



## Influence of leave programs on employee commitment among county administrators in the Western region of Kenya: The moderating role of organizational culture

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### ABSTRACT

Work-life balance initiatives have been shown to positively impact employees' well-being and integration, with commitment emerging as a key factor for successful work-life integration. However, despite the presence of work-life balance practices, employee commitment remained a challenge for managers in the public sector. The role of organizational culture in moderating the relationship between work-life balance practices and employee commitment had not been fully explored. This study investigated the influence of leave arrangement practices on employee commitment, with organizational culture as a moderating factor, among county administrators in the Western Region of Kenya. The study was Guided by Spillover Theory, Enrichment Theory, Segmentation Theory, and Facilitation Theory, the study adopted both descriptive and correlational survey designs. Data were collected from county administrators in selected counties—Kakamega, Vihiga, Busia, and Bungoma—using semi-structured questionnaires. The study sampled the data using a census. Data were analyzed using descriptive statistics (frequency, percentages, mean, and standard deviations) and inferential statistics, with Pearson's correlation coefficient used to assess the relationships between variables. Simple and multiple linear regressions tested the significance of individual work-life balance practices, while hierarchical regression evaluated the moderating effect of organizational culture. The findings revealed that leave programs ( $B = 0.638$ ) had significant positive effects on employee commitment. However, when organizational culture was introduced as a moderating factor, none of these practices showed a statistically significant effect, indicating that organizational culture did not moderate the relationship between work-life balance practices and employee commitment. These results suggested that leave arrangements were key drivers of employee commitment, but enhancing organizational culture alone was not sufficient to improve this relationship. This finding is expected to benefit stakeholders, including county and national governments, researchers, and human resource professionals, by providing insights into strategies that could enhance employee commitment in the public sector. To improve commitment effectively, county administrations might need to look beyond these practices and consider other aspects of the organizational environment, such as leadership, communication, career development, or job security, which could have a more profound effect on fostering employee engagement and loyalty.

**Key words:** Employee Commitment, Leave Arrangements, Organization Culture, Worklife Balance

### I. 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 of 8 to 9 hours and most distressing are that the trend is on the rise. Burnout; stress leading to health hazards is the natural off shoot (Choo & Lee, 2017). The success and growth of any given organization depends on its human resources. Employee's intentions to leave is one of the intense challenges for any organization which have lasting effects. Employee's turnover is a serious issue especially in the field of HR management (Choo & Lee, 2017).

In the modern world with its rapid development, human resource professionals are interested in finding alternatives that will allow them to influence the bottom line of their organizations positively, boost the morale of employees, retain employees who have valuable knowledge of the company and follow the trends in the workplace (Dhas & Karthikeyan, 2016). Pressure at work keeps increasing all over the world. Most employees have paid a price to their health and well being due to work target demands which constitute pressure and pressure to balance the two (Palumbo, 2020). Hence, the need to carry this discussion on work-life balance practices to prevent future incidences.



In the UK, conducted studies revealed that the prevalence of working long (more than 48 hours per week) is higher among men than women, consequently, men have poorer work-life balance than women (Choi et al., 2021; Brown et al., 2020). Furthermore, family obligations are not what constitute a problem in work-life balance in organization. The other categories of activities that the person aspires to do, other than the work requirements, are associated with work-life balance. In fact, previous survey-based study conducted by OECD (2018) showed that over a half of British workers believed that they needed a better work-life balance to follow their interest in arts and to practice sporting activities (Daverth et al., 2016).

Spain is among the European Union countries whose workers have lesser extents of work-private life balance. Dual career couples are becoming more common due to the integration of women into the labour force and thus the family unit is subject to severe work-family conflict and family-work conflict (Galvez et al., 2020; Van Steenbergen, et al., 2014). The long school holidays, long working days (nine to eight is normal) and the few opportunities to make part-time working arrangements place Spain at a disadvantage in comparison with other countries of the European Union (Van Steenbergen, et al., 2014). As an illustration, Finland, Norway and Germany exhibit lower worker imbalance than Spain since in the countries there exist institutions and firms that provide family – friendly policies in a more generous manner.

In Korea, WLB issues have been numerous in the society, including a rise in social activities of Women, Rising cases of dual-earner couples and single-parent families (Jeon & Hong, 2020). These transformations have generated additional conflicts and additional troubles in the work and family life of individuals. According to one survey, a large number of Koreans were experiencing work-family conflict. The report showed that 73.8 percent of 663 respondents were experiencing stress because of high conflict between their work and family roles. Moreover, as per previous studies, work-family conflict is strongly connected with other organization outcomes, including organization commitment (OECD, 2018; Tavassoli et al., 2015; Choi and Kim, 2021). Due to this information, numerous organizations, individuals and researchers all over the world have developed an additional interest in the notion of work-family conflict (Namasivayam & Zhao, 2007; Choi & Kim, 2021).

In Australia; the majority of employers discovered the advantages of implementing work-life balance practices in employee recruitment and retention during 1990's (Sethi, 2015). The argument is that employees can become elements of solutions to major issues within the organization Work and family lives. There is constant clash between the two spheres leading to long hours, less time at home and in the office and family missed. It can cause work family conflict and is associated with higher burnout, stress, lack of job satisfaction and lower organizational commitment (Poulose, 2017; ACAs Report, 2015; McDonald & Bradley, 2005).

Organizational level work-life balance programs are observed to be beneficial to both the employers and the employees which in turn improve job satisfaction, work engagement and work productivity of the employees. Many authors have researched and found out that work-life balance has led to minimization of financial loss by organizations. In 1989, US industry incurred \$150 billion annually in direct and indirect health related costs because of job related stress (Golden & Jorgensen, 2015). In Canada, the cost of absenteeism caused by a high level of work-life conflict has been estimated to reach up to 10 billion Canadian dollars per year (Gagnano et al., 2020; Linnhoff et al., 2014; Duxburry & Higgins, 2017). The Department of trade and Industry, U.K had estimated the cost of employee absence as 4 billion pounds annually (DTI, 2000). Such employee absence can be minimized or avoided through work-life policies in the organization and thus minimize the monetary losses. Ngari et al 2014, assert that there is a push towards the 24-hour economy in Kenya. As a result of this ferment push, more flexibility is required to cover around the clock peaks. The study postulates that there is much evidence of work intensification and as a result of the fast pace there is greater levels of stress in organizations in Kenya. These findings are consistent with those of who says that employees experience, anxiety, workload and loss of control, pressure, long hours and insufficient personal time (Ngari et al., 2014). These studies agree that such experiences by employees likely encourage a re-assessment of values by employees. The studies also note that, younger individuals joining the workforce are much less willing to sacrifice their personal lives for total commitment to work (Ngari et al 2014). These studies acknowledge that the banking sector is badly hit.

