

WORK/FAMILY CONFLICT & EMPLOYEE PRODUCTIVITY

A CASE STUDY OF CITIBANK KENYA

BY

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DECLARATION

I Maina Nyakweya Irene do hereby declare that the contents of this report are my own original work and have never been presented to any institution of education for award of a degree or diploma of any kind.

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MR MUGANGA CHRIS

## DEDICATION

This study is dedicated to my family, special friends, classmates and colleagues who gave me moral support throughout the period of the study.

May the almighty bless you bountifully.

## ACKNOWLEDGEMENT

I would like to acknowledge the tremendous debt I owe to my supervisor Chris Muganga for the advice and tireless assistance and supervision during my research work and preparation of the project report. I sincerely appreciate that without his invaluable suggestions and criticism this work would not have been a reality. I would also like to acknowledge the efforts of the other members of staff in the School of Business and management who assisted me in this study.

Finally I would like to acknowledge the remarkable efforts of my fellow classmates and my family members for their encouragement, support and prayers throughout this process.

To all of you I say thank you!

## ABSTRACT

The myth that family and work occupy separate spheres is fast fading in the face of tremendous demographic and economic changes (Voydanoff 1984). It is apparent that the demographics of the workplace have greatly changed in this century. This has led to a substantial increase in interest and focus by many employers and employees on achieving an appropriate balance between work demands and family life which is also critical for business success through improved productivity of employees.

The purpose of the study was to examine the relationship between work/family life conflicts and employee productivity at Citibank Kenya. That is, to specifically assess the impact of work/family conflict on organizational productivity. The sample size for the study was 36 respondents. The research instruments used in data collection was a questionnaire which consisted of both open and closed ended questions. The data collected was analyzed using Ms Excel and presented in frequency table, pie chart and graph form.

The study revealed that work life conflict was a new concept to most of the respondents. The study established that there were work life balance programs in place though they were not sufficient enough to counter conflict and ensure that there is a balance between work and family roles of employees which would enhance performance and productivity.

The study showed that the specific working conditions that contributed to most of the work family conflict were: excessive working hours, scheduling incompatibilities

between work and family roles and few numbers of employees leaving most of them with heavy workloads.

There were several consequences / effects of conflict established by the study. The most significant ones were lower job satisfaction which eventually led to low morale, motivation and overall low or poor productivity plus lower contentment with life in general to the level of some employees intending to leave paid employment.

The bank should therefore implement written work life policies and programs, sensitize all employees on the benefits of work life balance. Some of the programs that should be introduced may be family sick days, extensive resource and referral services such as medical services, child care services, paternity leave policies and flexible work arrangements all as a means to help employees attain this important balance and render them more productive and satisfied individuals both at work and at home.

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## CHAPTER ONE

### 1.0 INTRODUCTION

The purpose of the study was to examine the relationship between work/family life conflicts and employee productivity at Citibank Kenya. The myth that family and work occupy separate spheres is fast fading in the face of tremendous demographic and economic changes (Voydanoff 1984). It is apparent that the demographics of the workplace have greatly changed in this century. In this effect there are working mothers, smaller families, increasing numbers of working women, non traditional family patterns and changing values which are spurring a growing awareness of the interdependence of work and family life. Other groups include single parents (both men and women), individuals who have responsibilities over their aging or ailing parents, siblings especially in Africa where children are rapidly losing both parents to HIV Aids and left with their working aunts, uncles or siblings to cater for them. Work life and family life somewhat clashes therefore the need for this research study to determine how individuals are coping with this conflict, how organizations are helping their employees to cope and how this conflict affects productivity.

### 1.1 BACKGROUND

Work-family conflict also known as work-life balance is a person's control over the conditions in their workplace. Work family conflicts occur when an individual is not dully satisfied about their personal life and their paid occupation. It can also be described as the extent to which inter-role conflict occurs between an employee's work and family roles, so that the burden of their work roles interfere with the fulfillment of their family roles and vice versa.

When many people think about work/family conflict, they immediately think of female employees, nevertheless, more men are being called upon to handle family responsibilities whether they are married with working spouses and have children or they are single dads with children concerns.

