

## **INFLUENCE OF FAMILY RESPONSIBILITIES ON EMPLOYEE MOTIVATION IN RONGO UNIVERSITY**

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**Abstract:** *The study sought to investigate the influence of work life balance practices on employee motivation in public universities and specifically Rongo University in Kenya. The university was chosen as a case study area because statistics from the human resource department on employee performance appraisal, 2017 – 2019 indicated that most of its employees had shown signs of low motivation such as high rates of absenteeism, lateness and poor customer focus. Case study research design was applied in the study and in this case, there was an intensive descriptive and holistic analysis of Rongo University as a single entity. The investigation of the single entity was helpful in gaining insight into the larger cases. The indicators that were used in the study were dependent care, family support, and child care. The study established that family responsibilities programs influences motivation. This was by ensuring that employees have family support such as medical cover that extends to dependents even though it needed a little enhancement as some workers were not happy with the value of provision. The findings of the study established that family responsibility programs had positive influence on motivation of employees within the public institution of higher learning. The family responsibility programs were present even though enhancement was required on compassionate leave and counseling programs for the workers within the institution.*

**Keywords:** *employee motivation, on employee performance, work life balance practices*

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### **Family Responsibility Programs**

Family responsibilities refers to the responsibility that any individual person have towards her or his dependent children in need of the care and support which impairs a person's preparation for entry into an occupation, participation or advancement in employment. It may also refer to the employee's responsibility to care for any member of the family who qualifies as covered family member under the Family and Medical Leave Act. It is the responsibility of an employee for any person who is clearly dependant on the employee for care, support and attention. Family responsibility may be explained using an example of an employee who has parental roles and other caring roles to play like caring for the elderly and vulnerable children; the employee will have multiple responsibilities, which makes it difficult to manage work and responsibilities at family level. This may lead to either positive or negative spill-over to the employee (Moon & Roh, 2010).

It has been discovered that multiple roles performed by employees have an effect on the employee's wellbeing both at home and at work leading to spillover that may have positive or negative effect on the employee. Hence, the need for the employers to support work-life balance in organizations so as to comply with legal requirements that allows employed parents the right to request for flexible work. According to South African Basic Condition of Employment Act, 1997 (BCEA), employees are provided with family responsibility leave. Section 27 of the BCEA provides that an employee who has been in employment with his/her employer for a

period longer than four months and who works for at least four days a week for that employer must be granted three days paid family responsibility leave during each annual leave cycle.

The family responsibility leave is accorded to an employee in an event where a child is born or sick or in the event of sickness or death of a dependant. It includes the dependent care, balanced time in work and family and childcare. Family responsibility leave is also supported in Kenya under the Employment Act, 2007. There is a close relation between family responsibility leave and other leaves, but differs in their lengths and eligibility criteria. According to Hill *et al.*, (2003), work life balance will reduce disadvantaging one party and bringing an equality on opportunities by ensuring that individuals with caring responsibilities also gets access to paid work and pursue their career. It will lead to among others, increased productivity and improved performance of workers.

An individual employee may have responsibilities such as caring for the children, grandchildren siblings, in-laws or spouses. This diversity should not be ignored as stated by Colquitt, Noe & Kossek, as it has different effects on family-life and their well-being. Diversity of family responsibilities should not be ignored at any one point, there is evidence to suggest that caring for different family dependents has a different effect on family wellbeing and family-life. In their findings, they gave out an example of caring for an elderly person at home, which is associated with lower levels of family performance and wellbeing than caring for a child. An employee with such responsibilities may suffer from positive or negative spillover since the two domains have permeable boundaries (Moon & Roh, 2010).

Balancing work and family is an issue for almost every family and finding the right balance is as well not an easy task. How well employees manage to find a balance between family and work can make a significant difference to the family relationship. According to Lowe, (2005) work-life balance is about creating and maintaining supportive and healthy work environments which will enable employees to have a balance between personal responsibilities and work as this will enhance employee commitments and productivity. With many personal competitive responsibilities stress may be experienced both at personal and family levels, this may have negative influence on employees. The organizations require an employee to allocate more time for their work while at the same time the family need the employee to perform their responsibilities accordingly.