### 1.1 Statement of the Problem

The situation in any organization is one where employees enjoy a balanced work-life integration, allowing them to fulfil both professional and personal responsibilities effectively. Work-life balance (WLB) practices have been shown to contribute significantly to employee satisfaction, engagement, and overall organizational performance (Murithi, 2020). By offering a flexible and supportive environment, organizations can increase employee commitment, reduce turnover, and improve productivity. This has been evidenced in private sector organizations such as Safaricom and Eco Bank, where implementing WLB practices has resulted in enhanced employee morale and better service delivery (Kegoro et al., 2020). Similarly, research by Mwangi and Omondi (2020) demonstrated that work-life balance practices in higher learning institutions like Kabarak University led to improved employee satisfaction, which in turn positively



affected service delivery. In the banking sector in Nigeria, Oludoyo *et al.* (2023) found that policies related to leave and work flexibility were integral to efficient service delivery and employee performance.

However, the reality in many organizations, particularly in the public sector in Kenya, starkly contrasts with this ideal. Despite the increasing recognition of WLB's importance, employees in the public sector, especially within county governments in Western Kenya, continue to face significant challenges in maintaining a healthy work-life balance. A large portion of public servants in Kenya work extended hours often exceeding the recommended 48-hour workweek which disrupts their ability to balance professional duties with personal and family obligations (Korir, 2019). This imbalance leads to stress, absenteeism, and higher staff turnover, ultimately diminishing employee commitment and hindering organizational performance. Auka and Nyangau (2020) further argue that the exodus of employees from private sector organizations to public sector positions highlights the growing dissatisfaction with workplace conditions, which is exacerbated by the lack of comprehensive WLB programs. While private sector organizations have made considerable progress in implementing flexible work arrangements, welfare programs, and other WLB policies, the public sector remains largely behind in adopting these practices (Kimathi, 2017).

Despite the widespread acknowledgment of the importance of WLB, there is a significant gap in understanding how different WLB practices such as flexible work arrangements, welfare programs, remote working, and leave policies affect employee commitment in specific organizational contexts, especially in the public sector. Although previous studies have demonstrated a positive link between WLB and employee performance, the underlying mechanisms through which these practices influence commitment are not fully explored. Furthermore, the moderating role of organizational culture, particularly in how it impacts the relationship between WLB and employee commitment, remains largely under-researched (Choi & Kim, 2021). While research on WLB has been conducted in countries such as Korea, Spain, Finland, and Germany, these findings cannot be directly applied to the Kenyan context due to significant socio-economic, legal, and political differences (Choi & Kim, 2021). These contextual differences create a need for further investigation into how leave arrangement practices specifically affect employee commitment in Kenya's public sector.

The existing body of literature on leave arrangement practices often overlooks the unique challenges faced by public sector employees in Kenya, and there is a lack of studies that integrate the impact of organizational culture on employee commitment in this specific context. Previous research in countries like Nigeria and the wider private sector has provided valuable insights, but the situation in Kenya's public sector remains poorly understood. For example, while research by Oludoyo *et al.* (2023) shows a positive relationship between leave policies and employee performance in Nigerian banks, similar studies have not been conducted in the Kenyan public sector, leaving a gap in knowledge regarding the role of WLB practices in this context. Furthermore, studies by Kimathi (2017) highlight the poor service delivery in Kenya's public sector, suggesting that WLB practices might not be fully effective in improving employee commitment in this environment. This conflict in findings suggests the need for further exploration to understand the complexities of WLB and its influence on employee commitment in Kenya's public sector.

Therefore, while several studies have examined work-life balance practices globally, the literature remains insufficient to explain the persistent issues of low employee commitment and dissatisfaction in county governments in Western Kenya. This research aims to bridge these gaps by investigating the effects of leave arrangement practices on employee commitment in the public sector and exploring the moderating role of organizational culture. The study will focus specifically on county administrators in Western Kenya, offering valuable insights into how WLB practices can be optimized to improve employee satisfaction and performance in this unique context. By doing so, the research seeks to contribute to the development of more effective work-life balance policies that are contextually relevant to the Kenyan public sector.

## 1.2 Research Objectives

- i. The study seeks to establish the effect of leave arrangements, organization culture on employee commitment among county Administrators of the four county governments in Western Region Kenya.
- ii. To ascertain the moderating role of organization culture on the relationship between leave arrangements and employee commitment among county administrators in Western Region Kenya.

## 1.3 Research Hypotheses

*H01*: Leave programs have no significant effect on employee commitment among county administrators in Western Region Kenya.

*H02*: Organization culture has no significant effect on the relationship between work-life balance practices and employee commitment among county administrators in Western Region Kenya.



## II. LITERATURE REVIEW

### 2.1 Theoretical Review

Spill Over theory was used as the major or guiding theory in the study. Other theories that were also used as per the objectives of the study included: Enrichment Theory; The Segmentation Theory and Facilitation Theory

#### 2.1.1 Spillover Theory

Research indicates that employees bring emotions, attitudes, skills and behaviors that they develop at work, into their family life and vice versa (Chung & van der Lippe, 2020; Palumbo, 2020; Gragnano et al., 2020; Belsky, 1984; Kelly & Voydanoff, 1985). According to Staines (1980) as quoted in Palumbo (2020) spillover is a positive correlation between work and family such that positive experiences in work would correlate with positive experiences in family and negative experiences in work would correlate with negative experiences in family. A negative spillover may be, e.g., the situation when an employee having negative emotions due to his/ her shift may be influenced during the shift (work) and may remain influenced by the stressful shift in his/her home (Orwa & Nyangau, 2020). Another scenario would be the case of an employee experiencing marital difficulties, in which case his/her domestic life would not be the only aspect that could be compromised, but the quality of the work as well.

In general, the most common position taken by the researchers studying work and family is spillover theory and it was also the theory which had the most support but only weakly. The hypothesis of the researchers was that the worker who has emotional distress due to loss of good reputation or has received unfavorable criticism of the supervisor or co-worker might transfer the negative emotions at the workplace to the family life. The reviewed studies define two meanings of spillover as (a) the positive correlation between family and work satisfaction and family and work values (Pradhan, 2016) and (b) transference in its totality of skills and behaviors between the spheres such as the manifestation of fatigue caused by work at home or the intrusion of family demands into the work schedule.

As cited in Mulanya and Kagiri (2018) the works by (Staines, 1980; Lambert, 1990; Googins, 1991; Zedeck, 1992; Friedman and Greenhaus, 2000) support this assertion by indicating that spillover in one area can affect the other either positively or negatively. Positive spillover is the reality that satisfaction and success in one area can carry with it satisfaction and success in another area. Conversely, negative spillover denotes that the challenges and depression in one area can carry with it the same feeling in another area.

#### 2.1.2 Enrichment Theory

Powell and Greenhaws (2006) developed the theory to examine the phenomenon of enrichment processes that connects work and family and family and work. Enrichment can be defined as a process whereby the quality of life in one role is enhanced by experience in another role. Alternatively, it can as well be described as buildup of psychological resources in one particular role that may overflow into another role. Work-family enrichment posits that action in one sphere can enhance the experiences in the other sphere rather than drain energy of the other sphere (Graham & Dixon, 2017). Enrichment is the process of getting the resources and experiences that come in handy to help those struggling in life. According to the enrichment theory therefore, improvement of role performance in one area is contingent on attainment of resources in another area. Enrichment is concerned with the quality of life of the individual.

According to Powell and Greenhaws (2006), enrichment can take place in the company of one of the two pathways which are effective path and instrumental path. Affective enrichment of work-life implies the transfer of favorable behaviors and feelings between family and work among the workers. Instrumental enrichment of work-life is seen when behaviors and skills acquired in one area enhance performance and effectiveness of that individual in another area.

