



Electronic Theses and Dissertations

2024

Effect of remote working on employee wellness among Non-Governmental Organizations in Nairobi City County, Kenya.

Waisiko, Catherine
Strathmore Business School
Strathmore University

Recommended Citation

Waisiko, C. (2024). *Effect of remote working on employee wellness among Non-Governmental Organizations in Nairobi City County, Kenya* [Strathmore University]. <http://hdl.handle.net/11071/15501>

Follow this and additional works at: <http://hdl.handle.net/11071/15501>

**EFFECT OF REMOTE WORKING ON EMPLOYEE WELLNESS AMONG
NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI CITY COUNTY,
KENYA**



**A RESEARCH DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENT OF THE AWARD OF THE DEGREE IN MASTER OF
BUSINESS ADMINISTRATION AT STRATHMORE UNIVERSITY, NAIROBI,
KENYA**

APRIL, 2024

DECLARATION

I certify that no prior submission of this work has been accepted for credit toward a degree by this or any other university. As far as I am aware, this dissertation does not contain any content that has already been published or authored by someone else, with the exception of the instances where appropriate citations are included within the dissertation.

Catherine Waisiko

Signature:



Date: 15th April 2024

The research report of Catherine was reviewed and approved for examination
by:

Dr. Kuthea Nguti

Lecturer,

Strathmore Business School

Signature:



Date: 30th April 2024



ABSTRACT

With organizations faced by diverse challenges that impede their competitiveness, focus has over time been on competitiveness and productivity. Remote working has also been adopted to allow employees work from home. In such arrangement, workforce welfare is neglected and various health problems are reported, causing less employee engagement, morale, and dissatisfaction and suboptimal outputs. Consequently, even the adoption of technology turns out counterproductive in firms. This study sought to determine the effect of remote working on employee wellness by analyzing employees in non-governmental organizations in Nairobi City County, Kenya. The study's specific objectives were to determine the effect of job-related factors, organizational factors, and work-life balance on employee wellness. The study followed a positivist research paradigm and applied a cross-sectional descriptive research design to quantitatively describe the relationships between the study variables. From the total population of 80,229 employees in the registered non-governmental organizations in Kenya, a sample of 398 was targeted. To achieve adequate response rate, the study targeted 7 respondents, which is 1 senior-level, 3 mid-level and 3 junior-level employees from each of the 60 international and national non-governmental organizations based in Nairobi County. Therefore, stratified random sampling was employed for an even representation of the 60 organizations. A convenient sampling technique was applied to choose participants based on availability. A pilot study targeting 40 employees from 6 organizations in Kiambu County was conducted. The firms used for pilot testing were not considered during the actual research. Adequate research quality concerning validity and reliability was achieved through Cronbach's alpha. Data was analysed through SPSS. Regression analysis results indicated a weak relationship between the independent variables: job-related factors, organizational factors and work-life balance and the employee wellness. Based on coefficients, both Job-related and organizational factors were significant at 0.05 significant level. Similarly, work-life balance had a positive, statistically significant influence on employee wellness. The study concludes that job-related factors, organizational factors, and work-life balance have a weak joint effect on employee wellness. Work-life balance has a positive, statistically significant correlation with employee wellness while job-related and organizational factors have significant influence on employee wellness. Organizations should enhance job-related and organizational factors to enhance employee work-life balance which in turn improves employee wellness. Further research can be implemented to test the mediational role of work-life balance in the relationship between job-related and organizational factors and employee wellness.

TABLE OF CONTENTS

DECLARATION	ii
ABSTRACT	iii
LIST OF TABLES	vii
LIST OF FIGURES	viii
ACRONYMS AND ABBREVIATIONS	ix
ACKNOWLEDGEMENT	x
DEDICATION	xi
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Employee Wellness	2
1.1.2 NGOs in Nairobi County, Kenya	3
1.2 Statement of the Problem	5
1.3 Objectives of the Study	7
1.3.1 Main Objective.....	7
1.3.2 Specific Objectives.....	7
1.4 Research Questions	7
1.5 Scope of the Study	7
1.6 Significance of the Study.....	8
1.7 Chapter Summary	9
CHAPTER TWO	10
LITERATURE REVIEW	10
2.1 Introduction.....	10
2.2 Theoretical Review	10
2.2.1 Flexible Firm Theory.....	10
2.2.2 Social Exchange Theory	11
2.3 Empirical Review.....	12
2.3.1 Job-Related Factors and Employee Wellness	15
2.3.2 Organisational Factors and Employee Wellness.....	18
2.3.3 Work-Life Balance and Employee Wellness	20
2.4 Summary of Research Gaps.....	25
2.5 Conceptual Framework	27
2.6 Operationalization of Variables	28
2.7 Chapter Summary	28
CHAPTER THREE	30
RESEARCH METHODOLOGY	30
3.1 Introduction.....	30
3.2 Research Philosophy	30
3.3 Research Design.....	31
3.4 Population and Sampling.....	31
3.4.1 Sampling Design	31
3.4.2 Sample Size.....	32
3.5 Data Collection	32
3.6 Research Quality	33
3.6.1 Piloting	33

3.6.2 Validity	34
3.6.3 Reliability	34
3.7 Data Analysis	35
3.8 Ethical Issues in Research	36
3.9 Chapter Summary	37
CHAPTER FOUR	38
RESEARCH FINDINGS, INTERPRETATION AND PRESENTATION	38
4.1 Introduction.....	38
4.2 Background Information	38
4.2.1 NGO Category Representation	39
4.2.2 Gender of Respondent	39
4.2.3 The Age Bracket of Respondent	40
4.2.4 Marital Status	40
4.3.5 Whether with Children	41
4.3.6 Level of Education	41
4.3.7 Work Experience within the Organization	42
4.3.8 Employment Terms	42
4.3.9 Experience in Remote Working	43
4.4 Descriptive Analysis	43
4.4.1 Job-Related Factors While Working Remotely	43
4.4.2 Organisational Factors while Working Remotely.....	44
4.4.3 Work-Life Balance while Working Remotely	44
4.4.4 Employee Wellness while Working Remotely	45
4.5 Inferential Analysis	45
4.5.1 Diagnostic Tests Assumptions of Multiple Linear Regression	46
4.5.2 Test of Relationships and Hypotheses.....	49
4.5.3 Job-Related Factors and Employee Wellness	51
4.5.4 Organizational Factors and Employee Wellness	52
4.5.5 Work Life Balance and Employee Wellness	53
2.6 Chapter Summary	53
CHAPTER FIVE.....	55
DISCUSSION, CONCLUSION, AND RECOMMENDATIONS.....	55
5.1 Introduction.....	55
5.2 Discussion of Findings	55
5.2.1 Job-Related Factors and Employee Wellness.....	56
5.2.2 Organizational Factors and Employee Wellness	57
5.2.3 Work-life Balance and Employee Wellness.....	57
5.3 Conclusion	58
5.4 Limitations of the Study	59
5.5 Recommendations	60
5.6 Recommendation for Further Research.....	60
REFERENCE	61
APPENDICES	76
APPENDIX I: Cover Letter.....	76
APPENDIX II: Questionnaire.....	77
APPENDIX III: Target National and International NGOs.....	81

APPENDIX IV: WORK PLAN84
APPENDIX V: RESEARCH BUDGET85
APPENDIX VI: RECOMMENDATION LETTER.....86
APPENDIX VII: ETHICAL APPROVAL.....87
APPENDIX VIII: NACCOSTI APPROVAL.....88



LIST OF TABLES

Table 2.1 Research Gaps	25
Table 2.2 Operationalization of Variables	28
Table 3.1: Test of Reliability	35
Table 4.1: Category of Your NGO	39
Table 4.2 Gender of Respondent	39
Table 4.3: The Age Bracket of Respondent	40
Table 4.4 Marital Status.....	40
Table 4.5: Whether with Children	41
Table 4.6 Level of Education	41
Table 4.7 Work Experience in Your Current Organization.....	42
Table 4.8: Employment Terms.....	42
Table 4.9: How Have You Engaged in Remote Working	43
Table 4.10: Constructs Measuring Job-Related Factors	43
Table 4.11: Constructs Measuring Organisational Factors.....	44
Table 4.12: Constructs Measuring Work-Life Balance.....	44
Table 4.13: Constructs Measuring Employee Wellness	45
Table 4.14: Test of Correlations.....	46
Table 4.15: Test of Homoscedasticity	47
Table 4.16: Test of Multicollinearity.....	48
Table 4.17: Test of Normality of Data.....	48
Table 4.18: Test of Autocorrelation	49
Table 4.19: Job-Related, Organizational and Work Life Balance on Wellness.....	50
Table 4.20: Job-Related Factors and Employee Wellness.....	51
Table 4.21: Organizational Factors and Employee Wellness	52
Table 4.22: Job-Related Factors and Employee Wellness.....	53

LIST OF FIGURES

Figure 2.1: Conceptual Framework.....27
Figure 4.1: Response Rate38



ACRONYMS AND ABBREVIATIONS

ANOVA	Analysis of Variance
HR	Human Resource
ICT	Information and Communication Technology
KCB	Kenya Commercial Bank
NGOs	Non-Governmental Organizations
PLS	Partial Least Squares
SPSS	Statistical Package of the Social Sciences
UK	United Kingdom
USA	United States of America
WFC	Work-Family Conflict



ACKNOWLEDGEMENT

I am humbled and full of gratitude for the Lord's blessings in my entire study at Strathmore University. Many thanks as well to my Supervisor Dr. Kuthea Nguti. Her wealth of knowledge, experience, and academic guidance led to the success of this dissertation. To the University staff, may God bless you.

To the NGO sector and all those who contributed in whichever way to make this study possible, may you be richly rewarded.

To my family, I can never thank you enough for the moral support you gave me during my studies.



DEDICATION

I dedicate this work to my beloved husband, Daniel Waisiko Wambura, and our children, Sharon, Hazel, Michelle, and Jackson, your unwavering support and encouragement was my inspiration.



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

With improvements in technological advances and globalization, there has been rapid economic growth, as evidenced by improved livelihoods, businesses, and the gross domestic product of countries (Clark & Fraser, 2019). This growth has been supported by a global workforce, resulting in improved productivity and performance for organizations and businesses. However, there has been neglect of the welfare of the workforce, resulting in a high health cost for most organizations, which has reduced the achievements made over the years. Employee wellness is the feeling of positive affect, engagement, optimal functionality, and satisfaction (Harry & Gallie, 2019).

Employee engagement is evidenced in employees' positive feelings, dedication, vigor, and work-related mindset toward their work (Kitali, 2021). Wellness, on the other hand, is the promotion of quality of life, intellectual, social, emotional, physical, and spiritual wellness that targets individual wellness where achievements are made in; reduced occupational injuries, lower absenteeism, reduced health care costs, reduced turnover, high productivity, and performance. Kumar, De Bruya and Bushney (2020) observe increased absenteeism among South African parastatal workers due to overworking. However, despite absenteeism, the authors note that there is a positive and significant correlation between wellness and increased employee engagement.

An observation on the non-governmental sector shows how the sector is significant to the public's well-being, as evidenced by their humanitarian roles, human rights intervention, economic development, and protection of the environment, as well as their response to natural disasters (Skakti, Ray & Gupta, 2021). However, the NGO's contribution is supported by its workforce, which interacts with the community directly. Many of the NGO's activities are linked to low job demand, high social support, and low job control. The authors note that without adequate strategic human resource management, the NGO sector is affected by stress alienation, lack of motivation, low organizational commitment, and burnout (Navajas-Romero, Caridad, Del Rio, & Villamandos, 2020). With many challenges arising from employee wellness where there is a high workload and neglect of the worker's social life, remote working may offer a balancing necessary for the employee to be able to balance social needs and

work needs, thereby reducing emotional, psychological, and other work stressors that may affect employees well-being.

Remote working is not a new phenomenon, having been traced by Elshaiekh, Hassan and Abdalla (2018) during the Oil crisis in the early 1970s when American Jack Nilles and colleagues, were designing space vehicles and communication systems for National Aeronautics and Space Administration and the United States Air Force, published their calculations on the reduced commuting to the workplace that lead to a saving on the national economy (University of Pretoria, 2020). The recent trends necessitated by the COVID-19 pandemic have brought many challenges to businesses across the globe due to containment measures put in place by governments to reduce the spread of the virus (Gibbs, Mengel, & Siemroth, 2021), thereby prompting many businesses and individuals to seek alternative measures such as remote working for business continuity as well as employee wellness.

1.1.1 Employee Wellness

Employee wellness is not a new concept in academic literature. Murphy, O'Donoghue, Doyle, and Taaffe (2018) observe that workplace plays an important role in promoting a healthier community by directly influencing employee well-being, their families, the people around them, and the entire society. In the last century, increased employee healthcare costs have prompted organizations to seek alternative measures to reduce costs by maintaining employee well-being (Holland, Ryan, & Shephard, 2017).

The definition of employee wellness has been viewed from two perspectives: hedonic, where well-being is happiness contextualized into three areas; life satisfaction, absence of negativity, and presence of positivity. The second perspective is eudemonic, examining all aspects that focus on self-actualization which indicates true happiness that is found in one's expression of virtues. Eudemonic promotes programs and activities that encourage an individual's personal growth, autonomy, mastery, self-acceptance, and positive relatedness (Keeman, Naswall, Malinen, & Kuntz, 2017). Additionally, employee wellness is also viewed as a multidimensional intervention, including health promotion activities and protection strategies implemented at the workplace consisting of policies, environmental support programs, benefits, and other links that surround the employee working environment (Murphy et al., 2018).

Crompton (2019) observes how South Sudan's civil wars have traumatized local staff with recommendations on counseling to improve staff wellbeing. They noted the disparity between local and international staff within the international NGOs, where local staff received neither counseling nor medical cover while their expert counterparts did. Other studies by Gibbs, Mengel and Siemroth (2021) have noted how employees are working long hours with much time spent outside the normal office hours during remote working. As well, employees are more engaged in meetings with less personal engagement with their supervisors and colleagues for support and advice. This, in effect, harms employee wellness due to fatigue, anxiety about how to perform different jobs and meet targets, and a feeling of overworking.

Employee wellness dimensions have been identified by Platts, Breckon and Marshall (2022); cognitive well-being consists of the ability to absorb new information, weariness, and concentration. Affective well-being is composed of job satisfaction, emotional exhaustion, organizational commitment, and mood; social well-being has been conceptualized as the relationship with colleagues and supervisors whereas; professional well-being is seen as having aspirations, work autonomy, and competence, while the fifth dimension is psychosomatic wellbeing which is the physical health of an employee. The importance of employee wellness was noted by Kumar, De Bruyn, and Bushney (2020), indicating how organizations can improve their performance by investing in employee wellness to improve productivity and ensure low employee healthcare costs. Employee wellness is operationalized using cognitive weariness (Azharudeen & Arulrajah, 2018), job satisfaction and emotional exhaustion (Rahim, Osman & Arumugam, 2020), relationship (Davlembayeva, 2021), autonomy and competence (Van Horn, Tavis, Schaufelli & Schreurs, 2004).

1.1.2 NGOs in Nairobi County, Kenya

The NGO Coordination Act (1990) defines NGOs as groupings of people formed voluntarily by private individuals or associations with no profit objective. In most cases, these groupings are organized nationally or internationally to promote the public good and social well-being (Ntimama, 2018). Further, Non-governmental organizations are formed to promote social good through the support of well-wishers' funding (Njogu, 2018). NGOs, therefore, are groupings of persons or entities that seek to reduce the gap of unmet needs without generating profit. The number of NGOs registered in Kenya

has increased dramatically over the past 35 years, from 267 in 1988 to 11,262 as of 2019, of which 9,255 are still operating. The 1,143 of these NGOs that are currently in operation carried out initiatives in Nairobi County. The increasing number of NGOs is evidence of the demand for their services as well as the role they play in bridging the gap unserved by the government (NGOs Coordination Board, 2020).

The regulator appreciates the role of non-governmental organizations in supporting the government's Vision 2030, having received a total donation of Kshs 165.97B and spending Kshs 78.8B across 35 sectors with diverse projects where health was leading in projects implementation at 32.91%, children at 13.39%, education at 11.12%, relief and disaster standing at 8.3% while agriculture had 5.32% among other projects (NGOs Coordination Board, 2020). Further, the report categorized 60 NGOs, both National and International, as having the highest fund utilization in project implementation. The sector has also created employment opportunities for 80,299 people, supporting Kenyan society's social and economic growth. However, a worrying trend observed in the high staff turnover which the regulator notes how over-dependence on foreign donations may hinder NGOs from implementing effective HR strategies that can support long-term employee wellness when there is a cessation of donation. It is also noted that many NGOs in Kenya are in the evolving stage; hence, surviving requires extra effort. In many cases, developing sound HR strategies and attractive staff remunerations becomes difficult, thus leading to high staff turnover (Ntimama, 2018).

Nairobi City County is the capital city and one of the 47 counties in Kenya. It borders Kiambu to the North West, Kajiado to the South, and Machakos to the East. Its population, according to the 2019 census report was 4.39 million (Kenya National Bureau of Statistics, 2019). Administratively, Nairobi has 17 sub-counties with 85 wards. Its strategic location offers convenience for many socio-economic activities, such as trade and tourism, while hosting major aviation and transport activities. It is no wonder many people migrate to the city in search of opportunities. The county prides itself in key affluent estates: Muthaiga, Karen, Lavington, Loresho, and Westlands, among others. However, there are big slums in Nairobi: Kibera, Mathare, Kawangware, Kangemi, Mukuru Kwa Njenga, Kwa Reuben, and Viwandani, among other informal settlements (Nairobi City County, 2018). These slums continue to receive people from the rural areas who migrate in search of jobs, thus overstressing resources, causing

congestion, poor sanitation, housing, and infrastructure. The result is increased diseases, unemployment rate, gender abuse, high waste management, and inadequate education. Many of these areas receive insufficient service from the County and National governments, hence NGOs' intervention to bridge the gap left by for-profit organizations and the government.

The infrastructure development in Nairobi City County is relatively advanced, especially in information and communication technology, which is a crucial enabler for remote working. Nairobi City County, the county with the highest percentage of newly registered NGOs and the highest population growth rate with 1,143 projects implemented, is significant in the country's economic development as the capital city. This forms the basis for choosing Nairobi City County as the focus area of this study. Additionally, NGO Coordination Board (2020) reported the involvement of NGOs in health projects at 32.91%, an indication of how health is a priority area of concern for socio-economic development within the informal settlements in Nairobi. The intention of considering NGOs as the center of research is based on their contribution to supporting socio-economic activities and employment creation that support the government's Vision 2030.

