INFLUENCE OF WORK LIFE BALANCE ON EMPLOYEE COMMITMENT IN PARASTATALS: A CASE STUDY OF NATIONAL HOSPITAL INSURANCE FUND IN NAKURU, KENYA

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Abstract

In the today's competitive business environment, every organization is facing a problem of attracting and retaining, competent human resource. To overcome this every organizations need to maintain high level of Quality Work Life. Employee commitment is one of the challenges facing many organizations both public and private. Retention of productive employees is a major concern of HR professionals and business executives. It is more efficient to retain a quality employee than to recruit, train and orient a replacement employee of the same quality. A good balance in work and life can play a phenomenal role in the attainment of personal and professional goals and ensure employee commitment in organizations. It has been established employees report that work is a significant source of stress and they typically feel tensed or stressed out during the workday. This study sought to determine the influence of work life balance on employee commitment at National Hospital Insurance Fund, Nakuru Branch. The study was guided by the ERG theory, Hertzberg's Two Factor Theory, and Segmentation theory. Descriptive research design was used. The target population comprised of the managers and staff of NHIF in Nakuru Branch who number 45 in total. The study used closed ended self-administered questionnaires as data collecting instruments. Since the target

population was small, the study adopted the census method. The pilot study was carried out in NHIF Eldoret branch to establish reliability of the research instruments. Data was analyzed quantitatively using the SPSS. The results show there is a strong positive relationship between work life balance and employee commitment at NHIF Nakuru Branch. From the regression results, growth and development opportunities was found to be the most important determinant of employee commitment. The findings of this study will help human resource planners within public corporations to gain a better understanding of factors that influence employee commitment and which will enable them plan for improved service delivery.

Keywords: Employee Commitment, Growth and development, Quality of work life, Work-life balance

INTRODUCTION

The reality of modern life is that the Quality of Work Life (QWL) has continued to deteriorate as people continue to focus on work more than ever. It is the fact from researches that on an average, employees in the developed countries spend 14 to 15 hours a day on work against the accepted norms 8 to 9 hours and most distressing is that the trend is on the rise. Burn out; stress leading to health hazards is the natural off shoot (Sivarethinamohan and Aranganathan, 2013). The concept of lifetime employment or job security through hard work has been on a decline since more and more people are on short term contracts and lack the security of long-term employment. The success and growth of any organization depends on its human resources. Employee's intention to leave is one of the intense challenges for any organization which have long lasting effects. Employee's turnover is a serious issue especially in the field of HR management (Roshidi, 2014).

Employees are perceived to be one of the most important resources for the effective and efficient organization and without the personal efforts and commitment of the human resources, organizations cannot succeed (Torrington, et al, 2005). The Quality of Work Life in an organization is essential to the smooth running and the success of its employees. The work-life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain. Employees trust that with the presence of quality of work life initiatives they feel safe, relatively well satisfied and able to grow and thus can develop as human beings. They believe that quality of work life enhances their dignity through job satisfaction and humanizing work by assigning meaningful jobs, ensuring job security, making provisions for adequate pay and benefits, providing safe and healthy working conditions, giving

opportunities to develop human capacity, ensuring growth and security, social integration, getting freedom to self-expression and thus, help to increase individual commitment and productivity that supports to achieve organizational effectiveness (Hian and Einstein, 1990; Nachmias, 1988; Guest, 1979; Walton, 1985).

A research by Huang, Lawler and Lei, (2007) measures QWL in four dimensions: work-life balance; job characteristics; supervisory behavior; and compensation and benefits. The findings show that the perception of QWL has a significant impact on employee commitment. They also show that the perception of balancing family and work life has a very strong positive effect on reducing employees' intention to leave a company. Profitability of a company is linked to satisfaction of its work force. A company that does not measure and improve employee satisfaction may face increasing turnover, declining productivity and limited ability to attract and retain qualified replacements. There is a large body of research literature showing that since companies incur high screening and training costs in hiring new workers, they often attempt to discourage employee turnover and inter-firm mobility among their valued workers by establishing long-term employment relationships and by attempting to enhance employees' utility derived from work (Theodossiou and Zangelidis, 2009). This, among others, is attained by providing workers with jobs that offer a career path and rewards commensurate with tenure or simply, quality of work life (Cummings and Worley, 2005; Dess, Lumpkin and Eisner, 2007). Organizations have started to develop new programs where employees are actively involved and work safety and health issues are well-considered. Activities have been conducted to provide better working conditions for the employees so as to make organization's life longer and to improve productivity and efficiency. Improving the quality of work-life serves to the aim of improving the efficiency of employees, and thus of improving the efficiency, profit and savings of the organization. Improving employees' efficiency gets through improving working conditions as well as employees' integrating themselves with the organization.

Several studies reveal that the quality of work-life do influence employees' organizational behaviors such as organizational identity, organizational commitment, job satisfaction and work performance (Huang et al. 2007; Sirgy et al. 2008).It is not unusual nowadays for one to read in newspapers or see on television, that workers here or elsewhere are engaging on industrial action or are threatening to leave their jobs. The bottom line of it being that the workers perhaps feel that they have been treated unfairly or inequitably remunerated at their workplace (Chinomona, 2012).Nguyen et al (2014) study identifies teamwork, working relationship with management, work conditions influence employee's organizational commitment. Zahedi and Hadadi (2015) research highlights the significant relationship between social cohesion and organizational commitment.

Kotze (2005) states that quality of work-life has two objectives: "to humanize the workplace and to improve the quality of job experience of employees", and "to improve productiveness and efficiency of the organization". Thus, the quality of work-life is both a response to the needs of employees as well as organizational needs, and a method or a series of measures to improve the conditions of working. A productive employee is a person who is efficient, who is devoted to his work and his organization, and who has ideal characteristics for an employee. Employees with lower quality of work-life are people who lack motivation for work, fail to show good performance at work, are not committed to their employers and organizations, are generally late for work, and also who frequently change their jobs (Efraty et al. 2000).

Quality of Work Life (QWL)

Quality of work life (QWL) is viewed as an alternative to the control approach of managing people that it considers people as an 'asset' to the organization rather than as costs (Eurofound, 2006). It believes that people perform better when they are allowed to participate in managing their work and make decisions. Quality of work life seeks to create a culture of work commitment in organizations and society at large so as to ensure higher productivity and greater job satisfaction of the employees. Departing from the idea that the more committed the employees are to the organization the stronger an organization gets, the organizations attach importance to prevent their employees resign from the organization, to have their employees strongly commit themselves to organizational goals and objectives, to have them show considerable effort, and to ensure a unity among their employees and the organization itself so as to sustain their efficiency, reputation and prestige in society. Therefore, the organizations are supposed to increase the quality of work-life of their employees. According to Sirgy et al. (2008), the quality of work-life is ensured upon satisfaction of seven needs namely health and safety needs, economic and family needs, social needs, esteem needs, actualization needs, knowledge needs, and aesthetic needs. The quality of work-life determined upon satisfaction of these needs with several dimensions shows a spillover effect, and becomes a critical factor and determinant in an employee's quality of work-life as well as his job satisfaction, other areas of life and general life satisfaction. The higher an employee's quality of work-life, the more positive his feelings about the organization he works for. It is assumed that if a person is feeling positive about the organization he works for, this positive emotion results in organizational commitment (Sirgy et. al. 2008).

