

## Original Research Article

# EFFECTS OF FAMILY RESPONSIBILITY ON PERFORMANCE OF WOMEN EMPLOYEES IN UHURU FLOWERS FARMS IN TIMAU, MERU COUNTY.

### ABSTRACT

The current economic times demand that both men and women must get income to support their families. Women therefore have an additional responsibility of balancing between work life and family life. Therefore it was important to establish effect of work-life balance program on performance of women employees at horticultural sector in Kenya with a case of Uhuru Flowers Farms in Timau. The objective of the study was to establish how family responsibility affects performance of female employees. The research design employed was descriptive research design that helped describe the state of affairs of work-life balance at Uhuru Flowers. The target population for the study was 200 female employees employed at Uhuru Flowers. The sample size was 127 respondents selected using both stratified and simple random sampling. Data was collected by use of questionnaires. Results have been presented using frequency and percentage tables. Ethical issues were put into consideration which included seeking for permission from the organization and maintain confidentiality of the responds and win their trust. This study was supported by a budget of Kshs 220,000. The research findings indicate that family responsibility ( $p=0.005<0.05$ ) significantly influences women employee performance in Uhuru flowers farms in Timau Kenya. The recommendations derived from the study is that management should also have a proper programme to ensure that women employees are able to address family issues accordingly since family responsibility significantly contributes to employee productivity.

**Key words:** work – life balance, family life. Female employees, compensation theory

### Introduction:

Work life balance is ensuring a balance between work and home responsibilities (Reddy et al, 2010). With the cost of living going up every now and then, it has forced women to go and look for additional income to support the family. According to Hayman (2009), the introduction of new technologies has made many employees struggle to balance roles in their work and personal life. Women employees have to balance between working to get extra income and caring for their family and more so if they have children. The responsibility of taking care of the family mostly fall on women, thus affecting their ability to balance work and family life. This has an impact on how they will be committed to the organization they work for.

### Background of the Study and related work

Chitenje (2017) study did focus on analyzing the effect of work life balance on job satisfaction in Tanzania by employees with the following research variables; hours of working, conditions of working, pressure from work, job change and work life programmes. The study found out that all

the variables had positive relationship with job satisfaction. The study done by Kadiegu (2015) shows that the Public Service Commission of Kenya (PSC) female employees have embraced practices of work-life balance such as; getting time off to enable them care for family members and emergency attendance, place flexibility where they choose the place of work especially employees that have direct interaction with clients away from duty stations and paid leave like maternity.

A study done by Wali and Zahid (2013) only determined the effect of wellness programs and employees' organizational commitment in Pakistan. This study did not assess the effect of flexibility in working and family responsibility with respect to employees' organizational performance. Asaari et al (2016) study determined the association between flexibility in working hours and commitment to the organization and work-family conflict in Malaysia. This study however did not investigate the effect of wellness program and family responsibility with regard to organizational performance. Mungania (2016) only established the effect of family responsibilities on performance of the banking sector in Kenya. However, the study did not establish the effect of wellness program and family responsibility towards organisational performance. Based on these research gaps and also noting that no study has been done on family responsibility program on organizational performance of women employees at Uhuru Flowers in Timau, this gave the researcher a foundation to carry out this study.

### **Statement of the Problem**

The current society requires men and women to join hands to get income to support their families and this makes it hard. This has put pressure on women to balance between caring for their families and delivering to the organization they have been engaged. Women have been forced not to report or report to work late since they have to attend to family matters. According to Spinks (2014) the current transformation in our society has resulted to dismal employee performance since an employee who does not properly fit his/her family life in her work programmes will find it hard to perform her duties as expected at her/his place of work and this may lead to under performance.

Women employees can hardly perform their stipulated tasks at work effectively and neither can they do them efficiently if they are pressured or fatigued by family issues. This situation has resulted from lack of good health of female employees and thus not able to cope with stress which is job related, lack of flexible working programmes to help balance between work and

family roles and finally unavailability of organizational resources such as child care centers to assist women employees with children take care of their children while still working. This unavailability leads to low job satisfaction and this has negative effect on productivity.

### **Purpose of the Study**

The purpose of this study was to examine the effect of family responsibility on performance of women employees in Uhuru flowers farms in Timau, Meru County.

### **Significance of the Study**

Those in charge of policymaking will find this research helpful since it offers information that can be utilized by government officials when making choices on the implementation of work-life balance initiatives.

