ASSESSING THE INFLUENCE OF WORK LIFE BALANCE ON EMPLOYEE PRODUCTIVITY: A CASE OF KENYA SEED COMPANY LTD

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Abstract: Work-life balance is now an important determinant for more workers in attaining organization targets and goals. With swelling obligations in the work place, the divide between work life and private life has taken on superior significance and entails more consciousness. Hence this study seeks to establish the effects of work life balance on employee productivity. The study was guided by the following objectives, to determine the effects of work life balance practices on working conditions at Kenya Seed Company, to find out the effects of work life balance practices on career development at Kenya Seed Company and to establish the challenges that work life balance policies/programs faces in Kenya Seed Company. This study was conducted through a descriptive survey research design. This type of research method is not simply amassing and tabulating facts but includes proper analyses, interpretation, comparisons, identification of trends and relationships. The research was carried out in Kenya Seed Company, in its headquarters (Kitale), covering its staff with concern to employees and the management. The theories that were used in the study were conservation of Resource theory (COR), theory X and theory Y. The research was carried out through a descriptive survey method. The target population for the study was all permanent employees of Kenya seed Company. The target population was therefore 80 employees. A 5-point Likert scale questionnaire was the main instrument of data collection for the study. The research instrument was validated in terms of content and face validity. The test re-test technique was used to estimate the reliability of the instruments. The Study obtained sample size using the Fishers formulae. This study therefore sampled 161 respondents. This study employed stratified random sampling method as a technique of probability method which was done according to the nine departments in Kenya seed Company Ltd (Director Human Resource, Human Resource Manager, Planning and Strategy Manager, Security Manager, Internal Audit Manager, Production Manager, Finance Manager, Chief Sales, General Manager and Marketing Officer). The study findings indicated that there was a significant relationship between working conditions and employee productivity (p=0.000). The study findings indicated that there was a significant relationship between Safety measures and employee productivity (p=0.000). The study findings indicated that there was a significant relationship between career development and employee productivity (p=0.000). The study findings indicated that there was a significant relationship between welfare practices and employee productivity (p=0.000). The study concluded that there was it was negative correlation and statistically significant between working condition and employee productivity. Kenya Seed Company Ltd doesn't have job sharing option among the employees. The study concluded that there was positive correlation between career development and employee productivity it was statistically significant. The study recommends that the company should avail conducive working conditions which will motivate employees. They should have job sharing option among the employees this will help employees to balance their life between work and family and be satisfied with the job.

Keywords: Working conditions, Safety measures, Career development and Welfare practices.

1. INTRODUCTION

Background:

Work-life balance is a state of equilibrium in which the demands of both a person's job and personal life are equal (Ampah, 2013). It is the ability to effectively manage the juggling act between paid work and the other activities, that are important to people. At present, work environment has become more stressful because of diverse role expectations, cut throat competition, globalization and technological innovations. Such changes have created several complications on both the domestic and professional fronts of the employees (Allen, Herst, Bruck, & Sutton, 2010). The pressure of work has been intensifying and there is growing feeling among employees that the demands of work begin to dominate life and sense of work life balance is felt. The challenge of integrating work and family life is a part of everyday reality for the majority of employees now-a-days (Perlow and Kelly, 2014). High employee productivity is the heartbeat of a successful business. When employees are distracted and unhappy, their work suffers, and ultimately so does the company. When employees experience problems, they do not perform to their highest potential. Troubled employees often call in sick or are not mentally present when they attend work (Oswald, 2012). Understand the top factors of employee unhappiness and offer appropriate assistance if needed. Problems such as financial stress, job stress, marriage and relationship as well as lack of pride and prestige of joyous life are affecting modern employees (Fabritius and Hagemann, 2017).Globally, many organizations managers face the challenge of dwindling employee productivity. These managers are not able to facilitate healthy and wellbeing of employees yet these are essential for the achievement of creativity, productivity, and leadership. Furthermore, these managers are struggling to find a perfect balance that trisect of leading from within, leading by example and ultimately leading others on the importance of employee and organizational vitality. Most organizations widely accept the notion that hard work involves putting in overtime at the office and that the myth of success is focusing on work demands at the expense of family life (Beemer, 2013). Organizations are increasingly realizing that such practices are stressing employee physical health and pushing their lives into chaos. Eventually employees lose pleasure in their work and productivity drops. While work life balance (WLB) can be a useful tool to drive forward creation of environment that enhances the optimum level of satisfaction between work and non-work essentials, its practicability is inadequate. Apart from that, most organizations present an environment where employees must wait until the end of the workday, week, or even career to actually start living. These organizations lack drivers that can make work full of pleasure and meaning that it blends in beautifully with all aspects of employee lives (Alas, 2014).

At the same time, some employers have made their employees to be overly absorbed in work thereby neglecting other facets of life including self-care, family, social-life, and spirituality. Employee productivity (EP) is a critical area to any organization. This is because it a core indicator of profitability status. However, most organizations have to deal with poor level of employee productivity (Bond, 2009). These organizations struggle to provide an environment that facilitates employee health and personal satisfaction. Employees face incidences of burnout, high level of absenteeism, lower levels of employee engagement, which can lead to more innovation and a greater likelihood that employees will advocate for the company (Wagner III and Hollenbeck, 2014).Employers endeavour to promote a healthy congruence between the professional and personal lives of employees, for example, the provision of onsite gymnasium, on the job employee housing quarters, on the job childcare, meals arrangement, and transportation to employees among others (DeLong, 2013). Yet employee productivities of such organizations are not improving commensurate with these incentives. Moreover, many organizations suffer from the complexities of providing an environment that facilitate employee pride, satisfaction, happiness, celebration, love, a sense of well being, and all the joys of living. While work life balance (WLB) can be a tool useful in the understanding of enabling environment to offer means of employee-desired indicators, its applicability has been inadequate (Khimba, 2011). There are different theories about the connection between work life balance and productivity. Some argue that policies will decrease negative spill over from workers lives, leading to productivity gains. Policies can also reduce extended hours and fatigue, which have a negative effect on productivity. Other arguments use an exchange framework and suggest that in return for the gift of work-life balance policies, employees offer the gift of discretionary effort, thereby increasing productivity. Work-life balance policies can also minimize stress and contribute to a safer and healthier workplace by combating fatigue, thus reducing the chance of accidents occurring in the workplace (Sheppard, 2016).

In Africa, most managers have struggled to achieve a balanced working environment. Their efforts have proved futile as they continue to face stressed employees, employee lack of pride, poor desire to work, absenteeism, and other such challenges affecting productivity. Yet productivity is the core aspect of performance in realizing stable financial value,

physical quantity, efficient and effectiveness in labour and capital (Morrissey and Warner, 2011). Apart from that, most employees fail to attain better results since there is no concern to achievement and enjoyment consideration of employees on the side of employers. Most of the time the good results are celebrated by employers only leaving employees who worked hard for that results, while when there is poor productivity, employees become the subject of discussion and sometimes sackings (Rosethorn, H. (2016).

Most managers are concerned about the approaches through which their organizations can make employees to be productive enough that efficiency and effectiveness are realized. These managers struggle to have their employees achieve satisfaction and good functioning at work and at home with a minimum of role conflict. However, they have not been able to achieve the equilibrium where the demand of a person's work equals that of his personal life(Delecta, 2011). While work-life balance (WLB) is increasingly becoming a critical concern to most organizations by both employers and employees, its application and use by organizations is inadequate. Work-life balance that primarily deals with an employee's ability to properly prioritize between work and personal, organizational and social lifestyle among others can be a useful tool in changing employee productivity, performance and job satisfaction (Watson, 2017). However, many organizations are facing poor employee productivity (Thompson &Prottas, 2016). Work-life balance is a means of finding easier ways to work, of getting tools to carve out the space to live a quality life, take care of personal responsibilities, and map out a healthier road to success. In our work-life balance programs we bring your team the best strategies vetted by the research to stop doing things the hard way and start doing things the smart way. But available research studies share little on the application of work life balance an approach used by organizations to manage employee productivity (Friedman, 2014).

