

THE ROLE OF WORK LIFE BALANCE ON EMPLOYEE TURNOVER IN THE FLOWER INDUSTRY IN THE NORTH RIFT KENYA

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ABSTRACT

Work life balance benefits are universally appealing and foster the perception that the organisation is supportive of employees' personal needs. Employee engagement serves as a route to business success and is achieved when organisations and employees value each other. Work life balance is vital for individuals' wellbeing, organisations' performance and a functioning society. Family and work are the most important elements of everyone's life. Any competing demands of work and family life can cause conflict hence negatively affect the wellbeing of workers. Workplace flexibility helps employees to improve overall flexibility and empowerment. Work life balance practices improve the autonomy of workers in coordinating and integrating the work and non-work areas of their lives. The study was a survey of flower farms in North Rift Kenya. The results of the study showed that there is statistical relationship between work life balance and employee turnover. Therefore, from the results of the study it is concluded that employee personal program conflicted with work schedules hence employee turnover.

Key words: work life balance, employee turnover, flower farms, family, and employee.

1.0 INTRODUCTION

Work Life Balance

Work-life balance is a daily effort to make time for family, friends, community participation, spirituality, personal growth, self care, and other personal activities, in addition to the demands of the workplace. Work life balance is about the efforts of employees to split their time and energy between work and the other important aspects of their lives (Hobblers and Lemmon, 2009). Work life balance generally is a daily effort in managing competing roles and responsibilities at work, at home and in the community. One of the strategies of attaining work-life balance is flexitime and compressed workweeks, which would assist employees to maximize greater enrichment at home and these would spell higher job satisfaction and lower turnover intentions.

According to Win-Win Theory by (Covey, 1989) improving employee work-life balance helps bolster morale and enables firms to retain and attract better quality workers. For example, potential employees with children will not supply their employee to firms with poor WLB so such companies will miss a pool of potential talent. Why, then, do employers not adopt these good practices. It may

be that some firms are simply badly managed and are making mistakes as information spreads about the benefits of WLB this will change (or else the firms was driven out of business). The government could have a role in information provision or, more radically, in forcing employers to do the right thing. Alternatively, firms may know that improving WLB will increase productivity but they do not want to incur the costs of change. In other words, a firm currently running a low WLB strategy may not find it profitable to move to a high WLB strategy because of the costs of changing. Since having more WLB is good for people in general, it is then argued that the government needs to intervene to shift employers to a better high WLB, high productivity equilibrium.

Research conducted by Malik *et al.*, (2010) shows that unbalanced work-family life caused by increased work demands leads to higher levels of stress. Stress caused by higher demands from work results in family-work conflicts and work-family conflicts. WLB policies have been found to reduce absenteeism and positively impact employees' job satisfaction, productivity and retention. Grady *et al.*, (2008) emphasise the importance for organisations to implement WLB initiatives. These initiatives include flexible working hours, temporal agreements, childcare facilities, and supports such as counselling (Grady *et al.*, 2008). Organisations providing such benefits seem to understand the relationship between greater WLB and retention of a competent workforce, and its effect on organisational commitment and profitability.

Studies conducted in the United States and the United Kingdom show that one of the most common consequences of work-life imbalance is depression, resulting in decreased productivity and higher absenteeism (Layous, Chancellor, Lyubomirsky, Wang & Doraiswamy, 2011; Seligman, 2011). Low Work Life Balance can also lead to employees experiencing low morale and higher absenteeism and organisations experiencing higher staff turnover, lower productivity and poorer work quality (Seligman, 2011).

Aslam, Shumaila, Azhar and Sadaqat, (2011) stated that work-family conflicts occur when contribution in work role creates problems in contribution of family role. Furthermore, work-family conflicts are borne out from situations of tough time demands and stress, which can be traced back in a particular role that spilled-over to other role, which results in the disturbance of the quality of life, and behaviours that were suitable in one domain (such as work) but are seen as inappropriate in other domain (such as in the home) when demands from family and work were equally mismatched and meeting demands of one field created difficulties in meeting demands of other field, it led to work-family conflict (Aslam, Shumaila, Azhar & Sadaqat, 2011).

Watson, Galway, O'Connell and Russell (2009) argue that apart from the variety of family-friendly policies mentioned above, some organisations in the private sector provide WLB initiatives that do not directly affect the number of hours worked. Despite the availability of a range of WLB initiatives across the public and private sector, McCarthy (2008) reports that employees tend to work longer than their contracted hours. In the private sector a weekly average of worked hours is 42, and in the public sector a weekly average of worked hours is 34.5. Individuals working in the

public sector indicated higher levels of WLB satisfaction than those employed in the private sector (Watson et al., 2009; McCarthy, 2008).

