1 Response Rate.....	32
4.2 Background characteristics of respondents.....	32
4.2.1 Distribution of respondents by Age	33
4.2.2 Distribution of respondents by Gender	33
4.2.3 Distribution of respondents by marital status	34
4.2.4 Education background of the respondents	35
4.2.5 Administrative Responsibility Held.....	36
4.3. Findings as per each objective	37
4.3.1 Health promotion and job satisfaction among administrative staff	37
4.3.3 Relationship between Health promotion and Job Satisfaction	41
4.3.4 Paid time off and Job satisfaction among Administrative staff of Bishop Stuart University	42
4.3.5 Flexible work arrangements and job satisfaction among administrative Staff	45
4.3.6 Relationship between flexible work arrangements and job satisfaction	47
4.3.7 Contribution of each independent variable on the dependent variable.....	48
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS	53
5. Introduction.....	53
5.1 Summary of findings.....	53
5.2.1 Health promotion and job satisfaction	54
5.2.2. Paid time off and Job Satisfaction	55
5.3 Conclusions.....	57
5.3.1 Health promotion and job satisfaction among administrative staff	57
5.3.2 Paid time off and job satisfaction among administrative staff.....	57
5.3.3 Flexible work arrangements and Job Satisfaction	57
5.4 Recommendations.....	58
5.4.1 Health promotion and job satisfaction among administrative staff	58

5.4.2 Paid time off and job satisfaction among administrative staff.....	58
5.4.3 Flexible work arrangements and job satisfaction.....	58
5.5 Limitations of the study	59
5.6 Contributions of the study.....	60
REFERENCES	62

List of Tables

Table 3.1	Total population, sample size and selection	25
Table 3.2	Content Validity Index results	28
Table 3.3	Reliability coefficient results	30
Table 4.1	Response Rate.....	32
Table 4.2	Age distribution of respondents.....	33
Table 4.3	Education background of the respondents.....	35
Table 4.4	Job responsibilities by the respondents	36
Table 4.5	Time Spent in the current Position	37
Table 4.6	Descriptive statistic results for health promotion and job satisfaction (N=60)	38
Table 4.7	Descriptive statistic results for job satisfaction (N=60)	40
Table 4.8	Correlation results of health promotion and job satisfaction.....	41
Table 4.9	Descriptive statistic results for paid off time and job satisfaction (N=60).....	43
Table 4.10	Correlation results of paid time off and job satisfaction	44
Table 4.11	Descriptive statistic results for flexible work arrangement and job satisfaction (N=60)	46
Table 4.12	Correlation results of flexible work arrangement and job satisfaction.....	47
Table 4.13	Model Summary	48
Table 4.14	Linear regression result for the predictors of job satisfaction	49
Table 4.15	Correlation between Health promotion and job satisfaction	50
Table 4.16	Correlation between Paid time off and job satisfaction.....	51
Table 4.17	F-test Results for Differences in flexible work arrangement and job satisfaction	52

Lit of Figures

Figure 4.1 Pie chart showing percentage distribution by gender34

Figure 4.2 Pie chart showing Respondent distribution by marital status.....34

Appendices

Appendix 1: Questionnaire for University Administrative Staff

Appendix 2: Interview Guide for Top Management Staff of Bishop Stuart University

Appendix 3: Introduction letter from UMI

Appendix 4: Map Uganda showing Location of Mbarara District where Bishop Stuart University
is found

Abstract

This study investigated work-life balance initiatives and job satisfaction among administrative staff. Bishop Stuart University was used as a case study. Work-life balance initiatives were conceived as the independent variable and job satisfaction as the dependent variable. The purpose of the study was to establish the effect of work-life balance initiatives and job satisfaction among administrative staff in private universities in Uganda. The objectives of the study were to establish the effect of health promotion on job satisfaction, to determine the effect of paid time off on Job satisfaction and to investigate the effect of flexible work arrangements on job satisfaction among administrative Staff of Bishop Stuart University. The study took a case study research design and both qualitative and quantitative methods of data collection and analysis were used. Data was collected using self-administered questionnaire and interview guide. Validity and reliability of research instruments were tested. Both descriptive and inferential statistical techniques of analyses were used. The study revealed a moderate positive correlation between health promotion and job satisfaction as well as a moderate correlation between paid time off and job satisfaction among administrative staff. The study also revealed a weak correlation between flexible work arrangements and job satisfaction among administrative staff. The study concluded that Health promotion and paid time off tend to be associated more with job satisfaction than the flexible work arrangements. The study recommends that institutions should invest heavily in health promotion activities, which can be utilized by employees, as this will enhance the physical fitness of employees that is important for employee job satisfaction. The researcher recommends that institutions should keep on encouraging and implementing paid time off initiatives as this helps workers to have enough time away from work to attend to personal issues. The researcher further recommends that institutions should not emphasize flexible work arrangements among administrative staff because they contribute less towards employee job satisfaction

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Every day, around the world, people invest precious time and energy into the world of work. For many, finding a balance between their families, leisure and social life while attaining job satisfaction, is a challenge (Guest, 2001). This study examined the relationship between work-life balance initiatives and job satisfaction among Administrative staff of private universities in Uganda, taking Bishop Stuart University as a case study. Work-life balance initiatives in this study were conceived as the independent variable while job satisfaction was the dependent variable. Work-life balance initiatives was measured in form of Health promotion initiatives, Paid time off and Flexible work arrangements. Job satisfaction was measured following Hausknecht, Hiller & Vance (2008), by asking staff about some aspects of their work like achievement or challenge of the job, relationships with co-workers, relationships with the job supervisor, responsibility, job security, and recognition and promotion opportunities for advancement as explained in the conceptual framework.

This chapter covers the background to the study, the statement of the problem, the purpose of the study, objectives, the research questions, the hypotheses, the scope of the study, the significance, justification and operational definition of terms and concepts.

1.2 Background to the study

1.1.2 Historical background

For many years, work-life balance has been a concern to those interested in the quality of working life and its relation to job satisfaction and the broader quality of life (Guest, 2001). As far back as the early 19th century, the United States (U.S) government understood that there is a

need to counter work with leisure time. In fact, as early as the 1800s the federal government issued measures that reduced the working hours for some government employees to 10 per day (Kamenou, 2008). The U.S government later passed the forty-hour workweek in the 1938 Fair Labour Standards Act. Following the female workers' demands for assistance in balancing work and personal responsibilities, the U.S government again enacted the 1978 Pregnancy Discrimination Act (Kamenou, 2008).

Work-life balance penetrated the management of European companies in the 1980s. In response, major organizations introduced programs like childcare, summer day camps, job sharing, leaves, telecommuting, and part time employment (Robbins, 2005). A number of global corporations continued to implement life-enhancing policies in 1990s when the concept was a boom (Guest, 2001).

In Africa, the concept of work-life balance evolved in the 1980s, mainly linked to enabling women to balance between employment and family obligations. Many African countries then started to provide for maternity leave though only three (Mauritius, Uganda, and Tanzania), adequately recognised paternity leave within their national laws (Mokomane, 2012). In Uganda, gender advocates have championed work life balance. The concern has been that, the challenges of balancing 'motherly' and job roles hinder women from attaining top management positions. According to Uganda's Population Action plan (2011), one of the major reasons why health care staffs abandon government jobs is to seek for work-life balance models elsewhere (Population Action Plan 2011).

1.2.2 Theoretical Background

This study was guided by Clark's work-family boarder theory developed in 2000, and Herzberg's two-factor theory published in 1959. The work-family boarder theory explains the concept work-life balance while Herzberg's is a great guide to understanding job satisfaction (Gurney, 2010).

According to border theory, individuals are motivated to achieve a level of personally defined “balance” between their work and family lives (Clark, 2000). Balance is constrained, however, by the individuals’ work and family role domains, and the ways in which these domains are similar or different. (Desrochers, 2004). Clark advances that “though many aspects of work and home are difficult to alter, individuals can shape to some degree the nature of work and home domains, and the borders and bridges between them to create some balance” (Clark, 2000).

On the other hand, Herzberg expounds the concept that man has two sets of needs: his need as an animal to avoid pain and his need as a human to grow psychologically (Nelson, 1976). According to Herzberg, individuals are influenced by sets of satisfiers and dissatisfies at the work place (Mamitsa, 2010). The work characteristics associated with dissatisfaction (hygiene factors) vary from those pertaining to satisfaction (motivators) in that motivators lead to satisfaction, although their absence may not necessarily lead to dissatisfaction (Gurney, 2010). According to Herzberg, hygiene factors are features of the job (policies and practices, remuneration, benefits and working conditions) while satisfiers are about the job content such as responsibility, self-esteem, growth, autonomy and achievement (Man, 2011).

1.2.3 Conceptual background

The concept work–life balance is inconsistently defined despite its widespread academic and applied interest (Grzywacz & Carlson, 2007). Frequently, researchers view work–life balance as the absence of work–life conflict (Greenhaus, Collins & Shaw, 2003). Work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities (Kalliath & Brough, 2008). Work-life balance initiatives are concerned with providing scope for employees to balance work and the time for the family, leisure, sports and other interests and that, this balance is healthy to both employer and employee (Armstrong, 2010).

Job satisfaction is the degree to which the members of a social system have positive and affective orientation towards membership in the system (Prince & Patche, 1972). It can also be defined as the pleasurable emotional state resulting from the perception that one's job is fulfilling or allowing the fulfilment of one's important job values (Locke, 1976).

A job is more than just the obvious activities of shuffling papers, writing programs, waiting on customers, or driving a truck. Jobs involve the interaction of workers and their bosses, meeting performance standards, living with the working conditions that are often less than ideal and all these values determine what is referred to as job satisfaction (Robbins, 2007).

Work-life balance is generally thought to promote job satisfaction while work-life imbalance arouses stress, detracts quality of life, and ultimately reduces individual's effectiveness at work (Kofodimos, 1993).

1.2.4 Contextual background

Bishop Stuart University (BSU) is a private, educational institution established in 2002 by Ankole Diocese of the Anglican Church of Uganda to provide higher education, training and research. The National council for Higher Education licensed BSU in 2006. (BSU, Brochure 2010). The University governing Council is the highest decision making body. The board of appointments and the board of finance both composed of members of the governing council are the key policy making boards of the University. BSU recognizes the significance of Human Resource Management (HRM) as a function in utilizing staff. The University has a documented human resources manual that contains major HRM policies and procedures.

Much as the HR manual does no mention the concept 'Work life-balance', the manual provides for work-life balance initiatives such as staff counselling, paid time off, maternity leave, compassionate leave, sick leave and flexible work arrangements such as part time and overtime

payments. (BSU HR Manual March 2012). The University has also often engaged staff in health promoting activities such as counselling and fitness activities like football and marathon games.

1.3 Problem Statement

Globally, organisations that utilise work life-balance practices have reaped job satisfaction of employees. This is because regardless of gender, all workers have family or other social responsibilities that employers should appreciate (Bailyn, Drago & Kochan, 2012).

