Human Resource Work- Family Support Services and Employees' Performance within the Banking Industry in Nairobi County, Kenya

Jedidah Vika Muli
Department of Business Administration
School of Business
Kenyatta University

Stephen Muathe PhD
Department of Business Administration
School of Business
Kenyatta University

Michael Muchiri PhD
School of Management & Marketing
CQ University Australia

Abstract

Work family conflict is a challenging dilemma for working adults as well as the employers. Therefore, employers are gradually appreciating the importance of integrating work life initiatives as a means of attaining commitment, job satisfaction and employee performance. This study examined the effects of HR work family support services as a predictor of employee performance in Kenyan commercial banks. The specific objectives was to assess the influence of HR work family support sevices on the employee performance. A cross-sectional survey research design was used to gather quantitative and qualitative data from employees of the 43 commercial banks in Nairobi County, Kenya with a target population of 3607. Proportionate Stratified random sampling design was used to select a sample size of 360 respondents. a multiple regression analysis model was used. The findings indicate that there is a significant positive statistical relationship between HR work family support services with employee performance. Furthermore, the findings supported the theoretical foundations of the social exchange theory that employees tend to exchange profitable efforts with the gains they perceive to be mutual from their employers. The study recommends that there is a need to include all cadres of employees into the HR work family support services programs and standardise the services to all sectors.

Keywords: HR practices, Work Life Initiatives, Social Exchange Theory, and Affective Commitment

Introduction

In the current turbulent work environment, managers are engaging in a variety of behaviours geared towards increasing performance at the individual, group and organisational levels (Wright & McMahan, 2011). Due to a variety of external factors, organisations have become very competitive hence the need to consider human resources as a very important resource for gaining competitive advantage (Boxall, Ang & Bartram, 2011). Indeed, human resource practices affected by shrewd managers are widely linked to organisational effectiveness and efficiency, culminating in tangible increased performance levels (Ployhart & Moliterno, 2011).

As many organisations come to terms with the challenges of attracting and retaining the best talent, coupled with the emerging issue of work life conflicts, it is imperative that managers employ a variety of human resource (HR) practices in order to attain organisational goals (McClean & Collins, 2011). Consequently, managers are now undertaking proven, Work Life Initiatives (WLI) that are cost minimisers, contingent motivators, competitive motivators, resource makers and commitment maximizers in order to improve employees commitment, increase employee satisfaction and performance (Boxall *et al.,* 2011).

Past literature and studies (Drucker (1954; Stewart, 1996; Agarwala, 2007) propose that human resource management (HRM) should provide proof of how it adds value to organisations. Consequently, recent studies have categorically and progressively given evidence that HRM significantly contributes to organisational goals (Wright, Gardner, Moynihan & Allen, 2005; Purcell, Kinnie, Hutchinson, Rayton, & Swart 2009; Subramony, 2009; Allen, Ericksen & Collins, 2013).

In this study, the work life initiatives under investigation is HR work family support services (HRWFSS) which is a part of high commitment practices and contingent motivators. Further, the effect of the use of high commitment and contingent motivators by organisations has resulted to positive and significant contribution towards making organisations a great place to work. As observed by Purcell *et al.,* (2009), WLI help develop a performing culture that encourages high performance in areas such as productivity, quality, customer service, growth, profits and eventually contribution towards shareholder value. In addition, McClean and Collins (2011), argue that WLI increase employee effort and create positive exchange relationships that encourage individuals to positively reciprocate towards organisational goals (Allen *et al.,* 2013). Hence, effective management of human resources practices could be a vital predictor of organisational success.

Despite the link between WLI and employee performance looking obvious, in the Kenya's context HR managers have to work under intense pressure in order to indentify and implement policies that will prove effective in improving employee performance. While the American practitioners and scholars are gradually embracing the concepts of human resource practices in their organisations, the permeation is also gradually being felt in Kenyan organisations especially those with roots in the United States of America (USA) (Kim & Wright, 2010). Kuvaas (2008) observed that native organisations maintain unprecedented traditional methods of managing employees as an administrative function creating a significant variance on how employees are managed causing variance in employees' performance. Related to this, Muchiri (2011) note that "organisation structures in Sub-Saharan Africa are known to be 'paternalistic' with management systems permeated by 'patrimonial' behaviours" P.443. Thus, Kenyan organisations need to gradually embrace the concepts of WLI just like their counterparts in USA to acquire employees' performance.

As observed by Gallie, Felstead and Green, (2007) and Wang and Walumbwa, (2007), bank employees are knowledge intensive and highly skilled workers who experience a high extent of work pressure and demand for more work autonomy to balance between their individual, family and work demands. The knowledge intensive labour makes human capital management critically important for organisations performance. Given that employees have to manage a range of work and family commitments with limited time, WLI should be implemented to avoid work life conflicts. This calls for HR managers to pay more attention to the aspiration of every employee and effectively manage the WLI to achieve organisational goals. Specifically, Kenyan banks operate nationally and as multinationals within East Africa and Sub-Saharan Africa, hence the need to implement consistent and standardised HR practices to avoid significant variances on how employees are managed within the banking industry.

