

# **TIME RELATED WORK LIFE BALANCE PRACTICES INFLUENCING EMPLOYEE JOB SATISFACTION IN MACHAKOS COUNTY COMMERCIAL BANKS, KENYA**

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## **Abstract**

*Work-Life balance among employees has emerged as an issue of concern to both employees and employers. There has been growing attention to employees' inability to dedicate proper attention and time to one's non-work activities and obligations which often leads to dissatisfaction with their job. The main objective of this study was to examine the influence of Work -Life Balance practices relating to time on employee job satisfaction in Commercial Banks in Machakos County, Kenya. A descriptive survey research design was used to gather both quantitative and qualitative data from employees in the sixteen banks with a target population of three hundred and eighty (380). Stratified random sampling technique was used to select a sample size of one hundred and ninety-one (191) respondents. The researcher used structured questionnaires to collect data. Questionnaires were administered to the selected employees of all cadre in the commercial banks. The Statistical Package for Social Science (SPSS) was used to analyse data collected. Inferential statistics, that is, regression and the Pearson Correlation*

*Coefficient were used to analyse the relationships between the study variables. The study established that Work Life Balance practices relating to time positively influenced employee job satisfaction. This, therefore, recommends that commercial banks improve on flexible working arrangements in order to boost employee job satisfaction.*

*Keywords: Commercial banks, Flexible Working Arrangements, job satisfaction, Work Life Balance, work life balance practices*

## **INTRODUCTION**

The concept of Work Life Balance is based on the notion that paid work and personal life should be seen less as competing priorities but as complementary elements of a full life (Doherty, 2004). There is evidence of inability to dedicate proper attention and time to one's non-work activities and obligations. This has often led to dissatisfaction in a person's job according to a study by Hughes & Bozionelos (2005). Employees expect their employers to recognize that in addition to having a job, they have a life which employers have paid least attention to, Bird (2006). According to the Department of Trade & Industry, UK, 2003, Work Life Balance is an issue that pertains to all individuals who are in paid work regardless of whether they have family responsibilities or not an element which has been reluctantly accepted

Work Life Balance practices relating to time, which include, flexitime, part time working, job sharing and compressed work weeks are approaches employed by organisations globally to help address the challenges of work/ family role conflicts. In the banking sector in Kenya, for instance, these practices which have a great impact on the working and family time for the employees, have been embraced to help improve employee job satisfaction, Mukururi & Ngari (2014). A number of researches in Kenya, for instance, Otieno (2010), Mukururi and Ngari (2014) indicate that Commercial Banks are places of beehive of activities. Most employees work from 8:00 am to even beyond 6:00 in the evening, from Monday to Saturday. Despite working long hours, the work is routine. This makes them lose their social life and unable to even organize their personal lives. Employees work intensively and in tight deadlines creating an imbalance between their work life and non-work life.

The ultimate performance of the banking sector largely depends on the performance of its employees, which in turn depends on a number of factors. These can be related to work or family or both. Many organisations have taken a one-sided 'systems' approach to their Work-Life efforts, their focus being on adopting organizational policies, benefits and procedures to solve the Work Life Balance problem. At its core, Work Life Balance is more an individual issue

that affects the organisation than it is an organisational issue affecting the individual, Bird (2006).

Given the demanding nature of work in the banks, such practices must be properly utilised in order to help employees strike a harmonious balance between their work and life outside work. Machakos county has witnessed an influx of commercial banks. The high growth of commercial banks could only be optimized and maintained with the best practices. To take care of employees' job satisfaction and consequently their performance in the banks, the best work life balance practices relating to time had to be put in place. Factors relating to the employee working time and time outside work are key in enhancing the employee's level of job satisfaction. Limited research has been done that links the influence of these factors to employee job satisfaction in Commercial banks in Machakos County, hence the motivation for this research.

### **Research Objective**

To determine the influence of Work Life Balance practices relating to time on employee job satisfaction in the commercial banks in Machakos County.

### **Research Question**

What is the influence of Work Life Balance practices relating to time on employee job satisfaction in commercial banks in Machakos County?

## **THEORETICAL LITERATURE**

The academic body of knowledge regarding work life scholarship relies on a multiplicity of theoretical frameworks (Morris and Madsen, 2007).

### **The Spill Over Theory**

The Spill-Over is a process whereby experiences in one role affect experiences in the other, rendering the roles more alike. According to Guest (2002), the determinants of Work Life Balance are located in the work and home contexts. He postulates the conditions under which spill over between the work micro-system and the family micro-system occurs. It can be either positive or negative. If work-family interactions are rigidly structured in time and space, then spill-over in terms of time, energy and behaviour is negative. When flexibility occurs which enables individuals to integrate and overlap work and family responsibilities in time and space, it leads to positive spill over which is instrumental in achieving healthy Work Life Balance, Guest (2002). The relevance of this theory to this study is that organizations are expected to adopt

Work Life Balance practices to enable employees have a positive Work Life Balance which makes them to be satisfied with their work and homes and consequently be committed to the organisation's goals.

