

THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

Effect of Employee Health and Safety Approaches to Assess the Worth of Work Life Balances among Nakuru Town East Sub-county Based Private Primary Schools Teachers

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Abstract:

Quality of work life (QWL) is another control in the sense of managing individuals' life which it considers individuals as an 'asset' to an institution and not as costs (Eurofound, 2006). The approach has faith that individuals perform best when allowed to partake in supervision of their tasks during the process of making their decisions. QWL pursues to build a work culture of dedication to companies in order to make sure that there is a rise in production and that the workforce are highly gratified with their activity. The primary objective is to find the effect of safety as well as health related policies in case of measuring the quality of work life balance among teachers in private primary schools in Nakuru East Sub-County.

The study was based on Maslow's Theory and Herzberg's motivation-hygiene theory. Cross-sectional survey was used as the research design. Samples have been collected from Nakuru Town East Sub County based primary schools' teachers. A sample of 187 respondents was used derived using Yamane's simplified formula. The study further makes use of proportionate stratified random sampling method. During analysis descriptive statistics included percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation). Inferential statistics, particularly regression and correlation analyses were used to establish mathematical models and nature of relationships between variables respectively. Results will then be presented in graphs and tables. The findings show that selected work environment is 47.4% as explained by the independent variables under this study while 52.6% is the variation due to other factors which have not been covered in this study. There exists a strong positive and significant relationship ($r = .472, P=0.000$) between employee health and safety policies on quality of work life balance among teachers in private primary schools in Nakuru Town East Sub-County, Kenya. The study concluded that private primary schools regularly conduct health and safety audits. Moreover, training provided on health and safety policies is adequate. Further, a good occupational health and safety program fosters a sense of job security. The study recommends that private primary schools should regularly conduct health and safety audits which are adequate.

Keywords: *Employee health and safety policies, quality of work balances, private primary schools, nakuru town east sub-county*

1. Introduction

1.1. Background of the Study

Quality of work life (QWL) is another control in the sense of managing individuals' life which it considers individuals as an 'asset' to an institution and not as costs (Eurofound, 2006). The approach has faith that individuals perform best when allowed to partake in supervision of their tasks during the process of making their decisions. QWL pursues to build a work culture of dedication to companies in order to make sure that there is a rise in production and that the workforce are highly gratified with their activity. QWL is an extent to which stakeholders of work in an institution are capable of satisfying essential personnel necessities by the experience they have in organizations. Achievements of institutions are extremely dependent on the ways they capture, employ, encourage, and maintain their personnel (Cunningham & Eberte, 2010). Good working conditions are important for the welfare of all workers.

Quality of work life adds to both physical and psychosomatic welfare of workers, and to the economic performance of a country. From a philanthropic opinion, quality of operational atmosphere has strong impact on the general work and long-life fulfilment of workers. QWL can be termed as laborers cognitive view of both physical plus psychosomatic appeal at their work. QWL is associated to the wellbeing of employees in the place of work and thus it is totally different with job gratification. The domain of QWL does not influence the members' job gratification but it affects their lives externally like

their family, leisure and social needs. An employee faces a lot of work pressure when their necessities are not met at work. This might have adverse effects on their wellbeing and job performance (Emadzadeh, 2012).

1.1.1. Global Perspective on Quality of Work Life Balance

In USA, for instance, it was stated that state job security significantly rested on economy and business surroundings reason being the capitalistic structure which urges and upholds entrepreneurship advancement and least government involvement in businesses (Adebayo & Lucky, 2012). Though, in USA job security varies due to the economic factor, still it they believe that suppose the economy is reliable, companies will face a great sale paving ways to the formation jobs and therefore upsurges national job security.

According to Adebayo & Lucky (2012), it is a common belief in European economies that lay down of permanent workers are cheaper as entitled only to a legal less a week's termination of payment per year worked. In India there are various factors influencing WLB such as stress, conflict, workload, QWL, work family backing and emotional intellectual. Among the stated factors, stress in more highlighted. In the primary stages, women underwent most challenges in order to establish their position in this ever-changing world, in their families and professional life. Workers need to suitably define a boundary between work and their family issues otherwise may lead to burnout. Many researchers (Idris et al., 2014: 08; Rethinam & Ismail, 2008; Sirgy et al., 2001) have been done for measuring QoWL. QWL had been found associated with employee satisfaction and involvement by Improvement of Living Conditions (2002) and Q. P. Singh and K. S. Singh (2015). Moreover, many studies had highlighted that competent employees increase QWL. QWL often had been observed to influence both psychological and physical appeal of the workplace and employee situations, with Khoarsadi et al. (2010). Havlavic (1991) mentioned various components like job security, better financial and non-financial rewards, higher salaries, more opportunities for growth and participation for improving QWL. As per Hachman & Oldham (1980), work environment and personal needs also had been observed associated with QWL. Health and safety of employees had been emphasized to improve QWL as per Idris et al. (2014); Khoarsadi et al. (2010).

1.1.2. Quality of Work Life Balance in Developing Countries

Zulkarnain (2014) conducted a study on QWL on government employee. The study involved the role of advancing in the career and personal aspects to predict outcome in QWL. The outcomes discovered that advancing career was inversely related to QWL of employee. He stated further, that personal aspect such as; employees' demographic information, period of service and correlated importantly to QWL. The study failed to address teacher's job fulfillment in the developing countries. A study had been conducted on Ghanaian university for measuring self-efficacy and the QWL for employees by Mensah and Lebbaeus (2013). The outcome indicated direct influence of self-efficacy on QWL. Interrelationship between QWL and performance had also been highlighted in a study done by Muindi and K'Obonyo (2015). This study also enriched the literature of performance, employee participation and involvement and responsibility. A Nigeria based study had been done by Saeed and Farooqi (2014) on 250 women at a university of the mentioned place to find the organizational pressure on the QWL by including many variables like salaries, benefits, and children's day-care services etc. Another research by Aketch et al. (2012) found positive association between QWL and overall performance among Kenyan university academic staffs. Effect of managerialism on the QWL of employees for a particular university in South Africa has been observed by Ngcamu and Letoane (2015a). Inconsistency had been noticed regarding the application of this study. Lack of clear goals also had been noticed among university leaders in South Africa by a study of Ngcamu and Letoane (2015b). According to a study carried out by Fry and Tweedie (2003) in addition to the Voluntary Service Organization (VSO), teachers in Malawi, Papua, New Guinea and Zambia were badly paid and failed to have adequate professional support therefore pretentious their drive amounting to poor achievement of pupils. A study done in Zimbabwe discovered that self-appreciation and role aspects arose as a major forecasters of general job fulfillment amongst teachers in the country. This possibly will signpost that managers are less informed on the internal feelings, familiarities and insights of a worker as they suppose (Nhundu, 2004).