A study on fatherhood (Tahmincioglu, 2010), shows that more men are looking for alternatives to their 40 hour work week in order to spend more time with their family. Though working less means a smaller pay check and higher stress levels, men are looking for flexibility just as much as women. Work life balance policies can assist employees to achieve a balance between their work and personal commitments that is right for them. However, availability of policies is not necessarily enough for these policies 'to work'. The policies need to be supported by the workplace culture, which reflects the beliefs, values and norms of the whole organization from the CEO to staff members (Schoenfeld, 2005). Other important factors in the success of work life balance policies include proper communication of commitment to the policies to existing and future employees, raising awareness of the policies, education of managers about the importance of policies, and training of managers on 'how to' implement these policies.

By implementing work life balance policies, employers can help to reduce stress in their employees. This can lead to a more motivated and loyal workforce, increased productivity, reduced absenteeism and an enhanced public image. There is also evidence which suggests that employers who implement work life balance programs and offer flexible working arrangements are likely to have a competitive advantage in the employee market, and in particular in relation to the new generation of employees (Morgan, 2009). According to Cleveland, et al, (2007), evidence from the organizational stress literature suggests five major categories of sources of job stress and these are: First, stress associated with the job itself, including work overload, the hours of working, decision-making latitude, and the physical work environment; second, role-based stress that includes role conflict, role ambiguity, and job responsibility; third, stress associated with the changing nature of interpersonal relationships, including those with managers, supervisors, subordinates, and co-workers; fourth, career stress identified with the lack of opportunity for career development and promotion and job insecurity; fourthly, there are stressors associated with the work-family interface, including conflicts of loyalty, spill-over of demands from one domain to the other, and life events.

Benefits of work life balance programs for employees include increased employee control over time and place of work (Thomas & Ganster, 1995) and reduced work-family conflict (Kossek & Ozeki, 1998). These types of practices are seen as a basic requirement for any employee so they can reduce tensions that occur in the working environment. On the other hand, benefits of work life balance for organizations include reduced absenteeism (Dex & Scheibl, 1999), increased productivity (Sands & Harper, 2007) and improved employee retention (Allen, 2001). There is also evidence which suggests that employers who implement work life balance programs and offer flexible working arrangements are likely to have a competitive advantage in the employee market, and in particular in relation to the new generation of employees (Morgan, 2009).

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

In flower farms in Naivasha, women in particular face difficult working conditions due to their predominance in the most employee intensive aspects of production where long hours and insecure employment are common (Dwasi, 2006). From the foregoing there is high increase of employees in the employee intensive flower farming. Specifically the study sought to investigate the extent to which Work Life Balance practices influence employee turnover in flower farms in North Rift Kenya.

2.0 RESEARCH METHODS

The study was a survey of flower farms in north rift Kenya. Stratified sampling was employed to select respondents. From each stratum of managers, supervisors and line employees' random sampling was used to further select the sample. Correlation analysis using SPSS version 20 was used to check the relationship between variables i.e. work life balance and employee turnover.

3.0 DISCUSSIONS AND RESULTS

Work Life Balance and Employee Turnover

The objective of this study was to examine the relationship between work life balance and employee turnover in flower farm. To achieve this, the employees were asked to rate in a five likert scale items in the questionnaire on work life balance. The items were rated as; Strongly Disagree (SD) =1; Disagree (D) =2; Undecided (U) = 3; Agree (A) = 4 and Strongly Agree = 5. Their responses were scored and the results are presented in Table 1.

Table 1: Responses on Work Life Balance and Employee Turnover

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
Work hours fit in well with one's living program	0	0.0	28	8.7	30	9.3	90	28.0	173	53.9
I can do different types of job	14	4.4	28	8.7	46	14.3	123	38.3	110	34.3
I feel secure in my job	16	5.0	34	10.6	14	4.4	163	50.8	94	29.3
Working under a safe environment	0	0.0	28	8.7	0	0.0	224	69.8	69	21.5
Flexible hours are provided allowing for more personal freedom	9	2.8	52	16.2	4	1.2	221	68.8	35	10.9

I can avoid excessive social interaction in order to keep healthy	30	9.3	26	8.1	39	12.1	154	48.0	72	22.4
My work place is close to home	12	3.7	68	21.2	52	16.2	120	37.4	69	21.5