#### 2.1.3 Segmentation Theory

The theory was propagated in 1960 by Blood and Wolf. This theory holds a view that in the relationship between work and home, the two aspects do not affect the other as they are segmented and thereby all independent entity (Gragnano, 2020). Additionally, it has been noted that work and home have been inherently divided by space, function and time right from the era of industrial revolution. It has been argued that employees sternly holds back thoughts, actions and feelings relating to work when at home and vice versa when at work, thereby enabling employees to maintain fine-lines in relation to family and work. This allows employees to skillfully sort their life.

Segmentation theory assumes that all the domains are autonomous. It also assumes that work and family surroundings of a person do not affect one another and in any case, work and family surroundings operate independently. Yet this division view was challenged through the lens of specialists who demonstrated that work and family are adjacent areas of human life (Lee & Sirgy, 2019). Besides that, it is also necessary to note that the segmentation theory has also the following criticism since it has been pointed out by Guest (2001). Employee social life and work, segmentation theory is the one that lacks the most empirical support and can be regarded as at the stage of theoretical potential. In the



studies of work life balance, this theory has been applied to demonstrate how the various spheres of life of employees correlate to minimize stress that develops due to the different roles.

### **2.1.4 Facilitation Theory**

Barnett (1998) propagated this theory. It is a derivative of the enrichment theory and it discusses the degree to which involvement in one area of life such as work can introduce resources, positive and overall experiences to another role or is facilitated by the skills, experiences and opportunities provided by the area (Talukder et al., 2018).

Facilitation theory can be described as a type of interaction where resources associated with one role enhance or simplify participation in the other role. Frone (2003) defined it as the degree to which involvement in one role results in experiences, skills learning, acquiring, opportunities that simplify involvement in another role (Feeney & Stritch, 2019). The major assumption of this theory is that playing one role becomes easier because of playing another role. Even though, facilitation theory is imagined as a theoretical counterpoint to work-life, critics suggest that they cannot be viewed as the opposite poles of the work life theoretical continuum (Van Steen Bergen et al., 2014). The concept that work and family are mutually supportive and dependent is known as work family facilitation theory (Werbel & Walter, 2002). That is, engagement in one area can positively and beneficially affect performance in the other area. It can be described as the degree to which an individual involvement in one area of life that is either work or family, yields benefits in the form of developmental, affective or capital which benefits result in the improvement of functioning in another area of life that is either family or work. The facilitation between work and -family can be bi-directional in the sense that work can bring benefits that can improve functioning of the work domain.

## **2.2 Empirical Review**

### **2.2.1 Leave Programs**

Leave programs are a critical aspect of work-life balance practices in organizations. They offer employees the opportunity to take time off from work for personal, family, or health-related reasons, which can significantly affect their job satisfaction, organizational commitment, and overall well-being. Several studies have explored how these leave programs impact employees and organizations. Below is an overview of key studies related to leave programs and their impact on employee outcomes.

One notable study by Thompson et al. (2018) examined the relationship between paid leave policies and employee job satisfaction and organizational commitment. The researchers investigated how leave policies, such as annual leave, sick leave, and family leave, contribute to employees' ability to balance work and personal life. The study, which surveyed employees across different sectors, found that employees with access to paid leave were more likely to report higher job satisfaction and stronger organizational commitment. The availability of leave allowed employees to manage their personal and family responsibilities, ultimately leading to greater engagement at work. This study is highly relevant to the current research on county administrators in Western Kenya, where work-life balance is a critical issue, as it shows that leave policies can enhance both job satisfaction and organizational commitment.

### **2.2.2 Organizational Culture**

Schein (2020) examined how organizational culture influences employee behavior and how it moderates the impact of organizational practices, including work-life balance initiatives. His work focused on hierarchical organizations and explored how culture can either support or obstruct work-life balance programs. Schein argued that when an organization's culture values flexibility and work-life integration, it significantly enhances the effectiveness of work-life balance practices, leading to better employee outcomes. His study is particularly relevant to the current research as it provides a foundation for understanding how cultural values, such as support for employees' personal lives, can boost the success of work-life balance programs among county administrators in Western Kenya.

In Denison's (2019) research, he explored the relationship between organizational culture and organizational effectiveness by focusing on four key cultural traits: involvement, consistency, adaptability, and mission. Denison found that organizational culture strongly moderates the impact of human resource practices, including work-life balance initiatives, on employee satisfaction and organizational commitment. His study highlighted that organizations with a strong culture of involvement and adaptability foster environments where work-life balance practices can thrive, leading to higher levels of employee commitment. This aligns with the current study, as it suggests that an organizational culture that values employee well-being and supports work-life balance will likely enhance employee commitment among county administrators in Western Kenya.

According to Schein as quoted in Nguyen et al., (2019), artifacts can be defined as (Schein, 1997): 'At the surface level, there is the level of artifacts which comprises of all the phenomena that one sees, hears and feels when he or she encounters a new group with unfamiliar culture. The visible products of the group, its architecture in the physical form of its environment, its language, its technology and products, its artistic creations, its style as reflected in clothing, modes of address, emotional displays, myths and stories told about the organization, published lists of values, observable



rituals and ceremonies, etc., would be artifacts. This grade was simple to read and extremely hard to decode. Making guesses about the underlying assumptions based on artifacts alone was hazardous, since whatever guesses one makes will be a projection of their own feelings and responses (Schein, 1997). Some examples to these include products, office layout, architecture, documentation, language, technology used, style of dress, myths and stories about the company, rituals and ceremonies.

Values are espoused rationalizations, typically grounded in the learning history of the group: when a solution to a problem is found to be effective and when the group has a collective awareness of that effectiveness, then the value initiates a process of cognitive change. It will first become a shared value or belief and finally a shared assumption. In the event that this transformation process takes place (it will only take place provided the proposed solution remains functional) group members will be inclined to forget the fact that, initially, they were not certain and that the course of action proposed was at a previous point in time discussed and challenged. The only values that can be transformed are the ones that can be physically or socially validated. According to Schein, social validation is a procedure through which a group of people validates some values solely through its collective social experience. Values that concern the less controllable aspects or those that concern the aesthetic or moral issues of the surroundings cannot be tested physically, although they can be validated socially. Predicted values much of the behaviour that can be observed at the artefactual level; they are not founded on prior learning, they simply represent what people says in a variety of situations which may not be consistent with what they would do in situations where these values are functioning. The level of artifacts is interpreted with the aid of values at this conscious level. Organizational values emerge and possess some historic evolution and can hardly be changed or prescribed (Schein, 1997).