1.1.3. Quality of Work Life Balance in Kenya

The teaching community plays a central part in socio-economic progress of a society academically. Sessional Paper no.1 of 2005 and Kenya Education Sector Support Programme, (KESSP), acknowledged a teacher as the most essential inputs in the education sector. It is therefore very critical to have efficient management and utilization of this resource for quality learning outcomes in the academic sector. Elimu Yetu Coalition, (2010) report has progressively drawn concentration over the last ten years to the delicacy of alleged teacher-job inspiration (Republic of Kenya, 2005) The Kenyan Economic survey (1998) more teachers are leaving the profession for alternative career. This may be a sign of dissatisfaction among teachers thus the need to learn the factors affecting teachers job satisfaction. Armstrong (2003) stated that people leave or join an organization due to the remuneration they receive in form of salary and other monetary benefits.

In Kenya, the problems of teachers' job satisfaction have been tackled in various forums such as trade union meetings, and public commissions like Gachathi Report of (1976). All these forums have recommended improvements in the working environments and increased salaries for teachers. Despite implementation of some of these recommendations' studies have revealed that the teachers are not contented with their jobs. Njue (2003) stated that qualified teachers left teaching because they were dissatisfied with the poor remuneration and compensation, poor public image and unsatisfactory working conditions. In conclusion of his study, he stated like other employees in other sectors, teachers needed decent salaries, and benefits, recognition, opportunities for career advancement, suitable working

conditions, autonomy and appropriate responsibility.

Generally, in Kenya there are very deprived working environment as a growing country. This is the outcome of little resources available for workman's compensation. On alternatively, there exist very low productivity in most companies. According to Knell and Savage (2001), productivity is basically a product of motivated employees. Indeed, this is because most companies lack structures which stimulate high productivity. Such practices as, employee training, employee development, organizational development and giving employees room for career development failed to emphasized in organizations. On the contrary organizations aims at making maximum utilization of available employees without developing them. A number of companies in Kenya might not have effectively functioning health or welfare programs. In a research conducted in Kenya, Maara Sub-County, Muguongo, Muguna and Muriithi (2015) noticed that reimbursement plays a vital function in defining labor forces job gratification, with the insight of getting paid accordingly describes job satisfaction. However, the influence of gender on teachers' job satisfaction was unclear. In relation, Njiru (2014) study in Kenya discovered that effective education and satisfaction of teachers demanded motivation.

1.1.4. Private Primary School in Kenya

The public policy on private primary education in Kenya is an important factor that influence on effective administration strategy. Many private primary schools are doing well despite the existence or non-existence of this policy which may encourage or discourage development of private schools. For Kenyan education system has come a long way for instance in the 1980s there were policies such as those of "cost sharing", UPE, and EFA. All these have had a big influence on the running of primary schools. Some Kenyan private schools had been performing excellently over a long period of time. This resulted to good performance in the national examination (KCPE) from inception of private primary schools to date while others perform poorly.

Free primary education was initiated by the NARC government in 2003 with a need to achieve universal free primary education. This led to an influx of pupils into the City Council of Nairobi primary schools increasing enrolment by 35% in year 2003 from year 2002. This increased enrolment posed the following great challenges to public primary schools; overcrowded classes; increased teacher to pupil ratio - leading to an increased teacher workload; inadequate secondary school places to match the increased enrolment; and inadequate physical facilities such as furniture, classrooms and sanitary (Nairobi City Council-Information booklet, 2005). This strain on public primary schools' resources led to further drop in quality of education in public schools. This drop-in quality of education led to a need for private alternatives to fill this qualify gap.

1.2. Statement of the Problem

Quality of Work Life is the wellbeing of an employee including all services offered by an employer to safeguard employees' comfort in the job. A study at Chicago Electric Company which came to be known as Hawthorn Studies revealed that money was not the only trigger for increased production of workers; it was believed that the factor that best explained the increase. of output was human relations since, employees work better when treated in a positive manner. A study by Karrir and Khurana (2011), established a positive link of QWL of directors from three different sectors of the institutions namely, Public, Private and Cooperative, and background variables (the degree of edification, migratory status, salary level) plus other motivational variables like gratification of job and job involvement. Singh (2013) did research on chemical and textile industries in India, which were made, improve the Quality Work Life by introducing participatory management. The teaching community plays a central part in socio-economic progress of a society academically. Sessional Paper no.1 of 2005 and Kenya Education Sector Support Programme, (KESSP), acknowledged a teacher as the most essential inputs in the education sector. It is therefore very critical to have efficient management and utilization of this resource for quality learning outcomes in the academic sector. The Kenyan Economic survey (2018) noted that more teachers are leaving the profession for alternative career. This may be a sign of low-quality work life balance among teachers thus the need to learn the factors affecting teachers work life balance. Armstrong (2003) stated that people leave or join an organization due to the remuneration they receive in form of salary and other monetary benefits.