Organizations have not been able to harmonize a balance between professional career and social engagements with the hope to achieve organizational productivity, while at the same time, satisfying Agility working, social service care, self-care desires and career care of the employees (O'Brien, 2013). Although many human resources departments have institutionalized systems and policies that ensure that employees enjoy Agility working, social service care, self-care desires and career care engagements in the midst of their hectic professional careers. Most research studies have shown that when there are happy homes, work places automatically become conflict free and enjoyable places to be. Increasing attrition rates and increasing demand for work-life balance have forced organizations to look beyond run of the mill Human Resources interventions (Walters, 2016). As a result, initiatives such as flexible working hours, alternative work arrangements, leave policies and benefits in lieu of family care responsibilities and employee assistance programmes have become a significant part of most of the company benefit programmes and compensation packages (Hung, 2016). Effective work life balance may contribute to meeting organizational goals. In effect, well-balanced social and professional lifestyles of hardworking employees can produce desired company results and meet projected career goals (Owusu, 2014). The rationale underpinning this hypothesis is that, once the employee is given ample time with their families and friends, they become more focused on their professional and career goals, thereby achieving set goals within their organizations. On the other hand, when companies pressure employees to become workaholics without spending some of their time with families and friends, organizational results may suffer. The majority of studies investigating the outcomes of work-life practices does not measure work-life conflict, and thus cannot support this proposed mediated relationship (Scott and Davis, 2015).

In Kenya, the mechanisms by which the provision of work-life practices affects both employee behaviour and organizational performance remain unclear and under-researched (Allen, 2001; Schutte& Eaton, 2004).Organizations need to have clear productivity objectives and measurements to provide a business direction and control. Most organizations struggle to determine their level of progression and obtain information on how effectively and efficiently they manage their resources. However, this has not been easily achievable (Balmforth& Gardner, 2012). These organizations also strive to ensure their employees are capable to add value to the outputs. This could represent the wealth created through the organization's production process. Value added measures the difference between sales and the cost of materials and services incurred to generate the sales (Ashkenas, Ulrich, Jick and Kerr, 2015).

Work-life balance is now an important determinant for more workers in attaining a thriving career. With swelling obligations in the work place, the divide between work life and private life has taken on superior significance and entails more consciousness. The stipulations of work or personal life can cause stress. Such circumstances impact on workers physiologically and psychologically (Bond &Bunce, 2010). Hence, it is crucial for employees to maintain a sturdy stability between work and their private lives. For the employers, work-life balance of employees is a central means in

formulating appropriate strategies to tackle work-life imbalance concerns. This paper will study the effect of work life balance (WLB) on employee productivity and how workers handle the inauspicious working situations and coordinate their work and family lives (Bergqvist and Vestin, 2014). Employee productivity is the heart and soul of any organization. Any successful business knows much of its success is due to diligent workers with excellent productivity. Employees who put forth extra effort often make a big difference in company profits. The employees who do only what the job duties require, and no more, can stymie the progress of a company. Increasing productivity is one of the most critical goals in business. Unfortunately, it's an activity seldom accepted by Human Resource professionals as a legitimate mandate. It is important to motivate all employees to reach their full potential and maximal their level of productivity. Companies that recognize and encourage increased productivity are likely to be more successful than their counterparts that don't (Tyson, 2014).

A central characteristic of work-life balance is the amount of time a person spends at work. There are indications that long work hours may harm personal health, endanger safety and increase stress. Developing economies like Nigeria are faced with serious economic challenges and labour market pressures added to poor social infrastructures, poverty, high unemployment and corruption (Onyeka, 2017). Work life balance (WLB) is largely associated with matters of workers' productivity, performance and job satisfaction. Where there is appropriate balance between work and life, workers become predisposed to putting in their best shots at work, because their families are contented (Ngambi,2004). Finding a suitable balance between work and life is a challenge for all workers. Studies indicate that when there are happy homes, work places tend to be conflict free and enjoyable places to be. Rising attrition rates and escalating demand for worklife balance have made it compulsory for organizations to look outside human resource interventions. Consequently, schemes such as flexible working hours, alternative work plans, leave plans, benefits rather than family care responsibilities and employee assistance programmes have become an important part of organization benefit programmes and reward packages especially in developed economies (Newton, 2016). The resulting wealth is generated by the combined efforts of employee) and the employers. Value added is thus distributed as wages to employees, depreciation for reinvestment in machinery and equipment, interest to lenders of money, dividends to investors and profits to the organization.

Statement of the problem:

There is growing concern that the quality of home and workers life is declining thereby causing poor worker contributions and performances at work. Where employees are unable to suitably balance work and family life, they tend to find it difficult to manage tasks at the workplace and this subsequently shrinks productivity. This paper will examine the effect of work life balance (WLB) on employee productivity and how workers cope with the adverse working conditions and harmonize their work and family. It will investigate the relationship between work life balance (WLB) practices and productivity and whether WLB practices have the potential to reduce worker turnover and absenteeism. The study will also examine work-life balance challenges and ways of enhancing proper work-life balance practices amongst employees in Kenya Seed Company.

Kenya Seed Company workers experience delayed services e.g. salary payments, lack of essential benefits like medical cover and lack of overtime compensation. This makes the staff concerned to be less efficient, less productive and very dissatisfied. It also contributes to lack of commitment strategy by the entire staff fraternity (Kangure, 2015). In other organizations, employees suffer from insufficient time off and an appropriate workload, lack of telecommuting, inflexible hours, and lack of wellness initiatives in the workplace such as yoga classes and mindfulness training (Morrissey and Warner, 2011). At the same time, the results-only workplace (ROWE), one approach to creating balance, allows employees to arrange their working lives in any way that suits them, as long as they complete the tasks they have been assigned are not adequately accessible to employees (Njururi, 2016). This study focused on different factors affecting employee productivity on different sectors of the economy other than Kenya Seed Company which has different environment and different challenges to deal with in terms of work life balance. The study therefore intends to fill the gap by establishing the factors in the working environment that affect productivity of employees within Kenya Seed Company.

Purpose of the study:

The purpose of the study was to establish the effects of work life balance on employee productivity at Kenya Seed Company.

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Research Objectives:

The study was guided by the following research objectives:

i. To determine the effects of the working conditions on employee productivity at Kenya Seed Company.

ii. To determine the effects of the safety measures on employee productivity at Kenya Seed Company.

iii. To find out the effects of career development on employee productivity at Kenya Seed Company.

iv. To find out the effects of welfare practices on employee productivity at Kenya Seed Company.

Research Hypotheses:

Ho_1: Working conditions has no significant influence on employee productivity at Kenya Seed Company.

H_{o2}: Safety measures have no significant influence on employee productivity at Kenya Seed Company.

H_{o3}: Career development has no significant influence on employee productivity at Kenya Seed Company.

H_{o4}: Welfare practices have no significant influence on employee productivity at Kenya Seed Company.

Significance of the Study:

This study seek to bring out the various work-life balance approaches critical to improving productivity, which Kenya Seed Company can undertake to enable them manage employee productivity in this environment of competition and contribute its quota in the economic development of the communities, which it operates, and the country at large. This study therefore helps enlighten management of various organizations of the various effects of work-life balance practices on the performance of employees in an organization. The study brings out specifically, the work-life balance practices, which the bank has been able to make available to its employees. It also seeks to bring out the level of encouragement and motivation the bank has given to its employees to work effectively, among others. The importance of this study is therefore to highlight the various employee work-life balance practices and how it affects the productivity of an organization. This study goes a long way to illustrate how organizations should treat its employees' in-order to increase productivity.