This information may also assist human resource experts in developing a more effective work-life balance program and policy to assist organizations and their workers in achieving a better balance between work and personal life.

The findings of this research might assist the management of Uhuru flowers in Timau to come up with work life balance practices that will motivate female employees to be committed to the organization.

The study might provide literature to researchers in the field of work life balance and also helpful when they are developing themes for further research.

The research would be a useful source of material and information for academics interested in work happiness, according to the authors. Scholars and future researchers from across the world, as well as from other regions and countries, who are working on a comparable study issue will find the results useful as a source of empirical literature.

### **Literature Review**

#### **Family responsibility on Organizational Performance**

Therese and Steve (2006) did examine the causes of commitment to organizational by casual academics who were working in Australia's tertiary education sector. A survey questionnaire was designed and given to casual academics in a large Australian public university. After analyzing the data it showed that personal characteristics (marital status, gender, education and

family responsibilities), characteristics related to job (support to supervisor, support from co worker, clarity of roles and availability of resources) and job involvement characteristics (Number of years employed, second job and post graduate study at the employing university) all had an effect on commitment to the organization.

The investigation done by Ajala (2017) analyzed how work-family-struggle, family-work-struggle was identified with working moms work execution. Enlightening study research configuration was used in this examination. The investigation populace comprised of all moms working in open clinic (medical attendants) and Local Government (administrative staff) in Ekiti State of Nigeria. The inspecting methods utilized in choosing 300 respondents to take an interest in the examination was purposive and arbitrary testing strategy. Survey which was named "Work-Family Conflict, Family-Work Conflict and Job Performance Questionnaire (WFCFWCAJPQ)" was the primary information assortment instrument. Information was examined utilizing Pearson Product Moment Correlation.

An investigation was finished by Wali and Zahid (2013) determined to decide the impact of wellbeing projects and representatives' hierarchical responsibility in Pakistan. This examination was directed in drug setting to decide the relationship of various parts of wellbeing projects like wellbeing advancement, wellness offices, help program, association strategy and wellbeing screening on representative responsibility. A Survey was done among the 140 representatives of Ferozsons Laboratory Ltd. out of 140 polls conveyed, 120 of them were returned. The examination results demonstrated that there was huge relationship of wellbeing advancement, help program and wellbeing screening on hierarchical responsibility, except for wellness offices and association strategy which were unimportant.

The discoveries set up that work-family-struggle was noticeable with working mother when contrasted with family-work-struggle. Work-family-struggle and family work-struggle was decidedly and essentially identified with work execution of working moms. The suggestion derived from the investigation was that Industrial Social Workers ought to guarantee working moms are instructed on adjusting their work and family duties so they perform viably and productively in their functioning spots.

The study done by Bahiru and Mengistu (2018) aimed at establishing the constraints women leaders in Ethiopia are facing in ensuring demands of their organizations and those of their families are balanced. Eight women leaders from large and middle scale organizations were

sampled by use of purposive sampling technique. Information was gathered using In-depth interviews and phenomenological qualitative study was utilized to analyze the data. The study established some societal, organizational and individual factors that make it hard for women leaders to balance their family and work roles. Overload of work, social and cultural norms, family responsibilities, and upbringing styles of the participants were among the major constraints in ensuring work-family balance.

The conclusion derived from the study is that family responsibility aspects that relates to employees can influence performance in banks in Kenya in a great way. The study recommended that banking institutions should ensure issues relating to childcare, dependent care and employees being allowed to balance time between work and their families are put into considerations. These are issues that affects role of employee at home which greatly contribute to customer satisfaction, ability of employee's to meet targets and satisfaction of employee's at work.

## **Theoretical Framework**

### **Compensation Theory**

According to the Compensation Theory, employees attempt to compensate for a lack of satisfaction in one area (work or home) by attempting to find greater pleasure in the other domain (work or home) (Lambert, 2014). It is likewise true in the other direction. When sadness or job discontent at work is carried to the home, this is referred to as spillover (Grover & Crooker, 2015). There are two types of compensation that have been identified (Edwards & Rothbard, 2014). The first option is for a person to reduce their participation in the unsatisfactory area and increase participation in a possibly pleasant domain (Lambert, 2014). To react to discontent in one domain, the individual may seek rewards in another domain (experiences that may satisfy the person's wants) to alleviate the unhappiness in the first domain. The latter kind of compensation may take the shape of either a supplementary or a reactive compensation. It is possible to get supplemental remuneration when people change their quest for rewarding experiences from a dissatisfying job to a possibly more pleasing one.

