

# **5<sup>TH</sup> ANNUAL INTERNATIONAL CONFERENCE**

## **EFFECTS OF WORKLIFE BALANCE ON EMPLOYEES PERFORMANCE IN INSTITUTIONS OF HIGHER LEARNING. A CASE STUDY OF KABARAK UNIVERSITY**

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## BACKGROUND OF THE STUDY

❖ Do we live to work or we work to live? Research has shown that work and home (or family) are the two most important domains in the life of an employed individual. While some may argue that we realize ourselves through work – being able to self-actualise – attaining unto the very zenith of our chosen career, a truly all encompassing self actualisation however, will integrate both our work and life (family, personal life, community service).

❖ Work-life balance means bringing work, whether done on the job or at home, and leisure time into balance to live life to its fullest. Today, the number of traditional two-parent households has decreased. Extended families are often too geographically dispersed to help with child and elder-care and the costs of preparing children for professional success and nursing infirm have increased sharply. As a result, employees' family-related financial, temporal and social burdens have increased dramatically

## STATEMENT OF THE PROBLEM

Inadequate work life balance is a problem that poses a big risk to workers well being, their performance as well as the organizational performance. Many employees often have difficulties in attempting to balance employment responsibilities with their social life. Competing demands between work and home have assumed increased relevance for employees in recent years, due to demographic and workplace changes such as rising numbers of women in the labour force, an ageing population, longer working hours, and more sophisticated communications technology enabling near constant contact with the workplace.

In response to these changes and the conflict they generate among the multiple roles that individuals occupy, organizations are increasingly pressured to implement work practices intended to facilitate employees' efforts to fulfill both their employment-related and their personal responsibilities. The way of how work-life balance can be achieved and enhanced is an important issue in the field of human resource management and has received significant attention from employers, workers, government, academic researchers, and the popular media. Kabarak University is not an exception, and thus the research on effects of work life balance on employees performance.

# OBJECTIVES OF THE STUDY

## General Objective

- ❖ The General objective was to investigate the effects of work-life balance on employees performance in institutions of Higher Learning, a Case of Kabarak University.

## Specific Objectives

- ❖ To establish the effects of work-family priorities conflict on employees performance in Kabarak University.
- ❖ To determine how employee assistance programs affect employees performance in Kabarak University.

# RESEARCH HYPOTHESES

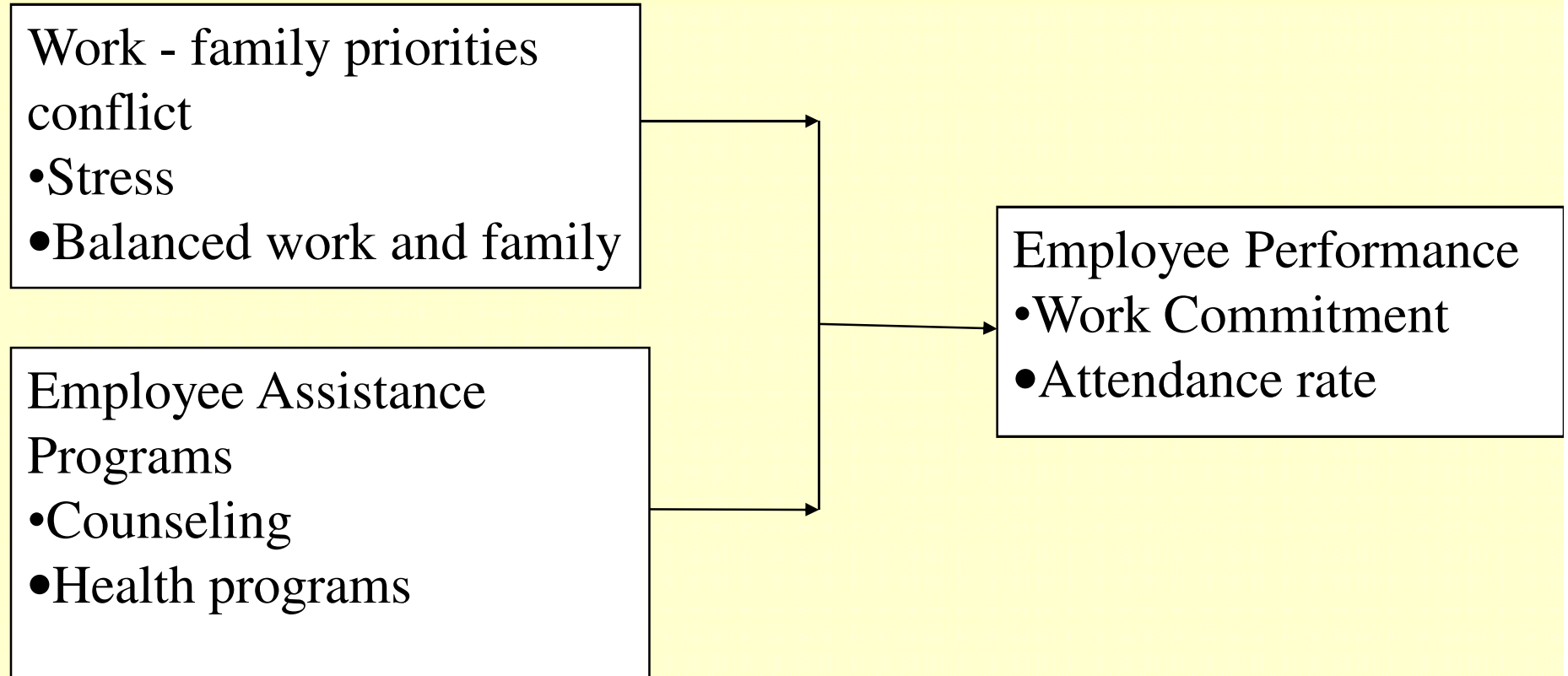
- ❖  $H_{01}$ : work-family priorities conflict does not significantly affect employee performance in Kabarak University.
- ❖  $H_{02}$ : employee assistance programs in Kabarak University does not significantly affect the performance of employees.