Bishop Stuart University recognises the fact that it can only achieve its mission of producing multi-sectoral leaders through its staff. The University management has hence initiated a number of human resource reforms to ensure that staffs are committed, motivated and satisfied at their jobs (Ag. Vice Chancellor's remarks to the 25th University council meeting held 9th March. 2012). Key among the reforms is the introduction of work-life balance initiatives such as compassionate leave, staff counselling services, health promotion and overtime payment as enshrined in the March 2012 University Human Resources Manual.

With these innovations, Bishop Stuart University Staff are expected to be loyal, contented and happy at their respective jobs. However, according to the minutes of the University's Board of Appointments (BOA): neglect of responsibilities, low self-drive, ignoring rules and reluctance to learn are common among the administrative staff (BSU/BOA 20th April 2012).

As a result, in the last one year, two administrative staff were dismissed while sixteen have received warning letters (University Secretary's remarks BOA meeting on 14th September 2012). If these challenges remain, the ultimate aim of the university being competitive through its human resources will be defeated. This study is intended to investigate into effect of work-life balance initiatives on job satisfaction among administrative staff.

1.4 Purpose of the study

The purpose of the study was to establish the effect of work-life balance initiatives and job satisfaction among administrative staff in private universities in Uganda.

1.5 Objectives of the study

- i. To establish the effect of health promotion on job satisfaction among administrative staff of Bishop Stuart University.
- ii. To determine the effect of paid time off on Job satisfaction among Administrative Staff of Bishop Stuart University.
- iii. To investigate the effect of flexible work arrangements on job satisfaction among administrative Staff of Bishop Stuart University.

1.6 Research Questions

- i. What effect do health promotion initiatives have on job satisfaction among staff?
- ii. What effects do paid time off have on job satisfaction among staff?
- iii. What is the effect of alternative work arrangements on job satisfaction among staff?

1.7 Research Hypothesis

- i. Health promotion significantly, positively influences job satisfaction among staff.
- ii. Paid time off significantly, positively influences job satisfaction among staff.
- iii. Flexible work arrangements and job satisfaction are significantly highly related.

1.8 Significance of the Study

This study might be useful to Human Resource Managers in private Universities in Uganda as they study, formulate and implement human resource policies in relation to work life balance to foster job satisfaction among staff. The study may be beneficial to future students wishing to study the concepts of work life balance initiatives and job satisfaction especially in private higher

institutions of learning. This study may also enhance the researcher's knowledge in the field of work life balance and its ultimate role on job satisfaction of staff in organizations.

1.9 Justification of the Study

There are no major studies in universities on work-life balance and job satisfaction in Uganda. Yet, universities have increased working hours for their staffs. Universities are creating programs for the diverse student interests like evening and weekend classes. 'Too much work' is the norm for staff in universities with little time left for other life needs. What is unknown is the effect of work-life balance initiatives on job satisfaction. This study sought to address this knowledge gap.

1.10 Scope of the Study

1.10.1 Geographical Scope

The study was carried out at Bishop Stuart University (BSU) located in South Western Uganda in Mbarara Municipality approximately 5 kilometres on Buremba road. BSU has approximately 5000 students and 250 staff (Academic and Administrative). It offers Degrees, Diplomas and certificates on a range of academic disciplines. The University occupies approximately 120 acres of land on kakoba hill, Mbarara Municipality, Mbarara District, in Uganda. It is located about five hours drive from Kampala Capital City.

1.10.2 Content Scope

The study looked at work-life balance initiatives with limits to health promotion, paid time off and flexible work arrangements Job satisfaction will be limited to effects in terms of advancement, recognition, achievement and responsibility.

1.10.3 Time Scope

The study utilized the data for five years (2008- 2012). During this period, Bishop Stuart University came up with various human resources management policies for staff job wellbeing and performance.

1.11 Operation definitions

For purposes of this study, the following terms were defined as follows:

Achievement

The feeling that one is doing a challenging job but still using their talents and skills to accomplish set goals and receiving regular and timely feedback from the supervisor.

Acknowledgement

This means the evidence of recognition of effort and good work done by a staff member.

Advancement

The evidence of progress in promotion from one job level to another, acquisition of more high skills or attainment of an additional academic qualification that makes the staff feel more valuable at work.

Flexible work arrangements

Work arrangements which allow flexibility in balancing work, home and other personal life needs.

Job satisfaction

This means a positive feeling by the employee that a particular job enables achievement, advancement, responsibility and recognition.

Paid time off (PTO)

This means the period stayed away from work but still paid a normal work time pay.

Responsibility

This means work ownership, freedom and power to carry out tasks and available opportunities for more accountability.

Work Life balance

This means the situation of no conflict between time for work and time for other needs. The situation where time for work and time for other personal needs do not conflict.

Work Life balance initiative

Any practice instituted by Bishop Stuart University to ensure work life balance among its employees.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed related literature to work-life balance initiatives (independent variable) linking its dimensions of health initiatives, paid time off and alternative work schedules to job satisfaction (dependent variable). The chapter contains the theoretical review, conceptual review, thematic review and summary of literature review.

2.2 Theoretical review

This study was guided by Herzberg's Two-factor theory of 1959 and Clarks' Work-Family Boarder theory of 2000. According to Herzberg, job satisfaction or dissatisfaction is affected by two different sets of factors. He notes that if the nature of work can fulfil needs such as achievement, status, growth, and self-realization, then there would be satisfaction. However, the absence of these may not necessarily lead to dissatisfaction (Herzberg, 1965). The other set are the hygiene factors that include supervision, interpersonal relations, working conditions, salary, company policy and benefits. Therefore, according to Herzberg satisfaction and dissatisfaction may not be measured on the same continuum (Lodahl, 1964).

Herzberg's Two-Factor theory came as an urgent need for better insight about the attitudes of people towards their jobs due to the prevalence of job dissatisfaction indicators such as strikes in the 1950s (Herzberg, Mausner, Peterson, & Capwell, 1957).

Since its first publication, Herzberg's theory has been widely accepted, but also critiqued (Noell, 1979). To some scholars, Herzberg advanced Maslow's main, physiologic theory and fortified it with his (Man, Modrak, Dima & Pachura, 2001).

Herzberg replicated his theory in 1965 in another study on lower level supervisors in Finland (Herzberg, 1965). The Sociological Research Laboratory in another study concluded that the most effective attitudinal factor for good job performance is satisfaction with the kind of work. This concurs with Herzberg's two-factor theory of job satisfaction (Herzberg, 1965).

However, when the two-factor theory was tested among construction workers in Bangkok, the study did not provide support for the theory (Ogunlana & Chang, 1998). Again, according to another study of 835 university employees it was found out that job satisfaction is affected mainly by age and educational level other than Herzberg's earlier findings of two sets of factors (Schroder, 2008).

In her work-family boarder theory, Clark defined 'balance' as "satisfaction and good functioning at work and at home, with low levels of role conflict" (Clark, 2000). According to Clark, workers can influence the permeations that encroach on work from home (family pictures in offices, home insights and phone calls from home) as well as those from work (work brought home, work insights at home and client's phones calls) for a healthy work-home balance (Clerk, 2000). Donald & Linington (2009) agree with Clerk that someone in control of both domains (work and family) may balance them (Donald & Linington, 2009).

Critics of Clark's theory argue that the theory is gender insensitive. For example that the border between work and family is more important to women than men. Accordingly, women naturally have more family responsibilities (Emslie & Hunt, 2009). Clerk has been criticized for concentrating on balancing work and family, leaving out other aspects of life that interfere with work (Gurney 2009, Kamenou, 2008).

Clark was mindful of his critics by stating the family is an important aspect of many workers lives and that this is not to disregard other areas of life (Clerk, 2000). The Work-family boarder theory is therefore relevant to this study in a sense that it is mindful of the workers desire to balance work domains and family domains. This particular theory was again chosen to guide this

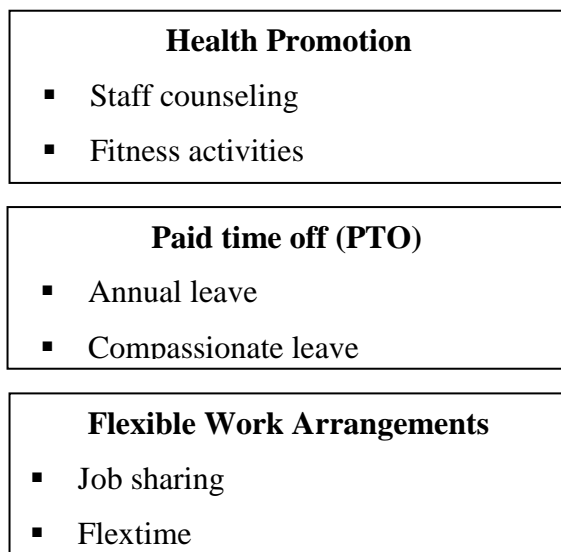
study because of its clarity on the concept of work-life balance and its appreciation of the desire for most workers to balance between their jobs, families and other aspects of life.

2.3 Conceptual Review

2.3.1 Conceptual Framework

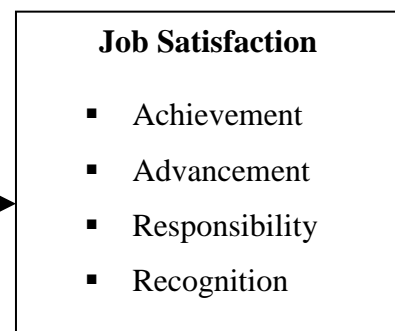
Independent Variable

Work-Life Balance Initiatives



Dependent Variable

Job Satisfaction



Source: Adopted from “Managing the work-life balance Act” by C.A Thompson 2002, aspects for measuring Job Satisfaction by Hausknecht, Hiller & Vance 2008, and modified by the researcher.

3.2 An explanation of the Conceptual framework

Contemporary managerial interest in balancing work and life is because of the trend that working conditions are becoming increasingly stressful and affecting job satisfaction (Judge & Colquitt, 2004). Employees value jobs that promote work-life balance. In a Harvard study for example 82% of working men said that “family –friendly” work schedule was the most important job criterion (Robbins, 2005). Therefore, most employers offer work-life balance programs such as health promotion, paid time off and flexible work arrangements to foster work satisfaction among their staff (Kreitner & Kinicki, 2004). It is taken that granting these programmes yields job

satisfaction. An example of such employer is Arbitron, this Columbia Radio station pays off winter fest party annually to foster job contentment among its employees (Kreitner & Kinicki, 2004). According to Hausknecht, Hiller & Vance (2008), Job satisfaction can be measured by asking staff about their satisfaction with some aspects of their work, which include achievement or challenge of the job, relationships with co-workers, relationships with the job supervisor, responsibility, job security, and recognition and promotion opportunities for advancement. These aspects come from the original design by Warr, Cook & Wall (1979)

According to Pamela, Perrewe and Wayne (2001), employees who are able to utilize work-life balance initiatives consequently attain job satisfaction (Pamela, Perrewe & Wayne, 2001).

As shown in the conceptual framework, the utilization of initiatives such as health promotion paid time off and flexible work arrangements is taken to result in to job satisfaction among employees.