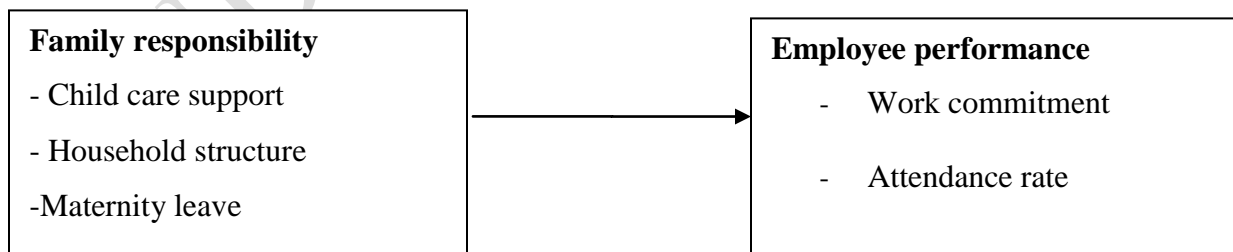
According to Rode (2004), the following are some of the most significant qualities or circumstances that contribute to work satisfaction: Work that is intellectually demanding and with which the individual can deal effectively; work that sparks personal interest; work that is

not too physically taxing; incentives for achievement that are just, instructive, and in accordance with the individual's own goals; the creation of working circumstances that are favorable to job fulfilment.

When measuring job satisfaction, the primary focus is on whether or not workers have a good or negative attitude toward their jobs. An employee's attitude may be defined as their feelings (pleasure, apathy, or discontent) towards a particular circumstance, item, or person in the workplace. Job satisfaction is the net outcome of an individual employee's positive or negative attitude toward his or her job within a certain period of time. There are swings from one extreme to the other, but it generally reverts to a pretty steady level that may be either positive or bad depending on the situation. According to Luthans (2005), work satisfaction is a consequence of an employee's assessment of how effectively their employment delivers those items that are deemed essential by that person to be provided. According to the findings, when individuals become aware of a deficit in their competence, they are driven to learn, and the anxiety created by the disparity between what they know and what they need to know pushes them to put out the necessary effort to fill the gap in their knowledge.

Responsive compensatory behavior, on the other hand, reflects people's attempts to make up for bad events that occurred in one position by seeking contrasting experiences in the other role, such as participating in recreational activities after a tiring day at work (Edwards & Rothbard, 2014). A lot of studies have shown evidence for the existence of compensation. According to Rothbard, Phillips, and Dumas (2015), women who suffered negative impacts from their families were more involved with their job, which is consistent with the compensating hypothesis of work engagement.

### **Conceptual Framework**



## **Figure 1: Conceptual Framework**

**Source: Researcher (2021)**

### **METHODOLOGY**

#### **Research Methodology**

The research method used in this study will be a mixed methodology approach, in which quantitative and qualitative research will be combined to produce rich, comprehensive data that will be used to gain an in-depth understanding of the fundamental causes, perspectives, and inspirations of those who will participate in the study. Also included are insights into the research topic in order to identify patterns in thinking and opinion, as well as a more in-depth exploration of the study issue (Kothari, 2005).

#### **Research Design**

. A research design is a strategy or structure that guides the conduct of a study. The technique is chosen because it enables for data to be gathered from respondents in their natural environment (Mugenda & Mugenda, 2010). It was decided to use a descriptive survey approach for this research. The design establishes a link between the study's questions or objectives and the data gathered. Survey designs result in a data description, which may be expressed in words, images, charts, or tables, depending on whether the data analysis demonstrates or is just descriptive in nature. The main aim for choosing descriptive research design is to ensure description of the state of affairs with regard to work-life balance at Uhuru Flowers in Timau.

#### **Study Area**

Uhuru flowers is situated on the northern slopes of Mt Kenya near the town of Timau in Meru County. The farm lies at an attitude of 2600m above sea level, make it one of the biggest rose growing farms in Kenya. The high attitude together with its nearness to the equator allows the farm produce high quality roses all the year round.

#### **Target Population**

As defined by (Sekaran, 2010), a population is defined as the set of units from which a sample is to be drawn. Schindler and Cooper (2006), on the other hand, defined a population element as a

person participant or an item on which a measurement is performed, respectively. The number of female employees working at Uhuru Flowers in Timau was 200 which was obtained from the human resource division of the organization and was categorized as shown in table 1.