## SCOPE OF THE STUDY

The research focused on the effects of work life balance on the performance of employees of Kabarak University Main Campus. There were a total of 244 employees. Participants were selected from both the teaching and non-teaching staff. The sample of the study comprised of 70 respondents.



# CONCEPTUAL FRAMEWORK



Independent Variables

Dependent Variables

# RESEARCH DESIGN AND METHODOLOGY

## Research Design

The research technique that was used was descriptive design and specifically case study. Descriptions were used as an indirect test of a theory or model and some behaviors or situations could not be studied in any other way. Descriptive studies present data in a meaningful form thus help to understand the characteristics of a group in a given situation.

The study was conducted at Kabarak University, Main Campus.

Quantitative approach was used which involved the generation of data which was then subjected to rigorous analysis in formal and rigid format.

The methodology that was used to collect data was by use of primary collection method. Data was gathered directly from respondents and for this study the Researchers used a questionnaire. This helped the researchers to obtain first hand information from the respondents.

## Target Population

The research targeted the employees of Kabarak University. The total population was 244 employees which constitute the teaching and non-teaching staff.

## Sample Size and Sampling Technique

To determine a sample the formula below was used. The rationale for using this formula was because the population was 244.

$$S = \frac{N}{1+Ne^2}$$

A sample of 70 respondents was derived. This represented 28.6% of the population of staff of Kabarak University, Main Campus.

The research adopted simple random sampling technique. It is considered as a fair way of selecting a sample from a given population since every member is given equal opportunities of being selected.

## Pilot Testing

The Researcher carried out a pilot study to enhance the validity and reliability of the questionnaire. The Researcher selected a pilot group of 6 from St. Pauls University, Limuru which was an organization that had similar groups of employees to test the reliability and validity of the questionnaire. The pilot data was not be included in the actual study. The pilot questionnaires were analysed using cronbach's alpha, where  $\alpha = 0.81$  was obtained

## **Data Analysis and Interpretation**

The Researcher perused completed questionnaires to document analysis recording sheets. Data coding was done by the use Microsoft excel office and the Statistical Package for Social Sciences (SPSS) version 20.0. Quantitative method of data analysis was emphasized through the use of descriptive statistics. The information was displayed by use of tables. Descriptive statistics employed were: frequencies and percentages. Inferential statistics used was chi square. The results were then presented in tables for better understanding.

## RESEARCH FINDINGS AND DISCUSSIONS

Out of the 70 questionnaires distributed to the respondents, 63 (90%) questionnaires were correctly filled and returned. This enabled the researchers to proceed with analysis of data since the return rate of 90% was above what is recommended by Mugenda and Mugenda (2009) of at least (70%).

## **FINDINGS**

### **❖ Work Family Priorities Conflicts**

85.8% of the employees agreed that worklife/work family conflict was an important source of stress and family conflict. 82.6% agreed that work family conflicts is linked to labour market decisions, 85.7% agreed that issue of work outcomes like labour dissatisfaction, high turnover intention, low productivity and lack of commitment were related to misplaced work family priorities, 93.1% agreed that balanced work – family priorities as leading to a motivated workforce and high employees morale. 69.9% agreed on the issue of work life conflict being a major source of stress. 46% agreed to the notion that worklife/work family conflict impaired their overall well being. 42.8% agreed that worklife takes all the time during the day that they do not have time for their families while 38% disagreed.

These findings are in agreement with Neal and Hammer (2002) who says that the incompatible of demand between career and family seem to create a personal pressure to the employees. More often than not, conflict tends to create pressure to the employees as they try to balance the two roles that need to be performed simultaneously.