In Kenyan, Strathmore Business School (SBS) reported mixed response on the existence and extent of adoption of work life initiatives by Kenya's organisations (SBS, 2011). Muinde (2013) observed that Kenya's organisations are slowly adopting and implementing WLI to benefit their employees. For instance, organisations like the United Nations in Nairobi, the United States Embassy and the United States Agency for International Development based in Kenya allow their employees free time on Friday afternoons so that employees can run their personal errands (Sarapay, 2012). The Coca-Cola headquarters in Kenya and Safaricom mobile telecommunications company in Kenya are also equipped with a sparkling gym to enable their employees to exercise within the organisations. This study therefore looks at the relationship between WLI in terms of HR work family support services as a predictor of employee performance which is measured in terms of service quality and productivity. The proposed model looks for a causal relationship that creates a mutual reinforcing effect by making employees more responsible in their jobs and thereby increasing responsiveness to the needs of the organisation. The study was carried out in the banking sector in Kenya, Nairobi and it is important to note that the banking industry in Kenya is divided into commercial banks, mortgage finance company and deposit taking micro-finance institutions (CBK, 2011).

Banks in Kenya provide work life initiatives to their employees although they offer different and varied work life initiatives at varied capacities to help employees cope with the demanding work and non-work responsibilities (Wang & Walumbwa, 2007). The banking business is information and knowledge intensive which is a critical strategic resource for attaining competitive advantage (Tan, Lye and Lim, 2010).

In order to leverage this resource for competitive advantage, banks therefore need to view employees as intellectual assets and offer HR practices such as WLI so to attain organisational performance (Ahmadi, Daraei & Kalam, 2012). Therefore, this study sought to establish the employees' survival need and growth amid work life conflicts within the banking sector.

In the present growing competitive business environment Kenya's banks to have mutually reinforcing effects HR managers are compelled to reorient their HR practices and adopt proactive HR strategies towards achieving organisational goals (CBK, 2012). As evidenced by the banking sector across Europe, banks have policies commonly referred to as "family-friendly policies" so as to reconcile work and non-work responsibilities (Ioannou, Kanellopoulos, Mouriki & Toutziarakis, 2002). The European banks have embraced policies such as flexible working time, provision of workplace crèches, health and well-being support, child-care and dependent care support which includes childcare vouchers, cash payments, childcare allowances, teleworking, phased return to work after maternity among other initiatives (European Foundation, 2002).

The banking sector in Kenya has also gradually embraced the concept of providing WLI to their employees. Ecobank encourages a healthy balance between work and life by offering initiatives such as flexible worki'2ng hours, study leave, time-off, free health screening, health-care management, counselling facilities, and child education among others (Ecobank, 2012). Barclays bank policies also provide for work life initiatives such as extension of maternity leave, counselling facilities, and parental leave to parents and guardians of children under the age of fourteen years. The bank views this as a way of supporting employees so as to attract and retain the best people (Barclays Bank, 2012).

Local banks such as Kenya Commercial Bank (KCB) prides themselves in providing the highest standards of health protection which includes cover for chronic ailments, maternity, pre-existing conditions, and lodger fee for children up to the age of six years. It also provides employee counselling, and career development which includes employee training and overseas exposure so as to attract, develop, promote and retain the best people from all cultures and segments (KCB, 2012). Hence, Kenyan banks provide a universalistic approach or the best practice bundle as appropriate to them as recommended by Beardwell and Claydon (2007).

As observed by Armstrong (2006), the reference point sought by many HRM researchers and practitioners is to establish a clear link between HRM practices and performance and most important the extent of the impact on proximate objectives. Thus, it is imperative that there are more rigorous studies examining the efficacy of HR work family support services within the banking sector in Kenya. Despite the effort to initiate several work life initiatives (WLI) by banks to enhance employees' performance, the performance of most employees has remained low. Furthermore, the mechanism and extent to which HR work family support services, affect employees' performance remain unclear (Wang & Walumbwa, 2007; Snape & Redman, 2010; Wright & McMahan, 2011).

Empirical research carried out in developed countries by Wright and MacMahan, (2010); Kuvaas and Dysvik, (2010); Boxall *et al.,* (2011); Allen *et al.,* (2013) as well as studies carried out in Kenya by Shitsama, (2011) and Bosibori *et al.,* (2012) reveal that HR practices have a positive and statistically significant relationship with performance.

Theoretical Foundations

Social Exchange Theory (SET) identifies the conditions under which people feel obligated to reciprocate when they benefit from some person's or some organisations actions. The theory was used to understand the quality of the relationship between workers and employers and in promoting performance through pro social behaviour, organisational citizenship behaviour and extra role performance (Lambert & Waxman, 2005). In behavioural science, social exchange theory is conceptualised from a mutual exchange perspective. However, this study postulate whether contemporary HR practices based on commitment maximizers and contingent motivators enhance the establishment of exchange relationships by outlying positive exchange relationship between the employees and the organisations. Secondly, whether a positive relationship that influence employees' performance can be obtained using HR work family support services.

Concept of Employees' Performance

HRM activities have adopted a lot of the propositions from the behavioral science literature in impacting organizational processes.

The HRM activities are strongly grounded in the behavioral sciences from which it has grown to direct the HRM concerns for the growth, empowerment, engagement and development of employees in an organization, which is necessary for performance and survival in a rapidly changing environment (Huselid & Becker, 2000; Gerhart, 2005; Armstrong, 2009).

Behavioural theories view the shift from personnel management as a focus to align human resource practices with the overall guiding strategy of the business or organisation (Armstrong, 2006). This approach treats the organisation's human resource as the same as any other resource such as machines or capital, and that it should be utilized as such. Organisational performance entails broad human resource processes which have been developed in order to enhance and increase the performance of individuals, groups and the entire organization (Ibid, 2006).