When this cognitive transformation of values is successful, values become basic assumptions; they are assumed. What had been a supposition, was slowly beginning to be regarded as a fact. Basic assumptions had minimal variation within a cultural unit; they resemble the theories-in-use that Argyris described. Underlying assumptions are basic and they direct the behavior of individuals and they instruct the members of a group on how to see, think and feel about things. This is the hardest level to change. Because human mind seeks cognitive stability, any confrontation or challenge of a basic assumption will unleash fear and defensiveness. These are the three levels in which the culture of any group can be examined, the essence of a culture provides a description of the pattern of the fundamental underlying assumptions and when one grasps these, then one can easily grasp the other more superficial levels and know how to relate to them properly Harrison (1993), cited by Acquah et al., (2015)

#### **2.2.4 Employee Commitment**

Organization commitment is a sense of emotional attachment, identification and involvement to the organization by the employees. In short, the organizational commitment measurement is the evaluation of the alignment between personal values and beliefs of a person and the organization (Palumbo, 2020). Organizational commitment is defined as the readiness of employee to contribute towards organizational goals. Commitment is defined as attraction and attachment of an individual to the work and the organization. It is a socio-psychological attachment of a person to his group or organization, its aims and principles or to his job and career (Sethi, 2015). The commitment of the employees is the most significant aspect to the organization and also to the managers of the organizations. Employee commitment refers to the loyalty of an employee to an organization, the effort that an employee is willing to make on behalf of an organization, the level of goal and value congruency between an employee and an organization and the interest of an employee to be still employed by an organization. In this research study, the researcher will concentrate on the three Allen and Meyer Model of Commitment viz: Affective, Continuance and Normative commitment. It is the most popular method of researching organizational commitment of over 2 decades (Abdullah & Rahman, 2015). It has recently been the most popular conceptualization of organizational commitment. It views commitment with three distinct types: affective commitment, continuance commitment and normative commitment (Allen & Meyer, 1990) as cited by Abdullah & Othman (2016). Affective commitment was the emotional attachment of employees to organization, identification with organization and involvement in organization. Employees, with a high affective commitment, remain in the organization since they wish to do so. Thus, this type of commitment is desire-grounded. Nevertheless, no consistent decision has been made on what are the mechanisms involved in its creation, yet Meyer and Herskovits suggest that any variable that will raise the likelihood of the next three issues assisted people in becoming affectively devoted (Meyer & Allen, 1997). A person gets engaged, that is, driven by his or her volition or caught in the stream of action. A person acknowledges the worth or the interest of the thing or the action to him or her.

Continuance commitment is grounded on the costs that would be incurred in case the individual departed the organization. Thus, individuals with strong continuance commitment remain in the organization since they have to. That is, it would be too expensive to depart. This would be so. Normative commitment (Allen & Meyer, 1990). Normative commitment describes the sense of obligation that an individual may have toward remaining in the organization. That is, employees stay in the organization since they should do it. It has been suggested that normative commitment is determined by the pre and post experience of an individual joining the organization. This implies that it is not only the



organizational socialization that influences the development of normative commitment of the employee but also socialization that takes place within the families and the society in general.

### III. METHODOLOGY

#### 3.1 Research Design

This research study adopted descriptive survey and explanatory to explore the relationship between variables. This enabled the researcher to go deeper than descriptive research design. The main characteristic of this method was that the researcher had no control over the variable; the researcher can only report what had happened or what is happening. This design was relevant in identifying characteristics of an observed phenomenon (Leedy & Ormrod, 2010). This design was appropriate for this study since Zikmund (2013) noted that descriptive research design was intended to produce statistical information about the aspects of the research issue that may interest policy makers for instance the telecommunication industry and the beneficiaries for example mobile phone users

#### 3.2 Target Population

The focus of this study was on all the 198 sub-county and ward administrators of the four county governments in Western Kenya (Kakamega, Vihiga, Busia and Bungoma). These county governments in total have 33 Sub-counties and 165 Wards with county administrators who are mostly divided into two levels; Sub- County administrators and Ward administrators as shown in table 1.

**Table 1**

*Target Population in County Governments*

Title	Population n <sub>k</sub> Subcounty Administrators	Ward Administrators	Total	% Representation n <sub>k</sub>
Kakamega	12	60	72	36.36
Busia	7	35	42	21.21
Vihiga	5	25	30	15.15
Bungoma	9	45	54	27.27
<b>Total</b>	<b>33</b>	<b>165</b>	<b>198</b>	<b>100</b>

Source: KNBS2022

#### 3.3 Sampling and Sample Size

This study utilized a census technique, which involved collecting data from the entire population of county administrators in the Western region of Kenya, rather than selecting a sample. A census ensures that every individual in the population is included, providing a comprehensive and accurate representation of the target group. The population for this study consisted of all sub-county administrators and ward administrators in the four counties of Kakamega, Busia, Vihiga, and Bungoma.

By using the census approach, the study gathered data from all 198 administrators, ensuring that the findings reflect the views and experiences of the entire population. This method eliminates the risk of sampling error and provides a full and reliable understanding of how work-life balance practices and organizational culture influence employee commitment among county administrators (Billups, 2019). The census approach is particularly advantageous in this context, as it allows for an in-depth analysis of the entire administrative workforce across the selected counties, thereby ensuring the results are both valid and generalizable to the population.

**Table 2**

*Census Size*

County	Population n <sub>k</sub>
Kakamega	72
Busia	42
Vihiga	30
Bungoma	54
<b>Total</b>	<b>198</b>

Source: KNBS 2022

#### 3.4 Data Collection

Primary data were collected using structured questionnaires administered to employees at the headquarters of the three companies. The questionnaire was designed to capture information on e-performance management practices, corporate culture indicators, and organizational performance metrics. It included both closed-ended and Likert-scale



items to facilitate quantitative analysis. The instrument was pre-tested to ensure reliability and validity. Data collection was conducted in person and electronically, depending on respondent availability and preference. This hybrid approach increased response rates and accommodated varying work arrangements.

### 3.5 Data Analysis

Quantitative data were analyzed using descriptive statistics (frequencies, means, and standard deviations) to summarize respondent characteristics and variable distributions. Inferential statistics including correlation and regression analysis were used to test relationships between leave arrangements, organization culture, and employee commitment. Specifically, multiple regression was used to assess the predictive power of leave arrangement practices on employee commitment. Whereas moderation analysis was conducted to examine the influence of organization culture on the relationship between leave arrangement and employee commitment.

SPSS software was used for data entry, cleaning, and analysis. These techniques were appropriate because they allowed for hypothesis testing, model validation, and generalization of findings to the broader population. Descriptive and explanatory designs provided both contextual depth and analytical rigor. Stratified sampling ensured representativeness across firms, while structured questionnaires enabled standardized data collection. The use of regression and moderation analysis was justified by the need to explore complex inter-variable relationships and test theoretical propositions derived from the theories employed in this study.

## IV. FINDINGS & DISCUSSION

### 4.1 Response Rate

A total of 198 questionnaires were distributed out of which 163 were returned. This represented a response rate of 82.32 percent with non-response rate at 17.68 percent which accounts for 35 questionnaires.