Employees who cannot sustain work-life balance are bound to experience family problems such decreased involvement in family roles, problems in relations with children, parents, friends and social environment, family related absenteeism and lateness, lower family satisfaction (Al-Hamad, Aycan, Davis & Budhwar, 2007). Therefore, provision of leave is part of work-life balance and to ease the conflict given, more opportunities, balanced and enough time to take care of issues such as spouse, children and elderly and to attend to spiritual matters as well as personal issues should be accorded to employees. When all these are available in an organization, the workforce will be satisfied and committed. Employers can offer longer vacations times than the mandatory one month leave per year. Flex days, sick days and other kind of leave are very important to ensure parents have balanced and more time for their families.

Child care refers to the nurturing and supervision of a child, including casual and informal services provided by a parent and more formal services provided by an organized centre for child care. It also refers to the care for children provided by either the government, an organization, or a person, while parents are at work or absent for one reason or the other. In a study carried out by Houstone & Waumsley, (2003), it was established that workers who benefit from child care centres, referral services and other family supportive practices reports higher levels of organizational commitments. Moen, *et al.*, (2001) explains that these work-life balance

practices will help employees have positive attitude towards work leading to job satisfaction, organizational commitments, reduced turnover thus, improved performance of the workforce in the organization which is a sign of a motivated workforce.

Extensive parental demands requires that greater time be committed to family activities which by necessity, reduces the time available to the work role. An investigation by Simmers & Parasuraman (2001) on the relationship between time commitments to family and parental responsibilities and work family conflicts among self-employed and organizationally employed persons. In their findings, they reported that the pattern of work family conflicts predators in the family domain differed according to employee status. Parental demands were positively related to work family conflicts among self-employed respondents, whereas family involvement was negatively associated with work family conflicts among employees within an organization.

### **Employee Motivation**

Scholars like Bhatnagar & Shankar (2010) carried out a research on model of work-life balance, employee engagement in order to establish needs and motivation. They anchored their findings on Maslow's hierarchy on needs, which postulate that human beings strive to satisfy needs in the following orders; survival, safety, belongingness, self-actualization. When all these are present to an employee, then he/she will be motivated leading to productivity and high performance. As stated by Obiageli, Uzochukwu, & Ngozi (2015), there is need for human resource managers to develop policies such as leave policies, FWA policy, family responsibility policies, welfare policies among other, that solve the work life conflict; hence motivating employees. It is clear that motivation plays an important role in an employees' life; it ensures a positive atmosphere within the organization, employees feel safe and there is customer satisfaction, reduction in employee turnover, timely organizational goals achievement all these leads to improved performance and organizational productivity.

A study that was conducted by Obiageli *et al.*, (2015) to establish whether work life balance practices can help in minimising the employee absenteeism and turn-over, the result showed that there is a significance effect of work life balance practices on employee turnover. A study by Kemboi, Biwott & Goren (2015) on finding whether work life balance policies drive employee commitment indicated that there is a significance relationship between employee work life policies and employee commitment. The findings were that organizations should have proper structures for enhancing work life. Work life balance practices have a significance and positive influence on motivation of the workers. The practices enhance employee commitment, reduces employee absenteeism and or employee turn-over and improves timely goal achievement within the organization.

### **Family Responsibilities and Employee Motivation**

An investigation on how work-life balance relates to motivation of employees from the Local Government of Jakarta, Indonesia was carried out by Suhendro, (2018). In the researcher's study of the public sector, a descriptive research was applied, where a total sample size of 120 and 86 respondents at the Jakarta Local Government was used in the study. To gather the data, the researcher self-administered the questionnaires and the findings indicated that family responsibilities, personal life affects the work and employee motivation. Majority of the respondents preferred flexible work arrangements and working from home because of family responsibilities. This was greatly supported by female worker as opposed to male workers.