### **Work Family Border Theory**

This particular theory was propounded by Clark (2000). The theory tries to explain how people try to balance between the work they do and the responsibilities awaiting them at the family level. The theory brings in to attention how work and family responsibilities bring about conflict yet they are dominant and need to be balanced. The theory further argues that conflicts arise because of the cultural issues that every individual faces in daily endeavours and struggles to balance. Balancing therefore becomes difficulty forcing some individuals to focus much on career development and neglect the family (Othman, 2009). This is so because most people are motivated in accomplishing work and happy family at the same time which becomes difficult. Therefore there exists physical, psychological and temporal borders between work and also home.

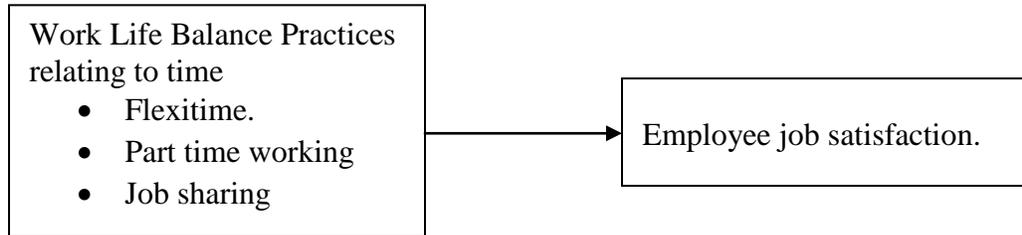
The theory also explores the equilibrium that might be achieved when people try to negotiate home and work spheres. Clark (2000) emphasizes that work and home mostly influence each other. Further Desrochers and Sergent (2006) outline how work and culture differ from the person to perform in the manner they influence each other. The theory emphasise that work and home changes each day in transition. It is therefore in the common domain that people should find a balance between work and home affairs to reduce the chances of failure to a particular distinctive domain. This implies striking a balance between satisfying home and at the same time engaging in work responsibilities. Flexibility of working time and utilisation of other time factors like part time working and job sharing can help in achieving this balance.

### **Integration Theory**

The integration theory refers to the holistic view that a healthy system of flexible and permeable boundaries can better facilitate and encourage work –life and community-life domains (Clark 2000). Morris and Madsen (2007), acknowledged that Integration theory best portrays the incorporation of additional contextual elements, such as community into the body of knowledge in regard to work and life. Integration calls for contemporary understanding that retools traditional work-life paradigms, making all stakeholders, employers, workers and communities active partners with equal voices in the formation of a holistic model of Wok-Life Balance,(Morris and Madsen, 2007). This integration ensures that the inclusion of these parties and shared

responsibilities in an approach to work and family yields good results in attaining satisfaction both at work and at home.

Figure 1. Conceptual Framework



Practices relating to time like flexi-time and part time work contribute to employee job satisfaction in that it allows employees to meet or organise family and personal commitments and emergencies. It is suitable for workers taking care of families. It also allows people with health problems, disabilities or limited disposable time (for example students) to participate in the labour force and thus obtain work experience.

Job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics. A person with high level of job satisfaction holds positive feelings about the job (Robbins & Judge, 2007). There are consequences when employees are satisfied or dissatisfied with a job. To make the best use of people as a valuable resource of the organisation, attention must be given to the relationship between staff and the nature and content of their jobs". Healthy relationships between an employee's job and personal life lead to satisfaction with the job.

## EMPIRICAL REVIEW

### Work Life Balance Practices Relating to Time.

The nature of work is being redefined and this has created strong pressures for greater flexibility in patterns of work organisations and in the work force (Mullins, 2010). "Changes in economic and technological factors have encouraged the adoption of flexible work arrangements by organisations (Muli, 2014). The hours and times people work have always been subject to change but the change is now more rapid than ever because customers expect to have services outside traditional working hours; organisations want to match their business needs with the way their employees work and individuals want to achieve a better balance between work and home life (Mullins, 2010)." This balance can be achieved through having flexible working patterns and maximising the available labour and improving service, Mullins (2010).

