

**THE EXTENT TO WHICH WORK LIFE BALANCE PRACTICES ARE ADOPTED IN  
HORTICULTURAL FARMS IN NAIVASHA - KENYA**

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**A RESEARCH PROJECT SUBMITTED AS A REQUIREMENT IN PARTIAL  
FULFILLMENT OF THE AWARD OF THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION- UNIVERSITY OF NAIROBI, SCHOOL OF BUSINESS.**

**NOVEMBER 2012**

**DECLARATION**

This project is my original work and has not been submitted to any other institution of higher learning for any academic certificate.

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## ACKNOWLEDGEMENT

I praise and thank God Almighty for nothing is possible without His divine blessings and mercy.

This project would never have been completed without the help, guidance, prayers and support of several individuals.

Special gratitude to my supervisor, Ms Florence Muindi. Her in-depth knowledge of the subject was instrumental in translating and connecting my ideas into coherent thoughts that gave shape to the study.

I thank the chairman of the Department of Business Administration Dr J. Munyoki and members of staff in his office, especially Lydia and her colleagues, for their quick action every time I needed assistance from their office.

I am indebted to all the respondents at the horticultural farms who sacrificed their time to fill in the questionnaires. I also appreciate the support from my employer, Williamson Tea Kenya Limited and my workmates especially Leonard and Jane for their unselfish support, sacrifice and encouragement during my three years of study.

Completing this project would have been more difficult without the support and encouragement of my friends, some of whom I met in the course of my study. I am particularly grateful to Alice, Simon, Janet, Maina, Lillian, Carol, Kilimo and Eunice.

Last and most important, is my everlasting gratitude to my family. To my soul mate Nicholas, who stood by me and spurred me on even when I had no faith in myself. To my children Mark and Veronica, who innocently bore the brunt of my absence. To my domestic assistant Faith, for never complaining even when things got tougher than usual. To my six brothers and nine sisters, especially Anthony Mbuvi, Anthony Waweru, Assumpta and Peninah for being the flame under my seat. To my four parents for their morale support and unending prayers, and especially you mum for selflessly going the extra mile in many ways and on several occasions. May you all be abundantly blessed.

## DEDICATION

This project is dedicated to my loving husband, Nicholas M. Mulila, who gave me caring support and encouragement all the way. It is also dedicated to my father Brig (rtd) J.F K Waweru to whom I promised an MBA in my life time and to my mother Mrs. Elizabeth Waweru who taught me that even the largest task can be accomplished if it is done one step at a time.

## ABSTRACT

Organisations in modern day competitive world can only perform at optimal levels if each employee is committed to the organisation's objectives and works as an effective team member. An inability to create a balance between work and personal life could affect employees' effectiveness and productivity in the workplace. As the nature of the workforce continues to diversify, it will become increasingly important for organizations to consider all the factors influencing their employees' ability to balance work and non-work commitments, and to find a way of incorporating them into their operating policies.

The objective of this study was to investigate the extent to which work life balance practices are adopted by horticultural farms in Naivasha. The study adopted a census research design. Data was collected from the human resources managers from 20 horticultural farms in Naivasha using a self administered structured questionnaire. The data was presented in form of tables and bar charts. The data was analyzed using descriptive statistics.

The results of the study indicate that horticultural farms in Naivasha have adopted practices relating to time and to the job to a great extent while practices relating to the place and to the benefits have been adopted to a moderate extent only.

The study recommends that greater attention should be paid to practices relating to the job as well as benefits as they are the ones with the lower ratings than practices relating to time and place. In particular, the farms should introduce employee assistance programs and study leave in order to empower the employees to make better use of the other practices they have been provided. Further, the farms should

consider introducing flexible working hours and increased work autonomy so that the employee can schedule their work in a manner that allows them to attend to non work matters during off peak working hours/seasons.

The study also revealed areas on which further research could be conducted. For instance, it would be beneficial if further research could be conducted across horticultural farms in the entire country since the study focused on Naivasha constituency only. Further, this study was conducted on horticultural farms only. A similar study can be conducted on other sub sectors in the agricultural industry to enable a comparison between the sub sectors. A survey should also be conducted on the employees to corroborate the findings of this study.

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## CHAPTER ONE: INTRODUCTION

### 1.1. Background of the Study

Maintaining a stable workforce is a key element in effective talent management strategy and yet over the years this has been something of a challenge for many industries (Ghiselli et al. 2001). No organisation in today's competitive world can perform at peak levels unless each employee is committed to the organisation's objectives and works as an effective team member. It is no longer good enough to have employees who come to work faithfully every day and do their jobs independently. Employees now have to think like entrepreneurs while working in teams, and have to prove their worth. However, they also want to be part of a successful organisation which provides a good income and the opportunity for development and secure employment. In the past, organisations secured the loyalty of their employees by guaranteeing job security. However, many organisations have responded to competitive pressures by downsizing, restructuring and transformation and thus created a less secure organisational climate. A growing number of employees therefore feel that they are victims of broken promises.

One of the challenges facing modern organisations involves maintaining employee commitment in the current business environment. Organisations can achieve this by developing a new "work contract". In today's workplace, employees face more ambiguity in their daily activities and decreased job security (Bergmann et al, 2000). With no assurance of continued employment, workers have now raised their expectations in other areas. For instance, employees expect employers to demonstrate their commitment in terms of pleasant working conditions, access to training and development, provision of a safe working environment and a balance between work

and employees' commitments outside the workplace. An inability to create a balance between work and personal life could affect employees' effectiveness and productivity in the workplace (Elloy & Smith, 2003). Some companies have taken proactive measures in providing programs and initiatives to help their employees cope with their conflicting life roles.

### **1.1.1. Work Life Balance**

For many employees today—both male and female—lives are becoming more consumed with a host of family and other personal responsibilities and interests in addition to demands of the workplace (Grant-Vallone & Donaldson, 2001). There is therefore, a perceived imbalance between the demands of current lives and people's abilities to adequately cope with them, and this may lead to an experience of stress. According to Hobbler and Lemmon (2009), work life balance is about the efforts of employees to split their time and energy between work and the other important aspects of their lives. Work life balance is a daily effort in managing competing roles and responsibilities at work, at home and in the community. The neglect of one or more areas may lead to stress and threaten the development and well being of both the individual and organization (Hobson, Delunas & Kesic, 2001). For Employers, Work life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity (Russell & Bowman, 2000).

The work life balance concern is not limited to a specific group of employees as research in industrialized countries has shown that employees across different organizational levels and with different family structures are concerned with

achieving a better balance between working life, family obligations, leisure and socializing (Papalexandris & Kramar, 1997). Work life conflict is also not gender-specific. According to the Center for American Progress, 90 percent of working mothers and 95 percent of working fathers report work family conflict. More men are realizing that work is not their only primary source of fulfillment from life. A study on fatherhood (Tahmincioglu, 2010), shows that more men are looking for alternatives to their 40-hour work week in order to spend more time with their family. Though working less means a smaller paycheck and higher stress levels, men are looking for flexibility just as much as women. However, because of the social norms surrounding each gender role, and how the organization views its ideal worker, men and women handle the work life balance conflict differently (Zuo & Tang, 2000).

Work life balance policies can assist employees to achieve a balance between their work and personal commitments that is right for them. However, availability of policies is not necessarily enough for these policies 'to work'. The policies need to be supported by the workplace culture, which reflects the beliefs, values and norms of the whole organization from the CEO to staff members (Schoenfeld, 2005). Other important factors in the success of work life balance policies include proper communication of commitment to the policies to existing and future employees, raising awareness of the policies, education of managers about the importance of policies, and training of managers on 'how to' implement these policies. By implementing work life balance policies, employers can help to reduce stress in their employees. This can lead to a more motivated and loyal workforce, increased productivity, reduced absenteeism and an enhanced public image.