In Kenya, the problems of teachers' job satisfaction have been tackled in various forums such as trade union meetings, and public commissions like Gachathi Report of (1976). All these forums have recommended improved working environments and increased salaries for teachers. Despite implementation of some of these recommendations' studies have revealed that the teachers are not contented with their jobs. Njue (2013) stated that qualified teachers left teaching because they were dissatisfied with the poor remuneration and compensation, poor public image and unsatisfactory working conditions. In conclusion of his study, he stated like other employees in other sectors, teachers needed decent salaries, and benefits, recognition, opportunities for career advancement, suitable working conditions, autonomy and appropriate responsibility. Value of education that is provided to people is significantly reliant on the employees that work in those organizations. Work environment and work conditions, teacher autonomy, opportunities for professional growth, and involvement in decision making process are important areas to focus on and divert attention towards for better QWL in academic sector. Nakuru Town East Sub-County has shown decline in the academic performance in schools, especially private primary schools, which has been attributed to teacher-issues hence poor QWL can be accredited to the poor performance among the teachers. It is therefore, the aim of this study to establish the effect of health and safety policies on quality of work life balance among teachers in private primary schools in Nakuru East Sub-County.

1.3. Research Objective

The main objective of this study is to find the impact of health and safety approaches on quality of work life

balance for Nakuru East Sub-County based private primary schools' teachers.

1.4. Research Hypotheses

- H_{01} : Employee health and safety have no significant effect on the quality of work life balance among teachers in private primary schools in Nakuru Town East Sub-County.

1.5. Significant of the Study

This research is of great importance to the Ministry of Education by identifying effective ways of improving employee output through implementation of accepted standards of quality work life. The research will be of great importance to private primary schools by identifying effective ways of improving employee output in the schools through implementation of accepted standards of quality work life. The study is also be helpful to human resource practitioners in other industries in coming up with effective strategies to improve employee output by embracing QWL in their respective organization. The study outcomes will help in reforming the aims of unions and realizing exactly what environments are applicable to the employees and how they can work towards safeguarding that employees are satisfied at their work places. Other researchers and scholars will greatly benefit from this study for it forms a base for their future studies and source of research information. This it is an empirical basis for further research in this area.

1.6. Scope of the Study

The study focused on the effect of health and safety policies on quality of work life balance among teachers in private primary schools in Nakuru East Sub-County, a Survey of Private Primary Schools in Nakuru Town East Sub County. An inquisition of the teachers working environment was made covering the facilities provided in the schools, the conditions of the resources provided, the teachers relations among themselves and with the schools' administrations as well as the freedom of flexibility to balance work with personal life. The target population of the study comprised of 350 teachers in 14 private primary schools in Nakuru Town East Sub County. The research was conducted between the months of September and October 2019.

1.7. Limitation of Study

In the course of undertaking study, the researcher might encounter challenges such as fear of some staff to convey information fearing for the security of their job. The researcher will have to convince them that the information would be handled with due confidentiality and would be only used in academics and not for other purpose. Some respondents might conceal the data required because of sensitivity; the researcher will have to explain to them that the information given would be used for educational purpose only because of the kind of work at private schools the respondents might be busy to reply the questionnaire. To enable them to reply the questionnaires, the researchers will use the drop and pick later method of administering the questionnaires.

2. Literature Review

The chapter focuses on previous studies done in the area. Review of empirical Literature, Theoretical review, briefs and gaps and the conceptual framework. The section gives light to the research from previous researchers and the main studies on factors affecting QWL life among employees.

2.1. Theoretical Framework

The study was based on two theories including Maslow theory and Herzberg's motivation-hygiene theory. The two set of theories provided a theoretical framework on which the current study is established.

2.1.1. Maslow's Hierarchy of Needs Theory

Maslow discovered the theory of hierarchy of wants in 1943. He arranged human necessities in an ascending manner of basic things in life for instance food, security, vitality of self-esteem that is recognition and respect; and finally, the basis for self-actualization, the necessity for self-satisfaction thus utilizing their unique abilities (Ifedili, 2012). The different levels of needs are as described above for it focuses on the basis of individuals' higher needs are only driven after the gratification of the lower needs (Cížek, 2012)

Since the theory typically is described and demonstrated in a conceptual framework, it becomes a suitable method for evaluating some nature of fulfillment, especially job gratification. As a matter of fact, the notion of fulfillment is meaningless until there exists a system to identify it. The study adopts the characteristic of being gauged on some scale. Several analytical studies carried out in job satisfaction area with the aid of Maslow's theory (Ajayi, pyramid of 1998). The scholars are in accord that it is possible to divide the needs into two groups: deficiency needs (physiological and safety) and growth needs (belonging, self-esteem and self-actualization).

The theory asserts that suppose the shortage desires fails to be satisfied, an individual will encounter a deficit that will smother his or her development. In application to institution, Maher (2002) seconds this by accepting that lower-order necessities are contented first then higher-order necessities are initiated therefore, employers should ensure they satisfy their workforce. She further suggested that employers can assist their servants to fulfil each need, for instance, by increasing their pay. Once satisfied, the association between the worker, their overseers and fellow workers stretches and therefore bosses can aid the workforce meet this need by improving the degree of social contact amongst themselves. The procedure demands sustainability till all lower-order need are met, and self-actualized (Maher, 2002).

2.1.2. Herzberg's 2 Factor Theory

The theory is also known as the two-factor theory, has accepted extensive attention like motivating workers using practical tactics (Tech-Hong & Waheed, 2011). In 1959, Herzberg made his findings on the emotion's public of 200 engineers and accountants from more than nine companies in the US. The specialist described their experiences of which each specialist felt either exceedingly bad or extremely good concerning their work and thoughts on the experiences. Responses of good thoughts are normally associated to work content or motivators, while responses of bad thoughts were found to be related to work context or hygiene factor.

Motivators include aspects built by the job itself, like achievement, acknowledgment, responsibility and development. Hygiene aspects are external to work, like interpersonal relations, salary, management and company dogma. It was seconded by Evans and Olumide-Aluko (2010) who stated that Herzberg has recognized two definite sets of aspects –one set is able to motivate, or satisfy, laborers, and the other one brings in dissatisfaction. 'Motivation factors' and 'hygiene factors' respectively were labelled by Herzberg in 1968. (Herzberg, 1968).