### 4.2 Demographic Analysis

The study sought to determine the demographic profile of the respondents based on gender, age, level of education, length of service, current level of work and county of origin. The results are shown below;

**Table 3**

*Distribution of Respondent's Demographic Characteristics*

Gender	Frequency	Percent	Education Level	Frequency	Percent
Male	115	70.6	Diploma	52	31.9
Female	48	29.4	Degree	93	57.1
<b>Total</b>	<b>163</b>	<b>100</b>	Masters	18	11.0
Age of the respondents	Frequency	Percent	PhD	0	0.0
18-25 years	0	0.0	Others	0	0.0
26-30 years	0	0.0	<b>Total</b>	<b>163</b>	<b>100</b>
31-35 years	9	5.5	Level of administration	Frequency	Percent
36-40 years	19	11.7	Subcounty administration	40	24.5
41-45 years	56	34.4	Ward administration	123	75.5
46-50 years	40	24.5	<b>Total</b>	<b>163</b>	<b>100</b>
51 years and above	39	23.9	Work experience	Frequency	Percent
<b>Total</b>	<b>163</b>	<b>100</b>	Below 1 year	2	1.2
Status of the Respondents	Frequency	Percent	Between 1 and 5 years	24	14.7
Married	148	90.8	Above 5 years	137	84.1
Single	11	6.7	<b>Total</b>	<b>163</b>	<b>100</b>
Divorced	2	1.2			
Separated	2	1.2			
<b>Total</b>	<b>163</b>	<b>100</b>			

The findings on the gender of the respondents indicate that male gender constituted the majority at 70.6% while the female gender stood at 29.4%. This implies a fair representation of both genders in this study. The study established that 34.4% of the respondents were between the ages of 41-45 years, followed by 24.5% who were between the ages of 46-50 years, 23.9% who were the ages of 51 years and above, 11.7% who were between the ages of 36-40 years, 5.5% who were between the ages of 31-35 years and both ages between 18-25 years and 26-30 years recorded 0.0%. These findings indicate that the study managed to gather data across all range of ages of the respondents. This was vital because younger and older employees enhance problem-solving abilities and possess a diverse pool of knowledge, thus, enabling the researcher to grasp information from all perspectives. Given the location of the study area, age factor is critical



because it informs family set ups and responsibilities of employees. The findings indicated that majority of the respondents 90.8% are married, followed by 6.7% single employees while both divorced and separated employees recorded 1.2% each. Further, the findings indicate that majority of the respondents 57.1% had attained Bachelor's Degree, followed by Diploma (31.9%), master's degree (11.0%) and lastly no PhD level or other specifications were interviewed constituting 0%. This implies that the study managed to collect data from the respondents with standard education. These people possessed knowledge about the research and therefore aided the researcher to obtain an insightful information on the work life balance practices, organization culture and employee commitment of county administrators in Western Region Kenya. The results show that the respondents with above 5 years of experience accounted for the majority (84.1%), followed by those whose years of experience were between 1-5 years (14.7%) and lastly those whose years of experience were below 1-year constituting (1.2%). These findings indicate that the participants in this research had an invaluable expertise required to cement insights on the work life balance practices, organization culture and employee commitment of county administrators in Western Region Kenya.

### 4.3 Descriptive Analysis of Leave Programs

The study relied on a Likert Scale whereby 1 represented Strongly Disagree, 2 Disagree, 3 Fairly Agree, 4 Agree and 5 Strongly Agree. Table 4 below represents a summary of the responses from the participants for Leave Programs questionnaire item.

**Table 4**

*Descriptive Results for Leave Programs*

Leave Programs	5	4	3	2	1	M	SD
My county offers sick leaves	23 (14.1%)	60 (36.8%)	76 (46.6%)	4 (2.5%)	0 (0.0%)	3.63	.754
Provision of sick leaves enables me to have confidence in work activities	16 (9.8%)	62 (38.0%)	83 (50.9%)	2 (1.2%)	0 (0.0%)	3.56	.685
Sick leaves provided by county governments enables me to have time with my family and be taken care of	16 (9.8%)	62 (38.0%)	79 (48.5%)	6 (3.7%)	0 (0.0%)	3.54	.722
My county government offers maternity leaves to its employees	10 (6.1%)	59 (36.2%)	93 (57.1%)	1 (0.6%)	0 (0.0%)	3.48	.622
Maternity leaves help me to take care of the newborn child	21 (12.9%)	65 (39.9%)	67 (41.1%)	6 (3.7%)	4 (2.5%)	3.57	.853
The provision of maternity leaves options contributes to my success at work	22 (13.5%)	71 (43.6%)	59 (36.2%)	9 (5.5%)	2 (1.2%)	3.63	.832
My county has paternity leaves	20 (12.3%)	70 (42.9%)	57 (35.0%)	14 (8.6%)	2 (1.2%)	3.56	.861
Paternity leaves give me time to take care and concentrate on issues related with the family or home	16 (9.8%)	62 (38.0%)	74 (45.4%)	9 (5.5%)	2 (1.2%)	3.50	.796
Provision of paternity leave makes me be more committed to my work	17 (10.4%)	61 (37.4%)	76 (46.6%)	8 (4.9%)	1 (0.6%)	3.52	.773
My county provides compassionate leaves	8 (4.9%)	63 (38.7%)	80 (49.1%)	11 (6.7%)	1 (0.6%)	3.40	.717
Compassionate leaves enable me to attend to family related issues	13 (8.0%)	69 (42.3%)	76 (46.6%)	5 (3.1%)	0 (0.0%)	3.55	.686
Provision of compassionate leave makes me like my job	15 (9.2%)	66 (40.5%)	80 (49.1%)	2 (1.2%)	0 (0.0%)	3.58	.675

The analysis of leave programs among county administrators in Western Kenya highlights the availability and effects of various leave options, including sick leaves, maternity leaves, paternity leaves, and compassionate leaves, on employee well-being, commitment, and work-life balance. Sick leaves are moderately available, with a mean score of 3.63 (S.D = 0.754), enabling employees to attend to their health needs, which contributes to their confidence in work activities, reflected by a mean score of 3.56 (S.D = 0.685). Sick leaves also allow employees to spend time with their families during recovery, as indicated by a mean score of 3.54 (S.D = 0.722), showing their importance in balancing personal and professional responsibilities.

Maternity leaves are provided by the county, scoring a mean of 3.48 (S.D = 0.622), and are crucial for employees who need time to care for their new-borns, as highlighted by a mean score of 3.57 (S.D = 0.853). This arrangement also contributes to employees' success at work, with a mean score of 3.63 (S.D = 0.832), reflecting the positive effect of maternity leaves on employee satisfaction and productivity. Similarly, paternity leaves scored a mean of 3.56 (S.D = 0.861), indicating moderate availability. They give fathers time to focus on family responsibilities, as shown by a mean score of 3.50 (S. D = 0.796), and enhance their commitment to work, with a mean score of 3.52 (S. D = 0.773).



Compassionate leaves, with a mean score of 3.40 (S.D = 0.717), allow employees to address urgent family matters, thus supporting their personal lives and overall job satisfaction. The ability to take compassionate leave enables employees to attend to family-related issues, scoring a mean of 3.55 (S.D = 0.686). This flexibility makes employees appreciate their jobs more, as reflected by a mean score of 3.58 (S.D = 0.675).

Overall, the leave programs provided by county governments in Western Kenya are essential in supporting employee work-life balance and commitment. These leave options allow employees to address personal and family needs without compromising their professional responsibilities, thereby enhancing job satisfaction and organizational commitment cited by Davidescu et al. (2020). However, the moderate implementation scores suggest that while these leave options are available, there is room to enhance their accessibility and ensure they fully meet the needs of all employees.

