

# Effects of Family Size on Employee Performance of Female Administrators in Dairy Firms: A Case of Meru Central, Kenya

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## Abstract

The main focus of this study was to evaluate female administrator characteristics on employee performance in dairy firms using case of Meru Central, Kenya. The study specifically focused on family size, education level and working hours in the evaluation of female administrators' characteristics on employee performance. The study was guided by the three objectives; to determine the effect of family size, to assess the effect of education level, to examine the effect of working hours on employee performance of female administrators in dairy firms. This study was informed by two theories, social role theory and equity theory. This study employed descriptive survey design since this design was customized to gather data from a sample analyse it and make inferences about the entire population. In this study the target population was all the female administrators' characteristics in dairy firms in Meru Central, Kenya. The total number of female administrators' characteristics in dairy firms in Meru Central is 74; therefore the target population for the study was 74 respondents. Since the target population of the study was very small, the study included the entire population as a sample size. This therefore implies that the study carried out a census survey sampling techniques. This study relied on a semi structured questionnaire to collect primary data. The research instrument were physically delivered to each department and respondents allowed reasonable time to complete before it is collected. Follow-ups were made through designated contact persons in the respective departments to enhance response rate. The study employed quantitative data analysis techniques in the data analysis. Quantitative data was analysed using descriptive statistics and inferential statistics. The specific descriptive statistics to be used included frequencies and percentages mean standard deviation and while inferential statistics will include correlation and regression analysis.

**Keywords:** Family Size, Employee Performance, Dairy Firms and Descriptive Survey.

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## I. Background of the Study

All organizations are worried about what ought to be done to accomplish supported elevated levels of execution through individuals. This implies concentrating on the aspects such as family size, education level and working hours and more significantly, the work they do and the association setting inside which they complete that work. Armstrong and Taylor (2014) conclude that the main aim of management in organisations is to enable each individual to be able deliver results according to the set performance expectations. It is against this background that the current study sought to conduct an evaluation of female administrators on employee performance in dairy firms using a case of Meru central, Kenya.

The connection between family size and female worker execution is grounded in sociological writing (Karatepe, 2013). As indicated by Lehrer and Nerlove (1986), because of various social and financial variables, moms bear the essential duty regarding childcare. Both business related obligations and childcare may give ladies prizes and fulfillment, yet because of time imperatives, ladies need to conclude how to best gap their time between paid work and dealing with youngsters. Childbearing and youngster raising directly affect ladies work flexibly, both through periods out of the work market and through times of decreased working hours.

The hypothesis of a contention between exertion in home creation and exertion at work infers that among ladies working similar number of hours, ladies with more kids will be less profitable and subsequently less effective in the respective places of work (Gallie, & Russell, 2009). Some of the key indicators used by

different studies to examine effect of family size on performance include number of children, marital status of women, size of income, amount of time devoted for domestic activities, Sex composition and twinning, employment status of spouse, higher-order births and working hours of spouse (Hoobler, Wayne, & Lemmon, 2009).

### **Statement of the Problem**

Majority of women are tested by the need to adjust triple jobs; home, network and work. Dairy firms in Meru like majority of the organisation have gender bias in terms of ratio of male to female employees which lead to prejudice of minority gender reducing performance. Women are generally answerable for the family and dealing with the home. Commitments to kids and family jobs holds sway thereby affecting the performance of women in the workplace, especially in administrative positions. Performance of women in organisational roles may be due to vocation possibilities. The feeling of reduced self-adequacy is regularly formed by the social and social setting in which there are restricted good examples and exceptionally gendered proficient generalizations and ideas of initiative. For instance, ladies are more averse to advance themselves; when they are effective, they are bound to credit the group or situation and when they fizzle, they are bound to accuse themselves. Studies that have focused on the effect of social and cultural factors on performance of women mainly study how socio-cultural aspect affects women leadership. Hence, there exist contextual and conceptual research gaps on the aspects of female administrators' characteristics on employee performance in dairy firms. The current study will seek to address this research gaps by focusing on the role of family size, education level and working hours on employee performance of female administrators in dairy firms.