Schermerhorn (2003), argues that the internal motivators, which are the job content aspects, state activities which are truly done by individuals in their job; their responsibility and attainments and these factors contribute to a great deal in the degree of satisfying employees' feelings at work. In addition to that, the job context factors, are the external aspects that are beyond the control of an employee; they are associated more with the environment than the job itself. Islam and Ali (2013) and Herzberg suggested that contentment plus discontent are totally neglected issues. These scholars further confirmed that fulfilment in the presence of such aspects discourages discontent, this are the driving aspects or satisfiers. In addition to that, hygiene factors that decrease satisfaction aspects are called dissatisfiers.

2.2. Empirical Review

Quality of Work Life (QWL) balance is the level to which workforces of a company are capable of satisfying essential individual needs by their experience in an organization. QWL variables is insufficient to weigh workers' job satisfaction. Payne and Pheysey (2011) carried out a study on institutional climate setting concluded that job satisfaction is an indicator of positive QWL. This was to climax qualities of workers work life. Job gratification is an indicator of positive quality of employment life. Hence, all studies presented on job satisfaction would be defining rapport of various variables as its key determinants.

Sayed and Sinha (2011) scrutinized the association between QWL dimensions, job satisfaction and work output measures on the two groups of samples working in high QWL and low QWL organizations. The outcome showed that QWL dimensions are associated to job satisfaction in both organizations. Comparison involving high and low QWL organization broader indicated systematic change in the correspondence pattern that is, companies with low QWL yielded comparatively surpassing correlation between QWL dimensions and work output measures than institutions with high QWL.

Usually, QWL is abstracted as overall attitude towards work. Some philosophers view (QWL) as affirmative sentimental feelings one has for their job (Rainey, 2003). Others regarded it to be a bi-dimensional concept comprising of "intrinsic" and "extrinsic" satisfaction dimensions (Cimete et al., 2003). On the other hand, QWL is viewed as "satisfaction or lack of satisfaction" and "dissatisfaction or lack of dissatisfaction" dimensions (Flanagan and Flanagan, 2002). QWL is a worldwide idea covering numerous aspects like workforce gratification with wages (Rainey, 2003). However, discussions as to whether QWL comprises of aspects of satisfaction with several factors of a person's job (Carnoy, 2000). Brock-Utne (2000) reports that numerous significant bases of QWL are if the job is interesting to an employee, has healthy relationships with managers and colleagues, highly paid, works independently and has distinct career advancement chances. Thus, a highly motivated workforce leading to high productivity and less conflicts among the employees. For an institution to uninterruptedly attract and maintain employee, QWL is essential. Therefore, it has turned out to be serious in the past twenty years since today's business settings and family set up have got advanced demands (Akdere, 2006). Lau (2000) described QWL as the conducive environment of place of work which supports and endorses workers' gratification by offering them job security plus reward. QWL comprises several aspects like working surroundings, type of income paid, among others. Therefore, QWL includes some economic and non-economic benefits and managing behavior when handling employees. Islam and Siengthai (2009) mentioned vital aspects of QWL to involve better motivation schemes, servants' reimbursements, inclusion of workers, plus institutional performance. To add on that, QWL is an attitude that employees experience towards their work, other staffs, and the institution (Heskett et al., 1994). Thus, if workforces have a positive attitude to their jobs, and the institution, this shows that employees are happy to do their work; and thus, the QWL is good.

QWL gives an interest in variety of qualities of work life aspects depicted by Walton (2005), Mishra (2006), and Ellis and Pompli (2002). Walton (1975) stated that there are main abstract categories connecting to QWL, that is: sufficient and fair reimbursement; secured, conducive working surroundings; prompt chances for an employ and advance individuals' aptitude and chances for continuous growth.

In the recent years, quality of work life (QWL) is gradually being recognized as an imperative criterion for the defining the success and sustainability of an organization (Koonmee et al., 2010). Employees become happy when the fundamental expectations about their workplace and job are being fulfilled. The QWL are basically some physically and psychologically desires which employees need to be satisfied while fulfilling organizational objectives (Brooks and Anderson, 2005).

2.2.1. Employee Health Safety Policies and Quality of Work Life Balance

Professional health and safety concerns people's welfare that, service providing sectors expansion is accelerating leading to Work place health problem flourishing Workplace safety and health jeopardies nowadays are considered to be a driving motive toward coming up with solutions on ways to prevent it from producers' laborers negative effect. The quality, awareness, health and safety necessities in some nations recently was severe as compared to previous cases seen. Some research outcomes resolved that pressure from communities forced the enforcement of numerous safety statutes and principles in several regions for various institutions (Dejoy & Southern, 1993). Ahonen et al. (2002) claims that diverse regional and national security dogmas gave direction to assist institution advance their safety management systems (SMS) with regard to sundry business wants and prerequisites.

Most employed individuals render less concentration and resources to health and safety at the job (Michaels et al., 2006). They mostly focus on production capacity or outcomes overlooking the hidden impact of discontent employment surroundings. Ethiopia for instance, lacked security at place of employment and well-being similar independent dogmas to the manufacturing institutions. When focusing on the safety of the workplace and health which implies that they ought to have both guidelines of using effective resource and safe workplace environment. Workplaces where safety dominates are productive, whether weighed in an institution's bottommost line, market share, the broader consumer standing, or the competence in appealing and keeping its stakeholders.

Physically fit Individuals anticipate in adding innovation and production. Nevertheless, skiving the job causes loss of productivity (Michaels et al., 2005). This review of literature assists in identifying gaps in former studies on job place safety and health administration structure from different disciplines. The drive of finding the gap was to suggest the area for additional study towards upgrading the safety of a workspace and well-being. Gaps were not fully developed multilevel structure which impacts individual, institutional and functioning of national safety and health consequences.

