# RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND PERFORMANCE OF STAFF AT UNIVERSITY LIBRARIES IN MERU COUNTY, KENYA

**MAUREEN JERUTO KIMORIOT**

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# DECLARATION AND RECOMMENDATION

**Declaration**

I declare that this thesis is my original work and has not been presented for a degree or other awards in any other university.


Signature:                               Date:


Maureen Jeruto Kimoriot

Registration Number: ISK-3-2970-2/2015




**Recommendation**


We confirm that the work reported in this thesis was carried out by the candidate under my supervision.


Signature: _____          Date:

Prof.  Paul Gichohi, PhD

Kenya Methodist University




Signature: _____          Date:

Catherine Mueni Nzioka

Kenya Methodist University

# DEDICATION

To parents Richard & Lilian Kimoriot, Spouse Jole Kigen, children Ian, Tendai and Ivanna. Your financial and moral support is appreciated.

# ACKNOWLEDGEMENT

# ABSTRACT

Job performance of university library staff is based on skills and knowledge in librarianship which can be affected by internal and external factors such as work, family, personal and community responsibilities. For librarians to carry out their duties effectively there is need for minimal interference of work from non-work responsibilities such as family, personal, and community responsibilities. To achieve expected performance, library staffs need to prioritize their work obligations and balance other duties outside the workplace. The study aimed to determine the relationship between work-life balance and work performance of university library staff in Meru County. The study's objectives were: to determine the activities that form the basis of job performance, examine the influence of family, personal and community responsibilities on the performance of university library staff. The study was anchored on border, social, compensation and spillover theories. It adopted descriptive research design. The study's target population was thirty eight (38) university library staff from (four) 4 universities in Meru County. Census sampling method was applied because the population was small with the use of questionnaire as the main research instrument. The pretest of the research instrument was conducted at Chuka university library which enabled checking of validity and reliability. The four (4) sampled for pretesting represented 10% of the sample population which is adequate for conducting pilot study. Data was analyzed using descriptive statistics (median and percentages) and inferential statistics (regression analysis) while qualitative data was analyzed thematically. SPSS was used to analyze quantitative data which was presented using tables. The findings from normality test showed normality since all the probability values of all variables was more than 0.05. From the analysis, the test statistic value was 2.182 denoting no violation of auto-correlation assumption. Pearson Product Moment Correlation technique was conducted to establish correlation co-efficient. There was a positive correlation between the work performance and all independent variables, this meant that, when the values of work performance increases, so does the values of work, family, personal and community responsibilities. The multiple linear regression indicated the model was statistically significant in forecasting the effects of the four factors on work performance in the study. This study concluded that there is a relationship between work-life balance and performance of staff at University Libraries in Meru County. Personal responsibilities predicted strongest influence on work performance. Community responsibilities forecasted a stronger relationship which was statistically significant on work performance. Family responsibilities affect university library staff work performance to a very small extent. Work responsibilities have a strong correlation with work performance though not statistically significant. Personal responsibilities predicted strongest influence on work performance. University library staff to engage in community responsibilities since community involvement promotes personal growth and work experience and the opportunity to learn more about community work. The study will add knowledge to existing scholarly work to benefit students, scholars and researchers. This study will contribute to up-to-date debates on work-life balance matters among university library staff and students in the field of information science. Further research can be done to shed light to university library management on how to balance non-work responsibilities with work performance for optimal work productivity.

# TABLE OF CONTENTS

# LIST OF TABLES

# LIST OF FIGURES

# List Appendices

# ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| **ICT** | Information Communication Technology |
| **JKUAT** | Jomo Kenyatta University of Science and Technology |
| **KCA** | Kenya College of Accountancy University |
| **KEMU** | Kenya Methodist University |
| **KPLC** | Kenya Power and Lightening Company |
| **MBO** | Management by Objectives |
| **MUST** | Meru University of Science and Technology |
| **NACOSTI** | National Commission for Science Technology and Innovation |
| **USA** | United States of America |
| **WHO** | World Health Organization |

# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

Library staffs in academic institutions have the responsibility of running the day-to-day operations of university libraries. The Library staffs are expected to provide information services to university staff both teaching or non-teaching staff and students. The job of library staff involves guiding, organizing and coordinating library activities. Library staffs are expected to utilize their expertise to solve work problems besides carrying out scholarly research work. It's anticipated that library staff should be able to balance work obligations and other responsibilities such as family, personal and community responsibilities to perform well at work. Therefore, the study aimed at finding out the relationship between work-life balance and work performance among university library staff of university libraries in Meru County. The main focus of the study was on the relationship between work, personal, family and community responsibilities on job performance of library of university library staff in Meru County. This chapter discussed the background information, followed by problem statement, research objectives and hypotheses, significance, scope, limitations and delimitations.

### 1.2 Background of the study

A University library is a system set up, managed by information professionals, financed by the parent institution to keep books and non-books information materials for scholarly work (Nkamnebe et al., 2014). The university library is a structure built to provide information materials in print and electronic format to meet the teaching and learning commitments of the University. The role of the university library can be

summed up as transfer of information, support education and scholarly research and safeguarding of academic records, besides university library mainly serves the information needs of teaching staff and students (Dale et al., 2011). Thus, a University library is a structure built to carry out library functions such as providing access to a variety of selected information sources proposed by teaching staff to ensure learning takes place (Tonring, 2009).

The study adopted the definition of Dale et al. (2011) which states that a university library is a structure within a university set up that serves the information needs of teaching staff and students. Dale (2011) further summarized the functions of a university library, which mainly supports the university's teaching and learning commitments. University library exists to meet students, staff, researchers' academic needs and support curriculum development (Men et al., 2017). Onwudinjo et al. (2015) noted that the primary function of a university library is to assist the University carry out and meet its short and long term objectives which can be summed up as teaching, learning, research and community service. Men et al. (2017) further noted a library is a place of great concern for students and faculty members because it offers pertinent, suitable and latest scholarly work.

Globally, university libraries, like other organizations, are facing competition due to the proliferation of information, scarce resources, and wide use of technologies. Technology is forcing university libraries to adopt different information communication technologies, such as providing online outreach services to their patrons to improve overall job performance at the workplace and other domains of life such as personal, family, and community responsibilities (Okpe, 2012).

The library staff's performance at Yale University library is based on skills, the nature of library services offered and service to the community. The designation of library staff alongside job responsibilities determines their overall performance (Lazar et al., 2010). Library staff performance in university libraries in Ankara have poor performance attributed to an unfriendly working environment, lack of recognition at work, job insecurity and lack of promotion (Saka & Salman, 2014). In Sri Lanka, library staff achieve high performance in the workplace because library staff can attend to non-work activities without interfering with work schedules (Weerakkody & Mendis, 2014).

Library staff's working in university libraries are expected to perform their duties to the best of their ability; thus, this section explored job performance aspects of university library staff. Okpe (2012) defines job performance as a set of employees' activities that can be examined and gauged to be accomplishment as per the universities' goals. Library staff job performance is referred to as job behavior relevant to the library's success (Amusa et al., 2013). According to Nwokike and Unegbu (2019), library staff manage universities learning resources, besides training library users on how to access information materials, thus promoting a conducive learning and instruction environment.

As discussed by Nwokike and Unegbu (2019) library staff performance determinants include aspects such as the ability to conduct library routine jobs, attend to and respond to patron queries effectively and efficiently, and library managers responsibility of setting goals for junior library staff. The ability to use communication mediums to carry out library duties is a crucial indicator to performance of library staff, the ability to present library work in verbal and written

mediums and use information communication technology (ICT) is essential when conducting library instruction programs as well as relating with fellow peers in the library.

According to Mayhew (2019), performance is measured in different ways, such as using detailed rating scales which is the use of chronological numbers, for example, 1 to 10, to rate library staff's performance. Graphic scales are used to place the behavior of library staff, such as the ability to understand a particular job task and participation in library activities. Frequency and the occasion of performing a task are used to determine the rating scale. The use of the 360-degree feedback method of measurement considers getting the response of individual library staff from other library staff members. For other university members, positive and negative comments from coworkers and supervisors can be noted down the comments will pinpoint areas for success and where to improve (Mayhew, 2019).

The library staff self-evaluation form is very effective since the library staff is able to criticize his/her work. In addition, a paper with multiple-choice or essay questions can be employed, which in the long run improve personal staff growth. Management by results also referred to as management by objectives (MBO), is one of the best tools for measuring performance. This is because the supervisor and junior staff member develop and agree on the set targets and objectives to give library staff a clear understanding of what is expected of them, thus promoting motivation and communication. Another most effortless way to measure performance is using a checklist where a library staff ticks yes or no against a set of aspects already set out in the form; it's usually the quickest way to find areas that need improvement (Mayhew, 2019).

McCloy et al. (1994) developed a model used to assess library staff performance; the model represents performance as just not outcomes but results as library staff performance. Scholars like Okpe (2012) described performance as a set of library staff actions to be examined, gauged and evaluated to be successful as per institutional goals. In the university library, job performance is based on the following factors as championed by (McCloy et al., 1994). Job-specific task proficiency, which is mainly concerned with an activity that a librarian does as part of his/her task that is associated with librarian's ability to do the technical responsibilities fundamental to the job.

Non-work explicit task is the ability a librarian undertakes that does not pertain to a specific task. In essence, the library staff can perform tasks not direct to their daily job routines. For example task ability to write and speak independently of the subject area since librarians make presentations to students, faculty and coworkers requires library staff to have skills in verbal and written. Librarians demonstrate effort, manifested when extra work needed to work under adverse conditions. Maintaining personal discipline is when a librarian avoids undesirable conduct like excessive absenteeism, substance abuse and rules violations (McCloy et al., 1994).

Library staff performance refers to job behavior relevant to the library's success (Amusa et al., 2013). According to Nwokike and Unegbu (2019), library staff manage universities learning resources on a daily besides training library users on how to access information materials, thus promoting a conducive learning and instruction environment. Saka and Haruna (2013) considered library staff job classification and cataloguing information materials, offering referral services, and lending information materials to library patrons.

Mwangi et al. (2017) posit that competing demands amid work, family and personal responsibilities have increased relevance for workers in the past decade due to workplace changes and demographic factors such as long working hours, gender and technological change. Other responsibilities in academic libraries include online selection of information materials, acquisition of information materials, preparing online catalogues, online services, and managing institutional repository. Past studies have established unpredictable job performance among library staff, as investigated by (Amusa et al., 2013), showing that expert librarians contribute to the overall development of the library by responding to users timely and effectively in Nigerian libraries. Saka and Haruna (2013) considered library staff job to include classification and cataloguing of information materials, offering referral services, lending information materials to library patrons. Other responsibilities of university library staff are an online selection of information materials, acquisition of information materials, preparing online catalogues, online services, and managing institutional repository.

Library staff discipline looks at issues such as reporting to work on time with less absenteeism. Library work on most occasions call for teamwork thus a library staff should portray the ability to work with peers and assist when need be. Library staff always works under the supervision of a superior/leader. Thus, the leader must assess the work done by juniors is done under minimum supervision. The library leader can coordinate and offer solutions to problems that may arise (Nwokike & Unegbu, 2019). University library managers expect their library staff to carry out their duties as stipulated in their job descriptions besides working in line with universities goals and objectives. Library staff, when working at the library, is expected to meet set performance targets. However, the library staff should not spend his/her entire time at

work but have time for other non-work responsibilities such as personal, family and community, thus balancing work and non-work activities (Mwangi et al., 2017).

Work-life balance is an act in which an employee tries to maintain stability between professional and personal life so as to attain a stable relationship between work and non-work responsibilities (Durodolu & Mamudu, 2020). Life in itself is a balancing act, meaning that library staff are seeking ways to balance their work-life (Adebayo, 2016). According to Lockwood (2003); Kumari (2012), work-life balance is a conflict viewed as the push and pull effect of work and non-work responsibilities. Work-life balance from a library staff point of view is the act of balancing work and other obligations outside the workplace. From an employer's perspective, it's the ability to create a corporate environment that supports employees in focusing on their work duties and exercising reasonable control of their personal life (Durodolu & Mamudu, 2020).

Work-life balance is a global issue that affects organizational performance and individual wellbeing (Abdulkadir, 2018). Mwangi et al. (2017) posit that competing demands amid work, family and personal responsibilities have increased relevance for workers in the past decade due to workplace changes and demographic factors such as long working hours, gender and technological change. University library is a service-based institution that requires staff to be onsite thus, creating the feeling of being "on-call", making Library staff have limited ability to leave their workstations during working hours. For example, support for lactating mothers, parental leave and support for career progression is negotiated on a case by case basis, thus lacking uniformity (Lundquist et al., 2010).

University libraries have established core hours of operation where flexible time, for example, working for agreed number of hours is limited for library staff. In most universities, flexible time must be agreed upon by the librarian in charge. For example, at the University of Iowa, library calendars are assessed for viability monthly while Colorado state university considers their library calendar twice a year (Aziz et al., 2011). Aziz et al. (2011) further state that university libraries that allow flexible time to be utilized by their librarians encourage accountability and flexibility, thus enabling librarians to balance work and non-work responsibilities.

University managers are aware that employee performance is critical to workplace success, though universities have focused more on teaching faculty with less concern for librarians. The working hours for full-time librarians are 40 hours per week with a monthly or weekly work roster covering who works at what service point, who works over the weekend, on the night shift and who goes off on which day (Martyniak & Keith, 2009). This limits librarians from leaving their work station, and thus many opt to use sick leave or personal leave to attend to non-work appointments scheduled within the week (Lerner et al., 2015). Universities with campus librarians find themselves short-staffed when librarians take a break or any off to attend to non-office matters; the staff left have to cover up for unexpected shifts or scheduled leave on short notice. The rigidity of library work does not promote the use of homeworking, flexible time, and job sharing, which in one way or another encourage job flexibility in the schedule of a librarian (Townsend & Bugg, 2018). If such policies existed in libraries, librarians would be more productive in their day to day job due to the utilization of technology in the era of e-resources and electronic communication, which in turn promotes less face to face interaction (Lerner et al., 2015).

Like another workforce in the University, Librarians encounter work-related stress leading to low job performance, lack of motivation, and less retention (Townsend & Bugg, 2018). University library staff is entitled to leave as determined by the prevailing labor laws and University policies. Universities recognize the need for employees to take various types of leave from work-related reasons, sickness, and disability. Examples of break that university librarians enjoy are annual leave which is granted subject to pressures of work for healing purposes to enable an employee to renew his/her energies to increase efficiency. In addition, the University shall, from time to time, allow its employees to go on study leave either within or outside the country, whether sponsored or not sponsored by the University (Kenya Methodist University [KeMU], 2012). Library staffs at times are called upon to carry out non-core library duties such as being called upon to plan for university calendar activities such as graduation ceremonies, conferences and workshops.

Library officers who are required to be absent from the office on the excuse of maternity leave are given maternity leave. In contrast, university library staff that love sporting activities of national and global nature are granted sporting leave. Sick leave is the accepted absence of any officer given on account of illness. Library offices can use leave and public holidays declared in Kenya to undertake non-work responsibilities (KeMU, 2012).

Meru County is one of the 47 counties of Kenya found in the former upper eastern province; it is home to Meru people who are related to other ethnic communities living around Mt. Kenya region; Meru County has public universities such as Meru University of Science and Technology, Chuka University-Igembe Campus and private universities: Kenya Methodist University, Mt. Kenya University-Meru Campus, (County Government of Meru Profile, 2018).

The study focused on four university libraries in Meru County, mainly Kenya Methodist University Library, Chuka University Library-Igembe Campus, Mt.Kenya University-Meru Campus and Meru University of Science and Technology Library. Kenya Methodist University (KeMU) is a Christian chartered University. The library's mission is to empower library users with quality information solutions supporting education, instruction, research, and knowledge dissemination. Meru University of Science and Technology (MUST) library undertakes to enable library users to provide information. It was established in 2012 as a proficient information supplier to the University's academic community through the friendly and service-oriented application of modern information technologies. Chuka university Igembe campus library was started in 2018 to provide access to a wide range of information materials by acquiring, processing, organizing and disseminating to library users to enhance academic research in the university. Mt. Kenya University library-Meru campus seeks to be innovative to provide user-centered library services to enhance teaching, learning and promotion of research activities.