In the today's competitive business environment, every organization is facing a problem of attracting and retaining, competent human resource. To overcome this every organizations need to maintain high level of Quality of Work Life. In organizations, Quality of Work Life is

essential for smooth running of organizations. Further it helps in attracting and retaining efficient and effective employees for right job profile, which in turn leads to employees' and organizations' success. The Work Life balance must be maintained effectively to ensure that all employees are working at their peak potential and free from stress. Such HR policies and systems create an organizational climate whereby caring about employees' concerns, fostering employee engagement, involvement and retention at workplace become a normal but extremely powerful ritual played by persons in the leadership roles. The management of performance and productivity not only helps increase organizational competitiveness but also add to the economic growth of the country (Singh, Burgess and Heap, 2016).

The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support. Employee commitment is important because high levels of commitment lead to favorable organizational outcomes. It reflects the extent to which employee's identify with the organization and is committed to its goals. In the today's competitive business environment, every organization is facing a problem of attracting and retaining, competent human resource. To overcome this every organizations need to maintain high level of Quality of Work life. Literature says QWL is a movement, it is continuous process it will affect the employees performance also. If the level of QWL decreases employee's morale, commitment, efficiency and also effectiveness drastically reduces. So while designing QWL for employees, organizations need to consider the factors which affects the morale, employee commitment etc. present review paper address what are the factors associated with components of QWL and components of employee commitment. As a factor of employee motivation, the commitment level of employees to their work and their organization is considered one of the most important indicators for a successful organizational behavior. Employees with higher levels of commitment are devoted to their professions and the organization, expect high demands from themselves, achieve superior results and demonstrate superior work performance (Konya, et. al., 2016). According to Beloor, Nanjundeswaraswamy and Swamy(2017), QWL is a multidimensional factor such as job satisfaction, adequate pay, work environment, organizational culture etc, and these factors affects the employee performance, productivity, absenteeism, retention rate etc. These human factors may affect employee commitment. Abraham, S. (2015) argued that by providing fair and reasonable working practices it is possible to enhance the employee's organizational commitment. Even with the NHIF programme attempting to enroll informal sector workers, high unemployment rates in Kenya pose a major threat to this drive (Deloitte, 2011). According to the UN World Population Prospects (2017) Kenya's population in 2017 was 49,699,862. of which only 6.5 million have a health cover. Nairobi province has the highest coverage with almost 25

percent of the population insured, while the North Eastern region has the lowest coverage with less than 3 percent insured. In terms of income, coverage is highest for those in the richest quintile (31%) and lowest for those in the poorest quintile (1%) (MOH, 2013).

Statement of the Problem

The concept of quality of work-life is an expression that has emerged in response to social change. Recent and more deeply rooted changes in the labor market, the nature of employment, demographic trends, family life and state policies combine to create a particular sense of tension and pressure between paid employment and the rest of life. Meyer and Allen stated that commitment includes affective, continuance and normative dimensions. Affective commitment: refers to staff's affective attachment to be identified with the organizations and engaging in the organization's activities with positive emotions. Continuance commitment: includes a value-based commitment to the organization and the employee is involved in the organization's activities and has high loyalty to the organization. Normative commitment: refers to individuals' feelings based on the need to stay in the organization. Staff's high organizational commitment leads to the desire to make great efforts in achieving organizational goals, having more job satisfaction, high tendency to stay in the organization, reduced turnover and absenteeism rate, increased staff's mental freshness, improved organization's performance, better manifestation of personal and organizational lofty goals (Zeineldin, 2013), and represents staff's views toward their organization and job (Ahadi and Suandi, 2014). In contrast, reduced organizational commitment leads to negative consequences for the individual and the organization, such as reduced productivity and individual performance, perceived discrimination in the organization, ignoring needs of the personnel, lack of participation in organizational issues, high absenteeism, delay in the arrival of employees, unwillingness to stay in the organization, turnover, reduced customers' trust, reduced revenue and lack of motivation (Chen, et. al., 2015). In the past NHIF has not performed to the expectations of its members with many feeling that they do not get value for their money (Mwangi, 2015) while only 10% of the eligible population is under health insurance cover (MoH, 2013). According to Bagraim (2013), reduced organizational commitment leads to increased turnover rate, loss of motivation and job satisfaction, and reduced performance level and subsequent loss of services and organizational efficiency and reduction in customer satisfaction. The studies by Sivalogathasan and Edirisinghe (2015) and Mahmoudi (2015) confirmed that there is a moderate positive correlation between quality of work life and organizational commitment in selected apparel companies in India and in governmental agencies in Iran, respectively. The study by Afsar (2014) on the impact of the quality of work-life on organizational commitment was based on academicians

working for State and Foundation Universities in Turkey. The study revealed that the quality of work-life has a positive impact on affective and normative commitment of the academicians working for both state and foundation universities whereas it has a negative impact on the continuance commitment. These studies were done outside Kenya and in different sectors. In Kenya, Kizito, (2007), looked at the relationship between pay, job satisfaction and organizational commitment with a focus on employees of Kenya state corporations. He concluded that high organizational commitment is associated with lower turnover and absence, but there is no clear emphasis on the determinants of employee commitment in terms of the expanded quality of work life factors. It is against this background that the current study sought to establish the relationship between quality of work life factors namely, management style, growth and development opportunities, work life balance, and organizational climate on employee commitment at National Hospital Insurance Fund, Nakuru Branch.

Objective of the Study

To evaluate the effect of work life balance on employee commitment at National Hospital Insurance Fund, Nakuru Branch.

Research Hypothesis

There is no significant relationship between work life balance and employee commitment at National Hospital Insurance Fund, Nakuru Branch.

Significance of the Study

The management of NHIF and other parastatals in Kenya and the world will benefit greatly from the findings of this study as they formulate Human Resource strategies and policies geared towards improving quality of work life and employee commitment. The study reveals a gap between the organizations efforts to be a high class employer and the employees' perception of a high quality work life. The findings of this study will help human resource planners within public corporations to gain a better understanding of labor retention which will enable them plan for recruitment, selection, orientation and placement, retention and forecasts of future manpower requirements within these organizations. The study is of benefit to human resource managers as it will enable them to design effective quality of work life programs that will boost employee commitment and thus their productivity and effectiveness. Finally, the study will add to the body of knowledge to academic community and researchers and stimulate further research in the fields of work life factors and employee commitment in other sectors of the economy.