Seixas et al (2007) defines profession Health and Safety as 'conditions and factors which impact all employees' well-being and security, or anyone at place of work has described 'health' as a condition of optimal well-being of a person not merely disease free. Encyclopedia of occupational health and safety (2008) defines 'job safety' as the relationship linking individuals and work, machineries, surrounding, and financial cares like productivity. 'Health and safety' considered in occupational setting. Workplace is the location where work is undertaken by the organization control.

Proper job health and safety environments are upheld through recognizing risks at workplace and reducing the jeopardy. Risk is an act with ability to cause destruction in form of individual's injury or diseases or both the two (SLS OHSAS, 2007). Research proposes that jeopardies rely on several factors like nation, workshop, work, etc. Seixas et al. (2008) categorized risks in workplace to health jeopardies and safety jeopardies.

In OHSAS (2007) incident is a task similar episode, responsible for the occurrence of an injury, disease or fatality. It may be further defined as unexpected act, which could degrade the effective of the work (Heinrich, 1931). Risk exposures results in incidents which may cause accidents, diseases or physical disabilities of an individual. The Incidents appear to be of no importance to staffs. Recurrent incidents are caution to a critical accident. Likelihood of occurring up to 300 accidents in a work place can lead to 29 accidents accompanying injuries and one deadly accident. Many industrial disease conditions arise because of exposure to health jeopardies. SLS OHSAS 18001 (2007) claimed that being unwell is an identifiable, hostile condition arising from work activity. Industrial disabilities chiefly emerge from work where only laborers get to be affected from these. E.g.: occupational cancers. Work related conditions are largely known forms of disease. Likelihood of infections to be intensified because of work is guaranteed.

It is general thought of employees that qualities of work life initiatives provide a safe and satisfaction feeling which helps to grow and development. It helps to provide security, benefits, social integration, getting freedom to self-expression. All of these finally help to achieve organizational effectiveness (Hian and Einstein, 1990; Nachmias, 1988; Guest, 1979; Walton, 1985).

2.3. Conceptual Framework



Figure 1: Conceptual Framework

2.4. Chapter Summary

The chapter covered literature review grounded on the aims of this particular study derived from both local and international studies on the factors affecting quality of work life. It also contained theoretical literature review, empirical literature review, conceptual frameworks and operationalization of variables.

3. Methodology

3.1. Introduction

The chapter investigates the research methods used in this study. It gives a detailed depiction of the study design, target population, sampling technique, data collection instrument, pilot study, data collection process, and data analysis.

3.2. Research Design

Research design is defined as a developed planning of methodologies to be employed during data collecting and techniques which was adopted in data analysis procedures, keeping in view the research objective and the availability of staff, time and money (Cooper & Schindler, 2014). The study used cross sectional design as the researcher need to study the QWL for a longer period.

3.3. Target Population

The target population is a whole group of individuals, events or objects that have a common observable characteristic or the total gathering of elements that the investigator would wish to drive some inferences (Mugenda, 2009).

The target population was examined in the context of the unit of observation and unit of analysis. The unit of observation was teachers (approximately 350) from the 14 private primary schools of Nakuru Town East Sub County. with an.

3.4. Sample and Sampling Technique

3.4.1 Sample Size

The sample size was calculated using the Yamane's simplified formula as provided by (Scott, 2008) that is

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

Where n= sample size

N=Population size

e= tolerable error

$$n = \frac{350}{1 + 350(0.05^2)} = 187$$

A sample size of 187 was selected for the study.

3.4.2. Sampling Design

According to Kull (2009) sampling is a course by which a small number of distinct, subjects or events is designated and analyzed to discover something about the whole population from which it was designated. This study adopted proportionate stratified random sampling method. Whereby each school formed a stratum. The stratified random sampling method measures the general population parameters with greater precision and ensures an extraction of a representative sample from a relatively homogenous population (Kothari, 2004). The sample size of the respondents for each stratum was obtained by using the formula below:

$$n = a/N \times C$$

a – is the population of the stratum

N – Is the total target population

c – Total sample size

n – Sample Size for Each of the School

The table below shows the sample size from each school

3.5. Research Instrument

Data collection instrument for this study was questionnaire. The structured questionnaires were employed as the means of information collection. The questionnaire was used because it flexible the information collection process as well as it is economic. The questionnaire is a steadfast way of obtaining data as compared to other instruments. In addition, Questionnaires give the researcher comprehensive data on a broad range of factors. The questionnaires contained structured and unstructured questions. The questionnaire contained structured questions where the researcher gave the respondents the choices of the answers that the respondents can answer. The sketch of the questionnaire will base on a multiple-item measurement scale. A five-point Likert Data was employed, using a list of response categories ranging from strongly agree to strongly disagree where 4=Strongly Agree, 3=Agree, 2=Disagree and 1=Strongly Agree.

3.6. Pilot Study

Pilot study was conducted for the purposes of detecting weaknesses in the data gathering instrument that is questionnaire, examining of the importance of the questions, and removing defects in the staging of questions (Mugenda & Mugenda, 1999). The pilot study was conducted on 19 respondents who were drawn from Carol Academy in Nakuru Town West Sub-County. The 19 respondents were adequate based on suggestion by Mugenda and Mugenda (2009) who suggested that 10% of the sample size is adequate with the sample size being 187 respondents, 10% of 187 is roughly 19 respondents. The extracted data was used in establishing validity and reliability of instruments to be used in the study.

3.6.1. Validity Test

The validity of the questionnaire is linked to the data collection tools being able to measure what is intended to measure and accurately achieves the purpose it was designed for (Kothari, 2004). Face validity was examined during the pilot study depending on how participants react to statements in the questionnaire while content validity was ensured by the expert and supervisor opinions.