## 1.3 Statement of the Problem

The core function of a university library is to support the parent institution meet its short and long-term objectives which are summed up as teaching, learning, research, and community service (Onwudinjo et al., 2015). Librarians perform their duties, such as ensuring library services run smoothly and respond to patron queries promptly. Library staff are expected to work within set timelines and meet the specified performance targets and goals (Mulanya & Kagiri, 2018). They are therefore provided job description to guide on their functions (Government of Kenya[GoK], 2012). The library policy outlines clear guidelines on opening and closing library's hours. Besides, university libraries have stipulated breaks ranging from tea breaks to lunch

breaks where library staff members can take time off for a healthy break (KeMU, 2012). The staffs are also guided by human resources management policies as stipulated in the Kenya employment act. Each institution has leave application procedures and protocols to be observed when a library staff intends to be away from the office to attend non-work responsibilities personal, family and community as guided by labor laws in Kenya (GoK, 2012).

For librarians to carry out their duties effectively, there is need for minimal interference of work from non-work responsibilities such as family, personal, and community responsibilities (Tamunomiebi & Oyibo, 2020). To achieve expected performance, library staff need to prioritize their work obligations and balance other duties outside the workplace (Durodolu & Mamudu, 2020). However, libraries operate throughout the year; hence, librarians are rooted within the university premises, leading to life imbalance, which ultimately results in fatigue, burnout, and poor quality of life and poor job performance (Townsend & Bugg, 2018). Policies designed to facilitate work-life balance in libraries are limited; for example, support for lactating mothers, parental leave, support for career progression, and engagement with community-related activities is often negotiated on a case by case basis; hence, they lack uniformity (Lundquist et al., 2010). Lack of work-life balance affects how one performs in the workplace and may result into divided loyalty, which may ultimately lead to staff turnover, low commitment and low productivity (Braun & Peus, 2018).

The existing research on work-life balance and performance of librarians are limited in scope; Townsend and Bugg (2020) focused on perceptions of work-life balance for urban academic librarians in the United States of America (USA). In addition, Adekanye and Nduka (2017) assessed the relationship between work-family conflict,

job satisfaction and job performance of female librarians in academic libraries in Nigeria, while  (Mwangi et al., 2017) examined the effects of work-life balance on workforce performance at Kabarak University, Kenya. The closest study on work-life balance that relates to university library staff is the study by Murithi, (2017) which sought to find out the effect of work-life balance on employee productivity in Kenyan universities. However, no study has discussed the relationship between work-life balance and work performance among university library staff; hence, the research gap that was identified by this study.

## 1.4 Purpose of the study

The study aimed to determine the relationship between work-life balance and performance among university library staff in Meru County with a view to assess how work-life balance: work, family, personal and community responsibilities affect job performance of university library staff.

## 1.5 Research Objectives

The following objectives guided the study:

i. To determine the activities that forms the basis of the job performance of library staff of university libraries in Meru County.

ii. To examine the influence of family responsibilities on the performance of the staff of University libraries in Meru County.

iii. To assess the influence of personal responsibilities on the performance of the staff of University libraries in Meru County.

iv. To establish the influence of community responsibilities on the performance of university library staff in Meru County.

**1.6 Research Questions**

This study will be guided by the following set of questions:

i. What functions and activities determine job performance of library staff of university libraries in Meru County?

ii. What family responsibilities influence performance of staff at university libraries in Meru County?

iii. What personal responsibilities influence performance at staff of university libraries in Meru County?

iv. What community responsibilities influence performance at staff of university libraries in Meru County?

**1.7 Significance of the Study**

Work-life balance plays a vital role in improving dedicated staff in universities leading to better performance and low staff turnover. The study is important to university library staff regarding performance at the workplace; library staffs are able to identify work and non-work responsibilities that make them perform better at the workplace and other aspects of life. Further, library managers/administrators are able to locate burdens that hinder or promote the excellent performance of library staff at university libraries when carrying out performance appraisal. With the help of library managers/administrators, human resources managers can develop policies that guide library staff members on the protocols to observe when to take leave and guidelines to follow when there is a need for emergency leave/off to attend to non-work responsibilities.

The study will add knowledge to existing scholarly work, to benefit students of higher institutions of learning undertaking human resources management and library

science studies. It will further give room for further research in the field of work-life balance and performance in university libraries. This study will contribute to up-to-date debates on the work-life balance among university library staff in the field of information science. Library and human resources scholars and community members will value the study findings publication. This research aims to determine the relationship between work-life balance and staff performance at university libraries in Meru County.

## 1.8 Scope of the Study

The study focused on the relationship between work-life balance and performance, looking at the functions and activities that determine the performance of library staff. The study focused on the relationship of family responsibilities; assess the effects of personal responsibilities, and the impact of community responsibilities on performance of library staff in University Libraries Meru County. However, the study did not focus on gender roles in the workplace, stress on library staff performance, and healthy life.

## 1.9 Limitations of the Study

The study's sample population was library staff working at the selected university libraries; thus, the study's findings may not be generalized to other university libraries in Kenya due to different contextual factors. The study used a survey research design to collect data; the researcher anticipated facing challenges such as lack of cooperation from respondents and timely responses to questionnaires. The researcher worked closely with librarians in charge of the university libraries to achieve the desired outcome of data collection and reassure the respondents that information collected was not used against them. In addition, the area of work-life balance and

performance required to be studied further to achieve the desired study outcome and analysis. Thus, cross-sectional study or longitudinal study does not apply in this study since research subjects cannot be studied over a long time.

## 1.10 Assumptions of the Study

The study was based on the following assumptions

i.    That university library staff are performing to their maximum in their place of work. Under normal circumstances, workers need to commit to the best of their ability. Still, frequently this may not be the case since performance depends on other factors such as the nature of the work, knowledge, and personnel skills.

ii.   University library personal can attend to their personal, family and community responsibilities without interfering with office working hours. However, attending to such matters requires personnel to be away. Hence, the researcher expect that library personnel utilize off days, weekends and leave days to attend to personal, family and community responsibilities.

iii.  University staffs are aware of work-life balance policies and performance expectations provided by university management, and thus utilize the policies put in place.

## 1.11 Definition of Terms

**Library:** is a building or a space set aside to store reading materials in print, e.g. books magazines for reading as borrowing. In addition, a library can host other information material, i.e. videos, tapes that users can listen to and watch (Nkamnebe et al., 2014).

**Librarian:** is an information science expert equipped with managing libraries and information materials (Nkamnebe et al., 2014).

**University Library:** University library is a system set up, managed by information professionals, financed by the university to keep books and non-books information materials for scholarly work (Nkamnebe et al., 2014).

**Work-family balance**: this is the magnitude to which an employee is engaged and satisfied with his/her task, home, personal and societal responsibilities (Greenhouse et al., 2003).

**Work-life balance:** is the day to day effort in handling opposing responsibilities at work, in the family and the society. Neglecting an area leads to strain, thus threatening the development and welfare of the employee and institutional performance  (Hobson et al., 2001).

**Work-family conflict** is the strain from work and home domains that always conflict, affecting each other (Greenhaus et al., 2003).

**Work-life balance practices:** establishment of initiatives like creating a loyal culture and using flexible work practices an institution puts in place for workers to enjoy a balance between work and non-work responsibilities (Bloom et al., 2006).

**Work-life conflict:** this is the conflict arising due to roles conflict of family and work, which makes it challenging to meet the demands of work, family, personae and community (Frone, 2000).

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction

The chapter discussed the literature on work-life balance and employee performance with regards to university library staff. The literature review is systematic analysis of scholarly articles, theses, dissertations, print and electronic sources to establish researched studies regarding the study area. Kumar and Minz (2014) state that literature review helps the researcher familiarize with present and past research studied in the study area. The chapter further discussed the theories that informed and guided the research. Additionally, it discussed the conceptual framework used to conduct the study. The discussion herein is organized according to the various topics that include; the functions and activities that form the basis of performance of library staff, the influence of work, family, personal and community responsibilities on the performance of university library staff in University libraries in Meru County.

## 2.2 Employee Performance in the Library

Employee performance refers to the behavior of workers and how they do their duties at the workplace. It measures how employees implement explicit and implicit standards (Tamunomiebi & Oyibo, 2020). Each employee has an obligation and role to play based on the organization's expectations (Pradhan, 2016). Performance is an employee's ability to perform specific tasks based on declarative knowledge of principles, facts, and ideas. The ability function of performance requires procedural expertise and skill, mainly about how a job is done based on employees' intellectual, perception, and social skills. Employee motivation is a critical

determinant in performance; it's a human resource management function that requires employees to apply the energy needed to meet organizational goals (Tuffaha, 2020). Library staff performance is the job behavior relevant to the Library's success (Amusa et al., 2013). Okpe (2012) defined performance as a set of employees' activities that can be examined and gauged to accomplish as per the universities' goals. Library staff manages universities learning resources daily besides training library users on how to access information materials (Nwokike & Unegbu, 2019). Universities spend considerable resources to enlighten their employees to churn the best through regular training and development (Dakhoul, 2018). The performance of employees portrays efficiency leading to organizational productivity and goal attainment (Sridevi, 2010).

Performance can be measured using various devices, though performance generally covers tasks by the employee, entailing full results of the employee in a particular period of time instead of the conventional standard of work and targets (Ritonga et al., 2019). Performance is the outcome of an employee's aptitude, the swiftness with help from the line manager and effort put in at work. It can decline if an employee lacks managerial support, capacity and oratory skills required to put the provision needed to accomplish a task (Tuffaha, 2020). Library staff manages universities learning resources daily besides training library users on how to access information materials, thus promoting a favorable learning environment (Nwokike & Unegbu, 2019). Performance is the productivity of each library staff which is the outcome of an employee in return for tangible and non-tangible works (Soomro et al., 2018).

Employee performance is one of the many critical factors that lead to institutional achievement. Employees are trained on areas that focus on immediate improvement and long-term development; ensuring employees utilize the skills gained to execute tasks. Employees further need internal gratification towards the tasks they undertake, leading to organizational goal achievement (Gitongu et al., 2016). Information about innovation in the changing global market and industry enables employers to adopt up-to-date technology which when utilized, leads to employee performance and competitive advantage in the worldwide market (Gruman & Saks, 2011).

Institutions have their standards with regards to how employees work, used to rate performance. The standards set are associated with employee work plan with clear performance evaluation criteria (Pitaloka & Sofia, 2014). The capacity to perform a task is based on qualifications and skills possessed by the library staff coupled with employee given a chance to perform any challenging activity to meet the mission and objectives of the organization. Employees get satisfied with work when treated with respect and recognition of individual and group effort (Anitha, 2014). Library staff performance determinants include conducting library routine jobs, attending to and responding to patron queries effectively and efficiently (Nwokike & Unegbu, 2019). In addition, the ability to use information communication technology tools for verbal and written communication is essential when conducting library instruction programs and relating with fellow peers and library users in the library (Smith & Pietraszewski, 2012).

Performance measurement refers to the steady extent of outcomes and results based on reliable data on work efficiency and effectiveness programs which require resources, time, and funds (Ikonne, 2015). Employee performance metrics are based on work quality, quantity, efficiency and institutional performance. Work quality is

mainly about the employee's performance achieved through subjective appraisal by the immediate supervisor (de Menezes & Escrig, 2019). This is achieved by using management objectives based on organizational goals translated to individual goals. 360-degree feedback model is used to measure employee performance where peers, junior staff, customers, and line managers asked to provide feedback on specific areas that touch on employee performance. 180-degree feedback model is limited to peers and line manager to provide feedback and this model is suitable for employees who don't serve customers. Managers can use the forced ranking to rate the performance of employees by ranking where employees are indexed from the best to the worst based on the evaluation of their account (Pradhan & Jena, 2016).

Work quantity is easy to measure as compared to the work quality. For example for employees who engage customers by answering telephone calls, the handling time is used to measure employee performance determined by time on call and call resolution (Gul et al., 2012). Grimani et al. (2019) state that absenteeism and performance are linked concepts; highly motivated employees are always present at work and take few sick days. Conversely, employees who are consistently absent from work are less productive and tend to have poor performance resulting in lower organizational performance. Employers who offer overtime for employees have their employees motivated, thus increasing work output (Forte, 2017).

Performance can be measured using detailed rating scales based on chronological numbers, for example, 1 to 10, to rate library staff's performance. Graphic scales to rate the behavior of library staff, such as the ability to understand a particular job task and participation in library activities (Rakos, 2014). The use of the 360-degree feedback method of measurement considers getting the response of specific library staff from other library staff members and other team members in the university.

Positive and negative comments from coworkers and supervisors are noted. The comments will pinpoint areas for success and where to improve (Mayhew, 2019). The library staff self-evaluation form is very effective since the library staff will criticize his/her work. A paper with multiple choice or essay questions can be employed, which improves personal staff growth in the long run. Management by results, also referred to as management by objectives (MBO), is one of the best tools for measuring performance based on set targets and goals (Jung et al., 2011). Use of a checklist where a library staff ticks, yes or no, against a set of aspects already set out in the form; it's usually the quickest way to find areas that need improvement (Mayhew, 2019).

Fekete and Rozenberg (2014) stated that for companies to achieve long term viability and remain competitive depends on the evaluation of employees, which determines employee contribution towards achieving the organization's goals. Internal models focus on performance evaluation and how it's measured, and how the results obtained are utilized. Internal models focus on employee individual performance, aptitudes, experience and work execution. Thus McCloy et al. (1994) library staff performance represents performance as  not outcomes but results as the outcome of library staff performance.

The university library performance is on job-specific task proficiency mainly concerned with an activity that a librarian does as part of his/her task associated with the librarian's ability to do the technical responsibilities fundamental to the job. The non-work task proficiency job is the ability of library staff that does not pertain to a specific task; in essence is the library staff able to do tasks not explicit to their daily job routines. Task ability to write and speak independently of the subject since librarians make a presentation to students, faculty and coworkers requires library staff

to have verbal and written skills. Librarians demonstrate effort, which is manifested when extra work is needed and working under adverse conditions. Maintaining personal discipline is when a librarian avoids undesirable conduct like excessive absenteeism, substance abuse and rules violations (McCloy et al., 1994).

Library staff discipline looks at issues such as reporting to work on time with less absenteeism. Library work on most occasions calls for teamwork which requires excellent interpersonal skills amongst library staff. The library leader can coordinate and offer solutions to problems that may arise among library staff (Nwokike & Unegbu, 2019). Library staff are expected to meet set performance targets, besides having time for other non-work responsibilities such as personal, family, and community, thus balancing work and non-work activities (Mwangi et al., 2016). Ghaicha (2016) stated that no research is existent in vacuity but depends on past research on the related area of study.

The literature review in this study highlighted the gaps that need further investigation, which helps the researcher know how other researchers did their research. In India, Pandey (2018) carried out an integrative review of literature on factors affecting performance, performance becoming a vital variable affecting micro and macro levels of management. Pandey (2018) further identified stressors to performance as an individual, job and family besides resources that affect performance ranging from the individual position, organizational and social resources. The study pointed out that different job demands affect employees' performance from a corporate perspective, such as job demands that require employees to perform well (Wang et al., 2015). In addition, employee performance is affected by stressors associated with family life, personal life, community/social engagement, and work environment. The findings of this study showed that it is essential to manage sources of stress at the workplace

(LePine et al., 2016). This study related well to this study since it highlighted the demands that affect employee performance relating to stressors that affect employees in different domains of life.