1.2 Statement of the Problem

The NGO sector is recognized for its assistance in socioeconomic initiatives that advance the social welfare of Kenyans in the government's Vision 2030 (NGO Coordination Board report, 2020). Increased work demands and more pressure that comes with dynamics in work patterns have led to a disengaged workforce. The NGO Coordination Board report (2020) indicates 46% of NGOs' staff turnover, a confirmation of a disengaged workforce. One of the notable challenges in employee well-being has been balancing work and life, which has increased exhaustion and stress among employees (Li, She and Dong (2021).

Li, She and Dong (2021) did a study from 2014 to 2018 to establish the impact of work-family balance in different countries' labour force. The study covered 41 countries, including China, the USA, and other countries with diverse industries. It was established that a conflict between work and family affected employees as they spent long hours at work, leading to stress and exhaustion. Similar studies were also done in

Finland in March 2020 using an online open survey where the findings noted a significant positive effect between independence and remote working. It was also observed that organizational factors made it convenient for employees to work from home (Zoonen, et al., 2021). Previous research work in India by Skakti, Ray and Gupta (2021) targeted social work, profit-making businesses, and the government, where the study worked with employees working remotely and those working from the office. The study noted a significant negative effect on work and life balance.

Further studies in Kenya by Maimbu and Motanya (2021) on the effect of remote working adoption among devolved units during Covid-19, noted how county governments are not well equipped to support their employees in remote working. The study also recognizes the challenges of the home environment, which is not conducive due to large family members, lack of space, and responsibilities that hinder employees from meeting their targets. Gachiri (2020), however, focused on demography, technology, and leadership to establish how they affected work-life balance among remote working employees in investment companies. It was established that age factors affected work-life balance. Additionally, women had more strain as compared to men due to family work roles. The study also noted that technologies such as smartphones, web-based applications, and email increased employees' workload outside regular working hours. The results of the study showed a strong and favorable correlation between work-life balance and demographics. Work-life balance was positively and significantly impacted by technology as well. However, leadership did not have any significant contribution to work-life balance. Maluki (2020) studied a framework for enhancing employee acceptance of teleworking targeting private higher learning institutions and noted that employees felt demotivated to work remotely due to a lack of skill and management support.

Many foreign studies are focused on employee remote working in the USA, China, Europe, and India while other studies in Kenya such as Maimbu and Motanya (2021) targeted county government preparedness and employee support in remote working. Maluki (2020) has, however, targeted private institutions of higher learning, indicating employee challenges in remote working but looking at how organizations can enhance technology adoption, such as remote working, and how this can improve employee performance. Gachiri (2020) focused on investment companies looking at demography,

technology, and leadership roles in work-life balance. Many of the studies have not focused on the NGO sector in Nairobi, hence a knowledge gap on remote working and employee wellness. The study, therefore, sought to determine the effect of remote working on employee wellness among non-governmental organizations in Nairobi City County, Kenya.

1.3 Objectives of the Study

1.3.1 Main Objective

The study's main objective was to determine the effect of job-related and organizational factors and work-life balance in remote working context on employee wellness in non-governmental organizations in Nairobi City County, Kenya.

1.3.2 Specific Objectives

1. To determine the effect of job-related factors on employee wellness in non-governmental organizations in Nairobi City County, Kenya.
2. To determine the effect of organizational factors on employee wellness in non-governmental organizations in Nairobi City County, Kenya.
3. To determine the effect of work-life balance on employee wellness in non-governmental organizations in Nairobi City County, Kenya.

1.4 Research Questions

1. How are job-related factors affecting employee wellness in non-governmental organizations in Nairobi City County, Kenya?
2. What is the effect of organizational factors on employee wellness in non-governmental organizations in Nairobi City County, Kenya?
3. How is work-life balance affecting employee wellness in non-governmental organizations in Nairobi City County, Kenya?

1.5 Scope of the Study

This research sought to investigate the effect of remote working on employee wellness among non-governmental organizations in Nairobi City County, Kenya. The study analyzed the following independent variables: job-related factors of remote working, which was operationalized through highly demanding jobs, time taken to complete the job, and effort needed to accomplish the job. Organizational-related factors were

operationalized in the form of colleague support, supervisor support, and resource distribution, while work-life balance involved the analysis of work priority, family arrangement, and personal interest. The dependent variable, employee wellness, was operationalized through weariness, job satisfaction, emotional exhaustion, relationship, autonomy, and competence. Senior, mid-level, and junior-level employees from international and national NGOs based in Nairobi were targeted by this research. A descriptive cross-sectional research design was used to study the effect of remote working on employee wellness. The period of the study was June to September 2023.

1.6 Significance of the Study

The research aimed to establish the effect of remote working on employee wellness among NGOs in Nairobi City County, Kenya. Employee wellness is essential for improved productivity not only for the organizations affected but also for the general economic growth of a country. This study's findings sought to make valuable contributions to policymakers, practitioners, and scholars.

To policymakers, the findings of this study may offer valuable information that may be used in developing new policies for the betterment of the NGO sector and more so as organizations reposition themselves for a virtual work environment. The government can also use the findings to enhance ICT adoption policy that can be used to improve remote working, thereby supporting the labour market. The study can also offer insight for HR policymakers to support wellness and remote working policies for the betterment of their organizations.

To the practitioners, the study findings can provide feedback to the NGO management on possible challenges that affect their employee performance, the reason for high turnover, absenteeism, and reduced productivity. This can help management to improve internal processes and allocate budgets to support programs, activities, and other interventions that promote employee wellness. Additionally, the management may find information on labour trends and remote working dynamics to guide the adoption of appropriate methods for their organizations. This can help both the organization and the employee through increased engagement, commitment, and satisfaction while at the same time offering employees flexible working patterns, hence time with family and more satisfaction.

To the academicians, the study's findings are published to support knowledge development. This may allow stakeholders, future researchers, and academicians to interact with the document and be used as a benchmark for developing research problems, identifying topics, referencing, and citations. This can boost the originality of future research work.

1.7 Chapter Summary

This is the introductory chapter of this research project. It provides the background analysis of the research concepts and topic. It also lays the conceptual foundation of the study which include job-related and organizational factors and work-life balance in remote working context and employee wellness in non-governmental organizations in Nairobi City County, Kenya. The problem of the study is discussed and study objectives and research questions stated. The chapter then discusses the scope and the significance of the study. The ensuing chapter is the literature review which is built in the consistency with the introductory chapter.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter sought to provide a literature review, which leads to the explanation of the theoretical and conceptual underpinnings of the research. It discusses two theories that guided the study and explains their application and relevancy. The chapter then explores the existing empirical literature on the study variables with the aim of learning, benchmarking, and identifying gaps. The chapter then concludes with developing a conceptual framework that illustrates the study's variables and their relationship.

2.2 Theoretical Review

This study is guided by flexible firm theory and Social Exchange Theory. Flexible firm theory explains the need for organizations to be accommodative to incorporate the remote working framework in their management of work loads and employee welfare. Social exchange is used to explain the aspects of social interactions that are gained or lost hence the costs and benefits of remote working.

2.2.1 Flexible Firm Theory

Atkinson (1985) proposed the flexible firm theory, noting that firms need to adjust their labour force according to the capacity and structure of the demand as well as technological changes to support their economic growth. The theory is focused on breaking up the traditional structure of the firm to allow radical changes in policies depending on different groups of workers. According to Kolawole and Iberonke (2021), these workers have been categorized as core workers, the primary workers who are highly skilled with experience, whose contribution is essential to the organization's processes, and are flexible in performance. The other category is the peripheral group, comprising secondary workers with limited experience and skills. This category of employees can be found easily within the labour market.

The theorist noted the increased movement of labour force from different sectors, industries, and regions, which organizations have put measures to overcome, such as having house allowances, social security, training, and pension. However, little is being done to overcome the internal labour movement to support the firm's adaptation. The theory provides three kinds of internal flexibility that firms are encouraged to embrace:

functional flexibility, where organizations quickly deploy workers between direct and indirect production activities. Additionally, as customer needs keep on changing, products and production also change, hence functional flexibility, which shifts changes within the labour force. Numerical flexibility is more concerned with a firm's speed and ease of decreasing or increasing hours worked according to labour needed. This means that organizations can deploy human resources according to the number needed, which is made possible through hiring and firing when necessary changing contractual agreements such as temporary work, part-time, flexible working, and shifts working. On the other hand, financial flexibility is achieved by considering employment costs that reflect supply and demand in the external environment.

The flexible firm theory offers an understanding of the independent variable-remote working on how NGOs are applying flexible firm theory to adapt to the changing work environment while supporting their economic development. The theory has been known to support work-life balance, as evidenced in the study by Kolawole and Iberonke (2021), where it significantly affects employee work-life balance. The study used the theory to understand its contribution to job-related factors of remote working, organizational factors, and work-life balance. Previous studies on the impact of flexibility theory on employees' work-life balance reported a significant, strong, and positive relationship between the theory and work-life balance among employees in the Nigerian banking industry (Kolawole & Iberonke, 2021).

2.2.2 Social Exchange Theory

Homans (1950) proposed social exchange theory and used social behavior to explain social interactions between two people involving costs and benefits (Jahan & Kim, 2020). The theorist referred to social behavior as the exchange of tangible and intangible activities that are more rewarding and less costly. In developing the theory, Homans related to an ethnographic study by William Frote, an Italian Immigrant and Corner boy, in his book "Street Corner Boys." In the book, the exchange of benefits was established, and the return of favor was highly noted. If a person failed to return a favor, they were not to get any favor in the future. Homans noted that the culture of return of favors was an expression of friendship and vice-versa, which negatively impacted the relationship. Davlembayeva (2021), states that the concept of social exchange theory is based on the notion that relationship among people is as a result of

cost-benefit analysis. The Social Exchange Theory has widely been used to analyze social behavior and to explain sociological views on relations within social networks. Sulistiyani, Setiawan and Suwardi (2022), explained that the ability to determine relationship balance via systematic processes that rely on mathematics and logic has contributed to the uniqueness of the theory.

Social exchange theory helps to explain the social relationship, mutual sacrifices, benefits, and rewards are encountered in the terms of how job-related factors, organizational factors and work-life balance relate with employee wellness in remote work environments. The theory was used to analyze the independent variables, which are organizational factors that are used to reward employees based on their efforts to the organization. The theory also evaluates how employees reciprocate based on employer rewards. According to Davlembayeva, (2021), the social exchange theory has made several assumptions that human beings tend to seek rewards and avoid punishments and that people start interactions expecting more gains than losses. The theory also assumes that people calculate the cost before forming an interaction and are aware of the variation between people over time. The theory's assumptions have led to the establishment of fundamental foundations that one person's expectations vary from another. This makes the theory easily adjustable on an individual basis. Sulistiyani, Setiawan and Suwardi (2022) used the social exchange theory to analyze the outcome of employees' wellness with the support of family and supervisors.

2.3 Empirical Review

The concepts of job-related factors, organizational factors and work life balance on remote working have been reviewed in the past. The focus of the current study is the job-related factors, organizational factors and work life balance. Additionally, sub-objectives are explored to shed more light on the specific objectives, providing more in-depth coverage of the independent variables.

In Europe and North America, wellness programs cost \$ 17.6 billion and \$17.7 billion, respectively (Clack & Fraser, 2019). Workplace wellness may enhance life expectancy while reducing non-communicable diseases. It is indicated that 76% of employees are not physically fit and are struggling, which has caused alarm within organizations. In the USA, 588 organizations provided employee wellness in 2018, and was projected to grow to 633 in 2021. Big organizations with 1000 employees were considered more

likely to offer wellness programs than small organizations. In Italy, employee wellness registered increased cardio-respiratory fitness, while in the UK, mental health and stress are the leading causes of absenteeism (Clack & Fraser, 2019).

In Asia, there is accelerated economic growth where millions of people have managed to secure employment that has lifted their families out of poverty and enabled the expansion of the middle class (Bhaidkar, 2022). This is demonstrated throughout the continent's nations and industries. However, health and employee wellness are not optimal, as evidenced by perpetual exhaustion, with the majority working 14 hours a day while small businesses experience neither sick leave nor benefits, manufacturing employees work overtime and have no breaks, and miners toil in life-threatening experiences (Bhaidkar, 2022). In 2015, up to 1.8 million people died in Asia due to work-related injuries, while in 2014, there were 267 million workers who were absent from work for four days due to nonfatal work injuries (Yeung & Johnston, 2019). These injuries reduce economic achievements for businesses, families, and national and global growth. Work-related illness is believed to reach 1.8% to 6% of the gross domestic product in diverse countries of Asia. This costs 3.2% in Singapore, while in Australia, it is 4.8% (2008-2009). Technological advancements have changed the work environment, and people can now work from anywhere, including remotely. On the one hand, this has brought more collaboration among teams working in different time zones while, on the other hand, causing intrusion in one's personal life, leaving no free time for the workers. A survey in Asia included India, Thailand, New Zealand, Australia, and other Asian countries found that 87% of the workers are experiencing stress at their work, where 12% indicated that their level of stress is unmanageable, while 64% said they are always working. Only 46% noted that they are receiving employer support to deal with stress, while 38% said they have not received any support from their employer (Yeung & Johnston, 2019).

Global statistics observe how remote working has been practiced in Europe, with the United Kingdom Office of the National Statistics (2014) indicating that about 4.2 million workers spent half of their working time in different workplaces: at home, in the office, or other places they found themselves. In the US, BLS (2016) indicated that those who claimed to be working at home grew from 19.6% in 2003 to 24% in 2015,

whereas, in Sweden, there has been a notable increase in remote working from 5.9% in 1999 to 19.7% in 2012 which is the same across Europe (Felstead & Henseke, 2017).

East African Philanthropic Network (2020), examined how non-governmental organizations were adapting to the Covid-19 pandemic through remote working in East Africa, noting that NGOs observed all measures that were put in place by the government to reduce social distancing. Remote working was one of the response mechanisms used, with 72.1% adopting the strategy, except for their neighbors in Tanzania. Those that practiced remote working engaged in remote monitoring and evaluation, oversight with more reviews, updates, briefings, photo sharing, and videos with data entry into the donors' portal. The East African Philanthropic Network (2020) further observed that one of the areas of concern for many small NGOs was technology and employee well-being, which was noted to be a challenge, some of them stopped or postponed their projects.

Within the Kenyan context, Corporate Staffing Services (2020) observed that remote working was not practiced until Covid-19 except for a few employees, with 48% noting that they previously engaged in remote working. The Corporate Staffing Services (2020), further observes that the organizations already practicing remote working sought to expand the reach of their human resource, reduce costs, overcome traffic menace and offer opportunities for their employees to have more time with their families. The study adopted remote working factors related to job, organizational, and work-life balance to study their effect on employee wellness. These were chosen in the study based on their previous application by NGOs, private businesses, and the government, as indicated by Skakti, Ray and Gupta (2021), Gachiri (2020) and Li, She and Dong (2021).

The ensuing sections provides a discussion of empirical literature review on job-related factors, organizational factors and employee wellness in remote working will be discussed. Different studies within the independent variable (remote working) are discussed under empirical review guided by research objectives.

2.3.1 Job-Related Factors and Employee Wellness

An observation by Clark and Fraser (2019) notes how the US economy is higher than all other nations in the world, with a GDP of \$ 19 trillion, where the country spends \$3.3 trillion yearly on healthcare. Even though the USA is in the first position globally, the individual health outcome of life expectancy is considered inferior to that of developed countries. It is estimated that absenteeism losses cost employers \$ 225.8 billion yearly in the USA, which translates to \$ 1,685 per worker. This has led to increased awareness of employee wellness programmes in the workplace, where the growth rate is 6.7% for organizations implementing wellness programs (Bhaidkar, 2022). However, only 10% of the global workplace has wellness programs.

Baka, Scigala and Grala (2021) analyzed the work environment during COVID-19, where the study noted that workload, intensity, and time pressure heightened employee exhaustion. However, because leadership was acting as a resource to reduce job demand, employees felt that the quality of leadership determined their exhaustion, as employees with skilled leaders with the ability to plan had reduced exhaustion as compared to employees with managers who were not good at planning. The study was done during COVID-19; hence, it may be biased based on the prevailing circumstances. This study contradicts Rajan's (2020) study, where employees do not feel the quality of leadership as supervisors are not offering moral support and subject employees to long working hours, disregarding the job description, and having less workforce, which increases job demands for employees, hence poor employee wellness.

Rajan (2020) did a study in India using descriptive statistics, convenience, and purposive sampling targeting 80 employees from private hospitals in Tirunelveli, Tamil Nadu, noting how high population growth has led to rising demand for healthcare services such as sanitary workforce who provide non-medical services. These workers face a challenging work environment, such as cleaning, collecting biomedical wastes, caring for the sick, bathing the patients, and preparing the patients for theatre, among other sanitary works. With long working hours of 12 and strict rules on reporting time despite late hours, the study noted a high rate of absenteeism from workers experiencing burnout. Additionally, the managers insisted on working without rest, had no job description, and had less workforce; hence, employees performed extra work outside their regular work. The study recommended shift work, more manpower, and reduced

working hours to allow more time for rest to improve employee well-being (Rajan, 2020). The study has indicated comprehensively how the working environment within the health sector contributes to overworking and lack of support from supervisors, which contribute to deteriorating employee wellness, increasing the risk of absenteeism and employee turnover.

Other studies by Dharte, Berthelsen and Owen (2020) sought to determine if emotional demands are the same by comparing those emanating from the clients and managers. Working with a population of 11,556 service workers in Sweden who were randomly selected, the study used a postal survey to deliver questionnaires to the respondents, with a 30.9% response rate. The findings indicated an association between emotional demands from different sources of relationships and increased exhaustion from employees who were in contact with clients, which interfered with their health. However, the managers had fewer emotional demands as their position allowed them to access certain resources that could be used to mitigate the negative impacts of emotional demands. The postal survey led to a low response rate in the study, thus limiting its generalization. This reduced the study's reliability as it limited generalization across the target population (Dharte, Berthelsen, & Owen, 2020).

This study compared stress levels between employees facing clients and managers. However, the study recognizes reduced stress levels from managers due to their limited contact with clients. Azharudeen and Arulrajah (2018) noted that there was increased emotional demand from the staff and that high turnover made the organization recruit and train more of its staff. This explains that there was an increased intervention to employee wellness, hence the retention of employees in Dharte, Berthelsen and Owen (2020) study as compared to the previous study, where the organizations were consistently carrying out recruitment, training, and separation activities.

Azharudeen and Arulrajah (2018) did a study in Sri Lanka focusing on three apparel manufacturing companies targeting 153 employees. Establishing the relationship between emotional demand, exhaustion, job demand, and turnover intention was the main objective of the study. The companies chosen were always recruiting and training new and young employees, leading to high costs in replacement, separation, and training. Using simple random sampling, the study employed questionnaires to collect data where the results showed a significant positive correlation between emotional

demand, weariness, and turnover intention. The study recommended that policymakers focus on reducing emotional demand as it led to employee dissatisfaction, more strain, and exhaustion, affecting employees' well-being, hence their desire to leave the organization. The study only focused on machine operators of the three apparel organizations, hence the need for more surveys involving other staff within the apparel and others outside the manufacturing industry (Azharudeen & Arulrajah, 2018).