Flexible working arrangements “are a range of options designed to help employees balance between work and home life, (Mullins, 2010). Flexible working arrangements are among the many Work Life Balance practices employed by organisations as they seek to enable their employees reconcile their work life and family responsibilities, Giannikis and Mihail (2011). They include schedules like, flexitime, part time working, job sharing, compressed work weeks, time off in lieu and career breaks from work. It also includes limited schedule of meetings (meetings cannot be scheduled too late at the end of the day), Mugania (2017). Although flexitime is part of policies offered by the human resource as a benefit package to help employees, the schedule does not alter the total number of hours one is required to be at the work place (Al-Rajudi, 2012).”

The introduction of such alternative work schedules provides a redesign option that “influences employees’ ability to do their work and simultaneously meet their family responsibilities. These practices give employees the prerogative to adjust when, where and how they work in order to balance work and non-work demands, Mugania (2017). In the Kenyan banking sector, these arrangements have started being embraced (Mukururi & Ngari, 2014, Muchiri, Muli & Muathe, 2014). This is in response to various challenges faced by employees working in the very demanding banking sector that rise from work pressure, fatigue and work family role conflicts.”

Flexible working arrangements allow workers to adjust their working schedules to their family engagements like taking children to school, childcare and even taking care of the aged. The extent to which individuals have control and flexibility is a very important factor in the reduction of work-family conflicts. Flexible work arrangements are connected to a number of positive outcomes for employees who access them including better mental health and reductions in stress, burn out, turn over and absenteeism and increases retention, loyalty, job satisfaction, innovation, creativity and productivity (Galinsky, Bond, Sakai, Kim & Giuntoli, 2008).

Mwebi and Kadaga, (2015) carried out a research on the “effects of flexitime Work Arrangement on employee performance in commercial banks in Nairobi Central Business District. In these banks, the use of flexitime work arrangement was noted as one of the most widely used strategy given the demanding nature of the banks in this area.” The study exhibits availability of flexitime work arrangements across the Nairobi Central Business District commercial banks.

Flexitime or flexible working hours typically consist of flexible work day start and finish times (Waweru, 2012). “Most organisations that offer flexitime require all employees to be on the job during a set of core hours but allow the employees more choice over their work

schedules on either side of these core hours (Ridgley, 2005).” Various banks have put policies in place to ensure a smooth running of this arrangement. The findings of the study also show that flexitime influences employee job performance.

Part time work is another option for overworked employees that need “time off” to tend to family members, household obligations or to reduce the likelihood of psychological consequences. (Hein 2005), reported that “the progressive reduction of daily hours of work and the reduction of overtime are general measures for improving working conditions and the quality of working life. It is essential to assert that while all employees take advantage of these set of initiatives, they are more important to the employees who have care-giving roles either for children or elderly family members (Oludayo, Gberevbie, Dejippoola & Omonijo, 2015).”From the employer’s point of view, the use of part time workers, where feasible, can help maximise the use of human resources and increase operational flexibility by providing additional coverage during peak periods (Lazar, Osoian & Ratiu 2010).

Job sharing may be appropriate where opportunities for part time jobs or other arrangements are limited. This is an arrangement which allows “two or sometimes more employees to jointly fill one full time job with responsibilities and working time shared or divided between them (Lazar, Osoian & Patricia, 2010). The arrangement provides coverage of duties when one partner goes on vacation leave or sick leave hence performance is not compromised. Apart from allowing employees time for other commitments like family responsibilities it facilitates the development of partnerships where job sharers can learn from each other.”It can also benefit employers as well by combining a wide range of skills and experience in a single job.

Compressed work weeks are an arrangement whereby “employees work longer shifts in exchange for a reduction in the number of working days in their work circle, for instance on a weekly basis. It can be beneficial to employees in terms of additional days off work like longer weekends, allowing mini vacations and reduced commuting time, whereas employers can extend their daily operating hours with less need to resort to overtime (Lazar, Osoian & Ratiu 2010).”

These flexible working arrangements are beneficial to organisations as they help to reduce absenteeism, increase productivity, reduce hostility towards management, increase autonomy and responsibility for workers, (Robbins and Judge 2012).Evidently, individuals who work and are committed to family are more likely to be satisfied in both domains (Perrone, Aegisdottir, Web and Blalock, 2006).

## Employee Job Satisfaction

Job satisfaction is “a positive feeling about one’s job resulting from an evaluation of its characteristics (Robbins & Judge, 2007). It essentially reflects the extent to which an individual likes his or her job. Job satisfaction is a result of employees’ perception of how well their job provides those things that are viewed as important (Robbins 2008). A person with a high level of job satisfaction holds positive feelings about the job while a person with a low level of job satisfaction holds negative feelings about the job. Job satisfaction is usually linked with motivation though it is different”. It is more of an attitude and an internal state (Mullins, 2010). Employee satisfaction is used to describe whether employees are happy and fulfilling their desire and needs (Arif & Farooqi, 2014).