### 1.1.2. Work Life Balance Practices

Any type of formal or informal benefit or working condition that an organization engages to reduce job-personal/family conflicts which can arise in the organization is considered a work life balance practice (Thorne, 2011). WLB programs in an organizational setting include those covering flexible work arrangements, child and dependent care, and study and compassionate leave (Bardoel et al., 1998). They may also include the statutory entitlements that help employees achieve a balance between work and family life and any other aspirations that they may have. Work-life balance practices can broadly be categorized as those relating to time (flexi-time, compressed hours, annualized hours, part time working), those relating to the place (tele-working), those related to the job (job re-designing and job sharing) and those relating to the benefits (leave provision, employee assistance programs, dependent care and wellness programs)

Given the usually negative impact of the absence of work life balance practices on employees and organizations, initiatives aimed at supporting employees with work life conflict have become more popular and commonplace in organizations (Cooke, Zeytinoglu & Mann, 2009). Work life balance practices improve the autonomy of workers in coordinating and integrating the work and non-work areas of their lives. Benefits of work life balance programs for employees include increased employee control over time and place of work (Thomas & Ganster, 1995) and reduced work-family conflict (Kossek & Ozeki, 1998). These types of practices are seen as a basic requirement for any employee so they can reduce tensions that occur in the working environment. On the other hand, benefits of work life balance for organizations include reduced absenteeism (Dex & Scheibl, 1999), increased productivity (Sands &

Harper, 2007) and improved employee retention (Allen, 2001). There is also evidence which suggests that employers who implement work life balance programs and offer flexible working arrangements are likely to have a competitive advantage in the labour market, and in particular in relation to the new generation of employees (Morgan, 2009).

### **1.1.3. Horticultural Farms in Naivasha Constituency**

The Horticultural sub sector is the fastest growing within the agricultural sector, recording an average growth of 15% to 20% per annum and outpacing Kenya's traditional hard currency earners - tea and tourism. It employs approximately 4.5 million people countrywide directly in production, processing, and marketing of fruits, vegetables and flowers, while another 3.5 million people benefit indirectly through trade and other related activities. Women in particular have benefited from these opportunities, and now comprise between 65-75 percent of workers employed in the industry (Mbugua, 2007).

Naivasha is a small cosmopolitan town in the bottom of the Rift valley. It is one of the four constituencies forming Nakuru County part of the former great Rift Valley Province. The main economic activity in Naivasha is agriculture. Wheat, dairy, pyrethrum, grapes, maize, potatoes, onions, cabbages, carrots, etc. thrive in the fertile volcanic soils. It has over 55 farms that employ over 50,000 workers. World famous companies like Sher, Oserian and Van Den Berg that export flowers and vegetables internationally are located within the larger Naivasha town. The Naivasha region is known internationally for its large horticulture sector, the largest in all of Kenya. Over 70% of the roses exported to the EU markets come from Naivasha. The horticultural sector of Naivasha employs over 30,000 people directly, thereby having



a very positive impact on the livelihood of Kenyans. A big majority of the residents are from immigrants from poor backgrounds in their original home areas which explains their search for land and work in Naivasha. Other characteristics include relatively low levels of education and modern economy skills base. Majority of people around the lake are employed in the flower farms while those in outer zone are farmers, business people and cattle herders. The Britons and the Dutch have dominated farm ownership although locals and investors from Israel and India have joined the sector.

Some of the main farms in the town are Sher Karuturi which is the world leading producer of rose flowers with an annual production of 600 million roses. Majority of these farms are located at the shores of Lake Naivasha due to the free water from the natural resource body. The economic value of Naivasha to Kenya's economy is undeniable as the area is the leading producer of one of Kenya's top exports: flowers. Since the establishment of the first flower farm in the 1980s, approximately 10,000 acres have been converted to the practice around the lake. There has been a correlated dramatic increase in the region's human population: according to the 1999 Kenya Census, the population increased from 6,900 residents in the town of Naivasha in 1969 to 115,000 in the Naivasha Municipality in 1999.

## **1.2. Statement of the Problem**

The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life (Doherty, 2004). It is important for employers to support work life balance to comply with legal requirements that allow working parents the right to request to work flexibly, to promote equality of opportunities by ensuring that staff with caring

responsibilities are not disadvantaged in the workplace, and to widen access to paid work and career opportunities. A Roffey Park Institute (2004) study found that 38% of a sample of employees would consider leaving their current employer to gain better work life balance elsewhere, even if it meant reduced pay. Mayberry (2006) also states that organizations that adopt work life balance practices whether formally or informally, report lower employee turnover.

Over the last few years horticultural farms in Naivasha have been beset by allegations of poor labour practices and environmentally damaging production processes (Dwasi, 2006). In July 2010 more than 1,500 workers from Aquilla and Karuturi farms went on strike over poor working conditions and meager wages, the strike being the third in less than two weeks (Gitonga, 2010). Benefits such as paternity/maternity leave, dependent care provision and transport which enable workers to balance unpaid caring work with paid work are often not extended to temporary workers. Temporary workers in the cut flower industry work long hours for low pay, and rarely have access to benefits such as sick pay, medical care and maternity leave (Dolan et al. 2003). In Naivasha, women in particular face difficult working conditions due to their predominance in the most labour intensive aspects of production where long hours and insecure employment are common (Dwasi, 2006).

In his study on health problems for Timau flower farm workers, Ayieko (2011) concluded that majority of the workers lacked basic training in what they were doing and have poor adherence to safety practices at work place. Women, in particular, face difficult working conditions due to their predominance in the most labour intensive aspects of production, where long working hours and insecure employment are common. Dolan, Opondo and Smith (2003) study on Gender, Rights & Participation

in the Kenya Cut Flower Industry, concluded that there existed many challenges in employment conditions for workers in this industry. The study however did not outline the work life balance practices if any, adopted in this industry. Muindi (2009) did a study on the determinants of work life balance in the Public Sector: A Case Study of Ngong District Hospital. Otieno (2010) conducted a study on the influence of work life balance on job satisfaction and commitment of women employees of the commercial banks in Kisumu city, Kenya. Bukachi (2007) carried out a case study on Effects of employee sexual harassment on organizational performance: a case study of Sher Agencies Flower Farm in Naivasha. One of her findings was the prevalence of poor employee relations and living conditions of the workers on the farm.

From the foregoing and in the light of the exponential increase in the labour intensive horticultural farming, there has been no study to investigate adoption of Work Life Balance practices in horticultural farms, and this is the gap which this survey seeks to address. Specifically the study seeks to investigate the extent to which Work Life Balance practices are adopted by the horticultural farms in Naivasha.

### **1.3. Research Objective**

The objective of this study will be to investigate the extent to which work life balance practices are adopted by horticultural farms in Naivasha.

#### 1.4. Value of the Study

In academia, this study will contribute to contemporary debates on work-life balance and provoke the “why” question that could form the basis for future explanatory research. This study will also provide information that will contribute to theories and models related to work life balance practices for example the boundary theory, segmentation model and spill-over model.

In practice, for the horticultural farms, the study will provide insight into the difference between having a work life balance policy or program and actual adoption or implementation of work life balance practices. For these farms, the study will highlight the impact(s) of adopting or not adopting work life balance practices that are appropriate to their circumstances. For the private sector, the study will highlight gaps that could be potential business opportunities especially in the provision of Employee Assistance Programs like health screening, ergonomics assessment and workplace safety.

The outcome of the data analysis will make the study useful to the Government’s agricultural and labour departments’ policy formulation. The quantitative analysis will be useful in making inferences onto other labour intensive production sectors of the agricultural industry.