Scope of the Study

In carrying out this study which focused on the influence of quality of work life factors on employee commitment in parastatals focusing on National Hospital Insurance Fund in Nakuru, Kenya, the researcher conducted a census of all the 45 members of staff at the branch. The personnel studied included all the permanent and pensionable senior and junior staff. This was to remove bias that may have come up if only one class was covered. The study variables were management style, growth and development opportunities, work life balance, and organizational climate. It was carried out in the months of February and March 2018 and utilized a budget of Kenya Shillings 61,600.

LITERATURE REVIEW

Theoretical Review

The study will be guided by the ERG theory, Hertzberg's Two Factor Theory, and Segmentation theory.

Hertzberg's Two Factor Theory

The next theory is presented by Hertzberg et al. (1959). This theory is called two factors theory. It is named so because the scholar has identified two set of factors which he think could have influence upon the employee's motivation. These two set factors have been stated as 1) Motivation factors i.e. Responsibility, systematic and hierarchal personal growth, recognition and achievement 2) Hygiene factors are: Quality of supervision, working conditions, status and compensation. He concluded on the basis of his research study that high work motivation is the result of the presence of only motivation factors and the presence of hygiene factors would only lead towards employees' satisfaction. so if the managers wish to have satisfied workforce, the managers will have to ensure that the set of hygiene factors for the employees are addressed and met precisely, and if any of the managers wishes his/her personnel to exert more effort additionally, he/she will have to address the motivation factors adequately in shape of recognition of their work, efforts and valued outcomes and in return should offer professional development opportunities, employees autonomy and responsibilities. This theory states that there are certain factors that were related to the content of the job that provided satisfying experiences for employees. These factors are called motivators and included achievement, recognition, the work itself, responsibility, advancement, and growth. The other part of the theory was that there are non-job-related factors that can cause dissatisfying experiences for employees. These factors are called hygiene factors and include company policies, salary, coworker relations, and style of supervision (Steers & Porter, 1991). The above theory will

facilitate understanding of all the four objectives of the study to establish influence of management style, growth and development opportunities, work life balance, and organizational climate on employee commitment at NHIF, Nakuru branch.

Segmentation Theory

The segmentation theory posits that work and family are two distinctive domains and there is no relationship between the two domains, indicating that work and family are separate spheres; which may not influence each other (Reich, Gordon, and Edwards, 1973). Segmentation is also viewed as an active psychological process that may be used to manage the boundary between work and family (Rothbard et al., 2009). High segmentation between work and family should bring in better work-life balance. For example an employee who can divide his time, energy and effort efficiently and effectively between the two segments will face lower work-life conflicts. A proper balance between work and family life plays a key role in achieving personal and professional goals (Prerna, 2012). In addition, the implementation of work-life balance programs allows employees to work more effectively, while facilitating the retention of valuable employees for companies, improving the return on investments in human capital (Yamamoto & Matsuura, 2012). In this model, the only difference between different workers' wages and conditions arise from individual differences in their human capital (skills, experience, or formal education) or tastes. Occupational labor-markets arise from the division of labor, increasing differentiation and specialization. These workers are unable to switch between occupations because they require different skills and extensive investment in training and qualifications. For example, nurses and doctors form separate occupational labor-markets even though they work side by side in the same organizations.

The Segmentation theory will facilitate understanding of the third objective of the study to establish influence of work life balance on employee commitment at NHIF, Nakuru branch. This is because according to the segmentation theory indicates that work and family are two distinctive domains and there is no relationship between the two domains such that work and family are separate spheres; which may not influence each other. The study will seek to establish the extent to which the NHIF employees' commitment on the job is affected by their family and vice versa.

Empirical Review

Work Life Balance

There has been much debate over a formal definition of work-life balance. According to Greenhaus, Collins and Shaw, (2013), most of the major reviews of work-life balance articles

either do not mention work-life balance per se, or when it is mentioned it is not explicitly defined. Greenhaus, et. al., 2013; Potgieter and Barnard, 2010). In a review of the literature, Kalliath and Brough, (2008) identify six different definitions that are commonly used within the literature: Work-life balance reflects an individual's orientation across different life roles; The extent to which an individual is engaged in – and equally satisfied with – his or her work role and family role; Achieving satisfying experiences in all life domains and to do so requires personal resources such as energy, time and commitment to be well distributed across domains; The extent to which an individual's effectiveness in work and home boundaries which can negatively influence both work and family life; A relationship between conflict and facilitation, and; Perceived control between multiple roles. Md-Sidin, Sambasivan and Ismail (2008) reported that individuals who are married experience more work-life conflict than those who are unmarried.

The presence or absence of children in the family continues to make a significant difference in the degree of balance that individuals experience (Tausig & Fenwick, 2011). Parental status has been found to be a determinant of parents placing increased importance on the role of family (Blau, Ferber & Winkler, 2008). Family responsibilities such as household time demands, family responsibility level, household income, spousal support and life course stage have been found to be sources of work-life stress (Jennings and McDougald, 2012). Dual earner couples with no children report greater work-life balance, while both single and married parents report significantly lower levels of perceived balance compared to single, non-parents (Tausig & Fenwick, 2011)

Many individuals find they are increasingly isolated from family and leisure activities in an ever-increasing climate of long work hours and intensity (Haworth & Lewis, 2009). As stated previously, there are over 170 life demands that have been identified as work, financial resources, leisure, dwelling and neighborhood, family, friendship, social participation and health Warren, (2011). Many individuals who experience issues balancing life demands also experience emotional exhaustion which has been defined as "a state causedby psychological and emotional demands made on people" which is when an individual isfacing seemingly overwhelming demands on their time and energy (Boles, Johnston & Hair, 1997). When individuals have a negative emotional response to work related stress, they often self-regulate their response Rothbard, (2001).

Thompson, Kirk, and Brown (2010) showed that supervisors have significant influence on professional stress of female police officers and they can reduce moral exhaustion and contribute to a better work-life balance. Duxbury and Higgins (2010) conducted a study on work life issues among health care workers in Canada. The results indicated that a positive relationship exists between the organization and supervisor support for work-life issues and

reduction of work-to-family conflict. The current study sought to establish the relationship between work life balance and employee commitment in parastatals focusing on NHIF, Nakuru branch.