#### 4.4 Descriptive Analysis of Organization Culture

Table 5 presents descriptive statistics on organization culture, summarizing respondents' perceptions across key dimensions. The study relied on a Likert Scale whereby 1 represented Strongly Disagree, 2 Disagree, 3 Fairly Agree, 4 Agree and 5 Strongly Agree. The table provides mean scores, standard deviations, and frequency distributions, offering insights into the organization's cultural environment.

**Table 5**

*Descriptive results for Organization Culture*

Organization Culture	5	4	3	2	1	M	SD
My county has open communication channels among employees	17 (10.4%)	65 (39.9%)	78 (47.9%)	2 (1.2%)	1 (0.6%)	3.58	.719
Communication channels in the county are open among management and workers	20 (12.3%)	70 (42.9%)	66 (40.5%)	7 (4.3%)	0 (0.0%)	3.63	.753
Management seeks input from employees on major decisions	20 (12.3%)	66 (40.5%)	69 (42.3%)	7 (4.3%)	1 (0.6%)	3.60	.783
Most projects designed to make things better in this organization have been successful	12 (7.4%)	62 (38.0%)	83 (50.9%)	6 (3.7%)	0 (0.0%)	3.49	.688
County government is supportive of any change	11 (6.7%)	69 (42.3%)	75 (46.0%)	8 (4.9%)	0 (0.0%)	3.51	.697
Most of the changes at management levels make my work easier	12 (7.4%)	65 (39.9%)	79 (48.5%)	7 (4.3%)	0 (0.0%)	3.50	.697
Most people in the county government are encouraged to make suggestions for improvement	19 (11.7%)	67 (41.1%)	67 (41.1%)	6 (3.7%)	4 (2.5%)	3.56	.840
Employees in the county government agree with the laid down goals and vision	26 (16.0%)	75 (46.0%)	51 (31.3%)	9 (5.5%)	2 (1.2%)	3.70	.847
County government values its employees	21 (12.9%)	73 (44.8%)	56 (34.4%)	11 (6.7%)	2 (1.2%)	3.61	.841
Compared to other organizations, county government is the best to work with	22 (13.5%)	66 (40.5%)	68 (41.7%)	5 (3.1%)	2 (1.2%)	3.62	.803
County government employees work well together	21 (12.9%)	63 (38.7%)	75 (46.0%)	3 (1.8%)	1 (0.6%)	3.61	.756
county employees know the goals, vision and mission of this county government	13 (8.0%)	60 (36.8%)	83 (50.9%)	6 (3.7%)	1 (0.6%)	3.48	.723

The results on organizational culture among county administrators in Western Kenya indicate that open communication and employee engagement are moderately emphasized but with room for improvement. The presence of open communication channels among employees received a mean score of 3.58 (S.D = 0.719), suggesting a positive yet modest level of openness in internal communication. This is complemented by a slightly higher mean of 3.63 (S.D = 0.753) for open communication between management and workers, indicating that communication lines between various levels of the organization are generally open but could be enhanced to foster a more inclusive culture.

Management's effort to seek input from employees on major decisions was rated with a mean score of 3.60 (S.D = 0.783), reflecting moderate inclusion of employee feedback in decision-making processes. The success of projects designed to improve organizational operations was noted, with a mean score of 3.49 (S.D = 0.688), implying that while improvements are often achieved, there might be challenges that need addressing to maximize success rates. The county government's support for change was seen positively, with a mean score of 3.51 (S.D = 0.697), showing that management is generally receptive to change, albeit not uniformly across the board.

Further, most changes at management levels were seen to make work easier, as reflected by a mean score of 3.50 (S.D = 0.697). However, this suggests that while beneficial, the effect of management changes is not always



strongly felt by all employees. Encouragement of suggestions for improvement among county staff scored a mean of 3.56 (S. D = 0.840), highlighting that while suggestions are welcomed, there may be inconsistencies in how this culture is practiced across departments. The alignment of employees with the county's goals and vision was relatively strong, with a mean score of 3.70 (S.D = 0.847), suggesting a shared sense of direction among workers. The county government's perceived value of its employees had a mean score of 3.61 (S.D = 0.841), reflecting a moderately positive recognition of employee contributions. Comparatively, the county government was regarded as one of the best places to work, with a mean of 3.62 (S.D = 0.803), suggesting that employees generally hold their employer in high regard compared to other organizations.

Moreover, the collaboration among county employees was rated positively, with a mean score of 3.61 (S.D = 0.756), indicating a good level of teamwork within the organization. Finally, employee awareness of the county's goals, vision, and mission was noted with a mean score of 3.48 (S.D = 0.723), implying that while most employees are knowledgeable about the strategic direction, there is still a need to enhance communication and engagement regarding the organization's objectives.

Overall, the organizational culture within county governments in Western Kenya is characterized by moderate levels of open communication, employee involvement, and alignment with the organization's goals. However, there is an opportunity to further strengthen these aspects, particularly in enhancing communication effectiveness, increasing the impact of employee input, and reinforcing a supportive environment that values and maximizes the contributions of all employees.

#### 4.5 Descriptive Analysis of Employee Commitment

Table 6 below represents a summary of the responses from the participants for Employee Commitment questionnaire item.

**Table 6**

*Descriptive results for Employee Commitment*

Employee Commitment	5	4	3	2	1	M	SD
I would be very happy to spend the rest of my career with this county government	17 (10.4%)	67 (41.1%)	78 (47.9%)	1 (0.6%)	0 (0.0%)	3.61	.679
I feel a great sense of belonging with the county government	13 (8.0%)	61 (37.4%)	88 (54.0%)	1 (0.6%)	0 (0.0%)	3.53	.651
I feel emotionally attached to this county government	12 (7.4%)	60 (36.8%)	89 (54.6%)	1 (0.6%)	1 (0.6%)	3.50	.670
I really feel as if these counties problems are a part of me	16 (9.8%)	62 (38.0%)	79 (48.5%)	6 (3.7%)	0 (0.0%)	3.54	.722
I am not afraid of what might happen if i left this county job	17 (10.4%)	65 (39.9%)	72 (44.2%)	8 (4.9%)	1 (0.6%)	3.55	.771
It won't be costly for me to leave this county job	12 (7.4%)	63 (38.7%)	78 (47.9%)	10 (6.1%)	0 (0.0%)	3.47	.723
Staying with this county government is a matter of necessity as much desire	7 (4.3%)	70 (42.9%)	73 (44.8%)	13 (8.0%)	0 (0.0%)	3.44	.703
The reason I continue working for this organization is that learning would require sacrifice	9 (5.5%)	65 (39.9%)	77 (47.2%)	12 (7.4%)	0 (0.0%)	3.44	.712
I do not believe that a person must always be loyal to his or her organization	8 (4.9%)	68 (41.7%)	78 (47.9%)	9 (5.5%)	.0 (0.0%)	3.46	.678
Jumping from organization to organization does not seem at all unethical to me	7 (4.3%)	59 (36.2%)	87 (53.4%)	10 (6.1%)	0 (0.0%)	3.39	.670
If I got a better job elsewhere, I would not feel it was right to leave my current one	21 (12.9%)	63 (38.7%)	60 (36.8%)	17 (10.4%)	2 (1.2%)	3.52	.891

The results of employee commitment among county administrators in Western Kenya indicate a moderate to strong level of commitment and attachment to their county government jobs, with varying degrees of emotional connection, job security, and organizational loyalty. A significant proportion of employees expressed satisfaction with their current roles, with 41.1% agreeing and 47.9% strongly agreeing that they would be happy to spend the rest of their careers with the county government, resulting in a mean score of 3.61 (S.D = 0.679). This suggests a high level of satisfaction and commitment among employees, which is further supported by a sense of belonging to the county government, indicated by a mean score of 3.53 (S.D = 0.651). Emotional attachment to the county government is also present, with a mean score of 3.50 (S.D = 0.670), though it varies among employees, indicating that some still feel a weaker connection.