Job satisfaction is “necessary in order to achieve a high level of performance among employees. It leads to organisational commitment, the extent to which an individual identifies with an organisation and is committed to its goals. Performance of employees is a major concern for all businesses in the world today. A high performance work is distinguishing factor of the leading organisations from the rest in the same industry (Ssegawa, 2014). Committed employees display a willingness to work harder to achieve organisational goals and a greater desire to stay employed at an organisation. It also leads to employees’ needs fulfilment.” Job satisfaction is determined by the extent to which the characteristics of a job allow an individual to fulfil his or her needs (Kinicki, 2004).

Job satisfaction is the “most important attitude in the field of organisational behaviour (Pandey, 2012). There are consequences when employees are not satisfied with a job. Employees exhibit factors like absenteeism, low level of performance, increased grievances and complaints, poor employee relations and high rates of turnover (Kinicki, 2004). These are problems that the management of an organisation can deal with by having the best Work Life Balance practices. Many organisations develop training programs and benefits packages to develop loyal employees”. The longer employees work for an organisation the more valuable the employees become (Arif & Farooqi, 2014).

Research studies providing support for the current study suggest that “an organisation that accommodates the work- family balance concerns and constraints of its employees is able to sustain a higher level of job satisfaction and commitment among its labour force. Satisfied employees exhibit such behaviour like talking positively about the organisation and are able to help others go beyond the normal expectations”. These employees also show great responsibility, undertake tasks with minimal supervision, better cooperate with co-workers, demonstrate improved performance and have few complaints or grievances to make.

## **RESEARCH METHODOLOGY**

This research employed a descriptive design. The descriptive research design was used because of its descriptive nature in order to aid the researcher in collecting data from members of the sample for the purpose of estimating the population parameters. The use of the descriptive research design was guided by a previous study by (Otieno, 2010). The target population for this study was three hundred and eighty (380) employees in sixteen Commercial Banks in Machakos County. Respondents were employees from different levels, that is, management, supervisory, clerical as well as support staff.

### **Sample size/ Sampling technique**

Since the population under study was heterogeneous, stratified random sampling technique was used to sample the population. This is where the population was divided into a number of strata and sample items (which individually are homogenous) were selected from each stratum (Kothari, 2004). The criterion for this was the level of employees in the banks, that is, those in the managerial, supervisory, clerical and the support staff positions. The sample size was 191 respondents who were issued with questionnaires to measure the influence of Work Life Balance Practices relating to time on employee job satisfaction. The strata wise distribution of respondents sampled for the study was thirty five(35) managers, sixty seven(67) supervisors, fifty (50) clerks and thirty nine(39) support staff members from across the 16 banks in the County. Quantitative data was gathered from the questionnaire which contained both likert scaled items and open-ended questions.

### **Data collection instrument**

This study used primary data collected from employees in all cadres. A structured questionnaire was used as the data collection instrument. A questionnaire is a set of questions in which respondents fill in answers in written form and the researcher collects the completed information (Kombo & Tromp, 2006). Questionnaires are advantageous because each item in the questionnaire is developed to address a specific objective and research questions of the study. A questionnaire, therefore, easily enables the researcher to gather the desired information.

### **Pilot Test**

A pilot test was carried out with nineteen selected respondents from different banks representing the various cadre of employees in the selected population of banks. "A sample of a tenth of the total sample with homogenous characteristics is appropriate for a pilot test,

(Mugenda, 2003)". The aim of the pilot test was to check the validity and reliability of the research instruments.

### **Validity and Reliability of the questionnaire**

Validity of a research instrument is the extent to which it does measure what it is supposed to measure, (Mugenda, 1999). "It is the degree to which results obtained from the analysis of data actually represent the variables of the study. The questionnaire used for this study was tested and found to be valid in that the question items reflected the specific areas covered". The reliability of the questionnaire was tested through the test retest method, which is administering the same test twice to the same group of respondents who had been identified for this purpose, (Mugenda 1999). The questionnaire yielded consistent results after the repeated trials.

### **Data Processing and Analysis**

After collecting data, it was processed before carrying out analysis. At this stage, problems identified with the raw data were corrected. After correcting errors that may influence data analysis, a coding system was formulated. Data was then analysed using the Statistical Package for Social Sciences. Relationships between the variables were analysed using inferential statistics, that is, regression and Pearson correlation coefficient. An analysis of variance (ANOVA test) was also done. Out of the 191 questionnaires issued, 134 questionnaires were completed and returned. This was 70% of the response rate. Mugenda, (2003) stipulates that a 50% response rate is adequate for data analysis and reporting. Based on this assertion, the response rate of this study was sufficient.