Globally, work-life balance studies have gained prominence due to the changing nature of the working environment where family members pursue their careers (Adisa et al., 2019). Managing, integrating and balancing work and home responsibilities are becoming a persistent matter in the working environment. Employees play a crucial role in meeting organizational goals despite facing challenges such as difficulty in integrating work and family affairs as they keep the ball of life rolling (Mokomane, 2014). Work, personal, home/family and community responsibilities are aspects that an employee has to deal with in everyday life as they overlap besides being crucial to attaining a balance. Responsibilities like the ones stated above often affect an employee's performance in the workplace, which calls for flexible work arrangements and a conducive work environment to achieve the desired workplace performance (Babatunde et al., 2020).

In Pakistan, employees in the banking sector face challenges while performing their duties ranging from employee training and development factors, manager's approach, organizational culture, personal difficulties, nature of work and fiscal rewards being the independent variables. The study took a quantitative approach, with employee performance being the dependent variable. Employee training focuses on short term improvements while development looks at the long term objectives of the organization. Continuous training of employees results in improved performance (Nayab, 2013). Challenging job content promotes innovation among employees, which leads to positive results as they execute their work. Lack of enthusiasm and innovation yield poor performance; repetitive tasks promotes boredom while an

engaged employee has greater productivity and better retention leading to better performance ( Bahrami et al., 2012)**.**

A friendly working environment boosts employees' morale, attracting and retaining employees (Gruman & Saks, 2011)**.** Money is considered a motivator for employees since it influences commitment to work, improving employee performance (Pitaloka & Sofia, 2014)**.** Managers/Supervisor attitude affects employee performance positively or negatively. Managers have the main task of managing employee performance which is a balancing act required for positive and negative feedback. Emphasis on employee's weaknesses causes a decline in performance while perfection is hard to achieve in the workplace; managers don't just manage employees but lead by example. When employees lack confidence in their manager, performance is affected negatively (Bahrami et al., 2012)**.**

In Nigeria, Obiageli et al. (2015) conducted a study on work-life balance and employee performance in selected commercial banks in Lagos State. With the adoption of a descriptive survey research design, the study's outcome showed that a balanced work-life leads to employee performance by introducing incentives. The study shows that work-life balance linked to an organization's success is because each employee's psychological and social well-being must be optimized to be assets. The study further showed that when work and life domains are happily met, there is an improved relationship between managers and employees, leading to improved communication and better performance. This study is relevant as it discusses performance and work-life balance in the banking sector where employees serve clients of different cadres, similar to the university library setup. The university library offers services to its clients, who are mainly students and staff members. Besides, bankers work as a team this study is relevant since it shows that happy

workers can work well and perform well in communal duties. Furthermore, the study outcome showed that leave policy motivates employees to convey services efficiently and effectively, reflecting in employees' overall performance.

Ikonne and Oluwafemi (2019) carried out a study in North-East Nigeria stating that performance is critical as it is directly linked to library growth, which is reflected by the performance of the entire Library. Performance is influenced by work-related actions such as how effective and efficient a library staff is on the job, punctuality and the level of innovation and creativity on tasks assigned. The study's findings showed that librarians could perform well in their work-related tasks when managers recognize and offer rewards. Library staff felt that when sponsored to attend external workshops performance goes a notch higher. The findings descriptively indicate library staff performs well when moderately motivated. The study on motivation and performance closely relates to this study since library staff in Africa's universities performs similar duties. Employees with dull minds lack proper attention to executing work-related tasks, while employee freshness gives great output results (Pollock, 2018). Employees experiencing stress from family and personal problems negatively affect the workplace (Tamunomiebi & Oyibo, 2020). Employees with difficulties balancing work-life, family, and personal and community activities are not satisfied with their jobs compared to those who have suspended work-life and other spheres of life. Employees with professional dissatisfaction tend to be absent at work and have health issues compared to satisfied employees who stay longer in the organization with little absenteeism and lead a healthy life (Kayvan & Movahedi, 2014).

In Kenya, Murithi (2017) sought to find out the effect of work-life balance on employee productivity in Kenyan universities. Descriptive survey and stratified sampling was used due to the population's diverse nature, narrowed down to Kenya

25

College of Accountancy University and Jomo Kenyatta University of Science and Technology. A structured questionnaire was used to collect data indicating a strong relationship between work-life balance practices and workers' productivity. Flexible work arrangement impacts positively on employee productivity, health and wellness. Balancing and utilizing leave days leads to a balance in all domains of life. This study was based on employees of two Kenyan universities, which tackled work-life balance and employee productivity library staff being part of the employees. Existing literature in the Kenyan context mainly discuss issues on work-life balance against motivation, job satisfaction, work schedules, gender, tenure and employee performance, organizational performance and employee productivity in general perspective in sectors such as the banks, parastatal such as Kenya power and lightening company. The closest study on work-life balance that relates to university library staff is the study by Murithi (2017) which sought to find out the effect of work-life balance on employee productivity in Kenyan universities.

## 2.3 Work-Life Balance

Worldwide work-life balance becomes a subject area of interest to academicians due to changes in the work environment and employee lifestyle (Muasya & Nzengya, 2021). Work-life balance refers to the equilibrium between two different roles that an employee executes, ranging from work responsibilities, family responsibilities, personal responsibilities, and community responsibilities, which bring satisfaction to an employee's life (Soomro et al., 2018). Talukder et al. (2018) stated that work-life balance determines how much time an employee has to balance work, family, personal and community responsibilities.  An imbalance between work and other duties leads to spillover on either side, leading to stress at work and outside work

leading to poor performance and low job productivity for employees, which affects the Library and the entire university (Rotondo & Kincaid, 2008).

Currently, institutions of higher learning are paying much attention to improving financial stability to remain competitive and relevant in the education sector. For institutions to maintain sustainability, they focus on socio-economic stability (Banu & Sundharavadivel, 2019). Jabbour et al. (2010) stated that university managers should focus on commitment and loyalty to the organization. Human resources managers consider improving the work-life balance of employees to be a significant contribution to employee performance (Barnett & Hyde 2001) which leads to employee job satisfaction, commitment and engagement (Allen & Armstrong, 2006). Wright and Cropanzano (2004) indicated that employees who feel good with little stress at work and non-work domains feel satisfied with their work and support activities to meet organizational goals. Naithani (2009) and Malik et al. (2010) approved the significant part of work-life balance in enlightening job performance, further stating that organizations that neglect employee work-life balance end up with low employee output, thus leading to difficulty in improving employee performance.

The main aspects of life revolve around work, family, community and personal life, globalization, advances in technology, and increasing demands from work and other spheres of life. Employees face challenges in reconciling conflicting demands arising from paid work, personal, family and community responsibilities (Chan, 2016). Adoption of few working hours and flexible work arrangements can help improve employee work-life balance. Irregular and extended operating hours leads to work-life imbalance (Oren & Levin, 2017). Employees consumed with personal issues are physically present at work, but spending office time solving personal problems instead of performing work duties as desired affects performance (Keoboualapheth et

al., 2017). Employees with emotional issues arising from family responsibilities have trouble staying focused at work and prioritizing work. This may ultimately lead to reduced work performance (Karimi et al., 2011). Community responsibilities that touch on friends, neighbors, religious activities and social groups affect employee performance in the workplace. Employees who seek leave or too many off days to attend community activities have few days or hours at work; thus, work activities will not be performed well (Friedman, 2014).

In the global arena, exploratory studies conducted by Townsend and Bugg (2020) suggested work-life balance for academic librarians is an area to be examined. Aspects like inequalities concerning urban lifestyles, accommodative policies, and amount of work impede successful balancing of work and family life. In modern times, library managers offer support to their patrons and librarians compared to traditional library administrators. Promoting ideal work-life balance for librarians' increases job satisfaction leading to higher retention thus increased job performance (Prasad et al., 2019).

In the United States of America, research has shown that professional culture is changing to reflect a society that desires equity between professional work and personal responsibility. Universities have recognized that individual success is essential to workplace success, much attention focused on teaching staff with little attention to academic librarians (Townsend & Bugg, 2018). Like teaching and non-teaching workforce, librarians face work-related stress, burnout leading to low performance, lack of motivation, and less workforce retention. Townsend and Bugg (2018) further noted that university policies had been designed to enable faculty members to get an ideal work-life balance. However, this does not apply to university library staff in the sense that librarians work from the start of the year till the end and

only enjoy annual leave as stipulated by the university policy, faculty members on the other end work between 9-10 months in a year on top of annual leave.

According to Wadsworth et al. (2016), family, medical, and leave policies provided in universities employees, including librarians can take time to run their family, personal and community errands, and library staff can utilize such leave for vacation and other personal hobbies. In addition, workplace support mechanism exists for university employees such as female employees are given time to nurse their young ones when in the family line and nursing the elderly members of the society. Townsend and Bugg (2018) suggested that librarians and other employees envision a workplace supporting childcare as provided in the private sector.

In the United States of America (Owens, 2018) outlined strategies for promoting and barriers to achieving work-life balance. To promote work-life balance, librarians need to undertake self-care strategies like physical health. Good sleep and exercise improve emotional well-being and social connection, which have a long-term effect on the central nervous system (Hari et al., 2015). McRae et al. (2012) promoted cognitive training where librarians can monitor negative thoughts and replace them with positive reviews; he further states that putting feeling into words can have lasting benefits of reduced emotions. In a university set up, faculty members have a range of role characteristic in their work independent of position and term that influences the ability to maintain work-life balance committing to self-care that strengthen stress resilience and improve faculty satisfaction (Owens, 2018).

There are barriers to achieving work-life balance, as stated by (Karanika-Murray et al., 2017) which include cognitive dissonance, the state of having inconsistent thought relating to behavioral decisions and attitude change. Harmon-Jones et al. (2009) stated

that people tend to establish internal harmony consistent with their opinions, attitudes, knowledge, and values. In universities, employee's such as librarians may have cognitive dissonance, which causes mental discomfort, leading to inconsistent competing forces in the roles that compete for attention. Work-Life Balance and employee performance in the digital age have led to concerns on how an employee can have a good personal life and deliver outstanding outcomes at the workplace. This has driven intellectuals to find out if both aims are inconsistent or supplement each other (Koubova & Buchko, 2013). Bataineh (2019) states that variation in work and compensation, weariness, poor performance and drop in quality of life sets in. The three main contributors of work-life imbalance include technological advancement, an unstable working environment, and anxieties felt due to shifting work demands (Tamunomiebi & Oyibo, 2020).

Library managers seem to be averse to utilize flexible work schedules because of recklessness and likely misapplication of such arrangements among employees (Hon & Chan, 2013). Work-life balance affects workers attitudes, conducts and organizational effectiveness. Bataineh (2019) believes that institutions are coddled to include management ways that offer communal and managerial support. Past work-life balance was examined in terms of increasing flexibility of paid work and enhancements in work environments. Chad (2015) focused on librarians working in the evening shift, mainly those who start their shift in the afternoon and not later than midnight. A librarian working in a shift can engage in research work, part-time teaching, and traditional library work. To break the boredom that librarians face during the evening shift, engaging students to know their user needs and taking part in online webinars is highly encouraged. The study by Chad (2015) relates to this study as it touches on the day to day activities of university library staff who work on shifts

throughout the year. The paper further raises issues on health complications that may arise due to shifts that start in the afternoon and go beyond midnight; this is so because the evening or night shift demands a more sedentary lifestyle than day library staff that is mobile within the Library.

In Malaysia, Abdul et al. (2011) probed the relationship between work and non-work variables and work-life balance on librarians working in academic libraries. Data was collected remotely; the findings indicated that work and non-work variables affect a librarian's life quality. The study results showed that variables in work and non-work have a clear relationship with regards to the quality of life. Work and non-work life is currently intertwined and contributed by the community and demographic changes leading to diversity in work and family unit. Librarians enjoy quality work-life when the nature of work brings satisfaction about remuneration paid besides having a safe physical working environment. When an employee has a better work-life, family time is equally met, reducing conflict at work and family. The study is related to this study in the work-life balance and family life variable of librarians. This study applied a quantitative research design, use of online survey and questionnaire to collect data from respondents, which is relevant to the topic under investigation since the study by Abdul gave insight on data collection tools used in the study.

In the United Kingdom, studies on working to live or living to work were carried out by Sturges and Guest (2004) targeting graduates in their early years of profession. As young professionals seek work-life balance, professional success is equally important, making them spend long hours at work leading to unhealthy relationships between work and life balance. The study pointed organization/institution policies plays a crucial role in aiding young professionals achieve a balance between work and life. The qualitative and quantitative analysis used to obtain data from graduates who had

worked over ten years and those below three years. The study's conclusion pointed the causes and the likely outcomes of how work and non-work responsibilities are linked to the number of hours spent at work. The relevance of the research to this proposed study is about work-life balance in the workplace, how it affects non-work responsibilities of young professionals. Young upcoming library professional's fall in this category who believe that the long hours spent at work demonstrate commitment to work thus the aspect of "working to live, not living to work" comes into play in balancing work and other non-work domains (Sturges & Guest, 2004).

Una (2005) discussed the development of work-life concept in his paper work-life balance-Why are we talking about it at all? Currently, employees face an increasing amount of stress in life as they juggle work, family life, personal life, friends and community activities. Employees seek work-life balance depending on their priorities, physical and psychological needs triggered by age, workplace changes and technological changes. Employees who enjoy a balanced life tend to have more output at work, reduced absenteeism cases. The study by Una (2005) stated that a well-managed work-life balance brings harmony at work and other domains by clearly having boundaries and borders in each part. The research is relevant to the topic under study since it gave an overview of the current young employees on how they can be productive at work when they have a balanced work-life balance and still achieve a balance in non-work domains. The study population comprises young employees, which reflects on library employees who are young in the workplace.

In developing economies such as India, scholars such as (Banu and Sundharavadivel, 2019) on work-life balance are emerging contemporary issues employers and employees struggle to achieve in work and non-work domains. The study on work-life balance and performance relationship among employees showed a gap in the literature

32

on work-life balance and performance offered in private organizations. Data was collected from 1000 employees in Chennai; data was analyzed using univariate and bivariate. The findings of the study revealed a significant and positive relationship between work-life balance and performance. The studies further suggested that organizations need to boost their employees' work-life balance to improve their performance, which positively contributes to commitment, engagement, and overall productivity. This study gives an overview of existing literature on work-life balance and performance despite the scarcity of information thus, this paper adds to existing knowledge on work-life balance and performance in organizations related to university library staff.

In Kenya, Mwangi et al. (2016) examined the effects of work-life balance on employee's performance in Kabarak University; a descriptive technique was used to collect data using structured questionnaires with a population of 244 employees where a sample of 70 was collected. Data analysis was carried out using a statistical package for social science (SPSS). The study results indicated that work-family conflicts affect employees' performance; thus, the recommendation those universities and other organizations should come up with policies that enable employees to balance work and family life. Kamau et al. (2013) studied work-life balance practices on employee performance at eco bank Kenya. 55 Eco Bank employees were sampled using quota sampling feedback was obtained using survey questionnaires. Spearman's Correlation Analysis was used to determine the candidates' work-life balance. The study proposed changes to existing labor laws in Kenya to include employee welfare programs provided by employers. The empirical studies reviewed Ruto (2017); Kasau (2017); Oyiolo (2018); Mungania (2017) was on work-life balance and employee performance in the Kenyan context focused on corporate companies, government

ministries and the banking industry. The studies focused on work-life balance and other parameters such as job satisfaction, performance, motivation and organizational culture. Scarce literature exists on work-life balance and employee performance on library staff in Kenyan university; thus, the gap that this study intends to look at with a view of how work, family, personal and community responsibilities influence the performance of library staff.

## 2.4 Nature of Functions and Activities determining Staff's Performance in University Libraries

Libraries attached to universities and technical colleges are referred to as academic libraries and college libraries, respectively (Ekere, 2006). The University library is an integral part of the university aimed at meeting the information needs of its students and faculty members. Depending on the institution's size, some libraries may serve specific faculties or remain as one Library for the entire institution (American Library Association, 2018). University libraries support academic programs of its parent institution, mainly learning, instruction and academic research. The University library is a vital element in the education system since it aids as the principal foundation of knowledge and the wardens of the librarians' knowledge (Tonring, 2009).