The commitment to the county's issues is highlighted by 48.5% of respondents feeling that the county's problems are a part of them, with a mean score of 3.54 (S.D = 0.722). However, the fear of leaving the county job appears relatively low, as 44.2% agreed and 4.9% strongly agreed that they are not afraid of leaving, reflected in a mean score of 3.55 (S.D = 0.771). This suggests that while employees are committed, they do not feel entirely dependent on their current roles for security or satisfaction. Responses also indicate that many employees do not perceive staying with the county as a major burden, with 47.9% agreeing that it wouldn't be costly to learn their county job, reflected in a mean score of 3.47 (S.D = 0.723). Additionally, the notion of staying as a matter of necessity rather than just desire is moderately felt, with a mean score of 3.44 (S.D = 0.703), suggesting that while commitment is strong, it is often balanced with practical considerations.

Interestingly, 47.2% of employees acknowledged that leaving would require some sacrifice, resulting in a mean score of 3.44 (S.D = 0.712). However, loyalty to the organization is not universally seen as essential, as 47.9% agreed that one does not always need to be loyal to their organization, with a mean score of 3.46 (S.D = 0.678). Furthermore, 53.4% of employees do not view switching jobs as unethical, with a mean score of 3.39 (S.D = 0.670). Lastly, a notable portion of respondents (38.7%) stated that even if they found a better job, they would feel conflicted about leaving, reflected in a mean score of 3.52 (S.D = 0.891).

Overall, these results reflect a complex picture of employee commitment, where county administrators show a strong emotional and professional connection to their work but also maintain a level of pragmatic flexibility. They value their roles and feel connected to their work but do not perceive themselves as unconditionally bound to their current positions, indicating a balanced approach to job commitment and loyalty (Bardach, 2023).

## 4.6 Inferential Statistics,

### 4.6.1 Correlation analysis

The study was designed to assess leave arrangement practices, organization culture, on the dependent variable (employee commitment) of County Administrators in Western Region Kenya.

Leave Programs demonstrated a strong positive correlation with Organizational Culture ( $r = .678, p < .05$ ) and Employee Commitment ( $r = .652, p < .05$ ), illustrating that structured and supportive leave programs contribute to a positive organizational culture and reinforce employee loyalty. This suggests that leave programs are not merely a benefit but also a key factor in building a committed workforce. Organizational Culture has a strong positive correlation with Employee Commitment ( $r = .706, p < .05$ ), demonstrating that a supportive, inclusive, and well-structured organizational culture is essential for fostering employee loyalty and commitment.

These findings collectively suggest that leave programs, are deeply intertwined with the organizational culture and significantly influence employee commitment among county administrators in Western Kenya. A supportive organizational culture enhances the impact of these practices, leading to a more dedicated and committed workforce, which ultimately improves service delivery within county administrations cited by Bruno (2021). However, careful attention should be given to balancing these factors to avoid potential challenges, as the integration of various supportive measures can sometimes result in perceived inequities or differing employee experiences.

### 4.6.2 Regression Analysis for Leave Programs and Employee Commitment

The findings of the study displayed in table 7 demonstrate that the value of R-square is 0.426. This value implies that, 42.6% of variation of employee commitment was explained by Leave Programs.

**Table 7**

*Simple Regression Model Summary for Leave Programs and Employee Commitment*

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.652 <sup>a</sup>	.426	.422	2.945	.426	119.244	1	161	.000

a. Predictors: (Constant), LEAVE PROGRAMS

The ANOVA at 0.05 level of significance is highlighted in table 8 above. The results show that the independent variable of study; Leave Programs.is not very significant in predicting of employee commitment as shown by an F value of 119.244 and a significance value of.000, a value that is less than the significance level of 0.05. Furthermore, the significance of this model is supported by the eta squared of 42.6 percent.

**Table 8***ANOVA Results for Leave Programs.*

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1033.940	1	1033.940	119.244	.000 <sup>b</sup>
	Residual	1395.998	161	8.671		
	Total	2429.939	162			

A. Dependent Variable: Employee Commitment

B. Predictors: (Constant), Leave Programs

Based on Table 8 above, the study results indicate that Leave Programs significantly affects employee commitment (significance value=0.000). These results suggest that a one unit or level increase in Leave Programs, other things being equal, results in a .638 rise in employee commitment. Therefore, the null hypothesis, Leave Programs has no effect on employee commitment among county administrators in Western Region Kenya is rejected at a significance level of 0.05.

**Table 9***Regression Coefficients for Leave Programs.*

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.282	2.497		4.519	.000
	Leave Programs	.638	.058	.652	10.920	.000

a. Dependent Variable: Employee Commitment

The results in Table 9 are consistent with the past literature that has highlighted the significance of Leave Programs in promoting employee commitment. As an example, motivation-hygiene theory research conducted by Herzberg (1966) highlights the importance of remote working, both intrinsic and extrinsic, as key factors that motivate employee commitment which translates to better organizational performance. On the same note, Armstrong (2010) points out that properly designed remote working lead to increased employee commitment levels which positively affect employee commitment.

Given the significance level of 0.05, the null hypothesis which posits that Leave Programs has no effect on employee commitment among county administrators in Western Region Kenya. This aligns with the theoretical framework that suggests a positive correlation between Leave Programs and employee commitment, as documented in earlier studies by Vroom (1964) and more recent research by Deci and Ryan (2000) on self-determination theory. The results of this study thus reinforce the notion that organizations that invest in effective Leave Programs are likely to see significant improvements in employee commitment.

#### 4.6.3 Multiple Regression Analysis – Leave and employee commitment

The research conducted a multiple regression, whereby it regressed the dependent variable employee commitment against the independent variable. Table 10 below shows the regression results. The model fitted well with R<sup>2</sup> of 0.708 or 70.8 percent. These results indicate that the joint impact of leave arrangement practices account for 70.8 percent variance in employee commitment of County Administrators in Western Region Kenya.

**Table 10***Multiple Regression Leave Arrangement Practices and Employee Commitment*

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.841 <sup>a</sup>	.708	.700	2.120	.708	95.638	4	158	.000

a. Predictors: (Constant), Leave Programs

The table 10 above illustrates the magnitude of change that is observed on the dependent variable (employee commitment) that is predicted by the independent variable. The multiple regression yielded the R value of 0.841 and the R<sup>2</sup> of 0.708, suggesting that 70.8 percent of the observed variations in employee commitment can be attributed to the leave arrangement practices. Also, the adjusted R square (.700) attempts to give a more candid value that estimates the R squared value of the whole population of the study at 70.0 percent.

