

**Research Article**

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**Influence of family responsibilities on performance of the banking industry in Kenya.**

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**Abstract**

Work life balance is about creating and maintaining supportive and health work environments which will enable employees to have a balance between work and personal responsibilities and thus strengthening employee's loyalty and productivity. And today's workers having many competing responsibilities such as work, children, housework, volunteering, spouse, elderly and parental care, this places stress on individuals, families and communities in which they reside. Hence work life imbalance may pose a serious problem which may impact on workers, employers and the community at large. The demand for work life balance solutions by employees and managers is therefore expanding at unprecedented rate and work life balance is one of the challenges that human resources professionals are expected to manage to be competitive. The objective of the study was to determine the influence of family responsibilities on performance of the banking industry in Kenya. The null hypothesis was that there was no significance influence of family responsibilities on performance of the banking industry in Kenya. The study covered all the 43 banks registered by Central Bank of Kenya focusing on branches in Nairobi with a target population of 36,212 (CBK, 2015) International labor organizations global report on work life conflict of 2010 rates Kenya among those with the highest prevalence of long working hours more than 48 hours per week. The study established that family responsibilities influenced performance which means it was significant in influencing performance of the banking industry. Based on the results of this study, it can be concluded that consideration of family responsibility aspects that pertain to employees, can greatly influence performance in banks in Kenya. The study recommends that banking institutions should address more issues relating to considerations of childcare, dependent care and allowing employees balanced time between work and their families which are issues that characterize employee's role at home which in turn contributes to customer satisfaction, employee's ability to meet targets and standards and employee's satisfaction at work.

**Keywords**

Influence,  
Family Responsibility,  
Performance,  
Banking Industry.

## Introduction

Work life balance which refers to organizational support for dependent care, flexible work options and family (Estes & Michael, 2005) is one of the aspects that managers need to manage in order to become competitive. This is because of radical changes in the world of business e.g. factors like globalization, information technology, work balance competitiveness and scarcity of natural resources which have changed employers outlook of how a 'good company' is defined (Pagudala, 2014). The ultimate performance of organizations depends on the performance of its employees which in turn depends on numerous factors. The factors can be related to, family, leisure or other personal aspects (Rajesh *et al.*, 2014). Reconciling work and other aspects is to be viewed as integral to social protection strategies and programmes aimed at enhancing social and economic security and well-being of employees and their families. In the absence of state provided or workplace supplied work-life balance support measures, many employees turn to individual coping mechanisms which may lead to unproductivity both at work and at home (Fagan *et al.*, 2011). In this case therefore corporate organizations need to ensure work life balance practices are incorporated in the policies of the organization to realize increased performance.

## Research Objective

The study objective was to investigate the influence of family responsibilities on performance of the banking industry in Kenya.

H<sub>01</sub>: There is no significance influence of family responsibilities on performance of the banking industry in Kenya.

## Scope of the Study

The study covered all the 43 banks registered by Central Bank of Kenya focusing on branches in Nairobi.

Specifically the study sought to investigate the influence of family responsibilities on performance of the banking sector in Kenya.

## Work/Family Border Theory

This study was guided by work family border theory according to Clark's (2000). The theory aims at explaining how individuals manage and negotiate the

work and family spheres and the borders between them in order to attain balance. The concept of "work" and family constituting different domain or spheres which influence each other is central to the model. Clark defines balance as satisfaction and good functioning at work and at home with a minimum role conflict stating that although many aspects of work and home are difficult, to alter, individuals can shape to some degree the nature of the work and home domains and the borders and bridges between them in order to create a desired balance".

She notes that it is this proactive shaping of domains (work and family) by individuals which differentiates work/ family border theory from much of the literature on work and family conflict that assumes individuals to be purely reactive to their situation. Work and family are seen as separate domains or worlds which are associated with different rules, thoughts, patterns and behavior. Borders are a delineating between domains indicating the points at which domain-specific behavior can begin and end. However there are three main forms of border, physical border (borders defining where domain –relevant behavior can take place such as location of paid employment), temporal border (which divides when tasks can be done e.g. set working hours) and psychological border (borders defining thinking patterns behaviors or emotions such as thinking about family issues when at work). It is the recognition of tangible (physical and temporal as well as psychological borders which makes work-family border theory distinct from that of boundary theory (Desrochers & Sargent, 2003).