Meyer and Hunefeld (2018) did a study to establish challenging cognitive demands at work targeting 2000 German employees. The objective was to understand how improving work, undertaking new tasks, and doing unlearned things could affect employee well-being. The study found that employees were facing new tasks sometimes or even frequently with requirements to improve their work. The study noted that there were high chances of fatigue due to cognitive demand, for example, in areas where an employee was given work that he had not learned, which was linked to fatigue. However, it was also found that other cognitive elements, such as new work and improving procedures, were associated with employee satisfaction and well-being. This means that cognitive demands can act as a resource and a demand depending on an employee's perception.

A study by Gauche, De Beer and Brink (2017) sought to explore demands from the perspective of employees at risk of burn-out in South African financial service organizations. Using purposive sampling, a semi-structured questionnaire, and interviews involving 26 participants consisting of different races (whites & blacks), the study established that there were many things for employees to remember due to too much workload, hence psychological distress that leads to cynicism, anxiety, mental exhaustion, forgetfulness, despondency, and irritability. Participants also noted that they were overwhelmed due to the heavy workload, resulting in job apathy. The study used a small sample, which affected generalization. Also, the composition of the participants was a majority white race; hence, there was bias in the sample representation of the target population.

Other considerations of the work environment have also been observed by Mette, Velasco, Harth, Preisser and Mache (2018), who noted the situation of work faced by employees in the offshore industry which requires prolonged working time, with strenuous physical work where some employees are transferred to installation areas via

helicopter. Often, these employees are away from home, signifying the extent and intensity of their work. The results of a cross-sectional web-based survey of 267 people indicated that employees in Germany's offshore sectors may experience stress due to quantitative demand. The study recommends designing health promotion initiatives and providing social support to reduce employee detachment from work (Mette, Garrido, Preisser, Harth, & Mache, 2018). Other analyses, such as Bon and Shire (2017), indicated employee turnover intentions within the telecommunication sector due to exposure to high job demands and, hence, disengagement.

This study was anchored on Gauche, De Beer and Brink (2017) study in South Africa that used a small sample of 26 consisting of two races: white and black, where the majority were white. Study findings indicated that too much workload leads to psychological distress and mental exhaustion. However, the findings could not be generalized due to the small sample size and bias in the white race presentation. This study will aim to expand Gauche, De Beer and Brink (2017) study using a bigger sample size in a new location, thus creating new findings. This study was chosen based on its similar environment within the African continent. Other studies were undertaken in Europe, which may have had a different advantage due to economic development. The Indian study was also characterized by a high demand for services due to India's rising population, which is an emerging market. The study by Gauche, De Beer and Brink (2017) offers similarities with the current study having been done in Africa. However, a difference in participant characteristics is likely to produce distinctive findings, hence the study's choice.

2.3.2 Organisational Factors and Employee Wellness

Co-workers and supervisors can help an employee by giving advice, information, and collaboration, whereas an organization can provide resources needed by an employee that can work as a motivation, thereby increasing employee well-being and performance. However, employees working remotely may be challenged due to a lack of leadership and other organizational support that may be needed in remote working. For instance, an organization may lack adequate leadership with virtual skills as well as the absence of equipment needed to support employees working from home. These may lead to frustration, reducing employee satisfaction (Platts, Breckon, & Marshall, 2022).

Maluki (2020) did a study in Kenya focusing on two private institutions of higher learning to develop a framework for enhancing employee acceptance of teleworking. Using a descriptive study, the study targeted 108 non-teaching staff identified through convenient sampling. A questionnaire with open and closed-ended questions was adopted, and SPSS guided data analysis. The findings indicated that even though employees adopted teleworking during COVID-19, there was a lack of preparedness, limited technological skills, lack of training, and lack of support from management and supervisors, as well as unclear policies on remote working which resulted in demotivation and rejection of teleworking by employees. The study focused on private institutions of higher learning targeting non-teaching staff. This study, however, will focus on non-governmental organizations.

Udin, Ali and Khan (2020) conducted a study in Bangladesh to determine social support and work-life balance using random stratified sampling to determine 831 sample sizes from the banking profession. The study translated English into Bengali for easy understanding of the target population, where 612 questionnaires were duly filled out and returned. The findings indicated that even though co-workers gave their colleagues emotional support by sharing their family issues, which reduced their stress, this support was not significant in helping employees integrate their work and life duties. The study only collected data from female bankers, which limited generalization across the working groups. The study by Uddin, Ali and Khan (2020), however, provides a contrary view that even though sharing of family issues is needed to help reduce the emotional strain that employees may have, this kind of support is not significant in work-life integration.

Ochoi, Chepkilot and Zakayo (2019) studied the influence of supervisor support on the transfer of skills from training to the workplace, targeting Kenyan state corporations. Using descriptive statistics, the study employed stratified proportionate sampling to generate 396 participants, and a closed-ended questionnaire aided data collection. A pilot study was carried out using a sample size of 38 with 4 state corporations. Descriptive and inferential statistics guided the analysis of data. SPSS version 24 aided in data analysis. The study findings indicated that supervisors were engaging with employees to discuss and plan how to make use of skills acquired in training, bridging knowledge gaps that still existed, and determining barriers to knowledge transfer after

training. Correlation indicated a moderating positive and significant connection between supervisor support and skills transfer after training. The study, however, used a closed-ended questionnaire that did not allow participants to provide other opinions that could help provide more insight. The study also recommended future studies targeting private institutions (Ochoi, Chepkilot, & Zakayo, 2019). The study's dependent variable was skills transfer due to the supervisor's support.

This study was guided by Ochoi, Chepkilot and Zakayo (2019) Kenyan study that focused on supervisor support on employee skills transfer among four government corporations. The study also used four corporations, which changed as the current study used 60 NGOs thus determining if supervisor support is also significant to employee wellness. This study was chosen based on the local environment, which is similar to the current study.

According to the analysis on employee wellness by Kitali (2021), the banking sector in Kenya is experiencing high absenteeism, compensation claims, rising healthcare costs, reduced employee loyalty and morale, which could lead to business failure. The author notes that KCB, being the largest bank in Kenya, has been supported by its employees. However, the workers are subjected to long working hours, which has neglected their social life with massive work overload and pressure, leading to stress. The authors recommend improving communication on healthy living, physical health incentives such as gym membership, and promoting emotional support to reduce stress levels (Kitali, 2021).

2.3.3 Work-Life Balance and Employee Wellness

The concept of remote working has existed since the 1970s, though in a limited form, but has gained popularity over time due to advancements in Information and Communication Technology and high-speed internet (Elshaiekh, Hassan and Abdalla, 2018). In the last two years, however, remote working has gained more traction due to the COVID - 19 pandemic as it was mostly recommended as a way of practicing social distancing to help contain the spread of the pandemic (Corporate Staffing Services, 2020).

Atoko (2021) highlights the benefits of remote working to the organization as time-saving and reduced financial costs, while the benefits that accrue to employees include flexibility, reduced commuting costs, and self-discipline. However, there are notable challenges that have reduced the adoption of remote working, including technological infrastructure, remote working policies, internet access, and the working environment, which lowers employee productivity as well as poor quality work due to lack of supervision (Atoko, 2021). The challenges have also been highlighted by PwC (2020), noting that management fears remote working as there could be reduced productivity and limitations of system and infrastructure. On the side of employees, their main concern is the work pressure, loneliness, and overworking, which are likely to affect their work-life balance (PwC, 2020).

Engman (2022) studied work-life balance and well-being at work. The objectives of the study were to understand how work-life balance affects employee well-being in the workplace and to determine work-related factors in the work environment that affect work-life balance. A sample size of 13 participants was engaged in this study, with semi-structured interview forms used for data collection. The study employed a qualitative research design. This was effective for capturing participants' personal stories of knowledge and experience and getting a deeper explanation of their experiences. Data were analyzed using qualitative content analysis. This was effective as it enabled the researchers to filter the content. The study outcomes revealed a positive correlation between employee well-being and supportive managers and colleagues. The study also established that lack of information from managers and overtime work during weekends had a negative effect on the work balance and a relative impact on employees' wellness. The study concluded that a good work-life balance is achieved through a continuous supply of resources. This allows employees to plan their work and private life. The study agrees with Clement and Gwaltu (2023), who concluded that when employees lack control over their working time, they experience poor work life.

Medina, Aguirre, Montecel, Pacheo and Aguirre (2021) did a cross-sectional study targeting 1244 Ecuador workers recruited through word of mouth. A five-point Likert scale was used in measuring burnout, with key areas being fatigue, weariness, and exhaustion, while teleworking was measured using the number of hours worked. The study found a high level of work-family conflict among participants, with those

working more than 8 hours recording high levels of conflict. There was also a positive relationship between work and family conflict and family-work conflict with burnout. However, there was no effect on teleworking overload in the work-family conflict and burnout relationship. The study's limitation was the incidental sample; hence, it could not provide an accurate picture of the study population and, therefore, lacked generalization. In addition, the workload was measured in terms of hours worked only, ignoring other factors that could increase the workload.

Nkyi and Bakari (2020) studied the impact of work-life balance on the psychological well-being of employees at the University of Cape Coast. The study's objectives were to establish the impacts of work-life balance on the psychological well-being of staff, to determine the availability of differences in work-life balance in terms of gender, and to distinguish between the psychological well-being of staff in response to gender. The study used a descriptive design approach, which was applicable since the study aimed to generate numerous responses from respondents. The study targeted a population of 1,217 staff from the University of Cape Coast, comprising lecturers and administrative staff. Stratified random sampling guided the sampling of 291 respondents, composed of 163 lecturers and 128 administrative staff.

Questionnaires were used for data collection, and a 100% response rate was established. Data were analyzed using descriptive statistics, simple linear regression analysis, and independent sample T-Test. The results of the study stated that work-life balance had a notable effect on the well-being of employees. It was also noted that issues that affect employees' work-life balance also affect their well-being. The study found a notable difference between male and female employee well-being, where male employees were found to experience better work balance than females. Home chores were related to the limited well-being of the female staff. These findings second Jenkin's (2000) findings that factors like raising children and the need to balance between wider ranges of tasks affect the wellness of female employees (Issabaku et al., 2020). The study concluded that when planning policies, authorities should consider employee gender and intervene in the work-life balance. Relevant ministries should put in place legislation that is work and family-friendly. The study recommended that employees facing challenges in terms of work-life balance need to seek counseling and other psychological services.

Rahim, Osman and Arumugam (2020) did a study linking work-life balance and employee well-being with the moderating role of supervisor support and family support. The study's objective was to examine the relationship between work-life balance and well-being and determine whether support from supervisors and family moderated the effect. 216 respondents were identified using purposive sampling. The respondents were academic support and operational staff in one of Malaysia's universities. Questionnaires were used to collect data, and the results were analyzed using Statistical Software Package (SPSS) 23.0 and Partial Least Squares (PLS). The study found that job satisfaction and psychological well-being are positively impacted by work-life balance. The study further noted that family support and supervisor support do not moderate the relationship between work-life balance and the well-being of employees. The study implemented a cross-sectional design, which may have limited the data gathered.

Wakhungu, Wanyama and Olangó (2020) note that even though remote working has been appreciated in reducing costs to organizations, it has not come without challenges as humanitarian staff feel disconnected from their organizations with reduced interaction among colleagues who could otherwise offer moral support hence, a feeling of loneliness and detachment. Zoonen et al., (2021) observe how Finland remote workers found it easier to work from home due to structural measures that were put into place by the employers. Further studies in Kenya by Maimbu and Motanya (2021), on the effect of remote working adoption among devolved units during Covid-19 noted how county governments are not well equipped to support their employees in remote working. The study also recognizes the challenges of the home environment, which is not conducive due to large families, lack of space, and responsibilities that hinder employees from meeting their targets. Based on the challenges observed, Romero, Caridad, Rio and Villamandos (2020) advise on the need for adequacy in HR management practices in remote working to reduce employees' stress, reduced commitment, a feeling of alienation, reduced motivation, and burnout.

Gachiri (2020) points out that employees prefer remote work to enable them to have a work-life balance. This allows employees to care for their loved ones and have time for hobbies and other professional interests. Work-life balance includes prioritizing work and personal life and helps reduce stress levels that may affect employee well-being

and work performance. The benefit of work-life balance has been recorded by Munjal (2017), noting decreasing stress levels as employees can prioritize their work. Other advantages include having more control of work, improved employee engagement due to work flexibility, motivation, and commitment, and cooperation and co-ordination.

Studies focused on work-family conflict were undertaken by Li, She and Dong (2021) between 2014 and 2018, covering 41 countries, including USA and China, and other countries with 188 sample groups across multiple industries: healthcare, education, manufacturing, and social work. The findings indicated that work-to-family conflict strongly impacted employees' work as employees spent most of their time at work, hence exhaustion and stress. Other studies, such as Skakti, Ray and Gupta (2021) study in India involved different organizations from private businesses, government, and social work. The study sampled employees working from the office and those working from anywhere during Covid-19, and findings showed a significant negative effect on work-life balance as work time coincided with personal life. However, there was a positive effect on productivity. The study recommended restructuring the workload to improve remote working (Skakti, Ray, & Gupta, 2021). Other studies by Gachiri (2020) focused on factors affecting the work-life balance implementation in management investment companies in Kenya. The study found that employees' age affected work-life balance. It was also noted that the women working from home experienced more conflict in balancing work as compared to the men due to family responsibilities. According to the study, demography and work-life balance have a strong positive and significant relationship.

Further research can adopt a qualitative approach for different results may be established. This study was limited in terms of the population where the population used was from the same institutions. Further study can cover the same variables in different sectors.

2.4 Summary of Research Gaps

The study reviewed previous empirical studies at three levels: international, regional, and local. Key areas of focus in the current study are as outlined in Table 2.1

Table 2.1 Research Gaps

Authors	Topic	Findings	Gaps
Baka, Scigala & Grala (2021)	Work environment during Covid-19	There was increased exhaustion, more workload, and time pressure.	Was biased due to the prevailing pandemic situation
Dharte, Berhelsen & Owen (2020)	Emotional demands from clients and co-workers have a different association with the well-being of service workers.	There was increased exhaustion from employees who had direct contact with clients.	Used postal survey A low response rate of 30.9% Limited generalization into other population
Gauche, De Beer & Brink (2017)	Exploring demands from the perspective of employees who were at risk of burn-out in South African financial service organizations.	Too much workload leads to psychological distress and mental exhaustion.	A small sample size with a bias on white race presentation, thus the findings could not be generalized.
Maluki (2020)	A framework for enhancing employee acceptance of teleworking in private higher	There was a lack of preparedness, limited technological skills, lack of training, and lack of support from management and supervisors as well as unclear policies on remote working	Used 2 private institutions Was biased due to the prevailing Covid19 situation.

education institutions in Kenya. which resulted in demotivation and rejection of teleworking

Ochoi, Chepkilot & Zakayo (2019). Influence of supervisor support on training skills transfer in Kenyan state corporation. Supervisors were engaging staff in discussions on how to use skills acquired, to bridge knowledge gap and overcome barriers to knowledge transfer

Dependent variable was training skills transfer used as a resource by the organization to motivate staff. The current study's focuses on wellbeing.

Recommended future study in private organizations.

Aharudeen & Arulrajah (2018) Relationship between emotional demand, exhaustion, job demand, and turn-over intention.

There is a positive and strong relationship between emotional demand, exhaustion, and turnover intention.

Focused on machine operator staff within 3 apparel manufacturing only. Recommended advancement on other staff outside apparel.

Source: Researcher (2024)

2.5 Conceptual Framework

According to the literature review, job-related factors such as job demands, time schedules, and effort needed to complete the job can reduce employee wellness (Rajan, 2020). Similarly, organizational factors such as colleague support, supervisor support, and resource availability can enhance employee wellness (Preisser & Mache, 2018). Moreover, Work-life balance characterized by work prioritization, family arrangement, and personal interests can reduce stress and make work easier, hence, employee wellness (Medina et al., 2021). The reviewed literature shows that job-related factors, organizational factors, and work-life balance can influence employee wellness, which is manifested through cognitive weariness, job satisfaction, emotional exhaustion, relationship, autonomy, and competence (Azharudeen & Arulrajah, 2018; Rahim, Osman & Arumugam, 2020; Davlembayeva, 2021), Figure 2.1 illustrates the conceptual relationship.

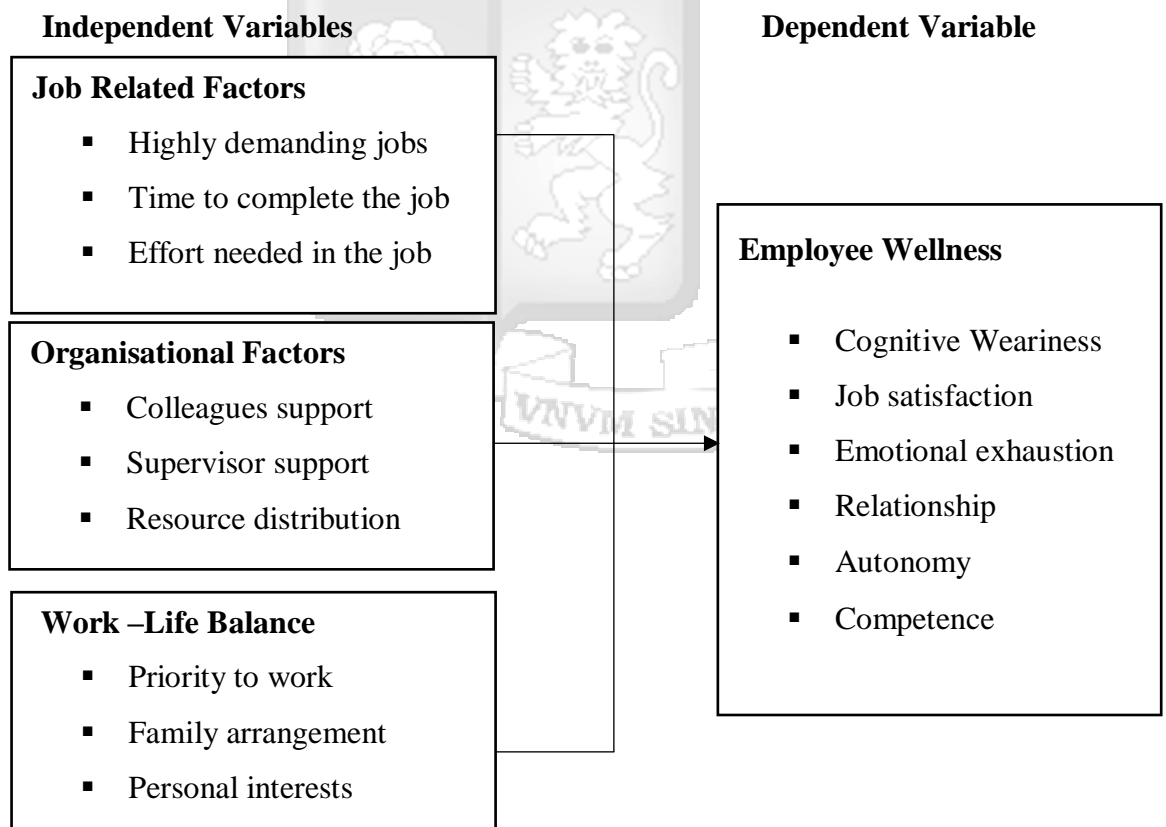


Figure 2.1: Conceptual Framework

Source: Researcher (2024)

2.6 Operationalization of Variables

The study analysed the three independent variables and one dependent variable as depicted in the conceptual framework. These were operationalized as indicated in Table 2.2.