Further findings indicated that female workers in contrast to male workers are more organized in management of professional commitment and their personal life, indicating that women can manage work life verses personal life than men. Also, employees prefer taking holiday in contrast to money, in addition, working longer working hours is another demoralizing job attribute to the employees in the organization. In conclusions, the findings were that, there's need for further improvement of strategies of work-life balance in order to reduce stress and enhance the motivation of the workforce. The findings of the study however, cannot be generalized to other studies since the study was descriptive in nature. The present study employed a correlational research design.

A study was conducted in Europe by Kaliath, Odriscoll & Brough (2009) on parental leave and work family balance among working parents on child births using an exploratory investigation of 81 Zealand and Australian parents which showed that parents had returned to paid employment after child birth. The qualitative of exploratory design was used in the study and the findings highlighted some of the critical family demands that were experienced by employed parents and the implications of proving adequate paid parental leave. It was identified by the researchers that, for many employed parents, satisfactory participation in the workforce is substantially dependent upon having adequate private resources to minimize the parenting demands.

The study recommended that there are advantages of government intervention in paid parental leave provision, including the accessibility of the of the paid parental leaves to all parents thus, less pressure is experienced by parents to return to full time employment promptly after childbirth. The recommendation of the study was that, organizations seeking to recruit and retain valuable employees need to tailor their work family balance policies and interventions to better acknowledge the periods of need with accessible and comprehensive work-family balance policies. The study was however conducted in New Zealand and in Australia which are all developed countries and therefore, have different work demands among its workers. The present study was conducted in Kenya, which is a developing country.

Andrea, Stephan and Rycx (2017) conducted a study on productivity and part-time in Belgian, Western Europe on work-life balance. The employee – employer panel data in the firm was used to carry out the study to be able to estimate the relationship between the productivity of employees in the firm and part-time working arrangements. One of the independent variables in the study was family responsibilities. The study findings suggest that the group of women and part timers generate employer rents but also that the origin of these rents differs in that, there is relatively lower wages for women and higher productivity for part timers. The interactions between gender and part time work shows that the positive productivity effect is driven by male part timers working more than twenty-five hours whereas the female part timers share is associated with wage penalties. The study concluded that men and women differ with motives for reducing working hours and type of part time jobs available to them as women have to accommodate domestic constrains as opposed to their male counterparts.

Therefore, family responsibilities were fund to be a positive significant predictor of employee productivity. The study was however comparative in nature as opposed to the current study which will sample all employees in Rongo University. A study carried out by Kadaga & Mwebi (2015) sought to establish the effect of flexi time work arrangement and family responsibilities on performance of workers in Commercial Banks in Nairobi CBD. The research adopted a survey descriptive design, targeting a total of 1074 population of the entire Nairobi central business district employees of the Commercial Banks. A proportionate stratified sampling method was used to get a sample of 291 respondents from different strata comprising of the support staff, secretaries, clerical, supervisors and the management.

The results of the findings showed that, family responsibilities influence employee performance in Nairobi central business district commercial banks. Flexi time work arrangements based on family responsibilities were exhibited by the study across Nairobi central business district commercial banks. The study recommended for the need to for banks and other sectors to improve the use of flexi time work arrangement based on family responsibilities among their work-life balance policies because the enhancement of this schedule will positively affect the performance of employees in commercial banks based within the Nairobi CBD. The study however focused on bank employees unlike the present study that focused on university employees. In a similar study to that of Mwebi and Kadaga (2015), Ngari & Mukururi (2014) carried out a study on work-life balance policies and employee job satisfaction in Commercial Banks in Nairobi County. A descriptive research design was employed by the study with a target population of 240 respondents. They found out that each of the work-life balance policies on its own is a predator of job satisfaction and that there were no enough policies on work-life balance. The study found out that family responsibilities as one of the variables have negative effect on job satisfaction. The study recommended that, managers in banks should improve the work-life balance policies offered to employees in order to improve employee commitments, job satisfaction and employee productivity. The use of a descriptive research design implies that the cause-effect relationship was not effectively elucidated.