## **ANALYSIS AND RESULTS**

### **Work Life Balance Practices Relating to Time**

Work Life Balance Practices relating to time is an independent variable that sought to establish how the practices that had a bearing on the flexibility of working time and length of time the employees worked, influenced the employees' satisfaction with their job.

The proposition that banks offered flexitime to employees was strongly supported by 20.9% of the respondents, 59.9% agreed, 14.9% were neutral while 4.5% disagreed. No respondent strongly disagreed. The view that employees got ample time to attend to family and personal issues comfortably were strongly supported by 29.9%, 56.05% agreed, 13.4% were neutral whereas 7% disagreed.

The suggestion that banks offered part time arrangement for employees pursuing studies was strongly supported by 9% of the respondents, 11.2% agreed, 41.8% were neutral,

35.8% disagreed while 2.2% strongly disagreed. Moreover, the statement that working long hours in the bank left the employees with little time to relax and attend to personal issues was strongly supported by 3.7% of the respondents, 3.0% agreed, 16.4% were neutral, 64.9% disagreed while 11.9%. Besides, the opinion that employees felt efficient each day because they were not pressured for time was strongly supported by 31.3%, 63.4% agreed, 4.5% were neutral whereas 0.7% disagreed.

The suggestion that it was difficult to tell where one's work ended and where their family began was not strongly supported by any of the respondents, 7.5% agreed, 21.6% were neutral, 61.9% disagreed, while 9% strongly disagreed. Besides, the suggestion that the job allowed employees to spare time for their social life was strongly supported by 6.7%, 70.1% agreed, 23.1% while were neutral. Ability to integrate work and family was strongly supported by 15.7%, 56.7% agreed, 23.9% were neutral while 3.7% disagreed (Table 1).

Table 1 Work Life Balance Practices Relating to Time

Statements	SA	A	N	D	SD
Flexible work time is offered	20.9	59.7	14.9	4.5	0.0
Enough time for family and personal issues	29.9	56.0	13.4	7.0	0.0
Part time for employees on studies	9.0	11.2	41.8	35.8	2.2
No time to relax	3.7	3.0	16.4	64.9	11.9
Feel efficient each day since no pressure of time	31.3	63.4	4.5	0.7	0.0
Can't tell where my work ends and family begins	0.0	7.5	21.6	61.9	9.0
I have spare time for my social life	6.7	70.1	23.2	0.0	0.0
I integrate my work and family	15.7	56.7	23.9	3.7	0.0
	<b>Average 14.65</b>	<b>40.7</b>	<b>19.96</b>	<b>22.3</b>	<b>12.89</b>

Generally, the study established that flexible working time and minimum pressure for time enabled employees to comfortably create a balance between their working life and their family life. The general feeling among the employees was that the length of time worked in a day did not make them inefficient. These findings agree with a study by Mwebi, and Kadaga (2015) which established that flexible working arrangements in the banks were widely used strategies to deal with the demanding nature of the work in banks. According to this study, flexible working time allowed employees to comfortably manage their working schedules as well as their family engagements which improved their performance.

Employees greatly appreciated that they have ample time for their family and social issues. This gave them satisfaction with their jobs and they were able to focus more on their work without divided attention Employees disagreed with the statement that they were not able

to tell where their work ends and where their families' time begins. This was an indicator that such employees were satisfied with the Work Life Balance practices relating to time and that they were able to integrate their work and life outside work without stress. However, part time working for employees pursuing studies did not possess as much influence on employee job satisfaction as the other practices. This is shown in figure 1.