Chinomona and Dhurup (2014) conducted a study on the influence of the quality of working life on employee job satisfaction, job commitment and tenure intention in the SME sector in Zimbabwe using a sample of 282 SMEs from Harare, the capital city. The results of the study showed that, in the SME context, quality of work life positively and significantly influences employee job satisfaction, job commitment and consequently tenure intention. The current study sought to establish the relationship between work life balance and employee commitment in parastatals focusing on NHIF, Nakuru branch.

Employee Commitment

Organizational commitment was defined, for the first time, in 1956 by Whyte as follows: "…white collar employees in large organizations live their lives dominated by the company life and their commitment. A man in the organization not only works for the organization, but he also commits himself to the organization and feels as if he belongs to it" (Whyte, 1956). It was also defined as a type of "commitment resulting from his recognition of the cost or lost side bets associated with the discontinuance of his efforts or activities in the organization as well as of other values such as time, position and money he's gained during his employment" by Becker (1960).Organizational commitment provides information about the level of commitment that the employees feel towards their organizations.

What is now apparent is that, as long as the organization has been able to attract the right sort of employees and has provided a suitable work environment, employee commitment will be largely influenced by the interactions that occur between colleagues and with their immediate and senior managers. The relationship between the organization and the employee, therefore, should be considered as being no different from any other type of relationship (Torrington, et al, 2005). Commitment is complex and continuous, and requires employers to discover ways of enhancing the work life of their employees (Lawler, 1982).

Commitment might be thought of simply in terms of feelings of obligation or emotional attachment. However, in the last years, a growing consensus has emerged that commitment should be viewed as a multidimensional construct. Allen and Meyer (1990) developed an early model that has received considerable attention. The three-component model they advocated was based on their observation that existing definitions of commitment at that time reflected at least three distinct themes: an affective emotional attachment towards an organization (affective

commitment); the recognition of costs associated with leaving an organization (continuance commitment); and a moral obligation to remain with an organization (normative commitment).

One important point is that not all forms of employee commitment are positively associated with superior performance (Meyer and Allen, 1997). For example, an employee who has low affective and normative commitment, but who has high continuance commitment is unlikely to yield performance benefits. The main reason such an employee remains with an organization is for the negative reason that the costs associated with leaving are too great. In more recent years, this typology has been further explored and refined to consider the extent to which the social environment created by the organization makes employees feel incorporated, and gives them a sense of identity.

Meyer and Allen, (1991) argued that one of the most important reasons for distinguishing among the different forms of organizational commitment was that they have very different implications for behavior. Although all three forms tend to bind employees to the organization, and therefore relate negatively to turnover, their relations with other types of work behavior can be quite different (Meyer et al., 2002). Indeed, research shows that affective commitment has the strongest positive correlation with job performance, organizational citizenship behavior, and attendance, followed by normative commitment. Continuance commitment tends to be unrelated, or negatively related, to these behaviors. The second major development in commitment theory has been the recognition that commitment can be directed toward various targets, or foci, of relevance to workplace behavior, including the organization, occupation, supervisor, team, program and customer.

A range of demographic variables have been found to be related to employee commitment (Mathieu and Zajac, 1990). For a variety of reasons, age has been found to be a positive predictor of employee commitment. As Mathieu and Zajac, (1990) suggest, the older employees become, the less alternative employment options are available. As a result, older employees may view their current employment more favorably. In addition, Dunham et al, (1994) suggest older employees may be more committed because they have a stronger investment and greater history with their organization. With regard to gender, Mathieu and Zajac, (1990) have reported women as being more committed than men. This is typically explained by women having to overcome more barriers than men to get to their position in the organization. Marital status has also been shown to relate to commitment, with married employees usually showing more commitment (Mathieu and Zajac, 1990). However, it is suggested that the reason for this is because married employees will typically have greater financial and family responsibilities, which increases their need to remain with the organization.

A study by Afsar (2014) on the impact of the quality of work-life on organizational commitment by academicians working for State and Foundation Universities in Turkey revealed that the quality of work-life has a positive impact on affective and normative commitment of the academicians working for both state and foundation universities whereas it has a negative impact on the continuance commitment. An examination of all the variables on organizational commitment for both types of university showed that the highest impact on affective, normative and continuance commitment of the academicians working for state universities is by the quality of work life, while the highest impact on affective and normative commitment of the academicians working for foundation universities is by the quality of work life, yet years in organization has the highest impact on the continuance commitment.

Dinc and Kocyigit (2017) carried out a study on influence of job satisfaction and demographic characteristics of female teachers on their affective commitment to schools based on a sample of 150 teachers from four private schools in Pakistan. The results showed that overall job satisfaction has a significant and positive influence on affective commitment, whereas, marriage as a demographic variable has a positive effect on overall job satisfaction and affective commitment.

Conceptual Framework
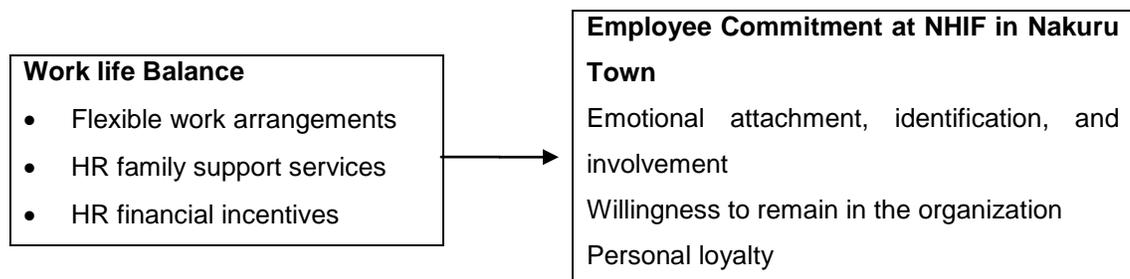
Figure 1: Conceptual Framework

Figure 1 conceptualizes that work-life balance as an independent variable influence Employee commitment (dependent variable) in Parastatals in Kenya. The framework also theorizes that the level of emotional attachment, identification, and involvement, their willingness to remain in the organization, and personal loyalty indicate their commitment to the organization as postulated by as indicated by Meyer et al (1997).

Critique of Existing Literature

The studies reviewed have underpinned various aspects of quality of work life factors in the organization. Among these are management styles, growth and development opportunities, work-life balance and organizational climate. These are hypothesized to inform the employee decisions to continue working for the organization. Studies such as those conducted by Plansoongnern, Anurit, and Kuiyawattananonta (2011) and Thompson, Kirk, and Brown (2010) revealed that the management approach to employee matters such as treatment by supervisors, reward system and autonomy shaped the employee attitude towards the workplace and thus their commitment to the organization. However, their studies and others so far carried out did not reveal whether such factors had a bearing on the employees' decision to leave or stay in the organization. It also emerged from the literature that availability of growth and development for employees was important for employees as their need levels kept changing (Joo & Park, 2009). Most employees had career goals which they also sought to achieve while working in the organization and as such it was important that these be taken into account to avoid employee mobility to other organizations. However, the studies did not carry out indepth analysis of growth and development factors such as aligned training, talent management and the levels of responsibilities given to the employees to encourage their decisions to remain working with the organization. Review of studies done on work-life balance indicates that it was indeed a very important aspect of the employees' work-life (Potgieter & Barnard, 2010; Kalliath & Brough, 2008; Tausig & Fenwick, 2001). However, the studies did not show how variation of organizational contexts affects work-life balance among employees. Also the studies did not explicitly link work-life balance with employee commitment tendencies in organizations. Finally, the studies on organizational climate did reveal that most employees nursed intentions to quit the organization when the climate was not conducive for them to work in (Lambert et al., 2001). However, the studies did not reveal the actual predictors of organizational climate.