### **Statement of the Problem**

A study carried out in Australia and United States of America by Stephanet *et al.*, (2017) and Brough, Ondriscol and Kaliath (2009) respectively on parental leaves and work-life balance indicated that there in an increasing number of work-life balance policies adopted in organizations to achieve the work-life balance (Saltzstein, *et al.*, 2014). The work-life balance and leaves policies helped in reducing absenteeism and improved productivity of the employees. With access to policies, the employees express low intention of leaving the organization thus a higher commitment (Beck & David, 2015). Obvious imbalance between the demands of current lives and abilities of the people to adequately cope with the life may lead to stress experiences (World of Work Report, 2011).

The work life imbalance influences employee commitment, absenteeism and timely goals achievement, thus necessitating the need for further research. The employees in Rongo University had generally shown to have low motivation and the present study tries to find out the influence of work-life balance practice (family responsibilities) on employee motivation in Public Universities using Rongo University as a case study.

### **Research Objective**

The general objective of this research was to establish the influence of work life balance practices on employee motivation in public universities with a specific objective to establish the influence of family responsibilities on employee motivation in Rongo University.

### **Research Methodology**

Case study research design was applied in the study and in this case, there was an intensive descriptive and holistic analysis of Rongo University as a single entity. The investigation of the single entity was helpful in gaining insight into the larger cases. The descriptive research survey enabled the researcher to describe the characteristics of the variables of interest, hence, the need to use a descriptive research design in this case to study the influence of work life balance practices on employee motivation. The target population were all the employees of Rongo University. According to the human resource department of Rongo University (*University*

*HR. Department Records, 2021*), there were 466 employees in the institution who were categorised into administrative, academic and support staff. The target population comprised of the academic staff 115, management and administrative staff 164 and support staff being 187 in number. The table below shows the target population of the study. A sample size of 215 was proportionally distributed among the three strata using the substitution method.

### Response Rate

The data collection was between June, 2021 and July, 2021. Out of the 215 questionnaires administered, a total of 185 questionnaires were returned which represented 86.05% whereas 30 respondents representing 13.95% did not return the questionnaires as shown in table 1.

**Table 1: Response rate.**

Section	Sample size	Returned Questionnaires	Return Rate %
Academic Staff	53	40	75.5
Management & Admin.	76	67	88.2
Support Staff	86	78	90.7
<b>Total</b>	<b>215</b>	<b>185</b>	<b>84.8</b>

### Demographic Information of the Respondents

This section presents the personal information or characteristics of the respondents. The demographic information of the respondents reflects the relevant attributes of the population and the information informs policy making processes. Demographic trends have policy implications in terms of labour, economic among other aspects according to Mester, (2017). The respondents were requested to indicate their tenure and highest education qualification. With the information provided, the researcher was also able to get an insight into the credibility of the respondents in providing the required information for the study, the results were as indicated below.

### Respondents' Length of Service

The data collected on the length of service of the respondents with the organization indicated that 4 (2.16%) of the employees had served for a period of not more than 2 years, 11 (5.95%) had served between 2 – 4 years, the majority of the respondents which is 94 (50.81%) had served the organization between 5 – 7 years and 76 (41.08%) of the respondents had served for over 8 years. This showed that the majority of the respondents had served the organization for over 5 years and understands the background of the organization, including the challenges facing the workforce which may be related to work life balance practices. Hence, may provide reliable information concerning the imbalance that the employees may be experiencing.

**Table 2: Length of service of the Respondents**

Years of Service	Frequency	Percentage %
Less than 2 years	4	2.16
2 – 4 years	11	5.95
5 – 7 years	94	50.81
8 years and more	76	41.08
	<b>185</b>	<b>100</b>

### Level of Education of Respondents

The study sought to establish the highest level of education of the respondents, the results indicated that the respondents with master's degree had the highest frequency of 49 (26.49%) followed by respondents with Bachelor's degree with a total of 42 (23.24%). Respondents with Diploma and Certificate had 38 (20.54%) and 28 (14.59%) in third and fourth position respectively. The respondents with KCSE had a frequency of 13 (7.03%) whereas those with PhD had a frequency of 12 (6.49%) of the respondents and respondents with Higher National diploma qualification had the lowest frequency of 3 (1.62%). The study showed that the majority of the respondents were university graduates. The level of education is important as it could influence their understanding and responses to the research questions.