## Hypothesis Testing

Chi-square tests were conducted to determine the relationship between test and critical values. The chi-square test values obtained were compared with the critical value (the 0.05 level of significance). The null hypothesis was rejected if the the test statistic was greater than the critical value.

### ❖ **Chi-square test Work/family priorities conflict and employee performance**

$H_0$  stated that work/family conflicts does not significantly affect the performance of employees at Kabarak University.

$H_1$  stated that work family conflicts significantly affected the employee performance

At 4 and 3 degrees of freedom and 0.05 significant level all the issues raised about work family priorities conflict had greater test value as compared to the critical value and thus the null hypothesis was rejected and the alternative hypothesis retained.

# Employee Assistance Programs

73% of the employees agreed that health programs helped them to contribute to their work. 74.6% agreed that support in family situation increased their loyalty to the company Institution. 66.7% agreed that availability of physical fitness programs has improved their work performance at work. 65.9% agreed that availability of physical fitness programs has improved their work performance at work. 68.2% of the employees agreed that health programs improved their attendance. 74.6% agreed that presence of financial arrangement with financial institutions made them more committed to their work. 63.5% agreed that that counseling services has enable them to successfully manage life challenges

## Hypothesis Testing

### ❖ Chi-square test Employee Assistance Programs and Employee Performance

$H_0$  stated that employee assistance programs have no significance influence on employees performance in Kabarak University

$H_1$  stated that employee assistance programs have significant influence on employees performance

At 4 and 3 degrees of freedom and 0.05 significant level all the issues raised about work family priorities conflict had greater test value as compared to the critical value and thus the null hypothesis was rejected and the alternative hypothesis retained.

# SUMMARY OF FINDINGS

## Work-Family conflicts

Higher percentages of the employees agreed that worklife/work family conflict was an important source of stress and family conflict; work family conflicts is linked to labour market decisions; that issue of work outcomes like labour dissatisfaction, high turnover intention, low productivity and lack of commitment were related to misplaced work family priorities; that balanced work – family priorities as leading to a motivated workforce and high employees morale; that of work life conflict being a major source of stress; that worklife/work family conflict impaired their overall well being; that worklife takes all the time during the day that they do not have time for their families.

On the relationship work family priorities conflict chi-square test was conducted at 0.05 significance. The test statistic value was greater than the critical value and therefore the null hypothesis was rejected. It was therefore concluded that work life priorities conflict affected employees in Kabarak University.

## Employee Assistance Programs

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# CONCLUSIONS

## **Work Family Priorities Conflict and Employee Performance**

- ❖ The employees of Kabarak University concurred that work and family priorities conflicted and this affected their performance.
- ❖ The employees generally felt that worklife/family conflict was an important source of stress and family conflict, work family conflicts is linked to labour market decisions, work outcomes like labour dissatisfaction, high turnover intention, low productivity and lack of commitment are related to misplaced work family priorities.
- ❖ Balanced work – family priorities leads to a motivated workforce and high employees morale, worklife/work family conflict impaired their overall well being and productivity.

## Employee Assistance Programs

Kabarak University has put in place some employee assistance programs which include the provision of health services, counseling services, financial assistance from financial institutions and physical fitness program. It was concluded that these employee assistance programs helped the employees to improve their performance and well being.

# RECOMMENDATIONS

## Work Family Priorities Conflict and Employee Performance

- ❖ Kabarak University should endeavour to create a balance between work and family. It is recommended that it should adopt such measures as flexible working arrangements and telecommuting where employees can work from home so that they can have time to cater for the family issues.
- ❖ Kabarak University should also come up with a policy of other paid leave arrangements apart from annual leave so that employees with urgent family needs can benefit from the leave.
- ❖ Other Institutions of Higher learning in Kenya should also consider to put such measures into place.



# Employee Assistance Programs and Employee Performance

- ❖ Kabarak University should continue with the employee assistance programs such as counseling services, health services, physical fitness facilities and financial assistance services from financial institutions.
- ❖ The University should also consider other programs such as, Day care for employee's young children, facilities for old parents care, a workable employee welfare to support employees in times of need such as during births, deaths, retirement, weddings.
- ❖ Institutions both private and public should put a policy in place on employee assistance programs to ensure that their employees continue being productive.

# AREAS FOR FURTHER STUDY

The study recommends that the following follow-up researches be done:

- A study to determine how employee welfare programs can enhance organizational productivity.
- A study to determine the Employee Assistance Programs on employee performance. A case Study of Rift Valley Provincial General Hospital.
- A study to determine the influence of flexible working options on employee performance in Institutions of Higher Learning in Nakuru County

**THE END**  
**Q & A**

**Thank you and God Bless you**