However whilst work/family border theory is a useful way of conceptualizing work life balance, it has been critiqued. The theory is largely gender blind as noted in study of gender and work life balance amongst women and men in midlife (Emsline & Hunt, 2009). He noted that the border between work and family may be of more importance to men than women because women may be more frequently border crossers than men when it comes to issues of caring for children and elderly relatives. With respect to outcomes of people's daily lives based on the concept of the border theory, some scholars have expressed concern about women's double burden due to the blurring of the boundary between work and family (Jacobs & Gerson, 2004).

Whilst this theory allows for individuals to attach different values to the domain of work and family, it appears to be largely focused on the needs of parents, care givers; failing to take account of importance attached to other domains but Clark justifies this by

stating that work and family are the two most important aspects of people's lives. Hence the study adds more insight on family responsibilities and performance.

### Empirical Literature

A number of studies have established that employees who benefit from child care centers, referral services and other family supportive practices report higher levels of organizational commitment (Roehling *et al.*, 2001, Houston & Waumsley, 2003). Availability of work life balance practices appears to produce similarly positive results in terms of work related attitudes. For example the availability of organizational resources including childcare centers has been linked to job satisfaction and organizational commitment for women and employees with family responsibilities which in turn increases organizational performance regardless of whether or not these resources are being used (Roehling *et al.*, 2001).

The presence of children in a family has been linked to greater work-life balance difficulties. In a study of technical, professional and managerial employees, Batt and Valcour (2003) reported that both men and women who had children in the household lowered their sense of control over managing work and family. Tausig and Fenwick, (2001) report that married

couples without children reported higher levels of work-life balance and that the presence of children – whether in single or two-parent households or dual earner or “traditional” single earner households – is significantly related to lower balance. Parental demands are believed to be a function of the number, ages of children and the age of the youngest child (Parasuraman, Greenhaus, & Granrose, 1992).

Parental demands are believed to be greatest for people with infants and pre-school aged children, less for those with school-age children and lowest for those with adult children who have left home (Parasuraman & Simmers, 2001). Extensive parental demands require that greater time be committed to family activity which, by necessity, reduces the time available to the work role. Parasuraman and Simmers, (2001) investigated the relationship between parental responsibilities and time commitments to family and work-family conflict among self- and organizationally employed persons. They reported that the pattern of work-family conflict predictors in the family domain differed according to employment status. Parental demands were positively related to work-family conflict among self-employed respondents, while family involvement was negatively associated with work-family conflict among organizationally employed respondents.

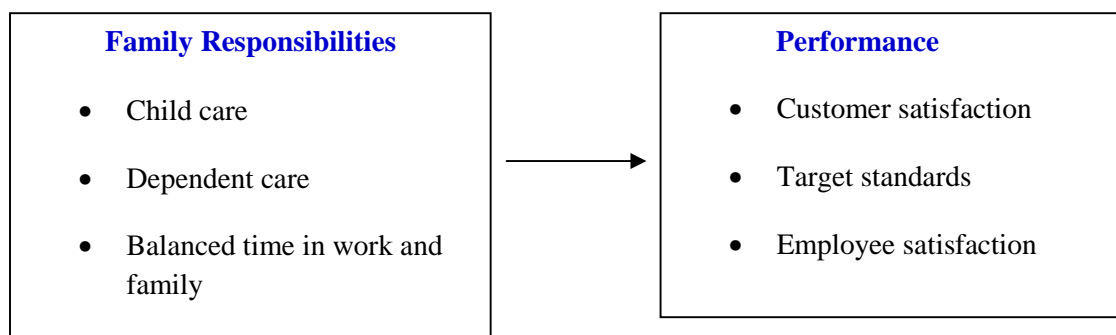


Figure 1.1 Conceptual Framework

### Research Methodology

The study adopted a descriptive survey research design using both qualitative and quantitative approaches. Quantitative approach was used because it places emphasis on methodology, procedure and statistical measures to test hypothesis and make predictions. (Mugenda, 2003, Saunders, 2009). Qualitative approach was also used because it provides greater depth to response and understanding which forms a link with respondents (Berg, 2001). This

research design has been used in previous studies by Baughman, DiNardi & Holtz (2003); Mukanzi, Gachunga, Karanja & Kihoro (2014).

The target population consisted of 43 registered banks by the central bank of Kenya (CBK, 2015). These consisted of banks located in Nairobi because major banks have their busiest and main branches in Nairobi and most of their headquarters are in Nairobi with a target population of 36,212 employees (Bank Supervision Annual Report, 2015).