Historically, managers have long sought to control the performance effort aspect of employment agreement by the use of monetary stimulus. This manipulation of the employment agreement was for the most part an attempt to create performance gains which could lead to a competitive advantage (Beardwell & Claydon, 2007). However, in today's fast paced and dynamic work environment, organisations are increasingly recognising the role of HR practices not as control or manipulative functions but as HRM means of attaining key individual, unit and organisational outcomes.

The extant behavioural science literature conceptualises the effect of HRM practices to be both on employee well being and performance. Peccei (2004) views this as an optimistic perspective where HRM practices are mutually beneficial to both employee well being and to employers in terms of the performance. The achievement of the objectives is ensured through the people factor in organizations. Hence, the HRM perspective to performance leans towards the behavioral science dimension that links organizational performance with human behavior.

The use of non financial measures in measuring performance in HRM studies is most preferred as recommended by Dixon, Nanni and Vollmann (1990); Kaplan, (2010). Therefore, this research used non financial measures of performance since financial measures exhibit inherent problems when measuring HR performance

Link between HRM Activities and Employee Performance

Performance of the HRM function in any organisation is measured on the basis of the extent to which it creates value for the firm. Performance is viewed as the outcome that indicates and reflects organisational efficiencies or inefficiencies; it can be objectively or subjectively measured. Paauwe and Richardson (1997) synthesize that HRM activities give rise to HR outcomes which influence employee performance. Behavioral scientists have addressed concerns for the performance of organizations on the basis of three levels: the individual, the group and the organization (Robbins, 2005; Robbins & Judge, 2007; Wright & McMahan, 2011). They suggested HRM outcomes as employee satisfaction, motivation, retention, social climate, involvement, trust, loyalty, security, intention to leave and commitment. They also described performance outcomes at the organisational level as encompassing productivity, product or service quality, customer satisfaction, research and development. Thus, it can be concluded that prior researchers have developed HRM activities and firms' linkage models.

The Harvard framework as modelled by Beer, Spector, Lawrence, Mills, and Walton (1984) suggested HRM practices have HR outcomes such as commitment, congruence, and cost effectiveness and long term consequences such as individual well being, organisational effectiveness and societal well being. Guest (1997) normative model outlays HR outcomes such as employee commitment, flexibility, and quality while organisational outcomes include; job performance, productivity and turnover. Rao (1990) proposed a model to demonstrate the linkage between HRM practices and the firms' performance that proposed HR outcomes such as employee competency, teamwork, commitment and job satisfaction and organisational effectiveness at organisational level.

Bratton and Gold (2003) noted that performance measures at the individual and HR outcomes are absenteeism, resignations, commitment and the later is operating performance with measures such as productivity, product and service quality and financial measures. Paul and Anantharaman (2003) also proposed HRM performance linkage model that captures operating performance measures such as employee retention, employee productivity, product quality, speed of delivery and operating cost. Finally, Beardwell and Claydon (2007) noted that organisational performance measures are categorised into productivity, quality and delivery metrics.

HR Work Family Support Services and Employee Performance

Work and family are interrelated domains creating positive and negative spill over because the two domains have permeable and flexible boundaries. Dramatic changes in demographics mean that more women are seeking employment, as well as an increase in dual-earner couples, single-parent units, and elder care by middle aged employees' this has resulted in difficulties for the employed to manage work and family responsibilities which create work-family conflicts (Moon & Roh, 2010). In response to this shift, organisations have been forced to establish family friendly policies which are aimed at cushioning employees to have a more balanced family work life for better performance.

Work family conflicts cause negative spill over from work to family or from family to work (Agarwala, 2007). This forces the employers to create integration or a mechanism of reconciling the two domains. They therefore, establish policies such as employee counselling, crèches which are provided onsite or offsite, recreational facilities, or even family leaves (Cayer, 2003).

Bruck, Allen and Spector (2002) concluded that multiple roles among employees affect their well-being both at work and at home. Family friendly services are therefore implemented and are associated with positive outcomes such as greater job performance (Jones & McKenna, 2002), job satisfaction, reduced WFC (Eaton, 2003), greater commitment, increased retention (Roberts, Jerry, Gianakis, Clofford & Wang, 2004). However that study was carried out in the manufacturing sector and did not consider inputs from the service sector.

Mumford, Karen, John and Budd (2006) found that organisations realise benefits of offering family friendly policies by reducing absenteeism, and increasing productivity. They argue that employees behave responsibly which enables the organisation to retain competent employees as they put extra efforts leading to better performance.

The current study used the social exchange theory as a framework for studying the relationship between family friendly services and positive employees' behaviour outcomes and banks performance. Past organisational studies have used this theory to explain the motivational foundations that depict employee behaviours and the creation of positive employee attitudes (Blau 1964; Settoon, Bennet & Liden, 1996). Social exchange theory explains that employees feel that they should reciprocate the benefits they receive from their employers (Lambert & Waxman, 2005; Muse, Harris, Giles, & Field, 2008).

A recent study by Anja-Kristin and Laura (2011) in eight countries noted that different types of support services are positively associated with employee satisfaction and well being of the worker enhancing organisational productivity. The study however used hierarchical regression analysis of data on the total sample; the method is known to be good in validating HR practices that have been studied before and found to have significant relationships with performance.

Mwiti (2007), argues that HR practices are not directly linked to employees job but their availability or non-availability is felt in the employees performance. This argument is supported by Priti (2009), who observes that HR practices increase efficiency and productivity among employees. Research in Kenya (Bosibori, Nyakundi, Munene & Okibo, 2012), points out that HR welfare services such as employee counselling, medical care and good conditions of service have a positive and statistically significant effect on employees' performance by increasing their productivity. However, this research used descriptive statistics to analyse the data which is not sufficient to generalise the results to other sectors.