**Table 3: Level of Education of Respondents**

Academic Qualification	Frequency	Percentage %
KCSE	13	7.03
Certificate Level	27	14.59
Diploma Level	38	20.54
Higher National Diploma	3	1.62
Bachelor's Degree	43	23.24
Master's Degree	49	26.49
PhD	12	6.49
<b>Total</b>	<b>185</b>	<b>100</b>

### Pilot test results

In order to determine the reliability and validity of the instrument, the questionnaire was pre-tested. In this case, a 10% of the sample size totalling to 22 employees of Rongo University were contacted randomly and issued with questionnaires for their responses. The responses obtained were subjected to statistical analysis to ascertain the validity and reliability of the instruments using Statistical Package for Social Sciences (SPSS) version 25. This was conducted in May, 2021 and the pilot study results are shown in tables 4 and 5 below.

### Reliability test results

The reliability of an instrument is its ability to consistently measure what it is designed to measure. The Cronbach Alpha was used in the study to measure reliability of the questionnaire. The Cronbach Alpha Values for all the variables were above the minimum acceptable reliability coefficient of 0.70. The result implied that the instrument was sufficiently reliable for measurement, thus all the items in the scale being acceptable and considered for the study. The total number of items tested were 30 and Cronbach's Alpha based on the standardized items was 0.866 and the results were as indicated in the tables below. Thus, data collected by the instrument was found to be highly reliable and acceptable for further analysis.

**Table 4: Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.888	.866	30

**Table 5: Cronbach’s Alpha and Reliability test results**

<b>Item-Total Statistics Analysis for Reliability</b>						
			<b>No. of items</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>	<b>Comment</b>
<b>S/N Variables</b>						
1.	Family Responsibility (FR)	Independent	6	0.874	0.883	Accepted
2.	Employee Motivation (EM)	Dependent	6	0.896	0.876	Accepted

**Normality Test**

The normality test was conducted to ensure that the basic assumptions of multiple regression are met. The Kolmogorov-Smirnov and Shapiro-Wilk tests, also known as the K-S and S-W were used to test the distribution of the data. It has been suggested that graphical methods such as histogram and Q-Q plot can also be used together with the K-S test to enhance the strength of the test. Evidently, the results presented in table 6 below confirmed that the normality of the data was not a problem because the tests of all the variables were not significant. Hence the data distribution in the study was reliable for the analysis.

**Table 6: Results for Kolmogorov-Smirnov and Shapiro-Wilk Normality Test**

<b>Statement</b>	<b>Kolmogorov-Smirnov<sup>a</sup></b>			<b>Shapiro-Wilk</b>		
	<b>Statistic</b>	<b>df</b>	<b>Sig.</b>	<b>Statistic</b>	<b>df</b>	<b>Sig.</b>
Family Responsibility (FR)	.231	5	.200*	.881	5	.314
Employee Motivation (EM)	.221	5	.200*	.902	5	.421

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

**Multicollinearity Test**

Multiple linear regressions assume that there is no multicollinearity in the data. Multicollinearity occurs when the independent variables are too highly correlated with each other to the extent that the independent variables effects cannot be isolated (Garson 2012). The Tolerance and Variance Inflation Factor (VIF) was used to find the extent of collinearity among the Independent Variables (IVs). Tolerance is the percentage of the variance that cannot be explained by other independent variables and the VIF is the inverse of tolerance. The rule is that, if the VIF>4.0, it is said that there is a problem of multicollinearity; however, the threshold put by some scholars is that VIF>5.0 as stated by Waweru (2018).

A benchmark of VIF=4.0 was adopted in the study where VIF ranged between 1.312 and 2.185, while Tolerance Value ranged between 0.458 and 0.762. The results are as represented in the table 7, indicating that all the predictors’ VIF value passed the test because, they were less than the adopted benchmark of 4.0. The Tolerance values were above 0.1 and VIF below 4.0. Based on the results, it means that for the independent variable, there was no presence of multicollinearity. The variable, therefore met the conditions for acceptance for regression modelling.