3.6.2. Reliability Test

The reliability of the questionnaire measures the extent to which a research tool measures each time it is used or the capacity to replicate the same results upon repeating the research using the data collection tools in similar conditions (Kothari, 2004). The reliability of the questionnaire was tested using internal consistency. Internal consistency is the measure of reliability which is focused with the degree to which measures of the same construct are dependable with each other (Cooper & Schindler, 2008). The Cronbach Alpha coefficient was used to measure the internal consistency.

Study variable	Cronbach's Alpha
Health Safety Policies	0.786

Table 1: Reliability Test

As shown in Table 1 The data collected was subjected to a reliability test ,the pilot test results revealed that health safety policies had a Cronbach Alpha coefficient of 0.786 this was the second most reliable variable, Employee Welfare Programmes had 0.763, and Employee Job Security had the highest Cronbach Alpha coefficient of 0.836 this variable had the greatest reliability. In addition, Employees Working Facilities showed a coefficient of 0.713 and finally the dependent variable Quality of Work Life Balance had 0.743. Thus, the internal consistency of the research instrument was adequate for the present study. Field (2005) interprets a Cronbach's α greater than or equal to 0.7 as implying the instrument provides a relatively good measurement tool hence reliable.

Sultan and Wong (2010) used an instrument with alpha (α) = 0.8462 and considered it reliable. While Ling and Lih (2005) interpreted an overall Cronbach's α = 0.8339 as reliable in examining the relationship between work life balance and employee commitment. The instrument in Appendix II. Therefore, met the requirements of criterion related validity that requires that, the instrument to be used in a study demonstrates accuracy of a measure or procedure by being comparable with another measure or procedure which has been demonstrated to be valid

3.7. Data Collection Procedure

The data collection process commenced through getting a formal letter from the University authorizing the student to collect information after successful defense of the research proposal and completion of any arising issues from the defense. The researcher took the letter from the university to the school managers of different private primary schools in Nakuru Town East Sub-County for the purposes of seeking formal authorization to undertake data collection. After the necessary authorization from the school managers, the questionnaires were delivered to the respondents in each school depending on the number allocated to that school. The potential respondents were required first to consent to the introduction letter which was presented to them indicating that their contribution is voluntary and their identity is kept anonymous. The questionnaires were collected on a pre-agreed time a drop and pick method.

3.8. Data Analysis and Presentation

The use of the SPSS software is considered appropriate due to the use of the structured questionnaire hence presenting an easy way to analyze the data. The multiple regression models separate each individual variable from the rest allowing each to have its own coefficient describing its relationship to the dependent variable. The following multiple linear regressions model was used is presented below;

$$Y = \beta_0 + \beta_1 x_1 + \dots + \varepsilon$$

Where,

γ Represents	Quality of work life
β_0 Represents	Constant Term;
$\beta_1 - \beta_4$ Represents	Coefficients
x_1 Represents	Health and Safety Policies
ε Represents	Error Term

3.9. Chapter Summary

The chapter seeks to explain how the research was conducted. It helps other researches in understanding one's study, particularly where the research was conducted how it was conducted and when it was conducted.

4. Data Analysis and Presentation

4.1. Response Rate

The number of questionnaires that were administered were 187. A total of 128 questionnaires were properly filled and returned. This represented an overall successful response rate of 68.4% as shown on Table 2.

Response	Frequency	Percent
Returned Questionnaires	128	68%
Unreturned Questionnaires	59	32%
Total	187	100%

Table 2: Response Rate

Questionnaire response rate from all the private primary schools in Nakuru Town East Sub-County were over 50% as shown in Table 4.1. The overall response rate was 68%, which is higher than the average response rate of 30% for survey research recommended by Saunders and Lewis (2009).

4.2. Demographic Characteristics

4.2.1. Gender of Respondents

The distribution of the teachers attached to the private primary schools in Nakuru Town East Sub-County was examined. The distribution is as presented in Table 3.

Gender	Frequency	Percentage
Male	48	37
Female	80	63
Total	128	100

Table 3: Distribution of Respondents by Gender

The study as shown in Table 3 revealed that 37% of the sampled respondents were male while 63% were female. From the findings it can be deduced that majority of the private primary schools in Nakuru Town East Sub-County were observant of the two thirds gender rule as enshrined in the Constitution of Kenya of 2010.

4.2.2. Academic Qualifications of Respondents

The distribution of the sampled employees according to their highest level of education attached to the private primary schools in Nakuru Town East Sub-County as illustrated in Table 4

Highest Academic Qualifications	Frequency	Percent
Diploma/College Certificate	35	28
Post-Graduate Diploma	58	45
University Degree	22	17
Master's Degree	13	10
Total	128	100.0

Table 4: Distribution of Respondents by Highest Academic Qualifications

The findings indicated in Table 4 show that 73% of the teachers working with the private primary schools in Nakuru Town East Sub-County had at least Diploma/College Certificate. It was also observed that 17% and 10% others had Master's degree and university degrees respectively. According to Muchelule (2018), the education level of teachers is of utmost importance, and their education level contributes towards understanding the different facets of quality of work life balance. The results implied that the aforementioned staffs were adequately educated to enable them grasp relevant insights in this study.

4.2.3. Number of Years Served with the Private Primary Schools in Nakuru Town East Sub-County

The distribution of the respondents according to the number of years served with the private primary schools in Nakuru Town East Sub-County has been shown in Table 5.

Years Served	Frequency	Percent
Less than 1 years	27	21
1 - 2 years	46	36
2 - 3 years	31	24
Over 3 years	24	19
Total	128	100.0

Table 5: Number of Years Served with the Private Primary School

As shown in Table 5, majority (36%) of the teachers from Nakuru Town East Sub-County has an experience between 1 and 2 years. A cumulative of 60% respondents has shown experience for a period of 1-3 years. This shows an evidence that respondents are serving organization long enough.