Gaps in Literature Review

Chinomona and Dhurup (2014) conducted a study on the influence of the quality of working life on employee job satisfaction, job commitment and tenure intention in the SME sector in Zimbabwe.Duxbury and Higgins (2010) conducted a study on work life issues among health care workers in Canada. The study by Afsar (2014) on the impact of the quality of work-life on organizational commitment was based on academicians working for State and Foundation Universities in Turkey. The study revealed that the quality of work-life has a positive impact on affective and normative commitment of the academicians working for both state and foundation universities whereas it has a negative impact on the continuance commitment. These studies

were done outside the country and in different sectors of the economy. Muindi (2010) in a study on the relationship between participation in decision making and job satisfaction among academic staff in the School of Business University of Nairobi established that management style, specifically lack of involvement in decision making and inadequate communication were some of the issues that caused dissatisfaction of academic staff of the University of Nairobi. However, no recent studies have been done in Kenya with respect to the study objectives, namely the influence of management style, growth and development opportunities, work life balance, and organizational climate on employee commitment. The current study thus sought to establish the effects of work life quality factors on employee commitment in a Kenyan setting and on parastatals employees in NHIF. Most studies on quality of work life factors were done overseas and, thus, there was lack of local studies on work life factors influencing employee commitment in organizations. The present study explored these aspects in detail focusing on parastatals in Kenya, and focusing on NHIF, Nakuru branch.

RESEARCH METHODOLOGY

Research Design

Descriptive research design was used in this study. Descriptive research is used to obtain information concerning the current status of the phenomenon (Chandran, 2011).It also helps investigate the relationship between independent variables and dependent variables using various analytical techniques. Descriptive research design was deemed appropriate for the study as it allowed describing, recording, analyzing and reporting conditions that existed (Mugenda and Mugenda, 2011).

Target Population

Targe tpopulation refers to the total number of subjects or the total environment of interest to the researcher (Oso & Onen, 2009). The target population comprised of the managers and staff of NHIF in Nakuru Branch in charge of who number 45 in total.

Census Technique

Since the target population is small, the study adopted the census method, hence, there was no need for sampling. Kombo and Tromp (2006) advise that for small populations, using the entire population is the best for any research. A census technique eliminates sampling error and provides data on all the individuals in the population. However, cost considerations make this impossible for large populations; census technique is attractive for small populations like 200 or less. The respondents were categorized as shown in Table 1.

Table 1: Target Population

Respondents	Target population
Management	8
Staff	37
Total	**45**

Source: NHIF (2018)

Research Instruments

The study used closed ended self-administered questionnaires (Appendix I) as data collecting instruments. The selection of these tools has been guided by the nature of data to be collected, time available and the objectives of the study. It has quite a number of advantages which include: confidentiality; time saving; and reduced interviewer bias. Questionnaires also have the advantages of low cost, easy access, physical touch to widely dispersed samples (Fowler, 1993) and also the fact that the results are quantifiable. However, the use of questionnaires requires careful preparation as it could easily confuse the respondents, discourage them, or simply fail to capture important information needed in the study (Mugenda and Mugenda, 2013). This enabled the researcher to reduce both researcher and respondent biases.

Pilot Study

The pilot study was carried out in NHIF Eldoret branch to establish reliability of the research instruments. The piloting was done to determine if the research instruments are in line with objectives and questions of the study and also estimate time duration needed for responding to questions.

Validity

Validity is the extent to which a test measures what it purports to measure (Orodho, 2011). In this study, face validity, construct validity and content validity will be used to validate the research instruments. According to Ary, Jacobs and Razavieh (2010), face validity is simply a matter of the instrument appearing valid for the intended purpose and is especially important to determine because respondents are more likely to complete an instrument that appears to be meaningful and appropriate. Construct validity is the most important form of validity as it often seeks to establish what the test is really measuring (Gay & Airasian, 2010). In this study, construct validity was determined by identifying the underlying sub-constructs from the literature reviewed and then placing the items into relevant constructs. A test has content validity if it measures the content that it was designed to measure (Gay & Airasian, 2010). For the purposes

of this study, content validity concerns the adequacy with which the sub-constructs adequately sample the content area to be measured. The instruments were subjected to scrutiny and review of content by experts at the University. The items were where necessary rephrased and modified to avoid ambiguity before being used for data collection.

Reliability

Reliability is the measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda & Mugenda, 2012). The researcher used the internal consistency to check the reliability of the questionnaires using Cronbach's alpha coefficient. A Cronbach's alpha coefficient 0.7 or above shows high internal consistency (Cronbach & Azuma 1962). The items found to lower the Cronbach's alpha below this value are deleted.

Table 2: Reliability Test

Variable	No. of Test Items	Cronbach Alpha
Management style	4	.962
Growth and development opportunities	4	.821
Work life balance	4	.833
Organizational climate	4	.781
Employee commitment at NHIF Nakuru branch	4	.812

The reliability test on the pilot data showed that management style had a Cronbach Alpha score of 0.962; growth and development opportunities had a Cronbach Alpha of 0.821, work life balance (0.833), organizational climate (0.781) and employee commitment at NHIF Nakuru branch (0.812). This means that the data was reliable given that the Cronbach Alpha scores were > 0.7. According to Mohsen and Dennick (2011), a reliability coefficient of .70 or higher indicates a high degree of consistency.

Data Collection Procedure

The researcher first sought research approval from Jomo Kenyatta University of Agriculture & Technology. The researcher then visited the branch manager to obtain permission to carry out the study within the premises. Arrangements were then made with departmental heads on convenient dates and time to collect data so as not to interfere with other organizational activities. Thereafter, the researcher administered the research instruments to the respondents and collected them on the same day so as to ensure high response rate.