The banks expect that the family friendly benefits offered to employees contribute to the formation of high quality employment exchange relationship that causes employees to oblige and behave in a positive beneficial manner towards the organisation. This is also supported by the leader member exchange (LMX), where the roles of the supervisors in the banks shape the attitudes and behaviour of the employees (Walumbwa, Avolio & Zhu, 2008).

Since the ultimate goal of family friendly services is to increase employee performance through enhanced commitment and job satisfaction, some researchers have addressed these goals as dependent variables. This research attempted to advance on these studies of family friendly services by establishing the relative effect of employee family work support services such as counselling, recreational facilities, crèches, family leaves and holidays on employee performance through commitment and job satisfaction.

Conceptual Framework

Independent Variables

HR WORK FAMILY SUPPORT SERVICES
Recreational facilities
Child Centres
Employee/family counselling
Family leaves
Paid Holidays

EMPLOYEES' PERFORMANCE
• Productivity
• Service efficiency

Methodology

The study used descriptive explanatory research using cross-sectional survey design. The purpose of using a descriptive explanatory research was to describe the characteristics of the variables and at the same time investigate the cause effect relationship between variables. The case in this study is that the choice of a survey design is specifically cross-sectional. This design allowed collection of quantitative data from a sizeable population in an economical way (Mugenda & Mugenda 2003; Saunders *et al.,* 2009).

Empirical Model

A forced multiple regression analysis was used to regress relationship between the HR work family support services with each predictor variable (Field, 2009). To strengthen the relationship between work life initiatives and employees' performance employee biographic characteristics were included in the study. Quazi, Koh, Huang and Khoo, (2011) observes that employees individual differences contribute by strengthening the relationship between the work life initiatives and performance. The variables were included in the multiple regression model as control variables.

The multiple regression models estimated are;

$$PERFORMANCE = \beta_0 + \beta_1 HRWFSS + \beta_2 AGE + \beta_3 SEX + \beta_4 CHILD + \beta_5 POS + \beta_6 TEN + e............1.1$$

Where,

β_0 = Constant
$\beta_{1 \text{ to }} \beta_6$ = The slope
HRWFSS = HR work family support services
AGE = Age of the respondent
SEX = Gender of the respondent
CHILD = Life stage of the respondents children
POS = (Position) Position held by the respondent in the organisation
TEN = (Tenure) Number of years of service in the organisation
E = Error term

Proportional stratified random sampling technique was used to select the required sample from the target population of 3607 employees drawn from the four stratums of the management, supervisory, clerical and secretarial and support staff. In addition, purposive sampling was used to pick 43 HR managers for validation of the self reported responses from employees. The sample size was determined by use of Yamane (1967) formula for calculating sample size.   The formula is   n= N/1+N (e)^2 Based on the Yamane formula the sample size was 360 employees at 95 percent level of certainty that translates to 10.1 percent of the total population.

This study used both secondary and primary data. Secondary data was collected using a document review guide. A semi- structured questionnaire was used to collect primary data. While an interview schedule was used to obtain additional information from the HR managers.

A pilot test was carried out with ten selected respondents who were selected from the target population. The purpose of the pilot test was to test face and content validity of the instrument. In addition, expert opinion was also considered to check for face and content validity.

Reliability concerns the degree to which the scores are free from random measurement errors.
Cronbach's alpha was used to estimate internal consistency reliability by determining how items of the instrument relate to each other and to the entire instrument. HR work family support services coefficient alpha was (.7287) which was reliable.
To facilitate the regression model, weighted averages were computed using the following equation.

$$C_i \ = \ \sum fiw\,i \div \sum f\,i \ \text{...} \ 1.2$$

The questionnaires had a response rate of 65.8%.

HR Work Family Support Services

Test of Hypotheses
To draw inferences about the population on the basis of the sample there was need to empirically analyse the data using a regression model. The study used the multiple linear regression model to test the effect of the independent variable on the dependent variable. However, before testing the research hypotheses it was important to carry out multicollinearity test that showed a tolerance level of .454 and VIF of 2.204 this was necessary in order to accurately estimate the regression model as recommended by Greene (2002).

$H0_3$: There is no statistically significant relationship between HR work-family support services and employee performance.

$$PERFORMANCE = \beta_0 + \beta_1 HRWFSS + \beta_2 AGE + \beta_3 SEX + \beta_4 CHILD +$$

$$\beta_5 POS + \beta_6 TEN + e........1.1$$

Robust Regression Results for HR work family support services on Service Efficiency

		statistic	P-Value
R Squared		0.4477	
F-Statistic (df, n)	(5, 221)	39.93	0.000
Ramsey specification test	(3, 218)	4.39	0.0051
	Coefficients	**Statistics**	**P-Value**
Constant	4.53	27.76	0.000
HR work family support services	0.739	3.45	0.000
Child life stage	0.020	1.51	0.131
Sex	-0.012	0.64	0.524
Position	0.369	9.19	0.000

P = 4.53 + .739HRWFSS + .020 CHILD - .012 SEX + .369 POS
Where,

P = Service Efficiency, HRWFSS = HR work family support services, CHILD = life stage of respondents children, SEX = Gender of the respondent, POS = Position of the respondent

Source: (Survey Data, 2013)

The results show that the R^2 is 44.77% which shows that the model explains 44.77% of variations in the dependent variable the rest are explained by the variables not fitted in the model. The F statistic is 39.93 with a P value of 0.001; therefore, the explanatory variables are jointly significant in explaining variations in the dependent variable. The Ramsey specification test statistic has a P value of 0.0051 > 0.005 we fail to reject the null hypotheses which states that the correct specification is linear, hence, the model is not mis-specified. Since the study estimated a robust model, heteroskedasticity was addressed. Hence, standard normal test such as t statistics and P values can be used to test the significance of the coefficients in the regression model.