The sample size was determined by use of the following formula;

$$n = \frac{Z^2 pq}{e^2}$$

$$n_{adjusted} = \frac{Nn}{N + n}$$

Where

n = number of samples, N=Total population and e= precision level 0.05.

z=Standard normal distribution set at 1.96 corresponding to a confidence level of 95%

p=probability of success (0.5)

q=probability of failure

In this case the target population being 36,212 at 0.05 level of significance, the sample size was:

$$\frac{0.96 \times 36,212}{0.05^2(36,211) + 0.96}$$

$$\frac{34,7632.52}{91.4875}$$

379.9

= ~380 Respondents

But to cater for discrepancies such as uncollected or incomplete questionnaire and for accuracy of the study more than 400 questionnaires were distributed in the field and precisely 450 questionnaires. Salant and Dillman (1994) noted that the sample size should be increased when using stratified samples to maintain necessary precision .A study by Kabue (2016) on relationship between customer relationship management process and marketing effectiveness of commercial banks in Kenya had a sample of 385 respondents but the researcher distributed 530 questionnaire out of which 390 were completed and returned. This is an evidence from the study to show that more questionnaires above the sample size can be distributed for accuracy.

The multiple regression model for this study was:

$$Y = \beta_0 + \beta_1 X_1 + e$$

Y	Performance
X1	Family responsibilities
B <sub>0</sub>	Constant
e	Stochastic term (error )

## Research Findings and Discussions

### Regression Analysis of Families Responsibility and Performance

Tests as shown in tables 1a, 1b, 1c below shows the amount of variation on the dependent variable explained by the independent variable. 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.

The model is: Performance= 2.088+0.108(family responsibility index).

Hence the model was found to be significant (F (1,412) = 9.859, p = 0.002) which was large enough to support the goodness of fit model explaining the variations in the dependent variable. The results of regression analysis revealed that there was a significant positive relationship ( $\beta=0.153$ , p= 0.002) between family responsibilities and performance implying that employees whose family concerns are considered, organizations experience higher performance.

Therefore H<sub>01</sub> of the study is supported which states that there is no significance influence of family responsibilities on performance of the banking industry in Kenya, hence we reject the null hypothesis.

**Table 1: Regression Results for Family Responsibilities**

**Table 1a: Model Summary**

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

**Table 1b:ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.787	1	1.787	9.859	.002 <sup>a</sup>
	Residual	74.668	412	.181		
	Total	76.455	413			

**Table 1c :Co-efficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.088	.102		20.367	.000
	Family responsibility	.108	.034	.153	3.140	.002

### Discussion of Findings for Family Responsibilities on Performance

The objective for this study was to determine the influence of family responsibilities on performance of the banking industry in Kenya. The coefficient for family responsibilities was 0.084. This means that a unit change in family responsibilities will result to a change in performance by a factor of 0.084 at 5% significant level. Regression analysis yielded coefficient R value of 0.153 and R<sup>2</sup>= 0.023.

These results can be interpreted using social exchange theory (Blau, 1964). When treated favorably by the organization, employees will feel obliged to respond in kind, through positive attitudes or behaviors toward the source of the treatment. Using the provision of work-life balance practices as an indicator of favourable treatment, employees will reciprocate in ways beneficial to the organization – increased commitment, satisfaction with one’s job, and citizenship behaviors.

A number of studies have established that employees who benefit from child care centers, referral services and other family supportive practices report higher levels of organizational commitment (Roehling *et al.*, 2001, Houston & Waumsley, 2003). Availability of work life balance practices appear to produce similarly positive results in terms of work related attitudes. For example the availability of organizational resources including childcare centers has been linked to job satisfaction and organizational commitment for women and employees with family responsibilities which in turn increases organizational performance regardless of whether or not these resources are being used (Roehling *et al.*, 2001).

These results also agree with the findings by Houston & Waumsley, (2003) that availability of care centers has been linked to job satisfaction and high employee commitment which translates to high performance for women and employees with family responsibilities regardless of whether or not these resources are being used.



According to Lambart (2000), the availability of work practices designed to assist employees with managing their responsibilities at home may also increase employee perceptions of organizational support, particularly if these work-life balance practices are seen as being useful. Perceived organizational support can also be used as an indicator of favorable treatment, prompting reciprocal positive actions from employees.