**Table 7: Multicollinearity Test**

<b>Statement</b>	<b>Tolerance</b>	<b>VIF</b>	<b>Minimum Tolerance</b>
Family Responsibility (FR)	0.458	2.185	0.349



**Test for Homoscedasticity**

The test examines whether or not the variances between independent and dependent variables is equal. The equality of variances was tested for the assumption of homoscedasticity. Violation of homoscedasticity of variance is confirmed if the Levene’s test statistic is found to be significant (alpha level of 0.05) as shown in the table 8 below. If the Levene’s test for equality of variances is statistically significant  $\alpha=0.05$  this indicates that the group variances are unequal. It is a check as to whether the spread of the scores in the variances are approximately the same. The findings in the table shows that basing on statistic, the Levene’s statistic values in respect of all the study variables are not significant, falling between 0.06 and 1.951. Hence, homoscedasticity is not a problem for all the variables,  $p\text{-value} > 0.05$ . This essentially means that there is a linear relationship and there is no need to have a non-linear data transformation or quadratic term to fix. The assumption of homoscedasticity of variance in this study was therefore supported. Thus, the data met the condition for regression analysis.

**Table 8: Test for Homoscedasticity**

Statement	Levene’s Statistic	df1	df2	Sig.
Family Responsibility Programs	1.951	1	185	0.163
Employee Motivation	0.381	1	185	0.101

**Autocorrelation Test**

This represents the degree of similarity between a given time series and a lagged version of itself over successive time intervals. Autocorrelation measures the relationship between variables current value and its past values. The Bartlett approximation was used to test autocorrelation in the residuals from a statistical regression analysis. According to Field (2009), a value of 2.0 means that there is no autocorrelation detected in the sample while values from 0 – less than 2 indicate positive autocorrelation, and values from 2 – 4 indicate negative autocorrelation. The table 9 indicated a positive autocorrelation, therefore, the results indicated a significant autocorrelated relationship between the employee motivation and the independent variables. The values were between 0.501 and 1.977, thus the data met the condition for regression analysis.

**Table 9: Test for Autocorrelation**

**Autocorrelations**

Lag	Autocorrelation	Std. Error <sup>a</sup>	Box-Ljung Statistic	
			Value	Sig. <sup>b</sup>
Family Responsibility Programs	-.087	.074	1.431	.232
Employee Motivation	.126	.074	1.977	.284

a. The underlying process assumed is MA with the order equal to the lag number minus one. The Bartlett approximation is used.

b. Based on the asymptotic chi-square approximation.

**Descriptive Statistics**

The findings by the researcher on family responsibility programs indicated that 49.7% (92) of the respondents agreed that the university provides employees with medical cover that extends to their dependants. 55.1% (102) of the respondents strongly agreed that the university allows employees compassionate leave to attend to and support their families, while 46.5% (86) of the respondents also agreed that the university allows its employees to have paternity and maternity leaves. At the same time 42.7% (79) of the respondents strongly agreed that

the university has support programs for employees concerning their families such as a welfare for bereaved families, of which a minor 6.5% (12) of the respondents strongly disagreed. Meanwhile 27.6% (51) of respondents disagreed that the university has a guidance and counselling program that caters for its employees who have family related challenges, however 14.1% (26) of the respondents neither agreed nor disagreed but were neutral on the same. Majority of the respondents in the study supported the fact that family responsibility programs contribute to employee motivation in the organization as indicated in the table 10 below; The average mean ( $\bar{X}$ ) and standard deviation were 2.17 and 1.23 respectively for family responsibility programs. The results indicates that generally, availability of family responsibility programs in the university is to a moderate extent.