The constant coefficient is significant at 4.53 P = 0.001, < 0.05, implying that the independent variables jointly explain the variations in service efficiency.

HR work family support services coefficient is significant at = 0.739, t = 3.45 > 1.96, P < 0.05 this indicates that there is a relationship between HR work family support services and service efficiency, Child life stage coefficient is not significant at = 0.020, P=0.131 that shows that it does not matter the life stage of the respondents children, sex coefficient is also not significant at = -0.12, P= 0.524, meaning that differences in gender does not affect service efficiency and position coefficient is significant at= 0.369, t = 9.19 greater or less than ± 1.96, P = 0.001 < 0.05 implying that the position held by the employee affects service efficiency of that particular employee.

According to the regression model estimated, taking the independent variables (HR work family support services and HR financial incentives) constant at zero, the service efficiency of the employees is 4.53. The findings also reveal that taking all other independent variables at zero, a unit increase in HR work family support services will lead to a 0.739 increase in service efficiency.

HR work family support services results are positive (0.739) and significant this indicate that there is a positive relationship between family work support services and service efficiency. The findings imply that the presence of HR work family support services in the banks could lead to better efficiency by the employees. These findings are supported by similar results by Mumford and Budd (2006). The findings also agree with Bosibori *et al.,* (2012), that HR work family services have a positive effect on employee's service efficiency.

Based on these findings employers should consider utilising more HR work family support services such as recreational facilities, child care centres, employee and family counselling facilities, family leaves and paid holidays. The support services seem to create mutually reinforcement effects on employees tend to reciprocate positively hence improving their service efficiency,

The findings also show that the life stage of the respondent's children coefficient is positive but not significant; this implies that service efficiency of employees is not affected by the life stage of their children. On the other hand the sex of the employees is both negative and not significant indicating that the gender of the employee does not influence service efficiency. The position held by the respondent is positive and significant; this could imply that the higher the position held by the employee the better they offer their services. This is expected because employees in higher levels of management are expected to provide better services and are expected to be more efficient.

Regression Results for HR work family support services on Productivity

Model 1.1 was again regressed to determine the effect of the independent variables on productivity. The results are presented below.

Regression Results: Dependent Variable Productivity

		statistic	P-Value
R Squared		0.5394	
Adjusted R Square		0.5247	
F-Statistic (df, n)	(7, 219)	36.64	0.001
Ramsey specification test	(3,216)	2.27	0.0818
Breusch-Pagan (Heteroskedasticity test)		1.98	0.1594
	Coefficients	**Statistics**	**P-Value**
Constant	3.076	8.45	0.000
HR work family support services	0.113	2.25	0.025
Sex	-0.014	0.62	0.538
Child	0.534	7.95	0.000
Position	-0.347	4.08	0.000

P = 3.076 + .113 HRWFSS - .014 SEX + .534 CHILD - .347 POS

Where,

P = Productivity, HRWFSS = HR work family support services, CHILD = life stage of respondents children, SEX = Gender of the respondent, POS = Position of the respondent

Source: (Survey Data, 2013)

The results show that the adjusted R^2 is 52.47%, this shows that the model explains 52.47% variation in the dependent variable the rest are explained by the error term. The F statistic is 36.64, and P = 0.001 where P < .005. Hence, the independent variables are jointly significant in explaining variations in the dependent variable. In addition, the Ramsey specification test statistic is 2.27 with a p value of 0.0818 hence we fail to reject the null hypothesis that the correct specification is linear therefore model has no misspecification. The Breusch Pagan statistic is 1.98 with a P value of 0.1594 therefore we reject the null hypothesis that there is constant variance. Therefore the regression is both reliable and non-spurious.

The constant coefficient is positive and significant at 3.076, t = 8.45 > 1.96 and P value = 0.001 < 0.05, HR work family support services is positive and significant at 0.113, t = 2.25 > 1.96 and P = 0.025 < 0.05. The sex coefficient is negative and not significant at -0.014 t = 0.62 and P = 0.538, life stage of children coefficient is positive and significant at 0.534, t= 7.95 and P = 0.001 while that of position is negative and significant at -0.347, t= 4.08 and P = 0.001.

According to the regression model estimated in Table 4.18, taking the independent variable HR work family support services constant at zero, the productivity of the employees is 3.076. The findings reveal that taking all other independent variables at zero, a unit increase in HR work family support services will lead to a 0.113 increase in productivity.

The HR work family support service has a positive coefficient and is significant indicating that family work support services and productivity have a positive relationship. This implies that the presence of HR work family support services in the organisations positively influence the work effort of employees therefore improving their productivity. The findings are in agreement with Priti (2009), who argues that HR practices have a positive effect on productivity. The findings are also supported by Anja-Kristin and Laura (2011) that the presence of HR work family support services in the organisation has a positive relationship with organisational productivity as employees can concentrate on their jobs better when their family responsibilities and needs are well catered.

The findings also report that position coefficient is negative and significant this indicates that there is an inverse but significant relationship between position and productivity. This implies that as the position of the employee increases their productivity decreases, it is expected that employees at higher levels produce less results than those at the lower levels since their output is dependent on employees below them. On the contrary, the results about the life stage of the children are positive and significant. This indicates that the life stage of children has a positive effect on the productivity levels of employees. This means that the age of children matters on how much time and energy the employee spends on their job.