2.4. Health promotion and Job Satisfaction

Job satisfaction is viewed as a pleasurable or positive emotional state resulting from job appraisal of one's job or job experiences (Vandenabeele, 2009). According to Buchko (1998), job satisfaction is "the degree to which employees have a positive affective orientation towards employment by a given organisation". It is caused by many factors including a state of mind created by a conducive health environment at a work place (Buchko, 1998).

The Centres for disease control (CDC) (2005), defines staff health promotion as opportunities for employees to improve their health status through activities like health assessments, health education, health-related fitness activities and counselling (CDC report 2005). According to Neema (2009), Lack of health initiatives at the work place increases workers risks of acquiring cardiovascular disease, diabetes, metabolic disorders cancer and stress. All these conditions

affect the individuals' work satisfaction and morale especially if the employer is unbothered (Neema 2009).

2.4.1 Staff Counselling

Employee counselling is a way of enhancing mental as well as emotional health of the people in the organization through conversations with supervisors or management consultants. It is done through orientation, training program, and effective one-on-one communication (Ray, 2011). Accordingly, a third of an employee's time is spent in an often-stressful environment that influences their health (Joubert & Beer, 2010). These stressful challenges arise from within employees themselves, from within the organizations and from outside the organisations (Maicibi, 2007).

According to Ray (2011), counselling empowers the troubled employees to manage their lives, to take up social or professional responsibilities and on how important decisions are made and executed and this improves job satisfaction (Ray, 2011). Given its importance, staff counselling should be part of the day-to-day interactions between a supervisor and individual employees (Maicibi, 2007; Ray, 2011).

Thomas, (2006) found out that organizations that have employed counsellors with the intention of helping their fellow workers cope up with challenges of work and home related problems have created a favourable environment that is conducive workers to concentrate on their work due settled mind. This has led to increase in job satisfaction that has created job satisfaction as well as increase in productivity that has resulted into increased performance of organizations. This observation was also confirmed by (Hirschman, 2008) who said that counselling creates a settled mind that is reflected in employee satisfaction at a place of work where it is practiced.

Gregory, (2000) found out that some of the problems that encourage labour turn over in most an organization is lack of satisfaction and yet some of the problems are psychological in nature that

requires counselling. He further said that organizations that have emphasised counselling at work places, job satisfaction have increased which is reflected in a reduced labour turnover.

2.4.2 Fitness activities

According to United States Department of Geology (2002), the United States Congress first recognized the importance of maintaining a healthy and fit Federal work force in 1946. Personnel officers were advised that physical exercises improve employee health, work morale and job satisfaction (U.S. Department Geological survey report, 2002).

A study 'Examination of the factors that predict job satisfaction' asserts that fitness activities play an important role in building work teams, which are positively related to job satisfaction (Amini, 2009). Kelly 1999, advises that to best benefit from fitness programs, organisations should support policies, maintain fitness schedules for all staff, reward staff committed to physical exercises and diversify fitness activities. Fitness activities for staff include jogging, aerobics and finding five minutes each day to stretch and release the tensions of a long meeting or day at work (Kelly, 1999).

Organisations should keep fitness centres, recruit fitness instructors and institutionalise physical exercise timetables for staff. Such initiatives improve the general working environment for attraction and retention of staff. (Guidelines for a Coordinated Approach to School Health July, 2007).

2.5 Paid Time Off and Job Satisfaction

Employee leave benefits are one of the most important job satisfaction factors (Society Human Resource Managers (SHRM) Job Satisfaction survey report, 2008). Paid Leave is an important tool in the retention efforts for the current and future workforce. Paid time off initiatives include; annual leave, vacation leave, sick leave, personal days, holidays and compassionate leave (Malveaux, 2008)

2.5.1 Annual Leave

According to section 54 subsection (a) of the Employment Act 2006 of Uganda, every employee is entitled to a holiday with full pay at the rate of seven days in respect of each period of a continuous four months' service in a year. As a practice, some organizations grant employees in their services 30 days and leave allowance to ensure comfortable rest for the employees and their families (Maicibi, 2007). Annual leave is important for employees to re-charge and re-fresh, de-stress, broaden horizons and to remind themselves that they are people and not just workers (Donald, 2009).

Some organizations monetarily compensate the days that employees to forego their annual leave (Maicibi, 2007). This may explain why some people prefer more work than leave. Managers therefore need to ensure that employees stick to annual leave rosters (Stevens, Brown & Lee, 2004).

Efficiency and effectiveness of an employee is created by organizations that promote annual leave that go with all financial benefits (Gregory, 2000). Leave is regarded as stress reliever from the duties and challenges of organizations activities. This is because as one gets it, he/she tends to go in environment of laxity, which leads to repair of the worn out cells of the body created because of over working. This situation if accompanied by all the benefits offered by the organization, an employee is likely to enjoy his/her work something that creates job satisfaction (Hirschman, 2008).

2.5.2 Compassionate Leave

Compassionate leave is time off work granted to employees so that they can provide care to a family member who has a serious medical condition with a significant risk of death. The staff stops work and goes to care for a loved one, knowing that the job is secure (Maicibi, 2007). This

practice recognizes the personal needs of individuals at work and improves job satisfaction (Smith, 2003).

According to the University of Nottingham, leave policy 2005, compassionate leave is granted in a range of circumstances, primarily to afford staff time to come to terms with the news of a bereavement, serious illness and severe personal relationship problems. Normally employees are granted up to five working days (Nottingham University leave policy, 2005).

Smith, (2003) emphasizes that the demands of caring for a gravely ill family member can jeopardize both ones job satisfaction and concentration. Compassionate should therefore be a norm in companies (Smith, 2003).

Companionate leave becomes one of the motivator organizations give to their employees that enable them attend to their personal activities. This has resulted into job satisfaction, which has reduced labour turnover and its associated problems to organizations (Ronald, 2009).

According to Phillips, (1990) much as some turnover is considered positive, as it helps to refresh knowledge and ideas in the organization, high rates of turnover among key employees can have grave consequences for the organization. Phillips went further and found out that turnover costs an average of 1.5 times the annual salary for the job and this direct impact on organizational costs affects organizational effectiveness (Yanadori & Kato 2007). In addition, the loss of key employees can cause the company to lose competitive advantage because individuals transfer their knowledge to the firm's competitors (Zawacki 1993).

2.6 Flexible work arrangements and Job Satisfaction

Flexible work arrangements are any one employer provided spectrum of work structures that adjusts the time or place at which work is done on a usual regular basis (Rocereto, Gupta & Mosca, 2011). These arrangements allow flexibility in balancing life demands and enhance job

satisfaction. Flexible work arrangements take the forms of job sharing, flexitime and compressed workweek (Lutherns, 2005).

2.6.1 Job Sharing

Job sharing is the splitting of a full time position into two people. To put it simply, two employees share a typical forty-hour position by each working twenty hours (Lutherns, 2005).

Traditionally Job sharing was viewed as a way for companies to retain morale among talented women, and for women to continue advancing their careers while achieving job satisfaction.

Today, Job sharing is also used to satisfy the needs of workers with significant commitments in addition to their careers, particularly, those continuing their education, or people near retirement (Miller & Cremona, 2009).

Job sharing is still a relatively uncommon practice in some industries. In a study done by the American Business Collaboration, only 1% of respondents said that they used job sharing (American Business Collaboration, 2007).

Some of the reasons for this are that: job sharing is costly, job-sharing managers fail to manage employees and that it is hard to recruit for (Lutz, 2012).

However, the benefits of job sharing to employees and to employers outweigh its suspected weakness (Lutz, 2012). When employees job share, they are grateful, leading to increased loyalty, job satisfaction and increased productivity (Hirschman, 2008). Again, when two minds are working together on something, more creativity and talent can lead to better results (Lutz, 2012).

According to Thomas (2006), job sharing produces positive results when the people sharing the tasks are skilled enough to complement each other and at the same time able to comply with the rules and regulations of work. In organizations where this activity is encouraged, job satisfaction tends to be high' as a result the organization's performance improves.

2.6.2 Flexitime

According to Hicks & Klimoski (1981), flexitime is “a policy in which the traditional fixed times that employees start and finish the working day are replaced by a framework within which employees are allowed some freedom to choose their starting and quitting hours” (Hicks & Klimoski, 1981).

According to Perrin (2001), the concept (flexitime) was first introduced in 1967 in Germany (Perrin, 2001). In flexitime arrangements, there is always ‘core time’. This is the busier period during the working day when all employees are required to be at work. (Lutz, 2012). Flexitime is the characteristic of the scientific community, in which results matter more than clock hours (Perrin, 2001).

Flexitime may affect teamwork by having employees come and go at deferent times (Travis, 2010). However, the benefits of flexitime among workers include; improved job satisfaction, low absenteeism, reduced tardiness and ultimately improved organizational performance (Hicks & Kliminski, 1981). Work life balance issues have been found to affect one’s identity, well-being and quality of functioning (Cinamon & Rich, 2010).

To minimize employee’s work life- balance issues, organizations have turned to policies such as flexitime, on-site childcare, and other mechanisms to ensure that engaging in one’s family does not interfere with work (Rothbard, 2001). These policies and programs may assist in alleviating difficulties in managing multiple roles, thus enhancing employee’s quality of life (Haar & Roche, 2010). The success of such policies appears to be linked to the front line supervisor (Cinamon & Rich, 2010). An understanding and supportive supervisor can increase an employee’s confidence, provide valuable resources, be understanding, flexible and support the employee (Thornhill & Saunders, 1998). Purcell and Hurchinson (2007) found that supervisory leadership was among the most important factors, explaining positive psychological contracts, work satisfaction, felt excitement at work and loyalty to customers, colleagues and supervisor.

While most companies have restrictions on the number of paid days off employees can take each year, some companies are experimenting with offering employees an unlimited number of paid time off days per year. One benefit to employers is that since employees are not able to accrue paid time off, employers are not forced to pay a lump payout for unused paid time off if an employee leaves the organization yet as more number of unlimited days are given out, employees satisfaction increases to the benefit of their organizations (Kara, Kayis & O’Kane, 2002); Porter and Ayman (2010).

However, Neema (2009) did not find a significant relationship between flexible time arrangement and job satisfaction. This is because what determines employees’ satisfaction is a set of factors of which some are internal to the organization where the employee works but others are external which are outside the organization’s control. Neema therefore concluded by saying if flextime is among the factors influencing job satisfaction, its contribution is minimal and therefore insignificant.

2.7 Summary of Literature review

One obvious reason for the continued interest in studying job satisfaction has been its long assumed role in the prediction of employee efficiency and wellbeing (Spector, 1997). In the work-family border theory, Clark defined ‘balance’ as “satisfaction and good functioning at work and at home, with low role conflict (Clark, 2000). Herzberg in his two-factor theory advanced that workers are satisfied by recognition, advancement, advancement and status (Lodahl, 1964).