### **General Objective**

To determine the effect of family size on employee performance of female administrators in dairy firms: a case of Meru Central, Kenya.

### **Significance of the Study**

In practice the study will benefits women employees in various organisations. The study findings will provide in-depth analysis on the role of an evaluation of female administrators' characteristics on employee performance in dairy firms: a case of Meru Central, Kenya. Female employees may therefore use the findings of this study to demand for the removal unprogressive practices that affect their performance at work.

The study findings will also benefits policy makers both at organisational level and government level. These policy makers may adopt the findings of this study to formulate progressive policies that may provide the necessary environment that will ensure female employees perform at their best. The study will also be of significance to academician and scholars since it will expound the existing knowledge on aspects that affect the performance of female employees.

## **II. Literature Review**

### **Family Size**

Cools, Markussen and Strom (2017) examined the long run labour effect of family size. By utilizing instrumental factors assessment in information from Norwegian authoritative registers, the discoveries of the examination demonstrated that having extra kids causes sizable decreases in labor gracefully for ladies, which blur as youngsters develop and turn positive for ladies without a higher education. Among ladies with a professional education, proof of determined and in any event, expanding vocation punishments of family size was set up. Appropriately, extra kids decline likelihood of being utilized by more lucrative firms, rank inside the utilizing firm, and likelihood of being the top worker at the work environment. A portion of the vocation impacts continue long after work flexibly is reestablished. Conversely, the examination neglected to show any impact of family size on any of men's work market results.

The investigation by Bryson, Bryson and Johnson (2012) on family size, fulfillment and efficiency in double vocation couples found that family size impacts fulfillment with time accessible for family exercises, work, and hobbies. Noteworthy connections demonstrated that these impacts were more serious for the spouse than for the husband, showing that the wives in double profession couples have an unbalanced portion of the childcare trouble. The impact of family size on fulfillment with the advancement rate and the opportunity to set up long haul profession objectives were likewise noted.

The examination by Bae and Skaggs (2017) on the effect of sexual orientation decent variety on execution inspected the directing part of industry, collusion organization, and family-accommodating strategies in Korea. Discoveries of the examination demonstrated that sex decent variety in the board has a U-molded relationship with execution and firm profitability. Second, the curvilinear connection between sex assorted variety in the board and firm profitability is more grounded in administration situated businesses comparative with assembling ventures. By including a proportion of working environment family-accommodating strategies

to direct the connection between sexual orientation decent variety in the board and authoritative exhibition, the examination found that the U-molded example holds in firms with an enormous number of family-accommodating approaches.