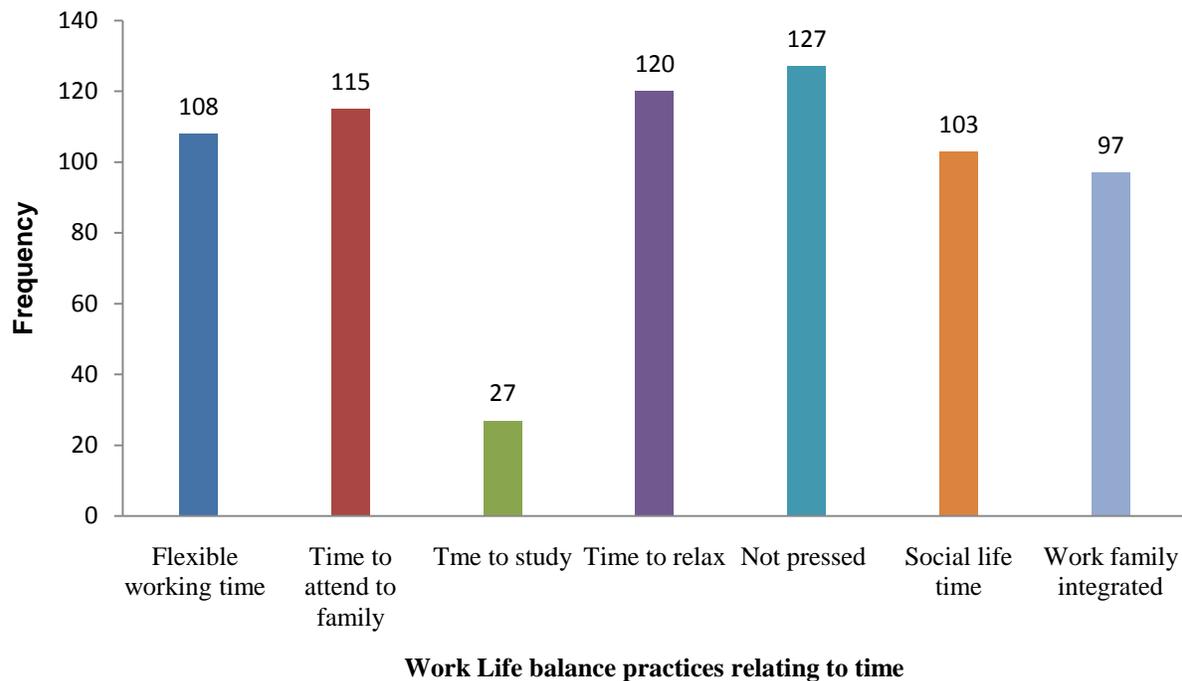


Figure 1 Work Life Balance practices Relating to Time

### Employee Job Satisfaction

Employee job satisfaction was the dependent variable of this study. Several propositions were made which described how different Work Life Balance Practices influenced the employees' levels of satisfaction with the job.

Various propositions were put forward to the employees describing how various Work Life Balance Practices made them feel about their job. The benefits received from the organisation made 27.6% of the respondents very satisfied, 56% were satisfied while 16.4% were neutral. The suggestion that they were able to integrate their work and personal life made 39.6% of the respondents very satisfied, 49.3% were satisfied whereas 11.2% were neutral. Ability of the employees to keep busy all the time made 35.1% very satisfied, 51.5% satisfied while 13.4% were neutral. Similarly, 14.9% of the respondents were very satisfied with the

appreciation they got, 56.7% were satisfied, 26.1% were neutral while 2.2% were somewhat dissatisfied.

The proposition on employee rewards in the organisation made 5.2% of the respondents very satisfied, 53.7% were satisfied, 32.1% were neutral while 9% were somewhat dissatisfied. The view that the job enabled employees to be participate in the community matters made 11.2% of the respondents feel very satisfied, 43.3% satisfied 39.6% were neutral while 6% were somewhat dissatisfied. Employee's ability to always achieve their targets made 31.3% very satisfied, 59% were satisfied, 8.2% were neutral whereas 1.5% were somewhat dissatisfied. The suggestions that family and personal issues spilt over to their job made 1.6% of the respondents very satisfied, 21.6% were satisfied, 40.3% were neutral, 34.3% were somewhat dissatisfied while 2.2% were dissatisfied. Due to the supervisors' interest in the feelings of the subordinates made 12.7% of the respondents felt very satisfied, 65.7% were satisfied, 17.9% were neutral while 3.7% felt somewhat dissatisfied.

Moreover, the view that organisational policies on Work Life Balance Practices were put in practice made 35.1% of the respondents very satisfied, 54.5% were satisfied, 4.5% were neutral, whereas 6% were somewhat dissatisfied. The proposition on employee's satisfaction with their relationship with co-workers was supported by 49.3% of the respondents who were very satisfied, 38.8% were satisfied while 11.9% were neutral. Similarly, 68.7% of the respondents were very satisfied with their promptness and willingness to serve customers, 25.45 were satisfied whereas 6% were neutral. The rating for general satisfaction with the job was that, 57.5% of the respondents felt very satisfied, 40.3% were satisfied while 2.2% were neutral. Besides, the employees' overall satisfaction with the banks' Work Life Balance Practices was that 59.7% of the respondents felt very satisfied, 30.6% were satisfied while 9.7% were neutral.