## CHAPTER TWO: LITERATURE REVIEW

### 2.1. Work Life Balance

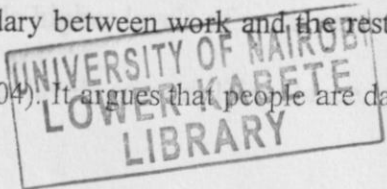
The origins of research on work-life balance can be traced back to studies of women having multiple roles. Barnett and Baruch (1985) investigated the psychological distress connected to the balance of rewards and concerns generated by individual women's multiple roles as paid worker, wife and mother. They found that positive role quality – more rewards than concerns experienced in a given role –was related to low levels of role overload, role conflict and anxiety. Based on their research, Barnett and Baruch defined role balance as a “rewards minus concerns” difference score which could range from positive to negative values. Tiedje et al (1990) approached the same research from the perspective of a typology of role perception. They argued that workers may perceive their work and family roles in multiple, qualitatively different ways, and thus they based their typology on both the role conflict and enhancement hypotheses. According to the conflict hypothesis, multiple roles with infinite demands are likely to cause role strain and conflict for individuals because the resources they have to meet these demands are finite and scarce (Goode, 1960).

The core statement of the enhancement hypothesis, in turn, is that multiple roles provide benefits in the form of privileges, status security, psychological energy and personal growth which expand individual resources and facilitate role performance. More specifically, Tiedje et al (1990) argued that it is possible to experience simultaneously either high conflict and low enhancement, high enhancement and low conflict, low conflict and low enhancement, high conflict and high enhancement. They found that regardless of the level of enhancement, women who experienced high role conflict were more depressed and less satisfied as parents than women belonging

to the low conflict-high enhancement group. On the basis of studies by Tiedje et al (1990), it may be concluded that high rewards and enhancement combined with low concerns and conflict experienced across the roles in one's life is beneficial for an individual's well being, and hence these experiences characterize role balance.

Another role related theory is the role stress theory, wherein the negative side of the work-family interaction has been put under the spotlight. Recently, the emphasis has shifted towards the investigation of the positive interaction between work and family roles as well as roles outside work and family lives, and scholars have started to deliberate on the essence of work life balance (Jones et al., 2006). It is generally agreed that work life balance is important for an individual's psychological well being, and that high self esteem, satisfaction, and overall sense of harmony in life can be regarded as indicators of a successful balance between work and family roles (Clarke et al., 2004). However, there is a lack of consensus on how work life balance should be defined, measured, and researched, and thus, the theorizing of what constitutes work life balance, how it develops, and what factors enable or hinder it, is still in progress (Grzywacz and Carlson, 2007; ). Greenhaus et al. (2003) have also questioned the self-evident assumption that work family balance always leads to favorable outcomes since according to them this is an empirical question which has not yet been firmly answered due to miscellaneous definitions of work family balance.

Theories also exist which seek to analyse the boundary between work and the rest of life. One such theory is the border theory (Singh, 2004). It argues that people are daily



border-crossers as they move between home and work. This opens up a rich vein of analysis of the nature of borders, their permeability, the ease with which they can be managed or moved and so on. Questions arise about the existence of borders for those who work from home, either in the traditional sense of farmers and those with family hotels and restaurants or in the more contemporary sense of those who use new technology to work from home rather than the traditional office. For example, are borders desirable and if so under what circumstances? In terms of any analysis of work life balance, the analysis of borders can help to illuminate how far individuals are in control of issues determining balance (Arthur and Rousseau, 1996). It also allows for analysis of physical and psychological controls. In related work, Fisher-McAuley, Stanton, Jolton and Gavin (2003) updated a scale to assess the three dimensions of work life balance namely: work interference with personal life (WIPL), personal life interference with work (PLIW), and work/personal life enhancement (WPLE).

This scale was updated from the earlier scale that was made by Fisher (2001) in his article *Work/Personal Life Balance: A construct development study*. According to Fisher (2001), the content items for work interference with personal life (WIPL) reflected the extent to which work interferes with personal life. On the other hand, personal life interference with work (PLIW) reflected the extent to which one's personal life interferes with work. Lastly, work/personal life enhancement (WPLE) refers to the extent where one's personal life enhances work. To get the overall work life balance measurement, lower levels of interference (WIPL and PLIW) were interpreted as higher levels of work life balance while higher levels of work/personal life enhancement (WPLE) were associated with higher levels of work life balance.

## 2.1. Practices Relating to Time

There are also models that attempt to conceptualize work life balance (Guest, 2001); these include the segmentation model, which states that work and life outside of work are mutually exclusive such that one sphere does not impact the other, the spillover model which states that work and life are interdependent and therefore influence each other. One domain of life can influence the other in either a positive or negative way, the compensation model which states that one sphere makes up for what is lacking in the other sphere, the instrumental model which states that one sphere emphasizes the other sphere therefore activities in one area facilitate success in the other; and the conflict model states that each sphere has numerous demands, hence individuals have to priorities and make choices that may lead to conflict.

## 2.2. Work Life Balance Practices

Studies have found that employees do not always take advantage of the work-life benefits offered by their organization (Thompson et al., 1999). Further, employees are not always aware of the policies offered by their organization (Pleck, 1989). Work life policies take many forms. There are time based practices featuring alternative work schedules such as compressed or flextime and reduced work schedules such as part time work. They can also take the form of alternative work location such as teleworking. Other practices take the form of job modifications such as redesigning and job sharing. The bulk of the practices focus on various types of benefits like leave provisions, dependent care, career development and educational opportunities.

In this survey, knowledge of the organization's official work-life program will allow a comparison to be made between what is on offer to employees and what is adopted and practiced.



### 2.2.1. Practices Relating to Time

The most prevalent alternative work arrangement, flexi time or flexible work hours, typically consists of flexible workday start and finish times. Most organizations that offer flexi time require all employees to be on the job during a set of core hours, but allow employees more choice over their work schedules on either side of these core hours (Ridgley et al., 2005). The vast majority of flexi time users establishes their own daily or weekly routine, and consistently adheres to this idiosyncratic schedule because it meshes well with their routines and responsibilities outside work. In establishing their personal schedules they also take into regard deadlines, co-workers' schedules, and other workplace contingencies (Gottlieb et al., 1998). Where employees have not experienced flexi time before they may need more guidance on what they can and cannot do (Ridgley et al., 2005).

Social exchange theory has been utilized recently to provide an understanding of why work family practices like flexi time can lead to positive job outcomes (Haar and Spell, 2004). Unlike economic exchange, which in the employment relationship would simply be payment for work, social exchange theory is about mutual exchanges (Dyne and Ang, 1998) in which specific "payment" is not known in advance (Blau, 1964). As such, when an employer provides flexi time, they are not sure this will lead to enhanced outcomes. However, social exchange theory suggests that employees will feel obligations when they receive benefits from their employers, for example, flexi time. Consequently, employees might value flexi time if it enhances their work-family balance and thus reciprocate with enhanced commitment and loyalty to their organization (Gouldner, 1960). Proponents of flexitime argued that the program can be beneficial to both employers and employees, creating a win-win situation (McGuire

& Liro, 1986). Since not everybody is most productive from eight to five, flextime allows workers to adjust their working schedules to their bio-clock to work the hours they prefer and feel most productive (Caldwell & O'Reilly, 1990). Studies also report that flextime can increase worker productivity through intermediate and indirect effects, such as increase in workers' job satisfaction and job autonomy (deCarufel & Schaan, 1990), and decrease in their absenteeism and work related stress.

Like any other new programs in workplace, executing flextime incurs costs associated with learning and training, extra overhead expenditures, and managerial monitoring due to varied and spread working hours of workers (Shepard et al., 1996).

Rodriguez, (2003) carried out a study on flexible working patterns using annualized hours. The purpose of the study was to examine the advantages of adopting employee working patterns under a system of annualized hours to offer greater flexibility and to give a broad framework to support its effective introduction. The most important points are the ability to modify working patterns to suit personal circumstances, level salary payments each month even though hours worked may vary, increase the opportunity to have blocks of time off in the quieter period of the year. Potential advantages for the organization were that staffing level could be more easily matched with fluctuations in workload over the course of each year; there could be more flexibility in provision for extended shifts and 24 hour services; absenteeism could be reduced because staff would take more responsibility for their own working hours. The study shows that using annualized hours will enhance work-life balance for staff in hospitals who adopt a greater scope and flexibility in organizing working time as demand fluctuates across the year and improve staff retention and recruitment, and provide better patient care.