### **Theoretical Framework**

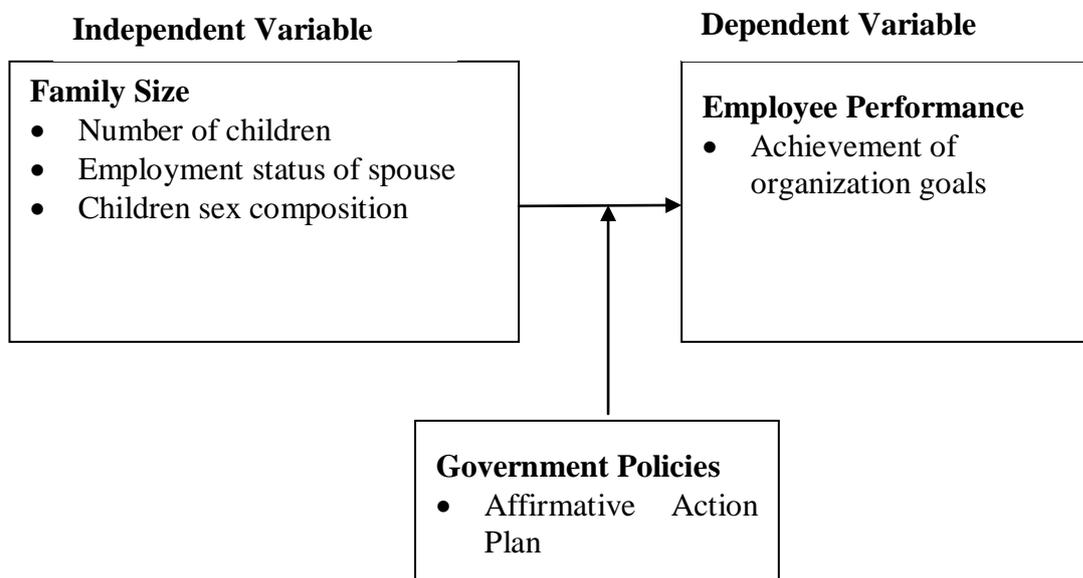
#### **Social Role Theory**

This hypothesis is credited to work of Eagly, Wood and Diekman (2000). They contend that sex contrasts and likenesses in conduct reflect sex job convictions that thusly speak to individuals' view of people's social parts in the general public where they live. In postindustrial social orders, for instance, men are more probable than ladies to be utilized, particularly in power positions, and ladies are almost certain than men to fill caretaking functions at home just as in work settings (Eagly, and Wood, 2016).

People are diversely dispersed into social jobs as a result of people's developed physical sex contrasts in which men are bigger, quicker, and have more prominent chest area quality, and ladies gestate and nurture kids (Eagly and Wood, 2011). Given these physical contrasts, certain exercises are all the more proficiently cultivated by one sex or the other, contingent upon a general public's conditions and culture. This assignment specialization delivers a union among ladies and men as they take part in a division of work. In spite of the fact that these unions take to some degree various structures across societies, task specialization promotes the interests of the network all in all.

Gender convictions emerge in light of the fact that individuals watch female and male conduct and surmise that the genders have comparing auras. Hence, people are thought to have credits that prepare them for sex-average jobs. These properties are apparent in consensually-shared convictions, or sex generalizations (Campbell and Oliver, 2013). In every day life, individuals do these sex functions as they authorize explicit social jobs, for example, parent or representative.

#### **Conceptual Framework**



**Figure 1: Conceptual Framework**

### **III. Methodology**

#### **Research Design**

This study employed descriptive survey design since this design is customized to gather data from a sample analyse it and make inferences about the entire population (Cooper & Schindler 2006). This research design was relied on to establish the association between the various aspects and employee performance of female administrators in dairy firms using case of Meru Central, Kenya. This design was deemed appropriate since the study sought to establish the current state of affairs without interfering with the situation.

### **Study Area**

The study was conducted in Meru County. Meru County is one of the county governments established under the devolved systems of government established in the constitution 2010. The study targeted dairy firms within the Meru county government since the sector is undergoing growth and is a major sector in the economic development of the county. The study was focused on Meru County since Meru like majority of the organisation have family size bias which lead to prejudice of minority gender reducing performance.

### **Target Population**

The target population of the study was defined as the whole elements of interest that the study focused on (Cooper & Schindler 2006). In this study the target population was all the female administrators in dairy firms in Meru Central, Kenya. According to Integrated County Strategic County (2018) Meru Central has a total of 35 dairy firms which have a total of 129 employees. The total number of female administrators in dairy firms in Meru Central was 74; therefore the target populations for the study was 74 respondents.

### **Sampling Procedure and Technique**

Sampling procedure is the techniques the study employed to arrive at the sample size. Sample size on the other hand is a subset of the population of interest that has been carefully selected from the population where data will be collected and analysed and inferences made about the population. Since the target population of the study was very small, the study included the entire population as a sample size. This therefore implies that the study carried out a census survey sampling techniques. The sample size of this study was 74 respondents.

### **Research Instruments**

This study relied on a semi structured questionnaires to collect primary data. The instrument provided section where section A was used to explore demographic characteristics of the study respondents as well as obtain views and opinions on the variables under study. The remaining sections were based on research objectives. Responses provided on the various variables of the study were measured on Likert scale for the closed ended.