Regression Results for HR work family support services on Employee Performance

Regression Results: Dependent Variable Employee Performance

		statistic	P-Value
R Squared		0.4044	
F-Statistic (df, n)	(6, 220)	22.88	0.000
Ramsey specification test	(3, 217)	3.76	0.0116
	Coefficients	**Statistics**	**P-Value**
Constant	3.991	16.30	0.000
HR work family support services	0.077	2.40	0.017
Child life stage	0.025	1.83	0.068
Sex	-0.0119	0.94	0.349
Position	0.212	4.18	0.000
Tenure	-0.057	3.05	0.000

$$P = 3.991 + .077\,HRWFSS + .025\,CHILD - .0119\,SEX + .212\,POS - .057\,TEN$$

Where,
P = Employee Performance, HRWFSS = HR work family support services, CHILD = life stage of respondents children, SEX = Gender of the respondent, POS = Position of the respondent, TEN = Tenure.

Source: (Survey Data, 2013)

The Table shows that the R^2 is 40.44% which shows that the model explains 40.44% of variations in the dependent variable the rest are explained by the error term. The F statistic is 22.88 with a P value of 0.001; therefore, the variable is significant in explaining variations in the employee performance. The Ramsey specification test statistic has a P value of 0.0116> 0.001 we fail to reject the null hypotheses that the model is not mis-specified. Since the study estimated a robust model, heteroskedasticity was addressed. Hence, the standard normal test such as t statistics and P values can be used to explain the significance of the coefficients in the regression model.

The constant coefficient is constant is significant at 3.991 t = 16.30 greater or less than ± 1.96, and P value = 0.001, indicating that the predictor variables are significant and jointly explain the variations in the dependent variable. HR work family support services coefficient is also significant at 0.077, t = 2.40 and P value = 0.017 < 0.05, hence reject the null hypothesis and state that there is a statistical significant relationship between HR work family support services and employee performance.

The regression model estimated in above show that taking the independent variable (HR work family support services) constant at zero, the performance of the employees is 3.991. The findings also reveal that taking all other independent variables at zero, a unit increase in HR work family support services will lead to a 0.077 increase in performance.

HR work family coefficient was found to be statistically significant implying that HR work family support services is positively related to employee's performance. The findings imply that there is a positive relationship between the HR work family support services and employees performance. This seem to be in agreement with Cayer (2003), findings that work family policies create an integration between the work and family domains resulting in improved productivity of employees and service efficiency. The findings are supported by Jones and McKenna (2002), Eaton (2003), Roberts *et al.,* (2004) and Mumford and Budd (2006) that presence of work family support services create greater performance through reducing work family conflicts, increased job satisfaction, and increased employee commitment.

The child coefficient was found not to be significant indicating that there is no relationship between the life stages of the respondents children with their performance. Sex coefficient was also found to be insignificant and negative, this implies that there no relationship between sex and employee performance.

Position coefficient was found to be positive and significant this was expected. It implies that there is a positive relationship between the employees' position and performance. Finally, tenure coefficient was found to be negative and significant implying that tenure is inversely related to employee performance. This was expected since long serving employees tend to perform less than those looking forward to build their careers and grow in the organisation.

Empirical literature is supported by the findings that provision of work life initiatives to employees creates a mutually reinforcing effect and a profitable exchanges for the organisation. HR work family support services help in rejecting the null hypotheses by stating that there is both a positive and statistically significant relationship between work life initiatives and employees performance

HR work family support services were found to have a positive and significant effect on service efficiency, productivity and employees' performance.

HR work family support services were found to be positive and statistically significant; this implies that HR work family support services are is an important factor that contribute towards employees' performance.

HR managers in the banking industry should expand the spectrum of support services coverage to include all cadres of employees. Further, standardise work family support services in the sector, since HR work family support services were found to be influencing employees' performance. In addition, HR managers need to create a supportive organisational culture by conducting training sessions on effective utilisation of support services, developing communication and awareness programs within the organisation.

At the National Government level, HR practitioners should lobby the MOLHRD to make it compulsory for organisations to have work family support services. This can further be supported by including support services by the Ministry in the employment Act for legal compliance by organisations.

References

Ahmadi, S.A., Mohammad, R., Daraei, R., & Kalam, F. (2012).   Analysis of knowledge sharing in banking industry, Institute of Interdisciplinary Business Research.   *Interdisciplinary Journal of Contemporary Research in Business copy* 4(7).

Allen, M.R., Ericksen,J., & Collins, J., C. (2013). Human resource management, employee exchange relations and performance in small businesses. *Journal of Human Resource Management,* pp 153 – 173.

Anja-Kristin,A., & Laura, D.D. (2011). Support for the work life balance in Europe,"the   impact of state, workplace and family support on work life balance satisfaction". *British Sociological Association.*

Agarwala, T. (2007). *Strategic Human Resources Management*. Online Resource centre, Oxford University press. 1st Ed.

Armstrong, M. (2006). A handbook of Human Resource Management Practice.10 th (ed).London: Kogan Page.

Avolio, B.J., Bass, B.M., Walumbwa, F.O., & Zhu, W. (2004).Multifactor leadership questionnaire: Manual and sampler test. 3rd ed. Redwood City, CA: Mind Garden.

Barclays bank of Kenya, (2012). Retrieved from the Barclays website on 8th August 2012: http:// www.backlays.org.html.