There has been a substantial increase in interest and focus by many organizations on achieving an appropriate balance between work demands and family life. This effort has largely generated its energy from a workforce where a shortage of talent and tight supply exists. This shortage has caused companies to begin focusing on the work life balance concerns of employees to ensure retention of existing professionals as well as to create environments suitable and competitive enough to attract new talent that is critical for business success.

Conflict between work and family is currently a potential research area because it is linked to negative consequences which may and often spill over into work and non-work areas of an employee's life and in due course affect the productivity of employees and the organization as a whole.

Work/family conflicts have increased as the work environment has changed in the last decade in response to the changing nature and composition of the workplace demography i.e. sex, education levels of employees, working mothers, dual-career couple and single parents, downsizing, globalization, competitive pressures and technological change. In addition, young entrants in the job market have made for a more productive workforce that is also experiencing greater work/family conflict.

## **1.2 SIGNIFICANCE OF THE STUDY**

The findings from this study will provide policy makers and labour leaders at Citibank Kenya with the thrust to develop and implement policies and practices that will assist their employees manage the interplay between work and family life.

The findings presented in this study should also offer policymakers, academicians and practitioners a better understanding of what contributes to work/family conflict in organizations, with focus on Citibank Kenya. The research will also assist improve our understanding of the sources of work-life conflict, which will, in turn, enable policymakers and organizations to target their interventions, policies and programs on factors that influence the aforementioned.

Finally, the examination of the impact of work/family strategies on the quality of life and employee productivity will identify programs that will best fit the environment of Citibank Kenya and what the organization needs to do to improve both employee and organizational effectiveness.

## **1.3 SCOPE OF THE STUDY**

The study was conducted at Citibank Kenya, situated at Upper hill, Nairobi Kenya. Citibank Kenya was purposely chosen because it is the head office of the Citibank East Africa organization, which covers Citibank branches in Kenya, Tanzania, Uganda and Zambia therefore giving it the role of implementing policies to a large group of employees.

Citibank is a part of Citigroup, the pre-eminent financial services organization in the world formed in 1998 as a result of the merger between Citibank and the Travellers Group. Citigroup's mission is to be the most competent, profitable, and innovative

financial organization in the world. "Our success will depend largely on the imagination and talent of our staff and our commitment to customer service".

The content of the scope was the employees of Citibank who included all levels of employees.

The study covered the period between 2003 and 2006.

#### **1.4 OBJECTIVES OF THE STUDY**

##### **1.4.1 General Objectives**

The general objective of the study was to examine the relationship between work/family conflicts on employee productivity.

##### **1.4.2 Specific objectives**

The study sought to achieve the following specific objectives:

- o To identify the work life balance policies / strategies Citibank Kenya has put in place to assist its employees balance the demands of work and family.
- o To assess the impact of work/family conflict on organizational productivity.
- o To examine the impact of work/family conflict at the individual employee level and on the family life of employees.
- o To determine the factors that contribute to work/family conflict.

## 1.5 LIMITATIONS OF THE STUDY

- o Since respondents were voluntary participants, some chose to exercise their right not to respond therefore bringing about a lower percentage of respondents therefore inadequate data and in some cases incorrect information due to reluctance to cooperate.
- o Time constraints. This was because the study was carried out in Kenya and at which time the researcher was expected to attend lectures.
- o Monetary resource constraint. The researcher being a full-time student, found it difficult to mobilize sufficient funds for the research project.

## 1.6 THEORETICAL FRAMEWORK

Contemporary researcher (Clarke, 2000) is proceeding along more novel lines in relation to understanding the process of work-family conflict. The main components of her Work Family Border theory include the work and home domains, the borders between work and home, those who cross the borders and those who keep the borders. It argues that people are daily border-crossers as they move between home and work. She identifies certain characteristics of the components that may mediate the experience of work-family balance e.g. border strength, and then identifies a number of propositions surrounding the operation of such borders and the people within them. Ellen Kossek, a professor of Labour and Industrial Relations, however found out that people who enforce border strengths between work and family are actually more connected to their family, which means their work is relegated to second place. It is therefore better to integrate both and find a solution on how to balance the two.