### **Pilot Testing**

The questionnaire were pre-tested before being used for real data assortment strategy. Pre-testing of questionnaires is imperative to stay away from drawbacks in the wake of administering the data assortment instrument. Babin (2010) claims that pre-testing is a screening approach that requires the researcher to first endeavor the questionnaire on a smaller gathering of respondents so that information and corrections are possible. This technique helped the researcher dispose of erroneous responses because of misinterpretation of questions or blanks in questionnaires because of incomprehension of questions by the respondents. Piloting was carried out in a neighbouring dairy farm where 10 responses were collected to help in piloting.

### **Validity of Research Instrument**

As indicated by Kothari (2008) legitimacy is how much outcomes acquired from investigation of the information really speaks to the wonder under examination. Mugenda and Mugenda (1999) expressed that legitimacy of examination is worried about the degree to which that information estimated what it indicates to gauge. To test the legitimacy of the examination instruments the investigation was depend on examination of observational audit to ensure all the builds utilized in the estimation are substantial and have been utilized by different investigations. The researcher involved skills and expertise from experts and lecturers to view the tools and give useful feedback to ensure validity. In other words, the researcher will engage skills of experts and lecturers to look at the instruments and give feedback to ensure validity.

### **Reliability of Research Instruments**

Unwavering quality is a trial of the level of consistency of reactions gathered by the utilization of research instruments. It shows the degree to which research results are reliable after some time, over spot and over strategies (Oso and Onen, 2009). Information dependability will be estimated utilizing Cronbach's alpha technique. The coefficient alpha is a fitting proportion of difference inferable from subjects and change owing to the communication among subjects and things (Zikmund, McLeod, and Gilbert, 2003). Cronbach's alpha is an overall type of the Kunder-Richardson (K-R) 20 recipe. An edge of 0.7 was received in this examination. Factors with a Cronbach's Alpha of above 0.7 was viewed as dependable while those with beneath 0.7 will be viewed as temperamental.

### **Data Analysis**

The study employed quantitative data analysis techniques in the data analysis. Quantitative data was analysed using descriptive statistics and inferential statistics. The specific descriptive statistics to be used include frequencies and percentages mean standard deviation and while inferential statistics will include correlation and regression analysis. The multivariate model is as follows;

$$Y = \beta_0 + \beta_1 X_1 + e$$

Where;

**Y** = Employees Performance

**X<sub>1</sub>** = Family size

**e** = Error term

In the model,  $\beta_0$  = the constant term while  $\beta_i$  is the coefficient independent variables.  $e$  is the error term

**Response Rate**

The response rate can be define as the ratio of successfully filled questionnaire and returned to that of the sampled population expressed as a percentage. The researcher targeted female administrators in dairy firms in Meru Central, Kenya. Companies were given surveys, which they conducted themselves, with some questionnaires being abandoned and collected up at a later point in time. Those who answered the surveys were female administrators in the respective organizations. A total of 74 questionnaires were gathered for the purposes of this study as shown in table 1.

**Table 1: Response Rate**

Item	Frequency	Percentage
Correctly completed	72	100
Incomplete and rejected	0	0
Unreturned questionnaires	0	0
<b>Total</b>	<b>74</b>	<b>100</b>