Limitation of the study:

There are various limitations that this study is prone to face. These include the difficulties of accessing literature that relate to the topic of study especially in Kitale region. However, the study ensured that this problem is overcome before going to the study by doing a Physical Quantity study where literature was borrowed from other regions and used. The other limitation was inability to carry out a follow study that needed a long-term period to observe the changes that take place in employee productivity activities. But this study was only explores any effects on the independent variable on dependent variable hence causative effects and any relationships were tested. Thus due to the institutions working ethics, the researcher could not get access to vital information since it was treated as confidential and the targeted respondent's number was not attained since some employees were on leave. Inadequate funds and availability of time also became a limitation.

2. LITERATURE REVIEW

Introduction:

Theoretical Framework:

Conservation of Resource Theory (COR):

The primary theory guiding this research study will be Conservation of Resource (COR) theory (Hobfoll, 1989). The theory has been used to study the work family interface, job stress, and burnout among teachers (Okonkwo, 2013). Much of the literature surrounding the interface between work and other life roles of individuals can be traced to the concept of spillover. Wilensky (1960) proposed the spillover leisure hypothesis, which suggests that attitudes, behaviors, strain or perceptions of the worker spills over into other parts of life. Initially, the literature surrounding the spillover between work and non-work roles focused on the negative effects of trying to balance multiple life roles. Such literature was

driven by the emergence of the role strain hypothesis and scarcity hypothesis. The role strain hypothesis posits that the conflict between work and non-work roles occurs because of an inter-role conflict in which the demands of one domain are incompatible with another domain.

Individuals generally have and manage many roles. Roles consist of a set of rules or norms that function as plans or blueprints to guide behavior. Roles specify what goals should be pursued, what tasks must be accomplished, and what performances are required in a given scenario or situation. Role theory holds that a substantial proportion of observable, day-to-day social behavior is simply persons carrying out their roles, much as actors carry out their roles on the stage or ballplayers theirs on the field. Role theory is, in fact, predictive. It implies that if we have information about the role expectations for a specified position for example sister, fireman and prostitute. Therefore a significant portion of the behavior of the persons occupying that position can be predicted. Greenhaus and Beutell (1985) elaborated by identifying three forms of conflict which include time-based, strain-based, and behavior-based. Time-based conflict is a result of multiple roles competing for the limited resource of an individual's time. Strain-based conflict results from strain or stress in one role, which spills over or affects performance in other roles. Behavior-based conflict is a result of in-role behavior being incompatible with expected behavior in other roles. Gutek, Searle, and Klepa (1991) added to the role strain hypothesis by suggesting work and non-work roles are in competition for resources.   The theory is in line with the study because it proposes that human behavior is guided by expectations held both by the individual and by other people. The expectations correspond to different roles individuals perform or enact in their daily lives, such as secretary, father, or friend. For instance, most people hold pre-conceived notions of the role expectations of a secretary, which might include: answering phones, making and managing appointments, filing paperwork, and typing memos. These role expectations would not be expected of a professional soccer player. What's more, role theory also argues that in order to change behavior it is necessary to change roles; roles correspond to behaviors and vice versa. In addition to heavily influencing behavior, roles influence beliefs and attitudes; individuals will change their beliefs and attitudes to correspond with their roles. For instance, someone over-looked for a promotion to a managerial position in a company may change their beliefs about the benefits of management by convincing him/ herself that they didn't want the additional responsibility that would have accompanied the position. Many role theorists see Role Theory as one of the most compelling theories bridging individual behavior and social structure. Roles, which are in part dictated by social structure and in part by social interactions (see the two approaches outlined below), guide the behavior of the individual. The individual, in turn, influences the norms, expectations, and behaviors associated with roles. The understanding is reciprocal and didactic.

Theory X

Theory X was postulated by Douglas McGregor (1960). It is based on pessimistic assumptions of the average worker. This management style supposes that the average employee has little to no ambition, shies away from work or responsibilities, and is individual-goal oriented. Generally, Theory X style managers believe their employees are less intelligent than the managers are, lazier than the managers are, or work solely for a sustainable income. Due to these assumptions, Theory X concludes the average workforce is more efficient under hands-on approach to management. The Theory X manager believes that all actions should be traced and the responsible individual given a direct reward or a reprimand according to the action's outcomes. This managerial style is more effective when used in a workforce that is not intrinsically motivated to perform. It is usually exercised in professions where promotion is infrequent, unlikely or even impossible and where workers perform repetitive tasks.

According to Douglas McGregor, there are two opposing approaches to implementing Theory X: the hard approach and the soft approach. The hard approach depends on close supervision, intimidation, and imminent punishment. This approach can potentially yield a hostile, minimally cooperative work force that could harbor resentment towards management. The soft approach is the literal opposite, characterized by leniency and less strictly regulated rules in hopes for high workplace morale and therefore cooperative employees. Implementing a system that is too soft could result in an entitled, low-output workforce. McGregor believes both ends of the spectrum are too extreme for efficient real world application. Instead, McGregor feels that somewhere between the two approaches would be the most effective implementation of Theory X.

In relation to the study the Theory X generally proves to be most effective in terms of consistency of work. Although managers and supervisors are in almost complete control of the work, this produces a more systematic and uniform product or work flow. Theory X can also benefit a work place that is more suited towards an assembly line or manual

labor type of occupation. Utilizing theory X in these types of work conditions allow the employee to specialize in a particular area allowing the company to mass produce more quantity and higher quality work, which in turns brings more profit.

Theory Y

Theory Y was postulated by Douglas McGregor (1960). Theory Y is almost in complete contrast to that of Theory X. Theory Y managers makes assumptions that people in the work force are internally motivated, enjoy their labor in the company, and work to better themselves without a direct reward in return. Theory Y employees are considered to be one of the most valuable assets to the company, and truly drive the internal workings of the corporation. Also, Theory Y states that these particular employees thrive on challenges that they may face, and relish on bettering their personal performance. Workers additionally tend to take full responsibility for their work and do not require the need of constant supervision in order to create a quality and higher standard product.

While Theory Y may seem optimal, it does have some drawbacks. While there is a more personal and individualistic feel, this does leave room for error in terms of consistency and uniformity. The workplace lacks unvarying rules and practices, and this can result in an inconsistent product which could potentially be detrimental to the quality standards and strict guidelines of a given company.

In comparison to Theory X, Theory Y adds more of a democratic and free feel in the work force allowing the employee to design, construct, and publish their works in a timely manner in co-ordinance to their work load and projects. A study was done to analyze different management styles over professors at a Turkish University. This study found that the highly supervised Theory X management affected the research performance of the academics negatively. In general, the study suggests that the professional setting and research based work that professors perform are best managed with Theory Y styles.

The theory is inline with the study since it explains relationship of the work and the authority given to the employee to manage their duties responsibly. Because of the drastic change compared to the Theory X way of directing, Theory Y managers gravitate towards relating to the worker on a more personal level, as opposed to a more conductive and teaching based relationship. As a result, Theory Y followers may have a better relationship with their higher ups, as well as potentially having a healthier atmosphere in the work place. Managers in this theory tend to use a democratic type of leadership because workers will be working in a way that does not need supervision the most.

Every employee in an organization has his/her own work psychology, they have their own style of working, and there are different set of factors, which influence them and their productivity. As a manager one has to deal with each of them in a different manner and bring the best out of them. Douglas McGregor in his book, The Human Side of Enterprise published in 1960 has examined theories on behavior of individuals at work, and he has formulated two models which he calls Theory X and Theory Y. According to McGregory, theory X is for the employees, who are lazy, don't want to work, but are talented. Theory Y is for the employees, which want to work for self-fulfillment; given the right guidance they will perform well. In the first scenario, Theory X, it is very important for a manager to create a structured environment, so as to get the work done from the employees. There may be lack of trust in this situation therefore the manager would keep a close track on the employee's activity.