The results of the study on employees work life balance presented on Table1 showed that majority (173, 53.9%) of the employees strongly agreed with the statement that they feel relaxed and stable in their lives when work hours fit in well with their program, 90, 28.0% agreed with the statement and (30, 9.3%) respondents were undecided on the statement while (28, 8.7%) were in disagreement with the statement. Muindi (2009) did a study on the determinants of work life balance in the Public

According to Kenyan labour laws, regular working hours are 46 hours of work per week, with a paid day of rest after every six days worked. However, on all farms overtime is generally compulsory and is particularly common at certain times of the year, such as in the run-up to Christmas, Valentine's Day and Mother's Day, when pack house workers are under great pressure to pack flowers before the nightly flight to Europe departs.

From the response it emerged that majority (81.9%) of the employees felt relaxed and stable when working hours fitted well with their program. This implies that they enjoyed working when their personal life activities were in line with the work schedule programs. This further shows the employees are satisfied with their work since there are no conflicting work schedules and his/her own life program. This concurred with Clark, (2001) who opined that employee work life balance occurs when there is satisfaction and good functioning at work and at home with a minimum of role conflict.

Further, (123, 38.3%) employees agreed with the statement that they can do different types of jobs, (110, 34.3%) employees strongly agreed with the statement, (46, 14.3%) respondents were undecided with the statement and (28, 8.7%) employees disagreed with the statement while (14, 4.4%) employees strongly disagreed with the statement. The study findings suggest that a majority (72.6%) of the employees can do different jobs without any conflicts. This shows that employees can split their time and perform different tasks without any stress or conflicts at work. This is supported by Hobbler and Lemmon (2009) who argued that some employees can split their time and energy between work and the other important aspects of their lives without any form of conflicts. This shows that majority of the employees in flower farms can balance their work schedules in a way that they can achieve their goals both at work place and their own lives.

In addition, (163,50.8%) employees agreed with the statement that they felt relaxed and stable in their lives when they are secure in their jobs, (94,29.3%) employees strongly agreed with the statement, (34,10.6%) employees disagreed with the statement, and (16,5.0%) respondents strongly disagreed with the statement while (14,4.4%) employees were undecided with the statement. It seems therefore that majority (80.1%) of the employees in flower farms in North Rift Region were more relaxed and stable when they felt secure in their jobs. This implies that job security among the employees plays an important role in job satisfaction. Research has shown that job security induces organizational commitment of workers.

Davy, Kinicki and Scheck (1997) discovered that job security significantly related to employee commitment where commitment in this case leads to job satisfaction which is a predictor of employee turnover. This finding was supported by the research finding of Abdullah and Ramay (2012) who reported a significant positive relationship between job security and organizational commitment of employees. This certifies that job security induces employee commitment in any work situation. In other words, employees who perceive threat of job security may become less committed to the organization they are working for and may decide to quit the job. Thus, satisfaction with job security is positively correlated with both organizational commitment and job performance (Yousef, 1998).

Similarly, (224, 69.8%) employees agreed with the statement that they felt relaxed and stable in their lives when working and safe environment, (69, 21.5%) employees strongly agreed with the statement while (28, 8.7%) employees were in disagreement with the statement. To support the above findings, according to study by National Resource Institute (2006), a majority of the workers handling chemicals in flowers farms were provided with respirators (57%), overalls (80%), impermeable gloves (63%) and rubber boots (80%). However, only 37% of workers interviewed were provided with impermeable goggles. This means that the majority of workers are exposed to possible eye injury from the chemicals. These results imply that the workers are not fully aware of how to handle the chemicals they use and the risks involved in handling these chemicals. The workers are thus at risk of being exposed to the chemicals hence affecting their health. It is thus important to instruct and train the workers, especially the spray operators, on the safe application and risks of pesticides and chemicals and thus the working environment is not safe and dangerous for employees.

The study findings showed that a majority (91.3%) of the employees in flower farms in North rift region were more satisfied with their work when working under a safe environment. This shows that employee safety is an important consideration for flower farms in order to retain their workforce. This supports Ayieko's (2011) findings which showed that lack of health and safety facilities can lead to job stress and job dissatisfaction.

More so, (221,68.8%) employees agreed with the statement that they felt relaxed and stable in their lives when flexible hours are provided allowing for more personal freedom, (35,10.9%) employees strongly agreed with the statement while (61,19.0%) employees were in disagreement with the statement. From the responses, it can be argued that majority (79.7%) of the employees in flower farms enjoyed their work more when flexible hours were provided allowing for more personal freedom. This showed that for organizations to retain their employees, they need to initiate flexible working hours (Grady *et al.*, 2008) as this enable work life balance of the employees.