**Source:** Field Data (2021)

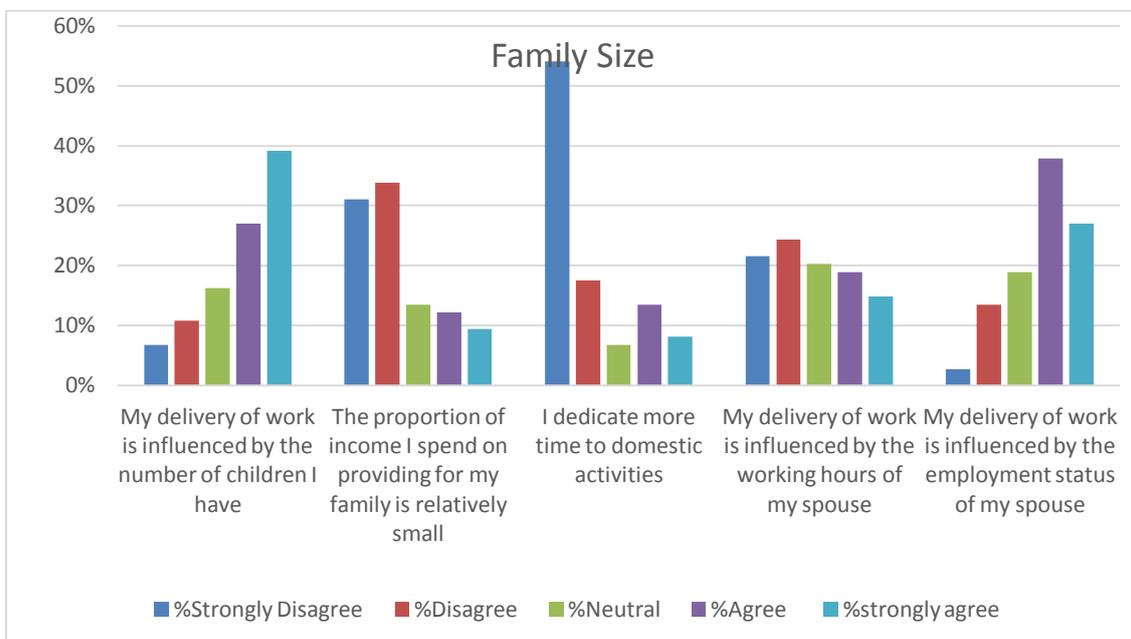
Out of the 74 questionnaires received, none was rejected or unusable. Therefore all the 74 questionnaires were used in the study at 100%. As cited by Creswell, et al (2007) observed that a 50% response rate is adequate, 60% is good, while 70% rated very good. This suggests that the reaction rate in this examination was satisfactory for additional investigation which was credited to the viable information assortment techniques utilized by the researcher.

**Descriptive Analysis**

Each variable was evaluated using the following criteria: the number of respondents (N), the mean (Mean), and the standard deviation (std. Deviation) for the variable under consideration. A scale of 1-5 was used to assess the responses to sections B and C of the questionnaire, and the respondents were asked to rate their responses accordingly.

**Effect of Family Size On Employee Performance Of Female Administrators**

The participants were asked to evaluate the sentences in this part on a scale from 1 to 5 on the basis of their relationship with their family. The purpose of this part was to gather information from the respondents on the impact of family size on the performance of female administrators on the job. Below represents the findings of the respondents' answers.



**Figure 2: Effect of Family Size on Performance of Female Administrators**

There was a varied response within individual questions and across as majorities did indicate a predictable pattern. On whether their delivery of work was influenced by the number of children they had, the majority strongly agreed while on whether the proportion of income they spend on providing for their family was relatively small majority disagreed. Majority indicated that they didn't dedicate more time to domestic activities.

**Table 2: Effect of Family Size on Performance of Female Administrators**

Variable/Statement	S D	D	N	A	SA	T	M	Std
My delivery of work is influenced by the number of children I have	7%	11%	16%	27%	39%	100%	3.81	3.50
The proportion of income I spend on providing for my family is relatively small	31%	34%	14%	12%	9%	100%	2.35	2.19
I dedicate more time to domestic activities	54%	18%	7%	14%	8%	100%	2.04	2
My delivery of work is influenced by the working hours of my spouse	22%	24%	20%	19%	15%	100%	2.81	2.63
My delivery of work is influenced by the employment status of my spouse	3%	14%	19%	38%	27%	100%	3.72	3.36

Source: Field Data (2021)

On if their delivery of work is influenced by the number of children they have majority of the respondents (66%) were in agreement and having a mean of 3.81 with a deviation of 3.50 on the responses. If whether the proportion of income they spend on providing for their family is relatively small 65% being a majority disagreed with the statement having a deviation of 2.19 and a mean of 2.35. When asked if they dedicate more time to domestic activities 54%, the majority, were in agreement attracting a mean of 2.04 and a standard deviation of 2. Their delivery of work is influenced by the working hours of their spouse was another issue of inquiry on the questionnaire where majority (46%) the respondents disagreed with the statement where a mean of 2.81 and a deviation of 2.63. a mean of 3.72 was recorded on whether their delivery of work is influenced by the employment status of their spouse where a majority of 65% was in agreement with a deviation of 3.36.