Table 2.2 Operationalization of Variables

Variables	Measures	Measurement Scale	Authors
Job-related factors	<ul style="list-style-type: none"> • Pace of work • Workload • Long working hours • Alertness • High memory of work • Disturbing work situations • Emotional work involvement 	5 – Point Likert scale	Kristensen, T. S., Hannerz, H., Høgh, A., & Borg, V. (2005) Copenhagen psychosocial questionnaire.
Organisational Factors	<ul style="list-style-type: none"> • Support from colleagues • Support from supervisor • Feedback at work • Resource distribution 	5 – Point Likert scale	Kristensen, T. S., Hannerz, H., Høgh, A., & Borg, V. (2005, Copenhagen psychosocial questionnaire.
Work Life Balance	<ul style="list-style-type: none"> • Effect of work demand on family interests • Work time strain on personal interests • Work priority 	5 – Point Likert scale	Li, She & Dong (2021), Netemeyer et al. (1996)
Employee Wellness	<ul style="list-style-type: none"> • Weariness • Job satisfaction • Relationship • Autonomy • Competence 	5 – Point Likert scale	Van Horn, Taris, Schaufelli and Schreurs (2004)

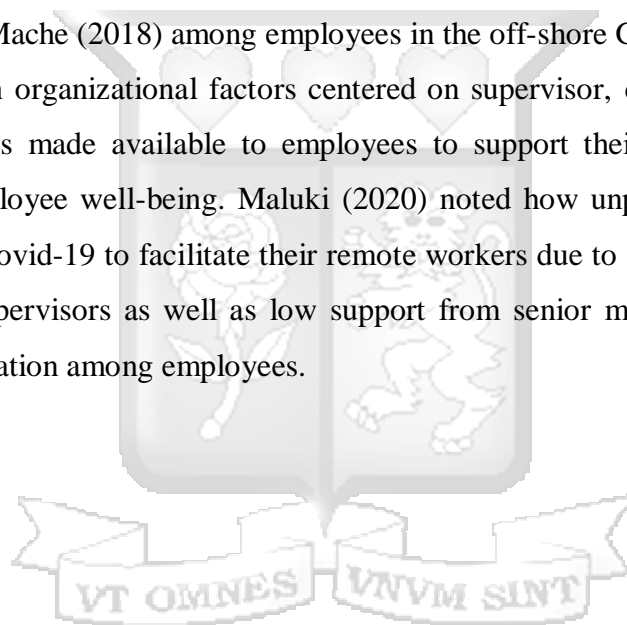
Source: Researcher (2024)

2.7 Chapter Summary

This chapter reviewed two theories; flexible firm theory aimed to determine how NGOs are adapting flexible working arrangements to cope with the changing labour environment. Different working models such as part-time, flexible working, shift, and home working were considered in the theory to establish how they support balancing

of work to meet organizational and employee needs. The study was guided by social exchange theory to demonstrate the social interaction existing between employees and their organizations and how employee wellness is being rewarded by their employers.

The study also reviewed previous empirical studies under job-related factors such as the quantity of work to be accomplished, the time needed to finish the job, and the effort required. Studies such as Bon and Shire (2017) found that there were disengaged employees who were subjected to high job demands within the telecommunication sector, leading to potential risks of employee turnover. Rajan (2020) added that long working hours experienced by Indian healthcare workers resulted in burnout among employees. Additionally, high-stress levels have been reported by Mette, Velasco, Preisser, and Mache (2018) among employees in the off-shore German industry. Other reviews within organizational factors centered on supervisor, colleague support, and other resources made available to employees to support their remote working for enhanced employee well-being. Maluki (2020) noted how unprepared organizations were during Covid-19 to facilitate their remote workers due to a lack of technological skills from supervisors as well as low support from senior management, leading to reduced motivation among employees.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodologies used to address the study questions are described in this chapter. It entails research quality, including piloting, validity, and reliability, as well as the research design, which includes the study plan, the target population from which the study sample was picked, the sample design, and the data collection technique. The chapter also discusses ethical issues and data analysis.

3.2 Research Philosophy

Research philosophy is the belief the researcher holds about a study or how knowledge is established. It helps in understanding what is being investigated, the reality existing in the world, and how the researcher's values determine the outcome of the research (Tombs & Pugsley, 2020). This study adopted a positivist research philosophy. According to Saunders, Lewis and Artino (2019) positivist philosophy hold that reality in the world can be objectively known using measurable methods which may not be influenced by human interpretation or bias. Park, Konge and Artino (2020) add that positivism is dependent on the functional association that can be explained among explanatory and outcome factors.

This research philosophy enables the researcher to understand the independent reality existing in the field of employee wellness as well as how remote working has been used to determine employee Re. Additionally, the knowledge being investigated can be quantified objectively. The study, therefore, adopted scientific methods such as quantitative study to increase precision by describing the relationship between variables in the study. Empirical studies were also used to discover the truth regarding the phenomena. Researchers aligned to positivist philosophy have previously used quantitative methods due to their objectivity and the fact that highly structured questionnaires as well as descriptive analysis are reliable techniques to ensure stable discovery of knowledge. In order to provide objective findings that are generalizable, the study adopted a structured questionnaire for data collection, and used descriptive and inferential statistics for analysis.

3.3 Research Design

According to Ansari, Rahim and Bhoje (2022) research design is a framework that highlights how the research is carried out, the processes, and the techniques used. The benefit of the design is that it enables the planning of the research and decision-making throughout the research process. The study uses a descriptive research design to numerically describe variables under the study. The design allows the use of structured questionnaires in data collection (Asenahabi, 2019). This design has been chosen to help describe the population of interest, answer research questions, and it is a good method of studying the current situation. It helps to describe how remote working affects employee wellness in non-governmental organizations in Nairobi City County, Kenya. It also provides answers to the research objectives such as; job-related factors, organizational factors, and work-life balance in relation to how the independent variables affect employee wellness.

3.4 Population and Sampling

According to Asiamah, Mensah, & Oteng-Abayie, (2017), the target population is the entire group of potential research participants with similar characteristics from where information is to be obtained. According to the NGO Co-ordination Board (2020) report, there are 11,262 NGOs in Kenya, of which 9,255 are active, with an employee population of 80,299. From the active NGOs, 1,143 implemented projects in Nairobi County out of which 60 were categorized as having the highest fund utilization in project implementation. The study targeted one senior-level, three mid-level and three junior-level employees, hence seven respondents each from the 60 international and national NGOs based in Nairobi County. These were chosen based on their high involvement in project implementation in the county hence the need for more employees to support their mission (NGOs Co-ordination Board, 2020).

3.4.1 Sampling Design

The sampling design allows the researcher to choose a small number of participants to represent the target population under study. It is considered suitable due to cost management, time, and convenience in the research process. The study used stratified random sampling to group respondents according to the 60 NGOs which was distributed evenly. A convenient sampling technique was used to identify participants from the specific NGOs. Convenience sampling allows researchers to identify

respondents based on their availability. It also needs less effort, is efficient in terms of speed and ease with which the participants are identified as well as helps in overcoming the research challenges of sample identification (Ali, 2018). The study will use the technique as the NGO population in Nairobi is broad hence working with all the staff in selected NGOs based on their availability.

3.4.2 Sample Size

When coming up with the sample size, three key areas need to be considered; precision level, confidence, and the extent of variability (Israel, 1992). The study targeted the entire population of employees in the NGO sector. According to the NGO Coordinating Board (2020), the sector engaged a total of 80,299 employees. To determine the sample size, the study used Yamane (1967) sample calculation formula as follows:

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

Where n = sample size, N = the population size, and e = Margin of error (95% Confidence coefficient).

$$\text{Sample size} = \frac{80299}{1+80299(0.05)^2} = 398$$

Convenience sampling was used to identify 398 employees distributed evenly from the 60 NGOs in Nairobi County, targeting 7 respondents from each organization. The sampling technique was stratified random as 7 employees each, including, 1 senior-level, 3 mid-level and 3 junior-level employees from the target organizations to ensure each staff category such as senior, middle-level and junior employee groups were involved in the study. Fewer senior managers, that is one from each firm, were targeted because they are few. Simple random sampling was employed in each NGO to eliminate sampling and selection bias.

3.5 Data Collection

A questionnaire instrument that consisted of diverse questions intended for data gathering from participants was used to collect primary data. Questionnaire development requires an understanding of the research objectives, defining the target participants, how to reach them, and then conducting a pilot study to test and improve

the study instrument according to the objective and comprehension of respondents (Abawi, 2017). The advantage of using a questionnaire is based on the less effort required to fill, its economic benefits, and standardization that allows simplicity in data compilation. The instrument allows the researcher to collect copious amount of data within a short period as well can be used for scientific analysis.

The study used a structured questionnaire with concrete and pre-determined questions. The instrument had the same order of questions and wordings administered to all the respondents to achieve consistency. All the questions were precise, positive, used correct spelling, and comprehensible for more understanding by the respondents. The structure of the questionnaire followed the order of using simple questions first, with an arrangement from general to more specific questions towards the end of the instrument. This aimed to encourage more participation and full completion of the instrument. The instrument had multiple questions where the respondent was provided with options from which responses were made by choosing only one response using a Likert scale to gauge their attitude. The scale was between 1 and 5 (where 1= Always 2= Often 3= Sometimes 4= Rarely 5= Never). The first section consists of background information consisting of demographic variables with multiple questions. The second section focused on the objectives of the research targeting the independent variable and the third section focused on the dependent variable. To achieve high response rate, the study targeted 7 employees from the sampled organizations, that is 1 senior-level, 3 mid-level and 3 junior-level employees from the target organizations. Two research assistants were engaged to distribute and collect the questionnaires to the selected organizations. The research assistants helped to follow up with the respondents with phone calls to ensure a high response rate.

3.6 Research Quality

The study maintained the quality of research using a pilot study to improve the instrument's accuracy, validity to ensure the study measures what was intended to measure and reliability to achieve consistency and dependability of the study instrument.

3.6.1 Piloting

Before the main study is done, a pilot study is conducted to test research procedures,

study instruments, and trial determination tactics. A pilot study plays a significant role in helping the researcher to identify key problem areas before the large study. Additionally, it helps acquaint the research team with the general study environment. A 10% of the sample size was used to conduct the pilot study. Organizations used in the pilot test were not used in the main study (Ismail, Kinchin & Edwards, 2018). The pilot study was done in Kiambu County targeting 40 employees from 6 NGOs distributed evenly. The selection of the sample NGOs was random to ensure the characteristics of the study respondents. The location was chosen due to its proximity to Nairobi and was ranked second by NGOs as the most preferred area of work. It is more convenient in terms of movement during data collection as well as cost-effective and hence considered fit for the pilot study.

3.6.2 Validity

The degree to which a research tool measures what it is supposed to measure is known as its validity. The study employed content validity, meaning that every study concept was thoroughly covered in the study instrument. Expert opinion was used to review and improve the instrument. The effectiveness of the questionnaire and the clarity of words used were checked to ensure it is free from errors or ambiguity and that the respondents could interpret the questions in the way they are intended. External validity was sought through the right selection of respondents that allow the generalisation of the findings to the study population (Feng & Yamat, 2019).

Validity was achieved through the sound input of the supervisor, the discussants during the proposal defense, and industry experts' opinions during the pilot test. The stages of writing the study proposal and defending it helped to gather data that would be necessary to sufficiently enhance the research tool. All the individuals involved have an adequate understanding of the issues sought to be analysed in the research, hence their suggestions could ensure that the instrument measured the constructs and hence the variables they sought to measure. Therefore, the research instrument was valid and reliable.

3.6.3 Reliability

Before the fieldwork, a pilot test was administered to 40 employees through random sampling from 6 NGOs in Kiambu County. Reliability and validity tests to ascertain

research quality are explained first followed by the study results. To ascertain that the instrument attained adequate internal consistency, Cronbach's alpha with 0.7 set as the minimum threshold was used to evaluate the reliability of the questionnaire. Else, factors with the highest alpha if deleted would be removed to raise the alpha value. Table 3.1 presents the test of reliability.

Table 3.1: Test of Reliability

Variable	N	Number of Items	Cronbach' alpha
Job-Related Factors	30	7	0.901
Organisational Factors	30	10	0.922
Work-Life Balance	30	8	0.751
Employee Wellness	30	12	0.740

Source: Researcher (2024)

According to the results in Table 3.1, thirty questionnaires out of the targeted 40 were obtained for pre-testing the questionnaire. The constructs used to measure the variables; job-related factors, organisational factors, work-life balance, employee wellness attained an alpha equal to 0.901, 0.922, 0.751 and 0.740 in that order and their constructs remaining to measure the factor were 7, 10, 8 and 12 respectively. The alpha for each of the variables was above 0.7 which is an acceptable measure for the factors internal consistency hence adequate to confirm the reliability of the questionnaire.

3.7 Data Analysis

Data analysis consists of two stages: data processing and data analysis. Data was edited at the data processing level to help detect errors and make necessary corrections where possible. This ensured accuracy and consistency in the data collected. Coding was then done to allow for the assignment of numerals to responses for quantitative analysis. The classification was then done by grouping the data in Excel spreadsheets according to their similarities, attributes, and class intervals. A logical arrangement of the data and summarization was done before further analysis, after which data from Excel spreadsheets were copied and pasted into the SPSS software (De Smith, 2018).

Descriptive statistics were used to analyze different characteristics of data, such as demographics. The aim was to understand certain parameters existing in raw data. For the descriptive analysis, frequency tables, measures of dispersion like standard

deviation, and measures of central tendency like mean, median, and mode were utilized. To generalize the results, the link between the independent and dependent variables was examined using inferential statistics. The study of correlation employed the Karl Pearson coefficient to examine the relationship between the independent and dependent variables. Positive correlations indicate positive correlations, negative correlations indicate negative correlations, and zero correlations indicate no link between the two variables in the Pearson correlation range of +-1. In order to ascertain the association between the dependent variables and employee wellness, multiple linear regressions were employed. The significance level of 0.05 was used to evaluate the coefficients. Tables and charts were used to present the results.

Below is the multiple regression model:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where;

Y = Employee wellness

X₁ = Job-related factors

X₂ = Organizational factors

X₃ = Work-Life Balance

b₁, b₂, and b₃ = coefficient of determination

a = constant

e = error term

3.8 Ethical Issues in Research

Ethics guide the investigator's conduct throughout stakeholder engagement in the research process (Akaranga & Makau, 2016). The study ensured that it adhered to the ethical code of conduct in doing research. To undertake the study, the researcher was issued with an ethical approval from the Strathmore University Ethical Review Board (SU-ERB). Further, the National Commission of Science, Technology, and Innovation (NACOSTI) issued the researcher with research permit to undertake the study. The study also sought authority from the heads of the NGOs targeted to participate.

To gain participants' trust and confidence and to ensure smooth data collection, a letter of introduction was issued by the researcher, which expressly indicated the purpose of

the research. Respondents participated voluntarily by giving their individual consent and the researcher respected their rights. Anonymity and confidentiality were maintained by not disclosing the respondents' names or details or revealing sensitive information about the respondents.

The study findings are to be published online for the benefit of researchers and future academicians. The findings are made public through national journals and state publications for the policymakers' decision-making. The researcher participates in presentations, conferences, meetings, and professional groups, sharing the findings with the industry stakeholders and the public. The findings are disseminated to the local community groups to benefit all stakeholders. All participating NGOs can receive copies to support their decision-making on employee wellness at request.

3.9 Chapter Summary

This chapter provides the methodology employed to conduct this study on the effect of job-related and organizational factors as well as work-life balance on employee wellness in the contexts of remote working environments. The chapter includes the research philosophy and research design, which are positivism and descriptive research designs and they are explained adequately. Stratified random sampling design to target 7 employees each in the 60 NGOs in Kiambu county was used and then simple random sampling used to pick the participants. The data was collected through structured questionnaires. Before actual data collection, the questionnaire was tested for reliability using 30 responses from the targeted firms who are excluded during actual research. Cronbach's alpha of 7 is adopted. In total 398 respondents are sampled but the target of 7 employees who include 1 senior manager, 3 middle level and 3 junior staff in 60 was meant to achieve adequate representation. Two research assistants distributed and collected questionnaires to selected organizations, followed up with respondents via phone calls to ensure high response rates. Ethical considerations including voluntary participation and informed consent are considered.

CHAPTER FOUR

RESEARCH FINDINGS, INTERPRETATION AND PRESENTATION

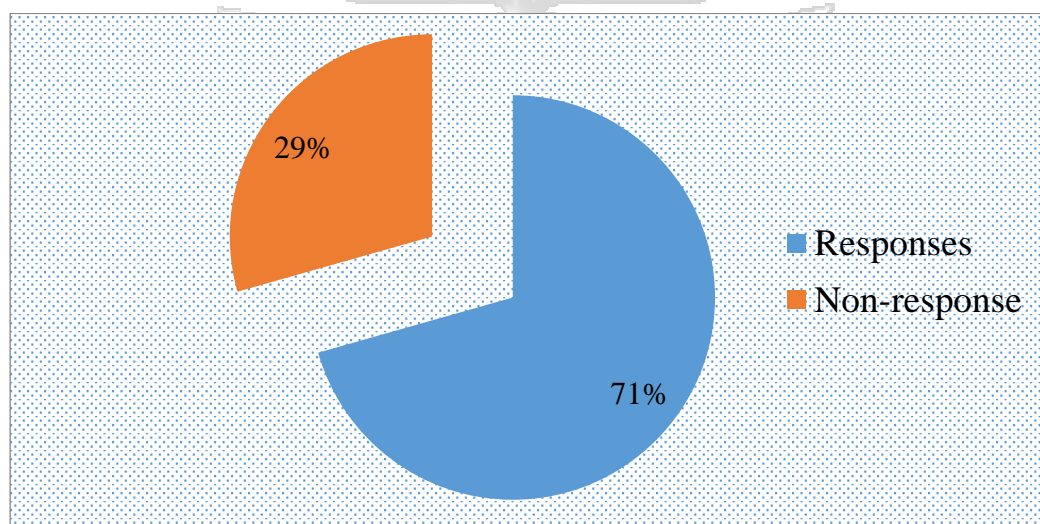
4.1 Introduction

The outcomes of the research undertaken through a structured questionnaire are documented in this chapter. The study targeted 398 respondents out of the total population of 80,299 employees in the NGOs in Kenya. This chapter presents the results and interprets the findings. The chapter includes general respondent's evaluation, descriptive analysis and inferential analysis including diagnostic tests of assumptions of regression, test of relationships and summary of results.