**Table 10: Family Responsibility**

Statement	1 %	2 %	3 %	4 %	5 %	N	Mean	Std. Dev
1. My university provides employees with medical cover that extends to their dependants.	9.7	14.6	7.6	49.7	18.4	185	2.00	1.225
2. My university allows employees compassionate leave to attend to and support their families.	10.8	8.1	7.0	18.9	55.1	185	2.20	1.643
3. The university allows its employees to have paternity and maternity leaves.	8.6	20.5	11.4	46.5	13.0	185	2.20	1.095
4. The university has support programs for employees concerning their families such as a welfare for bereaved families.	6.5	14.1	9.7	27.0	42.7	185	2.20	1.304
5. The university has a guidance and counselling program that caters for its employees who have family-related challenges.	20.0	27.6	14.1	20.5	17.8	185	2.20	.447
6. Family responsibility programs contribute to employee motivation in my organization.	7.6	10.3	7.0	53.0	22.2	185	2.20	1.643
<b>Average</b>							<b>2.17</b>	<b>1.23</b>

KEY: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, Std. Dev=Standard Deviation, N=Number of Observation (185)

**Employee Motivation**

The findings on employee in the table below indicate that 82.1% (139) of respondents agreed that they are committed to their work at the university, with 80% (148) of respondents also agreeing that they are proud to be working for the university even though 14.1% (26) of the respondents still disagreed on the same. Moreover, 76.2% (141) of respondents agreed that they do more than what is listed as their duties and a majority 92.4% (171) of respondents also agreeing that they don't absent themselves from work unless they have a pressing issue away from work, with 7.0% (13) and 1.6% (3) of respondents disagreeing on the cases respectively. On the other hand, 57.3% (106) strongly agreed and 26.5% (49) of respondents agreeing, giving a total of 83.8%

(155) of respondents supported that they carry out their work diligently and meet deadlines. Lastly, 87.6% (162) of respondents agreed that they meet their work targets more often, with 5.4% (10) remaining neutral and 7.0% (13) of respondents disagreeing on the matter. Slightly more than half of the respondents 58.9% and 57.3% strongly supported that fact that they are proud to be working for the university and that they carry out their work diligently meeting the set deadlines respectively. Thus represented an average mean of 2.07 and an average standard deviation of 1.68.

**Table 11: Employee Motivation**

Statement	1	2	3	4	5	N	Mean	Std. Dev
	%	%	%	%	%			
1. I am committed to my work at the university	9.2	6.5	2.2	23.2	58.9	185	2.00	1.732
2. I am proud to be working for the university.	6.5	7.6	5.9	55.1	24.9	185	2.40	1.789
3. I do more than what is listed as my duties.	7.0	7.0	9.7	45.9	30.3	185	2.00	1.414
4. I don't absent myself from work unless I have a pressing issue away from work	1.6	3.8	2.2	42.7	49.7	185	2.20	1.643
5. I carry out my work diligently and meet deadlines	4.3	7.0	4.9	26.5	57.3	185	2.00	1.732
6. I meet my work targets more often.	2.7	4.3	5.4	68.1	19.5	185	1.80	1.789
<b>Average</b>							<b>2.07</b>	<b>1.68</b>

KEY: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, Std. Dev=Standard Deviation, N=Number of Observation (185)

**Inferential Statistics**

Inferential statistics are methods to generalize, make estimates, predicts and draw conclusion from a set of data (Freedman, 2008). In this study, inferential analysis was conducted through the use of correlation and regression analysis to determine the relationship between work life balance practices and employee motivation.

**Correlation Tests (Pearson Correlation) of variables**

Correlation is a statistical relationship between variables. It is a measure of how well the variables are related and the degree or direction of the relationship. It is assumed that correlation coefficient informs a researcher of the magnitude and direction of the relationship between two variables as stated by Mugenda and Mugenda (2012). The correlation ratio is able to detect almost any functional dependency and also indicates strength of a linear relationship between variables. It has however been argued that its value generally does not completely characterize their relationship (Damghani, 2013). The nature of the data determines the measure to use, whereas in this study, the Pearson product moment correlation was used. The correlation results were represented by  $\rho$  is between -1 and +1.