### 2.2.2. Practices Relating to Place

With the increased implementation of information technology in the private and public sectors, the nature and the amount of white-collar work has changed. In the information age, work processes are becoming more complex and information-intensive and workers are becoming more focused in specific knowledge domains, sharing expert knowledge with peers in order to accomplish a task (Nolan and Croson, 1995). Another impact of information technology has been to enable virtual proximity to information and therefore remote information-intensive work. As a result, white-collar workers now have the option of telecommuting and working at a remote location in either fixed (e.g. home) or mobile (e.g. hotel) modes (Gordon and Kelly, 1988). The link between work flexibility and productivity can be traced back to agency theory, which focuses on determining the optimal contract that governs the relationship between a manager and an employee (Eisenhardt, 1988). According to the theory, a behavior-based contract is employed between a manager and an employee when the manager knows what the employee has done, but if the manager does not know what the employee has done, as a result of flexible work structure, an outcomes-based contract is employed (Ndubisi and Kahraman, 2005). Consequently, there is likely to be a positive relationship between work flexibility and tele-working productivity.

In their study Ferris & Martinson (2003) examined whether and to what extent the different work venues of virtual offices, home offices or traditional offices impacted job performance; motivation; retention and career opportunity; and family life balance. Their findings suggested that virtual and home offices showed mostly positive effects on the job performance variables, while traditional office

arrangements showed mostly negative effects. In contrast, arrangements that involve a reduced number of hours at work are associated with lower levels of work-family conflict. Thus individuals engaged in part-time work, job sharing, and to a lesser extent, compressed work weeks reported lower levels of work-family interference. Taken together, these observations suggest a limited effect of flexible work arrangements on work and family balance. By spending less time on running and maintaining their home and work, employees will have more fulfillment and satisfaction, such as our relationships with friends and family (Hinz, 2011).

In his study that investigates employees' attitudes towards telecommuting on Egypt information employees', Abdel-Wahab (2007) found that more respondents are in favor of telecommuting (50% of the sample size) than those who are not (about 24.1% of the sample size). Those employees who have a positive attitude towards telecommuting may be encouraged by the pluses of telecommuting such as: saving commute cost and time; less travel related stress, especially for elder employees; better balance for the competing demands of work and family, especially for working women with young children. In a similar study conducted in America by Joseph J. Gripped (2002) among American government finance professionals, more than 69% of the sample size (149 subjects) was in favor of telecommuting. According to Abdel-Wahab (2007), the variance in attitude towards telecommuting between Egyptian and American information workers may be due to the information technology infrastructure gap between the two countries, the computer proficiency gap (hardware, software) between workers in the two countries, limited living space (due to Egypt's housing problem) makes it difficult for the telecommuters to set up boundaries for family members, the inability to own a personal computer at home and cultural

constraints where in a male-dominated culture such as the Egyptian one, a man working at home is not be encouraged.

### **2.2.3. Practices Relating to the Job**

The work redesign perspective encompasses a number of theoretical traditions. Work simplification, job enrichment, job enlargement, and the socio technical approach offered limited possibilities for revising work processes to better bridge work and family needs (Bailing & Harrington, 2004). The introduction of alternative work schedules provided a redesign option that influenced employees' ability to do their work and simultaneously meet their family responsibilities. Fisher (2010) in his study examined how flexible work arrangements are designed and implemented, how work processes and job responsibilities are affected, and how workplace culture and structure shape these activities. The researcher uses a qualitative, grounded theory approach to conduct a case study of a large Midwestern U.S. workplace with a diverse hierarchy of jobs. Spatial analysis and semi-structured face-to-face interviews with both managers and non-managers in salary and hourly positions were used to gather data. Findings provided that organizational approaches to flexibility must consider the overall approach to and system of organizing work.

The job characteristics model (JCM) is among the most well-known and complete theories for explaining job design characteristics and their relationships to work motivation (Hickman & Oldham, 1980). According to this theory, any job can be described in terms of the following five core job dimensions: skill variety, task identity, task significance, autonomy, and feedback. Seen as being more motivating and satisfying to workers who perform jobs with these characteristics, the five core job dimensions influence psychological states of workers that are more likely to lead

to favorable work outcomes: high work productivity and low absenteeism and turnover. The one study found which examined job design and work-life balance still discussed it in terms of scheduling. Brewer (2000) writes about the importance of place, distance and time. She believes that changing managerial assumptions about these issues is at the heart of using work redesign to better enable flexible work scheduling.

#### **2.2.4. Practices Relating to Benefits**

Formal work family support programs provide tangible support in the way of value addition services or financial benefits that ease the burden of dependent care. Such programs include on-site child care centers (Kossek & Nichol, 1992), dependent care resource and referral services, paid family leave policies, elder care programs, and financial assistance for dependent care (Grover & Crooker, 1995). The idea of employees as self-interested actors engaged in a “give and take” relationship with their organization has long been espoused. However, few theorists have attempted to explain work-family program use in such simple economic terms. Self-interest theory (Sears & Funk, 1991) depicts employee actions as derived from salient personal gains to maximize the utility of their actions. In this way, work-family support programs should be viewed favorably to the extent that they provide “short to medium-term impact on the material well-being of the individual’s own personal life (or that of his or her immediate family)” (Sears & Funk, 1991: 16). The central tenet underlying this self-interest perspective as applied to program use is that when employees with dependents use work family support programs, it reduces their work family conflict and this, in turn, results in favorable organizational outcomes as a function of realized utility. Similar to the theory of work adjustment, high congruence between employees’ immediate work-family needs and the reinforcement system of the

organization also leads to more positive job attitudes and performance (Bales et al, 1999).

### 1. Research Design

Similarly, Perry-Smith and Blum (2000) suggest that through the provision of work-family programs, employers send signals to employees regarding values of the organization. Because work family programs are discretionary, employees likely draw positive conclusions about the values of the organization. Further, regardless of personal benefit, work-family programs are likely perceived by all employees as symbols of corporate concern and support for family well being, thus resulting in favorable outcomes for the organization (Grover & Crocker, 1995). Research by Judies and Lyness (1999) among 11,815 managers in a financial services organization found that managers who took leaves of absence, both family and illness related, received fewer subsequent promotions and salary increases than those who did not take leave, even after controlling for performance ratings. Regardless of type of leave, length of absence, or when leave was taken, managers who took multiple leaves of absence received fewer rewards than managers who took only one leave of absence. It is therefore not surprising that work life balance practices tend to be under utilized by male employees, single employees, and career-oriented mothers (Whitehouse and Zetlin, 1999), and that apprehension of negative career consequences for using practices has been associated with increased levels of work life conflict (Anderson et al., 2002).

## CHAPTER THREE: RESEARCH METHODOLOGY

### 3.1. Research Design

The study was a census. It was an appropriate design because the population of horticultural farms in Naivasha constituency was small and accessible. The census also gave total representation there by producing highly reliable information.

### 3.2. Population of the Study

The Target population was all horticultural farms in Naivasha. According to Lake Naivasha's Growers Group (LNGG), as of January 2012, there were 22 horticultural farms in Naivasha (The Lake Naivasha Growers' Group website).

### 3.3. Data Dollection

The study used primary data. Data was collected from the Human Resources Managers from the 22 horticultural farms. The researcher used a self administered structured questionnaire as the data collection instrument. The questionnaire had two sections; Section A comprised of questions relating to background information of the farm and the respondents, while section B comprised of questions relating to work life balance practices. The mode of collection was drop and pick.

### 3.4. Data Analysis

The data collected was presented in form of tables and graphs. The data was analyzed using descriptive statistics, like the mean and the standard deviation. The researcher used MS Exel as the tool for data analysis.