4.2 Background Information

The researcher obtained general information about the research context and participants. This included the NGO category, the respondents gender, age bracket, marital status, whether they had children or not, level of education, work experience, employment terms, and specific experience in remote working. Figure 4.1 shows the rate of response.

Figure 4.1: Response Rate



Source: Researcher (2024)

Figure 4.1 shows that while the study targeted 398 respondents, the number of collected questionnaires that were fully completed was 281. That is equal to 70.6% which is

equivalent to 71%. Therefore, the study attained a 71% response rate, which is adequate for social science research (Holtom et al., 2022).

4.2.1 NGO Category Representation

The researcher inquired whether the NGO was an international or local organization and Table 4.1. below shows the outcomes.

Table 4.1: Category of Your NGO

	Frequency	Percent	Valid Percent	Cumulative Percent
International	151	53.7	53.7	53.7
Local	130	46.3	46.3	100.0
Total	281	100.0	100.0	

Source: Researcher (2024)

The result in table 4.1 shows that 151(53.7%) and 130(46.3%) were foreign and local NGOs. It implies a balanced representation of the responses because more than a third representation was achieved. That helps to overcome the problem of heterogeneity of responses just in case the circumstances of the respondents are different based on their NGO category.

4.2.2 Gender of Respondent

The gender of the research participants was obtained, analysed, and results presented in table 4.2.

Table 4.2 Gender of Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	146	52.0	52.0	52.0
Male	135	48.0	48.0	100.0
Total	281	100.0	100.0	

Source: Researcher (2024)

The result in table 4.2 shows that 146(52%) of the responses were female while 135(48%) were male. That finding indicates that the two genders were adequately represented but respondents of the female gender were more. That was important to

avoid the possibility of heterogeneity of measurements in case the responses could be affected by the respondents' gender.

4.2.3 The Age Bracket of Respondent

The researcher obtained the data regarding the age bracket of the respondents, and the analysed data was as shown in Table 4.3.

Table 4.3: The Age Bracket of Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
30 and below	65	23.1	23.1	23.1
31-40 years	91	32.4	32.4	55.5
41-50 years	90	32.0	32.0	87.5
51-60 years	35	12.5	12.5	100.0
Total	281	100.0	100.0	

Source: Researcher (2024)

The results in table 4.3 indicate that 65(23.1%) were aged 30 years and below while those aged 31-40 years were 91(32.4%), 41-50 years were 90(32.0%), and 51-60 years were 35(12.5%). That shows that the research cut across the age groups; although the elderly group was slightly lower, they were adequately represented in the study.

4.2.4 Marital Status

Another demographic factor that can affect someone's work is the marital status. The data was obtained and analysed as presented in table 4.4.

Table 4.4 Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Married	201	71.5	71.5	71.5
Single	75	26.7	26.7	98.2
Widowed	5	1.8	1.8	100.0
Total	281	100.0	100.0	

Source: Researcher (2024)

The above table indicate that 201 of the respondents (71.5%) were married, 75(26.7%) were single and only 5(1.8%) were widowed. The finding suggests that most of the people in the sampled NGOs were married, which can suggest a sense of more

responsibilities and the challenges of maintaining relationships with spouses have significant effects to remote working.

4.3.5 Whether with Children

The other factor that was analysed was whether the respondents had children. That factor is important because the responsibility of children especially how children affect working at home has important ramifications for the success of remote working. The outcomes were as indicated in table 4.5.

Table 4.5: Whether with Children

	Frequency	Percent	Valid Percent	Cumulative Percent
No	70	24.9	24.9	24.9
Yes	211	75.1	75.1	100.0
Total	281	100.0	100.0	

Source: Researcher (2024)

The results in table 4.5 shows that 70(24.9%) had no children while the majority 211(75.1%) had children. The result shows that the majority of the research participants had children and those with no child were quite few but adequately represented by 25% of the respondents.

4.3.6 Level of Education

The researcher further analysed the respondents level of education and presented the outcomes as per table 4.6 below.

Table 4.6 Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	35	12.5	12.5	12.5
Post-Graduate	136	48.4	48.4	60.9
Graduate	110	39.1	39.1	100.0
Total	281	100.0	100.0	

Source: Researcher (2024)

The results in table 4.6 shows that of those with diplomas 35(12.5%) while 136(48.4%) had attained post-graduate studies and 110(39.1%) were graduates. The finding shows

that the respondents had adequate academic background to understand the concepts to make informed responses.

4.3.7 Work Experience within the Organization

The researcher also evaluated the respondents work experience and presented the results as shown in table 4.7.

Table 4.7 Work Experience in Your Current Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
11 - 15 years	45	16.0	16.0	16.0
16 years and above	35	12.5	12.5	28.5
5 years and below	120	42.7	42.7	71.2
6 - 10 years	81	28.80	27.0	98.2
Total	281	100.0	100.0	

Source: Researcher (2024)

The above results show that those falling under the category of 6-10 years were 81(28.8%) while 45(16%) were in the category of 11-15 years. Those with 16 years above experience in the organization were 35(12.5%) while the majority 120(42.7%) had the experience of 5 years and below. Overall, the respondents had adequate experience to give reliable insights to the study.

4.3.8 Employment Terms

The study further analysed the term of employment, as per Table 4.8. below

Table 4.8: Employment Terms

	Frequency	Percent	Valid Percent	Cumulative Percent
Daily labourer	5	1.8	1.8	1.8
Contract	201	71.5	71.5	73.3
Permanent	75	26.7	26.7	100.0
Total	281	100.0	100.0	

Source: Researcher (2024)

According to the outcomes in table 4.8 above, only 5(1.8%) were daily labourer's while 75(26.7%) were permanently employed while 201(71.5%) were on contract terms. The

insights of employees of various employment terms were included in the analysis although majority were on a contract term which is a characteristic of NGOs.

4.3.9 Experience in Remote Working

The researcher also asked the respondents whether they had experience in remote working. The respondents' experience in remote working, whether on full-time or part-time basis was as presented in table 4.9 below.

Table 4.9: How Have You Engaged in Remote Working

	Frequency	Percent	Valid Percent	Cumulative Percent
Full-time	35	12.5	12.5	12.5
Part-time	246	87.5	87.5	100.0
Total	281	100.0	100.0	

Source: Researcher (2024)

The results in table 4.9 shows that 35(12.5%) of the respondents had participated in remote working while 246(87.5%) had engaged in remote working part-time. It shows that part-time remote working is more prevalent among the NGOs.

4.4 Descriptive Analysis

Descriptive statistics of all the research constructs are presented in this section of the study. The statistics mostly include the measures of central tendency like the mean, median, mode, standard deviation, skewness, and kurtosis.

4.4.1 Job-Related Factors While Working Remotely

One of the objectives of the study was to determine the effect of job-related factors on employee wellness in non-governmental organizations. The descriptive statistics of the constructs measuring the job-related factors variables were presented in Table 4.10.

Table 4.10: Constructs Measuring Job-Related Factors

When working remotely:	N	Mean	Std. Deviation
Highly demanding jobs	281	2.85	0.06
Time to complete the job	281	2.92	0.01
Effort needed in the job	281	2.95	0.04

Grand mean = 2.91

Source: Researcher (2024)

As per the findings in table 4.10, the mean ranged between 2.85 and 2.95, while the standard deviation was between 0.01 to 0.06 which is low indicating low deviation from the mean. The grand mean was 2.91. This can be rounded off to 3 meaning that the respondents agreed that the factors sometimes affect them when they work remotely because 3 are represented sometimes in the Likert scale.

4.4.2 Organisational Factors while Working Remotely

Another objective of the study was to analyse the effect of organisational factors on employee wellness. The organisational factor was measured using 3 constructs presented in Table 4.11 in the following page.

Table 4.11: Constructs Measuring Organisational Factors

	N	Mean	Std. Deviation
Colleagues support	281	2.19	0.02
Supervisor support	281	2.23	0.06
Resource distribution	281	2.09	0.08

Grand mean = 2.17

Source: Researcher (2024)

According to the results in table 4.11, the mean ranged between 2.09 and 2.23. the standard deviation was very low ranging from 0.02 and 0.08. The grand mean was 2.17 implying that the respondents are often influenced by the factors because 2 represented often in the Likert scale. The respondents felt that their wellness is influenced by support from colleagues, supervisor and resource distribution when working remotely.

4.4.3 Work-Life Balance while Working Remotely

Determining the effect of work-life balance on employee wellness in non-governmental organizations was another objective of this study. The construct work-life balance was measured using 3 factors as shown in table 4.12.

Table 4.12: Constructs Measuring Work-Life Balance

	N	Mean	Std. Deviation
Priority to work	281	2.79	0.02
Family arrangement	281	2.88	0.11
Personal interests	281	2.63	0.14

Grand Mean = 2.77

Source: Researcher (2024)

The outcomes in table 4.12 show that the mean of the constructs ranged from 2.63 to 2.88. The grand mean was 2.77 which mean that respondents agreed that they are often affected by the factors. The standard deviations ranging from 0.02 and 0.14, were generally low implying that the ratings did not differ significantly from the mean.

4.4.4 Employee Wellness while Working Remotely

The variable employee wellness was measured using 6 constructs, whose descriptive statistics were as shown in table 4.13.

Table 4.13: Constructs Measuring Employee Wellness

	N	Mean	Std. Deviation
Cognitive Weariness	281	2.51	0.02
Job satisfaction	281	2.58	0.05
Emotional exhaustion	281	2.94	0.41
Relationship	276	2.91	0.38
Autonomy	281	2.22	0.31
Competence	281	2.03	0.50

Grand mean = 2.53

Source: Researcher (2024)

As shown in the analysis in table 4.13, the mean of the constructs ranged from 2.03 to 2.94. The construct with the least mean was the emotional exhaustion. The grand mean was 2.53 which implies that respondents they their wellness is often affected while working remotely. The standard deviation was generally low implying less difference in the measurements from the mean.

4.5 Inferential Analysis

In this study, the inferential statistics are presented and discussed. They include the diagnostic tests of assumptions of multiple regression after which the regression analysis is implemented to test the relationships between the variables. It is important to realise that the Likert scale ratings were designed such as that 1= Always, 2= Often, 3= Sometimes, 4= Rarely, and 5= Never. Even before analysis, the inverse equivalence of the measurement was obtained. This transformation can serve two purposes. First, since the lowest number measures agreeableness, it can reverse the measurement so that more agreeableness is used in the analysis. Much more importantly, the inverse transformation of data serves to reduce the size of regression errors also called the

reduction of noise in the fitted regression model (Green et al., 1988). The following section presents the diagnostic tests of assumptions of multiple linear regressions – linearity, homoscedasticity, multicollinearity, autocorrelation, and normality.

4.5.1 Diagnostic Tests Assumptions of Multiple Linear Regression

Since this analysis adopted multiple linear regression models, the data needed to exhibit linearity. Linearity was tested through Pearson correlation. The results were as shown in Table 4.14.

Table 4.14: Test of Correlations

		INV_Job Related	INV_Organization Related	INV_Work Life Balance	INV_Employee Wellness
INV_Job Related	Pearson	1	.082	.163**	.091
	Correlation				
	Sig. (2-tailed)		.171	.006	.129
	N	281	280	281	281
INV_Organization Related	Pearson	.082	1	.342**	.410**
	Correlation				
	Sig. (2-tailed)	.171		.000	.000
	N	280	280	280	280
INV_Work Life Balance	Pearson	.163**	.342**	1	.218**
	Correlation				
	Sig. (2-tailed)	.006	.000		.000
	N	281	280	281	281
INV_Employee Wellness	Pearson	.091	.410**	.218**	1
	Correlation				
	Sig. (2-tailed)	.129	.000	.000	
	N	281	280	281	281

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

Source: Researcher (2024)

The linearity test is confirmed by the presence of significant correlations between the variables, especially the correlation between the dependent and the independent variables. According to the results in Table 4.14, work-life balance correlates with job-related factors and organizational factors and this is statistically significant at 0.01 level (2-tailed). Similarly, organizational factors and work-life balance have a positive correlation with employee wellness. Again, that correlation is significant at the 0.01 level (2-tailed). The correlation test shows that the data exhibit linear relationships and linear models can therefore be employed.

Another assumption of regression analysis is that data have equal variances all through. The data whose model has uniform variance is said to be homoscedastic, hence the test of homoscedasticity. The opposite is heteroscedasticity. Homoscedasticity is tested through Breusch Pagan or Koenker test. Koenker statistic is preferred to Breusch Pagan statistic because it is less sensitive to lack of normality of residuals or sample size inadequacy. The null hypothesis for the Koenker test is: heteroscedasticity is not present (homoscedasticity). If the sig-value is less than 0.05, the null hypothesis should be rejected, meaning the data is heteroscedastic. Table 4.15 shows the homoscedasticity test.

Table 4.15: Test of Homoscedasticity

Statistic	LM	Sig
BP	1.934	0.586
Koenker	1.305	0.728

Source: Researcher (2024)

According to the results in above Table 4.15, the significant value for the Koenker statistic is 0.728, above 0.05, which means that the data is homoscedastic, hence it has equal variances. Results from the regression models are not affected by heterogeneity of variances.

Another assumption of regression is the collinearity. This is the assumption that the independent variables do not have very high correlations with each other. That is needed because too high correlations between the dependent variables can result to inflate R and R-Square. That might suggest a very high correlation between the variables. Such correlations are called multicollinearity. Although the correlations between the independent variables as shown in Table 4.15 are low, the test of multicollinearity was verified using the tolerance statistic and variance inflation factors (VIF). The results were as shown in table 4.16.

Table 4.16: Test of Multicollinearity

Variables	Collinearity Statistics	
	Tolerance	VIF
INV_JobRelated	.988	1.012
INV_OrganizationalRelated	.987	1.013
INV_WorkLifeBalance	.990	1.010

a. Dependent Variable: LNINV_EmployeeWellness

Source: Researcher (2024)

The rule of thumb in interpreting the collinearity statistics is that all the tolerance statistics are low and none of the VIFs is 10 or above. As shown in the results in Table 4.17, the multicollinearity is not present because the tolerance statistics are low and all VIFs are below 10.

Another very important assumption of regression analysis is that the data follows a Gaussian/normal curve also called a normal trend. This assumption of regression is tested using the Shapiro-Wilk test. The results were as shown in table 4.17.

Table 4.17: Test of Normality of Data

	Statistic	Shapiro-Wilk	
		df	Sig.
INV_JobRelated	.987	278	.012
INV_OrganizationalRelated	.956	278	.000
INV_WorkLifeBalance	.942	278	.000
INV_EmployeeWellness	.963	278	.000

a. Lilliefors Significance Correction

Source: Researcher (2024)

In Shapiro-Wilk test interpretation, the requirement is that the significant value should be below 0.05 for data to be considered to attain normal distribution. Else, the data is not normally distributed and it is considered that the dependent variable or all the variables get transformed to log form to reduce the size of errors. From the results in Table 4.17, the significant values are all below 0.05. Therefore, data transformation is needed.

Another assumption of multiple linear regressions is the test of autocorrelation. While autocorrelation is mostly a problem of time series type of data, it is an accompanying test even in the cross-sectional type of data as a check mechanism to ensure data from one respondent are not related to those of another respondent. The rule of thumb is that the Durbin-Watson should be within the 1.5 and 2.5 ranges for the data not to have autocorrelation. Table 4.18 shows the autocorrelation tests.

Table 4.18: Test of Autocorrelation

Model	Durbin-Watson
1	1.719 ^a

a. Predictors: (Constant), INV_WorkLifeBalance, INV_JobRelated, INV_OrganizationalRelated
b. Dependent Variable: INV_EmployeeWellness

Source: Researcher (2024)

According to the results in Table 4.18, the Durbin-Watson statistic is 1.719 which is within the range where the data does not have the problem of autocorrelation. Therefore, the data does not have the problem of autocorrelation.

4.5.2 Test of Relationships and Hypotheses

This section provides the results of the relationship and test of hypotheses. Although the data adhered to most of the assumptions of regression apart from normality, it transformation of the dependent variable was done to reduce errors and make the results more accurate. The regression outputs are shown in Table 4.19.

Table 4.19: Job-Related, Organizational and Work Life Balance on Wellness

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.263 ^a	.069	.059	.14533		
a. Predictors: (Constant), INV_WorkLifeBalance, INV_JobRelated, INV_OrganizationalRelated						
b. Dependent Variable: LNINV_EmployeeWellness						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.431	3	.144	6.797	.000 ^b
	Residual	5.787	274	.021		
	Total	6.218	277			
a. Dependent Variable: LNINV_EmployeeWellness						
b. Predictors: (Constant), INV_WorkLifeBalance, INV_JobRelated, INV_OrganizationalRelated						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.124	.141		-7.958	.000
	INV_JobRelated	-.113	.087	-.076	-1.301	.001
	INV_OrganizationalRelated	.150	.346	.025	.433	.006
	INV_WorkLifeBalance	.618	.141	.257	4.394	.000
a. Dependent Variable: LNINV_EmployeeWellness						

Source: Researcher (2024)

According to the results in table 4.19, the R and R-Squared are 0.263 and 0.069 respectively. In general, there is a positive relationship between the dependent variables and the predictor variables because R is positive. However, since the R-Square is low it means that the predictor variables – Job-related, Organizational, and Work-Life Balance factors have low influence on employee wellness. Other factors accounts for greater influence on employee-wellness.

Based on the results in the regression model, the model that describes the relationship between the variables is $Y = - 1.124 - 0.113X_1 + 0.150X_2 + 0.618X_3$, where X_1 = job-related factors, X_2 = Organizational related factors, and X_3 = work-life balance. However, it is the individual factor’s influence on employee wellness that was of concern in this study. As shown in the coefficients section, the results for Job-Related factors (Coef. -0.113; sig 0.001<p-value=0.05) implying that the job-related factors have a negative, statistically significant influence on employee wellness. The results for organizational-related factors (Coef. 0.150; sig 0.006<p-value=0.05) imply that

organizational-related factors have a positive, statistically significant influence on employee wellness. The results for the work-life balance (Coef. 0.618; sig 0.000<p-value=0.05) work-life balance show that work-life balance has a positive, statistically significant influence on employee wellness.