Bass, B.M., Avolio, B.J., Jung, D.I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88, 207–218.

Beardwell,J., & Claydon,T. (2007). Human Resource Management:*A contemporary Approach,* 5th .Ed, England: Pearson Education.

Beer, M., Spector, B., Lawrence,P.R.,Mills, D., & Walton, R.E.(1984). Managing Human assets. New York, Free press.

Behson, S. J. (2005). The relative contribution of formal and informal organizational work- family support. *Journal of Vocational Behavior*, 66, 487–507.

Bosibori, N.W., Nyakundi, W.A., Munene, C., & Okibo, W. (2012). Role of Employee welfare services on performance of the National police service in Kenya: a case of Kisii central district. *International Journal of Arts and Commerce,* 1 (7).

Boxall, p., Ang, H.S., & Bartram, T. (2011). Analysing the Black box of HRM: uncovering HR goals, mediators and outcomes in a standardized service environment. *Journal of management studies.* pp 1504 – 1532.

Boxall, P. & Purcell, J. (2008). *Strategy and human resource management*. (2nd edition). Basingstoke: Palgrave Macmillan.

Boxall, P., Purcell, J. & Wright, P. (2007). Human resource management: Scope, analysis, and significance. In: *The oxford handbook of human resource management* (pp. 1-16) P.   Boxall, J. Purcell, & P. Wright (Eds.). New York: Oxford University Press.

Bratton, J., & Gold, J. (2003). *Human Resource Management*: Theory and Practice, 3rd ed., Palgrave Publishers, Basingstoke.

Casper, W.J., & Harris, C.M.(2008). "Work-life Benefits and Organisational Attachment: Self- Interest Utility and Signaling Theory Models", *Journal of Vocational Behaviour,* Vol. 72, pp. 95-109.

Cayer, N. J. (2003). "Public Employee Benefits and the Changing Nature of the Workforce". In Public Personnel Administration: Problems and Prospects,edited by Steven W. Hays and Richard C. Kearney, 167–179. Upper Saddle River, NJ: Prentice Hall.

CBK, (2011). Bank supervision annual report.

Dixon, J.R., Nanni, A.J.,& Vollmann, T.E.(1990). The New Performance Challenge: Measuring Operations for World-class Competition,Business One Irwin,Homewood,IL.

Dyer, L., & Reeves, T. (1995). "Human Resource Strategies and Firm Performance: What do We know and Where do we Need to go," *International Journal of Human Resource Management,* 6, 656-670.

Easterby-Smith, M., Thorpe, R., & Jackson, P. (2008). *Management Research*, 3rd edition SAGE Publications Ltd., London.

Eaton, S. (2003). "if you can use them": Flexibility policies, organizational commitment and perceived performance. *Industrial Relations Journal*. vol 42: 145–167.

Ecobank Kenya (2012). Retrieved from the Ecobank website on 8th August 2012: http://www.ecobank.org.html.

European Commission, (2000). E-work 2000. Status report 2000 on new ways to work in the information society.

Field, A. P. (2009). .*Discovering statistics using SPSS,* 2nd edition. London: Sage.

Gallie, D., Felstead, A., & Green, F. (2007). "Employer policies and organisational commitment in Britain 1992-1997", Journal of Management Studies, 38 (8), pp. 1081-101

Gardner, T., Moynihan, L., & Wright, P. (2007). The influence of human resource practices and collective affective organizational commitment on aggregate voluntary turnover. CAHRS Working Paper. Ithaca, NY: Cornell University.

Gerhart, B. (2005). "Human resources and business performance: findings, unanswered questions, and an alternative approach*",Management Review.*

Greene, W.H. (2002). *Econometric analysis*, 5th edition, New York university.

Guest, D., & Conway, N. (2004). Employee Well-being and the Psychological Contract, The Chartered Institute of Personnel Development, London.

Guest, D.E. (1997). "Human resource management and performance: a review and research agenda",*International Journal of Human Resource Management*, 8(3), pp. 263-276.

Huselid, M.A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal* Vol. 38, pp. 635–672.

Huselid, M.A., & Becker, B.E. (2000). "Comment on measurement error in research on human resources and firm performance: how much error is there and how does it influence effect size estimates?" *Personnel Psychology*, Vol. 53, pp. 835-54.

Ioannou, A., C, Kanellopoulos, K., Mouriki, A., & Toutziarakis, J. (2002). Social dialogue in the European banking sector.

Jones, W.M., & McKenna, J. (2002). Women and work-home conflict: A dual paradigm approach. Health Education, 102 (5), 1-15.

Kaplan, R.S. (2010). Conceptual foundations of the balanced scorecard. *Harvard Business Review ,*working paper 10 -074.

KCB, (2012). Retrieved from the Kenya Commercial Bank website on 8th August 2012:http://www.kcb.org.html.

Kim, S., Wright, P., & Su, Z. (2010). 'Human resource management and firm performance in China: a critical review', *Asia Pacific Journal of Human Resources,* vol. 48, no. 1, pp. 58–85 (online Wiley).

Kinjerski, V.M., & Skrypnek, B.J. (2004). Defining spirituality at work: Finding common ground. *Journal of Organizational Change*.

Kuvaas, B. (2008). An Exploration of How the Employee–Organization Relationship Affects the Linkage Between Perception of Developmental Human Resource Practices and Employee Outcomes. *Journal of Management study,* 45(1), 193-212.

Kuvaas, B., & Dysvik, A. (2010). Exploring alternative relationships between perceived investment in employee development, perceived supervisor support and employee outcomes. *Human Resource Management Journal,* 20(2), 138-156.