## CHAPTER FOUR: DATA ANALYSIS, RESULTS AND INTERPRETATIONS

### 4.1. Introduction

This chapter presents and analyses the findings of the study and provides an interpretation. The objective of the study was to investigate the extent to which work life balance practices are adopted by horticultural farms in Naivasha constituency in Kenya. Questionnaires were distributed to 22 human resources managers in the farms that were listed in the horticultural council website as members of Lake Naivasha's Growers Group (LNGG), as of January 2012. Out of these 20 questionnaires were duly filled and collected. This translates to a 91% response rate. This is regarded as an excellent response rate, in line with the literature by Mugenda and Mugenda, (2003) which recommends that for generalization, a response rate of 50% is adequate for analysis and reporting. 60% is good and any response rate of 70% and over is excellent for descriptive studies.

### 4.2. Demographic Data and General Information

This section was designed to obtain respondents' demographic data and general information about the farm that was relevant to the study.

#### 4.2.1. Gender

The study sought to determine the gender of the respondents. The findings are summarized in Figure 4.1 below. The gender is relevant to the study because according to Buddhapriya, S. (2007), although male professionals acknowledge the prevalence of work life conflicts that present barriers at the workplace, they are not as

supportive as their female counterparts of special practices and measures required to mitigate this phenomenon.

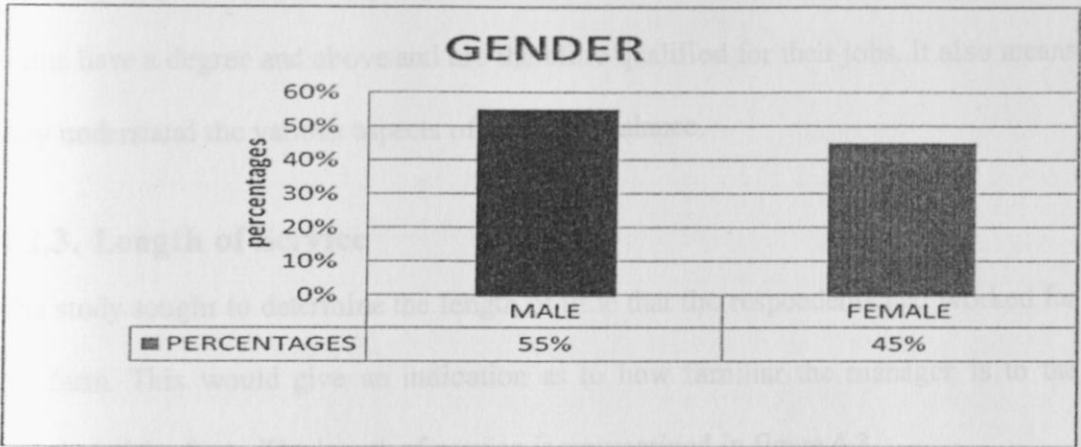


Figure 4.1 Respondents' gender

Out of the 20 respondents, there were 9 females (45%), 11 males (55%). This means there is gender equity among the human resources managers employed at the horticultural farms.

#### 4.2.2. Academic Qualification

Respondents were asked their highest level of education. This was necessary in order to establish if the managers had adequate knowledge to understand the concept of work life balance and hence the study. The findings are summarized in figure 4.2.

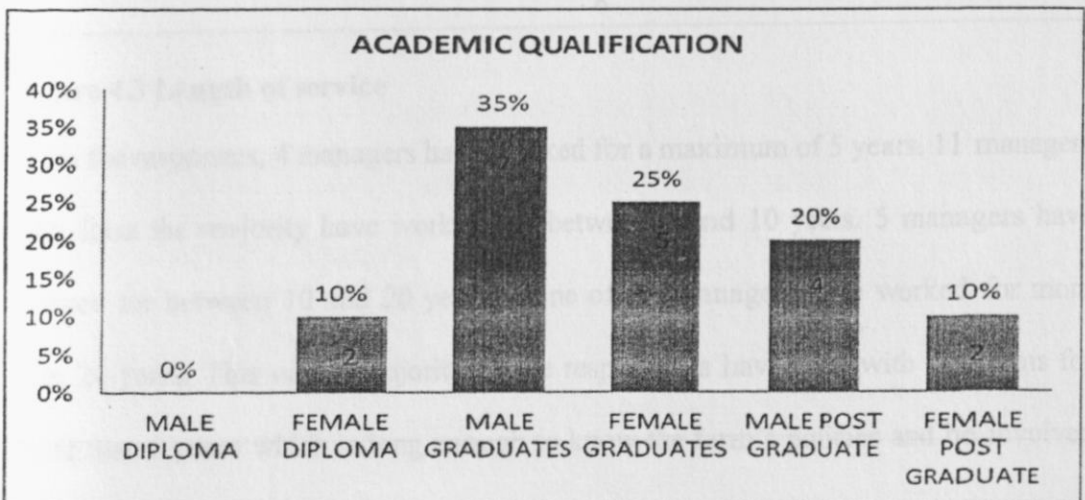


Figure 4.2 Academic qualifications

Out of the 20 respondents, 2 are diploma holders, both being female, 12 are graduates (7 male and 5 female) and 6 are holders of post graduate degrees (4 male and 2 females). This means that majority of the human resources managers employed at the farms have a degree and above and are therefore qualified for their jobs. It also means they understand the various aspects of work life balance.

### 4.2.3. Length of Service

The study sought to determine the length of time that the respondents had worked for the farm. This would give an indication as to how familiar the manager is to the policies of the farm. The length of service is summarized in figure 4.3

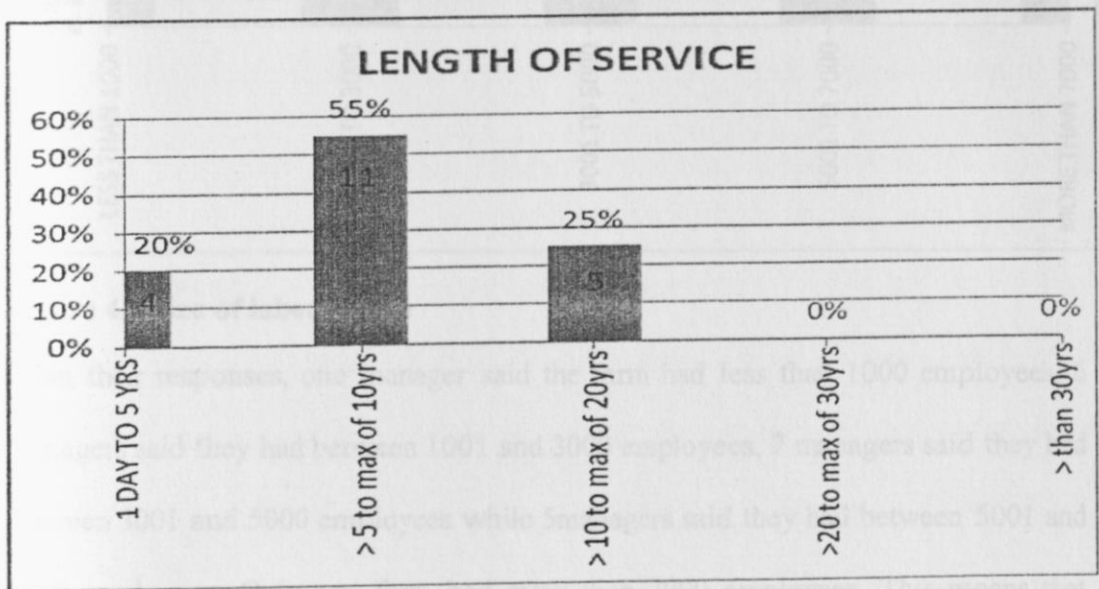


Figure 4.3 Length of service

From the responses, 4 managers have worked for a maximum of 5 years. 11 managers who form the majority have worked for between 5 and 10 years. 5 managers have worked for between 10 and 20 years. None of the managers have worked for more than 20 years. This means majority of the respondents have been with the farms for more than 5 years which is long enough to know the farm's policies and be involved in their implementation.