**Table 1: Target Population**

<b>Population category</b>	<b>No of staff</b>
Single with no children	18
Single with children	38
Married with no children	21
Married with children	123
<b>Total</b>	<b>200</b>

**Source: Researcher (2021)**

### **Sampling Procedure and Technique**

Sampling is a process, procedure or technique used to choose a small group from the population to take part in the study (Ogula, 2005). The study population was stratified into single with no children, single with children, married with no children and married with children. The researcher thereafter used simple random sampling on each stratum to select individuals participating in this study.

The study population of women employees at Uhuru Flowers was 200. The sample size was 127 as suggested by Krejcie & Morgan (1970) in their sampling table shown in the appendix. The category for each sample size was calculated using the following formula

$$sample\ size = \frac{populationsize\ in\ the\ respective\ stratum}{total\ population\ size} \times expected\ sample\ size$$

**Table 2: Sample size**

<b>Population Category</b>	<b>Population of staff</b>	<b>Sample size</b>
Single with no children	18	12
Single with children	38	24
Married with no children	21	13
Married with children	123	78
<b>Total</b>	<b>200</b>	<b>127</b>

**Source: Researcher (2021)**

### **Research Instruments**

It will be decided which questionnaires to use in this research since the goal is to get a wide range of responses from the sample that has been chosen. There will be a comparison of the responses provided by the participants and the results of the comparison (Schreiber & Asner-Self, 2011). According to Oso and Onen (2009), research instruments are the equipment that are utilized to collect information about a subject. A semi-structured questionnaire, consisting of both open-ended and closed-ended questions, was used to gather primary data by the investigator. Primary data was collected using questionnaires to get as much information as possible from the respondents. These research instruments were detailed and designed in such a way that their questions were aligned to the objectives of this particular study.

### **Pilot Testing**

A pilot test is critical in the research process, according to Mugenda and Mugenda (1999). This is because it serves as a trial run for the methods and instruments that are to be used, as well as a practice run for the researcher. The researcher was able to save money by using piloting to prevent making expensive errors. To resolve any ambiguity, detect incorrectly worded items, and instances of inadequate space to write answers, as well as to identify clustering of questions, it was necessary to conduct piloting sessions. The piloting will be done using 10 sample questionnaires that will not be considered during the final analysis to 10 respondents in the neighbouring farm.

### **Validity of Research Instrument**

It is likely that if this study is repeated or by other researchers, comparable responses to a highly reliable questionnaire will be provided (Cooper & Schindler, 2005). It was suggested by Wallen (2006) that a reliability test that produced Cronbach alpha ( $\alpha$ ) values greater than 0.70 should be adequate to ensure that questionnaires were trustworthy. Test-retest methodology will be utilized, with two weeks between tests and the same individuals participating in both tests. The correlation coefficient alpha of Cronbach's alpha will be used to determine the strength of the connection between the two tests. When the correlation coefficient is 0.700 or higher, the instrument's dependability is considered to be meaningfully appropriate.

## **Data Analysis**

The researcher had the data organized before analyzing it by ensuring that any defective data was deleted, if the data was having contractions it was verified and any incorrect responses was eliminated. The researcher then assigned codes to the responses to make it easier to carry out data analysis. A computer was used to store the coded data before it is was analyzed. The coded data was saved in the computer and then exported to SPSS for analysis. Data was presented infrequency and percentage distribution tables.

Multiple regression analysis models was used to determine the relationship between the study variables.

$$Y = \mu_0 + \mu_1 X_1 + \varepsilon$$

Where

Where: Y= Employee performance

$\mu_0$  = constant or the intercept of the regression line

$\mu_1$  = Coefficients of regression for the independent variables

$X_1$  = family responsibility

$\varepsilon$  =the error term.

## **Response Rate**

The study targeted 127 respondents out of which 119 filled and returned their questionnaire, constituting 93.7% response rate

## **Descriptive Analysis**

Each variable was evaluated using the following criteria: the number of respondents (N), the mean (Mean), and the standard deviation (std. Deviation) for the variable under consideration. A scale of 1-5 was used to assess the responses to sections B and C of the questionnaire, and the respondents were asked to rate their responses accordingly.