Work–life balance has been described as the self-perceived, satisfactory integration of personal time, family care, and work with a minimum of role conflict (Clark, 2000). Though employers offer work-life balance programs to improve life programs and job satisfaction, there is no

concrete evidence to ascertain the link between these programs and job satisfaction (Kreitner & Kinicki, 2004).

Some studies considered health promotion a facilitator for balancing work, home, leisure and improved job satisfaction (Williams 2007, Kelly 1999 & Gurney, 2010). A review of the literature revealed that unlike compassionate leave, annual leave is a legal entitlement to full time employees in most countries and organisations. In addition, though some employees prefer pay to leave, annual leave enables relation and improves worker morale (Smith, 2003; Maicibi, 2007; Stevens, Brown & Lee, 2004). More so, most literature agrees that compassionate leave is key to allowing time off at short notice when staff needs time to connect with bereavement, serious illness or injury of a relative (Maicibi, 2007 & Donald, 2009).

Flexible work arrangements are associated with a variety of important organizational attitudes and outcomes: productivity and performance, job satisfaction, absenteeism, and satisfaction with work schedules. (Briggs, Huff, Wright, and Neuman 1999 Lambert, Marler, & Gueutal, 2008)

The literature review also shows a link between Work-life conflict and job dissatisfaction, turnover intentions, absenteeism and stress while work-life balance is associated with job satisfaction, workers health, reduced absenteeism and productivity (Lutherns, 2005).

The current challenge for the organizational leader is to ensure that in addition to work, employees are able to attend to other life need such as, counselling, sports, child care and medical care. (Bailyn, Drago, & Kochan, 2012; Bird, 2006).

The literature reviewed was all about work-life balance initiatives and job satisfaction. It was about the elements of work-life balance namely health promotion, paid time off and flexible work arrangements. However, the extent to which these elements influenced job satisfaction was not emphasised by the literature reviewed. This was seen as a knowledge gap that guided the study. The study therefore examined the extent to which health promotion, paid time off and

flexible work arrangements influence job satisfaction among administrative staff in institutions. The findings are also in agreement with that of Amini (2009) who predicted that fitness activities play an important role in building work teams, which are positively related to job satisfaction.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents a detailed description of the research methodology. Methodology is the system of explicit rules and procedures on which research is based and against which claims for knowledge are based. (Nachmias & Nachmias, 1992). Methodology includes a description of the research design, sampling techniques, instrumentation as well as data analysis techniques.

3.2 Research Design

This study utilised a case study research design where both quantitative and qualitative approaches for data collection and analysis were used. Oso and Onen (2008), defines a case study design as an intensive descriptive and holistic analysis of a single entity or a bounded case. Case studies involve in depth contextual analysis of matter relating to similar situation in other organizations (Sekaran, 2003). A case study enabled the research to gain an in depth understanding of the context. Quantitative approach enabled collection of numerical data in order to explain, describe, understand, predict or control the phenomenon of interest. This design helped the researcher to quantify the views of respondents towards certain variables and draw statistical conclusions ((Amin, 2005). However, the quantitative research design lacks the ability to understand the respondents' point of view. Qualitative design filled the gap by enabling the researcher to capture feelings, opinions and other subjective variables (Amin, 2005 p 216).

3.3 Study Population

Study population is the universes of units from which a sample is selected (Bryman, 2008). For this study, the study population included University top Management staff (vice chancellor, university Secretary, Academic Registrar and Dean of Students), administrative staff (administrative assistants, secretaries, Librarians, accountants, security and estates staff).

3.4 Determination of sample size

A sample is the segment of the population that is selected for investigation. It is the subset of the population (Bryman, 2008 & Amin, 2005.). The sample size was determined using Taro Yamane’s formula. The sampling error is usually 0.01 to 0.05. The sampling error of 0.05 was adopted with confidence level of 95% (Miaoulis & Michener, 1976).

Taro Yamane’s formula;

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

where:

n= sample size

N= population size (the universe)

e = sampling error

^ = raised to the power of Yamane statistical formula; and the confidence level was 95%

Therefore, the sample size for the study was 64.

Table 3.1. Total population, sample size and selection

Category	Target Population	Sample size	Sampling technique
Vice Chancellor	01	01	Purposive
Academic Registrar	01	01	Purposive
University Secretary	01	01	Purposive
Dean of Students	01	01	Purposive
Secretaries	17	13	Simple Random
Administrative Assistant	19	15	Simple Random
Accountants	10	07	Simple Random
Librarians	12	10	Simple Random
Estates staff	10	07	Simple Random
Assistant Registrar	02	01	Purposive
Security Staff	11	07	Simple Random
Total	85	64	100%

Source: Survey

3.5 Sampling techniques and Procedure

Sampling technique is a description of the strategies that the researcher uses to select representative elements/subjects/respondents from the target/accessible population (Oso and Onen, 2008). It is a plan for obtaining a sample from a given population (Kothari, 2009).

3.5.1 Purposive sampling

Purposive sampling is a technique in which the required information is gathered from specific groups of people on some rational basis (Sekaran, 2003). This technique was used to select the top management staff. In addition to being part of the administrative staff, this category of respondents is highly involved in handling human resource issues and therefore deemed familiar with Human resource management affairs at Bishop Stuart University. As Amin (2005) advises, the researcher selected the respondents purposively because of their experience and knowledge about the required information.

3.5.2 Simple random sampling

Simple random sampling is a technique of obtaining a sample from the population in a way that samples of the same size have equal chances of being selected (Amin, 2005). This technique was used on the target category of other administrative staff. This technique was preferred because it is non-biased as each administrative staff had equal and independent chance of being included in the sample (Sekaran, 2003).

3.6 Data Collection Methods

Data is anything admitted as a fact, on which research inferences are based (Oso & Onen, 2008). The plans for data collection procedures include identification of an adequate methodology as well as the development of valid and reliable data collection instruments (Amin, 2005). For this

study, a triangulation of methods of data collection was used to collect both qualitative and quantitative data.

3.6.1 Questionnaire Survey

A questionnaire survey was utilized to obtain data from administrative staff. This was preferred because it enabled the researcher to obtain data more efficiently in terms of research time and cost. Besides this method enabled the researcher to collect more reliable data since it enabled the respondents filing the questionnaires in their own time and mood and at the same time respondents were able to consult their documents for the questions that required recalling and making consultations.

3.6.2 Interviews

Interview method was used to collect data from top management staff. This method was preferred because it helped the researcher to get more detailed information since it involves probing for more detailed information. The method was also flexible in terms of changing questions as the research preceded. There was also high response rate mainly because it was difficult for a respondent to completely refuse to answer questions or to ignore the interviewer (Basheka et al 2010).

3.6.3 Documentary Review

Documentary review refers to the critical examination of recorded information related to the issue under investigation. The researcher reviewed reports, the HRM Manual, journals, staff terms and conditions of service and meeting minutes of BSU to obtain information about work-life balance and job satisfaction. Furthermore, secondary data was obtained from scholarly journals, government documents (Employment act and workers compensation Act), conference papers, published books, research papers and recognized websites about the research topic.

3.7 Data collection Instruments

Creating data collection instruments is an extremely important aspect of a research project. This is because data collection instruments provide the input to the study and therefore the quality and validity of the output, the findings are dependent on these instruments (Kumar, 2011). This study used a questionnaire and interview guide as data collection instruments.

3.7.1 Questionnaire

The questionnaire is a self-report instrument for gathering information about a variable (Amin, 2005). The researcher prepared a questionnaire consisting of interrelated questions about the research problem. The questions followed the objectives of the study. The instrument was made up of close-ended questions accompanied by a list of possible alternatives from which respondents selected the answers that best described their situation (Mugenda & Mugenda, 2005). The instrument was self-administered to administrative staff to obtain the required information.

3.7.2 Interview guide

An interview guide is a set of questions that the interviewer uses when interviewing (Mugenda and Mugenda, 2005). An interview guide with open-ended questions following the objectives of the study was developed and used to guide the researcher to ask questions about the study.

3.8 Data Quality Control

3.8.1 Validity of Instruments

Validity is understood as the ability to produce findings that are in agreement with theoretical and conceptual values. Validity answers the question of whether instruments/indicators measure what they are supposed to measure (Sarantakos, 2005). Questionnaire pre-testing was done, to ensure that the questionnaires contained appropriate questions covering all possible dimensions

of the research topic (Sarantakos, 2005). As advanced by Amin (2005), content validity was determined by expert judgment. Experts in the area under the study were asked to assess the content of the questionnaires and interview guide. The content validity index (CVI) was calculated to give the assurance for the validity of the instruments to be used. The content validity was determined by;

$$\text{CVI} = \frac{\text{Number of Judges that declared the item valid}}{\text{Total number of Judges}}$$

(To get the inter-judge Coefficient)

This process was repeated for all the items in the instrument and the average was computed. The instrument was accepted as valid after attaining an average index of 0.7 as advised by Amin, 2005. This was obtained using the formula: $\text{CVI} = (\text{number of items declared valid}) / (\text{Total number of items})$.

Since the instruments had an average index of 0.7 or above, they were accepted as valid (Amin, 2005). The content validity index was computed and elicited results are presented in table 2.

Table 3.2 Content Validity Index results

Research	Total No of items	Number of	Content Validity Index
Questionnaire	29	25	0.862
Interview guide	12	9	0.750

Table 3.2 shows that CVI of the questionnaire was 0.862 and the interview guide was 0.750 which was above 0.7, it was therefore concluded that all instruments used to collect the data for this study were valid.

3.8.2 Reliability

According to Sarantakos 2005, a method is reliable if it produces the same results whenever it is repeated, and is not sensitive to the researcher, the research conditions or the respondents. Amin, 2005 emphasizes that reliability is the degree to which the instrument consistently measures

whatever it is measuring. The study utilized the internal consistency technique to determine the reliability of the research instruments. Using internal consistency technique, reliability of the instrument was determined from scores obtained from a single test administered by the researcher to a sample of the subject (Mugenda & Mugenda, 2003). When the scores obtained in one item correlate with scores obtained from other items in the instrument then reliability was established.

To determine how items correlate among themselves, the study computed Cronbach's Coefficient Alpha. Cronbach's Alpha is a general form of Kuder-Richardson (K-R) 20 formula (Mugenda & Mugenda). The formula is given as:

$$KR_{20} = \frac{(K)(S^2 - \sum s^2)}{(S^2)(K-1)}$$

Where:

KR_{20} = Reliability Coefficient of internal consistency

K = Number of items used to measure the concept

S^2 = Variance of all scores

s^2 = Variance of individual items

The research instrument is taken to be reliable if Cronbach's coefficient Alpha (α) is above 0.7 (Amin, 2005). This study computed the reliability of the instruments using Cronbach's coefficient Alpha (α). The elicited results are presented in table 3.3

Table 3.3 Reliability coefficient results

Alpha	Variable	No. of items
0.81	Health promotion	8
0.82	Paid time off	4
0.74	Flexible work arrangements	8
0.72	Interview guide	12
0.85	Job satisfaction	7

Source: Primary data

Table 3.3 shows that Cronbach's coefficient Alpha (α) was 0.81 for health promotion, that of paid time off was 0.82, that of flexible work arrangements was 0.74, that of interview guide was 0.72 and that of job satisfaction was 0.85. Since the results were above 0.7 for each item, it is concluded that the instruments this study used to collect data were reliable.