A library is a tool for supporting teaching at the university; thus, it serves as a tutor guiding students and faculty members in information access, retrieval, and research by acquiring reading information materials to support curriculum activities in the university. Moreover, the information materials developed must be organized for easy access when required (Tonring, 2009). In summary, for a university to achieve its mission the Library plays a crucial role in providing access to selected information materials through the acquisition program, information literacy programs, and user

orientation services. In addition, the university repository and archive offers physical space for storing and treating university publications for future use (Usman & Usman, 2015).

In modern times, the university library plays a crucial role in engaging with faculty members and postgraduate students in various departments in the university. The traditional part of information provision and user training on locating information materials in the Library supports postgraduate students and faculty members (Allen, 2016). Library staffs are currently involved in the research life cycle by raising awareness of data issues in research and coming up with policies regarding data management and preservation. Guiding researchers carry out their research work from the start to publishing and preserving their work in the universities repository (Brown et al., 2015). Library staff support postgraduate students in their thesis and dissertations writing stage by providing customized information literacy services, organizing workshops and seminars for doctoral students, training on how to reference scholarly work, scholarly communication, and the utilization of library facilities and information available in the library (Rasul & Singh, 2011).

Apart from face-to-face referral services, virtual reference services are available in university libraries. Reference services ensure library users are assisted by offering recommendation services based on the nature of the information sought (Koltay, 2016). In modern times, online referral services are available round the clock thanks to technological advances and availability of the internet. University libraries in the Philippines have adopted different ways of reaching out to their library users, such as short text messages, chats, and face-to-face interaction by going to where the users are within the Library, in the classroom, and even in the halls of residence. Roving

reference services are user-centered thus users get help at their point of need (Yap & Cajes, 2016).

Digital library services and roaming services enable library staff to carry out their duties no matter where they are, leading to improved library services and employee performance (Smith & Pietraszewski, 2012). In addition, library staff conduct seminars and workshops on information literacy customized to faculty members and students. Such discussions and workshops can be conducted bi-annually depending on the training programs of the Library purposely to encourage the utilization of e-resources. The main goal for library workshops is to enable library staff to share knowledge on the various electronic resources subscribed to by the library (Liat & Shoham, 2019). Thus, the utilization of technology and continuous library literacy programs enable library staff to fully engage in meeting users' information needs and sharpen their day-to-day work skills, thus improving their performance.

University library opening hour has and is a topic of discussion among students and library staff; some students, with the support of their leaders, argue that the Library should offer its services for 24 hours to cater for students who live within the campus (Ajala et al., 2014). In the developed world like the USA, the University of Texas provided library services 24 hours a week before the mid-term exam week (Texas Newsletter, 2012). African countries like Ghana, South Africa, Nigeria and Kenya universities have extended hours of operation in the evening. Libraries opening for 24 hours or extended hours enable their students to perform well in their scholarly work. However, staff working for entire or extended hours in the evening tends to have difficulties achieving a balance between work and life. Problems encountered include poor work concentration, the inability to attend community events, and family responsibilities and commuter challenges where public transport is available. With

such difficulties, shift librarians performing to the optimum at the workplace seems to be compromised (Ufuoma et al., 2018).

The role of library staff and that of the entire university is to use expert employees to accomplish its objectives providing favorable working conditions that motivate employees to perform better on the job. Employee attitude is the base determiner of his/her performance; lousy attitude leads to poor performance, while employees with a good attitude are well connected to their job and exhibit good performance (Nwachukwu, 2009). The technology adopted in the library influences employee performance, good technology improves job performance, the ability of the employee to understand his/her tasks in the Library gives good perception, leading to improved performance. Strategies used to improve performance in the Library include hiring the best library professionals available in the market. Job enrichment is a measure intended to increase intrinsic motivation among library staff. Apart from serving library users in the different user service point's librarian job is enriched to include user education and research activities (Igbokwe, 2011). Kelly (2010) encourages work redesign by proposing activities such as reducing routine jobs, which tend to be avoided by library staff. Library managers should encourage junior library staff to be proactive in their tasks and bring innovative ways to perform tasks, improving their performance. Library work is monotonous thus library staff can have their job enlarged through job rotations once in a while to achieve different service points, thus increasing job quality (Igbokwe, 2011).

The library staff is an expert with professional skills and works in the Library by ensuring that library users have access to information, perform technical tasks, and provide training on information literacy (Farooq et al., 2016). Library tasks such as selecting and acquiring information materials, processing print books by cataloguing

and classification. Later shelved in their respective shelf areas for circulation purposes, reference services, and selective dissemination of information are daily routine tasks performed by the library staff. In addition, library staff charged with the responsibility of manning library systems ensures that the procedures adopted are operational and running and maintaining the library website that hosts electronic information resources (Koltay, 2016). Other tasks include: teaching library users basic computer skills on how to search the library database, order for print and audiovisual materials after reviewing and evaluating what is in the market using books reviews, catalogues and following what faculty recommends as per their curriculum. Keep up-to-date records of circulation reports, maintain inventory, and correct cataloguing errors (Nakitare et al., 2020).

Scholars like Saka and Haruna (2013) considered library staff job to include classification and cataloguing of information materials, offer referral services, lending information materials to library patrons. Past studies in the developed world have established unpredictable performance among library staff, as (Amusa et al., 2013) investigated, showing that expert librarians respond to users timely and effectively. Mwangi et al. (2017) stated that other responsibilities in academic libraries are an online selection of information materials, acquisition of information materials, preparing online catalogues and online services and managing institutional repository.

2020 is remembered globally as the year of novel coronavirus –COVID-19, which led to the loss of life and disruption of life routines, schools in all levels of education shut down their doors. Hand sanitation and wearing face masks become the norm and keeping social distance amongst public spaces (Connell et al., 2021). University libraries had to adjust to adopt new technologies to ensure library instruction continued online. Few physical university libraries were opened for a few hours

during the day to facilitate issuing and returning print information materials. Instead, University library staff worked remotely to serve users via online chat facilities available on library websites. University Library staff contact details were shared with library users to facilitate ease of communication (Strathmore University Business School, 2020). Online staff meetings and student orientation and training are the norms with Zoom, Skype, and Google meet online application technologies. Unforeseen changes in the future may include a shift from print books acquisition to electronic resources, which are mainly e-books and e-journals (International Federation of Library Association [IFLA], 2020).

## 2.5 The influence of family responsibilities on the performance of library staff

Work-family engagement is an inter-role battle in the negative spillover from work-to-family responsibilities (Tziner et al., 2015). Work-family conflict governs the actual amount of stress for the employee while working with less family time. The clash of work and family is unavoidable as each pulls in the opposite, thus discordant since the two have different stresses, customs, beliefs, and desires. Work-family conflict is stress associated with employees who devote a lot of time to work, resulting in conflict with family obligations. Thus, work and family roles are inversely related (Soomro et al., 2018). However, past studies on work-family conflicts was unidirectional on work effects based on family obligations. Current studies indicated that these studies are bi-directional, which means that not only does work spill over to family responsibilities, but family responsibilities equally spill over to the work domain (Shaffer et al., 2011).

Literature shows that work and family conflict have adverse effects on employees ranging from poor health, physical or mental, emotional exhaustion, increased

anxiety, and the likelihood of an employee engaging in drug abuse or developing poor feeding habits and fatigue (Yu et al., 2020). Family responsibilities are not limited to caring for a spouse, child, and parent but also caring for a physically challenged child, sibling or ageing parent. Female employees who are pregnant carry out family responsibility, which affects their performance at work and home. Employees faced with discrimination at work based on such responsibilities tend to have difficulties performing well and executing their home duties (Lyu & Fan, 2020). In Europe, work and family conflict are prevalent; most Europeans perceived that work takes too much time, thus spending less time with their families. To promote a healthy work and family relationship, organizations may adopt tailored policies such as flexible working hours and job sharing; flexible leave arrangements, mainly on career breaks and sabbatical leave, enables employees to take a vacation where need be (Carvalho et al., 2018). A policy on emergency child care is crucial for employees of childbearing age. It enables them to take care of any emergency that arises in child care. Effects such as decreased job satisfaction, increased staff turnover, and absenteeism leads to poor or lower performance (Keoboualapheth et al., 2017).

The demands an employee faces in family life affect work-life balance. Family needs like shopping, house management, child care and lack of support given to the spouse can make life hard for an employee (Braun & Peus, 2018). Female employees are most affected by family responsibility because of child care and the entire household. Despite men taking part in child care activities, the ideology of division of domestic work remains unchanged (Halrynjo, 2009).

The study by O'Brien and Hayden (2008) on flexible work practices in the library information sector provided an overview and analysis of the existing laws about employers and employees as per work-life balance, family domains, leave options and flexible work arrangements in Ireland. Public sector employees enjoy flexible work arrangements. Successful implementation of flexible work arrangement requires clear communication and training as it may lead to increased library users and the adoption of technology (Formánková & Křížková, 2015). This study shows that the adoption of flexible work arrangement in libraries is attractive to women who carry out the main burden of responsibility of child care, home care. In libraries, the adoption and management of flexible working arrangement can be challenging. It may result in an increased workforce to fit in all service areas, which results in difficulty managing the library roster and the management of teamwork which is the primary key in running library operations.

In developing countries, empirical research by Adekanye and Nduka (2017) examined work-family conflict, job satisfaction and job performance of female employees in nine selected libraries in southwest Nigeria. A descriptive research design with simple random sampling was adopted; 93 questionnaires were distributed to female librarians with feedback from 67 librarians. This study relates to this proposed study since female librarians make a higher percentage of librarians in academic libraries who are part of the sample population when data is collected for the analysis. In recent efforts, international labor organizations have made efforts to sensitize organizations in Sub-Saharan Africa on the importance of work-family balance ( Muasya, 2016).

In Kenya, few organizations have implemented work-family friendly policies apart from the banking sector who have tried to enforce work-family policies. The work-family balance subjects and its policies are still a grey area in Kenya (Strathmore

University Business School, 2011). In Kenya, few studies have attempted to look at family-work-life balance practices among women in formal employment (Muasya & Nzengya, 2021). Muasya (2020) looked at women working in public and private universities who depend on domestic workers to manage home activities. The study indicated that poor communication with their domestic workers and unsatisfactory work done at home and integrity issues lead to frequent termination of domestic workers, affecting the work and family domain responsibilities among women working at universities female librarians included.

## 2.6 The influence of personal responsibilities on the performance of library staff of University libraries

Work is essential in our day to day lives since it puts food on the table and keeps the rainy day pot full. In the current fast-paced business world, achieving a personal life is proving difficult as technology make life and work easier; employees find themselves engaged in work activities at the expense of personal time. Nowadays, it's widespread for university library staff to check email more often outside the working hours, answer work calls in the middle of a family meeting or dinner and always use their laptops working on office work. Employers expect more from their employees in the current competitive world, thus more pressure to achieve great results, leading to longer working hours and less time for personal life (Wedgwood, 2019).

Employees spend most of their time at work, making coworkers friends seem natural; companies like Google and Zappos in the USA promote community cultures and programs for workers to be more friends than colleagues. Office work is becoming social and service-based knowledge where the younger workers in the workplace are used to integrating career and personal life. Scholars like Pillemer and Rothbard (2018) noted that friendship is central to work since companies encourage their

workers to be fully present at work (D'hont et al., 2016). The downside of work friendship is that employees may have emotional work distraction leading to conflict of work and friendship, which ultimately affects work performance. Friendship conflicts affect teamwork, leading to communication breakdown among coworkers, which contributes to low work productivity. On the flipside, friendship at work can be a remarkable aspect since it gets the job done with ease; it further promotes informal connections among employees whose paths may not have crossed (Pillemer & Rothbard, 2018).

Wedgwood (2019) further stated that friendship is an essential element in life. Thus, university librarians make their colleagues friends who fill the void left by external friends. Work friendship leads to a pleasant working environment defined within the job context. When coworkers become friends, the benefits are immense since teamwork is achieved, leading to improved employee performance (Burkus, 2017). Librarians who are not married but with a complete job may have difficulty finding a life partner, thus feeling frustrated, leading to an imbalance in work and personal life (Blankenship & Hollingsworth, 2009). Friends are suitable for employees' health since friends help an employee celebrate and offer support in good and bad times. Friends prevent employees from being lonely, thus giving a sense of belonging and purpose, boosting happiness, reducing stress, and promoting self-confidence.

Every employee intends to achieve a work-life balance that promotes physical and mental wellness; work and family take up a more significant part of employee life; however, hobbies are forgotten and at times seen as a luxury (Murthy & Guthrie, 2012). Employees who have hobbies have reduced stress. Thus, the risk of burnout is minimal; hobbies promote social life and good communication. Hobbies boost creativity which in turn improves knowledge and development of new skills, which

impacts work performance. Creating time to indulge in personal activity allows the mind to reset from work activities (Mareque et al., 2019). Personnel hobbies can be reading, riding a bike, painting and knitting and any activity that an employee enjoys and not work-related. Hobbies enable an employee to have an open mind and rejuvenate due to an activity an employee likes leading to creativity and competition. Hobbies bring enjoyment to employees, leading to a sense of accomplishment and personal satisfaction, which spills over to other activities (Cox et al., 2017). Hobbies enable employees to grow in many ways, such as developing good management skills, good balance between work and personal responsibilities, ultimately leading to a happy life. Although finding time to engage in a hobby is complicated, employees can schedule a time to carry out a task they share a hobby with workmates, enhancing togetherness.

Health is the state of free physical, social and mental well-being (World Health Organization [WHO], 2007). Employee health is a critical issue in the workplace since it directly relates to human labor, which is the most expensive asset in an organization. Employee health comprises physical comfort and nourishment, stable mental state, social well-being and a conducive environment. Employees currently are faced with chronic diseases due to changes from the labor-intensive in the industrial age to the current knowledge-based economy coupled with technology controlled lifestyle, which promotes physical inactivity and unhealthy eating habits. Therefore, employee's health status affect organizations directly, especially those who are sickly tend to be away from work seeking medical attention (Lee, 2019).

Current contemporary society, workplaces are the key sources of health issues for employees due to sedentary work style, work-life imbalance and job demands. Employees spend a significant time at work in a passive position, leading to health

issues such as overweight and obese, leading to poor physical health, making employees not perform optimally (Adisa et al., 2019). In addition, employees may face mental issues while at work, leading to stress, anxiety, and depression, making an employee be absent seeking medical attention or on sick off or perform poorly at work. Thus, the workplace can be a significant source of health problems for employees (Jayasingam et al., 2021). The general external work and non-work environment should be free from harmful and irritant toxins. The internal environment at work and home require good air quality, suitable temperature, good artificial and natural lighting, which promotes the four main senses of employees ranging from sight, aural, thermal and smell, and the entire body system.

A healthy work and home environment make an employee produce healthy performance in the workplace and private life. Social connection between coworkers promotes workers social bond and interpersonal relationship, which encourages workflow communication leading to increased work feedback, reduced work conflicts and increased motivation among employees (Caesens et al., 2014). An employee with long term illness affects the performance of other employees around him or her because when the employee is out of work, another employee must carry out his or her duties. Therefore, employers provide health insurance covers to workers to seek medical attention so as to counter diminishing productivity. Besides, an employer can also offer health and fitness perks like workplace gyms and holistic clubs to promote employees' health. The provision of such services by the employer makes employees feel secure in the present and future; thus, focused on work. In addition, medical insurance provision makes employees feel appreciated; therefore, work morale is boosted, leading to employee loyalty and improved performance (Grimani et al., 2019).