Independent Variable

Dependent Variable

## CHAPTER TWO

### 2.0 LITERATURE REVIEW

#### 2.1 WHAT WORK/FAMILY CONFLICT IS?

Work-family conflict is "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is participation in the work (family) role is made more difficult by virtue of participation in the family (work) role" (Greenhaus and Beutell, 1985). Lockwood (2003) defines work-life conflict as the pull and pulls between work and family demands.

Presently, the boundaries between work and home are less defined especially with beepers, cell phones and email where employees are expected to respond to work demands even when they are physically some place elsewhere. The boundaries of 'when am at home and when am I not at work' are less clear. Hypothetically conflict between work and family is bi-directional. Most researchers make the distinction between what is termed work-family conflict, and what is termed family-work conflict. Work-to-family conflict occurs when experiences at work interfere with family life like extensive, irregular, or inflexible work hours, work overload and other forms of job stress, interpersonal conflict at work, extensive travel, career transitions, unsupportive supervisor or organization. Family-to-work conflict occurs when experiences in the family interfere with work life like presence of young children, primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit, unsupportive family members.

The expectations of spouses and children conflict in many cases with the expectations of bosses and co-workers. There are three main types of work-life



conflicts experienced by employees; role overload, work to family interference, and family to work interference.

### **Role Overload**

Role overload is defined as having too much to do in the amount of time available. Greenberg and Baron 1997 have identified two types of role overload; quantitative overload which occurs in situations where individuals are required to do more work than they can actually accomplish in a specified period of time. In contrast, qualitative overload refers to employees' beliefs that they lack the required skills or abilities needed to perform a given job. Both types of overload are unpleasant and can lead to high levels of stress. On the other hand, role under-load that is having nothing to do or too little in one's work or family can also cause conflict due to boredom.

### **Role Conflict**

Role conflict can be defined as a situation where an employee is forced to choose between competing roles to satisfy the expectations of one role at the expense of the other. It occurs because it is physically impossible for somebody to be at two different places doing two different things at exactly the same time. Work/family role interference can take two forms depending on which family or work is given precedence.

Work interference with family life occurs when employees give precedence to their work role at the expense of time or energy for their family or themselves.

Family to work interference on the other hand occurs when personal or family demands and responsibilities are taken care of at the expense of work.

## 2.2 WORK LIFE BALANCE PROGRAMS

Many companies have a strong desire to improve work life balance and create work family initiatives, but often implement programs with limited effectiveness. This unfortunately can be the result of focusing on symptoms rather than underlying problems that perpetuate them. To discover the root problems and attack them head on, organizations and employees must engage in a cooperative dialogue. Work life balance strategies offer a variety of means to reduce stress levels and increase job satisfaction and productivity while enhancing business benefits for the employer. In the increasing hectic world, work life strategies seek to find a balance between work and family / play.

Work/family life programs provided by the employer help employees manage the broader and more complex challenges and responsibilities they face on the job and at home.

Work-life programs include any employment-sponsored benefit or working condition that helps an employee to balance work and non-work demands according to Cascio 2003. The most common work-life programs offered by organizations today include:

- a) Flexible working - flextime, compressed work weeks, flexi-years, job sharing, part-time, telecommuting, v-times and mummy tracks
- b) Child and dependent care benefits i.e. on or near site child care centres
- c) Holidays and Leave Options - These include maternity, paternity, adoption leaves, sick leave, family leave, sabbaticals and phased re-entry or retirement schemes

- d) Information Services and HR policies - these include cafeteria benefits, life-skill educational programs such as parenting skills, health issues, financial management and retirement professional and personal counseling, stress management programs.
- e) On-site facilities - exercise facilities, staff clinics, supermarkets, laundry, restaurants
- f) Employee counseling

### **2.3 FACTORS THAT CONTRIBUTE TO WORK LIFE CONFLICT / WORK LIFE IMBALANCE**

#### **What has caused such dramatic work life imbalance?**

The downsizing of the late 1980's and early 1990's along with an increased focus on productivity based initiatives has created an unfortunate work environment where employers demand more work from fewer people to improve operative efficiency. In this manner, efficiency is gained at the price of effectiveness, an unsatisfactory trade off that many employers and employees are now becoming more aware of. Technological improvements over the decade once touted to be the panacea of new strides in efficiency, have actually worked against effectiveness in many areas by introducing new stressors. People now are "connected to work" at times that were unheard of in prior decades. Additionally, employees are now expected to use technology to perform their administrative tasks / functions that historically were accomplished by clerical personnel who specialized in this capacity.