However, in the second scenario, Theory Y, a manager just needs to show the right direction to the employee and they will automatically perform well. This actually boosts the level of trust between the manager and his team. McGregor proposed that a manager's outlook impacts the productivity and performance of an employee. Their intervention will shape the employee's working style. The Managers gets access to individual work visibility in form of objective work facts and employees get a mirror image of their daily activities. The Managers act upon the data they receive and can intervene wherever it is required for Y type of employees. Similarly X type of employees can analyze their daily work and set goals for self-improvement. The overarching objective of Human Resource Management is to contribute to the achievement of high levels of organizational performance.

Segmentation Theory:

Segmentation theory was postulated by Edwards (2000). The segmentation theory posits that work and family are two distinctive domains and there is no relationship between the two domains, indicating that work and family are separate spheres; which may not influence each other (Edwards & Rothbard, 2000). Segmentation is also viewed as an active

psychological process that may be used to manage the boundary between work and family (Rothbard et al., 2005). High segmentation between work and family should bring in better work-life balance. For example an employee who can divide his time, energy and effort efficiently and effectively between the two segments will face lower work-life conflicts. This theory facilitates understanding of the effects of work life balance on employee productivity whereby employees need to establish flexible working schedules to improve on the their productivity in Kenya Seed Company.
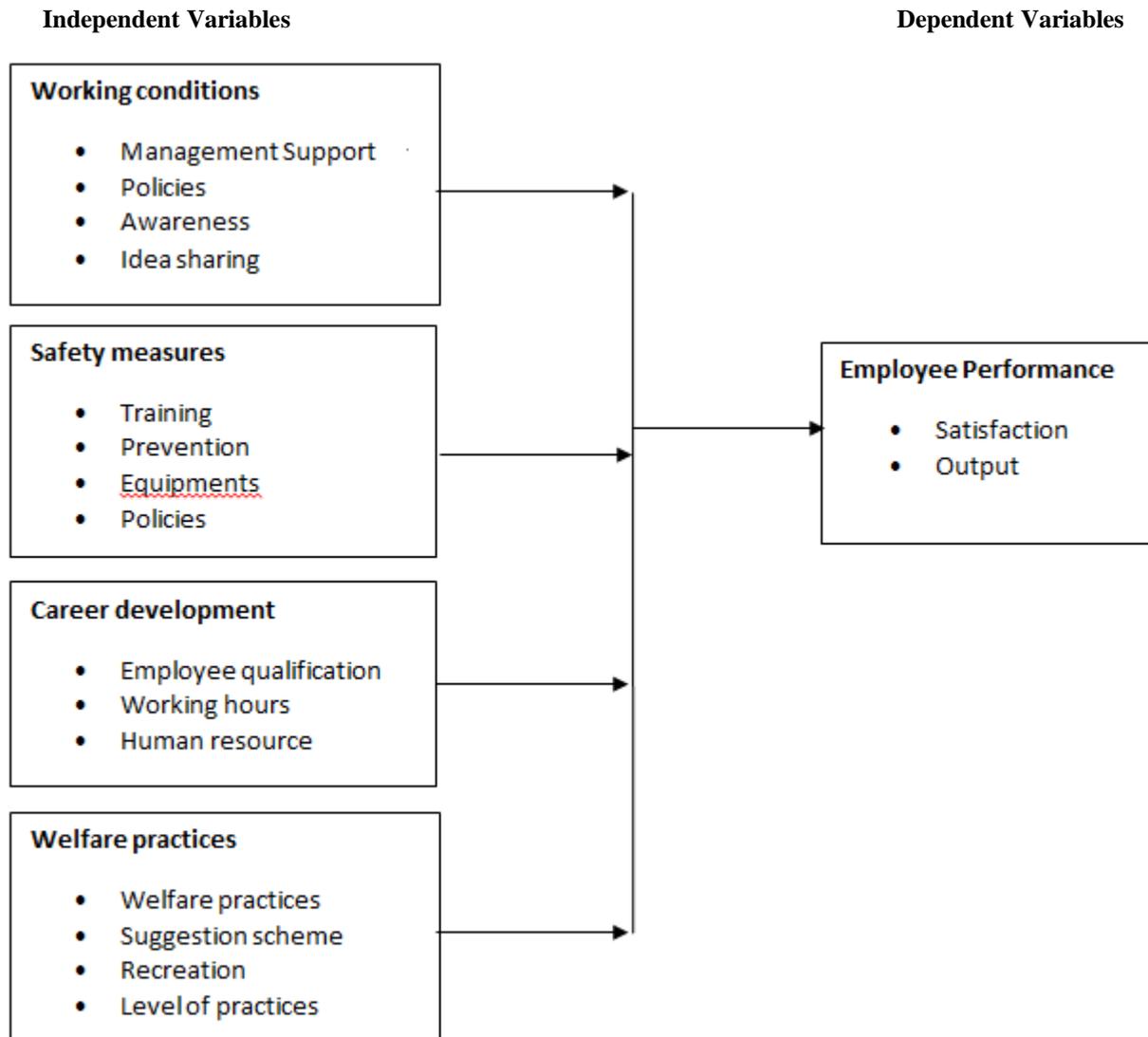
Conceptual framework:

Figure 2.1 conceptual framework

Empirical review:

This section will review each of the four independent variables and demonstrate how they influence the dependent variable.

Working Conditions:

According to studies done by Enemuo, (2017) affirm that when people spend too many hours at work, and spend less with their families; their health and work performances begin to deteriorate. In spite of the foregoing, and the seemingly extensive devotion to the philosophy of work-life balance, such studies show that the mere availability of far-reaching and liberal work-life balance policies does not necessarily result in prevalent employment by workers or subsequent advances in work-life balance and reductions in work-life conflict. According to De Bruin & Dupuis (2010) creating work-life

balance programmes is one thing, getting employees to make use of them is a totally different matter. There is considerable contention about the effectiveness of organizational work-life balance policies in delivering flexibility and reducing stress and job dissatisfaction in the modern workplace. A study done by Rhoades (2014), observes that an overriding thread linking the reasons work life benefits go unused is organizational culture. Work-life balance initiatives must be based on an appraisal of organization culture to ascertain its openness and readiness to support work-life balance programmes. Where supervisors enthusiastically support the integration of paid work and other responsibilities, employees are more likely to take up available work-life programmes. Again, work culture determines whether workers take advantage of work-life policies. Work culture not individual needs or values are superior forecasters of use of policies. Organizational work-life cultures affect the extent to which flexible work options can be utilized and work-life balance achieved. Work-life balance policies can affect business performance in a number of ways. In a competitive labour market, employers can attract better recruits by offering work-life balance policies alongside competitive remuneration packages. Work-life balance policies can reduce costs by improving staff retention rates. Work-life balance policies can enhance productivity

Another factor that has been strongly associated with the underutilization of work-life policies is the perception of negative career consequences. For instance in the part-time work option career drawbacks tend to be inherent. Part-time workers often receive less training, are paid less and advance more slowly because employers attach a higher risk to investing in them. Again, they are sometimes worse off, in terms of promotion prospects and entitlement to fringe benefits, than those who worked more hours a week. The success of WLBPs depends among others, on the existence of a family-supportive culture in the organization, and the role that managers play in that context. Employers would for instance have to allow parents to leave work to take care of children and they would have to pay them for it as well (Kangure, 2015). Furthermore, Sheppard, G. (2016) suggests factors like the lack of information and training on work-life balance for the low usage. Their study found that most employees were unaware of the WLB policies in place in their organizations and were surprised to learn that their organizations had flexible work deals. Another factor recognized relates to equity. Manyworkers do not fancy becoming visible as special cases or requiring special treatment to their colleagues. Co-workers tend to perceive employees who utilize WLBPs to be less committed and that this perception significantly implicates subsequent reward allocation, advancement opportunities, and salary increases. Work-life imbalance has serious costs for employees, the organization, and society. A conflict in work-life balance significantly affects quality of life and career accomplishments for workers. Vlems (2008) affirms that personal and societal consequences of work-life imbalance include: enhanced levels of stress and stress-induced illness; lesser-life satisfaction; elevated rates of family strife, violence, and divorce; rising frequencies of substance abuse; rising challenges with parenting and control of children and adolescents and swelling rates of juvenile delinquency and violence. Das (2017) contends that the incessant inability of workers to balance work and life tasks can bring about organizational outcomes like soaring rates of absenteeism and turnover; shrunken productivity; diminished job satisfaction; expanding healthcare costs and lesser degrees of organizational commitment and devotion. Employee exhaustion may come into play with its attendant organizational effects.