Majority of respondents reported wishing to be allowed time to attend to family matters. At the same time the majority of respondents agreed that the organization provides employee assistance programs such as financial and counselling for critical family matters. Respondents also reported getting paid leave to attend to family and critical personal matters.

The informants on the qualitative data on matters of family responsibilities reported that their banks supports them on family matters in that they were able to cope with work, personal and family issues well. In this case majority reported that they were able to schedule their activities well by spending time wisely, respecting their private affairs and ability to balance between work and family. Support from the bosses and other people on how to balance between work and family issues was also reported to be one of the ways on how employees were able to handle family matters. Informants of this study also argued that provision of leaves, avoiding working during weekends, reducing working hours and eliminating unnecessary work would ensure efficiency at work for increased performance. Respondents also indicated that if they are allowed more time for family and friends, then they would be able to achieve their targets and meet standards at the place of work.

Empirical findings by other researchers' e.g. a formal evaluation study of the childcare program at an American hospital found that parents using the on-site childcare center exhibited lower turnover rates than other employees (24 % compared to 33%), and much lower turnover rates than those of parents prior to the implementation of the childcare center, which averaged 40 % (Auerbach, 1990).

In this study therefore, child care centers can be equated to provision of opportunities to cater for children, dependents and leave provisions to be able to spend more time with the family. According to an analysis of the 1998, Workplace Employee Relations Survey by Dex, Smith, and Winter (2001) it was found that organizations offering parental leave enjoyed above average labour productivity.

## Summary, Conclusions, Recommendations

The study established that family responsibilities influenced performance. This made possible by organizations ensuring that employees had quality time with children, dependents as well as ensuring they had more time with the family members. This would enable employees serve customers satisfactorily, meet targets, standards and in turn ensure employees are satisfied with their work. Regarding which family responsibilities employees need support on, literature often focuses on childcare, dependent care and older family members, enough and quality time with family members, parenting, and household activities and these determines performance.

The research attempted to establish whether child care, dependent care and employees having more time with the family influenced organizational performance. According to Aycna *et al.*, (2007), those who do not sustain work life balance are bound to experience many problems in their families such as lower family roles, problems in relations with children, parents, dependents, friends, family related absenteeism and tardiness; hence support in family responsibilities, balance between work and family is core to achieving higher performance at home and in the organization.

Based on the findings of this study, performance of the banking industry in Kenya when measured in terms of customer satisfaction, target standards and employee satisfaction was positively influenced if family responsibilities issues like child care, dependent care and employees having more time with the family were considered. The results indicated that success of any organization depended on if workers had time to take care of their children, dependents care, and if they had more time with their families.

Family responsibilities again fundamentally involves demands that one experiences in family life and that which have effects on his work life balance e.g. shopping, house chores, child care, and time, role expectations, in the family and support to be given to the spouse (Aycan *et al.*,2007).

Based on the correlations analysis results of this study, the aspect of childcare, dependent care and employees having more time with the family had a strong positive and significant association with the performance of the banking industry in Kenya. When measured in terms of customer satisfaction, target standards and employee satisfaction, family responsibility had a strong influence performance in that it had significant

and positive linear relationship explaining 2.3% variation in performance ( $R^2 = 0.023$ ) and as revealed by results of F tests ( $p < 0.002$ ).

This reveals that the banking industry is concerned about family responsibilities of its employees and this increases performance. The considerations of family aspects on performance has long been the focus of researchers and practitioners who are dedicated to maximize employee performance. Family aspects can significantly increase work performance when they are carefully incorporated in organizational policies and if employees are supported on them such as provision of child care facilities, allowed quality time with their families such as through leaves and offs to attend to critical and personal matters as well as giving assistance programs e.g. financial and counseling services among others.

## Conclusion

Based on the results of this study, it can be concluded that consideration of family responsibilities aspects that pertains to employees, can greatly influence performance in banks in Kenya. Child care issues, dependent care and employees having more time with the family had a positive and significant linear relationship on the measures of performance which were customer satisfaction, target standards, employee satisfaction. The multiple regression results of this study indicated that there is linear relationship between family responsibilities and performance.

## Recommendations

The study recommends that banking institutions should address more issues relating to considerations of childcare, dependent care and allowing employees more time with their families which are issues that characterize employee's role at home which contributes to customer satisfaction, employee's ability to meet targets and standards and employee's satisfaction as they work

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