Table 2 Employee Job Satisfaction

Statements	VS	S	N	SD	D
The benefits received	27.6	56.0	16.4	0.0	0.0
Integration between work and personal life	39.6	49.3	11.2	0.0	0.0
Ability to keep busy all the time	35.1	51.5	13.	0.0	0.0
The appreciation I get for the work I do	14.9	56.7	26.1	2.2	0.0
Rewards for those who work here	5.2	53.7	32.1	9	0.0
Achievement of my targets always	31.3	59.0	8.2	1.5	0.0
Giving me a chance to be somebody in the community	11.2	43.3	39.6	6	0.0

My family/personal issues spill over to my job	1.5	21.6	40.3	34.3	2.2
My supervisor's interest in the feelings of subordinates	12.7	65.7	17.9	3.7	0.0
Company policies put into practice	35.1	54.5	4.5	6	0.0
My relationship with my co-workers	49.3	38.8	11.9	0.0	0.0
Promptness and willingness to serve customers	68.7	25.4	6	0.0	0.0
Overall satisfaction with my job	57.5	40.3	2.2	0.0	0.0
Overall satisfaction with the bank's Work Life Balance Practices	59.7	30.6	9.7	0.0	0.0
<b>Average</b>	<b>32.1</b>	<b>46.17</b>	<b>17.07</b>	<b>4.48</b>	<b>0.16</b>

Table 2...

### Influence of Work Life Balance Practices Relating to Time on Job Satisfaction

A scatter plot on the influence of Work Life Balance practices relating to time on job satisfaction was plotted. A scatter plot is a type of mathematical diagram using Cartesian coordinates to display values for two variables for a set of data (Kothari, 2004). It often shows at a glance whether a relationship exists between two sets of data, as shown in Figure 2.

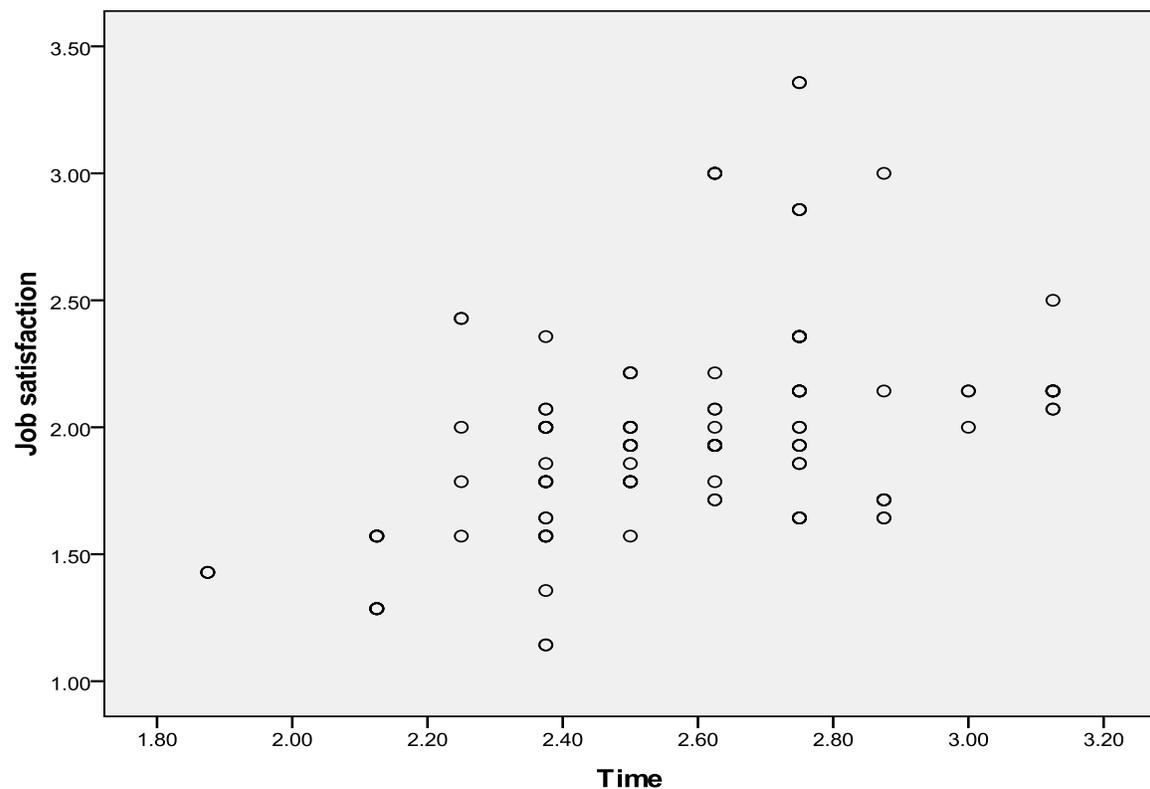


Figure 2 Influence of Work Life Balance Practices Relating to Time on employee job satisfaction

It is clear from the scatter plot that there is a pattern as the points as the points tend to rise from the left to the right. The more distinct the pattern is, the more closely the two variables are. This, therefore, shows that there was a fairly strong positive correlation between the Work Life balance practices relating to time and job satisfaction level based on the spread of the observed values. Job satisfaction increased with the increased flexibility, spare time for social life, and family work life integration. These findings were in agreement with Mwebi and Kadaga, (2015) research findings that there was a positive effect of flexitime work arrangements on employee performance in commercial banks in Nairobi Central Business District.