Safety Measures:

The working environment should be conducive for the employees in order to increase productivity. Place of work should be spacious and protection gadgets be provided to minimize or avoid accidents at the work place. Hobson, Delunas and Kesic (2007) contends that the incessant inability of workers to balance work and life tasks can bring about organizational outcomes like soaring rates of absenteeism and turnover; shrunken productivity; diminished job satisfaction; expanding healthcare costs and lesser degrees of organizational commitment and devotion. Employee exhaustion may come into play with its attendant organizational effects Das (2017). An important aspect of all these policies is the management support and work environment that go along with it. Organization management must show support for the achievement of effective work-life balance if there is to be an up-take of work-life balance opportunities by employees. Because managers make unspoken and open choices about the adoption of workplace practices they can actively encourage or discourage employees effort to balance their work and non-work lives even where the policies exist. Where workers feels that using a policy will affect their chances of advancement they are more likely to refuse its use. Managers can either encourage or discourage employees' efforts to balance their work and family lives (Frizzell, 2015).Health and safety practices are concerned with protecting employees and other people affected by what the company produces and does

against the hazards arising from their employment or their links with the company. Safety programmes deal with prevention of accidents and with minimizing the resulting loss and damage to people and property. They relate more to systems of work than the working environment. Occupational health programmes deal with the prevention of ill-health arising from working conditions. It involves the diagnosis and prevention of health hazards at work. It also deals with ill-health or stress, which occurs in spite of preventive actions, measurement and control of environmental hazards (Armstrong, 2009).

Flippo (1984) asserts that a health programme should have a stated health and medical policy and the performance of periodic physical examinations on all employees exposed to health hazards. There should adequate facilities for voluntary periodic physical examination for all employees and competent medical consulting staff. Systematic attention should be paid to sanitation, safety precautions and industrial hygiene. Above all, there should be a well-equipped dispensary for emergency cases and physical exams and properly qualified medical and nursing personnel. Torrington (2011), adds that positive health programmes display a variety of different approaches aimed at relieving and preventing stress and associated problems and promoting healthy lifestyles. On the other hand, a safety programme deals with prevention of accidents with minimizing the resulting loss and damage to persons and property. The function is to identify potential hazards, provide safety facilities and equipment and take prompt remedial action. A safety program should be given due consideration like other areas such as wages and salary administration, recruitment, selection and training. It should be developed to educate all employees in safety and to secure their active cooperation in order to eliminate industrial accidents (Saleemi, 2009).

Career Development:

Training undertaken improves employee's efficiency. People also tend to be more motivated and confident when they have the necessary skills to carry out their duties. Work-life balance has to do with proper prioritizing between work (career and ambition) and lifestyle (health, pleasure, leisure, family and spiritual development). The concept of work-life balance is based on the idea that paid work and private life should be seen less as opposite priorities and more as corresponding essentials of a full life. The way to achieve this is to adopt a system that is conceptualized as a two way process which considers the needs of the workers as well as those of employers (Wells, 2016). Working for long hours however, dissuades the ability of workers to fulfill incongruous tasks, and then obliges a number of workers to choose between accomplishing balanced roles and advancing in their careers. Another factor that has been strongly associated with the underutilization of work-life policies is the perception of negative career consequences. For instance in the part-time work option career drawbacks tend to be inherent. Part-time workers often receive less training, are paid less and advance more slowly because employers attach a higher risk to investing in them (Marshall and Van Adams, 2016).Again, they are sometimes worse off, in terms of promotion prospects and entitlement to fringe benefits, than those who worked more hours a week. A conflict in work-life balance significantly affects quality of life and career accomplishments for workers. Vlems (2008) affirms that personal and societal consequences of work-life imbalance include: enhanced levels of stress and stress-induced illness; lesser-life satisfaction; elevated rates of family strife, violence, and divorce; rising frequencies of substance abuse; rising challenges with parenting and control of children and adolescents and swelling rates of juvenile delinquency and violence(Asiedu-Appiah, Dufie-Marfo and Frempong, 2016).

Furthermore Ngari and Mukururi, (2014) suggest that men and women have different expectations for work and home. It was also argued that men have a higher need of affiliation than women and find that family experiences interfere with work. Understanding the roles of men and women in the workplace must include norms dictated by society. Women are expected to be more family focused than men, while men, who are considered the family providers, are more career conscious than women. Typically men spend more time at the office seeking career advancement while women are doing both, spending excessive time at the office while trying to maintain the family household. Men generally feel less pressured by societal expectations with respect to issues associated with family conflict; the male is expected to be the primary breadwinner.Women, conversely, allow society to create cultural pressures to stay home, raise children and take care of the household. Men accomplish one-third of daily home activities; women perform two-thirds. Therefore, if there are family conflicts and the woman is earning less than her husband, the woman is more than likely expected to leave the workplace. Today, a man's success is generally associated with his work. Some want to become more involved at home, but it is much harder for men to utilize family-friendly policies over a long period. Working under these pressures has

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caused an increase in work-family conflict that has contributed to the growth of burnout, adverse attitudes, job dissatisfaction, decreased quality family time and workplace violence. Extended work hours and excessive workloads can influence work-family conflict and is the direct antecedent to work-family conflict (Morgan, Marschke and Segal, 2013).

Welfare Practices:

Organizational policies / programs on welfare practices help boost employee productivity. There are numerous organization policies that can assuage the burden of work life balance. Options include providing leave with pay or options for reduced hours, workplace supports such as personal time off, paid leave, on-site or nearby childcare, financial assistance for childcare, and other family-friendly policies all of which are workplace policies that could resolve the work-life balance problem. In deciding to facilitate employees" work-life balance, organizations can choose from a wide array of options. For example; self roistering, tele-working, child care assistance and flexi-time (Greenhaus and Powell, 2016).

The ability to attract, keep and motivate high performance is becoming increasingly important in today's competitive organizational environments. Working environment has a positive impact on the Job satisfaction of employees. Bad working conditions restrict employees to portray their capabilities and attain full potential, so it is imperative that the organization realize the importance of good working environment. This research study contributes towards the welfare of society as the results create awareness about the importance of good working environment for employee job satisfaction. The study impacts upon the future performance of organizations by taking working environment more seriously within their organizations to increase the motivation and commitment level of their employees (Raziq and Maulabakhsh, 2015).

The management should try as much as possible to build a work environment that attracts, retain and motivate its employees so as to help them work comfortable and increase organization productivity hence the feeling of job security. Employers should have in place a good working condition for their employees in order to boost their morale and make them more efficient. An example is making their benefit programs to suit employees such as the introduction of outpatient health insurance to all employees. For a successful organization an employer must ensure their employees believe policies and procedures are fair and just. Shared values are not easy to change and therefore need to coincide to promote Job satisfaction (Ocampo, 2015).