4.5.3 Job-Related Factors and Employee Wellness

One objective was to determine the effect of job-related factors on employee wellness in NGOs. The results in table 4.20 shows the relationship between job-related factors and employee wellness. the results are discussed below the table.

Table 4.20: Job-Related Factors and Employee Wellness

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.160 ^a	.0256	.0205	.1215		
a. Predictors: (Constant), INV_JobRelated						
b. Dependent Variable: LNINV_EmployeeWellness						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig. ^b
1	Regression	.3141	1	.144	4.978	.000 ^b
	Residual	3.878	276	.021		
	Total	4.019	277			
a. Dependent Variable: LNINV_EmployeeWellness						
b. Predictors: (Constant), INV_JobRelated						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
1	(Constant)	.861	.141		7.958	.000
	INV_JobRelated	-.411	.087	-.107	-4.301	.003

Source: Researcher (2024)

The R and R-Square 0.16 and 0.0256 are low indicating low relationship. The ANOVA shows that the model is significant in explaining the relationship between the variables. The coefficients corresponding to job-related factor is negative indicating a negative influence of the job-related factors and employee well-ness while working remotely in NGOs. The coefficient is -.411 and significant value is 0.003 which is less than 0.05 indicating a statistically relationship. Therefore, job-related factors have a negative effect on employee wellness expressed by the model $Y=0.8411-0.411x+er$. That

indicate that employees are negatively affected by the job-related factors as they work remotely.

4.5.4 Organizational Factors and Employee Wellness

The second objective was to determine effect of organizational factors on employee wellness in NGOs. The findings for the variable are as shown in table 4.21 below and findings are explained thereafter.

Table 4.21: Organizational Factors and Employee Wellness

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.413 ^a	.1705	.1691	.1508		
a. Predictors: (Constant), INV_OrganizationalRelated						
b. Dependent Variable: LNINV_EmployeeWellness						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig. ^b
1	Regression	.311	1	.314	3.978	.000 ^b
	Residual	3.245	276	.412		
	Total	3.556	277			
a. Dependent Variable: LNINV_EmployeeWellness						
b. Predictors: (Constant), INV_OrganizationalRelated						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.716	.114		-6.579	.000
	INV_OrganizationalRelated	.812	.174	.311	-5.531	.001

Source: Researcher (2024)

The findings show that R and R-Square are 0.413 and 0.1705 respectively. They are low indicating a weak relationship between organizational factors and employee wellness. ANOVA indicate that the model is reliable in explaining the relationship between the variables. The coefficient is 0.812 and the significant value is 0.001 which is less than 0.05 indicating a statistically significant relationship which can be expressed with the model $Y = -0.716 + 0.812x + er$. Therefore, organizational factors have a positive effect in employee wellness in the organizations evaluated.

4.5.5 Work Life Balance and Employee Wellness

The third objective was to determine the effect of work life balance on employee wellness in the NGOs. The results for the analysis were as shown in table 4.22 below and the findings are explained after the table.

Table 4.22: Job-Related Factors and Employee Wellness

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.250 ^a	.063	.059	.14533		
a. Predictors: (Constant), INV_WorkLifeBalance						
b. Dependent Variable: LNINV_EmployeeWellness						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.389	1	.144	4.978	.000 ^b
	Residual	5.829	276	.021		
	Total	6.218	277			
a. Dependent Variable: LNINV_EmployeeWellness						
b. Predictors: (Constant), INV_WorkLifeBalance						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.139	.053		-21.648	.000
	INV_WorkLifeBalance	.601	.140	.250	4.290	.000

Source: Researcher (2024)

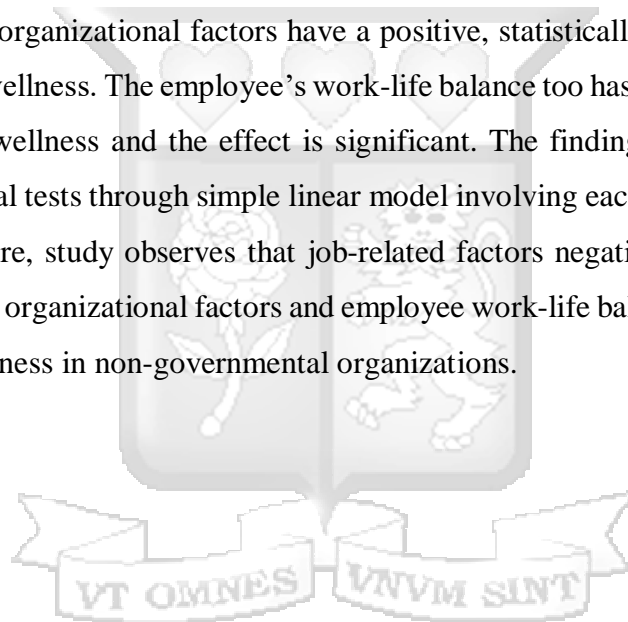
The findings show that the R and R-Square are 0.25 and 0.063 respectively implying a weak relationship. The ANOVA has significant value which means that the model can be relied on in explaining the relationship between the variables. The coefficient -1.139 for constant and for the variable work-life balance is 0.601 and both are significant because their coefficient value is less than 0.05. Therefore, work life balance influences employee wellness positively and the relationship can be expressed using the model $Y = -1.139 + 0.601x + er$.

2.6 Chapter Summary

This chapter has provided the research findings, interpretation and presentation. The study realised 71% response rate. Mean of ratings measuring job-related factor's

constructs – job demands, time-demands and effort needed to complete the job was 2.91 which means that the respondents agreed that they had been affected by some job-related factors. The mean for organizational factors’ constructs which were colleague’s support, supervisor’s support and resource distribution was 2.17 which means that they agreed that they often got effected by organizational factors. The mean for work-life balance’s constructs which included priority to work, family engagement and personal interests was 2.77 which means they got affected by work-life balance when working remotely.

The joint relationship as measured using the multiple linear regression analysis indicate that job-related factors has a negative, statistically significant effect on employee wellness. The organizational factors have a positive, statistically significant influence on employee wellness. The employee’s work-life balance too has a significant influence on employee wellness and the effect is significant. The findings are confirmed even when individual tests through simple linear model involving each independent variable alone. Therefore, study observes that job-related factors negatively affects employee wellness while organizational factors and employee work-life balance positively effects employee wellness in non-governmental organizations.



CHAPTER FIVE

DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the research findings as per the specific research objectives. Further, it provides a summarized conclusion based on the study results. The chapter then wraps up the study by articulating the recommendations per the study results and concludes with recommendations for further research.

5.2 Discussion of Findings

The main objective of this study was to determine the effect of remote working on employee wellness in non-governmental organizations in Nairobi City County, Kenya. The specific objectives were to determine the effect of: job-related factors, organizational factors; and work-life balance on employee wellness in the non-governmental organizations in Nairobi City County, Kenya. Two theories anchored the study: flexible firm theory and social exchange theory. According to flexible firm theory, firms that adjust their labour force to meet structure and capacity of demand, as well as the technological changes, can achieve economic growth (Atkinson, 1985) and in social exchange theory, Homans (1950) explains that social exchange occurs through analysis of costs and benefits. That implies that employee wellness is of critical importance to the staff of NGOs and other organizations.

This study followed a positivist research paradigm and applied a descriptive research design to numerically describe the relationships between the study variables. The study targeted senior-level, mid-level, and junior-level employees from 60 international and national NGOs based in Nairobi County. Using a structured questionnaire, the study targeted 398 respondents out of the total population of 80,299 employees in the 60 NGOs in Nairobi County, Kenya. Stratified random sampling was employed for even representation of the 60 NGOs because 7 respondents each was sought from the target firms. Convenient sampling technique was applied to choose participants based on availability targeting 3 junior-level, 3 middle level and 1 senior-level employees in order to achieve a high response rate. A pilot study was conducted targeting 40 employees from 6 NGOs from Kiambu County, distributed evenly. The firms used for pilot testing were not considered during the actual research. Reliability and validity

tests to ascertain research quality were implemented and explained. The study attained a 71% response rate which is adequate for social science research (Baruch & Holtom, 2008).

The data were analyzed through SPSS using descriptive and inferential statistics. At the core of the study's objectives was the determination of the factors that influence employee wellness. The three factors being investigated were job-related, organizational factors, and work-life balance. Generally, the study concluded that the three factors together have a positive weak influence on employee wellness based on R and R-Squared which were 0.263 and 0.069 respectively. It means that job-related factors, organizational factors, and work-life balance only control 6.9% of the variations in employee wellness, meaning there are other factors, which were not included in the model that accounts for 93.1% of the variations in employee wellness. However, analysis of the coefficients for the specific objectives can help to answer the specific research objectives and questions.

5.2.1 Job-Related Factors and Employee Wellness

One of the objectives was to analyse how job-related factors affect employee wellness in NGOs in Nairobi County, Kenya. Empirical literature such as the works of Baka et al. (2021) shows that job-related factors like workload, intensity, and time pressure influences employee wellness because of exhaustion. The coefficient for the current study was -0.113 and its corresponding significant value was 0.001 which is greater than 0.05. The finding shows that job-related factors causes a negative influence on employee wellness and the effect is statistically significant at 0.05 level of significance. That agrees with the results of past researchers like Rajan (2020) who noted that work-related factors adversely affected employee wellness in the health sector. The reason can be possible because of the difference in context because job demands, schedules, and effort needed in NGOs are not the same as in other organizations.

The study concurs with flexible firm theory, Atkinson (1985) argue that firms should be flexible in deploying their human resource to help them have peace and enjoy wellness. If the job matches the employee's capacity, there is possibility of wellness. The negative relationship between job-related factors and employee wellness concur

with the theory because factors such as job demands, time allowed to complete the job and effort needed for the job completion can weaken employee wellness such that as the condition of the factor rises, employee wellness decreases. Dharte et al. (2020) opine that a demanding job affects employee wellness. That is supported by the views of Meyer and Hunefeld (2018) who noted that time allowed and effort needed to complete a task can weaken employee wellness.

5.2.2 Organizational Factors and Employee Wellness

The second objective was to determine the effect of organizational factors on employee wellness in the NGOs in Nairobi City County, Kenya. The current findings established that organizational factors have no significant effect on employee wellness while working remotely. The coefficient for the study was 0.150 with a corresponding significant value equal to 0.006 which is less than the target of p-value of 0.05. That shows that organizational-related factors have a significant influence on employee wellness. This disagree with the conclusion of Udin et al. (2020) who note that even if employees work together, it is not possible for them to integrate their work and life issues to support each other, hence organizational factors do not influence wellness.

However, the finding agrees with Platts et al. (2022) observe that lack of leadership is a possible challenge for people working remotely which can affect their wellness. Based on social exchange theory, friendships can ease someone's life (Jahan & Kim, 2020). In addition, Maluki (2020) observed that organizational factors including lack of preparedness, limited technological skills, lack of training, and lack of support from management and supervisors as well as unclear policies on remote working to that end, resource distributions as well as colleague and supervisor support do not significantly influence employee wellness. Furthermore, Ochoi et al. (2019) observed that employee support by their managers is important in transferring skills to the employees. According to Atkinson (1985)'s flexible firm theory, firms can improve staff's wellness by supporting their welfare.

5.2.3 Work-life Balance and Employee Wellness

The third objective was to analyse the influence of work-life balance on employee wellness. The coefficient corresponding to work-life balance was 0.618 and the significant value was 0.000 which is less than 0.05. The result confirms that work-life

balance has a positive significant effect on employee wellness. The findings agree with the result of Engman (2022) who established a positive relationship between work-life balance and colleagues and employee well-being. Also, Medina et al. (2021) agree that work and family conflict and family-work conflict cause burnout. In that regard, the study concurs with past authors that work-life balance such that there is a priority to work, family arrangement, and congruence with personal interests with employee wellness when they work remotely.

The finding is in support of the theory of Atkinson (1985)'s flexible firm theory and social exchange theory and Homans (1950) social exchange theory as well as some empirical literature. Being flexible in terms of job design as well as improving social interactions can help employees to build their work-life balance which in turn improves the employee's wellness. A study by Medina et al. (2021) observed a positive effect of work and family conflict and family-work conflict which caused burnout. However, teleworking overload in work-family conflict did not cause burnout. On the other hand, it did not support the results of some study like those of Rahim et al. (2020) who established that family and supervisor support do not moderate the relationship between work-life balance and the well-being of employees. That is possibly because of the difference in contexts of work environments.

5.3 Conclusion

This study established that the three variables – job-related factors, organizational factors, and work-life balance have a very weak positive influence on employee wellness. While the factors are important in influencing employee satisfaction, their joint influence is very low. The study concludes that other factors influence employee wellness more and not necessarily job-related factors, organizational factors, and work-life balance. That is possibly because job-related factors and organizational factors are not considered a problem to the employees more so because personnel are usually deployed based on their competencies. Also, it is possible that employees do not have a comparator or they are ready to take on challenges so long the choice satisfies other career goals and incentives.

Specific objective analysis indicated that each of the variables job-related factors, organizational factors and work-life balance have significant effect on employee

wellness. The study concludes that employee wellness is dependent on work-life balance. Remarkably, the work-life balance had an individually significant correlation with both job-related factors and organizational factors. Although that was not the focus of the study, this revelation suggests that work-life balance is closely related to employee wellness. It follows that improving job-related factors and organizational factors can influence work-life balance which in turn influences employee wellness. Therefore, the study concludes that to achieve work-life balance, job-related factors, and organizational factors need to be enhanced.

5.4 Limitations of the Study

While the research results can reliably contribute to the policy and practice as well as make a contribution to knowledge, it has some limitations. One of the limitations has to do with the methodology and that is the inherent limitation of the questionnaire as a way of data collection. There is a possibility that the respondents may not give the questions the needed candid consideration as they respond to them. Some respondents may answer in a hurry just to complete while others may be biased on some issues. That limitation was overcome by ensuring the questionnaire is structured and short. That can help the respondents to complete the instrument without getting tired. Furthermore, adequate structured questions can help to ensure similar questions are answered by each respondent because there were no unstructured questions.

Another limitation has to do with the generalisability of the results. For instance, the regression analysis was employed to analyse qualitative issues. Besides that the analysis of the NGOs in Nairobi City County, Kenyan may not be generalizable to other contexts such as sectors and economic jurisdictions. Furthermore, in quantitative regression analysis, correlation does not amount to causation. Relationships between the variables can therefore be different from other research questions. However, the limitation of the study in relation to the regression results was overcome by ensuring adequate data cleaning and transformations. Also, the data was arrived at through acceptable research methodology including obtaining averages of Likert scale measures of the various constructs.

5.5 Recommendations

From the study findings, it is recommended that organisations should embrace the concept of remote working. According to the result, job-related factors, organizational factors, and work-life balance influence employee wellness in remote working in a positive manner, albeit in a small manner. The results of the study show that work-life balance is positively correlated with job-related and organizational factors.

In addition, the study recommends that organizations should focus on enhancing work-life balance for their employees. This study established that work-life balance has a positive, statistically significant effect on employee wellness. From the correlation test, it follows that work-life balance is associated with job-related factors and organizational factors. In that regard, if organizations enhance their job-related and organizational-related factors, it is possible that the work-life balance of the employees can get better and in turn improve their wellness.

5.6 Recommendation for Further Research

The current study established that job-related and organizational factors have a significant influence on employee wellness, and they also correlate with work-life balance. While the work-life balance has a significant effect on employee wellness it is clear to note that the other two variables have positive correlations with work-life balance. Therefore, work-life balance can be a mediator of the relationships between job-related and organizational factors and employee wellness. This mediational role can be statistically tested in future research. Also, a comparative analysis of the factors that influence employee wellness across sectors and gender can help to yield other characteristics of employee wellness and help the management of employees.

REFERENCE

- Abawi, K. (2017). Data collection methods. (Questionnaire and interview). *Training in Sexual and Reproductive Health Research*. Geneva Workshop.
- Abhayaratna, J., Andrews, L., Nuch, H., & Podbury, T. (2008). *Part-time employment: The Australian experience*. Australia: Australian Government.
- Ahmad, A. (2008). Job, family & individual factors as predictors of work-family conflict. *The Journal of Human Resources and Adult Learning.*, 4(1).
- Akaranga, S. I., & Makau, B. K. (2016). Ethical considerations and their applications to research: A case of the University of Nairobi. *Journal of Educational Policy & Entrepreneurial Research.*, 3(12), 1-9.
- Akhtar, I. (2016). *Research design*. New Delhi: Jamia Millia Islamia.
- Alam, M. S., Biswas, K., & Hassan, K. (2009). A test of association between working hour & work family conflict: A glimpse on Dhaka's female white collar professionals. *International Journal of Business & Management*, 4(5).
- Alfes, Kerstin, Shantz, Amanda & Bailey, & Catherine. (2016). Enhancing volunteer engagement to achieve desirable outcomes: What can non-profit do? *Voluntas: International Journal of Volunteering & Non Profit Organization*, 27(2), 595-617.
- Al-Homayan, A. M., Shamsudin, F. M., Subramaniam, C., & Islam, R. (2013). Relationship among job demand-resources, job stress, organizational support and nurses' job performance. *Australian Journal of Basic & Applied Sciences.*, 7(9), 294-308.
- Ali, M. (2018). Sampling and sample size estimation. *Department of Reproductive Health and Research*. Geneva: World Health Organization.
- Alvi, M. H. (2016). *A manual for selecting sampling techniques in research*. University of Karachi.
- Ansari, M. R., Rahim, K., & Bhoje, R. (2022). A study on research design and its types. *International Research Journal of Engineering and Technology (IRJECT)*, 9(7).