3.9 Procedure of Data Collection

After the approval of the research proposal, the researcher obtained an introductory letter from Uganda Management Institute to the Management of Bishop Stuart University seeking permission to carry out research. This letter helped the researcher to get permission to access the documents, to interview top management staff and give questionnaires to administrative staff.

3.10 Data analysis and Management

Data analysis is the process of bringing order, structure and meaning to the mass of information collected (Mugenda & Mugenda, 2003). After collecting questionnaires and conducting interviews, the researcher continued to analyze the data using quantitative and qualitative data analysis procedures.

3.10.1 Quantitative data analysis

To allow quantitative data analysis, data must be converted to numerical codes representing attributes or measurements of variables (Mugenda & Mugenda, 2003). The researcher summarized the results using descriptive statistics and inferential analysis to verify the hypothesis using the statistical package for the social sciences (SPSS). The purpose of descriptive statistics was to enable the researcher to meaningfully describe the distribution of scores using a few statistics (Mugenda and Mugenda, 2003). As advised by Amin (2005), data was presented in form of tables, frequencies, charts, graphs and percentages to enable comparing and establishing the relationship between the variables.

3.10.2 Qualitative data analysis

Qualitative data analysis refers to non-empirical analysis (Mugenda & Mugenda, 2003). Collected data was first organized and edited for errors. The researcher created themes, categories and patterns to be able to distinguish the responses by the use of codes and then establish the relationship among these themes and come up with in-depth explanation and interpretation. The researcher then analysed information in a systematic way in order to come to some useful conclusions and recommendations as well as establish relationships from the information gathered.

3.10.3 Measurement of Variable

Work Life Balance Initiatives; Health Promotion, Paid time off and Flexible work arrangements were measured on a 5-point Likert type scale. According to Mugenda and Mugenda (1999), this scale is suitable for measuring perceptions, attitudes, values and behaviours.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents the study findings. The chapter contains response rate, demographic characteristics of respondents and presentation of findings as per the objectives of the study.

4.1 Response Rate

The researcher set out to collect data from various categories of respondents in a private University in Uganda; Bishop Stuart University. The targeted sample consisted top management and administrative staff of the University. The responses were shown in table 4.1

Table 4.1 Response Rate

Category	Target Sample	Number of Respondents	Response Rate
Vice Chancellor	01	01	100%
Academic Registrar	01	01	100%
University Secretary	01	01	100%
Dean of Students	01	01	100%
Secretary	13	13	100%
Administrative Assistant	15	15	100%
Accountant	07	07	100%
Librarian	10	10	100%
Estates staff	07	07	100%
Assistant Registrar	01	01	100%
Security	07	07	100%
Total	64	64	100%

Source: Primary data

Table 4.1 shows that all the sample categories that were targeted participated in the study making the response rate equal to 100%. The reasons for this response is because all the respondents were present in the University during the research period. The data was collected during a period when the institution was in full service and not on holidays.

4.2 Background characteristics of respondents

Background information of the respondents included age, sex of the respondents, marital status, educational background, administrative responsibility, and time spent in the current position.

The purpose of collecting the background information on respondents was to help in establishing whether the sample characteristics were similar to that of the target population. In addition, this data aimed at relating the variation of the key study findings with sample characteristics in order to make an informed opinion about the research findings.

4.2.1 Distribution of respondents by Age

The respondents were grouped by age. There were four groups, namely; 21-30, 31-40, 41-50 and 51 and above years. The age category was considered in the study to establish whether the sample was representative of the entire population. The elicited response was presented in Table 4.2

Table 4.2 Age distribution of respondents

Age Group	Frequency	Percent
21-30	34	53.1
31-40	15	23.4
41-50	09	14.1
51 years and above	06	9.4
Total	64	100.0

Source: Primary data

Table 4.2 shows that majority of the respondents (53.1.2%) were in the age group of 21-30 years, followed by those who were aged between 31-40 years at 23.4% and the least were aged 51 years and above at 9.4%. Although there were age differences, looking at the distribution above, it can be concluded that the sample was a fair representation of the population from where the sample was selected.

4.2.2 Distribution of respondents by Gender

Figure 4.1 shows the gender of the respondents that took part in the study. The researcher had to find out the gender distribution of the respondents in order to establish whether the sample was fairly selected from the population.

Figure 4.1 Pie chart showing percentage distribution by gender

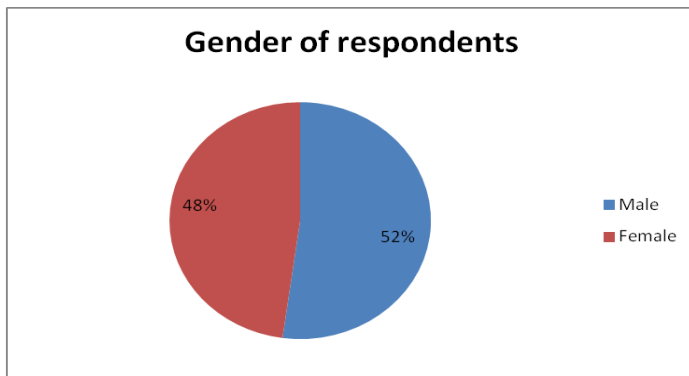


Figure 4.1 shows that majority of the respondents (52%) were males and (48%) were females. This disparity is a reflection of Uganda’s trend of formal employment where more males than females are in formal employment. Although there were some differences in the gender distribution, it can be concluded that both sexes were utilized in the study for the responses to be reliable.

4.2.3 Distribution of respondents by marital status

The respondents were asked to reveal their marital status. This was intended to find out whether the sample was fairly selected to be a true representation of the entire population. Marital status was grouped into married, single, and divorced/separated. The elicited responses were presented in the figure 4.2.

Figure 4.2 Pie chart showing Respondent distribution by marital status

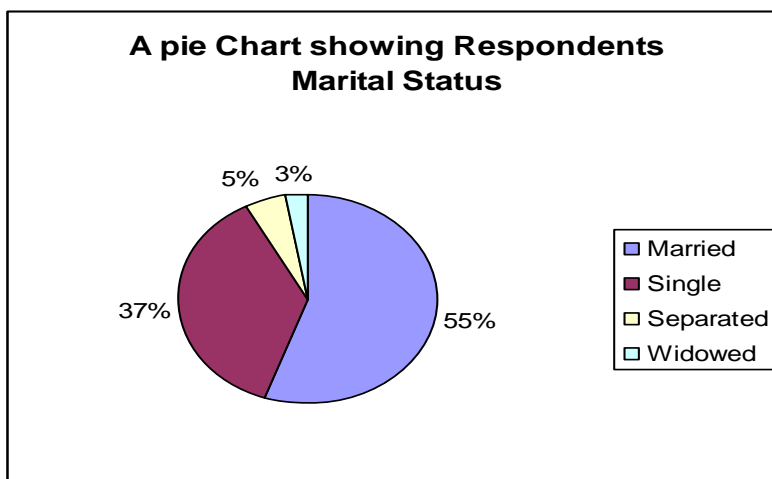


Figure 4.2 shows that majority of the respondents (55%) were married, followed by those who were single at (29%), those who were separated (5%) and the least were those who were widows at (3%). However, looking at the distribution, it can be concluded that the sample was fairly selected in terms of marital status since all the categories found in the population were utilized in the sample.

4.2.4 Education background of the respondents

Respondents were asked to reveal their levels of education. This was intended to find out whether the sample was fairly selected from the population in terms of education levels. The elicited response was presented on table 4.3

Table 4.3 Education background of the respondents

Education background	Frequency	Percent
PhD	1	1.6
Masters degree	3	4.6
Postgraduate Diploma	8	12.5
Bachelors Degree	26	40.6
Diploma	16	25
Certificate	10	15.7
Total	64	100.0

Source: Survey

Table 4.3 shows that majority of the respondents (40.6%) were holders of a bachelors degree, followed by those with diplomas (25%) certificates (15.7%), masters degree (4.6%) and at least was one PhD holder (1.6%). Looking at the education distribution of the respondents, it is concluded that the sample was a true representation of the population where the sample was selected. The majority of administrative staffs have a bachelor's degree as a requirement to hold their jobs at Bishop Stuart University.

4.2.5 Administrative Responsibility Held

Respondents were asked to reveal the jobs they were doing at the University. This was intended to find out whether the respondents were selected fairly from the population. The responses were presented in table 4.4

Table 4.4: Job responsibilities by the respondents

Job Title	Frequency	Percent
Vice Chancellor	01	1.6
Academic Registrar	01	1.6
University Secretary	01	1.6
Dean of Students	01	1.6
Secretary	13	20
Administrative Assistant	15	23.4
Accountant	07	11
Librarian	10	15.6
Estates staff	07	11
Assistant Registrar	01	1.6
Security	07	11
Total	64	100

Source: Survey

Table 4.4 shows that majority of the respondents (23.4%) were Administrative Assistants, followed by Secretaries at (20%), Librarians at (15.6%), security (11%), Estates (11%) and the least was Assistant Registrar, Vice Chancellor, Academic Registrar, University Secretary and Dean of Students each at (1%). However, looking at the categories of the job titles, it can be concluded that the sample was fairly selected for the results to be reliable.

Respondents were asked to reveal the period they have spent in their current position in the institution they were working for. The responses were presented in table 4.5

Table 4.5 Time Spent in the current Position

Number of years	Frequency	Percent
1-2	19	29.7
3-4	17	26.6
5-6	10	15.6
6-7	08	12.5
6 and above	10	15.6
Total	64	100.0

Source: Survey

Table 4.5 shows that majority of the respondents (29.7%) had spent 1-2 years, followed by those who had spent 3-4 years at 26.6% and least had worked for 6-7 years at 12.5%. Looking at the above distribution, it was concluded that employees had spent some reasonable years to be able to understand the question put to them.

4.3. Findings as per each objective

4.3.1 Health promotion and job satisfaction among administrative staff

The respondents were asked to reveal whether health promotion is related with job satisfaction. Respondents were asked to indicate whether they strongly agree (SA), agree (A), undecided (UD), disagree (D) and strongly disagree (SD) with the statements put to them using 5-likert scale. The analysis was done using the mean and standard deviation. A mean above 3 indicates an agreement of respondents; a mean of 3 shows undecided and a mean of below 3 shows disagree by respondents. The standard deviation (SD) of close to 1 shows agreement, while the standard deviation of close to 0 indicates disagreement of the respondents. The analysis further grouped strongly agrees and agree to mean agree and strongly disagree and disagree to mean disagree. The elicited results were shown on table 4.6.