The results are further in agreement with the findings of Morrow, J.L. (2007) on awareness and change. This finding is consistent with the literature review that indeed family size has an effect on performance. The findings have been further supported by Kiarie (2009) who contends that when a family becomes bigger the bread winner looks for other sources of money.

**Regression summary**

Regression analysis to evaluate the characteristics female administrators on employee performance in dairy firms: a case of Meru Central, Kenya. The regression equation was:

$$Y = \beta_0 + \beta_1 \text{ Family size} + \epsilon$$

Whereby  $\beta_0$  is the regression constant,  $\beta_1$  (independent variable) are regression coefficients and  $\epsilon$  is the regression model error term which indicates its significance.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
74	.997 <sup>a</sup>	.993	.992	.750

a. Predictors: (Constant), Family size.

Source: Field Data (2021)

The R2, the coefficient of assurance shows changeability in subordinate variable clarified by the fluctuation in free factors. This worth reveals to us how performance can be clarified by Family size. The R2 estimation of 0.993 infers that 99.3% of the varieties in performance can be clarified by the varieties in free factors.

**Table 2: Regression Coefficients**

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%
Intercept	3.34	0.35	124.87	5.47E-84	42.64	44.03	42.64
Family size of number of children	0.25	0.05	5.28	1.38E-06	0.156	0.34	0.16

Source: Field Data (2021)

From the model, holding the independent variables constant, family size; would increase by 3.34. It was built up that a unit increment in family size would cause an increase in performance by a factor of 0.25. From the discoveries on the Table above, it was built up that family size had minimal effect on performance. The un-normalized beta coefficients were then used to acquire the general relationship of the free factors and the needy variable and model was detailed as:

$$Y = \beta_0 + \beta_1 \text{ Family size} + \epsilon$$

Whereby  $\beta_0$  is the regression constant,  $\beta_1$  (independent variable) are regression coefficients and  $\epsilon$  is the regression model error term which indicates its significance.

From the multiple regression analysis, the ANOVA test results are presented in Table 16.

**Table 3: Anova**

	df	SS	MS	F	Sig.
Regression	3	55.47	1.157	33.577	2.531 <sup>b</sup>
Residual	70	39.39523	0.562		
Total	73	56.865			

**Source:** Field Data (2021)

From the ANOVA results, since the p-value (.2531) was obtained, it was concluded that at 5% significance level, the combined effect of the independent variables has statistical significant influence on performance of female administrators.

#### IV. Summary

Based on the responses to the survey, the vast majority of participants felt that their family size was flexible. On their being able to start and end work at a time other than the normal schedule, as long as they complete a specified amount of hours, the majority agreed. The majority of those who responded agreed that job sharing by rotating jobs improved their overall performance. This was not the case during shortened working hours, which allowed them to benefit from more flexibility due to the dispersion of viewpoints.

#### V. Conclusion

But the researchers discovered that task importance had no effect on employee performance. According to the findings, employee performance was shown to be strongly influenced by their level of autonomy. It has been shown that motivation has an impact on the connection between work attributes and employee performance. The results of the research revealed that the impact of work features is smaller when they are not mediated than when they are mediated, according to the findings. Employee motivation, which was employed as a mediator variable in the research, had an effect on the connection between work qualities and employee performance, which implies that it had an impact on the effect of the relationship between job characteristics and employee performance.

#### VI. Recommendations

Based on the results of this research, policymakers in Kenya will be able to devise strategies for increasing employee performance in their organizations. It is important for policymakers at the company to examine variables that boost employee motivation since this will improve their overall performance. It is also critical that all members of the organization's employees be informed of what is going on in order for them to be able to match their own goals with the goals of the whole company in order to achieve success. When it comes to planning and evaluating workers' tasks and performance, it is important to take their job qualities into consideration. Job rotations are one of the ways that may be used to guarantee that all workers are involved in the achievement of the organization's overall objective. This may broaden the range of abilities that each employee has, which can serve as a source of employee incentive. It may be necessary to provide some degree of decision-making autonomy in order to improve performance.

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