Vacation is the time spent away from work, business or at home for business or pleasure travel. Taking time off from the stresses of office work and daily routines to improve on health, motivate one, enhance personal relationships, and improve job performance. Vacation time enables employees to return to work and other personal activities refreshed with positive energy to handle what is ahead of them. Although USA residents have vacation time recognized by their government, developing countries lack such mandated vacation time and instead utilize annual leave for vacation activities. European nations enjoy 20 days of mandated leave plus 38 days of paid time off. Schulze (2017) stated that European nations are among the happiest countries globally (Harrington, 2021). Employees on vacation have a healthy body and heart; being away from work enables the employee to feel recharged and relaxed. A calm and peaceful mind leads to better decision-making, thus promoting better performance (Thomas & Lucas, 2019). Employees who go on vacation have a healthy lifestyle, more relaxed and receptive to work duties (Bloom, 2012).

Burnout is stress-related to work, mainly emotional exhaustion that pertains to reduced work accomplishment and personal identity (WHO, 2007). Employees spend much time at work thus the work they concentrate on so much defines their existence, leading to a lack of separation between personal life and professional life (Moss, 2019). In modern society, people least participate in religious and social activities; instead, people turn to the workplace as a source of purpose in their lives which may pose health issues for employees and organizations (Thompson, 2019). The long term effect of employee burnout leads to insomnia, sadness, irritability, heart disease, hypertension and fatigue. Work is a source of burnout which further leads to health problems and ultimately poor performance by employees. A well-designed vacation policy is ideal for enabling employees to take a vacation to avoid employee burnout.

The holiday allows an employee to feel less stress and fewer instances of depression. The general impact of an employee taking a break has long-lasting effects on employee well-being which promotes the perception of a well-lived life. Studies show happy and healthy employee leads to excellent performance (Leornard, 2013). Employees, while on vacation, have the temptation to check work emails and think of work; thus, employees may not fully have personal time. Vacationing employee have a healthy life, besides being away from work make employees feel recharged. They are thus more receptive towards work and show more focus. A calm and peaceful mind is better at decision making and can do more work in a shorter time (Thomas & Lucas, 2019).

## 2.7 Community responsibilities and performance in the workplace

Employees are social people who belong to the community they reside in, community activities belong to the community. Community activities include participating in donation activities and neighborhoods group activities that help employees improve their social well-being, mental health, reduce anxiety, and long life. Community activities make local residence own their actions leading to an informed society with improved health, public environment and reduced poverty (Davies et al., 2022). Community responsibilities are obligations of a person to the community, aspects such as cooperation, participation and respect are fundamental when undertaking community shared interests and work. Each person is a member of a larger community composed of the family, tribe, village, City, County, state and country (Soha et al., 2016). Community work involves one person or a group of people to benefit the entire community with no pay. The beneficiaries of community work

range from children, people are living with disabilities and the less privileged, and senior citizens and the entire community.

Employee performance is highly motivated by social belonging (Erdil & Ertosun, 2011). Employees who engage in community service do it at the local level, depending on the nature of work and the target population. The primary purpose of community work is to help members of society improve their well-being. Community work derives some benefits from giving employees a way to help others and the entire community, enhancing employee resume and creating a new network with new friends. The ultimate gain of community work is personal growth and work experience and the opportunity to learn more about specific community work (Tuwai et al., 2015).

Globally, library staffs are part of the community where they live and work and engage in various community activities such as training the local business community on how to access business information in their local libraries and utilize the same information to improve their business activities. Community groups engage in cleaning activities within their area of residence and the nearest markets and towns. University library staff is once called upon to take part in cleaning activities to promote a clean environment that is vital to community health, thus promoting healthier societies (Every Library, 2019).

University library staff members of the community attend religious and related activities scheduled for different days of the week (Hudson, 2020). In addition, churches carry out concert activities for their youth thus selecting the right band to be invited is a task that requires time which at times may call for members of the congregation to volunteer in activities that may take days to plan to make the day a

success (Sirgy, 2021). Planning and organizing for community bible study events mean that the event organizers must have time to invite community members by using various modes of communication such as word of mouth, flyers and posters and public announcements in public places. The organizers of such events are community members who are working in different organizations librarians include. To execute such events calls for members to spare time and energy and be away from their work stations which may affect work performance.

Churches celebrate anniversaries, allowing church members to bring together the entire congregation from the past to the present to reflect what God has done for the church since its inception (Mitchell, 2019). Outreach events for the church involve hosting a community meal on days such as thanks giving day, Christmas day, and Easter weekend; the congregation have the freedom to invite community members to share a meal. Planning for such activities calls for extra time for the planners who have other essential engagements in the work place. Employees engaged in church activities tend to seek time off to undertake church activities, which may negatively impact their workplace performance (Hafeez et al., 2019). Around the world, book donation organizations aid in addressing the shortage of books in African universities so that library users may get a chance to learn. University libraries further aid in donating books and bibles to the community through local churches, small libraries, youth clubs, churches and public primary schools (Sawahel, 2019).

Primary schools within the librarian's locality organize book harvesting activities to receive books donation to build their library collection; library staff donate any reading materials and mobilize for more book donations (Ayers, 2006). Librarians also participate in charitable activities in the community, like donating money and household items to the needy and the elderly. Such actions are time-consuming, which

49

may affect the performance of librarians in the workplace. Too much community work interferes with workplace performance (Ockenden, 2016). University library staff organizes workshops and seminars to train teacher librarians and librarians from surrounding schools and colleges to access, use and disseminate information to their library patrons. Such conferences boost teachers' confidence as they carry out their teaching activities, leading to lively class interaction. The university librarians engaged in such activities can perform well in their respective libraries (Book Aid International, 2020).

The empirical review looked at related studies on work-life balance and employee performance based on themes derived from the study's objectives. The available literature focuses on the influence of work-life balance and employee performance, job satisfaction, motivation, and employee productivity in the corporate and banking industry. However, the literature reviewed on Kenyan universities talks of work-life balance and performance among university staff and faculty members (Murithi, 2017; Kasau, 2017; Ruto, 2017; Mungania, 2017) thus addressing work-life balance influence balance on library staff performance in academic libraries. Therefore, this study seeks to find out work functions, family, personal, and community activities affect library staff performance in university libraries in Meru County.

## 2.8 Theoretical Frameworks

The theoretical framework is the plan for the entire study, which informs and supports the research idea that provides a reference frame for the study (Grant , 2014). The importance of a theoretical framework is to guide the entire research process based on existing theories. The main theories of this study are border theory, social theory, compensation theory, spillover theory and segmentation.

Border theory is a cognitive theory of social grouping based on meaning employees attach to home and work domains about the ease of transitioning between roles (Zerubavel, 1991). Work-family border theory is devoted to work and family to achieve work-family balance, meaning employees get satisfaction and function well in two areas, mainly work and family. Border theory looks at employees who live in different domains: family and work; the two disciplines have borders of work and family, which act as a bridge to the main spheres of life: work and family (Karassvidou & Glaveli, 2015). The border between family and work, when maintained, brings about the desired balance of work life. Physical, temporary and psychological boundaries define the beginning of the end of work and family. Weak borders bring about work-family conflict because an employee has no difference between home and work obligations. At the same time, firm boundaries lead to work and family segmentation with fewer conflicts in the two domains (Clark, 2000).

The border between family and work domain refers to border crossers that can be dominant or minor to either discipline. A dominant participant means that an employee has internalized the culture of the field with competence in handling work and family responsibilities distinctively. In contrast, a minor participant may lack the competence to handle conflicts that arise from work and home domains (Beigi, 2018). Employees who identify with work and family show commitment and excellence leading to great motivation to manage the main borders. Employees who lose identification in the boundaries feel frustrated, which may compromise the work and family domain, affecting performance on either of the parts (Allen et al., 2015). The work and family domain require border crossers to co-exist as well as function well in each sphere. Employees need border keepers at work, mainly their supervisors and in

the family, who are primarily spouses, who ensure that border crossing is controlled, leading to good performance in the two domains.

The study of work-life balance border theory is relatively a new study area because many past studies aren't available for review (Xianyu & Lambert, 2006). However, the tasks generally indicated the value of a family-friendly culture in attaining a work-family balance. Empirical studies further suggest that the main variables of border theory are border strength permeability and central participation with a scarcity of research output. For employees to achieve work-family balance contextual and individual factors play a crucial role as it gives an employee coping strategy to balance work and family obligations (Clark, 2000).

The application of border theory on work-family conflict includes aspects such as employees who work at home. Working at home reduces the competition that comes up with time to prepare and get to work. Working at home can be challenging when work and home demands happen simultaneously (Ashforth et al., 2000). Working at home has its benefits, such as it allows an employee to have more time at home with loved ones. Family members can sometimes work in the same site or even work for the same employer, meaning that work-family matters get tangled. Being successful and failing in the two domains is almost inseparable. Family member working in the same site can achieve work and family balance since the family member is aware of work demands. Still, it can also blur work-family borders, thus affecting employee performance (Moen & Sweet, 2004).

Compensation Theory looks at the proposition that employees try to make up for insufficiencies in one area of life by compensating in another form. An illustration of compensation theory is an employee may be or having a rough time at work and may

look for a positive experience at home, with friends and in the community (Xianyu & Lamber, 2006). An employee puts efforts to prevent unfavorable expertise in one area by increasing pleasant experience in another field. Demonstrated best when an employee is unsatisfied with work, which gives much concentration to family, personal or community activities (Edwards & Rothbard, 2005). In contrast, devoting much time to work and personal life means that an employee compensates for bad experiences in social life. (Guest, 2002) proposed that compensation is two-folded, that's reactive and supplemental. Reactive compensation bad work experience is compensated for in positive personal life, family and positive activities that bring pleasure and satisfaction.

Compensation theory brings out the gratification and satisfaction of employee life at work and outside the work domain. Therefore, employees who feel that the workplace is favorable may devote most of their time to work, thus improving or even meeting their set performance targets. In contrast, employees who feel the work environment is not favorable lead to decreased work output. This affects their work performance since much of the effort is focused on other satisfying activities such as personal hobbies, more time for family and community activities which boosts the employee status in the community (Bello & Tanko, 2020).

Spillover theory is concerned with how work and family function together (Young & Kleiner, 1992). Competences acquired in one role affect another role, whether positively or negatively for example, a positive experience felt in the family, positively affect other functions such as work, personal life and community life and vice versa to a negative experience (Morris & Madsen, 2007). Employees transfer skills, emotions, and behaviors in their different life domains to other life domains.

Spillover theory looks at the impact of work and home obligations and the transfer of emotions from work to other spheres of life such as home, life and community domains. Although spillover theory is mainly about well-being from one part to the other, this state of well-being could be positive or negative. Although the focus on spillover theory has been on the negative spillovers, research studies have shown that positive spillover is equally possible (Greenhaus & Powell, 2006).

Spillover is about the incompatibility of work-life domains; there are instances where the fields enrich each other. For example, involvement at work or home is influenced by understanding, knowledge, and skills, meaning that positive virtues positively affect life domains. Positive life spillovers from work, home, personal, and community environments may lead to positive results at work, leading to improved work performance, which translates to better living and enhanced personal life and community activities (Frone, 2003). On the other hand, damaging spillover affects employees at work by causing dissatisfaction in the job, affecting relationships with coworkers and supervisors, leading to poor performance. In other domains of life, damaging spillover leads to poor relations with family members resulting in family conflicts in personal life, it may lead to reduced morale to participate in personal development, facilitate social interaction, and participate in community activities (Rincy & Natarajan, 2014).

Tajfel and Turner (1979) came up with social theory thus it is not a new theory in psychological research but unique in work-life balance with limited research. The approach is relevant in explaining individual behavior regarding work-life balance; individuals react to different contexts at a personal, family, and community level, which are the primary domains of work-life balance. The fundamental aspect of social

theory is the social category to which an individual belongs in the community. Community structures and organizations comprise of roles and relationships individuals in the community function. People hold multiple roles ranging from being an employee in the workplace, being a partner or spouse at home/family, being a friend, an activist, a sportsman, or volunteering in the community (Ramirez, 1989).

Employees hold multiple roles, which are ranked hierarchically depending on the importance of the position. In non-work domains, entities start with personal, family, relatives, friends, and eventually interests groups in the community. The family identity embeds other entities, more so community identities, since every family member's identities differs from each individual (Ashforth et al., 2000). For instance, a manager or employee who has work overload may not have enough time to spend with family while at home. As a result, he/she may think about work and other personal and community roles; thus, his/her thoughts run away from work, and other entities prevail. This situation where conflicting roles and identities stay does not bring any good to the concerned parties, which eventually influence performance and personal well-being and work-life balance.

## 2.9 Conceptual Framework

This section sets out the study's conceptual framework. The conceptual framework is the structure used to explain the natural progression of research work. A conceptual framework links concepts, empirical research and the theories related to the study. The diagrammatical representation of conceptual framework showed how ideas flow and relate to one another (Grant & Osanloo, 2014). The conceptual framework enabled the researcher to identify and understand the concept under study and give sufficient ground to create a firm structure for the task (Mensah et al., 2020). The independent and the dependent variables of the research highlighted in the conceptual

framework. In this study, the dependent variable is performance, while the independent variable is work-life balance: Family responsibilities, personal responsibilities and community responsibilities.

**Figure 2. 1**

*Conceptual Framework*

## Work Responsibilities

Circulation Services, Acquisition

Classification and cataloguing

Stack Management

Reference Services

## Family Responsibilities

Child Care          Elderly Care

Shopping

Home management

## Personal Responsibilities

Friends                Hobbies

Health                 Vacation

## Community Responsibilities

Church Activities

Workshops and Training

CSR: Clean up

Visitations (Elderly, sick, children homes and the physically challenged

## Employee Performance

Communication skills

Absenteeism

Disciplinary Issues

Team work

Peer relationship

Punctuality

Meet job targets

**Independent Variable**                                    **Dependent**

**Variable**

The dependent variable is employee performance of university library staff which is influenced by variables such as work responsibilities which are core to university library staff; work responsibilities are measured after a specified period which determines how an employee has performed. Family responsibilities core to the library staff, any good and bad deed happening in the family domain affect librarians' performance positively or negatively. Personal responsibilities of university library staff range from having time for friends and the ability to enjoy personal hobbies and have time for vacation and ultimately take care of emotional health. Library staffs work in a community whereby communal activities call for participation, requiring that library employees take part.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Introduction

The chapter addressed the research methodology that was used to collect data for the study. It cover the location of the study, research design, target population, sampling technique, sample size, instruments and procedure of data collection and data analysis, and finally, ethical considerations.

## 3.2 Location of the Study

The location of the study is the specific area from which data is collected purposely for analysis and interpretation to support the study's objectives. The study was located in Meru County, Kenya. Meru County is one of the 47 counties in Kenya located in the prior Eastern Province. Meru County is an educational center for the Northeast of Kenya. The government of Kenya realizes that quality education is the pillar of national development, for it is through education that the nation obtains skilled manpower to serve in various sector in the nation's economy.

It is through quality education Kenya will be able to create a strong and competitive economy which can effectively cope with the challenges of development and which can also easily and confidently adapt to the changing market and technological conditions in the region and global economy. The four universities, namely Kenya Methodist University, the Meru University of Science of Technology, Mt. Kenya University and Chuka University-Igembe Campus, are located within Meru County. The universities offer higher education to the people residing within Meru and surrounding counties as well as employment to national and international residents.

## 3.3 Research Design

Research design is the approach used to conduct a study with a plan to meet the objectives using data collection tools, data interpretation and discussion of the study's findings. Research design is the conceptual structure within which research is conducted (Kombo & Tromp, 2006). This study adopted a descriptive survey method of collecting information by administering a questionnaire to the population under study (Sharma et al., 2014). The descriptive research design involves using a range of qualitative and quantitative research methods to collect data that aids in accurately describing a research problem.

As a result, the study looked at the influence of work-life balance on the performance of university library staff in Meru County. Library staff performance is affected by work, family, personal and community responsibilities. Past studies by Sturges and Guest (2004) explored the relationship between work/life balance, work and non-work conflicts; an hour's worked and organizational commitment among a sample of graduates in the early years of their career.