Table 4.6 Descriptive statistic results for health promotion and job satisfaction (N=60)

Health promotion for job satisfaction	Response Category					Mean	S.D
	SA (%)	A (%)	UD (%)	D (%)	SD (%)	2.55	0.49
There is a favourable health promotion policy for BSU Staff	08 (12.6%)	18 (28.1%)	03 (4.7%)	25 (39.1%)	09 (14.0%)	2.64	0.52
There is management concern to support health/wellbeing of Staff at BSU	17 (26.6%)	19 (29.7%)	05 (7.8%)	13 (20.3%)	10 (15.6%)	3.76	1.01
There is staff counselling at BSU which helps staff manage work related stress	23 (35.9%)	29 (45.3%)	04 (6.2%)	05 (7.8%)	03 (4.7%)	3.88	1.01
There is a well functioning health centre that offers free treatment to staff who fall sick during the working hours	12 (18.7%)	29 (45.3%)	0 (0.0%)	12 (18.7%)	11 (17.2%)	3.67	0.99
The staff counsellor is concerned with encouraging staff to enjoy their jobs	23 (35.9%)	27 (42.2%)	0 (0.0%)	10 (15.6%)	04 (6.2%)	4.02	1.01
There are Sports activities for staff which promotes staff's fitness and this help staff to enjoy working with BSU	23 (35.9%)	29 (45.3%)	0 (0.0%)	07 (10.9%)	05 (7.8%)	4.11	1.12
The staff that work for over time during the busy periods are given some days off when the period is over such that they can relax	09 (14.1%)	10 (15.6%)	0 (0.0%)	33 (51.6%)	12 (18.7%)	2.64	0.46

Source: Primary data

Table 4.6, shows that majority of the respondents agreed with most of the statements put to them about health promotions in line with job satisfaction at BSU. This is because their means were above 3 and standard deviation close to 1. Respondents responses were as follows: There is management concern to support health/wellbeing of Staff at BSU (56.3%), There is staff counselling at BSU which helps staff manage work related stress (81.2%), There is a well functioning health centre that offers free treatment to staff who fall sick during the working hours (64%), The staff counsellor is concerned with encouraging staff to enjoy their jobs (78.1%), There are Sports activities for staff which promotes staff's fitness and this help staff to enjoy working with BSU (81.2%). However, the some respondents disagreed with some

statement put to them. This was because the mean of their response was below 3 and standard deviation close to zero. Their response were as follows: There is a favourable health promotion policy for BSU Staff (53.1%) and The staff that work for over time during the busy periods are given some days off when the period is over such they can relax (70.3%).

4.3.2 Job Satisfaction

The respondents were asked to reveal whether there was job satisfaction at their place of work. Respondents were asked to indicate whether they strongly agree (SA), agree (A), undecided (UD), disagree (D) and strongly disagree (SD) with the statements put to them using 5-likert scale. The analysis was done using the mean and standard deviation. A mean above 3 indicates an agreement of respondents; a mean of 3 shows undecided and a mean of below 3 shows disagree by respondents. The standard deviation (SD) of close to 1 shows agreement, while the standard deviation of close to 0 indicates disagreement of the respondents. The analysis further grouped strongly agrees and agree to mean agree and strongly disagree and disagree to mean disagree. The elicited results were shown on table 4.7.

Table 4.7 Descriptive statistic results for job satisfaction (N=60)

Job satisfaction	Response Category					Mean	Std
	SA (%)	A (%)	UD (%)	D (%)	SD (%)		
Working at BSU offers administrative staff opportunities to advance their skills and knowledge about their jobs and staff feel they are advancing a lot.	23 (35.9%)	27 (42.2%)	0 (0.0%)	09 (14.1%)	05 (7.8%)	3.89	1.02
Administrative jobs are regarded very highly because they play a big role in the Institution and therefore staff feel that they are valued in the University.	21 (32.8%)	25 (39.1%)	0 (0.0%)	10 (15.6%)	08 (12.5%)	3.68	.99
There are transparent policies for promotion from one job level to another and therefore the staff recognize that they are able to advance and grow which has created satisfaction.	10 (15.6%)	11 (17.2%)	0 (0.0%)	29 (45.3%)	14 (21.9%)	2.34	.34
There is high retention rate of administrative staff at BSU which shows high level of job satisfaction.	11 (17.2%)	16 (25.0%)	0 (0.0%)	17 (26.6%)	20 (31.2%)	2.29	.33
There is a very good working environment among administrative staff created by good working policies which has created job satisfaction	13 (20.3%)	23 (35.9%)	0 (0.0%)	17 (26.6%)	11 (17.2%)	3.67	.98
There are favourable job security policies for administrative staff at BSU and this has created job satisfaction.	29 (45.3%)	30 (48.9%)	0 (0.0%)	05 (7.8%)	0 (0.0%)	4.11	1.03

Source: Primary data

Table 4.7 shows that majority of the respondents agreed with most of the statement put to them about job satisfaction at BSU. This is because their means were above 3 and standard deviation close to 1. Respondents responses were as follows: Working at BSU offers administrative staff opportunities to advance their skills and knowledge about their jobs and staff feel they are achieving a lot (78.1%), Administrative jobs are regarded very highly because they play a big role in the Institution and therefore staff feel that they are valued in the University (71.9%), There is a very good working environment among administrative staff created by good working policies which has created job satisfaction (There is a very good working environment among administrative staff created by good working policies which has created job satisfaction (56.2%) and There are favourable job security policies for administrative staff at BSU and this has

created job satisfaction (94.2%). However, some respondents disagreed with some of the statements. This s because their mean response was below 3 and standard deviation was close to 1. Respondents disagreed with the statement that there are transparent policies for promotion from one job level to another and therefore staff recognize that they are able to advance and grow which has created satisfaction (67.2%) and that there is high retention rate of administrative staff at BSU which shows high level of job satisfaction (56%).

4.3.3 Relationship between Health promotion and Job Satisfaction

The study tried to find out whether there was any relationship between health promotion and job satisfaction. The analysis was made using Spearman’s coefficient of rank correlation. The elicited response was presented in table 4.8

Table 4.8 Correlation results of health promotion and job satisfaction

	Health promotion	Job satisfaction
Spearman’s rho	1.000	.562**
Health promotion		
Correlation		
Coefficient	.	.002
Sig. (2-tailed)		
N	60	60
Job satisfaction	.562**	1.000
Correlation	.002	.
Sig. (2-tailed)		
N	60	60
** Correlation is Significant at the 0.01 (2-tailed)		
** Correlation is significant at the 0.05 (1-tailed)		

Source: Primary data

Table 4.8 shows a moderate positive correlation between health promotion and job satisfaction (r=0.562; p<0.05). This analysis shows if there is a unit improvement in health promotion, other

factors remaining constant, job satisfaction is likely to increase by 31.6% (r squared, coefficient of variation). Key informants also confirmed this analysis during interviews. They revealed that health is a very important element in one's life because a health body leads to increase in productivity and efficiency. They also said that health promotion activities encourage staff to feel recognised at the work place and this promotes job satisfaction.

4.3.4 Paid time off and Job satisfaction among Administrative staff of Bishop Stuart

University

The respondents were asked to reveal whether paid time off is related with job satisfaction. Respondents were asked to indicate whether they strongly agree (SA), agree (A), undecided (UD), disagree (D) and strongly disagree (SD) using 5-likert scale. The analysis was done using the mean and standard deviation. A mean above 3 indicates an agreement of respondents; a mean of 3 shows undecided and a mean of below 3 shows disagree by respondents. The standard deviation (SD) of close to 1 shows agreement, while the standard deviation of close to 0 indicates disagreement of the respondents. The analysis further grouped strongly agrees and agree to mean agree and strongly disagree and disagree to mean disagree. The elicited results were shown on table 4.9

Table 4.9 Descriptive statistic results for paid off time and job satisfaction (N=60)

Paid time off for job satisfaction	Response Category					Mean	Std
	SA (%)	A (%)	UD	D (%)	SD (%)		
There is a favourable annual leave policy at BSU for administrative Staff	17 (26.5%)	23 (35.9%)	0 (0.0%)	20 (31.2%)	04 (6.2%)	3.83	.99
There is a clear favourable policy for administrative staff to take leave for personal reasons which is honoured by BSU	15 (23.4%)	25 (39.1%)	0 (0.0%)	17 (26.6%)	04 (6.2%)	3.97	1.00
There is a favourable policy on how administrators continue earning when they are on sick leave	19 (29.7%)	27 (42.2%)	0 (0.0%)	15 (23.4%)	03 (4.7%)	3.79	1.01
The University grants paid maternity leave according to established laws of Uganda	21 (32.8%)	33 (51.6%)	0 (0.0%)	07 (10.9%)	03 (4.7%)	4.23	1.04
The administrative staff continue earning their benefits during the holidays of the University	31 (48.4%)	33 (51.6%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	4.12	.98
There is a clear and favourable policy on how administrators continue earning their benefits when on leave to attend to their family needs	12 (18.7%)	27 (42.2%)	0 (0.0%)	19 (29.7%)	06 (9.4%)	3.56	.97

Source: Primary data

Table 4.9 shows that all the respondents agreed with the statement put to them about paid time off in relation to job satisfaction at BSU. This is because the means of the respondents were above 3 and standard deviation close to 1. Respondents' responses were as follows: There is a favourable annual leave policy at BSU for administrative Staff (62.2%), There is a clear favourable policy for administrative staff to take leave for personal reasons which is honoured by BSU (62.5%), There is a favourable policy on how administrators continue earning when they are on sick leave (71.9%), The University grants paid maternity leave according to established

laws of Uganda (84.4%), The administrative staff continue earning their benefits during the holidays of the University (100%) and There is a clear and favourable policy on how administrators continue earning their benefits when on leave to attend to their family needs (60.9%).

4.3.5 Relationship between paid time off and job satisfaction

The study tried to find out whether there was any relationship between paid time off and job satisfaction among administrative staff of the organization. The analysis was done using Spearman’s coefficient of rank correlation. The elicited response was presented in table 4.10

Table 4.10 Correlation results of paid time off and job satisfaction

		Paid time off	Job satisfaction
Spearman’s rho	Paid time off	1.000	.475**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.004
	N	60	60
Job satisfaction	Spearman’s Correlation	.475**	1.000
	Sig. (2-tailed)	.004	.
	N	60	60
** Correlation is Significant at the 0.01 (2-tailed)			
** Correlation is significant at the 0.05 (1-tailed)			

Source: Primary data

Table 4.10 shows a moderate positive correlation between paid time off and job satisfaction ($r=0.475$; $p<0.05$). This analysis shows a unit increase in paid time off, other factors remaining constant, job satisfaction is likely to increase by 22.6% (r squared, coefficient of variation). This analysis was also confirmed by key informants who revealed that paid time off creates a state of comfort to the organization you are working with. This is because it means that the organization

values the contribution you are offering toward the growth and development of the organization. Another key informant had this to say: “It is not only when you are present at work that you qualify for pay, but even when you are not at the work station for the unavoidable circumstances you know you are guaranteed of pay”. This has created an element of job satisfaction.