**Table 11***ANOVA Statistics for Leave Arrangement Practices and Employee Commitment*

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1719.685	4	429.921	95.638	.000 <sup>b</sup>
	Residual	710.254	158	4.495		
	Total	2429.939	162			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Leave Programs)

The summary of the multiple regression model (ANOVA) is found in Table 11 above. The findings indicate that the model fits and can be used to explain employee commitment of County Administrators in Western Region Kenya ( $P=0.000$ ). These values suffice to indicate that the model fits well in explaining the variations in the dependent variable (employee commitment) due to the variations in the predictor variable.

**Table 12***ANOVA Table for the Hierarchical Regression (with Moderator)*

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1719.685	4	429.921	95.638	.000 <sup>b</sup>
	Residual	710.254	158	4.495		
	Total	2429.939	162			
2	Regression	1728.311	5	345.662	77.347	.000 <sup>c</sup>
	Residual	701.628	157	4.469		
	Total	2429.939	162			
3	Regression	1743.947	9	193.772	43.218	.000 <sup>d</sup>
	Residual	685.992	153	4.484		
	Total	2429.939	162			

a. Dependent Variable: Employee Commitment

The ANOVA table 12 provides a detailed breakdown of the variance explained by the models through the Sum of Squares, degrees of freedom (df), and associated statistical significance. In Model 1, which includes the predictors leave programs, the Regression Sum of Squares (1719.685) indicates the portion of variance in employee commitment explained by these predictors. The Residual Sum of Squares (710.254) reflects the unexplained variance. The Mean Square for the regression is 429.921, and the F-statistic of 95.638 is highly significant ( $p < 0.001$ ), suggesting that this model strongly predicts employee commitment.

In Model 2, organization culture is added as an additional predictor. The Regression Sum of Squares (1728.311) increases slightly, indicating a marginal improvement in the model's ability to explain the variance in employee commitment. The Residual Sum of Squares (701.628) decreases slightly, while the Mean Square for the regression drops to 345.662 due to the additional predictor. The F-statistic of 77.347 is still significant ( $p < 0.001$ ), showing that the model remains a good fit, but the improvement over Model 1 is minimal, as reflected in the relatively small changes in the sum of squares and F-statistics (Korir, 2019).

In Model 3, interaction terms between the predictors and organization culture are added. The Regression Sum of Squares (1743.947) increases further, but again, only slightly, reflecting that these interaction terms explain some additional variance. The Residual Sum of Squares (685.992) continues to decrease, which is a sign that more variance is being captured by the predictors. However, the Mean Square for the regression drops to 193.772 due to the increased number of predictors ( $df = 9$ ). The F-statistic of 43.218 is significant ( $p < 0.001$ ), but it indicates that the model's explanatory power has diminished as complexity increases, with lower mean square values and fewer degrees of freedom (Yaşlıoğlu, 2020).

In summary, while all three models are significant ( $p < 0.001$ ), Model 1 offers the simplest and strongest predictive power. Model 2 and Model 3 add complexity with additional predictors and interaction terms, but the improvement in explained variance is minimal and not practically significant. The F-statistics progressively decrease from 95.638 in Model 1 to 43.218 in Model 3, indicating that the gains from adding more predictors do not sufficiently justify the increased complexity of the model.

The findings from the hierarchical regression models align with a significant body of literature that explores the factors influencing employee commitment. Research consistently shows that work-related factors such as remote work, flexible working arrangements, and organizational benefits (e.g., leave and welfare programs) play a pivotal role in



shaping employee commitment. Remote working, for instance, has been shown to enhance employee engagement and commitment by providing greater autonomy and work-life balance (Golden, 2022). However, flexible work arrangements can have a paradoxical effect, with some studies indicating that excessive flexibility may lead to reduced commitment due to a lack of connection to the organization or work-life imbalance (Allen *et al.*, 2023). Similarly, employee benefits like leave and welfare programs positively correlate with organizational commitment, as they foster a sense of support and security (Joo & Park, 2020). Organizational culture, though relevant, may not always exert a direct effect on commitment, particularly when other organizational factors like work arrangements and benefits are more dominant (Kotter & Heskett, 2021). Additionally, the moderation effects observed in the models, where some predictors lose significance when organizational culture is introduced, are consistent with the literature on moderating variables, which suggests that such interactions can sometimes obscure or weaken direct relationships (Aiken & West, 2022). Thus, the findings are well-supported by prior research on the complex dynamics between work conditions, employee benefits, and organizational culture.

The regression analysis demonstrates that leave programs account for a significant variation in employee commitment. The unstandardized coefficient ( $B = 0.638$ ) indicates that for each unit increase in leave programs, there is a corresponding increase of 0.638 units in employee commitment. The constant ( $B = 11.282$ ) represents the baseline level of employee commitment in the absence of leave programs. This variation suggests that leave programs are key factors influencing employee commitment, and enhancing these programs could result in notable improvements in employee engagement and loyalty. The strength of this relationship highlights the importance of leave programs in explaining the variation in commitment levels within the organizations studied.

## V. CONCLUSIONS & RECOMMENDATIONS

### 5.1 Conclusion

The regression analysis provides insight into the effect of various work-life balance practices namely, leave programs on employee commitment. The results show that each of these practices has a positive influence on employee commitment, though their effects vary in magnitude. For instance, leave programs also contribute to fostering employee loyalty, with the analysis showing that these practices are instrumental in influencing engagement.

However, when organization culture is factored in as a moderator, the analysis reveals that its moderating effect on the relationship between work-life balance practices and employee commitment is not statistically significant. None of the work-life balance practices whether it be flexible working arrangements showed a significant effect on employee commitment when organization culture was introduced. This suggests that, while these work-life balance practices are beneficial in enhancing employee commitment in general, their effectiveness is not strongly moderated or enhanced by the prevailing organizational culture within county administrations.

Moreover, organization culture itself does not have a direct, significant effect on employee commitment, as indicated by the analysis. This lack of significance points to the possibility that other structural or operational factors beyond work-life balance practices and organization culture play a more dominant role in shaping employee commitment in the context of county government employees in Western Kenya. While work-life balance practices are important for improving employee commitment, they may not be sufficient by themselves when considered alongside organization culture. To improve commitment effectively, county administrations might need to look beyond these practices and consider other aspects of the organizational environment, such as leadership, communication, career development, or job security, which could have a more profound effect on fostering employee engagement and loyalty.

### 5.2 Recommendations

Based on the findings from the study and the conclusions drawn from the study, several recommendations for enhancing employee commitment within county governments in Western Kenya are proposed: Enhance Leave Programs: The significant variation in employee commitment due to leave programs indicates the need for improved leave policies. Increase the flexibility of leave options, including parental, personal, and sick leave, to accommodate diverse employee needs and enhance their overall commitment. Strengthen Organizational Culture: Despite its non-significant direct effect, fostering a positive organizational culture can indirectly support employee commitment. Promote transparency, inclusivity, and open communication within the workplace to create a supportive and engaging environment for employees.



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