#### 4.2.4. Size of the Farm's Labor Force

Respondents were asked to indicate the size of the current labour force. The higher the number of employees, the more varied their work and non work requirements. This is because a larger work force is likely to have a greater representation of all age brackets and marital status. The responses are summarized in Figure 4.4

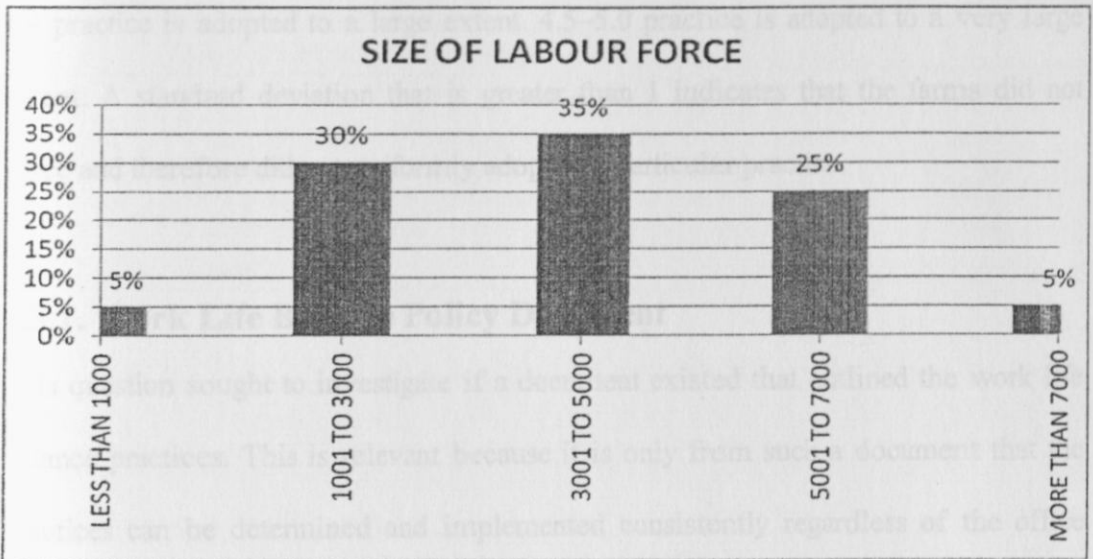


Figure 4.4 Size of labour force

From their responses, one manager said the farm had less than 1000 employees, 6 managers said they had between 1001 and 3000 employees, 7 managers said they had between 3001 and 5000 employees while 5 managers said they had between 5001 and 7000 employees. Only one farm had more than 7000 employees. This means that more than half the farms (55%) have more than 3,000 employees, implying that the farms would need to adopt various work life balance practices to address the employees' various requirements.

#### 4.3. Work Life Balance Practices

In Section B respondents were asked questions relating to the extent of adoption of work life balance practices in their respective farms. Given a set of work life balance practices, the respondents were asked to indicate those which were not practiced at all

(1), practiced to a moderate extent (2), if they were not sure (3), those practiced to a great extent (4), and those practiced to a very great extent (5). The data was summarized in a tally sheet that was used to compute the means and the standard deviations. The means were interpreted as follows: 0 – 1.4 practice is not adopted. 1.5 – 2.4 practice is adopted to a moderate extent. 2.5 – 3.4 respondent is not aware. 3.5 – 4.4 practice is adopted to a large extent. 4.5–5.0 practice is adopted to a very large extent. A standard deviation that is greater than 1 indicates that the farms did not agree and therefore did not uniformly adopt that particular practice.

#### 4.3.1. Work Life Balance Policy Document

This question sought to investigate if a document existed that outlined the work life balance practices. This is relevant because it is only from such a document that the practices can be determined and implemented consistently regardless of the office holder. All the 20 respondents agreed that their farms had a document that outlined their farm’s work life balance policy. This means that for all the farms the issue of work life balance is critical enough to warrant the establishment of an outlining document or formal policy.

#### 4.3.2. Work Life Balance Practices Relating to Time

This section sought to investigate the adoption of practices relating to time. This would indicate the amount of freedom the employees had to establish their own daily or weekly routine, because it meshes well with their routines and responsibilities outside work. The results are as summarized in Table 4.1 below.

Table 4.1 Practices relating to time

TIME			
QUESTION NUMBER	SUBJECT	MEAN	STANDARD DEVIATION
1	Flexible reporting time	1.00	0.00
2	flexible working days	4.65	0.93
3	flexible working hours	1.20	0.41
4	days off for overtime worked	4.95	0.22
5	restricted overtime hrs	5.00	0.00
6	time off for family emergencies/events	5.00	0.00
7	optional weekend work	4.45	1.23
8	Exchanging of shifts	3.70	0.92
	overall	3.74	

From table 4.1 above, restricted overtime hours and time off to attend to family matters have a mean of 5 showing they are practised by all the horticultural farms to a very great extent. Flexible working days with a mean of 4.65 and taking days off for overtime worked with a mean of 4.95 shows that these are also practised to a very great extent by majority of the farms. Further, optional weekend work and exchanging of shifts with means of 4.45 and 3.70 respectively shows they are practised to a great extent. A mean of 1.0 for flexible reporting time and 1.2 for flexible working hours shows that the two practices are not adopted at all. An overall mean of 3.74 indicates that practices relating to time are adopted by the farms to a great extent. However, for optional weekend work, the standard deviation of 1.23, being greater than 1, indicates that the farms do not agree on the adoption of this practice.

In summary therefore, this data shows that none of the farms allow for flexible reporting time, and most do not allow for flexible working hours either. However, all the farms agree that they have a restricted number of overtime hours, and that employees are allowed time off to attend to family matters. Majority of the farms also

allow employees to exchange their shifts and to take time off instead of pay for overtime worked. Although they were not all in agreement, many of the farms also allow the employees to choose whether or not to work over the weekends and they also allow for flexible working days.

### 4.3.3. Work Life Balance Practices Relating to the place

This section required the respondents to evaluate practices relating to the place. This would assess the freedom granted to the employees to work at a place other than the farm's premises. The responses are summarized in table 4.2 below. One of the findings of the study by Ferris & Martinson (2003) was that arrangements that involve reduced number of hours at work are associated with lower levels of work-family conflict.

Table 4.2-Practices relating to place

PLACE			
QUESTION NUMBER	SUBJECT	MEAN	STANDARD DEVIATION
9	Tele working	2.35	0.75
10	Provision of teleworking resources	2.15	0.55
11	Regular facility maintenance.	4.85	0.49
	Overall	3.12	

The analysis above shows that tele-working with a mean of 2.35 and provision of tele-working resources with a mean of 2.15 are moderately practised by the farms while the regular maintenance of work place facilities with a mean of 4.85 is practised to a very great extent. This means that the farms agree that they are not too keen on employees working away from the farm, or providing facilities for them to do so. Majority of the farms agree that it is important to inspect and carry out maintenance of facilities, tools and machinery. An overall mean of 3.12 indicates that practices relating to place are only moderately practised by the farms.

In summary of practices relating to the place, the horticultural farms do not encourage employees to work away from the farms, possibly because the bulk are engaged in actual crop husbandry and can therefore only accomplish their tasks at the farms where the crops are. In addition majority of the farms actively engage in regular facility inspection and maintenance to ensure they operate efficiently, and to reduce replacement costs.

#### 4.3.4. Work Life Balance Practices Relating to the Job

This section sought to determine if policies relating the job were adopted by the farms. Table 4.3 shows the results. According to Hackman & Oldham, (1980), the job design has an impact on the psychological state of the employees and their ability to do their work and simultaneously meet their family responsibilities. A positive impact is therefore more likely to lead to favorable work outcomes: high work productivity and low absenteeism and turnover.