Although the composition of the labor force and family structures has changed rapidly, attitudes and institutions have been slower to evolve. Many workplace rules and practices remain based on a male, single earner work force and many

families still act under role sharing assumptions based on the presence of full time homemakers, despite the fact that a minimal percentage of families fit this model. These practices and attitudes greatly cause work life imbalance.

The changing work environment in the business world today has significantly contributed to the increase in work life conflicts especially in the last decade. The workplace is composed of a diverse workforce that is, working mothers, dual-career couples and single parents and young entrants in the job market. These have made for a more productive workforce that is also experiencing greater work/family conflict.

Observers have identified that heavy workloads, unsupportive managers, schedule incompatibilities, and corporate cultures that stress hours of work are all contributors to the prevalence of work life conflict.

Other factors that have accelerated work-life conflict include; the rise of the dual-centric worker – who place equivalent weighting between work and family life, renewed family/personal values, and re-definition of work itself.

#### **2.4 EFFECTS OF WORK/FAMILY CONFLICT: STRESS & EXHAUSTION**

Incompatibilities between work and family obligations often expose employees to role conflict. Role conflict arising from work-life conflict can lead to stress. Consequently, increasing levels of stress can rapidly lead to exhaustion of what is commonly known as burnout. Burnout often leads to individuals suffering from depersonalization; reduced sense of personal accomplishment, physical, attitudinal and emotional exhaustion and this ultimately lead to low employee productivity.

Work-life conflicts arise from stressors related to work and those related to personal life events. Whereas work and life related stressors are distinct in nature, from an employee's point of view, work-related stress and life-related stress often combine into a seamless pattern of adversity. It is therefore useful to adopt a broad approach to stress in which work-related and life-related stress are combined into the construct of total negative life stress. In addition, the total life stress approach is a better predictor of organizational outcomes – for example, reduced job satisfaction and commitment, increased turnover intentions – than either work-related or life related stressors alone (Greenberg and Baron 1999)

According to Lockwood (2003), some of the specific symptoms that relate directly to productivity in the work environment are abuse of sick time, cheating, chronic absenteeism, distrust, embezzlement, organizational sabotage, tardiness, task avoidance and violence in the workplace. Other serious repercussions are depression, alcohol and drug abuse, marital and financial problems and employee burnout. These negative consequences ultimately have an impact on the well being of the employee and the performance of the organization.

## **2.5 WORKLIFE BALANCE BENEFITS**

Work/Family life balance policies are normally implemented by organizations because of external, internal and social drivers, which often work simultaneously to motivate policy directed at reducing work/family life conflicts. (Redmond 2006)

A well designed and implemented work/family life balance initiative helps an organization benefit from high staff morale, reduced absenteeism and stress, increased productivity and increased commitment and loyalty from employers

(Musaazi 2005). Joshi et al. (2002) argues that companies that have implemented work-life programs can gain competitive advantage from recruiting, retention, productivity increases and better customer service while also helping the society in which they operate. Similarly Lockwood (2003) identifies five key areas that support the business case for work life programs:

1. Employee time saved;
2. Employee retention;
3. Increased motivation and productivity;
4. Reduced absenteeism;
5. Decreased health care costs and stress related illnesses.

Other Work life balance initiatives benefits for the organization include;

- o Measured increases in productivity, accountability and commitment
- o Better teamwork and communication
- o Improved morale
- o Less negative organizational stress

The employee also gains some benefits when wok life balance programs are put in place. These include;

- o More value and balance in an individual daily life
- o Increased productivity
- o Improved relationships both on and off the job
- o Reduced stress

In addition, work life initiatives offer a variety of means to reduce stress levels and increase job satisfaction in the employee while enhancing business benefits for the

employer. In our increasingly hectic world, the work life strategies seek to find a balance between work and family and also play of leisure.

Other positive factors of work-life initiatives are public relations, improved community relations, corporate social responsibility, and enhanced recruitment.

## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

This chapter describes the methodology that was used as an aid to carry out the research study. This chapter covers the following areas; the research design, area of study, the target population, data collection methods & instruments, data analysis and presentation.

#### **3.2 RESEARCH DESIGN**

The research design used was a case study with a focus on Citibank. This was because there are many banks in Kenya which also have many branches all over Kenya and the researcher could not be able to cover all of them.

#### **3.3 AREA OF STUDY**

The study was carried out in Citibank Kenya, Nairobi branch. This was due to the fact that Citibank Kenya was more accessible to the researcher and helped on reducing the researcher's research expenses.

#### **3.4 SURVEY POPULATION**

The survey population was employees of Citibank both non-management and management staff.



### **3.5 SAMPLE SIZE**

The sample was to comprise of 40 respondents from respondents from the selected departments. However, the study sampled only 36 respondents which constituted 36% of the survey population.

### **3.6 SAMPLE SELECTION / TECHNIQUES**

The researcher used stratified sampling to collect data from various departments in the organization and purposeful sampling with top management who are also policy makers. Stratified sampling technique was used because Citibank has many departments and the researcher could cover all employees due to time and other resource constraints. Purposeful sampling was used in order to enlist information from key people in the bank especially top administrators.

### **3.7 DATA COLLECTION INSTRUMENTS**

The researcher used the following methods to ensure relevant and accurate data was collected.

#### **3.7.1 Questionnaire**

A number of questions were given to a cross section of respondents. Both open ended and closed ended questions were used for facilitate information gathering. The questionnaire was based on predetermined and standardized set of questions. The questions focused on the impact of work/family conflict on the three levels of an employee's life – individual level, family level and organization level. Both closed ended questions and open-ended questions were used to capture what the employees of Citibank felt the organization should do to reduce work/family conflicts they may be facing. The closed ended questions utilized checklist format.

## CHAPTER FOUR

### 4.1 INTRODUCTION

This chapter presents the findings of the research in relation to the study objectives and research questions, data will be presented using frequency tables, graphs and pie charts under different themes and sub titles.

### 4.2 BACKGROUND INFORMATION

#### 4.2.1 Gender of the respondents

Figure 4.1

<i>Gender</i>	<i>Frequency</i>	<i>Percentage</i>	<i>Cumulative Percentage</i>
Male	14	38.9	38.9
Female	22	61.1	100.0
Total	36	100.0	

The findings in figure 4.1 show the split of gender across the respondents. The findings indicate that out of the total respondents, 61.1% were female while 38.9% were male. This shows that both genders were adequately represented in the study.

This enabled the respondent to consider all possible responses. The researcher used self-administered questionnaires to collect all the completed responses in a short period of time.

### **3.7.2 Interview**

Structured interviews were used to collect data from senior management in the organization. This allowed face-to-face interaction and to solicit pertinent information from the respondent. Zikmund, (2002: pp208) states that self-administered questionnaires have benefits, which include; cheaper distribution and processing fees, faster turnaround time, more flexibility and less paper chasing.

### **3.7.3 Paper, Note books and Pens**

These were used to record the data gathered.

## **3.8 DATA ANALYSIS**

After data collection and editing, the data was analyzed logically and statistically in order to describe the results. Data was analyzed using Ms Excel programme and presented in table, pie chart and graph form in order to facilitate interpretation.

#### 4.2.2 Respondents Age

The findings in figure 4.2 below indicate that out of the total respondents, 83% are between 31-40 years with only 17% representing the rest. This indicates that most of the respondents are middle age individuals with young families and therefore many responsibilities at home while others are still pursuing further studies, which would bring about work life conflict.