4.3.5 Flexible work arrangements and job satisfaction among administrative Staff

The respondents were asked to reveal whether paid time off is related with job satisfaction. Respondents were asked to indicate whether they strongly agree (SA), agree (A), undecided (UD), disagree (D) and strongly disagree (SD) using 5-likert scale. The analysis was done using the mean and standard deviation. A mean above 3 indicates an agreement of respondents; a mean of 3 shows undecided and a mean of below 3 shows disagree by respondents. The standard deviation (SD) of close to 1 shows agreement, while the standard deviation of close to 0 indicates disagreement of the respondents. The analysis further grouped strongly agrees and agree to mean agree and strongly disagree and disagree to mean disagree. The elicited results were shown on table 4.11.

Table 4.11 Descriptive statistic results for flexible work arrangements and job satisfaction

(N=60)

Flexible work arrangement for job satisfaction	Response Category					Mean	Std
	SA (%)	A (%)	UD (%)	D (%)	SD (%)		
There is an established policy concerning job sharing, part timing and flexitime at BSU	10 (15.6%)	19 (29.7%)	0 (0.0%)	20 (31.2%)	15 (23.4%)	2.87	.034
The policy concerning flexible work arrangements is well known by all administrative staff at BSU	11 (17.2%)	13 (20.3%)	0 (0.0%)	27 (42.2%)	13 (20.3%)	2.72	.24
Flexible work arrangements have enabled staff to like their jobs	10 (15.6%)	17 (26.6%)	0 (0.0%)	29 (45.3%)	08 (12.5%)	2.34	.44
There is management willingness to allow staff to share roles on their work as a way of improving job satisfaction	21 (32.8%)	23 (35.9%)	0 (0.0%)	19 (29.7%)	01 (1.6%)	3.98	1.01
Administrative staff are free to do their daily work and leave when they finish as opposed to stay all day long at the work place doing nothing	09 (14.1%)	13 (20.3%)	0 (0.0%)0	29 (45.3%)	13 (20.3%)	2.87	.45
Job sharing has been able to control work overload which has reduced work based stress	14 (21.9%)	13 (20.3%)	0 (0.0%)	25 (39.1%)	12 (18.7%)	2.67	.35
Flexible work arrangements have enabled administrative staff to effectively budget for their time and this has improved their productivity	19 (29.7%)	21 (32.8%)	0 (0.0%)	17 (26.6%)	07 (10.9%)	3.78	.99

Source: Primary data

Table 4.11 shows that majority of the respondents disagreed with most of the statements on flexible work arrangement at BSU. This is explained by the fact that the means of the responses were below 3, while the standard deviations were close to zero. The respondents' responses were as follows: There is an established policy concerning job sharing, part timing and flexitime at BSU (54.6%), The policy concerning flexible work arrangements is well known by all

administrative staff at BSU (62.5%), Flexible work arrangements have enabled staff to like their jobs (57.8%), Administrative staff are free to do their daily work and leave when they finish as opposed to stay all day long at the work place doing nothing (65.6%), Job sharing has been able to control work overload which has reduced work based stress (57.8%). However, some respondents agreed on some statements about flexible time arrangement. This is because their means were above 3 and standard deviation close to 1. Their responses were as follows: There is management willingness to allow staff to share roles on their work as a way of improving job satisfaction (68.7%) and Flexible work arrangements have enabled administrative staff to effectively budget for their time and this has improved their productivity (62.5%).

4.3.6 Relationship between flexible work arrangements and job satisfaction

The study tried to find out whether there was any relationship between flexible work arrangement and job satisfaction among the administrative staff of the organization. The analysis was done using Spearman’s coefficient of rank correlation. The elicited response was presented in table 4.12.

Table 4.12 Correlation results of flexible work arrangements and job satisfaction (N=60)

	Flexible work arrangements	Job satisfaction
Spearman’s rho Flexible work arrangements Correlation Coefficient Sig. (2-tailed) N	1.000 . 60	.126** .001 60
Job satisfaction Correlation Sig. (2-tailed) N	.126** .001 60	1.000 . 60
** Correlation is Significant at the 0.01 (2-tailed) ** Correlation is significant at the 0.05 (1-tailed)		

Source: Primary data

Table 4.12 shows a weak positive correlation between flexible work arrangement and job satisfaction ($r=0.126$; $p<0.05$). This analysis shows a unit increase in flexible time arrangement, other factors remaining constant, job satisfaction is likely to increase by 1.6% (r squared, coefficient of variation). This analysis was also confirmed by key informants who revealed that “much as flexible work arrangements may not necessarily create job satisfaction but they create a relief at that time when they are a plied”. Another key informant revealed that flexible work arrangements are not promoted at Bishop Stuart University because they are deemed less important but yet not easy to implement.

4.3.7 Contribution of each independent variable on the dependent variable

There was a need to find out the contribution of each predictor variable on the dependent variable. The intention for this analysis was to find out the correlation in terms of magnitude each variable is contributing on dependent variable. This interaction was done using linear regression analysis where employee job satisfaction was taken as dependent variable; health promotion, paid time off and flexible work arrangements as predictor variables. Each of the predictor variables was tested for stability and normality and they passed the test and thus linear regression was appropriate to be used. The results were presented in table 4.13.

Table 4.13 Model Summary

Model	R	R Square	Adjusted R Square	F	Sig.
1	.7214	.5204	.5122	23.425	.006

Predictors (Constant, Health promotion, Paid time off, Flexible work arrangement)

Dependent variable: Job satisfaction

Table 16 shows that the model is fitting and therefore the variation in dependent variable is explained by changes in independent variables since p-value (sig.) value is less than 0.05. The

analysis therefore shows 51.2% of variation in job satisfaction is explained by changes in work-life balance initiatives (Adjusted R square = 0.5122, F =23.425; p <0.05).

The study went further to analyze the contribution of each predictor variable on dependent variable. The result was presented in table 4.14.

Table 4.14: Linear regression result for the predictors of job satisfaction

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	39.345	6.063		10.436	.000
	Health promotion	1.201	.122	1.111	8.250	.002
	Paid time off	.835	.104	.783	6.266	.004
	Flexible work arrangements	.052	.031	.041	5.322	.006

Table 4.14 shows that all predictor variables contribute to the dependent variable. The findings show that a unit increase in health promotion, other factors held constant, job satisfaction is likely to increase by 1.201 times. A unit increase in the paid time off, other factors held constant, is likely to increase job satisfaction by 0.835 times. The analysis further revealed that a unit increase in flexible work arrangements, other factors constant, is likely to increase job satisfaction by 0.052 times.

Hypothesis testing

The study tested hypotheses as a way of accepting or rejecting them as this was the basis on which the analysis was based and from where the conclusions were drawn.

Hypothesis one

This hypothesis predicted, “Health promotion significantly, positively influences job satisfaction among staff”.

Null hypothesis:

H_0 : Health promotion significantly, positively influences job satisfaction among staff

H_1 : There is no significant positive relationship between them

α level: $\alpha = .05$

The hypothesis was tested using Spearman’s coefficient of rank correlation and the results were summarized in the table 4.15.

Table 4.15 Correlation between Health promotion and job satisfaction

	Health promotion	Job satisfaction
Spearman’s rho Health promotion Correlation	1.000	.562**
Coefficient	.	.002
Sig. (2-tailed)		
N	60	60
Job satisfaction Spearman’s Correlation	.562**	1.000
Sig. (2-tailed)	.002	.
N	60	60
** Correlation is Significant at the 0.01 (2-tailed)		
** Correlation is significant at the 0.05 (1-tailed)		

Source: Primary data

Table 4.15 shows that there is a moderate positive relationship between health promotion and job satisfaction ($r = 0.562$; $p = 0.002$ lower than 0.05). Since the correlation was found to be statistically significant, the null hypothesis (H_0) was accepted and the alternative hypothesis (H_1) which does not recognize the existence of a significant relationship between health promotion and job satisfaction was rejected.

Hypothesis two

Hypothesis two tested that “Paid time off significantly, positively influences job satisfaction among staff”.

Null hypothesis:

H_0 : Paid time off has a significant positive relationship with Job satisfaction.

H_1 : There is a significant negative relationship between them

α level: $\alpha = .05$

The hypothesis was tested using Spearman’s coefficient of rank correlation and the results were summarized in the table 4.16.

Table 4.16 Correlation between Paid time off and job satisfaction

	Paid time off	Job satisfaction
Spearman’s rho	1.000	.475**
Paid time off		
Correlation	.004	
Sig. (2-tailed)		
N	60	60
Job satisfaction	.475**	1.000
Spearman’s		
Correlation	.004	
Sig. (2-tailed)		
N	60	60
** Correlation is Significant at the 0.01 (2-tailed)		
** Correlation is significant at the 0.05 (1-tailed)		

Source: Primary data

Table 4.16 shows that there is a moderate positive relationship between paid time off and job satisfaction ($r = -0.475$; $p = 0.004$ lower than 0.05). Since the correlation was found to be statistically significant, the null hypothesis (H_0) was accepted and the alternative hypothesis (H_1) which does not recognize the existence of significance relationship between paid time off and job satisfaction was rejected.

Hypothesis Three

This hypothesis tested that “Flexible work arrangements and job satisfaction are significantly highly related”.

Null hypothesis:

$$H_o: \mu_{Flexibleworkarrangement} = \mu_{Jobsatisfaction}$$

Where μ represents the mean of flexible work arrangement and job satisfaction.

Alternative hypothesis:

$$H_1: \text{Not } H_o$$

α Level: $\alpha = .05$

One –way ANOVA was used to analyze the variances in means between flexible work arrangement and job satisfaction using the f-test. The results were summarized in table 4.17.

Table 4.17: F-test Results for Differences in flexible work arrangement and job satisfaction

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	225.876	3	121.347	58.123	.005
Within Groups	48.102	57	.163		
Total	384.063	60			

Source: Primary Data

Table 4.17 of “ANOVA shows the variation (*Sum of Squares*), the degrees of freedom (*df*), and the variance (*Mean Square*) are given for the within and between groups, as well as the F value (*F*) and the significance of the F (*sig.*).sig. indicates whether the null hypothesis-the population means are equal-has to be rejected or not.

The above table shows that there is much difference between the two Mean Squares (121.347 and 0.163), resulting in a significant difference (F=58.123); Sig. =0.005). Since p-value is less than the level of significant (0.05), we reject (H_o) and accept (H_1).This means that flexible work arrangement and job satisfaction are related.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5. Introduction

This chapter presents the summary of the study, discussion of the findings, conclusions and recommendations. It also presents limitations of the study, contributions of the study and areas for further research. The discussion of the findings, conclusion and recommendations are presented objective by objective.

5.1 Summary of findings

The study investigated work-life balance initiatives and job satisfaction among administrative staff of private Universities in Uganda. Bishop Stuart University was used as a case study. Work-life balance initiatives was taken as the independent variable and job satisfaction as the dependent variable.

The purpose of the study was to establish the effect of work-life balance initiatives on job satisfaction among administrative staff in private universities in Uganda.

The objectives of the study were to establish the effect of health promotion on job satisfaction, to determine the effect of paid time off on Job satisfaction and to investigate the effect of flexible work arrangements on job satisfaction, among administrative Staff of Bishop Stuart University.