Table 4.3-Practices relating to the job

JOB			
QUESTION NUMBER	SUBJECT	MEAN	STANDARD DEVIATION
12	orientation	5.00	0.00
13	job sharing	3.85	0.67
14	Autonomy of work	1.58	0.50
15	flexible pay day	1.00	0.00
16	Provision of protective clothing	4.90	0.31
17	Training on use of equipment	5.00	0.00
18	performance feed back	3.70	1.34
	overall	3.58	

From the above analysis, all managers said that orientation and training of employees on the use of machinery, both with a mean of 5, are practised to a very great extent. Most of the managers also agreed that provision of protective clothing and equipment,



with a mean of 4.9, is also practised to a very great extent. Job sharing with a mean of 3.85 and provision of performance feedback to employees with a mean of 3.7 are practiced to a great extent. Work autonomy with a mean of 1.58 is practised to a moderate extent. All the managers strongly agreed that flexible pay day, with a mean of 1 is not practised at all. An overall mean of 3.58 means that practices relating to the job are adopted by the farms to a great extent. However, as shown by the standard deviation of 1.34 which is greater than 1, the managers did not agree on the practice of providing performance feedback to employees. In summary therefore, horticultural farms in Naivasha have fixed systems of paying employees which the employees are not allowed to vary. Further, all the farms give their employees job orientation and training on the use of machinery and equipment. In addition, majority of the farms provide their employees with protective clothing and equipment. Most of the farms also allow employees to share their jobs if they feel it is too much for them to accomplish on their own. The farms also provide performance feedback to their employees possibly by setting of performance targets against which the employees' performance is measured.

#### **4.3.5. Work Life Balance Practices Relating to Benefits**

This section sought to investigate the benefits availed by the farms to the employees. Through the provision of work-family programs and benefits, employers send signals to employees regarding values of the organization. Therefore regardless of personal benefit, work-family programs are likely to be perceived by all employees as symbols of corporate concern and support for their family's well being; resulting in favorable outcomes for the organization (Grover & Crocker, 1995). The responses are summarized on table 4.4 below.

Table 4.4-Practices relating to benefits

BENEFITS			
QUESTION NUMBER	SUBJECT	MEAN	STANDARD DEVIATION
19	Paid maternity	5.00	0.00
20	Paid paternity	5.00	0.00
21	paid compassionate	5.00	0.00
22	unpaid compassionate	2.30	0.73
23	paid study	1.30	0.92
24	unpaid study	1.25	0.44
25	daycare centre	1.25	0.44
26	family fun day	1.25	0.55
27	health programs	4.15	0.37
28	low interest loans	1.25	0.44
29	no interest loans	1.15	0.37
30	paid staff tuition	1.30	0.92
31	paid tuition for children	2.10	1.33
32	work place shops	3.70	1.30
33	free company products	1.20	0.41
34	discounted company products	1.40	0.50
35	work place transport	2.30	0.73
36	Employee Assistance programs	1.55	0.94
37	pension programs	4.20	0.41
38	free/subsidized meals	1.30	0.47
	overall	2.40	

Table 4.1 above shows that all the managers agreed that paid paternity, maternity and compassionate leaves are adopted to a very great extent, each practice having a mean of 5 and standard deviations of 0. Provision of health programs (a mean of 4.15), establishment of work place shops (a mean of 3.7) and provision of pension programs (a mean of 4.2) are all practised by the farms to a great extent. The managers further indicated that provision of work place transport (a mean of 2.30) and payment of tuition for employees' children (a mean of 2.10) are practised only to a moderate extent. The managers' responses further showed that paid study leave (1.3), unpaid study leave(1.25), day care centre (1.25), family fun days(1.25),low interest loans(1.25), no interest loans(1.15), payment of tuition for employees(1.30), free

meals(1.30), free and discounted company products(1.20 and 1.40 respectively) and employee assistance programs(1.55) are all practices that are not adopted by the farms. An overall mean of 2.4 implies that work life balance practices relating to benefits were only moderately practised by the farms. It is worth noting that the managers did not agree on provision of the shops as indicated by a standard deviation of 1.30. Further, a standard deviation of 1.33 for payment of tuition fees for employees' children again indicates that the farms did not agree on the adoption of this practice.

These results imply that with reference to practices relating to job benefits, all the farms comply with statutory requirements to grant paid paternity and maternity leaves. They all also find it prudent to grant fully paid compassionate leave to their employees. Those who paid tuition for employees' children specified further that this benefit related only to the chief executive officer. The farms either had small health centers or took out medical covers for their staff to ensure the employees health was taken care of. Along with this, all the farms had some sort of pension programs to help employees save for their retirement. The farms also found it important to have convenience shops within the farms to save on time spent looking for small convenience items like cigarettes and snacks. On average the farms do not provide for study leave. Majority of the farms also expect employees to live within their means and do not therefore offer loans of any sort to them. In the event that the employees would be interested in purchasing farm products, they would have to do so at market rates. The farms also do not find it important to provide free or subsidized meals for employees. Most of the farms also find no value in establishing day care centers for employees' dependants while the employees are at work.

## CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATION

This chapter presents a summary of the major findings, discussion, conclusion drawn from the findings, limitations of the study and provides recommendations. The conclusion and recommendations made are based on the objective of the study. The objective of the study was to investigate the extent to which work life balance practices are adopted by horticultural farms in Naivasha constituency in Kenya. The respondents were human resources managers of the selected farms.

### 5.1. Summary of Findings

The major findings from the responses to the general information questions were that all the farms have a formal work life balance practice policy to guide the human resources management function. Secondly, there is gender equity among the human resources managers employed at the horticultural farms. Further, majority of the human resources managers employed at the farms have a degree and above and are therefore qualified for their jobs and understand the various aspects of work life balance. In addition, most of the respondents have been with the farms for more than five years which is long enough to know the farm's policies and be involved in their implementation. Finally, more than half the farms have three thousand employees and above, implying that the farms would be faced with various employee requirements, work and non-work alike, which would be addressed by adoption of various practices.

With reference to practices relating to time, study indicates that none of the farms allow for flexible reporting time, and most do not allow for flexible working hours either. However, all the farms agree that employees should worked for a restricted

number of overtime hours, and that they should also be allowed time off to attend to family matters. Majority of the farms also allow employees to exchange their shifts and to take time off instead of pay for overtime worked. Although they were not all in agreement, many of the farms also allow the employees to choose whether or not to work over the weekends and they also allow for flexible working days.

On practices relating to the place, the study revealed that horticultural farms do not encourage employees to work away from the farms, possibly because the bulk are engaged in actual crop husbandry and can therefore only accomplish their tasks at the farms where the crops are. In addition majority of the farms actively engage in regular facility inspection and maintenance to ensure they operate efficiently, and to reduce replacement costs.

As far as practices relating to the job are concerned, the study found that horticultural farms in Naivasha have fixed systems of paying employees which the employees are not allowed to vary. Further, all the farms give their employees job orientation and training on the use of machinery and equipment. In addition, majority of the farms provide their employees with protective clothing and equipment. Most of the farms also allow employees to share their jobs if they feel it is too much for them to accomplish on their own. The farms also provide performance feedback to their employees possibly by setting of performance targets against which the employees' performance is measured.

These results further showed that for practices relating to job benefits, all the farms comply with statutory requirements to grant paid paternity and maternity leaves. They

all also find it prudent to grant fully paid compassionate leave to their employees. Those who paid tuition for employees' children specified further that this benefit related only to the chief executive officer. The farms either had small health centers or took out medical covers for their staff to ensure the employees health was taken care of. Along with this, all the farms had some sort of pension programs to help employees save for their retirement. The farms also found it important to have convenience shops within the farms to save on time spent looking for small convenience items like cigarettes and snacks. On average the farms do not find it useful to pay tuition for employees who might want to further their knowledge if it is not related to their jobs, thus they also do not provide for study leave. Majority of the farms also expect employees to live within their means and do not therefore offer loans of any sort to them. In the event that the employees would be interested in purchasing farm products, they would have to do so at market rates. The farms also do not find it important to provide free or subsidized meals for employees. The farms also find no value in establishing day care centers for employees' dependants while the employees are at work.