The descriptive research design and questionnaires used to collect data from respondents. Amusa et al. (2013) investigated the work environments and performance of librarians working in public universities in southwest Nigeria using survey research where questionnaires was used to elicit information from the sample population. Past studies by Munyiva (2014) used descriptive research design to look at work-life balance and employee performance of the Kenya ports authority-Mombasa County. Oyiolo (2018) carried out a study of work-life balance on the performance of employees at Erubi Engineering services and supplies limited where descriptive survey with the use of questionnaires to collect data from the sample

population with the adoption of descriptive statistics to analyze data. Ndombi et al. (2018) studied work-life balance practices and employee performance in telecommunication firms in Eldoret Town, Kenya.

## 3.4 Target Population

A target population is a group of elements with similar characteristics related to the study. The people targeted were university library staff from four university libraries in Meru County: Meru University of Science and Technology, Kenya Methodist University, Chuka University- Igembe Campus, and Mt. Kenya University-Meru campus. The four (4) universities have been accredited to undertake university education in Kenya by Commission for University Education. University libraries support the teaching, research and community service roles of the parent institution. The total population was thirty eight (38) university library staff from the four universities. The selected university libraries provided valuable information related to the objectives of the study. Library staff works in university libraries to support teaching, aid in research output activities and carry out community activities. They further identify, select, organize, process and provide access to information materials in print and electronic format to students, faculty and non-faculty members (Ibegbulam & Eze, 2016).

**Table 3.1**

*Target Population*

| University | Library Staff | Total |
|---|---|---|
| Kenya Methodist University | 8 | 8 |
| Meru University of Science and Technology | 26 | 26 |
| Mt. Kenya University-Meru Campus | 3 | 3 |
| Chuka University-Igembe Campus | 1 | 1 |
| Total | 38 | 38 |

## 3.5 Sampling Procedure and Sample

Sampling is the procedure a researcher uses to gather people, places or things to study. It is the process of selecting several individuals from a population that contain elements representative of the population characteristics of the entire group (Kombo & Tromp, 2006). Census is a method where all members of the identified population are analyzed so as to provide in-depth information about the topic under study with more accurate and reliable conclusions. However, it's an expensive data collection method primarily in large population size, which requires time and workforce. In this study, the Census method was used where the sample size comprised all library staff of the four universities who were thirty-eight (38).

## 3.6 Instrumentation

Research instruments include the use of questionnaires (Mugenda, 2008). The study used mixed methods research. Quantitative data was obtained by asking specific questions while qualitative data was collected by seeking the views of participants by

asking broad questions. The study adopted the use of questionnaire as the primary data collection method. In addition, a self-administering questionnaire was used to collect data from university library staff from the two universities. A questionnaire is a research instrument used to gather data over a large sample. A questionnaire was used to collect data. The tool was divided into five sections: Section one: background information, section two: work functions and responsibilities, section three: family responsibilities, section four: personal responsibilities, section five: community responsibilities. The sections stated ware based on the objectives of the study. Closed-ended questions based on the Likert scale were used. The Likert scale combines the attitudes towards different aspect into an overall indicator (Kumar & Minz, 2014). See appendix II.

A questionnaire is quick, cheaper and does not show the identity of the respondent. Furthermore, questionnaires are suitable for collecting data from a literate population since the level of understanding concepts is higher, thus minor clarification of questions. Respondents give feedback at their speed, and the questionnaires are standardized, thus promoting uniformity during administration. The setback of using questionnaires is that the response rate can be low, with no opportunity to seek further information on answers given.

### 3.7 Reliability of Research Instruments

Reliability is the process of ensuring the steadiness of the research instruments. This means that the tools can give the same consistent results and can be repeated in similar conditions, and the same results are achieved. The goal of reliability is to minimize errors and biases in the study. Reliability in quantitative research is mainly related to the internal consistency of the research instruments. Some of the factors that

61

affect the reliability of research instruments include the wording used in the research instruments. The Cronbach alpha coefficient should be above 0.7 to 1; if the coefficient is below 0.7, the results show a problem with the reliability of the instruments in articulating the objectives (Mugenda, 2008).

## 3.8 Validity of Research Instruments

The validity of a test is a measure of how well a test measures what it is supposed to measure. Validity is assessed for research design and measurement instruments (Flick, 2015). This study used a questionnaire the results obtained measured whether work-life balance influences the performance of university library staff. The study considered content and criterion type of validity. The content validity was achieved by ensuring that the questions asked in the questionnaire relate to the work-life balance and performance of university library staff in Meru County. The criterion validity was achieved when the study's results was compared to previous studies concerning work-life balance and. To ensure construct validity was achieved the questionnaire was divided into several sections to ensure each section assesses information for each objective which ties with conceptual framework (Crowther & Lancaster, 2012).

## 3.9 Pretesting of Research Instruments

Before the main study was conducted, the researcher pre-tested the tools to ensure they was validity and reliability. The pretesting was conducted at Chuka University-Main Campus, a public university located in Tharaka Nithi County. Chuka University library is operated by University library staff who serve students, teaching and non-teaching staff. Pretesting was conducted on a small scale consisting of four (4) university library staff with similar characteristics with the actual study population

faced with work-life balance and work performance. The four (4) sampled for pretesting represented 10% of the sample population which is adequate for conducting pilot study. The pretesting of questionnaires enabled the researcher to identify errors, any omission and grammatical errors, which gave room for correction before the actual administration of the research instrument.

## 3.10 Data Collection Procedures

This section outlined the data collection procedures which were used to collect data from the respondents. The researcher sought permission from the Kenya Methodist University post-graduate department where the researcher is a student, Meru University of Science and Technology-Library, Mt. Kenya University-Meru Campus and Chuka University-Igembe Campus where the study was to be carried out. A research permit was sought and given by National Commission for Science Technology and Innovation (NACOSTI).

The researcher visited the university libraries of the four universities to seek authorization from the university librarians. Once the authority to carry out the research was granted, the researcher issued the questionnaires to the target population. First, the researcher introduced herself and the purpose of the meeting; this was done through the presentation of the introduction letter, informing the respondents that the process of answering the questionnaire is voluntary. Then, the researcher gave the respondent time to fill the questionnaire at that moment of administration; in cases where the respondents had no time, they were given time to fill the questionnaire, which was picked after a few days. The researcher ensured that all the parts of the questionnaire had been filled and then picked and stored safely for analysis.

## 3.11 Data Analysis and Procedures

Data analysis methods are procedures that are used to manipulate data that allows the researcher to answer research questions. The researcher used quantitative data analysis method to analyze data collected through questionnaires (Lee, 2019). A completed questionnaire was analyzed using statistical package for social sciences (SPSS Version 25); the program helped the researcher generate descriptive and statistical data from the questionnaires. The questionnaires were coded to allow data to be input into the SPSS software. The software created frequencies, percentages, bar graphs, charts, and tables, generating a mean score, which is the arithmetic average of the data and standard deviation measurement of data distribution about a mean value.

## 3.12 Analytical Model

The study used multiple linear regression models that use explanatory variables to envisage the result of the response variable. Multiple linear regressions model the linear relationship between the independent and dependent variable (Kumari & Yadav, 2018). Regression analysis is a traditional statistical method that allowed the researcher to test the relationship between the variables under study. The regression analysis method enabled the researchers to know which factors were essential in research and the less critical factors influencing each other (Kombo & Tromp, 2006).

There are four independent variables, and the multiple regression models assume the following equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

The model represents the relationship between dependent variable (**Y**) Employee performance and independent variables (**X**) Work functions and responsibilities, family responsibilities, personal responsibilities and community responsibilities.

Where:

$\beta_0$      =Constant

$X_1$      = Work functions

$X_2$      = Family responsibilities

$X_3$      = Personal responsibilities

$X_4$      = Community responsibilities

$\beta_1 - \beta_4$ =Co-efficient which influence the variables

$\varepsilon$      =Error term

Y is employee performance which is the dependent variable as seen in the conceptual framework, while $X_{1,=}$work responsibilities, $X_2$ = family responsibilities, $X_3$ = personal responsibilities, $X_4$= community responsibilities are the independent variables. $\beta_0$is a constant, $\beta_1, \beta_2, \beta_3, \beta_4,$ are the regression coefficients of the variables $X_1$ to $X_4$, $\varepsilon$ is the error term.

Testing the assumptions of regression analysis included normality test, which was used to determine if a sample data is drawn from the normally distributed population. The linearity test determined the relationship between independent and dependent variables if it is linear or not. Heteroskedasticity is a linear regression model assumes that the error terms are distributed normally. Autocorrelation test is observation based that looked at the relationship of different points in time, creating a pattern over time. Multicollinearity occurs in when one predictor variable in multiple regressions can be linearly predicted of other variables with a high chance of accuracy (Kombo &

Tromp, 2006). This study adopted normality to test the assumptions of regression using the SPSS package.

Qualitative data was analyzed thematically which involved reading through data set to identify patterns in meanings across the data. Thematic analysis is flexible approach to qualitative analysis that enables researcher generate new insights and concepts derived from data. The analysis helped determine the relationship between work-life balance and employee performance of university library staff in Meru County-Kenya.

## 3.12 Ethical Considerations of the Study

Many universities have come up with guidelines for guiding ethical research; for example, in Australia, all universities have adopted and followed ethical guidelines for all human intervention which were developed by National Health and Medical Council, which applies to all research. Other associations have published code of ethics to guide research, such as the American Sociological Association, The American Educational Research Associations code. Haradhan (2018) stated that ethical issues come up in almost all the stages of research ranging from identifying a research topic, developing the purpose of the statement, formulating research questions, data collection, and analysis to give the findings of the study. Several authors have pointed out ethical issues: plagiarism, informed consent, confidentiality, anonymity, data protection, and integrity (Cresswell, 2016). The researcher adhered to the following ethical issues:

Informed consent: the researcher informed the respondents the purpose of the study and sought their permission before administering the questionnaire. The researcher further stated to the respondent that it's voluntary to fill in the questionnaire. The

respondents in this study were university librarians from four university libraries in Meru County.

Confidentiality and anonymity of the respondents, to uphold the anonymity and privacy of the respondents, the respondents were not asked to fill in their names in the questionnaires. The data obtained from the respondents was treated with the utmost discretion, and the data collected was used for academic purposes.

For data integrity, the researcher ensured that the inviolability of data is maintained during data collection and analysis. The researcher ensured that information collected was not be interfered with, and data was collected from identified respondents, after data has been collected, it was kept safely.

Plagiarism: this is the use of an author's work without giving credit to the source. Plagiarism is a problem experienced in research; thus, to avoid plagiarism, the researcher acknowledged any work or ideas used in coming up with the study. To acknowledge other authors work, the researcher used in-text citation and compiled a list of references according to American Psychological Association 7th edition guidelines.

# CHAPTER FOUR

# RESULTS AND DISCUSSION

## 4.1 Introduction

This chapter presented results of the various analyses based on the survey data. The results focused on the main components of work-life balance that included work responsibilities, family responsibilities, personal responsibilities, community responsibilities and performance of university library staff in Meru County. The chapter started by reporting on response rate, the respondents' demographic data, followed by sections on study variables; work responsibilities, family responsibilities, personal responsibilities and community responsibilities. The data was analyzed using the Statistical Package for Social Sciences (SPSS version 25).

## 4.2 Reliability Statistics

Reliability test was conducted to check if all constructs of the study was measuring the same thing. Therefore, sturdiness of the questionnaire utilizing Cronbach's Alpha was adopted to evaluate the internal consistency of the instrument and the results are as presented in Table 4.1

**Table 4.1**

*Reliability Statistics*

| Variable | Number of Items | Cronbach's Alpha |
|---|---|---|
| Work responsibilities and work performance | 10 | .905 |
| Family Responsibilities and Work Performance | 9 | .845 |
| Personal Responsibilities and Work Performance | 11 | .621 |
| Community Responsibilities and work performance | 10 | .852 |

The Cronbach's Alpha coefficient value of the constructs were above 0.621 as indicated in form Table 4.1 which implied the data collection instruments used was reliable. Cronbach alpha (α) coefficient of 0.5 and above is described as dependable and satisfactory as recommended by Abbot and McKinney (2013) who stated that Cronbach's alpha value of 0.5 and above implies an acceptable measure of internal consistency. Therefore, the items making up the scales in the questionnaire were regarded credible for statistical analysis.

## 4.3 Response Rate

A total of thirty eight (38) questionnaires were distributed to 38 university library staff in Meru County, out of the thirty eight (38) questionnaires administered 27 (71%) were returned. This return rate was considered acceptable for this study. Mugenda and Mugenda (2003) recommend a 70% threshold on questionnaire return rate since 100% return rate is somehow unlikely.

Table 4.2 gives a summary of respondents background information ranging from gender, level of education, and number of years worked and marital status.

*Table 4.2*

*Background Information of Respondents*

| Variable | Level | Frequency | Percent |
|---|---|---|---|
| Gender | Male | 12 | 44.4 |
| | Female | 15 | 55.6 |
| | Total | 27 | 100 |
| Level of Education | PhD | 1 | 3.7 |
| | Masters | 5 | 18.5 |
| | Undergraduate | 12 | 44.4 |
| | Diploma | 9 | 33.3 |
| | Total | 27 | 100 |
| Number of years worked | Less than 1 year | 3 | 11.1 |
| | 1-5 years | 6 | 22.2 |
| | 6-10 years | 12 | 44.4 |
| | 11-15 years | 3 | 11.1 |
| | More than 15 years | 3 | 11.1 |
| | Total | 27 | 100 |
| Marital status | Single | 5 | 18.5 |
| | Married | 22 | 81.5 |
| | Total | 27 | 100 |

Descriptive statistics techniques was employed to describe the respondent's gender, education level, marital status and number of years worked. The findings from the analysis were generalized to the whole target population. The analysis in Table 4.2 shows that the participation of males N=12 (44.4%) and females N=15 (55.6%) the survey represented a fairly gender distribution. This lead to balanced opinions from both genders of thus reducing skewness and biasness in the responses. It's evident from the respondents that women are the majority in the library profession and they are mainly concerned with family responsibilities as stated by a study conducted by (Mars, 2018) on gender demographics and perception in Librarianship.

Almost half of the university library staff are degree holders (N=12, 44.4%) followed by diploma holders (N=9, 33.3%). Staff with post graduate qualifications, particularly, Masters were (N=5, 18.5%) and PhD was one (N=1, 3.7%). This type of academic distribution among library staff is recommendable; it ensured there is sufficient workforce capacity for driving the university libraries to its set goals as stated by (Onwudinjo et al., 2015). Academic qualification of the respondent is important it shows there was objectivity from respondents. University library staffs with diverse academic background are able to balance their work and non-work responsibilities, further cooperation from fellow employees and support from library managers boost work performance and balance of life (Samanta, 2021).

Majority of library staff in university libraries in Meru County have worked for more than six (6) years. 6-10 years (44.4%) followed by library staff who have worked for less than five (5) years. Respondents who had worked for more than fifteen (15) years recorded (11.1%). This implies that the data collected was credible and dependable since most of the respondents who participated had good work experience and an understanding of the topic under study. This contributed objectively to the study

hence promoting ideal work-life balance which influences job satisfaction, higher retention of staff and increased job performance (Prasad et al., 2019).

Majority of the respondents in the study were married (N=22, 81.5%) while (N=5, 18.5%) were single. The findings showed that the university libraries in Meru County had staff with family responsibilities which align to study variable: work family responsibilities. The marital status of the respondents supports the work-family border theory which is devoted to work and family to achieve work-family balance, meaning employees get satisfaction and function well in two areas:- mainly work and family. Border theory looked at employees who live in different domains: family and work; the two disciplines have borders of work and family, which act as a bridge to the main spheres of life: work and family (Karassvidou & Glaveli, 2015). Descriptive statistics results for the study variables are provided in this section. The specific descriptive statistics included frequency, percentage, mean and standard deviation.