In addition, (154,48.0%) employees agreed with the statement that they felt relaxed and stable in their lives when they can avoid excessive social interaction in order to keep healthy, (72,22.4%) employees strongly agreed with the statement while (56,17.4%) employees were in disagreement with the statement. The responses showed that majority (70.4%) of the employees believed that

they were more relaxed when they avoided social interactions in order to keep healthy. This implies that employees are more satisfied with their work when they are in a healthy condition which is supported by Fischer and Sousa-Poza (2007) who reported that job satisfaction is conducive to individual health satisfaction of an individual.

Further, the respondents were requested to rate in a five point likert scale items in the questionnaire on work life issues in relation to their work at flower farms. The results are presented Table 2

Table 2: Response on Work Life Issues in Relation to Employees' Work

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
I have experienced disagreement in schedule when it comes to family events and work	41	12.8	39	12.1	37	11.5	131	40.8	73	22.7
I have experienced that my work performance is affected by stress over childcare	32	10.0	36	11.2	20	6.2	154	48.0	79	24.6
I believe that long daily and weekly working hours causes disagreements between my work and my family	61	19.0	42	13.1	26	8.1	120	37.4	72	22.4
I believe that what my supervisors want me to do leads to disagreements with family	56	17.4	46	14.3	32	10.0	133	41.4	54	16.8
I choose my off-days with the agreement of my co-workers or supervisor	38	11.8	46	14.3	14	4.4	137	42.7	86	26.8
The organization provide facilities that allow me to work from home	179	55.8	64	19.9	19	5.9	39	12.1	20	6.2

The study sought to find out employees work life issues in relation to their work the results are presented in above. It revealed that majority (131, 40.8%) employees agreed with the statement that they had experienced disagreements in schedule when it comes to family events and work, (73, 22.7%) employees strongly agreed with the statement while (80, 24.9%) employees were in disagreement with the statement. The study findings showed that majority (63.5%) of the employees in flower farms in North Rift region had experienced disagreements in work schedules and family life. This implies that work program at the flower farms interferes with the family events leading to conflicts. Family and work are the most important elements of everyone's life and any competing demands of work and family life cause conflict and negatively affect the wellbeing of the flower farm workers. This concurs with the findings of Kalliath and Monroe, (2009) who found that conflicts caused by interference between work and family activities lead to lower family life satisfaction and work satisfaction and are negatively related to Work life balance.

Similarly, (154, 48.0%) employees agreed with the statement that they had experienced that their work performance was affected by stress over children, (72, 22.4%) strongly agreed with the statement and (68, 21.2%) employees were in disagreement with the statement while (20, 6.2%) employees were undecided on the statement. The responses shows that majority (82.8%) of the employees believed that their work performance is influenced by stress over childcare. This implies that workers who have children cannot concentrate with their work due to the need to care for their children. Those with young children therefore need flexible working hours so that they can attend to their young ones and work simultaneously. This supports the arguments of Grady et al. (2008) who argued that there were higher demands for more flexible working arrangements for employees with eldercare and childcare responsibilities among the Irish employee force.

Further, (120, 37.4%) employees agreed with the statement that “I believe that long daily and weekly working hours causes disagreements between my work and my family”, (72, 22.4%) employees strongly agreed with the statement while (103, 32.1%) employees were in disagreement with the statement. It emerged from the study findings that a majority (59.8%) of the employees believed that long daily and weekly working hours causes disagreements between their work and their families. This implies that working hours need to be reviewed to avoid conflicts between families and work place. This is consistent with Dolan *et al.*, (2003) who reported that long working hours could lead to family conflicts which affect employee morale and commitment. Employees will consider searching for alternative employment thus leading to employee turnover.

In addition, (133, 41.4%) employees agreed with the statement that “I believe that what my supervisors want me to do leads to disagreements with family”, (56, 17.4%) employees strongly disagreed with the statement, (54, 16.8%) employees strongly agreed with the statement while (32, 10.0%) employees were undecided on the statement. The study finding showed that majority (58.2%) employees believed that work roles assigned by supervisors have led to family conflicts. This implies that assignment of duties to workers should be done equally without any intimidation. It has been shown that supervisor intimidation could cause job dissatisfaction and employee turnover (Dolan *et al.*, 2001).