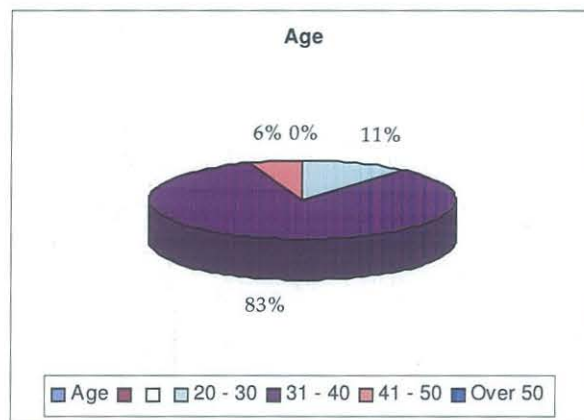


Figure 4.2

#### 4.2.3 Children and Elderly people under the care of respondents

The highest percentage of the respondents reported that they had school going children with most being under 5 years old and the rest between 5 years and 19 years. This can also be supported by figure 4.2 above which indicates that most of the respondents are in their middle ages i.e. between age 20 and 50 years where productivity is high. This indicates that the respondents have many responsibilities at home which conflicts with their work roles.

#### 4.2.4 Respondents Working Duration

Figure 4.3

Years	Frequency	Percentage
Less than 1	0	0
1 – 5	5	13.9
6 – 10	20	55.6
Over 10	11	30.5
<b>Total</b>	<b>36</b>	<b>100.0</b>

The respondents were asked to state the duration of working in the bank. The findings shown in the figure above indicate that the majority of the respondents had worked for over 6 years that is 86.1% of the respondents (55.6% between 6 and 10 years plus 30.5% above 10 years).

This is a good representation since it means that the information collected is authentic because the respondents were working in the organization during the study period i.e. between 2003 and 2006.

#### 4.2.5 Respondents job status

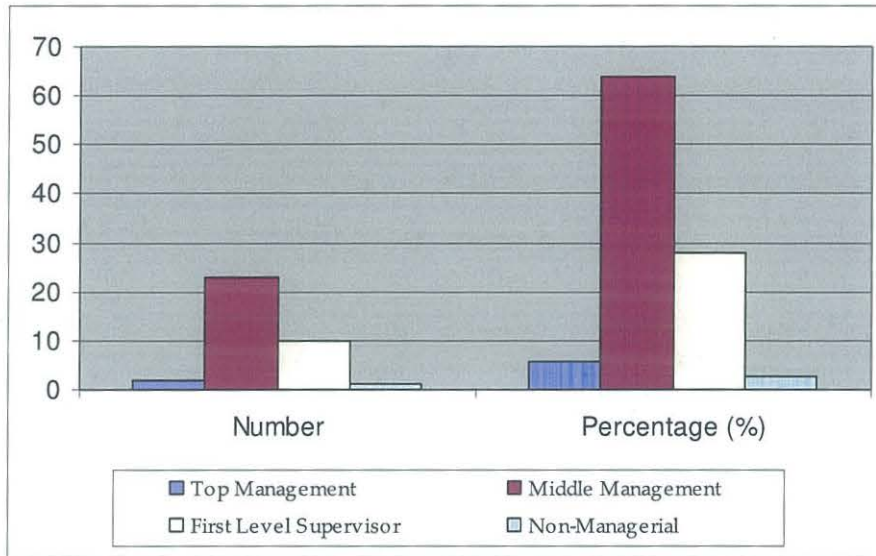


Figure 4.4

According to figure 4.4 above, most of the respondents were in middle management being 63.9% of the sample size. The figures indicate that most employees in the organization fall in the middle management and supervisory levels and very few of them in top management. Top management are few due to the fact that most organizations promote to the top individuals with more experience which is usually acquired with time and which amounts to advanced age. Top management all over are also well compensated with facilities such as club memberships e.g. golf where they can unwind, company car and a driver to run family errands such as picking children from school. All these affects the implementation of work life balance polices and programs for all employees since they may not suffer much conflict.

### **4.3 Work life balance policies and programs**

A large number of participants were not aware of any policies put in place to counter work life imbalance. The top managers however seemed to be vaguely aware of such policies but were not sure whether they existed in writing.

On the other hand all respondents agreed that there were work life balance programs that were in place. These were; a fully paid 3 day holiday usually at a resort in Mombasa for the employees and their families and in some cases one or two friends once a year, annual paid leave, paid maternity leave which is 60 calendar days on top of the annual leave and also on site financial training on how to handle personal finances.

On a whole it means that the bank offers programs that help balance work life whether consciously or unconsciously it is not quite clear due to the lack of policies.

### **4.4 Challenges faced in implementing work life balance policies and programs**

The major challenge expressed by the respondents is that work life balance seems to be a new phenomenon which the organization and employees seem to have little interest in although they agree work life imbalance greatly affects their performance and productivity both at home and at work.