## 4.4 Work responsibilities and work performance

Respondents were asked to determine the extent to which work responsibilities affect work performance of university library staff. The respondents were asked to rate the circulation services, acquisition of information materials, classification and cataloging of information resources, references services, digital and audio visual services, support to postgraduate students, institutional repository management and stack management in a scale where very small extent (1), small extent (2), moderate extent (3), large extent (4) and very large extent (5). As shown in Table 4.3.

**Table 4.3**

*Work responsibilities on work performance*

| Measurement Items (N= 27) | Very Small Extent | Small Extent | Moderate Extent | Large Extent | Very Large Extent | Count | Mean | Std Dev. |
|---|---|---|---|---|---|---|---|---|
| Acquisition of information materials | (18) 7% | (5) 9% | (3) 10% | (1) % | (0) 0% | 27 | 4.481 | 4.036 |
| Classification and cataloguing of information materials | (16)59% | (5) 9% | (3) 11% | (2) % | (1) 4% | 27 | 4.222 | 3.858 |
| Management of library systems | (16) 9% | (4) 5% | (2) 7% | (4)15% | (1) 4% | 27 | 4.111 | 3.79 |
| Institutional repository management | (13)48% | (7) 6% | (4) 15% | (1) 4% | (2) 7% | 27 | 4.037 | 3.701 |
| Supporting postgraduate department | (13) 8% | (7)26% | (0) 0% | (6)22% | (1) 4% | 27 | 3.925 | 3.631 |

| Measurement Items (N= 27) | Very Small Extent | Small Extent | Moderate Extent | Large Extent | Very Large Extent | Count | Mean | Std Dev. |
|---|---|---|---|---|---|---|---|---|
| Audio-visual information services | (11) 1% | (8) 0% | (4) 15% | (2) 7% | (2) 7% | 27 | 3.888 | 3.569 |
| Circulation services | (10) 7% | (5) 9% | (7) 26% | (4) 4% | (1) 4% | 27 | 3.703 | 3.388 |
| Referral and outreach services | (10) 7% | (7) 6% | (4) 15% | (3) 1% | (3)11% | 27 | 3.666 | 3.41 |
| Digital library services | (12) 4% | (4) 5% | (3) 11% | (3) 1% | (5) 9% | 27 | 3.555 | 3.399 |
| Stack management | (9) 33% | (3) 1% | (6) 22% | (8) 0% | (1) 4% | 27 | 3.407 | 3.15 |
| Total | | | | | | | 3.900 | 0.251 |

The mean value of the work responsibilities was a high of 3.90 and low standard deviation of 0.251. The standard deviation shows low variations of the university staff's responses, thus the target population from which the sample was drawn was homogeneously distributed.

The analysis on how work responsibilities affect work performance shows that majority of library staff showed acquisition of information materials, classification and cataloguing of information materials and management of library systems affects work performance to a small extent with a mean of 4.111, . The findings conquered with studies conducted Nwokike & Unegbu (2019) and Saka & Haruna (2013) by stating that library staff manage universities learning resources on a daily basis. Acquisition, classification and cataloging of information materials are the daily work duties of a library staff thus they perform their duties well. Stack management and offering referral services to library users affects university library staff work performance as the duties are not performed on a daily basis. The main function of a university library is to assist the university carry out and meet its short and long term objectives which is summed up as teaching, learning, research and community service as agreed by (Onwudinjo et al., 2015).

The study further sought to describe university library staffs' opinions on what they would do to ensure work responsibilities doesn't conflict with family, personal and community responsibilities. Majority of university library staff indicated that they would observe good time management and having a work plan to ensure work and non-work responsibilities does not conflict while a minority stated that delegating of duties to junior staff at work . The responses are in agreement with Andriani et al. (2018) who stated that employees need to be clearly allocated work responsibilities

with time lines for better overall organizational performance. Employees experiencing stress from family and personal problems negatively affect the workplace performance (Tamunomiebi & Oyibo, 2020). Employees with professional dissatisfaction tend to be absent from work and have health issues compared to satisfied employees who stay longer in the organization with less absenteeism thus perform well in the work place (Kayvan & Movahedi, 2014).

University library staffs were further asked to give their opinion on how they would ensure family, personal and community does not conflict with work responsibilities. Majority stated that they would observe time management, plan for work and non-work activities by utilizing free time when scheduled to work in a shift, taking off days and leave days to perform non-work duties, thus the opinions are in line with a study conducted by Wadsworth et al. (2016) which stated that leave policies provided in universities for employees, including librarians to utilize to run their family, personal and community errands, and library staff can utilize such leave for vacation and other personal hobbies.

## 4.5 Family Responsibilities on Work Performance

The respondents were asked to rate the influence of family responsibilities on work performance. The respondents were asked to rate the items in a scale where very small Extent (1), small extent (2), moderate extent (3), large extent (4) and very large extent (5). The descriptive findings are shown in the Table 4.4 below.

**Table 4.4**

*Family Responsibilities on Work Performance*

| Measurement Items (N=27) | Very Small Extent | Small Extent | Moderate Extent | Large Extent | Very Large Extent | Total | Count | Mean | St. Dev |
|---|---|---|---|---|---|---|---|---|---|
| My performance at work is interrupted by family shopping activities | (21) 8% | (3) 1% | (2) 7% | (1) 4% | 0% | 100% | 27 | 4.629 | 4.172 |
| Taking care of elderly parents or grandparents makes me spend time away from work | (18) 67% | (5) 9% | (2) 7% | (2) 7% | 0% | 100% | 27 | 4.444 | 4.018 |
| Managing family daily activities generally affect my performance at work | (14) 52% | (9) 3% | (2)7% | (4) 4% | (1) % | 100% | 27 | 4.259 | 3.858 |
| Attending to family morning duties such as ensuring children get to catch the school bus on time or drop kids at schools affects my performance at work | (14)52% | (7) 6% | (3) 11% | (2) 7% | (1) % | 100% | 27 | 4.148 | 3.781 |

| Measurement Items (N=27) | Very Small Extent | Small Extent | Moderate Extent | Large Extent | Very Large Extent | Total | Count | Mean | St. Dev |
|---|---|---|---|---|---|---|---|---|---|
| I spend a lot of time in the evening ensuring that school-going children do their homework | (12)44% | (9) 3% | (2) 7% | (1) 4% | (3) 1% | 100% | 27 | 3.962 | 3.661 |
| I go to bed late in the night due to family duties which affect waking up on time in the morning which in turn affects the time I report to work | (11) 41% | (4) 5% | (9) 33% | (1) 4% | (2) 7% | 100% | 27 | 3.777 | 3.646 |
| Taking up an extra income generating activity to meet family financial obligation affects my day-to-day work activities | (9) 33% | (6) 2% | (7) 26% | (3) 1% | (2) 7% | 100% | 27 | 3.629 | 3.333 |
| I don't go to work when child care responsibilities require my attention | (6) 22% | (6) 2% | (7) 26% | (1) 4% | (7) 6% | 100% | 27 | 3.111 | 2.956 |
| When a family member falls sick, it affects my daily work routine | (5) 19% | (4) 5% | (7) 26% | (4) 5% | (7) 6% | 100% | 27 | 2.851 | 2.708 |
| Total | | | | | | | | 3.869 | 0.457 |

The analysis on family responsibilities on work performance showed a high mean value of 3.869 and standard deviation of 0.457 which indicate low variations in the respondent's scores. This is because there were no discrepancies in the characteristics of the university library staffs. The study pursued to find out the extent in which work performance is affected by family responsibilities of university library staff in Meru County.

From the analysis it's evident that university library staffs with families carry out family shopping activities, take care of elderly parents or grandparents, manage daily family activities and ensure school going children get to school on time. These activities affect their performance to a very small extent at (52%) thus they are able to carry out their work duties effectively. The findings are in contrary to study by Mirshekary (2015) which indicated that family responsibilities affect the performance of the employees of an organization, the results showed that family welfare is the main responsibility that make the employees to lose focus at the work place. Child care and sickness of family member affects work performance at (26%) hence the spillover theory come into play which is the state of well-being at the family and work front which could have a positive or negative impact in the two domains. Although the focus on spillover theory has been on the negative spillovers, research studies have shown that positive spillover is equally possible since most of family activities did not affect employee performance at work negatively (Greenhaus & Powell, 2006).

University library staffs were asked to describe other family responsibilities that affect their daily work performance at work majority of the participants dint have any other family responsibilities that affect their daily work performance. On the contrary few stated that social events and health issues affected their work performance. Work-family conflict is stress associated with employees who devote a lot of time to work,

resulting in conflict with family and social obligations. Thus, work and family roles are inversely related (Soomro et al., 2018).

An open question on how best university library are able to balance work and family responsibilities with reference to work performance was asked. Majority stated they were able to moderately and highly balance work and family responsibilities. Few university library staff would highly balance work and family responsibilities. The findings are in line with Biedma and Ramos (2017) who stated that most employees have always tried to balance their family responsibilities with job performance by trying not to carry family responsibilities to their place of work. This has ensured that the employees are focused at the work place thus able to focus on work performance. This is supported by border theory which stated that work and family domain require border crossers to co-exist as well as function well in each sphere. Employees need border keepers at work, mainly their supervisors and in the family, who are primarily spouses, who ensure that border crossing is controlled, leading to good performance in the two domains (Karassvidou & Glaveli, 2015).

University library staffs were asked to suggest ways in which they can carry out family responsibilities without compromising on work performance, from the responses majority stated proper planning of family responsibilities, time management, and delegation of duties. To promote a healthy work and family relationship, organizations may adopt tailored policies such  job sharing; flexible leave arrangements, career breaks to enable employees plan for work and family activities as encouraged by  (Carvalho et al., 2018). The ways suggested by university library staff conquers with study carried out by Barsade (2018) on family responsibilities the results showed that no man is an island thus the family has a huge

impact on work performance since whenever the employee is disturbed by family matters they will not work comfortably thus low performance.

## 4.6 Personal Responsibilities on Work Performance

The respondents were asked to rate the influence of personal responsibilities on work performance. The respondents were asked to rate the items in a scale where Very Small Extent (1), Small Extent (2), Moderate extent (3), large extent (4) and very large extent (5). The descriptive findings are shown in Table 4.5.

**Table 4.5**

*Personal Responsibilities on Work Performance*

| Measurement items (N=27) | Very Small Extent | Small Extent | Moderate Extent | Large Extent | Very Large Extent | Total | Mean | Std Dev. |
|---|---|---|---|---|---|---|---|---|
| Spending time with friends from the office enables me to work better in teamwork activities due to the excellent rapport build, thus improving on job performance | (5) 19% | (5) 19% | (4) 15% | (4)15% | (9)33% | 27 | 2.74 | 2.66 |
| Spending time with work friends promotes positive peer relations hence improved performance | (4) 15% | (3) 11% | (8) 30% | (7)26% | (5) 9% | 27 | 2.78 | 2.56 |
| Spending time with friends from outside the work environment affects my punctuality to work and performance at work | (18) 67% | (5) 19% | (2) 11% | (1) 4% | 0% | 27 | 4.48 | 4.03 |
| I spend time away from the office pursuing personal hobbies | (18) 67% | (4) 15% | (4) 15% | 0% | (1) 4% | 27 | 4.40 | 4 |
| When I fall sick, I take time off work which has an effect on performance at work | (8) 33% | (8) 30% | (5) 19% | 0% | (5) 19% | 27 | 3.59 | 3.36 |

| Measurement items (N=27) | Very Small Extent | Small Extent | Moderate Extent | Large Extent | Very Large Extent | Total | Mean | Std Dev. |
|---|---|---|---|---|---|---|---|---|
| I engage on business activities | (18)59% | (18) 31% | 0% | 0% | 0% | 26 | 4.69 | 4.18 |
| My personal hobbies conflict with what is expected of me at the workplace | (20)77% | (4) 15% | 0% | (1) 4% | (1)4% | 26 | 4.57 | 4.16 |
| I spend office hours doing personal, professional development | (14) 54% | (5) 19% | (5) 19% | (1)4% | (1)4% | 26 | 4.15 | 3.78 |
| When I fall sick, I don't perform all my work assigned duties | (9) 35% | (4) 15% | (4) 15% | (6) 23% | (3) 12% | 26 | 3.38 | 3.18 |
| Taking a vacation/holiday/leave make me improve on my performance at work | (3) 12% | (3) 12% | (5) 19% | (7) 27% | (8) 31% | 26 | 2.46 | 2.32 |
| My personal hobbies conflict with what is expected of me at the workplace | (20) 77% | (4) 15% | 0% | 4% | 4% | 26 | 4.57 | 4.16 |
| Total | | | | (1) | (2) | | 3.79 | 0.672 |

The result in Table 4.5 showed an aggregate mean value of 3.79 and standard deviation of 0.672 on personal responsibilities and work performance. This is an indication of low variations in the respondent's measurement scores therefore homogeneity of the target population. The findings indicate university library staffs who engaged in business activities such as farming, part time jobs and personal hobbies perform well in their work place since the stated activities affect their performance to a very small extent at 65%. The findings are in agreement with Mareque et al. (2019) who stated that creating time to indulge in personal activity allows the mind to reset from work activities thus improving on work performance. Staffs who take vacation and leave improve on work performance to a very large extent; the findings are in line with studies conducted by (Thomas & Lucas,2019) which indicated that a calm and peaceful mind leads to better decision-making, thus promoting better performance.

University library staffs who spend time with friends from the office work better in teamwork activities due to the excellent rapport build, thus improving on job performance. Further spending time with work friends promotes positive peer relations hence improved performance this is in agreement with (Pillemer & Rothbard,2018) who noted that friendship is central to work since companies encourage their workers to be fully present at work. The downside of work friendship is that employees may have emotional work distraction leading to conflict of work and friendship, which ultimately affects work performance. Friendship conflicts affect teamwork, leading to communication breakdown among coworkers, which contributes to low work productivity. On the flipside, friendship at work can be a remarkable aspect since it gets the job done with ease; it further promotes informal connections among employees whose paths may not have crossed (Rothbard, 2018).

University library staff opinion on how to balance work and personal responsibilities, majority stated they have a high ability to balance the two domains while few exhibited a low ability. This relates to reactive compensation theory which means bad work experience is compensated for in positive personal life, family and positive activities that bring pleasure and satisfaction which leads to improved performance in the work place (Guest, 2002). The study further sought to establish suggestions of how library staff can carry out personal responsibilities without compromising on work performance and the results showed that, majority of the respondents suggested time management, work planning, carrying out work duties at work, taking leave and off days. According to Wadsworth et al. (2016), leave policies provided in universities for employees, including librarians can be utilized run personal errands, and library staff can utilize such leave for vacation and other personal hobbies by ensuring there is proper planning for personal activities and development.

## 4.7 Community Responsibilities

The respondents were asked to rate the influence of community responsibilities on work performance. The respondents were asked to rate the items in a scale where very small extent (1), small extent (2), moderate extent (3), large extent (4) and very large extent (5). The descriptive findings are shown in Table 4.6.