- Antwi, S. K., & Hamza, K. (2015). Qualitative and quantitative research paradigms in business research: A philosophical reflection. *European Journal of Business and Management*, 7(3).
- Asenahabi, B. M. (2019). Basics of research design: A guide to selecting appropriate research design. *International Journal of Contemporary Applied Research*, 6(5).
- Asiamah, N., Mensah, H. K., & Oteng-Abayie, E. F. (2017). General, target and accessible population: Demystifying the concepts for effective sampling. *The qualitative Report*, 1607-1621. Retrieved from <https://nsu.works.nova.edu/tqr/vol22/iss6/9>
- Atkinson, J. (1985). *Flexibility, uncertainty and manpower management*. UK: The Institute for Employment Studies.
- Atoko, S. R. (2021). The impact of remote working on employee performance during the corona virus (Covid 19) pandemic. *International Journal of Economics, Commerce & Management*, IX(2).
- Azharudeen, N. T., & Arulrajah, A. A. (2018). The relationships among emotional demand, job demand, emotional exhaustion & turn-over intention. *International Business Research*, 11(11). doi:10.5539/ibr.v11n11p8
- Bailey, D. E., & Kurland, N. B. (2002). A review of telework research: Findings, new directions and lessons for the study of modern work. *Journal of Organizational Behaviour*, 23, 383-400.
- Baka, L. (2015). The effects of job demands on mental & physical health in the group of police officers. Testing the mediating role of job burn-out. *Studia Psychologica.*, 57(4).
- Baka, L., Scigala, D., & Grala, K. (2021). Not all demands are exhausted for healthcare workers. A cross-lagged study on the buffering effect of leadership resources. *Sustainability*. Retrieved from <https://doi.org/10.3390/sus/31910623>
- Bakker, A. E., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328. doi:10.1108/02683940710733115

- Baruch, Y., & Holtom, B. C. (2008). Survey response rate levels and trends in organizational research. *Human relations*, 61(8), 1139-1160.
- Bhaidkar, A. (2022). The Value of Workplace Wellness Programs to Organizations. *Aweshkar Research Journal*, 29(2).
- Bhat, Z. H., Yousuf, U., & Saba, N. (2022). The implications of telecommuting on work-life balance: Effects on work engagement and work exhaustion. *Research Square*.
- Bon, A. T., & Shire, A. M. (2017). The impact of job demands on employee's turnover intentions: A study on telecommunication sector. *International Journal of Scientific & Research Publication*, 7(5).
- Buchs, C. J. (2014). *Job demands, job resources and behaviour at work*. Albany; New Zealand: Massey University.
- Burke, R. J., & El-kot, G. (2010). Correlates of work-family conflicts among managers in Egypt. *International Journal of Islamic & Middle Eastern Finance & Management*.
- Burst, R. T., Kruyen, P. M., & Lako, C. J. (2017). Exploring the job demand-resources model of work engagement in government: Bringing in a psychological perspective. *Review of Public Personnel Administration*., 1-26. doi:10.1177/073437/x17729870
- Bury, J., Davies, M., & Rantanen, K. (2020). *Review of working patterns amongst older people and implication for transport*. National Centre for Social Research.
- Caesens, G., & Stinglhamber, F. (2016). Perceived organizational support and well-being: A weekly study. *Journal of Managerial Psychology*, 31(7), 1214-1230. Retrieved from <http://dx.doi.org/10.1108/JMP-01-2016-0002>
- Cangiano, F. (2017). *Too proactive to switch off: When taking charge drains resources and impairs detachment*. Bond University.
- Chepkwony, I. C. (2017). *Effect of occupational stress on employee psychological well-being: A case of medical professionals in hospitals in Baringo County, Kenya*. Baringo: Egerton University.

- Chkam, H. (2006). *Distance challenges faced by NGOs in Iraq: Interviews and workshop reports*. NGO Coordination Committee in Iraq (NCCI).
- Chou, P. (2015). The effect of workplace social support on employee's subjective well-being. *European Journal of Business & Management*, 7(6).
- Clack, L., & Fraser, W. (2019). An examination of the impact of workplace wellness programs on health outcomes in the US versus European countries. *Journal of Organizational Psychology*, 19(4).
- Clement, B., & Gwaltu, P. M. (2023). Assessing Factors influencing Employees Work Productivity in Tanzania's Local Government. *International journal of Engineering, Business and Management*, 7(1).
- Corporate Staffing Services. (2020). *The Covid-19 pandemic and the Kenyan workplace*. Nairobi: Corporate Staffing Services.
- Crompton, E. (2019). *Exploring the influence of reward practices on organizational culture: A comparative study of selected NGOs in South Sudan*. Nairobi: Strathmore University.
- Davlembayeva, D. (2021). *Sharing Economy Platforms: A study of Social Exchange, Reciprocity and Commitment* (Doctoral dissertation, Newcastle University).
- De Smith, M. J. (2018). *Statistical analysis handbook: A comprehensive handbook of statistical concepts, teachings and software tools*. Edinburgh: Winchelsea.
- Dharte, J., Berthelsen, H., & Owen, M. (2020). Not all emotional demands are the same: Emotional demands from client's or co-workers relations have different associations with well-being in service sector. *International Journal of Environmental Research & Public Health*.
- Donini, A., & Maxwell, D. (2014). From face to face to face to screen: Remote management, effectiveness and accountability of humanitarian action in insecure environments. *International Review of the Red Cross*.

- East Africa Philanthropy Network. (2020). *Research on impact & implications of Covid-19 on philanthropy work in East Africa*. East Africa Philanthropy Network.
- Elshaiekh, N. E. M., Hassan, Y. A. A., & Abdallah, A. A. A. (2018, November). The impacts of remote working on workers performance. In *2018 international Arab conference on information technology (ACIT)* (pp. 1-5). IEEE.
- Engman, M. (2022). Work-life balance and well-being at work: An interview study based on individual and focus group interviews with production employees.
- Eurofound. (2017). *Working time patterns for sustainable work*. Luxembourg: Eurofound.
- Holtom, B., Baruch, Y., Aguinis, H., & Ballinger, G. (2022). Survey response rates: Trends and a validity assessment framework. *Human relations*, 75(8), 1560-1584.
- Fagan, C., Norman, H., Smith, M., & Menendez, M. C. (2014). In search of good quality part-time employment. *Conditions of Work & Employment Series*, 43.
- Felstead, A., & Henseke, G. (2017). Assessing the growth of remote working and its consequences for effort, well-being and work-life balance. *New Technology, Work & Employment*, XX(X).
- Feng, C. K., & Yamat, H. (2019). Testing on the validity and reliability of task based language teaching questionnaire. *International Journal of Academic Research in Business & Social Sciences*, 9(12), 474-485.
- Gachiri, M. W. (2020). *Factors affecting the implementation of work-life balance in management investment companies: The case of Industrial Promotion Services*. Nairobi: United States International University-Africa.
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad and the unknown about telecommuting: Meta analysis of psychological mediators & individual consequences. *Journal of Applied Psychology*, 92(6), 1524-1541.
- Garnero, A., Kampelmann, S., & Rycx, F. (2013). *Part-time work, wages & productivity: Evidence from Belgium matched panel data*. Belgium: IZA.

- Gauche, C., Beer, L. T., & Brink, L. (2017). Exploring demands from the perspective of employees identified as being at risk of burnout. *International Journal of Qualitative Studies on Health & Well-being*. doi:10.1080/17482631.2017.1361783
- Gibbs, M., Mengel, F., & Siemroth, C. (2021). *Work from home & productivity: Evidence from personnel and analytics data on IT professionals*. Becker Friedman Institute.
- Grant, C. A., Wallace, L. M., & Spurgeon, P. C. (2013). An exploration of the psychological factors affecting remote e-workers jobs effectiveness, well-being and work-life ballance. *Employee Relations*. doi:10.1108/ER-08-2012-0059
- Grant, C., Wallace, L. M., & Spurgeon, P. C. (2013). An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance. *Employees Relations*, 35(5), 527-546.
- Haar, J. M., Spell, C., & O'Driscoll, M. (2009). Managing work-family conflict: Exploring individual and organisational options. *NZJHRM 2009 Special Issue-Work Family & Gender*.
- Haradhan, M. (2017). Two criteria for good measurements in research: Validity and reliability. *Annals of Spiru Haret University.*, 17(3), 58-82.
- Harry, N., & Gallie, F. (2019). Employee wellness amongs middle managers in a South African public sector organisation. *South African Business Review*.
- Hassan, Z. A., Schattner, P., & Mazza, D. (2006). Doing a pilot study: Why is it essential? *Malaysian Family Physician.*, 1(2&3).
- Ho, H. C., & Chan, Y. C. (2022). Flourishing in the workplace: A one-year prospective study on the effects of perceived organizational support & psychological capital. *International Journal of Environmental Research & Public Health.*, 19(922). Retrieved from <https://doi.org/10.3390/ijerph19020922>
- Holland, C. O., Ryan, A. M., & Shephard, W. (2017). Examining wellness programs over time: Predicting participation and workplace outcomes. *Journal of Occupational Health Psychology*.

- Howard, H. D., Standen, P., & Omari, M. (2013). *Telework: The role of social support*. ANZAM.
- Huws, U., Jappger, N., & O'Regan, S. (1999). *Teleworking & globalization*. UK: The Institute for employment Studies.
- Ingstad, K., & Hedlund, M. (2017). Part-time or full-time employment: Choices & constraints. *Nordic Journal of Working Life Studies*, 7(4).
- International Labour Conference. (2006). *Changing patterns in the world of work*. Geneva: International Labour Conference.
- Ismail, A., Suhaimi, F. F., Bakar, R. A., & Alam, S. S. (2013). Job stress with supervisor's social support as a determinant of work intrusion on family conflict. *Journal of Industrial Engineering and Management*, 6(4).
- Ismail, N., Kinchin, G., & Edwards, J.-A. (2018). Pilot study, does it really matter? Learning lessons from conducting a pilot study for a qualitative PhD thesis. *International Journal of Social Science Research*, 6(1).
- Israel, G. D. (1992). *Determining sample size*. Florida: University of Florida.
- Jahan, N., & Kim, S. W. (2020). Understanding online community participation behavior and perceived benefits: a social exchange theory perspective. *PSU Research Review*, 5(2), 85-100.
- James, C. M. (2011). *Workplace social support & personality types as predictors of job satisfaction*. Nsukka: University of Nigeria.
- Jiang, X., Tian, S., & Xi, Y. (2015). Health worker's work-to-family conflict: The separate and joint effects of workload and emotion-rule dissonance. *Joint International Social Science Education, Language, Management & Business Conference (JISEM)*.
- John Hopkins Bloomberg School of Public Health. (2015). *From evidence to practice: Workplace wellenss that works*. John Hopkins Bloomberg School of Public Health.

- John, I., Anthony, N. K., & Bakari, D. Y. (2020). Impact of work life balance on the psychological wellbeing of employees in the University of Cape Coast. *Journal of Psychology*, 8(1), 8-19.
- Jongbo, O. C. (2014). The role of research design in a purpose driven enquiry. *Review of Public Administration & Management*, 3(6).
- Jonge, J. D., Le Blanc, P. M., Peeters, M. C., & Noordam, H. (2008). Emotional job demands and the role of matching job resources: A cross-sectional survey study among healthcare workers. *International Journal of Nursing Studies*, 45, 1460-1469.
- Kabir, S. M. (2016). *Methods of data collection*. Curtin University.
- Kamanu, R. W. (2005). *Strategic alliance among developmental NGOs in Kenya*. Nairobi: University of Nairobi.
- Keeman, A., Naswall, K., Malinen, S., & Kuntz, J. (2017). *Employee wellbeing: Evaluating a wellbeing intervention in two settings*. doi:10.3389/fpsg.2017.00505
- Kenya National Bureau of Statistics. (2019). *Kenya Population and Housing Census*. Nairobi: Kenya National Bureau of Statistics.
- Kitali, W. N. (2021). *The influence of employees wellnes programs on employee committment at KCB Bank Kenya*. Nairobi: University of Nairobi.
- Kolawole, I. O., & Iberonke, A. E. (2021). The impact of flexible work: Model on employee's work-life balance in an emerging economy. *International Journal of Research and Innovation in Social Sciences (IJRISS)*, V(IV).
- Kothari, C. R. (2004). Processing and analysis of data. In C. R. Kothari, *Research methodology: Methods and techniques* (2nd ed., pp. 135-142). New Delhi: New Age.
- Kothari, C. R. (2004). Statistics in research. In C. R. Kothari, *Research methodology: Methods and techniques* (2 ed., pp. 118-127). New Delhi: New Age.
- KPMG. (2022). *Current trends in remote working*. KPMG.

- Kristensen, T. S., Hannerz, H., Høgh, A., & Borg, V. (2005). The Copenhagen Psychosocial Questionnaire-a tool for the assessment and improvement of the psychosocial work environment. *Scandinavian journal of work, environment & health*, 438-449.
- Kulak, F. A., & Tuzuner, V. L. (2020). A comparative analysis of flexible working patterns in Germany and Turkey. *International Journal of Research in Business & Social Science*, 9(4), 1-14.
- Kumar, A., De Bruyn, A. J., & Bushney, M. J. (2020). The employee wellness and employee engagement relationship in a parastatal. *Journal of Contemporary Management*, 17(1), 1-15.
- Kumar, R. (2011). *Research methodology: A tep-by-step guide for beginners*. (3rd. ed.). Los Angeles: Sage.
- Li, N., She, J., & Dong, S. (2021). The impact of work-to-family conflict on work domain: A meta-analysis. *Journal of Advanced Management Science*., 9(2).
- Llorens, S., Bakker, A. B., Schaufeli, W., & Salanova, M. (2006). Testing the robustness of the job demands-resources model. *International Journal of Stress Management*, 13(3), 378-391.
- Madikologa, M. (2014). *The management of employee wellness programme in the department of roads and transport in Gauteng*. Gauteng: University of Witwatersrand.
- Maimbu, P., & Motanya, D. O. (2021). Effect of adoption of remote working on service delivery among devolved units during Covid-19 outbreak in Kenya. *International Journal of Economic, Commerce & Management*., IX(2).
- Malena, C. (March 1995). *Working with NGOs, A Practical Guide to Operational Collaboration between The World Bank and the Non- governmental Organisations*. World Bank.
- Maluki, J. M. (2020). *A framework for enhancing employee acceptance of teleworking in private higher education institutions in Kenya*. Nairobi: United States International University-Africa.

- Medina, H. R., Aguirre, R. C., Montecel, D. C., Pacheo, P. O., & Aguirre, M. I. (2021). The influence of work-family conflict on burnout during the Covid-19 pandemic: The effect of teleworking overload. *International Journal of Environmental Research & Public Health*, 18.
- Mette, J., Garrido, M. V., Preisser, A. M., Harth, V., & Mache, S. (2018). Linking quantitative demands to offshore wind workers's stress: Do personal & job resources matter? An instructional equation modelling approach. *BMC Public Health*. Retrieved from <https://doi.org/10.1186/s12889-018-5808-8>
- Meyer, S. C., & Hunefeld, L. (2018). Challenging cognitive demands at work, related working conditions and employee well-being. *International Journal of Environmental Research & Public Health*.
- Mungania, A. K., Waiganjo, E. W., & Kihoro, J. M. (2017). Influence of wellness programs on organizational performance in the banking industry in Kenya. *International Journal of Academic Research in Business & Social Sciences*.
- Munjaj, S. (2017). Work-life integration through flexible work arrangements: A holistic approach to work life balance. *Journal of Maharaja Agrasen College of Higher Education*, 4(1).
- Murphy, R., O'Donoghue, E., Doyle, C., & Taaffe, C. (2018). *An umbrella review of the effectiveness and cost-effectiveness of workplace wellbeing programmes*. Research Services Unit, Department of Health.
- Nabwire, E. (2012). *Challenges facing human resources*. Nairobi: University of Nairobi.
- Nailul, D., Abdullah, M. A., & Lee, O. Y. (2012). Effects of wellness programs on job satisfaction, stress and absenteeism between two groups of employees (Attended and not attended). *Procedia-Social and Behavioral Sciences*., 65, 479-484.
- Nairobi City County. (2018). *County Annual Development Plan (CADP)-2019/2020*. Nairobi: Nairobi City County.

- Navajas-Romero, V., Caridad, L., Del Rio, L., & Villamandos, N. C. (2020). Analysis of wellbeing in non-governmental organization: Workplace in developed area context. *International Journal of Environmental Research and Public Health*.
- Ngángá, E. W. (2010). *Quality of work life practices among International non-governmental organizations in the health sector in Kenya*. Nairobi: University of Nairobi.
- Ngeno, W. K., & Muathe, S. (2014). Critical review of literature on employee wellness programs in Kenya. *International Research in Social Sciences*, 4(8).
- NGO Co-ordination Board. (2019). *Annual NGO sector report 2018/2019*. Nairobi: NGO Co-ordination Board.
- NGOs Co-ordination Board. (2020). Leading international NGOs in utilization of funds on projects. In N. C.-o. Board, *Annual NGO sector report: Year 2019/2020* (pp. 13-14). Nairobi: NGOs Co-ordination Board.
- Njogu, E. N. (2018). *Factors influencing performance of non-governmental organization's healthcare project in World Vision in Nairobi County, Kenya*. Nairobi: University of Nairobi.
- Ntimama, A. (2018). *Determinants of sustainability of local NGOs in Kenya*. Nairobi: United States International University-Africa.
- Ochoi, V. B., Chepkilot, R., & Zakayo, C. (2019). Influence of supervisor support on transfer of skills from training to the work place in Kenyan state corporations. *International Journal of Economics, Commerce & Management*, VII(10).
- Olson, M. H. (1987). *An investigation of the impacts of remote work environments and supporting technology*. Center for Digital Economy Research, Stem School of Business.
- Opportunity Knocks. (2011). *Engaging the nonprofit workforce: Mission, management and emotion*. Opportunity Knocks.

- Ouko, R. (2010). *Impact of work-family conflict on job satisfaction in Kenya Revenue Authority*. Nairobi: University of Nairobi.
- Ozyer, K., & Polatci, S. (2017). The effects of organizational & social support on employees psychological well-being. *PEOPLE: International Journal of Social Sciences*, 3(3), 258-267.
- Park, K.-O. (2002). *The effect of social support at work on job demand, job control, depression, job performance & absenteeism*. Georgia: The University of Georgia.
- Park, Y. S., Konge, L., & Artino Jr, A. R. (2020). The positivism paradigm of research. *Academic medicine*, 95(5), 690-694.
- Peeters, M. C., Montgomery, A. J., Bakker, A. B., & Shaufeli, W. B. (2005). Balancing work & home: How job & home demands are related to burnout. *International Journal of Stress Management.*, 12(1), 43-61.
- Platts, K., Breckon, J., & Marshall, E. (2022). Enforced home-working under lockdown and its impact on employee wellbeing: A cross-sectional study. *BMC Public Health*, 22(199).
- Pradhan, G. (2016). *Conceptualising work-life balance*. Bangalore: The Institute for Social and Economic Change.
- PwC. (2020). *Remote working strategy & implementation support*. PwC.
- Radley, B. (2008). *The NGO sector & civil society in Kenya: A literature review*. London: Overseas Development Institute.
- Rahim, N. B., Osman, I., & Arumugam, P. V. (2020). Linking work-life balance and employee well-being: Do supervisor support and family support moderate the relationship?. *International Journal of Business and Society*, 21(2), 588-606.
- Rajan, D. (2020). Long working hours related factors causing heavy workload: An empirical study among sanitary workers. *Indian Journal of Applied Economics.*, 2(2), 143-163.