The other challenge is that Citibank being a multinational organization with its headquarters in New York City, USA, policy makers are based in New York which makes it hard to collaborate with branches in order to come up with these policies.

On the part of the programs, many respondents said that the paid holiday is a challenge because some employees opt not to go claiming they want their privacy

#### **4.6 Effects of work life conflict on performance**

The respondents cited various effects of work imbalance. These included inefficiency, ineffectiveness and in turn reduced productivity especially due to reduced efforts one can devote to the job when conflict was high.

#### **4.7 Overall effects of work imbalance**

There were several effects alluded to by the respondents. Most respondents agreed that conflict causes stress, exhaustion both mental and physical, absenteeism, tardiness, fatigue and irritability which cause poor relations in the work place among employees and employees experience low job satisfaction because most people just work for pay and not for enjoyment. The respondents also said that conflict led them to think of leaving the bank i.e. intention to leave is prompted by conflict. In general the respondents felt low gratification with life in general.

#### **4.8 Factors that contribute to conflict**

The respondents pointed out that the absence or the lack of their awareness of family friendly policies contributes to work life imbalance. They also cited the lack of support or help from top management, supervisors and co-workers brought about stress, which led to conflict. Heavy workload and long working hours due to few employees to go around the various tasks was also another factor that the respondents mentioned. In addition to these factors they indicated that the need to work to support i.e. "working to live" instead of "living to work".



i.e. there are people who feel that being in one place for 3 days with colleagues exposes them and makes them become subjects of discussion among colleagues.

#### 4.5 Level of agreement on work performance and impact of conflict to respondents and family

Question	Strongly Agree		Agree		Neutral		Disagree	
	n	%	n	%	n	%	n	%
1. I do my work best when my family obligations are taken care of	30	83.3	5	13.9	1	2.8	0	0
2. I feel inefficient both at home and at work when conflict is high	34	94.4	2	5.6	0	0	0	0
3. Taking a vacation refreshes me	36	100	0	0	0	0	0	0
4. Coming to work and leaving the kids is no great fun	2	5.6	30	83.3	4	11.1	0	0
5. Working late affects my family obligations	28	77.7	6	16.7	2	5.6	0	0

Figure 4.5

Figure 4.5 indicates the level of agreement on work performance and impact of conflict to the respondents and their families. None of the respondents disagreed that conflict affects their performance and their families.

The majority of the respondents strongly agreed to all the questions indicated in the figure above. This implies that conflict between work and family and its effect on productivity is a reality that cannot and should not be ignored but looked into and addressed appropriately for the good of both the employees and organization.

## CHAPTER FIVE

### 5.0 SUMMARY

The main objective of the study was to examine the relationship between work life conflicts and employee productivity. The study addressed the research objectives and the questions exhaustively by interviewing the respondents through the use of face-to-face interview and structured questionnaire. The study revealed that the levels of work life conflict were high and the effect of this conflict was low productivity.

### 5.1 CONCLUSION

The study established that work life conflict was not a much-embraced concept because there were no policies in place to counter work imbalance. The concept was also not known to many people since the researcher had to explain to many of the respondents what exactly work life conflict was all about. The programs in place were not sufficient enough to counter conflict and ensure that there is a balance between work and family roles of employees.

The study showed that the specific working conditions that contributed to most of the work family conflict were: excessive working hours, scheduling incompatibilities between work and family roles and few numbers of employees leaving most of them with heavy workloads.

There were several consequences / effects of conflict established by the study. The most significant ones were lower job satisfaction which eventually led to low morale, motivation and overall low or poor productivity plus lower contentment

with life in general to the level of some employees intending to leave paid employment.

## **5.2 RECOMMENDATION**

The bank's policy makers should choose to view work and family as interconnected and probably offer necessary training to its employees in order to help them be able to determine priorities at home and work.

The bank should implement written work life policies and programs, sensitize all employees on the benefits of work life balance. Some of the programs that should be introduced may be family sick days, extensive resource and referral services such as medical services, child care services, paternity leave policies and flexible work arrangements all as a means to help employees attain this important balance and render them more productive and satisfied individuals both at work and at home.