In these banks, the use of flexitime work arrangements had been noted as one of the most widely used strategy given the demanding nature of the banks in this area. The study exhibited availability of flexitime work arrangements across the commercial banks.

Figure 3 gives the direction of the relationship by drawing the line of best fit. Since the slope of the line was positive, it indicated a positive correlation between the Work Life Balance practices relating to time on job satisfaction. The regression Table 3 confirmed the significant relationship.

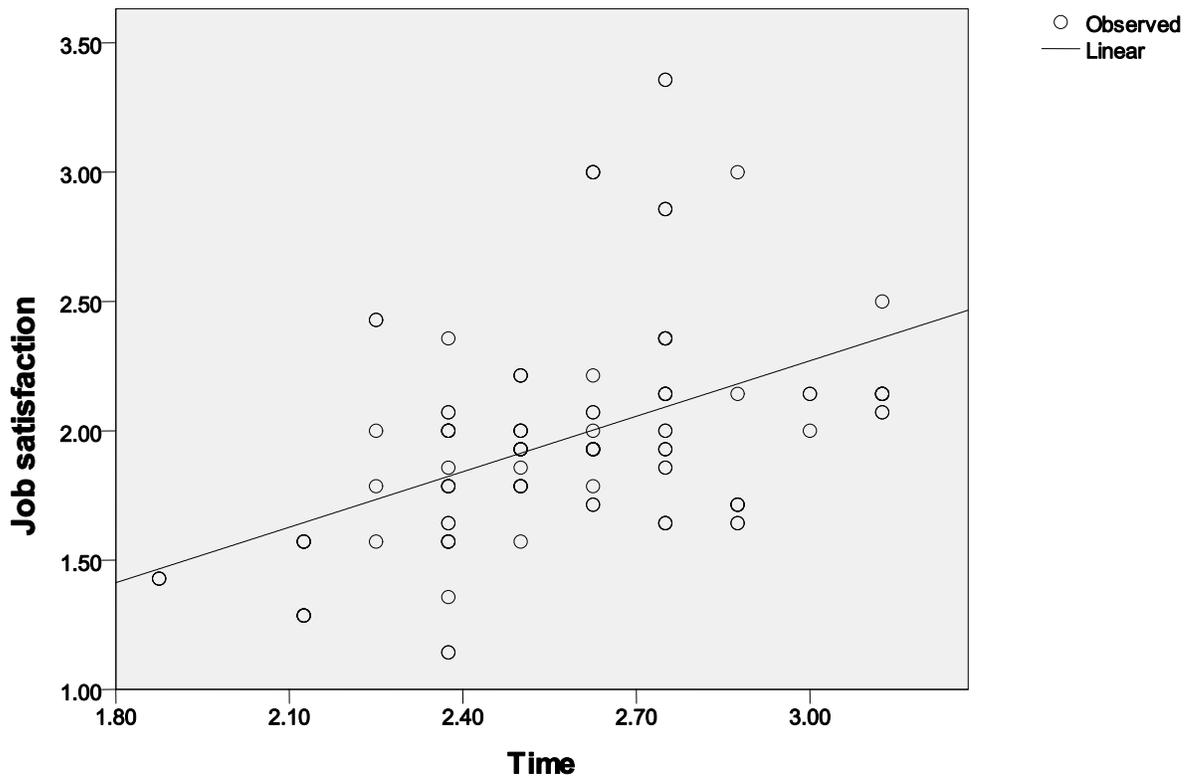


Figure 3 Time related practices and job satisfaction regression line

Table 3 Correlation

		Job satisfaction	time
<b>Pearson Correlation</b>	Job satisfaction	1.000	.475
	time	.475	1.000
<b>Sig. (1-tailed)</b>	Jobs satisfaction	.	.000
	time	.000	.
<b>N</b>	Job satisfaction	134	134
	time	134	134

## CONCLUSION AND RECOMMENDATIONS

From the research findings, this study concludes that Work Life Balance practices relating to time greatly influenced employee job satisfaction in the commercial banks in Machakos County. Employees greatly appreciated all aspects of their time that enabled them to manage both their work and family responsibilities comfortably. On the basis of the findings of this research, this study recommends the need for banks and even other sectors to improve the use of flexible working arrangements among their Work Life Balance practices as the enhancement of this schedule has been found to positively impact on employee job satisfaction in the Commercial banks in Machakos County. Since majority of the employees felt that part time working arrangement was not so much embraced in the banks, the management of the Commercial banks should exploit the part time working arrangement so as to enable employees pursuing studies to be able to do productive work at the bank as well as carry out their studies.

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