4.3. Descriptive Analysis

The section presents descriptive analysis on study variables including employee health and safety policies, employee welfare programmes, employee job safety and Work facilities on quality of work life balance among teachers in private primary schools in Nakuru East Sub-County. The respondents indicated their level of agreement with the statements on independent variables by using the following scale of 5 points where: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

4.3.1. Descriptive Results on Employee Health and Safety Policies

The attitude towards health and safety policies have been depicted below:

Statement	SA	A	N	D	SD	Mean	Std
	%	%	%	%	%		
Our institution regularly conducts health and safety audit	34	46	2	18	0	3.62	0.88
The training provided on health and safety policies is adequate	37	53	1	11	0	3.85	1.04
Most of our workplace hazards are caused by incomplete or absent of training	32	48	3	7	10	3.76	1.06
A good occupational health and safety program fosters a sense of security	36	54	3	7	0	3.73	1.09
Most of the teachers who perceive their schools safe report lower levels of job-related anxiety	41	49	3	5	2	3.36	1.19
Our school provides health and safety equipment	35	33	22	10	0.0	3.76	1.01

Table 6: Descriptive Results on Employee Health and Safety Policies

According to the findings, Table 6, majority of the respondents (46%) agreed that their institution regularly conduct health and safety audit with a mean of 3.62 and standard deviation of 0.88. This is consistent with the findings of Payne and Pheysey (2011) whom carried out a study on institutional climate setting concluded that job satisfaction is an indicator of positive QWL. This was to climax qualities of workers work life. Job gratification is an indicator of positive quality of employment life.

Majority of the respondents (53%) also agreed that the training provided on health and safety policies is adequate with a mean of 3.76 and within a standard deviation of 1.06. This finding agrees with that of Sayeed and Sinha (2011) whom scrutinized the association between QWL dimensions, job satisfaction and work output measures on the two groups of samples working in high QWL and low QWL organizations. The outcome showed that QWL dimensions are associated to job

From the study majority of the respondents (54%), agreed that a good occupational health and safety program fosters a sense of security with a mean of 3.73 and standard deviation of 1.09. As stated by Ahonen et al. (2002) claims that diverse regional and national security dogmas gave direction to assist institution advance their safety management systems (SMS) with regard to sundry business wants and prerequisites.

In addition, majority of the respondents (49%) agreed that most of the teachers who perceive their schools safe report lower levels of job-related anxiety with a mean of 3.36 and a standard deviation of 1.19. The findings are in line with Seixas et al (2007) whom defines profession Health and Safety as 'conditions and factors which impact all employees' well-being and security, or anyone at place of work has described 'health' as a condition of optimal well-being of a person not merely disease free.

The findings established that the respondents largely agreed (35%) that the schools provide health and safety equipment with a mean of 3.76 and standard deviation of 1.01. According to (SLS OHSAS, 2007) Proper job health and safety environments are upheld through recognizing risks at workplace and reducing the jeopardy. Risk is an act with ability to cause destruction in form of individual's injury or diseases or both the two.

4.3.2. Descriptive Results on Quality of Work Life Balance

The dependent variable of the study was quality of work life balance among teachers in private primary schools in Nakuru Town East Sub-County. Table 7 shows the descriptive statistics and results in details.

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
The medical reimbursement scheme provided by the employer is sufficient	30	50	5	7	8	3.83	0.68
Our employer provides proper transport facilities	46	28	10	16	0	3.94	1.03
Our wage policies adopted by the employer are competitive	28	32	12	18	10	3.92	1.01
Our employer follows an organized promotional policy	40	42	2	8	8	3.82	1.07
The work timings of the organization are realistic	40	47	3	7	3	3.69	1.08
My supervisors motivate me to realize my goals and objectives	3	32	12	36	13	3.73	0.72
I have a good relationship with my immediate superior	42	36	21	1	0	3.86	1.67

Table 7: Work Life Balance among Teachers in Private Primary Schools

From Table 7, it can be easily noticed that reimbursement scheme is sufficient for majority of employees with a mean of 3.83 and within a Standard deviation of 0.68. Even, 46% of employees find transport facilities helpful with a mean of 3.94 and a Standard deviation of 1.03.

Majority of the respondents (32%) also strongly agreed that the wage policies adopted by the employer are competitive with a mean of 3.92 and within a Standard deviation of 1.01. A study by Sayeed and Sinha (2011) scrutinized the association between QWL dimensions, job satisfaction and work output measures on the two groups of samples working in high QWL and low QWL organizations. The outcome showed that QWL dimensions are associated to job satisfaction in both organizations. Comparison involving high and low QWL organization broader indicated systematic change in the correspondence pattern that is, companies with low QWL yielded comparatively surpassing correlation between QWL dimensions and work output measures than institutions with high QWL.

Furthermore, majority of the respondents (42%) agreed that their employer follows an organized promotional policy with a mean of 3.82 and within a Standard deviation of 1.07. In addition, majority of the respondents (47%) agreed that the work timings of the organization are realistic with a mean of 3.69 and within a Standard deviation of 1.08. The respondents however were neutral to a larger extent (36%) that their supervisors motivate them to realize their goals and objectives with a mean of 3.73 and within a Standard deviation of 0.72. Finally, the respondents agreed (42%) that they have a good relationship with their immediate superior with a mean of 3.86 and within a Standard deviation of 1.67.

4.4. Correlation Analysis

The section presents the correlation analysis between the study variables. Bivariate Pearson correlation coefficient was used in the analysis.

4.4.1. Correlation between Employee Health and Safety Policies and Quality of Work Life Balance

The study conducted a correlation analysis between employee health and safety policies on quality of work life balance among teachers in private primary schools in Nakuru Town East Sub-County, Kenya. The results are illustrated in Table 8.

		Quality of Work Life Balance
Employee Health and Safety Policies	Pearson Correlation	0.472**
	Sig. (2-tailed)	0.000
	N	128

Table 8: Correlations between Employee Health and Safety Policies and Quality of Work Life Balance
 **. Correlation Is Significant at the 0.01 Level (2-Tailed)

The study results indicated in Table 8, established that there exists a strong positive and significant relationship ($r = .472$, $P=0.000$) between employee health and safety policies on quality of work life balance among teachers in private primary schools in Nakuru Town East Sub-County, Kenya. This implies that implementation of different policies in regarding health and safety policies are increasing work life balance.