The study took a case study design where both qualitative and quantitative methods of data collection and analysis were used. Data was collected using questionnaire and interview guide. Both descriptive and inferential statistical techniques of analyses were used. The study revealed a moderate positive correlation between health promotion and job satisfaction. The study also revealed a moderate positive correlation between paid time off and job satisfaction. The study further revealed a weak positive correlation between flexible work arrangements and job satisfaction.

5.2 Discussion of findings

The discussion of the findings for the study was done according to the objectives.

5.2.1 Health promotion and job satisfaction

The study findings revealed a moderate positive correlation between health promotion and job satisfaction ($r=0.562$; $p<0.05$). This analysis shows that if there is a unit improvement in health promotion, other factors remaining constant, job satisfaction is likely to increase by 31.6% (r squared, coefficient of variation). Key informants who revealed that health promotion especially through sports and fitness activities is a very important element in one's life because a healthy body leads to increase in productivity, efficiency and the wellbeing of staff also confirmed this analysis. Another key informant praised the role of staff counselling in promoting employee morale and contentment at work.

The finding is in conformity with that of Neema (2009), who says that lack of health initiatives at the work place increases workers risks of acquiring cardiovascular disease, diabetes, metabolic disorders cancer and stress. All these conditions affect the individual's work satisfaction and morale especially if the employer is unbothered. The finding is also in conformity with that of Thomas (2006) who states that organizations that have employed counsellors with the intention of helping their fellow workers cope up with challenges of work and home related problems have created a favourable environment that is conducive for workers to concentrate on their work due to settled minds.

The finding is also in conformity with that of (Hirschman, 2008) who stated that counselling creates a settled mind that is reflected in employee satisfaction at a place of work where it is practiced.

Gregory (2000) found out that some of the problems that encourage labour turn over in most organizations is lack of satisfaction and yet some of the problems are psychological in nature that

require counselling. He further said that organizations that have emphasised counselling at work places, job satisfaction has increased which is reflected in a reduced labour turnover.

5.2.2. Paid time off and Job Satisfaction

The study findings revealed a moderate positive correlation between paid time off and job satisfaction ($r=0.475$; $p<0.05$). This analysis shows that a unit increase in paid time off, other factors remaining constant; job satisfaction is likely to increase by 22.6% (r squared, coefficient of variation).

This analysis was also confirmed by key informants who revealed that paid time off creates a state of comfort and contentment among staff in the University. In fact, all key informants noted that employees look forward to leave periods. It means that the institution values the contribution that the employee is offering towards its growth and development. The finding is in conformity with that of (Society Human Resource Report (2008) who found out that employee leave benefits are one of the most important job satisfaction factors. This is because leave is an important tool in the retention efforts for the current and future workforce. The finding is also in agreement with that of Donald (2009) who states that annual leave is important for employees to re-charge and re-fresh, de-stress, broaden horizons and to remind themselves that they are people and not just workers.

The finding is in agreement with that of Gregory (2000) who observed that efficiency and effectiveness of an employee is created by organizations that promote annual leave that go with all financial benefits. The finding is further in conformity with that of Hirschman (2008) who found out that leave is regarded as stress reliever from the duties and challenges of organizations activities something that creates job satisfaction.

The finding of the study is in conformity with that of Maicibi (2007) who states that compassionate leave when granted by the organisation offers an employee assurance that the

organisation recognises personal needs of the individual. Paid time off gives staff time to provide care to a family member who has a serious medical condition with a significant risk of death. “The staff stops work and goes to care for a loved one, knowing that the job is secure” Maicibi (2007). This practice recognizes the personal needs of individuals at work and improves job satisfaction.

5.2.3 Flexible work arrangements and Job Satisfaction

The study finding revealed a weak positive correlation between flexible work arrangements and job satisfaction ($r=0.126$; $p<0.05$). This analysis shows that a unit increase in flexible time arrangement, other factors remaining constant, job satisfaction is likely to increase by 1.6% (r squared, coefficient of variation). During interviews, key informants also revealed, that “much as flexible work arrangements are vital they do not create job satisfaction but may only create a relief at that time when applied.

The finding is in conformity with that of Lutz (2012) who found out that job sharing as part of flexible work arrangements is costly, job-sharing managers fail to manage employees and that it is hard to recruit for.

Though the finding shows a weak correlation, the correlation is positive, an indicator that flexible work arrangements have some positive influence on job satisfaction. This observation is in agreement with that of Lutz (2012) who found out that the benefits of job sharing to employees and to employers may outweigh its suspected weakness. Hirshman (2008) also observes that when employees job share, they are grateful, leading to increased loyalty, job satisfaction and increased productivity.

The study finding is also in conformity with that of Travis (2010) who found out that flextime may affect teamwork by having employees come and go at deferent times but the benefits of flextime among workers include; improved job satisfaction, low absenteeism, and reduced tiredness and ultimately improved organizational performance (Hicks & Kliminski, 1981).

The study finding revealed a weak correlation between flexible work arrangement and job satisfaction. The finding is in support of that of Neema (2009) who did not find a significant relationship between flexible work arrangement and employee performance. This is because what determines employees' job satisfaction is a set of factors of which some are internal to the organization where the employee works but others are external which are outside the organization's control. Neema therefore concluded by saying that if flextime is among the factors influencing job satisfaction, its contribution is minimal and therefore insignificant.

5.3 Conclusions

Conclusions of this study were based on the study objectives;

5.3.1 Health promotion and job satisfaction among administrative staff

Since the study findings revealed a moderate positive correlation between health promotion and job satisfaction, the study concluded that health promotion is likely to be associated with job satisfaction among administrative staff of Bishop Stuart University. Health promotion in form of staff counselling and fitness activities were found to be associated with body fitness, which promotes job satisfaction in organizations that provide such activities.

5.3.2 Paid time off and job satisfaction among administrative staff

The fact that the study findings revealed a moderate positive correlation between paid time off in form of annual leave and compassionate leave and job satisfaction in organizations that provide them with their employees the study concluded that paid time off is likely to be associated with job satisfaction among administrative staff of BSU.

5.3.3 Flexible work arrangements and Job Satisfaction

Since the study finding revealed a weak positive correlation between flexible work arrangement and job satisfaction, the study concluded that much as flexible work arrangement is enhanced by

some organizations, it contributes less on the job satisfaction among the employees in the organization.

5.4 Recommendations

Basing on the study findings and conclusions, the following recommendations were made basing on the objectives of the study.

5.4.1 Health promotion and job satisfaction among administrative staff

Since health promotion was found to be significantly contributing to employees' satisfaction at the place of work, the study recommends that organization should invest heavily in the provision of health activities which can be utilized by workers. This will improve on the physical fitness of employees as well as improving and enhancing team work that is important for the improving the performance of workers which results into improved performance of the entire organization as a result of employees satisfaction.

5.4.2 Paid time off and job satisfaction among administrative staff

Since paid time off in form of paid annual leave and compassionate leave was found to be significantly related with job satisfaction, the study recommends that institutions should keep on encouraging and implementing paid time off as this helps workers to have enough time off work to attend to personal issues. This creates employees love for the organization which leads to job satisfaction.

5.4.3 Flexible work arrangements and job satisfaction

Since the study findings revealed a weak positive correlation between flexible work arrangements and job satisfaction, institutions should not put emphasis on implementing these arrangements. This is because these arrangements do not significantly influence employee's job satisfaction. If these arrangements are emphasized, the institution is likely to spend more on implementing them, by way of recruiting more workers, paying them salaries and other

allowances. The study therefore recommends that flexible work arrangements should not be emphasized by the institutions if they are to improve job satisfaction among their staff.

5.5 Limitations of the study

Even when all the efforts were made to control limitations, this research study was conducted within the confines of mixed factors, which were beyond the control of the researcher; thereby generating a source of limitations for the study.

The first limitation of this study that needs attention pertains to the length of the survey instrument and the scales that were used as well as the interview guide used. The instruments were generally long due to the number of variables that were being measured and this could have discouraged some respondents. In addition, the inclusion of the “undecided measure” on the survey instrument because this response could have had an effect on the accuracy of some statistical techniques used as well as the analyses that were made. The researcher handled this limitation by informing the respondents that the exercise was to help on improving the employee job satisfaction caused by work-life balance initiatives with different components of health promotion, paid time off and flexible work arrangement and therefore their participation was taken to be crucial.

The second limitation of this study was the sensitivity of some questions in the research instruments used to collect data from respondents. There was a possibility that accurate answers were dodged and wrong answers given. This could have compromised on the accuracy and validity of the study findings. As such, the researcher did out the interviews so that the questions were not altered. Respondents were also told that the answers given were taken to be confidential and were to be used for the purpose of study only, participants gained interest to give accurate answers that were taken to be reliable and valid.

5.6 Contributions of the study

The study stated the problem of investigation in chapter one to the effect that limited research had been conducted in the area of work-life balance initiatives and job satisfaction among the administrative staff in Bishop Stuart University. Researches that had been conducted focused on other factors that affect job satisfaction but no major study focussed on work life balance initiatives. This study looked at specific components of work life balance initiatives that can help policy makers to know the areas of emphasis if they are to improve on the employee's job satisfaction.

The researcher is strongly convinced that the study of work-life balance initiatives in relation to job satisfaction using the Clark's Work-family boarder theory developed in 2000, and Herzberg's two-factor theory published in 1959 and following the quantitative and qualitative scientific procedures and the methodological approaches offers original information and adds on the body of the literature on the two areas of study: work-life balance and job satisfaction. But in specific terms, the study makes the following contributions:

1. This study has made a contribution in the use of both quantitative and qualitative methods of data collection and analysis by adopting a triangulation approach since most of the literature reviewed was on the side of qualitative analysis. Sarantakos (2005) recommends the use of triangulation which allows the researcher to view a particular point in research from more than one perspective and hence to enrich knowledge and or test validity. This is what this study achieved.
2. The study has made a contribution in making recommendations for the subsequent scholarly research efforts aimed at enhancing the knowledge of work-life balance and job satisfaction among administrative staff of Universities.
3. Through the study findings and conclusions, an effort has been made to make recommendations of significant policy and management implications to policy makers.

Institutionally and managerially, the recommended areas will go a long way in distilling issues critical for improving on job satisfaction caused by work-life balance initiatives that can be emphasized by institutions. The University officials, key stakeholders in higher institutions of learning like the National Council for Higher Education (NCHE) and Ministry of education will be availed with up-to-date information on work-life balance initiatives that need to be emphasized if job satisfaction is to be achieved for the benefits of the Institutions.

5.7 Areas for further Research

The findings of the study together with the conclusions drawn on each of the study objectives, limitations and recommendations, there are opportunities for further research that would give further insight into the area of work-life balance initiatives and job satisfaction among the administrative staff in the Universities. These areas include:

1. A longitudinal study of the relationship between work-life balance initiatives and job satisfaction among administrative staff at Bishop Stuart University.
2. This study focused on Work-life balance initiatives in Bishop Stuart University. Therefore, future research opportunities can be exploited by conducting the same study in other Universities in Uganda for comparison of the findings to find out whether the same findings can be found in different study environment.

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