Critical review of literature:

According to Mohanty and Mohanty, (2014) work-life balance is a contentment and good functioning at work and at home with negligible role conflicts. Work-life balance is about finding the right balance between one's work and one's life (outside work) and about feeling comfortable with both work and non-work commitments. Many people find it difficult to manage their time in a way that is healthy for work and for personal life not because they are poor at time management, but basically because a good part of the time is not theirs. However, work-life balance is tricky to individually accomplish without organizational encouragement. Phipps and Prieto, (2016) asserts that, work-life balance does not mean an equal balance adding that one's best individual work-life balance would vary over time. The right balance for one person today will without reservation be different for the same person tomorrow. The right balance for a single person will be different at marriage, during child bearing, at the start of a new career versus close to retirement. There is no perfect, one-size fit all, balance that should be struggled for. The best work-life balance is different for everyone because we all have different priorities and diverse lives. However, at the center of an effective work-life balance definition are two significant everyday concepts that are pertinent to everyone namely Achievement and Enjoyment.

Studies done by Barnabas, (2015) affirm that when people spend too many hours at work, and spend less with their families, their health and work performance begins to deteriorate. There are a variety of rationalizations for this related to wealth, the increase in single parent families, the privatization of family life and the lack of local resources and amenities. In addition the pressure and demands of work, (reflected ion longer hours) more tiredness and the growth of evening and weekend work leave less scope for "quality" personal time. The cost include rises in juvenile crime, more drug abuse, a decrease and disinclination to take responsibility for care of elderly relatives and for the disadvantaged.

Also Baxter, (2015) reports that the allocation of fewer organizational rewards, together with development opportunities and salary rises are consequences of observations of dwindled organizational devotion by workers who used family-

friendly policies. Working long hours however, dissuades the ability of workers to fulfill incongruous tasks, and then obliges a number of workers to choose between accomplishing balanced roles and advancing in their careers. Work-life balance has to do with proper prioritizing between work (career and ambition) and lifestyle (health, pleasure, leisure, family and spiritual development). The concept of work-life balance is based on the idea that paid work and private life should be seen less as opposite priorities and more as corresponding essential of full life.Furthermore Argote and Guo, (2016) observes that the way to achieve this is to adopt a system that is conceptualized as two way process which considers the needs of the workers as well as those of employees. In order to take on employers in this procedure it is imperative to show the benefits that can be obtained from employment policies and practices that sustain work-life balance, and the scope that subsists for extenuating their negative effects on the management of the business.

Summary of literature:

Work-life imbalance has serious costs for employees, the organization and society. A conflict in work-life balance significantly affect quality of life and career accomplishment for workers. Vlems (2008) affirms that the personal and societal consequences of work-life imbalance include: enhanced level of stress and stress-induced illness; lesser-life satisfaction; elevated rates of family strife, violence, and divorce; rising frequencies of substance abuse; rising challenges with parenting and control of children and adolescents and swelling rates of juvenile delinquency and violence. Das (2017) contends that the incessant inability of workers to balance work and life tasks can bring about organizational outcomes like soaring rates of absenteeism and turnover; shrunken productivity; diminished job satisfaction; expanding healthcare costs and lesser degree of organizational commitment and devotion. Employee exhaustion may come into play with its attendant organizational effects. The study intends to fill the gap by establishing the factors in the working environment that affect productivity of employees within Kenya Seed Company.

Research Gap:

Work-life imbalance has serious costs for employees, the organization and society. A conflict in work-life balance significantly affect quality of life and career accomplishment for workers. Vlems (2008) affirms that the personal and societal consequences of work-life imbalance include: enhanced level of stress and stress-induced illness; lesser-life satisfaction; elevated rates of family strife, violence, and divorce; rising frequencies of substance abuse; rising challenges with parenting and control of children and adolescents and swelling rates of juvenile delinquency and violence. Furthermore Das (2017) asserts that the incessant inability of workers to balance work and life tasks can bring about organizational outcomes like soaring rates of absenteeism and turnover; shrunken productivity; diminished job satisfaction; expanding healthcare costs and lesser degree of organizational commitment and devotion. Employee exhaustion may come into play with its attendant organizational effects. The research gap that is evident is low productivity of workers due to their inability to balance work and their social life for effective production of the organization. The study intends to fill the gap by establishing the factors in the working environment that affect productivity of employees within Kenya Seed Company.

3. RESEARCH METHODOLOGY

Research design:

The research was carried out through a descriptive survey method. The main feature of survey research design is to describe specific characteristics of a large group of persons, objects or institutions, through questionnaires (Jaeger, 2014). This design was considered appropriate because data was collected at one point in time across many individuals. A descriptive study collects data in order to answer questions about current status of the subject or topic of study (Orodho, 2013). The researcher believed that a descriptive research design was appropriate for this study because this study was concerned with establishing the effects of work life balance on employee productivity at Kenya Seed Company.

Target Population:

The study population refers to the total collection of elements which one would like to study or make inferences. The population aspect however refers to the individual participant or object on which the measurement is taken. It is the unit of study (Cooper and Schindler, 2011). The target population for the study was all permanent employees of Kenya seed Company. The target population was therefore 80 employees. Table 3.1 Target Population

Table 3.1

Strata	Numbers
Department of Human Resource	8
Department of Marketing	7
Department of Planning and Strategy Manager	7
Department of Security	20
Department of Internal Audit	7
Department of Production	15
Department of Finance	7
Department of Sales	9
Total	**80**

Source: Kenya Seed Company (2017)

Data **Collection Instruments:**

Questionnaire:

The study used questionnaire as the main data collection instrument. The questionnaire contained both open and close-ended questions. Open-ended questionnaires are those questions that give the respondent a complete freedom of response the way he/she feels about what was being asked. These questions gave the respondent to express his/her opinion freely by filing in the questions asked. Close-ended questionnaires are questions that are accompanied by a list of possible alternatives given by the researcher by putting a tick appropriately.

A 5-point Likert scale questionnaire was the main instrument of data collection for the study. The questionnaire will have two sections. Section A solicited information on demographic data on gender, age bracket, education and number of years of service in the organization. The information intended to collect data describing the sample characteristics in order to include them in the analysis because these characteristics have an effect on respondents' perception.

Section B seek the information on effect of organizational change on quality service delivery in Kenya Seed Company, Kitale Town because it is important to determine the effect of human resource development on organizational performance (Mishra, 2012). Responses was rated on a 5- point Likert scale for which 5-Strongly disagree, 4-Agree, 3-Undecided, 2-Disagree and 1-Strongly strongly. In this section, respondents were given 3 areas on: effects of growth on organizational performance; effects of health conditions on organizational performance, and effects of income on organizational performance so as to indicate whether they agreed with the statements regarding decision rights in their organization.

Validity of the instrument:

Validity refers to the degree to which evidence and theory support the interpretation of test scores entailed by use of tests. The validity of instrument is the extent to which it does measure what it is supposed to measure. According to Mugenda and Mugenda (2015), Validity is the accuracy and meaningfulness of inferences, which are based on the research results. It is the degree to which results obtained from the analysis of the data actually represent the variables of the study. The research instrument was validated in terms of content and face validity. The content related technique measures the degree to which the questions items reflected the specific areas covered with the help of the experts for example the supervisor.

Reliability of the instrument:

Reliability is the ability of a research instrument to consistently measure characteristics of interest over time. It is the degree to which a research instrument yields consistent results or data after repeated trials. If a researcher administers a test to a subject twice and gets the same score on the second administration as the first test, then there is reliability of the instrument (Mugenda and Mugenda, 2015). The researcher measured the reliability of the questionnaire to determine its consistency in testing what they are intended to measure. The test re-test technique was used to estimate the reliability of the instruments. This involved administering the same test twice to the same group of respondents who have been identified for this purpose.

Description of sample size and Sampling procedure:

The study will employ census sampling technique. A census refers to data collection about every unit in a group or population. A sample of 80 respondents will be used. The sample size will therefore be 80 employees of Kenya Seed Company Ltd.