As policies are increasing the chance of more work life quality, so, if the employee health and safety policies is implemented, most of the private primary schools in Nakuru Town East Sub-County, Kenya will enhance their quality of work life balance.

4.5. Regression Analysis

4.5.1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.701 ^a	0.491	0.474	0.713

Table 9: Regression Model Summary

Predictors (Constant): Employee Health and Safety Policies, Employee Welfare Programmes, Employee Job Safety, Work facilities

Dependent variable: Quality of Work Life Balance

The study conducted a regression analysis to find out the strength of the relationship between independent and dependent variables as shown in Table 9. The findings show that selected work environment is 47.4% as explained by the independent variables under this study while 52.6% is the variation due to other factors which have not been covered in this study.

4.5.2. Analysis of Variance

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	73.554	3	36.777	32.317	.000 ^b
	Residual	76.263	124	1.138		
	Total	149.817	127			

Table 10: ANOVA

Predictors (Constant): Employee Health and Safety Policies, Employee Welfare Programmes, Employee Job Safety, Work facilities

a. Dependent variable: Quality of Work Life Balance

As illustrated in Table 10, the F statistic = 32.317. Since the f calculated is greater than f statistic, it infers that the model is statistically significant. Therefore, there is strong evidence that the regression results are statistically significant and the variation in the results is insignificant that cannot result to much difference in case of a change in the study units (population) and therefore the model did for the data.

4.5.3. Multiple Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.250	4.759		.473	.638
Employee Health and Safety Policies	.445	.084	.510	5.295	.000

Table 11: Multiple Linear Regression Coefficients

a. Dependent Variable: Quality of Work Life Balance

It can be observed from the findings in Table 11 that Employee Health and Safety Policies ($\beta = 0.445$, $P = 0.000$) is the most influential variable in the model predicting Quality of Work Life Balance. This indicates that the dependent variable, that is, the quality of work life balance, would change by a corresponding number of standard deviations when the respective independent variables change by one standard deviation. The study therefore establishes that variables, such as; Employee Health and Safety influencing quality of work life balance among private primary school teachers in Nakuru Town East Sub-County, Kenya

4.6. Summary of Hypothesis Testing

The study was based on the following null hypotheses:

- H_{01} : Employee Health and Safety Policies has no significant effect on the quality of Work Life Balance among Teachers in Private Primary School in Nakuru Town East Sub-County, Kenya

From the beta values in Table 11, it was evident that there was a significant relationship ($\beta = .445$, $P = 0.000$) between the variables indicating that employee health and safety policies indeed influenced the quality of work life balance among the private primary school teachers in Nakuru Town East Sub-County. Therefore, the result leads to the rejection of the null hypothesis and adopt the view that employee health and safety policies significantly influenced the quality of work life balance among private primary school teachers in Nakuru Town East Sub-County.

5. Findings & Conclusions

5.1. Introduction

The chapter presents the summary of the findings from the analysis, the conclusions; the recommendations and suggestions for further research were articulated. This was done in line with the objectives and hypotheses of the study.

5.2. Summary of the Study Findings

The overall successful response rate was (68%). Most of the respondents (63%) were female, 36% had worked with the contractors for a period (1-2) years. Most of the respondents (45%) possessed Post-Graduate Diploma. The study drew the summary from the findings derived from the descriptive data;

5.2.1. Effect of Employee Health and Safety Policies on Quality of Work Life Balance among Teachers in Private Primary Schools in Nakuru Town East Sub-County

Descriptive results revealed that their private primary schools regularly conduct health and safety audit. Consequently, results revealed that the training provided on health and safety policies is adequate. Further, the respondents agreed that a good occupational health and safety program fosters a sense of security. Also, the descriptive results revealed that most of the workplace hazards are caused by incomplete or absent of training. The findings, showed that most of the teachers who perceive their schools safe report lower levels of job-related anxiety. In addition, the descriptive results revealed that, the school provides health and safety equipment. Besides other scholars claim that diverse regional and national security dogmas gave direction to assist institution advance their safety management systems (SMS) with regard to sundry business wants and prerequisites.

5.3. Conclusions

This section provides some conclusions for this study.

5.3.1. How Much Health and Safety Policies Are Affecting the Quality of Work Life Balance on Nakuru Town East Sub-County Based Teachers in Private Primary Schools

The study concluded that private primary schools regularly conduct health and safety audit. Moreover, training provided on health and safety policies is adequate. Further, a good occupational health and safety program fosters a sense of security. Also, most of the workplace hazards are caused by incomplete or absent of training. The respondents further concurred that most of the teachers who perceive their schools safe report lower levels of job-related anxiety. In addition, the school provides health and safety equipment. Besides other scholars claim that diverse regional and national security dogmas gave direction to assist institution advance their safety management systems (SMS) with regard to sundry business wants and prerequisites. The correlation results established that there exists a strong positive and significant relationship between employee health and safety policies on quality of work life balance among teachers in private primary schools in Nakuru Town East Sub-County, Kenya. From the hypotheses test results, it was evident that there was a significant relationship between the variables indicating that employee health and safety policies indeed influenced the quality of work life balance among the private primary school teachers in Nakuru Town East Sub-County.

5.4. Recommendations of the Study

The recommendations were drawn from the conclusions of this study; The study recommends that private primary schools should regularly conduct health and safety audit. Moreover, training provided on health and safety policies is adequate. Further, a good occupational health and safety program should be used to fosters a sense of security. Also, in order to avoid workplace hazards there should be complete training. The respondents further concurred that most of the teachers who perceive their schools safe report lower levels of job-related anxiety. In addition, the school provides health and safety equipment.

5.5. Areas for Further Research

Drawing from the study findings, it is imperative that further research be done on; The influence of positive work environment on the quality of work life balance among teachers in private primary schools in Nakuru Town East Sub-County.

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