- Romero, V. N., Caridad, L., Rio, L., & Villamandos, N. C. (2020). Analysis of wellbeing in nongovernmental organization's workplace in a developed area context. *International Journal of Environmental Research & Public Health*.
- Roopa, S., & Rani, M. (2012). Questionnaire designing for a survey. *Journal of Indian Orthodontic Society*, 46(4), 273-277.
- Schaufeli, W. B. (2017). Applying the job demands-resources model: A "how to" guide to measuring & tackling work engagement & burnout. *Organizational Dynamics*, 46, 120-132.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behaviour*, 25, 293-315. doi:10.1002/job.248
- Sharma, G. (2017). Pros and cons of different sampling techniques. *International Journal of Applied Research*, 3(7), 749-752.
- Simone, S. D. (2014, November). Conceptualizing Wellbeing in the Workplace. *International Journal of Business and Social Science*, 5(12).
- Singh, A. S., & Masuku, M. B. (2014). Sampling techniques and determination of sample size in applied statistics research: An overview. *International Journal of Economics, Commerce and Management*, II(11).
- Skakti, D., Ray, D., & Gupta, D. (2021). Factors affecting work from office and work from anywhere for employees: A study. *International Journal of Scientific and Research Publications*, VII(10). doi:10.29322/IJSRP.11.10.2021.p11827
- Slum Dwellers International, Kenya. (2016). *Informal settlement profiling: Nairobi county draft report*. Nairobi: Slum Dwellers International, Kenya.
- Sonnentag, S. (2012). Psychological detachment from work during leisure time: The benefits of mentally disengaging from work. *Association for Psychological Science*, 114-118. doi:10.1177/0963721411434979

- Stoddard, A., Harmer, A., & Renouf, J. S. (2010). *Once removed: Lessons and challenges in remote management of humanitarian operations for insecure areas*. Australia: Center of International Cooperation.
- Subedi, B. P. (2016). Using Likert type data in social science research: Confusion, issues and challenges. *International Journal of Contemporary Applied Sciences.*, 3(2).
- Sulistiyani, E., Hidayat, Y. A., Setiawan, A., & Suwardi, S. (2022). Perceived organizational support, employee work engagement and work life balance: Social exchange theory perspective. *Jurnal Riset Ekonomi dan Bisnis*, 15(2), 133-143.
- Syed, S., Memon, S. B., Goraya, N. A., Shalk, M. J., & Freese, C. (2016). Work-family conflict in South Asia: The case of Pakistan. *Research Journal of Business & Management*, 3(2).
- Taherdoost, H. (2016). Sampling methods in research methodology: How to choose a sampling technique for research. *International Journal of Academic Research in Management*, 5(2), 18-27.
- Tombs, M., & Pugsley, L. (2020). *Understanding research philosophies and paradigms in medical education*. Cardiff: Centre for Medical Education.
- Tubey, R. J., Rotich, J. K., & Bengat, J. K. (2015). Research paradigms: Theory and practice. *Research on Humanities & Social Sciences*, 5(5).
- Tuna, S. K., & Aslan, H. (2018). The relationship between perceived social support & organizational commitment levels of primary & secondary school teachers. *Universal Journal of Educational Research*, 6(5), 983-993.
- Uddin, M., Ali, K. B., & Khan, M. A. (2020). Perceived social support (PSS) and work-life balance (WLB) in a developing country: The moderating impact of work-life policy. *Iranian Journal of Management Studies, (IJMS)*, 13(14), 733-761.
- University of Pretoria. (2020). *Remote working*. Pretoria: University of Pretoria.

- Van Horn, J. E., Taris, T. W., Schaufeli, W. B., & Schreurs, P. J. (2004). The structure of occupational well-being: A study among Dutch teachers. *Journal of Occupational and Organizational Psychology*, 77(3), 365-375.
- Vegchel, N. V., Soderfeldt, M., Dormann, C., & Schaufeli, W. (2004). Quantitative versus emotional demands among Swedish human service employees: Moderating effects of job control & social support. *International Journal of Stress Management*, 11(1), 21-40.
- Veldhoven, M. V. (2015). *Quantitative job demands*. Tilburg University.
- Vera, M., Martinez, I. M., Lorente, L., & Chambel, J. M. (2015). *The role of co-worker & supervisor support in the relationship between job autonomy & work engagement among Portuguese nurses: A multilevel study*. Springer Science.
- Wakhungu, I. N., Wanyama, K., & Olangó, J. A. (2020). Employee work life balance and organizational performance of the county governments in Kenya. *The International Journal of Business & Management*, 8(6). doi:10.24940/theijbm/2020/v8/i6/BM2006-052
- Weiner, J. (2007). *Measurement: Reliability and validity measures*. Johns Hopkins University.
- Yeung, O., & Johnston, K. (2019). *Improving workplace wellness in Asia: A business case, approaches and successful practices*. Asian Development Bank.
- Zapf, D. (2002). Emotion work & psychological well-being. A review of the literature and some conceptual considerations. *Human Resource Management Review*, 12, 237-268.
- Zohrabi, M. (2013). Mixed method research: Instruments, validity, reliability & reporting findings. *Theory and Practice in Language Studies*, 254-262. doi:10.4304/tpls.3.2.234-262
- Zoonen, W. V., Sivunen, A., Blomqvist, K., Olsson, T., Ropponen, A., Henttonen, K., & Vartiainen, M. (2021). Factors influencing adjustment to remote work: Employee's initial responses to the Covid-19 pandemic. *International Journal of Environmental Research and Public Health*, 18(6966).

APPENDICES

APPENDIX I: Cover Letter

Strathmore University

P.O Box 59857 – 00200

Nairobi

Dear Respondent,

**RE: QUESTIONNAIRE FOR DATA COLLECTION ON THE EFFECT OF
REMOTE WORKING ON EMPLOYEE WELLNESS AMONG NON-
GOVERNMENTAL ORGANIZATIONS IN NAIROBI CITY COUNTY
KENYA**

As a student at Strathmore Business School, and to fulfil the course requirements for a degree of Master of Business Administration, I am carrying out a research on the “effect of remote working on employee wellness among non-governmental organizations in Nairobi City County Kenya”.

I kindly request you to take 15-20 minutes of your time to help fill out the following questionnaire. Your response will be anonymous and will be used purely for the purpose of this research.

In case of any further questions or need clarification, feel free to contact me at catherine.waisiko@strathmore.edu

Kind regards,

Catherine Waisiko

APPENDIX II: Questionnaire

Instruction

Please take a few minutes of your time to respond to the guiding questions as honestly as possible.

Section A: General Information

Kindly provide answers or tick one of the options according to your level of agreement

1. Name of your NGO _____
International Local
2. Gender of respondent: Male Female
3. The age bracket of respondent
30 and below
31-40
41-50
51-60
61 and above
4. Marital Status Single Married Divorced Widowed
5. With Children Yes No
6. Level of education Certificate Diploma Undergraduate
Post Graduate
7. Work experience with your organization
5 years and below
6 -10 years
11 -15 years
16 years and above
8. Employment Level
Senior Mid Junior

Section B: Remote Working And Employee Wellness

Remote working is a flexible work practice that enables workers to perform their duties from any location supported by technology which allows for audio meetings, video conferencing, image and text sharing.

Job-Related Factors

9. How have you engaged in remote working?
Full-time Part-time Never
10. To what extent do you agree with the following statements? Where,
1= Always 2= Often 3= Sometimes 4= Rarely 5= Never

Job related factors while working remotely	1	2	3	4	5
When working remotely, I have to work very fast to finish my workload					
When working remotely, I have to work overtime to complete my work					
When working remotely, I have to keep my eye on several things					
When working remotely, my work requires that I remember a lot of things					
When working remotely, I have to deal with other people's problems as part of my work					
My work is emotionally demanding while working remotely					
My work puts me in emotionally disturbing situations while working remotely					

Organisational Factors

11. To what extent do you agree with the following statement? Where,

1= Always 2= Often 3= Sometimes 4= Rarely 5= Never

Organisational factors while working remotely	1	2	3	4	5
I get help and support from my colleagues when I am working remotely					
My colleagues are willing to listen to my work-related problems when I am working remotely					
I get help and support from my immediate supervisor when I am working remotely					
My immediate supervisor is willing to listen to my work-related problems when I am working remotely					
My supervisor talks to me about my work performance when I am working remotely					
I feel isolated from my colleagues when I am working remotely					
I am able to keep in touch with my colleagues when I am working remotely					
There is a good working atmosphere between me and my colleagues while I am working remotely					
My organization provides me with the resources I need to work remotely					
I am happy with the non-work time allocated by my employer while I am working remotely					

Work-Life Balance

12. To what extent do you agree with the following statement? Where,
1= Always 2= Often 3= Sometimes 4= Rarely 5= Never

Work-Life balance while working remotely	1	2	3	4	5
I complete my work on time while working remotely					
I am able to give priority to my work while working remotely					
Working remotely gives me the opportunity to plan my work.					
The demands of my work interfere with my family life while I am working remotely					
The amount of time my job takes up makes it difficult to fulfill my family responsibilities while I am working remotely					
My job produces strain that makes it difficult to fulfill my family duties while I am working remotely					
My friends tell me that I work too much when I am working remotely					
Remote working has given me opportunity to pursue my personal interests					

Section C: Employee Wellness

13. To what extent do you agree with the following statement? Where,
1= Always 2= Often 3= Sometimes 4= Rarely 5= Never

Employee Wellness while working remotely	1	2	3	4	5
Remote working does not make me emotionally drained.					
When working remotely I do not feel tired getting up in the morning to face another day.					
Remote working makes me overwork					
When working remotely, I have trouble concentrating on my work					
I am able to pick up new information while working remotely					
Working remotely gives me the opportunity to plan my work.					
Remote working has given me the opportunity to have control over my work.					
I am able to achieve my goals while working remotely					
I feel more competent when working remotely					
Remote working has improved my relationship with my family and friends.					

Remote working has improved my job satisfaction					
I am willing to work more for my organization for no extra pay while working remotely					

Thank you for your feedback on this questionnaire. Your input is highly appreciated.



APPENDIX III: Target National and International NGOs

No. Name of NGOs

- 1 WORLD VISION KENYA
- 2 COMPASSION INTERNATIONAL INC.
- 3 AMREF HEALTH AFRICA IN KENYA
- 4 THE AFRICAN ACADEMY OF SCIENCES (AAS)
- 5 PLAN INTERNATIONAL
- 6 CENTERS FOR INTERNATIONAL PROGRAMS-KENYA
- 7 FAMILY HEALTH INTERNATIONAL (FHI 360)/ KENYA
- 8 WINDLE INTERNATIONAL – KENYA
- 9 GIVEDIRECTLY KENYA
- 10 CHILDFUND KENYA
- 11 DAVID SHELDRIK WILDLIFE TRUST
- 12 MEDICINS SANS FRONTIERES – FRANCE
- 13 IMA WORLD HEALTH
- 14 QATAR CHARITY
- 15 CHRISTIAN AID KENYA
- 16 SAVE THE CHILDREN INTERNATIONAL (KENYA)
- 17 DIRECT AID
- 18 MARIE STOPES KENYA
- 19 ISLAMIC RELIEF – KENYA
- 20 INTRAHEALTH INTERNATIONAL
- 21 MISSIONS OF HOPE INTERNATIONAL
- 22 VETERINAIRES SANS FRONTIERES SUISSE/KENYA
- 23 INTERNATIONAL RESCUE COMMITTEE
- 24 MERCY CORPS
- 25 AVSI FOUNDATION
- 26 CARE INTERNATIONAL
- 27 GLOBAL PROGRAMS FOR RESEARCH & TRAINING
- 28 AFRICAN WILDLIFE FOUNDATION
- 29 DANISH REFUGEE COUNCIL
- 30 MEDICINS SANS FRONTIERES - SWITZERLAND

- 31 CENTRE FOR HEALTH SOLUTIONS – KENYA
- 32 POPULATION SERVICES KENYA
- 33 IMPACT RESEARCH AND DEVELOPMENT ORGANIZATION
- 34 AGENCY FOR TECHNICAL CO-OPERATION AND DEVELOPMENT
KENYA (ACTED-KENYA)
- 35 LVCT HEALTH
- 36 MKOMANI CLINIC SOCIETY
- 37 SOS CHILDREN’S VILLAGE KENYA
- 38 AFRICAN MISSION HEALTHCARE-KENYA
- 39 MARKET DEVELOPMENT TRUST
- 40 FEED THE CHILDREN KENYA
- 41 HOPE WORLDWIDE KENYA
- 42 RURAL AGENCY FOR COMMUNITY DEVELOPMENT AND
ASSISTANCE (RACIDA)
- 43 LWALA COMMUNITY HEALTH CENTRE
- 44 PASTORALIST COMMUNITY INITIATIVE DEVELOPMENT AND
ASSISTANCE
- 45 LOTUS KENYA ACTION FOR DEVELOPMENT ORGANIZATION
- 46 UJAMAA NA WATOTO WENYE HAKI INITIATIVE
- 47 CARE FOR HIV/AIDS ORGANIZATION
- 48 KENYA AIDS NGOs CONSORTIUM
- 49 ASSOCIATION FOR THE PHYSICALLY DISABLED FOR KENYA
- 50 RHINO ARK-KENYA CHARITABLE TRUST
- 51 AFRICAN CENTRE FOR WOMEN INFORMATION AND
COMMUNICATION TECHNOLOGY
- 52 WOMEN FIGHTING AIDS IN KENYA (WOFAK)
- 53 KENYA LEGAL AND ETHICAL ISSUES NETWORK ON HIV/AIDS
- 54 BIBLE TRANSLATION AND LITERACY (E.A)
- 55 FEDERATION OF WOMEN LAWYERS-KENYA
- 56 CENTRE FOR THE STUDY OF ADOLESCENCE
- 57 PASTORALIST GIRLS INITIATIVE
- 58 THE PEOPLES ACTION FOR LEARNING NETWORK (PAL)

59 FOUNDATION FOR HUMAN RIGHTS AND RESOURCES
MONITORING

60 CIVIL SOCIETY URBAN DEVELOPMENT PLATFORM

Source: NGO Sector Report (2020)

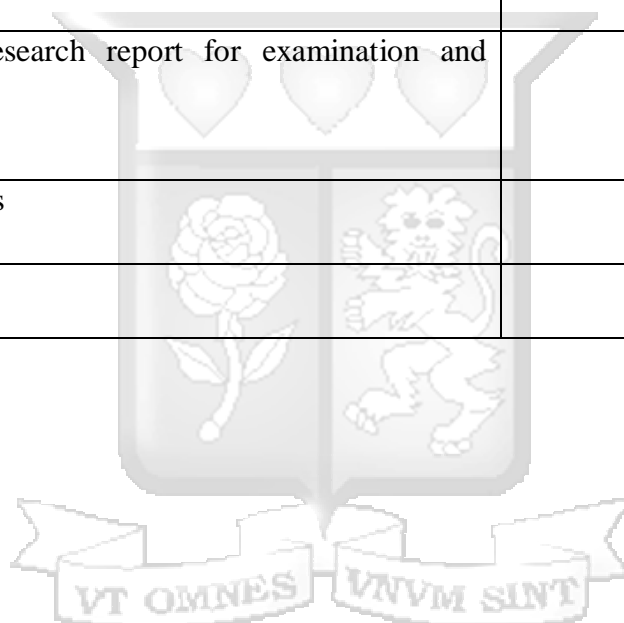


APPENDIX IV: WORK PLAN

S/ NO	Activity	Oct. 2021	Nov. 2021- June 2022	July - 2022	Aug 2022- Jan 2023	Feb 2023 - May 2023	June. 2023- Sept 2023	March 2024	April 2024
1	Start of writing the concept paper								
2	Proposal development								
3	Defense								
4	Correction of Defense feedback								
5	Ethical Review								
6	Data collection and report writing								
7	Research Defence								
8	Correction of defense feedback and final Submission of research project.								

APPENDIX V: RESEARCH BUDGET

Item	Amount. KShs.
Communication	5,000
Research Instrument Piloting	5,000
Internet services	5,000
Data collection Transport and upkeep	20,000
Research Assistants stipend	40,000
Data, coding and analysis	35,000
Copies of research report for examination and submission.	15,000
Contingencies	10,000
Total	125,000.00



APPENDIX VI: RECOMMENDATION LETTER

Old Selegie Rd, Nairobi, Kenya
P.O. Box 59957/00100, Nairobi, Kenya
Cell: +254 700 014700, Twitter: @strathmore
Email: info@bs.su.ac.ke or vis: www.bs.strathmore.edu



Wednesday, February 15, 2023

To whom it may concern.

RE: FACILITATION OF RESEARCH – CATHERINE JEMELI WAISIKO

This is to introduce Catherine Jemeli Waisiko, who is an MBA student at Strathmore University Business School, admission number MBA/126135/20. As part of our MBA Program, Catherine is expected to do applied research and to undertake a project. This is in partial fulfillment of the requirements of the MBA course. To this effect, she would like to request the appropriate data from your organization.

Catherine is undertaking a research paper on "*Effect of Remote working on employee wellness among Non-Governmental Organizations in Nairobi City County, Kenya.*" The information obtained from your organization shall be treated confidentially and be used for academic purposes only.

Our MBA seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share the findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support, and we shall be willing to provide any further information if required.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Njoki Kiagini".

Njoki Kiagini,
Graduate Programs – Manager.

Association of African
Business Schools



Strathmore Business School (Accredited by)



AACSB

APPENDIX VII: ETHICAL APPROVAL



11th April 2023

Mrs Waisiko Catherine Jemeli,
catherine.waisiko@strathmore.edu

Dear Mrs Waisiko,

RE: Effect of Remote Working on Employee Wellness among Non-Governmental Organizations in Nairobi City County Kenya

This is to inform you that SU-ISERC has reviewed and approved your above SU- master's research proposal. Your application reference number is SU-ISERC1607/23. The approval period is from 11th April 2023 to 10th April 2024.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, and MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 48 hours of notification
- iv. Any changes, anticipated or otherwise, that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 48 hours
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.


Yours sincerely,


A handwritten signature in blue ink, appearing to read "Ben Ngoye".

for: **Dr Ben Ngoye,**
Secretary; SU-ISERC

Cc: Mr Ambrose Rachier,
Chairperson; SU-ISERC

APPENDIX VIII: NACCOSTI APPROVAL


REPUBLIC OF KENYA


NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 188552 Date of Issue: 24/May/2023


RESEARCH LICENSE



This is to Certify that Ms. Catherine Jemeli Waisiko of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: EFFECT OF REMOTE WORKING ON EMPLOYEE WELLNESS AMONG NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI CITY COUNTY, KENYA for the period ending : 24/May/2024.

License No: NACOSTI/P/23/25877

188552
Applicant Identification Number


Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

Verification QR Code



**NOTE: This is a computer generated License. To verify the authenticity of this document,
Scan the QR Code using QR scanner application.**

See overleaf for conditions