Citibank should also identify business processes generating excessive work schedules and life balance conflicts, evaluate business requirements and life balance requirements within various employee demographics and redefine work processes utilizing advantages of employee demographic requirements and preferences in a way that does not compromise the goals of the organization as a whole.

## **5.3 SUGGESTIONS FOR FURTHER RESEARCH**

Research in the work life field needs to be broadened in order to eliminate the myth that work and family occupy separate spheres and also equip employers, employees and policy makers with the skills needed for successful integration of work and family life.

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## QUESTIONNAIRE: WORK/FAMILY LIFE CONFLICT & PRODUCTIVITY

Dear participant,

My name is Irene Nyakweya Maina, a student at Kampala International University School of Business and Management pursuing a degree in Human Resource Management. Am collecting data in connection with work/family life conflict and productivity and request that you kindly complete the following questions.

This questionnaire is designed to study the aspects of work/family life conflict and its effect on productivity among employees.

Your response will be kept strictly confidential.

Thank you very much for your time and cooperation. I greatly appreciate your organization's help and yours in furthering this research endeavour.

### SECTION A

Please tick the most appropriate responses for you in the following items.

1. **Gender**

Female

Male

2. **Age (years)**

20 - 30

31 - 40

41 - 50

Over 50

3. **Marital Status**

Married       Single       Widowed       Other

4. **Number of Preschool Children (Under 5 years)**

None       One       Two       Over Three

5. **Age of Eldest Child under Your Care**

Under 5       5 – 12       13 – 19       Over 19

6. **Number of Aged People under your Care**

None       One       Two       Over Two

7. **Number of Years Worked in Citibank**

Less than 1       1 – 5       6 – 10       Over 10

8. **Job Status**

Top Management       Middle Management   
First-Level Supervisor       Non-managerial

**SECTION B**

1. What do you think should be done to minimize work/family conflict?

.....  
.....  
.....  
.....

**SECTION C**

1. The questions below ask about your work performance and impact of conflict to you and your family. Please put the most appropriate response number for you on the side of each statement using the scale below

<b>Strongly</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>
<b>Agree 1</b>	<b>2</b>	<b>3</b>	<b>4</b>

---

- 1. I do my work best when my family obligations are taken care of \_\_\_\_\_
- 2. I feel inefficient both at home and work when conflict is high \_\_\_\_\_
- 3. Taking a vacation refreshes me \_\_\_\_\_
- 4. Coming to work and leaving the kids is no great fun \_\_\_\_\_
- 5. Working late affects my family obligations \_\_\_\_\_

2. Does your work/family conflict affect your performance?

Yes     No

3. If yes, how?

.....

.....

.....

.....

4. What are the effects of work/family life conflict?

.....

.....

.....



.....

5. What in your view are the factors that contribute to work/family conflict?

.....

.....

.....

.....

I sincerely appreciate your time and cooperation. Kindly check to make sure that you have not skipped any questions accidentally.

Thank you.



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**OFFICE OF THE DEAN  
SCHOOL OF BUSINESS AND MANAGEMENT**

Date: 9<sup>TH</sup> May,2007

THE HUMAN RESOURCE MANAGER,  
CITI BANK KENYA

Dear Sir/Madam,

**RE: MAINA NYAKWEYA IRENE REG.NO.BHR/5036/41/DF**

This is to confirm and inform you that the above referenced, is a bonafide student of Kampala International University pursuing a Bachelor of Human Resource Management Degree programme in the School of Business and Management of the University.

Her title of the Research project is "WORK/FAMILY CONFLICT AND EMPLOYEE PRODUCTIVITY" A CASE STUDY OF CITI BANK KENYA.

As part of her studies (research work) she has to collect relevant information through questionnaires, interviews and reading materials from your place.

In this regard, I request that you kindly assist her by supplying/furnish her with the required information and data she might need for her research project and also by filling up the questionnaire.

Any assistance rendered to her in this regard will be highly appreciated.

Yours Sincerely,

**DR. Y.B. NYABOGA  
ASSOCIATE DEAN – SCHOOL OF BUSINESS AND MANAGEMENT  
TEL.NO.0752 843 919**