Data Analysis and Presentation

Quantitative data collected was analyzed using the Statistical Package for Social Sciences (SPSS 24). Inferential statistics included Correlations and Regressions to test relationship between variables to test differences between variables. Hypothesis testing was done using P values approach. Hypotheses were rejected if calculated P value is greater than 0.05. Regression analysis was performed to determine the effects of the independent variables on the dependent variable. Employee commitment at NHIF Nakuru Branch as the dependent variable where as management style, growth and development opportunities, work life balance, and organizational climate were the independent variables in the specified model.

The specified model is stated as; $Y = \beta_0 + \beta_1 X_1 + \varepsilon$;

Where;

Y -   Employee commitment at NHIF Nakuru branch;

β_0 -   Constant;

X_1 -   Work life balance; and

β_1,   -   Regression coefficients of the independent variable X_1, respectively

ε -   Error term.

RESULTS AND DISCUSSION

Response Rate

A total of 45 questionnaires were administered to the staff of NHIF in Nakuru. 34 were returned duly completed representing a response rate of 76%. Data obtained from the questionnaires was first cleaned and edited before being coded and subjected to further analysis. The Likert scales in closed ended questions in the questionnaires were converted to numerical codes and be scored on 1-5 point scale in order of magnitude of the construct being measured.

Respondents' Characteristics

Gender of the Respondents

Table 3: Gender of the Respondents

Gender	Frequency	Percent	Valid Percent	Cum. Percent
Male	15	44.1	44.1	44.1
Female	19	55.9	55.9	100.0
Total	**42**	**100.0**	**100.0**	

The results as shown in Table 3 indicate that 15 (44.1%) of the respondents were male while 19 (55.9%) were female. This means that the NHIF Nakuru branch have gender parity in their personnel and these would give a balanced view of the influence of the independent variables on employee commitment.

Age of the Respondents

Table 4: Age of the Respondents

Age	Frequency	Percent	Valid Percent	Cum. Percent
18 – 30 years	8	23.5	23.5	23.5
31 – 40 years	10	29.4	29.4	52.9
41 – 50 years	11	32.4	32.4	85.3
51 and above	5	14.7	14.7	100.0
Total	**34**	**100.0**	**100.0**	

The results indicate that 8 (23.5%) of the respondents were aged between 18 and 30 years, 10(29.4%) were aged between 31 and 40 years, 11(32.4%) were aged between 41 nad 50 years, and 5(14.7%) were 51 years and above. This means that all age groups were sufficiently represented in the study and this gave a balanced view of the factors that influence employee commitment at NHIF Nakuru branch.

Highest Level of Education of the Respondents

Table 5: Highest Level of Education of the Respondents

Education Level	Frequency	Percent	Valid Percent	Cum. Percent
College	17	50.0	50.0	50.0
University Graguate	11	32.4	32.4	82.4
Post Graduate	6	17.6	17.6	100.0
Total	**34**	**100.0**	**100.0**	

The results indicate that 17(50%) of the respondents had college level of education, 11(32.4%) had university level of education, while 6(17.6%) had post graduate level of education. This

means that all the respondents had sufficient level of education to be able to give information regarding the influence of QWL on employee commitment.

Marital Status

Table 6: Marital status

Academic Qualification	Frequency	Percentage (%)
Married	19	55.9
Single	9	26.5
Widower	2	5.9
Widow	4	11.7
Totals	**34**	**100**

The results indicate that 19(55.9%) of the respondents were married, 9(26.5%) of the respondents were single, 2(5.9%) were widowers, and 4(11.7%) were widows. Thus majority of the respondents were married and could therefore easily relate quality of life factors with the burdens of family responsibilities especially with regard to work life balance.

Respondents' Departments

Table 7: Respondents' Departments

Academic Qualification	Frequency	Percentage (%)
Operations and Quality	9	26.5
Finance and Investment	8	23.5
Strategy Planning and Marketing	10	29.4
Corporate Services	7	20.6
Totals	**34**	**100**

According to the results on departments, 9(26.5%) of the respondents were in Operations and Quality department, 8(23.5%) were in Finance and Investment, 10(29.4%) were in Strategy Planning and Marketing, and 7(20.6%) were in Corporate Services. Thus all the departments in NHIF were fairly represented in the study.

Page 397

Descriptive Statistics

Work life balance at NHIF Nakuru branch

Table 1: Work life balance at NHIF Nakuru branch

	5	4	3	2	1	Mean	Std Dev
The organization offers flexibility of when to start and end the day's work	0(0%)	10(29.4%)	4(11.8%)	16(47.1%)	4(11.8%)	2.59	1.048
The organization allows working for longer days per week to get a day free/off	0(0%)	12(35.6%)	6(17.6%)	12(35.6%)	4(11.8%)	2.76	1.075
I value the flexible work arrangements offered by my employer	8(23.5%)	14(41.5%)	8(23.5%)	2(5.9%)	2(5.9%)	3.71	1.088
Nursing mothers enjoy flexible working arrangements to take care of their new born babies	6(17.6%)	24(70.6%)	2(5.9%)	2(5.9%)	0(0%)	4.00	.696
The organization sponsors recreational facilities and provides free access to specific sports clubs	0(0%)	2(5.9%)	8(23.5%)	8(23.5%)	8(23.5%)	2.65	1.252
Family leaves are given to attend to family matters	10(29.4%)	18(52.9%)	0(0%)	6(17.6%)	0(0%)	3.94	1.013
The organization provides overtime payment to employees after working hours	4(11.8%)	22(64.7%)	6(17.6%)	0(5.9%)	0(0%)	3.82	.716
The organization enables the employees to have easy access to loans	12(35.3%)	18(52.9%)	4(11.8%)	0(0%)	0(0%)	4.24	.654
I value all the financial incentives offered by the organization	10(29.4%)	16(47.1%)	2(5.9%)	6(17.6%)	0(0%)	3.88	1.038

The respondents were asked to indicate the extent to which they agreed on statements concerning work life balance and 10(29.4%) of the respondents agreed that the organization offers flexibility of when to start and end the day's work and 16(47.1%) disagreed (mean2.59=disagree),the organization allows working for longer days per week to get a day free/off had 12(35.6%) agreeing and 12(35.6%) disagreeing(mean2.76=disagree), 8(23.5%) strongly agreed that they value the flexible work arrangements offered by my employer and 14(41.5%) agreed on the same (mean3.71=agree). Also 6(17.6%) strongly agreed that nursing mothers enjoy flexible working arrangements to take care of their new born babies while 24(70.6%) agreed on the same (nean4.00=strongly agree). The organization sponsors recreational facilities and provides free access to specific sports clubs had 2(5.9%) of the respondents agreeing and 8(23.5%) disagreeing (mean2.6=disagree),10(29.4%) of the respondents strongly agreed that family leaves are given to attend to family matters10(29.4%) agreed (mean3.94= agree). The organization provides overtime payment to employees after working hours had 4(11.8%) of the respondents strongly agreeing and 22(64.7%) agreed, (mean3.82=agree), the organization enables the employees to have easy access to loans12(35.3%) strongly agreeing and 18(52.9%) agreed (mean4.24=strongly agree) and 10(29.4%) strongly agreed that they value all the Financial incentives offered by the organization 16(47.1%) agreed on the same (mean3.88=agree)