Census Inquiry:

Census is the study of every unit, everyone or everything in a population. It is known as a complete enumeration which means complete count. A census provides a true measure of the population i.e. no sampling error, benchmark data may be obtained for future studies and detailed information about small sub-groups within the population is more likely to be available. Since the population is small census was used to collect information from the entire population (Kothari, 2014).

The sample size is represented in table 3.2 below:

Table 3.2 Sample size

Strata	Numbers
Department of Human Resource	8
Department of Marketing	7
Department of Planning and Strategy Manager	7
Department of Security	20
Department of Internal Audit	7
Department of Production	15
Department of Finance	7
Department of Sales	9
Total	**80**

Source: Kenya Seed Company (2017)

This study employed stratified random sampling method as a technique of probability method which was done according to the nine departments in Kenya seed Company Ltd (Director Human Resource, Human Resource Manager, Planning and Strategy Manager, Security Manager, Internal Audit Manager, Production Manager, Finance Manager, Chief Sales, General Manager and Marketing Officer). In this technique, the population is stratified into a number of non-overlapping subpopulations or strata and sample items are selected from each stratum. Also stratified random sampling method was done according to the structure of departments. The first stratum is made up of the administrators that are the directors and the deputies, and permanent employees. Purposive sampling technique was used to select 23 departmental managers because they have specific information for each department. Simple Random Sampling technique was used to select 138 employees in each department since all staff has the same characteristics and the probability of being chosen is equal.

Description of Data Collection Procedure:

The research first seek permission from the Jomo Kenyatta University of Agriculture and Technology which is an introductory letter in writing to allow him to go and get a permit for collecting data from The National Commission for Science, Technology and Innovation (NACOSTI). Upon acquiring the permit, the researcher used the permit to get permission from Kenya Seed Company to collect data from the sampled employees. The study targeted 80 participants who were administered with the Questionnaire. The County secretary in the county has assisted during the administration of the instruments. Instruction on how to respond to the questionnaire was read by participants alone. This ensured that the questionnaire is properly filled. Data collection was done immediately after the administration and all the response sheets were retrieved from the respondents. The Questionnaire had two sections, the first part captured demographic information of the respondent and the second part entailed research questions.

Description of data analysis procedure

The research objective was to establish the effects of work life balance on employee productivity at Kenya Seed Company Kitale Town. Data collected from the field was entered into a computer programme statistical package for social sciences (SPSS) for analysis using descriptive statistics like frequencies, percentages, means and standard deviation. Data was

organized into frequency tables from which the means, percentages was calculated. The study used Karl Pearson's coefficient of correlation to check whether there was linear relationship between the variables. The Study computed averages of the multiple items on every single objective in the questionnaire. The averages were used in correlation analysis. The correlation was meant to answer the research questions. When correlation coefficient values (r) ranges from 0.10-0.29, it was considered to be weak correlation, 0.30-0.49, medium, 0.5-1.0 was considered strong, Wong & Hiew (2005). According to Field (2005), correlation coefficient should not go beyond 0.9 to avoid Multi-co linearity. In this research, the highest correlation coefficient was 0.896, thereby implying that there was no multi-co linearity problem in this research, since the value was less than 0.9.

4. RESEARCH FINDINGS AND DISCUSSIONS

Introduction:

The study sought to assess the influence of work life balance on employee productivity: a case of Kenya seed company ltd. This chapter presents data analysis, presentation and discussion. The sample of the study was 80 respondents but data was collected from 78 respondents. This represented a response rate of 97.5 percent. The data collected was, therefore, valid for analysis and generalization.

General information:

The study sought to establish the general information of the respondents targeted for the study. The study sought to find out the gender, age, educational level and working experience of the participants. The findings were analyzed in the table 4.1;

Table 4.1 Analysis of the General information of the Respondents

| Gender of the Respondents	Frequency	Percent
Male	38	48.7
Female	40	51.3
Total	78	100
Age bracket of respondents		
18 – 29	17	21.4
30 – 39	27	35.0
40 – 49	25	31.6
50 and Above	9	12.0
Total	78	100
Educational level		
Certificate	27	34.2
Diploma	5	6
Graduate	3	3.4
Masters	2	1.7
Other specifics	41	54.7
Total	78	100
working experience		
Below 5 yrs.	21	27.4
5 - 10 yrs.	50	64.1
10 and Above	7	8.5
Total	78	100

Source: Research Data (2017)
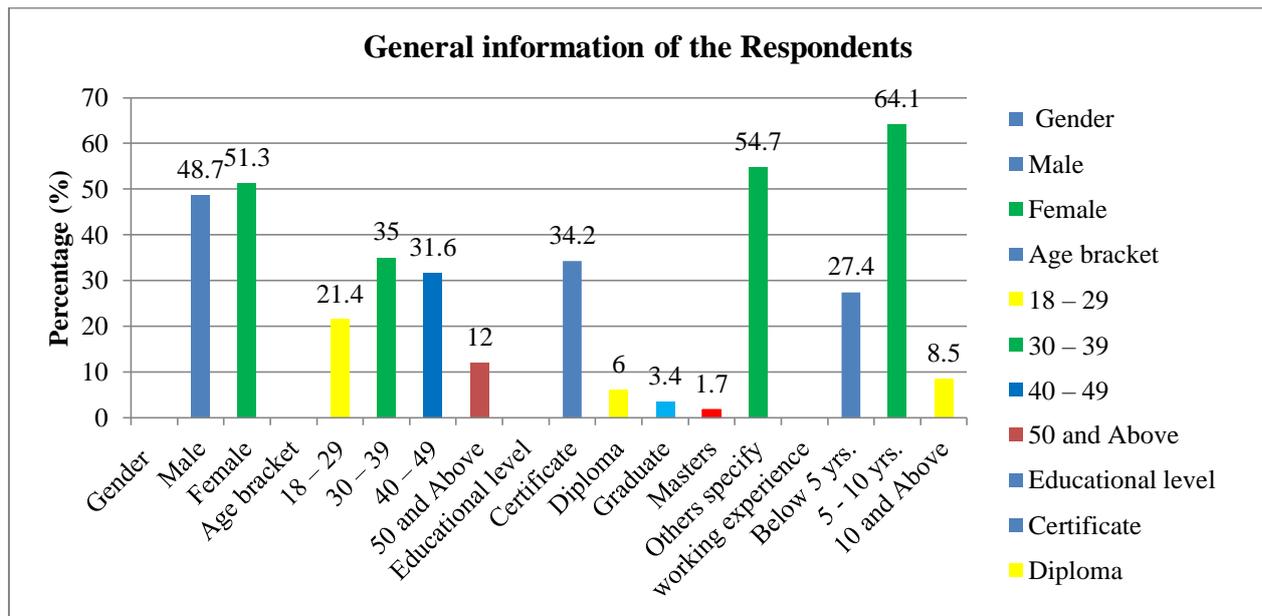
Figure 4.1 General information of the Respondents

The study findings on gender indicated that 51.3% were female as opposed to 48.7% male. This implies despite majority of the respondents were female, the gender was well represented and there were no biasness.

As regards the age bracket of the respondents, the study results revealed that majority of the respondents 35% were of age bracket 30-39 years, 31.6% of the respondents were of age 40-49 years, 21.4% of the respondents were of age 18-29 years and only 12.0% of the respondents were of age 50 and above years. This could be interpreted to mean that all age brackets were represented during the study to get reliable information; the study was not biased towards age brackets. The study results on education level of the respondents revealed that majority of the respondents 54.7% had other level of education, 34.2% had certificate level, 6.0% had diploma level, 3.4% had degree level and only 1.7% of respondents had masters. This implies that all education levels were represented to get reliable information. As regards the working experience, the study results revealed that 64.1% had working experience of 5-10 years, 27.4% for less than years while 8.5% for over 10 years. This implies that majority of the respondents had work enough to give accurate information.