## 5.2. Conclusion

From the findings, the study concludes that work life balance practices relating to the place and to the job benefits are only moderately adopted by horticultural farms in Naivasha, whereas those relating to time and to the job are adopted to a great extent. These findings, particularly the moderate rating of work life practices relating to benefits and place corroborate the negative press reports and various labour unrests that have afflicted horticultural farms in Naivasha constituency in the recent past. Specifically, it has become clear that the horticultural farms will have to reconsider

their organizational work life culture if they are to effectively respond to employees changing needs. As the nature of the workforce continues to diversify, it will become increasingly important for organizations to consider all the factors influencing their employees' ability to balance work and non work commitments. This would be a sign of organizational concern for employees, which would promote employee interest in and obligation to the organization. Having employees who make use of available work life practices may also attract cost savings for organizations via improved efficiency and enhanced productivity.

### **5.3. Recommendations**

The study recommends that greater attention should be paid to practices relating to place as well as benefits, as they are the ones with the lower ratings than practices relating to time and to the job. In particular, the farms should introduce employee assistance programs and study leave in order to empower the employees to make better use of the other practices they have been provided. Further, the farms should consider introducing flexible working hours and increased work autonomy so that the employee can schedule their work in a manner that allows them to attend to non work matters during off peak working hours/seasons.

### **5.4. Limitations**

The sensitive nature of the information sought was one of the limitations to the data collection process. This challenge was handled by the use of a signed letter of introduction that quoted the student registration number to prove that the information was solely for academic purposes. Time and location were also a limitation because the researcher is based in Nairobi and the study was conducted in Naivasha

constituency, and all the questionnaires need to be delivered and collected within a short period of time. It therefore became necessary to engage an assistant to help with the distribution and collection.

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### 5.5. Further Research

This study focused on horticultural farms in Naivasha constituency only. This was due to the limitation of time and financing. It would be beneficial if further research could be conducted across horticultural farms in the entire country. Further, this study was conducted on horticultural farms only. A similar study can be conducted on other sub sectors in the agricultural industry to enable a comparison between the sub sectors. A survey should also be conducted on the employees to further corroborate the findings of this study.

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APPENDICES

Appendix 1: Letter of Introduction



**University of Nairobi**

A world-class university committed to scholarly excellence

Dear respondent

I am a student at The University of Nairobi currently undertaking a Master of Business Administration (MBA) course. As a requirement of this degree, I am undertaking a survey on the adoption of work life balance practices in horticultural farms in Naivasha constituency. I therefore kindly seek your authority to carry out the study in your organization. The information received will be used for the purposes of this survey only. All the information gathered will be treated with utmost confidentiality.

Yours Faithfully

Anne Muinde

Registration No: D61/70507/2009

**Appendix II: Questionnaire**

**Section A: Background Information**

1. Name of the organization? (Optional) \_\_\_\_\_
2. Please tick (√) your gender?  
 Male ( ) Female ( )
3. What is your highest academic qualification?  
 Diploma ( ) Graduate ( ) Post Graduate ( ) Any other (specify).....
4. How many years have you worked for this organization?

Five years or less	More than 5 to max of 10yrs	More than 10 to max of 20yrs	More than 20 to max of 30yrs	More than 30

5. Please indicate below the range which best represents the size of the farm's entire labour force at this moment, (inclusive of permanent, contracted, administrative and non-administrative staff)

- Below 1000[ ]
- Between 1001 and 3000[ ]
- Between 3001 and 5000[ ]
- Between 5001 and 7000[ ]
- More than 7000[ ]

**Section B: Work life Balance Practices**

6. Does your company have a document that outlines the farm's work life balance policy?

Yes[ ]                      No[ ]                      Not aware[ ]

7. If yes, please indicate by ticking the appropriate box, to what extent each option is practiced at your farm. Use a scale of 1-5 where:

1 – Not at all

2 – To a moderate extent

3 – I am not sure

4 – To a great extent

5 – To a very great extent.

TIME	1-Not at all	2-To a moderate extent	3-I'm not sure	4-To a great extent	5-To a very great extent
1) Flexible start and finish time so long as staff puts in the minimum required time.					

	1-Not at all	2-To a moderate extent	3-I'm not sure	4-To a great extent	5-To a very great extent
2) Employee can vary work days per week subject to a minimum					
3) Employee can vary working hours per day subject to a minimum					
4) Employees can choose to take time off instead of pay for overtime worked					
5) Number of overtime hours is restricted					
6) Employees can take time off for family emergencies & events					
7) Weekend work is optional					
8) Staff are allowed to exchange shifts					
<b>PLACE</b>					
9) Staff can work from locations other than the office.					

	1-Not at all	2-To a moderate extent	3-I'm not sure	4-To a great extent	5-To a very great extent
10) Provision of resource for tele-working (lap tops, networked phones)					
11) Farm carries out regular Facility inspections for repairs and renewals					
<b>JOB</b>					
12) Staff are given orientation and description of what is expected from their job					
13) Jobs can be shared by two or more staff where they are unable to work full time					
14) Staffs are allowed some autonomy to decide how to conduct their work.					
15) From a set of options, staff are allowed to choose the interval of payment (daily, weekly, fortnightly)					
16) Farm provides protective clothing and equipment.					



	1-Not at all	2-To a moderate extent	3-I'm not sure	4-To a great extent	5-To a very great extent
17) Employees are trained on the use of machinery & implements					
18) Employees are given feedback regarding their performance					
<b>BENEFITS</b>					
19) Employees can take paid maternity leave					
20) Employees can take paid paternity leave					
21) Employees can take paid compassionate leave					
22) Employees can take unpaid compassionate leave					
23) Employees can take paid study leave					
24) Employees can take unpaid study leave					

	1-Not at all	2-To a moderate extent	3-I'm not sure	4-To a great extent	5-To a very great extent
25) Baby/Day Care Centre available at the farms premises					
26) The farm organizes family event days					
27) The farm organizes regular employee health/counseling programs					
28) Low interest loans and advances available to employees					
29) No Interest loans and advances available to employees					
30) Farm pays tuition fee for Staff					
31) Farm pays tuition fee for employees children					
32) Farm provides work place convenience shops/kiosks					

	1-Not at all	2-To a moderate extent	3-I'm not sure	4-To a great extent	5-To a very great extent
33) Employees can get company products free of charge					
34) Employees can get company products at discounted prices					
35) Farm provides transport to and from the work place					
36) Farm provides employee assistance programs (like financial planning advice)					
37) Farm has a staff pension program					
38) Employees can get subsidized/free meals					

THANK YOU FOR YOUR TIME

### Appendix III: Horticultural Farms in Naivasha

1. Blooming Oasis Ltd
2. Bilashaka Flowers
3. Carzan Flowers (K) Ltd
4. Florema (K) Ltd
5. Kentalya (K) Ltd (Formerly Goldsmith Seeds)
6. Hamer / Florensis (K) Ltd
7. Homegrown Ltd
8. Kenya Nut Company Ltd
9. Lamorna Ltd
10. Lake Flowers Ltd
11. Longonot Farm Ltd
12. Longonot Horticulture Ltd
13. Nini Ltd
14. Norflora (K) Ltd
15. Ol' Njorowa Ltd
16. Oserian Development Company
17. De Ruiters (K) Ltd
18. Plantation Plants (K) Ltd
19. Savanna International Ltd
20. Savanna Plants Ltd
21. Shalimar Ltd
22. Wildfire Flowers Ltd

Source: The Lake Naivasha Growers' Group website