However, (179, 55.8%) employees strongly disagreed with the statement that the organization provide facilities that allow employees to work from home, (64, 19.9%) employees strongly agreed with the statement and (59, 18.3%) employees were in disagreement with the statement while (19, 5.9%) employees were undecided on the statement. From the responses, it seems that majority (75.7%) of the employees believed that their organizations do not provide them with facilities that allow them to work from their homes. This is due to the fact that working in flower farms needs one to be at the place of work.

Similarly, the respondents were asked to rate in a five point likert scale items in the questionnaire on work demands at flower farms. The results are presented in Table 3

Table 3: Responses on Work demands at Flower Farms

Statement	SD		D		U		A		SA	
	F	%	F	%	F	%	F	%	F	%
I have to put off doing things at work because of demands on my time at home	19	5.9	15	4.7	21	6.5	194	60.4	72	22.4
My home life interferes with my duties	53	16.5	37	11.5	13	4.0	146	45.5	72	22.4
Family problems interfere with my ability to perform my job	57	17.8	37	11.5	22	6.9	147	45.8	57	17.8
The demands of my work interfere with my family life	62	19.3	33	10.3	25	7.8	156	48.6	45	14.0
The amount of time my job takes makes it difficult to fulfill my family duties	43	13.4	21	6.5	17	5.3	155	48.3	85	26.5
Things I want to do at home do not get done because of the demands my job puts on me	30	9.3	21	6.5	19	5.9	161	50.2	90	28.0
Due to work-related duties, I have to make changes to my plans for family activities	53	16.5	27	8.4	34	10.6	145	45.2	62	19.3

In an effort to find out the agreement of the employees on responses on work demands, the results are presented in table above majority (194, 60.4%) employees agreed with the statement that “I have to put off doing things at work because of demands on my time at home”, (72, 22.4%) employees strongly agreed with the statement and (34, 10.6%) employees were in disagreement with the statement while (21, 6.5%) employees were undecided on the statement. The study findings showed that majority (82.8%) of the flower farm employees in North Rift region reported that they have to put off doing things at work because of demands at home. This implies that due to employees’ commitment at home like childcare and other duties, employees sometimes skip the flower farm duties to attend to these core duties at home and this result to conflicts with the organization management. This concurred with Campo’s (2000) study on job and stress at home showed that there is a negative relationship between work pressure and marital life; in other words, when an individual feels more pressure, his/her marital relationship decreases.

Notwithstanding, (146, 45.5%) employees agreed that their home lives interfered with their duties at work, (72, 22.4%) employees strongly agreed with the statement and 88(28.0%) employees were in disagreement while (13, 4.0%) employees were undecided with the statement. The study finding suggests that majority (67.9%) of the employees believed that their home life interfered with their duties at the flower farms. This implies that due to the nature of work at home, conflicts could arise at work place due to absenteeism or incomplete works. This supports the work of Nadeem and Abbas, (2009) which showed that job satisfaction had negative correlation with family to work interference.

In addition, (156, 48.6%) employees agreed with the statement that “the demands of my work interfere with my family life” (62, 19.3%) employees strongly disagreed with the statement and (45,

14.0%) employees strongly agreed with the statement while (25, 7.8%) employees were undecided on the statement. From the responses, it emerged that majority (62.6%) of the employees reported that work demands at the flower farms interfered with their family life. This could be attributed to the competing demands of both family and work place. This is supported by Kalliath and Monroe, (2009) who said that any competing demands of work and family life cause conflict and negatively affect the wellbeing of workers.

Moreso, (155, 48.3%) employees agreed with the statement that “the amount of time my job takes makes it difficult to fulfill my family duties”, (85, 26.5%) employees strongly agreed with the statement and (64, 19.9%) employees were in disagreement with the statement while (17, 5.3%) were undecided on the statement. The study findings showed that majority (74.8%) of the employees believed that it’s difficult for them to fulfill their family duties due to due to the time they are required to perform their duties in their workplace. This shows that little time is left for family duties and could result to family conflicts which will later lead to either resignation or dismissal from work. It seems therefore that most employees are not in a position to split their time between work and family duties which contradicts Hobbler and Lemmon (2009), who stated that work life balance is about the efforts of employees to split their time and energy between work and the other important aspects of their lives.

On the statement that “due to work-related duties, I have to make changes to my plans for family activities”, (145, 45.2%) employees agreed with the statement, (73, 22.7%) employees strongly agreed with the statement, (58, 19.0%) employees were in disagreement with the statement while (18, 5.6%) employees were undecided on the statement. The study findings suggested that majority (76.3%) of the employees in flower farms in North Rift region had to make changes to their plans in order to accommodate family issues. This implies that they had to adjust their schedules to fit with family issues and avoid competing interests between home and work duties. This supports Hobbler and Lemmon (2009), who stated that work life balance is about the efforts of employees to split their time and energy between work and the other important aspects of their lives.