Lambert, S. J., & Waxman, E. (2005). Organizational stratification: Distributing opportunities for balancing work and life. In E. E. Kossek & S. J. Lambert (Eds.), Work and life integration: Organizational, cultural and individual perspectives (pp. 103-126). Mahwah, NJ: Erlbaum.

McClean, E., & Collins, C.J. (2011). 'High commitment HR practices, employee effort and firm performance: investigating the effects of HR practices across employee groups within professional services firms', *Human Resource Management,* 50(3), pp. 341 – 363 (online Wiley).

Muchiri, M.K. (2011). Leadership in context: A review and research agenda for Sub-Saharan Africa. *Journal of occupational and organizational psychology*. Vol 84, pp. 440 – 452.

Mugenda, O., & Mugenda, A. (2003). *Research methods*, quantitative and qualitative approaches, Nairobi Acts press.

Muinde, A.N.W. (2013). The Extent To Which Work Life Balance Practices Are Adopted In Horticultural Farms In Naivasha Kenya

Mutua, S.B., Karanja, K., & Namusonge, G.S. (2012). Role of Human Resource Management practices on performance of financial cooperatives based in Nairobi County, Kenya; *International Journal of Humanities and Social Science, 2(22).*

Mwiti, J. K. (2007). The Role of Welfare Services in Motivation of Staff in Kenyan Parastatals : A case Study of Teachers Service Commission, Kenya. Jomo Kenyatta University of Agriculture and Technology .Retrieved on July 1, 2013 from ResearchKenya.org.

Paauwe, J. (2009). *HRM and performance:* Achieving Long-Term Viability. Oxford: Oxford University Press.

Paauwe, J.,& Boselie, P. (2005). HRM and performance: what next?. *Human Resource Management Journal,* 15(4) pp. 68-82.

Paul, A.K., & Anantharaman, R.N. (2004). Influence of HRM practices on organizational commitment: A study among software professionals in India. *Human Resource Development Quarterly* 15 pp. 77–88.

Peccei, R. (2004). Human Resource Management and the Search for the Happy Workplace, Erasmus Research Institute of Management, Rotterdam School of Management, Rotterdam School of Economics, Rotterdam.

Ployhart, R.E., & Moliterno, T.P. (2011). 'Emergence of the human capital resource: a multilevel model',*Academy of Management Review,* 36(1) pp. 127–150.

Priti, S. (2009). Employee Welfare. Retrieved on July 1, 2013 from http://www.citehr.com/176307-employee-welfare.html#ixzz1zTZ8HheC

Purcell, J., & Hutchinson.S. (2007). Front-line managers as agents in the HRM-performance causal chain: Theory, analysis and evidence. *Human Resource Management Journal* 17(1) pp. 3–20.

Purcell, J., Kinnie, S.N., Hutchinson, J., Swart, & Rayton, B. (2009). Understanding the people and performance link: Unlocking the black box. London: CIPD

Quazi, H.A., Koh, M.H., Huang, Q., & Khoo, J.W. (2011). Impact of Work-life Initiatives on Employee Behavior in Supply Chain Management Organizations in Singapore. Nanyang Business School, NTU, Singapore. Pp. 1 -36

Robbins, S.P. (2005). *Organizational Behavior*; Concepts, Controversies and Applications,11th.Ed New Jersey: Prentice-Hall.

Robbins, S.P.,& Judge, T. (2007). *Organizational Behavior,12th.Ed*.NewDelhi: Prentice Hall.

Roberts, G. E., Jerry, A., Gianakis, Clofford, M., & Wang, X. (2004). Traditional and Family-Friendly Benefits Practices in Local Governments: Results from a National Survey. *Public Personnel Management*

Sarapay, E. (2012). *The edition*; Footprints press publication and HPDA innovation, 4(2) pp.45

Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*, 5th edition, Great Britain, Prentice Hall.

Shitsama, B.M. (2011). The influence of Human Resource Management Practices on firm performance in the Kenyan Banking Industry; Strathmore University.

Snape, E., & Redman, T. (2010). "An evaluation of a three-component model of occupational commitment: dimensionality and consequences among United Kingdom human resource management specialists",*Journal of Applied Psychology*, 88(1) pp. 152-159.

Strathmore Business School, (2011). Kenya family responsible company survey; Employee Index. Strathmore University.

Tan, N. L., Lye, Y.H., Ng. T.H., & Lim, Y.S. (2010). Motivational Factors in Influencing Knowledge Sharing Among Banks in Malaysia, International Research *Journal of Finance and Economics,* 44, pp. 186-196.

Wang, P., & Walumbwa, F. (2007). Family friendly programs, organizational commitment   and work withdrawal: the moderating role of transformational leadership. *Personnel Psychology,* 60, pp. 397–413.

Wright, P. M., Gardner, T. M., & Moynihan, L. M. (2003). The impact of HR practices on the performance of business units. *Human Resource Management Journal*, 13 pp. 21-36.

Wright, P.M., Gardner, T.M., Moynihan, L.M., & Allen, M.R. (2005). The relationship between HR practices and firm performance: Examining causal order. *Personnel Psychology* 58 pp. 409–446.

Wright, P. M., & McMahan, G. C. (2011). Human resources and sustained competitive advantage: A resource-based perspective. *International Journal of Human Resource Management,* 5 pp. 301–326.

Yamane, T.(1967). Statistics: *An Introduction analysis,* 2nd ed. New York: Harper and Row.