Analysis of the specific Objectives:

In this section, the study analyzes the specific objectives of the study work life balance on employee productivity. These specific objectives were to determine the effects of the working conditions on employee productivity at Kenya Seed Company; to determine the effects of the safety measures on employee productivity at Kenya Seed Company; to find out the effects of career development on employee productivity at Kenya Seed Company and to find out the effects of welfare practices on employee productivity at Kenya Seed Company.

Working Conditions on Employee Productivity:

The study sought to determine the effects of the working conditions on employee productivity at Kenya Seed Company Ltd. The findings were analyzed as shown in the table 4.2:

Table 4.2 Effects of the Working Conditions on Employee Productivity

Statements		SD	D	NA/D	A	SA	Total	Mean	%Mean	SD
Flexible working time	F	1	0	1	43	32	78	4.34	86.8	0.684
	%	1.7	0	1.7	55.6	41	100	-	-	-
Offered leaves to manage work life	F	1	0	1	39	37	78	4.41	88.2	0.709
	%	1.7	0	0.9	49.6	47.9	100	-	-	-

Have no job sharing option	F	1	1	1	35	41	78	4.45	89	0.725
	%	1.7	0.9	0.9	44.4	52.1	100	-	-	-
Availability of child care options	F	1	1	1	37	39	78	4.43	88.6	0.686
	%	0.9	1.7	0.9	47	49.6	100	-	-	-
Paid leave option (Maternity and annual leave)	F	0	1	2	36	39	78	4.44	88.8	0.635
	%	0	1.7	2.6	46.2	49.6	100	-	-	-

Source: Research Data (2017)

The study results (table 4.2) on effects of the working conditions on employee productivity at Kenya Seed Company Ltd revealed that 86.8% (mean=4.34) of respondents were of the view that Kenya Seed Company Ltd have flexible working time for her employees, 88.2% (mean=4.41) were of the opinion that Kenya Seed Company Ltd offered leaves to manage work life and family life, 89% (mean=4.45) were of the opinion that Kenya Seed Company Ltd don't have job sharing option among the employees, 88.6% (mean=4.43) were of the view that in Kenya Seed Company Ltd there are availability of child care options while 88.8% (mean=4.44) were of the view that Kenya Seed Company Ltd paid leave option (Maternity and annual leave) to its employees.The study results revealed that majority of the respondents were of the opinion that Kenya Seed Company Ltd doesn't have job sharing option among the employees. This implies that the working conditions at Kenya Seed Company Ltd is in a such a way that employees cannot balance their life between work and family by sharing job or delegating work to colleague when one is fixed. This working condition will not motivate employees because they cannot balance their life and they are pushed to be in work all time even when they have issues at home hence affecting their productivity. These study findings agree with study done by Enemuo, (2017) who affirm that when people spend too many hours at work, and spend less with their families; their health and work performances begin to deteriorate. In spite of the foregoing, and the seemingly extensive devotion to the philosophy of work-life balance, such studies show that the mere availability of far-reaching and liberal work-life balance policies does not necessarily result in prevalent employment by workers or subsequent advances in work-life balance and reductions in work-life conflict. According to De Bruin & Dupuis (2010) creating work-life balance programmes is one thing, getting employees to make use of them is a totally different matter. There is considerable contention about the effectiveness of organizational work-life balance policies in delivering flexibility and reducing stress and job dissatisfaction in the modern workplace. Also the study agrees with study done by Rhoades (2014) who observes that an overriding thread linking the reasons work life benefits go unused is organizational culture. Work-life balance initiatives must be based on an appraisal of organization culture to ascertain its openness and readiness to support work-life balance programmes. Where supervisors enthusiastically support the integration of paid work and other responsibilities, employees are more likely to take up available work-life programmes. Again, work culture determines whether workers take advantage of work-life policies. Work culture not individual needs or values are superior forecasters of use of policies. Organizational work-life cultures affect the extent to which flexible work options can be utilized and work-life balance achieved.

Test of hypotheses:

The study used Karl Pearson's coefficient of correlation to test the hypothesis. The Study computed averages of the multiple items on every single objective in the questionnaire. The averages were used in correlation analysis. The correlation was meant to answer the research questions. When correlation coefficient values (r) ranges from 0.10-0.29, it was considered to be weak correlation, 0.30-0.49, medium, 0.5-1.0 was considered strong, Wong & Hiew (2005). According to Field (2005), correlation coefficient should not go beyond 0.9 to avoid Multi-co linearity. In this research, the highest correlation coefficient was 0.896, thereby implying that there was no multi-co linearity problem in this research, since the value was less than 0.9.

Working conditions and employee productivity:

This correlation sought to establish the relationship between working conditions and employee productivity. Pearson product correlation was computed at 0.01 significance level.

Table 4.3 Correlations on working conditions and employee productivity

		Employee productivity
Working conditions	Pearson Correlation	.455**
	Sig. (2-tailed)	0.000
**. Correlation is significant at the 0.01 level (2-tailed).		**N=78**

Source: Research Data (2017)

From table 4.3, it was evident that working conditions was correlated with employee productivity; it was positively and statistically significant (r=-0.455, p<0.05). At 99% level of confidence (significant at the 0.01 level (2-tailed), a unit change in working conditions leads to 45.5% change in employee productivity. The first study hypothesis was that there is no relationship between working conditions and employee productivity. The study findings indicated that there was a significant relationship between working conditions and employee productivity (p=0.000). The researcher therefore rejected the null hypothesis and accepted the alternate hypothesis which showed that there is relationship between working conditions and employee productivity.

5. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Introductions:

This chapter helps the researcher to summarize the findings of the study undertaken, conclude and make recommendations based on the findings of the study. It therefore, presents a summary of findings from the data analysis and generates conclusions from questions that were answered by the respondents and presents the way forward on the improvement of the problem under investigation.

Summary of the findings:

There was a negative correlation and statistically significant between working and employee productivity; (r=0.455, p<0.05). The study results on effects of the working conditions on employee productivity at Kenya Seed Company Ltd revealed that 86.8% of respondents were of the view that Kenya Seed Company Ltd have flexible working time for her employees, 88.2% were of the opinion that Kenya Seed Company Ltd offered leaves to manage work life and family life, 89% were of the opinion that Kenya Seed Company Ltd don't have job sharing option among the employees, 88.6% were of the view that in Kenya Seed Company Ltd there are availability of child care options while 88.8% were of the view that Kenya Seed Company Ltd paid leave option (Maternity and annual leave) to its employees.

Conclusions:

The study concluded that there was it was negative correlation and statistically significant between working condition and employee productivity. Kenya Seed Company Ltd doesn't have job sharing option among the employees. This implies that the working conditions at Kenya Seed Company Ltd is make in a such a way that employees cannot balance their life between work and family by sharing job or delegating work to college when one is fixed. This working condition will not motivate employees because they cannot balance their life and they are pushed to be in work all time even when they have issues at home hence affecting their productivity.

Recommendation:

The researcher recommends that there was a negative correlation between working condition and employee productivity. Therefore the study recommends that the company should avail conducive working conditions which will motivate employees. They should have job sharing option among the employees this will help employees to balance their life between work and family and be satisfied with the job.The company should provide conducive working environment for the employees in order to increase productivity. Place of work should be spacious and protection gadgets be provided to minimize or avoid accidents at the work place. This will help workers to balance work and life tasks in order to avoid rates of absenteeism and turnover; shrunken productivity; diminished job satisfaction; expanding healthcare costs and lesser degrees of organizational commitment and devotion.

Suggestions for Further Research:

The researcher recommends for a similar study to be done at a wider scope such as other companies in Kenya. This will enable the researchers consider the problems from a broad perspective which will benefit all employees in Kenyan.

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