The negative -1 indicates that there is perfect negative correlation between the two variables whereas, positive +1 means that there is a perfect positive correlation between the two variables, as 0 means that there is no relationship at all (Sekaran & Bougie, 2013). It can be high, moderate or low depending on how close the value is to  $\pm 1$ , the bigger the coefficient, the stronger the association (Mugenda & Mugenda, 2012). Pearson product moment correlation (r) was used in this study to analyze the relationships between the variables which were family responsibility programs, employee assistance programs, flexible work arrangement, employee breaks

and employee motivation. And Pearson product correlation p-value of significance to show the degree and significance of the relationship.

The resultant correlations were indicated by the prefix ‘r’, where the degree of correlation was expressed by a value of the coefficient (Katz, 2006). From the results in table 12, there is a positive and significant correlation between the independent variables and employee motivation. Particularly, the correlation results showed that family responsibility has a positive and significant relationship with employee motivation ( $r = .051, \rho < 0.01$ ).

**Table 12: Pearson Correlation Coefficient of Study Variance**

		EM	FR
EM	Pearson Correlation	1	
	Sig. (2-tailed)		
FR	Pearson Correlation	.051	1
	Sig. (2-tailed)	.491	

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

Correlation is significant at the 0.05 level (2-tailed).

The study sought to find out the relationship between family responsibility programs and employee motivation and to know whether there is statistical significance relationship between the two variables tested at 95% confidence level. The result is presented in table 12 and reveals that there is significant positive relationship between family responsibility programs and employee motivation in the study ( $r = 0.051, \rho < 0.491$ ). The result indicated that the relationship between family responsibility programs and employee motivation in public universities is positively significant at 95% confidence level.

This shows that there is a positive significant linear relationship between family responsibility programs and employee motivation in public universities in Kenya. Thus, family responsibility programs increase the level of employee motivation. The result supports the position held by Moon & Roh (2010) that family responsibly programs such as dependent care, family support, child care availability at work place has positive effect on workforce in the university.

**Summary**

The researcher sought to assess the influence of family responsibilities programs on employee motivation in public universities in Kenya. The indicators that were used in the study were dependent care, family support, and child care. The study established that family responsibilities programs influences motivation. This was by ensuring that employees have family support such as medical cover that extends to dependents even though it needed a little enhancement as some workers were not happy with the value of provision. The availability of paternity and maternity leaves and compassionate leave to attend to and support their families during their time of need also required a serious consideration.

The programs led to increased employee commitment within the organization. There is need to enhance the guidance and counseling program to cater for employees who have family related challenges within the institution as it was found to have negative effect of the workers. Support concerning employee such as welfare for bereaved families and the programs have also been found to have positive influence on motivation of workers within the university.

The researcher established the influence of employee breaks on employee motivation in public universities in Kenya. The study results were that employee breaks such as lactation breaks, leave programs and lunch breaks influences employee motivation in the institution. The study also indicated that leave programs ranked the highest followed by lactation breaks. The employees were encouraged to go for leave and also take career breaks to attend to personal issues. Lactating mothers within the organization were also allowed time to breastfeed their babies. Based on the results of the study, it was established that relationship between employee breaks and motivation was significant within the university.

## Conclusions

Based on the study of influence of work life balance practices on employee motivation in public universities, a case of Rongo University in Kenya, the following conclusions were arrived at by the researcher.

The findings of the study established that family responsibility programs had positive influence on motivation of employees within the public institution of higher learning. The family responsibility programs were present even though enhancement was required on compassionate leave and counseling programs for the workers within the institution. Welfare for bereaved were also found to have positive influence on workers motivation in the institution. The work / family boarder theory of the study highlighted how individual's family work lives might be positively or negatively affected by the boarders. Nevertheless, it was concluded that family responsibility programs are working in the university and helps increase employee commitment.

Based on the study findings, a general conclusion was arrived at, that work life balance practices are vital in helping employee strike a balance between work and personal lives. The practices are paramount in motivating employees within the organization and needs to be enhanced for increased employee commitment, reduced absenteeism and timely goals achievement for a competitive advantage.

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