Employee commitment at NHIF Nakuru branch

Table 9: Employee commitment at NHIF Nakuru branch

	5	4	3	2	1	Mean	Std Dev
I am emotionally attached to this organization	8(23.5%)	16(47.1%)	8(23.5%)	2(5.9%)	0(0%)	3.88	.844
I would be very happy to spend the rest of my career in this organization.	4(11.8%)	12(35.3%)	14(41.2%)	4(11.8%)	0(0%)	3.47	.861
I really feel like part of the family at this organization	12(35.3%)	22(64.7%)	0(0%)	0(0%)	0(0%)	4.35	.485
I always identify with and are involved in the organization	8(23.5%)	22(64.7%)	2(5.9%)	2(5.9%)	0(0%)	4.06	.736
I am always commitment to my work	18(52.9%)	16(47.1%)	0(0%)	0(0%)	0(0%)	4.53	.507

I have personal loyalty to the organization	16(47.1%)	14(41.2%)	0(0%)	2(5.9%)	2(5.9%)	4.18	1.114
I often think about leaving but remain due to lack of a better job	0(0%)	8(23.5%)	2(5.9%)	18(52.9%)	6(17.6%)	2.35	1.041
I often think about leaving but remain as the cost of leaving would be high	4(11.8%)	0(0%)	4(11.8%)	24(70.6%)	2(5.9%)	2.41	1.048
I often think about leaving but I do not have the necessary skills or qualifications for another job	0(0%)	4(11.8%)	0(0%)	22(64.7%)	8(23.5%)	2.00	.853
I often think about leaving but remain due to pressure from colleagues	0(0%)	4(11.8%)	2(5.9%)	22(64.7%)	6(17.6%)	2.12	.844
I often think about leaving but remain as the allowances here are high	0(0%)	6(17.6%)	0(0%)	20(58.8%)	8(23.5%)	2.12	.977
I often think about leaving but remain due to lack of a better job	2(5.9%)	10(29.4%)	8(23.5%)	14(41.2%)	0(0%)	3.00	.985
I feel a moral obligation to remain in the organization	6(17.6%)	18(52.9%)	6(17.6%)	4(11.8%)	0(0%)	3.76	.890
I really feel as if this organization's problems are my own	6(17.6%)	14(41.2%)	12(35.3%)	2(5.9%)	0(0%)	3.71	.836
I am willing to take-up extra duties	14(41.2%)	20(58.8%)	0(0%)	0(0%)	0(0%)	4.41	.500
I feel the level of responsibility I am given is acceptable	6(17.6%)	28(82.4%)	0(0%)	0(0%)	0(0%)	4.18	.387
I get a feeling of accomplishment from my job	18(52.9%)	16(47.1%)	0(0%)	0(0%)	0(0%)	4.53	.507
I feel I am doing a worthwhile job	18(52.9%)	14(41.2%)	2(5.9%)	0(0%)	0(0%)	4.47	.615

The respondents were asked to indicate the extent to which they agreed on statements concerning employee commitment and 8(23.5%) strongly agreed that they were emotionally

attached to this organization with 16(47.1%) agreeing they were emotionally attached to the organization (mean 3.88 = agree). 4(11.8%) strongly agreed that they would be very happy to spend the rest of their career in this organization and 12(35.3%) agreed on the same (mean 3.47=agree). Also 12(35.3%) strongly agreed that they really feel like part of the family at this organization and 22(64.7%) agreed on the same(mean 4.35=strongly agree). I always identify with and are involved in the organization had 8(23.5%) of the respondents strongly agreeing and 22(64.7%) agreeing (mean 4.06=strongly agree), 18(52.9%) of the respondents agreed that they are always commitment to their work and18(52.9%) agreed on the same (mean 4.53=strongly agree) and 16(47.1%) strongly agreed they have personal loyalty to the organization and 16(47.1%) also agreed on the same (mean 4.18= strongly agree). Only 8(23.5%) agreed they often think about leaving but remain due to lack of a better job while 18(52.9%) disagreed (mean2.35=disagree) and 4(11.8%) strongly agreed they often think about leaving but remain as the cost of leaving would be high and 24(70.6%) disagreed (mean2.41=disagree).

Other results were; I often think about leaving but I do not have the necessary skills or qualifications for another job had 4(11.8%) agreeing and 22(64.7%) disagreeing (mean 2.00 = disagree), I often think about leaving but remain due to pressure from colleagues had 4(11.8%) agreeing and 22(64.7%) disagreeing (mean2.12=disagree), I often think about leaving but remain as the allowances here are high had 6(17.6%) of the respondents agreeing and 8(23.5%) disagreeing (mean 2.12=disagree) and 10(29.4%) of the respondents agreed that they often think about leaving but remain due to lack of a better job while 14(41.2%) disagreed (mean3.00=disagree). 6(17.6%) of the respondents strongly agreed they feel a moral obligation to remain in the organization and 18(52.9%) agreed (mean3.76= agree) and 6(17.6%) agreed they feel as if this organization's problems are their own14(41.2%) agreeing neither disagreeing (mean3.71=agree). I am willing to take-up extra duties had 14(41.2%) of the respondents strongly agreeing and 20(58.8%) agreeing (mean4.41=strongly agree), 6(17.6%) strongly agreed that the level of responsibility they are given is acceptable with 28(82.4%) also agreeing (mean4.18=strongly agree). I get a feeling of accomplishment from my job had 18(52.9%) of the respondents strongly agreeing and 16(47.1%) agreed (mean4.53=strongly agree) and 18(52.9%) strongly agreed they feel they are doing a worthwhile job and14(41.2%) agreed on the same (mean4.47=strongly agree).

From the analysis, it can be concluded that majority of the NHIF employees portray commitment both to their duties and to the organization in general. The findings indicate that most respondents strongly agreed, agreed and were neutral about the various attributes of commitment. However the continuous commitment is low as shown by the low means ranging

from 2.00 to 3.00. Mean scores obtained for affective commitment and normative commitment did not depict any attribute that the employees disagreed or strongly disagreed with implying that commitment on these bases is exercised within the organization.

Correlation Analysis

Correlation analyses It seeks to first determine the degree of interdependence of the independent variables and also show the degree of their association with the dependent variable separately. These results are summarized in Table 10.