## **Family Responsibility**

The objective of the study was to examine the effect of family responsibility on performance of women employees in Uhuru flowers farms in Timau Kenya. The respondents were provided with

statements aimed to measure family responsibility. The mean was used to explain on how they agreed with each statement and the results are presented in table 3.

**Table 3 Family Responsibility**

(f)	Descriptive Statistics					Mean	Std. Dev.
	1	2	3	4	5		
The organization provides us with assistance programs like financial and counseling for critical family matters	30	26	27	31	5	1.57	1.279
I do not always have enough time with my children	16	14	26	55	8	3.83	1.223
I find it very difficult to manage my job and home issues simultaneously	28	24	30	29	8	2.71	1.258
The organization always gives us financial assistance to cater for some issues of dependants	22	22	21	36	18	3.05	1.358

N=119

**Source Researcher (2021)**

The respondents stated “agree” (M=4) on the statement “I do not always have enough time with my children”. The respondents also stated undecided (M=3) on two statements. They stated on the statement “I find it very difficult to manage my job and home issues simultaneously” and the statement “The organization always gives us financial assistance to cater for some issues of dependants”.

**Regression summary**

**Regression Analysis**

Regression analysis yield coefficient R value of 0.153 and R<sup>2</sup>= 0.023 which means that 2.3% of corresponding variations in performance can be explained by family responsibilities. The remaining 97.7% is to be explained by other variables not explained in the model.

**Table 4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.153 <sup>a</sup>	.023	.021	.42572

**Source: Researcher (2021)**

Regression analysis was conducted to determine the relationship between family responsibility in working on performance of women employees in Uhuru flowers farms in Timau Kenya and the results are shown in table 4.

**Table 5: Regression analysis coefficients**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	18.605	1.641		11.335	.000	15.354	21.856
Family responsibility	-.202	.071	-.252	-2.854	.005	-.343	-.062

a. Dependent Variable: Employee performance

The multiple regression model used in this study is as follows.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Replacing the coefficients obtained from the analysis from table 4.9 the regression model for data analysis therefore becomes:

$$Y = 18.605 - 0.202 X_1 + \varepsilon$$

The regression results indicate that a unit increase in family responsibility results to a decrease in employee performance by 0.202 units. The significance level corresponding to family responsibility is  $0.005 < 0.05$ , which means that family responsibility influences women employee performance in Uhuru flowers farms in Timau Kenya.

Therefore, from the regression analysis model the study results have established that family responsibility significantly influences women employee performance in Uhuru flowers farms in Timau Kenya.

### **Summary**

The study established that family responsibility does influence employee performance. The research attempted to establish whether employees were provided with assistance programs like financial and counseling for critical family matter, whether women employees had enough time with the children, whether women employees found it difficult to manage job and home issues simultaneously and finally if the organisation always gives women employees financial assistance to cater for some issues on dependants. Based on the results of this research, as evidenced in the regression model, family responsibility does influence women employee performance in Uhuru flowers farms in Timau Kenya. This is evidenced by the significance level corresponding to family responsibility being  $0.005 < 0.05$ , which means that family responsibility does influence women employee performance in Uhuru flowers farms in Timau Kenya. This implies that if employees were provided with assistance programs like financial and counseling for critical family matter, women employees are granted enough time to spend with their children, the organisation always gives women employees financial assistance to cater for some issues on dependants. This therefore affects employee productivity in Uhuru flowers farms in Timau Kenya.

### **Implication**

Work-family balance is essential in ensuring that employees while at their work dedicates their effort there and vice versa when at home. Any imbalance between work and family will lead to unproductivity by the employees.

### **Conclusion**

This study has established that there is relationship between family responsibility and employee productivity. This is supported by Mungania (2016) who while establishing the impact of family duties on execution of the financial area in Kenya, set up that family obligation angles that identifies with workers can impact execution in banks in Kenya in an extraordinary way.

The study recommends that women employees should address the issue of family responsibility by providing with assistance programs like financial and counselling for critical family matter, allowing women employees enough time with the children, ensuring women employees manage job and home issues simultaneously and giving women employees financial assistance to cater for some issues on dependants. These aspects greatly influences employees' productivity as established in this research study.

### **Recommendations for future study**

The study recommend that a further research should be done to establish factors that affect implementation of wellness programmes targeting women employees in a different organization to generalize the results.

### **COMPETING INTERESTS DISCLAIMER:**

Authors have declared that no competing interests exist. The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

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