Although Kenya has attracted some foreign dollars through these export-based flower and tea industries, a majority of Kenyans remain mired in poverty (Dotan et al 2003). It is quite true that most workers don't eat flowers. But they are an important source of food security because of the income they bring to thousands of workers most of them women are still remain poor. The main issues raised were a lack of provision of protective clothing for workers handling chemicals, the non-observance of re-entry periods, and the exposure of pregnant women to chemicals. In some cases, the perception of risk among workers exceeds actual risk, suggesting that companies may not be providing sufficient training and/or accurate information to workers on where the dangers of chemical exposure lie. Lack of access to adequate maternity leave creates anxiety about income security and can lead women to seek abortions and/or hide their pregnancies, both of which can carry long-term health implications.

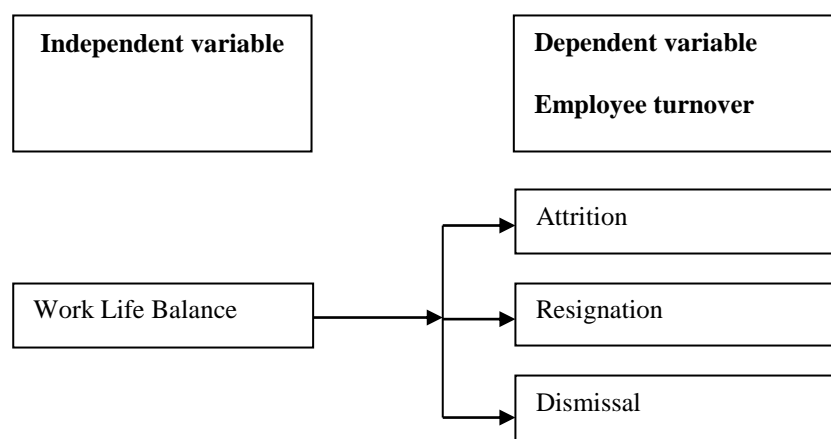


Figure 1: Conceptual Framework

The conceptual framework shows the relationship between worklife balance and employee turnover. The independent variable is worklife balance and dependent variable is employee turnover which is defined as attrition, resignation and dismissal. It is premised that the dependent variable act to affect the dependent variable. It does not only explain the relationship between the independent variables and dependent variable but also the interrelationship between the variable themselves.

Table 4: Relationship between Work Life Balance and Employee Turnover in Flower Farms

Elements of work Life Balance	Employee Turnover		
	Attrition	Resignation	Dismissal
Work Life Balance	$r = -.483^{**}$ $p = .000$	$r = -.378^{**}$ $p = .000$	$r = -.494$ $p = .000$
Work life Issues	$r = -.228^{**}$ $p = .000$	$r = -.052^{**}$ $p = .002$	$r = -.020^{*}$ $p = .004$
Work Demands	$r = -.126^{**}$ $p = .024$	$r = .050^{**}$ $p = .007$	$r = -.063^{*}$ $p = .061$

Results shows that work life balance had weak and negative correlation with all the indices of employee turnover (attrition, resignation and Dismissal). This implies that there was a statistically significant but negative relationship between work life balance and employee turnover in flower farms in North Rift region. Implying that work life balance may not be the only determinant of labour turnover. When one does not balance employees' life with work schedule there is likelihood that employees will leave the job.

4.0 CONCLUSIONS

Third, Work life balance is a challenge in the flower farms in that family work conflicts with employment work schedules. However, conflicts caused by interference between work and family

activities lead to lower family life satisfaction and work satisfaction and are negatively related to Work. Employees are working longer hours with more erratic schedules. To address work-life balance issues and lessen the workloads of top employees, organizations need to develop fundamental solutions to enable their current workforces and think strategically about which key roles need to be supplemented from the outside. Those that do not develop these solutions will see their high performing and high potential employees either burn out or walk out. The results of the hypothesis indicated that there was a statistically significant negative relationship between work life balance and employee turnover in flower farms in North Rift region. This implies that when employee does not balance family activities with work schedule there is higher likelihood that there will be dissatisfaction in the accomplishment of personal life activities. The study findings will benefit flower farms management, employees and policy formulators in improving work life balance practises to reduce employee's turnover.

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