Table 10: Correlations between the independent and the dependent variables

		Management style	Growth and development opportunities	Work life balance	Organizational climate	Employee commitment
Management style	Pearson Correlation	1				
	Sig. (2-tailed)	.000				
	N	34				
Growth and development opportunities	Pearson Correlation	. 092	1			
	Sig. (2-tailed)	.623	.000			
	N	34	34			
Work life balance	Pearson Correlation	.034	.207	1		
	Sig. (2-tailed)	.342	.410	.000		
	N	34	34	34		
Organizational climate	Pearson Correlation	.567	.142	.325	1	
	Sig. (2-tailed)	.422	.143	.452	.000	
	N	34	34	34	34	
Employee commitment	Pearson Correlation	.654[*]	.753[*]	.842[*]	.531[**]	1
	Sig. (2-tailed)	.000	.001	.000	.000	
	N	34	34	34	34	34

[*]. Correlation is significant at the 0.05 level (2-tailed).

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

Table 10 indicates that the associations between the independent variables and the dependent variable were significant at the 95% confidence level. Also, the inter-variable correlations between the independent variables were not strong enough to affect the relationship with the dependent variable, hence, the effects of multi-co linearity were minimized.

H_{o3}: Work life balance has no significant analysis on Employee Commitment at NHIF Nakuru branch.

H_{A3}: Work life balance has a significant analysis on Employee Commitment at NHIF Nakuru branch.

The analysis further indicated that work life balance had a positive relationship with employee commitment at NHIF Nakuru branch(r=0.842, p<0.05). This could also imply that work life balance contributed to employee commitment at NHIF Nakuru branch whereby if work life balance were improved employee commitment at NHIF Nakuru branch would as well improve at a strong positive relationship.

Regression Analysis

Model Summary

From the results shown in table 11, the model shows a goodness of fit as indicated by the adjusted R^2 value of 0.389. This implies that the variations in independent variables; management style, growth and development opportunities, work life balance, and organizational climate explain approximately thirty nine percent (38.9%) of the variations in employee commitment at NHIF Nakuru branch. Thus there are other factors that account for the remaining 61.1% in the variation in employee commitment that were not covered in the study.

Table 11: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624[a]	.389	.333	1.003

a. Predictors: (Constant), Management style, Growth and development opportunities, Work life balance, Organizational climate.

ANOVA Results

Table 12: ANOVA Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	23.524	4	5.881	4.5308	0.000
1	Residual	38.932	30	1.298		
	Total	62.456	34			

a. Dependent Variable: Employee Commitment at NHIF Nakuru branch

b. Predictors: (Constant), Management style, Growth and development opportunities, Work life balance, Organizational climate.

The $F_{calculated}$ is 4.5308, which is greater than F_{table} of 2.69 (df. 4, 30, p>0.05). This finding is significant and indicates that there is a significant difference between means of independent variables and the actual Employee Commitment at NHIF Nakuru branch. This further confirms the finding suggested by the regression model in Table 13.

Table 13: Regression Results with four independent variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.362	.399		10.326	.000
Management style	.367	.078	.234	2.563	.003
Growth and development opportunities	.493	.069	.421	5.214	.000
Work life balance	.450	.056	.398	3.764	.000
Organizational climate	.304	.043	.202	1.215	.010

a. Dependent Variable: Employee Commitment at NHIF Nakuru branch.

It is evident from the findings that the most important factor predicting Employee Commitment at NHIF Nakuru branch was Growth and development opportunities (β = 0.421, p <0.05). This was followed by Work life balance (β = 0.398, p < 0.05), Management style (β = 0.234, p < 0.05) and Organizational climate (β = 0.202, p < 0.05), respectively. This indicates that the dependent variable, that is, the Employee Commitment at NHIF Nakuru branch, would change by a corresponding number of standard deviations when the respective independent variables change by one standard deviation. Therefore, the model is Employee Commitment at NHIF Nakuru branch= 4.451 + .240 Management style + .418 Growth and development opportunities + .401 Work life balance + .195 Organizational climate.

In summary;

Employee Commitment, EC = 4.362 + 0.421GDO + 0.398WLB + 0.234MS + 0.202OC.

Where; GDO is Growth and development opportunities, MS is Management style, WLB is Work life balance, and OC is Organizational climate.

CONCLUSIONS

The study finds that work life balance influences the employee commitment at NHIF Nakuru branch. This is due to the fact that the organization offers flexibility of when to start and end the day's work, nursing mothers enjoy flexible working arrangements to take care of their new born

babies, family leaves are given to attend to family matters and the organization provides overtime payment to employees after working hours. The study also found that the organization enables the employees to have easy access to loans and they value all the financial incentives offered by the organization.

From the research findings, it can be concluded that there is a general strong positive linear correlation between QWL and employee commitment among the NHIF employees Nakuru branch. The overall results show that the quality of work life in the organization is good and the employees generally portray high levels of commitment. Affirmative commitment was found to high as the respondents said they were emotionally attached to the organization, that they would be very happy to spend the rest of their career in this organization and that they really feel like part of the family at this organization.

The continuance commitment was also very high at NHIF as majority of the respondents disagreed with the statements that they often think about leaving but remain due to lack of a better job, they often think about leaving but remain as the cost of leaving would be high and they often think about leaving but do not have the necessary skills or qualifications for another job. Normative commitment was also found to be high as the employees feel a moral obligation to remain in the organization and they also feel as if the organization's problems are their own.

RECOMMENDATIONS

In this study, some recommendations have been made to increase the employee commitment at NHIF Nakuru branch and in other parastatals, government institutions and public organizations.

The findings also show that creativity and innovation should be encouraged in the organization and that employees should be able to maintain a healthy work life balance. Departments should be well organized for the work they do and they also work well in teams where employees' ideas are encouraged and valued.

On work life balance, the organization should allow employees to work for longer days per week in order to get a day free/off and provide more flexible work arrangements as these are valued by the employees. The employees also preferred to be given more challenging tasks that will help them grow. The organization should also sponsor recreational facilities and provide free access to specific sports clubs.

Therefore the study recommends that the NHIF managers should put more effort in coming up with suggestions and useful decisions and endeavor to incorporate them into the organization's decisions and policies with regard to management style, growth and development opportunities, work life balance, and organizational climate.

SCOPE FOR FURTHER STUDIES

On the recommendations for further studies, it is noted that the researchable aspects of the effects of QWL factors on employee commitment have not been exhausted in this work. Therefore suggestion is being put forward for further research into the concept of quality of life factors and employee commitment.

Future research should seek to study QWL and Employee Commitment in each of the three levels of permanent employees; section heads, clerks and support staff and focus on the entire NHIF network as this would give a more precise relationship between QWL and employee commitment within the parastatal organization. Future researchers should also seek to study the relationship between QWL and employee commitment in the other parastatals as well as other organizations since QWL and employee commitment are essential to the smooth running and the success of any organization.

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