**Table 4.6**

*Community Responsibilities*

| Measurement items (N=27) | Very Small Extent | Small Extent | Moderate Extent | Large Extent | Very Large Extent | Total | Mean | Std Dev |
|---|---|---|---|---|---|---|---|---|
| I take part in church activities that, at times, I ask for off/leave from work | (18) 67% | (4) 15% | (3) 11% | (1) 4% | (1) 4% | 27 | 4.373 | 3.981 |
| I participate in planning and attending community church workshops and seminars, thus taking time off from work | (17) 63% | (5) 22% | (2) 7% | (2) 7% | 0% | 27 | 4.407 | 3.981 |
| I take part in community and family activities | (9) 37% | (5) 19% | (9) 33% | (3) 7% | (1) 4% | 27 | 3.777 | 3.431 |
| I hold a leadership position in the local church I attend. | (14) 54% | (5) 19% | (5) 19% | (2) 8% | 0% | 26 | 4.192 | 3.792 |

| Measurement items (N=27) | Very Small Extent | Small Extent | Moderate Extent | Large Extent | Very Large Extent | Total | Mean | Std Dev |
|---|---|---|---|---|---|---|---|---|
| I'm a member of the community welfare association committee | (18) 67% | (4) 15% | (2) 7% | (1)4% | (2) 7% | 27 | 4.296 | 3.953 |
| I attend burial ceremonies in the community | (12) 46% | (7) 27% | (4) 15% | (1) 4% | (2) 8% | 26 | 4 | 3.668 |
| I'm a board member of my local church | (20) 77% | (2) 8% | (12) 12% | 0% | (1) 4% | 26 | 4.538 | 4.123 |
| I'm a community leader who calls for attending government meetings | (20) 77% | (4) 15% | 0% | (1) 4% | (1) 4% | 26 | 4.576 | 4.160 |
| I utilize some hours attending to community matters while in the workplace | (20) 77% | (5) 19% | 0% | 0% | (1) 4% | 26 | 4.653 | 4.206 |
| Total | | | | | | | 4.273 | 0.238 |

The results in Table 4.6 shows a high mean value of 4.273 and standard deviation of 0.238 of the measurement items measuring how work performance is affected by community responsibilities,  standard deviation value of 0.238 indicate low variations in the respondent's scores. The analysis indicated that university library staffs who utilize office hours to attend to community matters, some are community leaders who attend government meetings to discuss community issues, while some are board members at their local church thus attending board meeting. The stated activities to a small extent (77%) affect their work performance. The findings are in line with studies by Thevanes (2017) which established that employees, who engage in community activities where they work, tend not to conflict with their work place activities.

University library staff was further asked to state the extent in which they are able to balance community responsibilities with reference to work performance. Majority stated they are able to balance the two domains to a high extent while few to a moderate extent. The high extent shows that employee performance is highly motivated by social belonging (Erdil & Ertosun, 2011). The ultimate gain of community work is personal growth and work experience and the opportunity to learn more about community work (Tuwai et al., 2015).

University library staff was asked to state how they carry out community activities without compromising work performance.  Majority of the university library staff gave no suggestion but few stated that time management and taking leave or off days enable them to carry out community activities without compromising work performance. The findings are in line with studies conducted by Latapí and Davídsdóttir (2019) found out that employees working in any organization can take

part in community activities thus fulfilling their community responsibilities effectively if the organization they are working for supports community activities.

## 4.8 Performance of University Library Staff

The respondents were asked to rate the items in a scale where very small extent (1), small extent (2), moderate extent (3), large extent (4) and very large extent (5). The descriptive findings are shown in Table 4.7.

**Table 4.7**

*Performance of staff*

| Measurement Items (N=27) | Very Small Extent | Small Extent | Medium Extent | Large Extent | Very Large Extent | Count | Mean | STD Dev |
|---|---|---|---|---|---|---|---|---|
| Communications boost my job performance | (1) 4% | 0% | (2)7% | 7(22% | (18)67% | 27 | 1.518 | 1.277 |
| Most of the time, I'm absent from work attending to personal obligations which affects my performance at work | (10)70% | (8)30% | 0% | 0% | 0% | 27 | 4.737 | 4.198 |
| Most of the time, I'm absent from work attending to family obligations which affects my performance | (17)63% | (9)33% | 0% | (1) 4% | 0% | 27 | 4.556 | 4.082 |
| I'm always at work. Thus, I perform well | (4)15% | (2)7% | (5)19% | (9)37% | (7)22% | 27 | 2.556 | 2.389 |

| Measurement Items (N=27) | Very Small Extent | Small Extent | Medium Extent | Large Extent | Very Large Extent | Count | Mean | STD Dev |
|---|---|---|---|---|---|---|---|---|
| I hold no disciplinary record | (3)11% | (2)7% | (3)11% | (6)26% | 44% | 27 | 2.148 | 2.072 |
| I hold few disciplinary records | (19)73% | (2)8% | (1) 4% | (1) 4% | (3)12% | 26 | 4.269 | 3.981 |
| I participate well in communal activities which call for teamwork. Hence, I perform well | (1)4% | (5)22% | (7)26% | (5)19% | (8)30% | 27 | 2.518 | 2.309 |
| I'm not too fond of teamwork activities when performing communal activities, which affects work performance | (15)59% | (4)15% | (2)7% | (3)11% | (1)7% | 27 | 4.074 | 3.781 |
| I relate well with my peers at work which makes me work well | (1)4% | 0% | (4)15% | (8)33% | (12)48% | 27 | 1.778 | 1.515 |

| Measurement Items (N=27) | Very Small Extent | Small Extent | Medium Extent | Large Extent | Very Large Extent | Count | Mean | STD Dev |
|---|---|---|---|---|---|---|---|---|
| I lead well junior officers in my unit. | (4)15% | (4)15% | (5)22% | (5)22% | (7)26% | 27 | 2.703 | 2.553 |
| I don't have any leadership position | (15)58% | (3)12% | (4)15% | (1) 4% | (3)12% | 26 | 4.00 | 3.731 |
| I have liberty to plan how to do my job | (5)19% | (3)11% | (4)15% | (8)33% | (5)22% | 27 | 2.703 | 2.567 |
| My annual performance appraisal score is always high | (1) 4% | (2)7% | (5)19% | (8)33% | (9)37% | 27 | 2.074 | 1.845 |
| My job is very stressful | (21)78% | (3)11% | (3)11% | 0% | 0% | 27 | 4.667 | 4.189 |
| I find myself doing some job-related tasks while at home | (12)48% | (5)19% | (5)19% | (1)4% | (2)11% | 27 | 3.889 | 3.610 |
| | | | | | | | | 1.051 |
| Total | | | | | | | 3.225 | |

The results from the analysis showed an aggregate mean value of 3.225 and a standard deviation of 1.051 on Performance of University Library Staff. This indicates a high variation in the participant's response and this could perhaps be due to disparities in the staffs' opinions of how the different work factors affected each library staff. The main areas that affected most of the university library staff work performance in a very large extent include aspects such good communication in the work place, maintenance of good discipline, taking part in communal activities, positive interpersonal skills among work mates, meeting stated work targets and annual performance score improved work performance of university library staff.

Work performance of university library to a very small extent is affected by library staff being away from work attending to family, personal and community activities, being a poor teamwork player, holding no leadership position, work not being stress full and don't carry office work to the house. These findings were supported by Dixon and Sagas (2007) their study found that work-life balance and employee performances have strong positive relationship. Tiwari (2018) further on his research stated that the employees need to always have the ability to balance their personal life responsibilities with work responsibilities. This is crucial in ensuring that the employees do not forget their personal life and focus on work or focus on their personal life forgetting their work.

University library staff were further asked to rate their ability to balance work and life with reference to job performance. Majority stated they would highly balance work and life responsibilities by utilizing measures provided by their universities such as utilizing off-days, annual leave and time management. Further university library stated they would work in shifts and utilize health cover benefits as provided by their employer. Study by Wadsworth et al. (2016) state that family, medical, and leave

policies provided in universities for employees, including librarians can be utilized run their family, personal and community errands, and library staff can utilize such leave for vacation and other personal hobbies by ensuring there is proper planning for personal activities and development. The study also sought to identify suggestions on how library staff can handle work-life issues to improve the way they perform at the workplace. Majority suggested time management. Others suggested attending training, workshops and seminars and developing work plans. Few suggested taking time off duty to relax.

## 4.9 Results on Diagnostic Tests

Diagnostic tests were conducted to ensure that appropriate statistical test was applied in the analysis to avoid inaccurate estimations. The tests included normality test, linearity test, multicollinearity test, heteroscedasticity test, and auto-correlation test.

## 4.10 Normality Test

Normality testing conducted using the Shapiro-Wilk statistic. A significant result (Sig. value of less than 0.05) indicates the data is not normally distributed on dependent variable and when the sig value is greater than 0.05, is not significantly, hence normality as indicated in Table 4.8.

**Table 4.8**

*Normality Test*

| Variables | Shapiro-Wilk statistic | | |
| | Statistic | df | Sig. |
|---|---|---|---|
| Work Performance(Y) | .993 | 27 | .999 |
| Work Responsibilities | .887 | 27 | .07 |
| Personal Responsibilities | .902 | 27 | .15 |
| Community Responsibilities | .863 | 27 | .2 |
| Family Responsibilities | .918 | 27 | .35 |

The findings from normality test showed normality since all the probability values of all variables were more than 0.05.

## 4.11 Homoscedasticity Test

The variance of the residuals about predicted scores should be the same for all predicted scores test for the study to be concluded to have no problem with Homoscedasticity. The graph of Normal P-P plots below demonstrates the distribution of scores on the dependent variable, revealing that no violation of assumption of homoscedasticity.  Figure 4.1.

**Figure 4. 1** *Scatterplot of the standardized residuals*
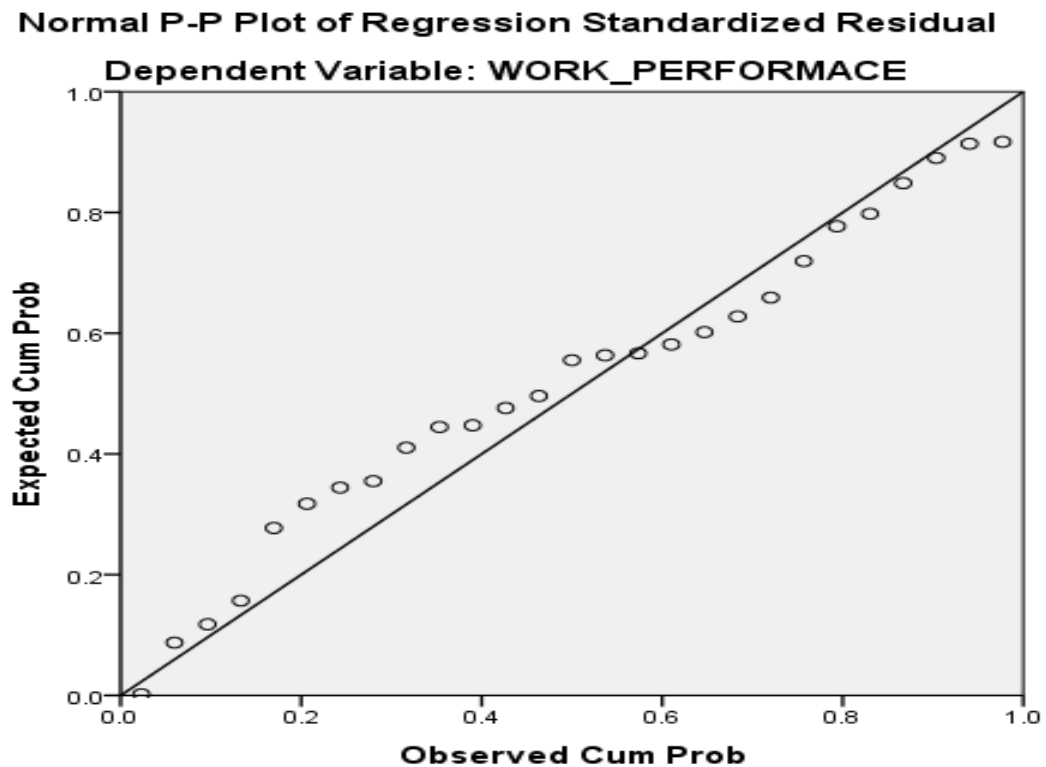


## 4.12 Linearity Test

Linearity Test was conducted using scatter plots of the standardized residuals. The findings are shown in Figure 4.2.

**Figure 4. 2**

*Scatterplot dependent: Variable Work Performance*



Scatterplot
Dependent Variable: WORK PERFORMACE
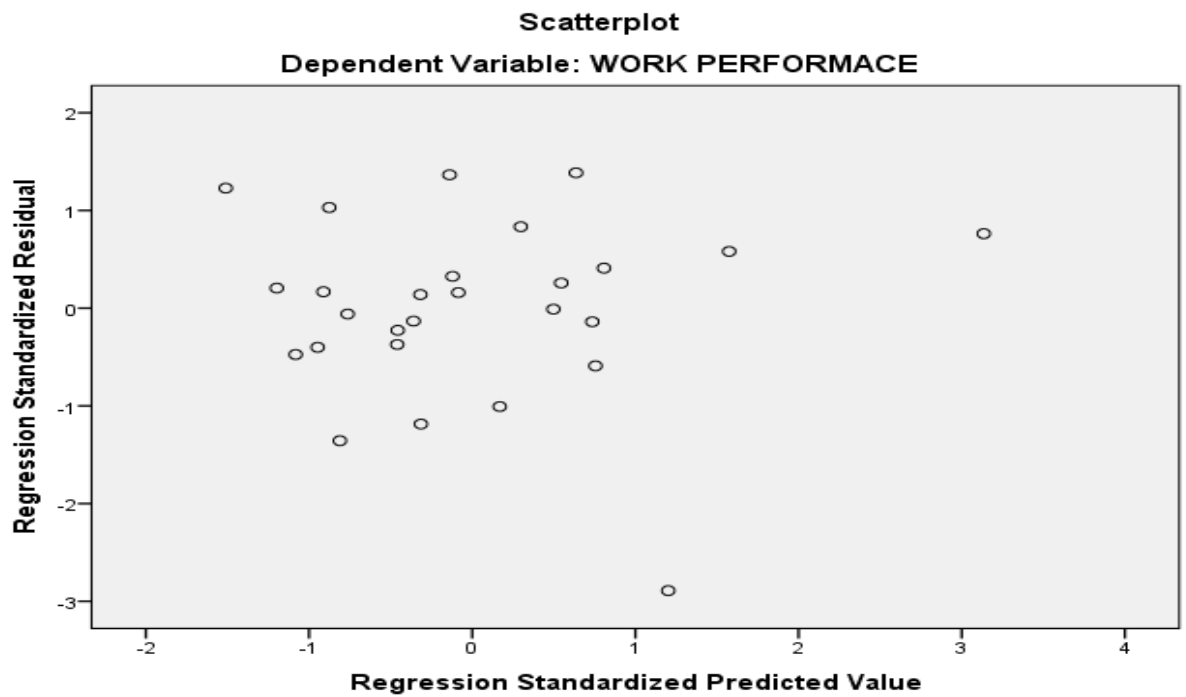
The residuals indicated a rough rectangular shape with no clear systematic distribution, with most of the scores concentrated in the center (along the 0 point). This indicates a linear relationship between the dependent variable and independent variable.

## 4.13 Auto-correlation Test

To determine autocorrelation, the Durbin-Watson test was used. Durbin-Watson statistic has an interval of 1.5 to 2.5, with values outside this range indicating the likelihood of residual autocorrelation (Field, 2009).

**Table 4.9**

*Durbin-Watson Test*

| Durbin-Watson test | | | | | |
|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .508[a] | .258 | .124 | .400 | 2.182 |

A. Predictors: (Constant), Family_Responsibilities, Work_responsibilities, Community_Responsibilities, Personal_Responsibilities

B. Dependent Variable: Work_Performace

From the analysis, the test statistic value is 2.182 denoting no violation of auto-correlation assumption.

## 4.14 Multicollinearity Tests

Multicollinearity test was conducted using Variance Inflated Factor (VIF) and Tolerance to determine if the independent variables were highly correlated. If Tolerance value is less than .10, it indicates possibility of multicollinearity while on the other hand, VIF value of greater than 10 indicate multicollinearity between the independent variables (Grace-Martin, 2021).

**Table 4.10**

*Multicollinearity Tests*

|  | | Collinearity Statistics | |
|---|---|---|---|
|  | | Tolerance | VIF |
| Model | | | |
| | (Constant) | | |
| | Work_responsibilities | .314 | 3.189 |
| | Community_Responsibilities | .700 | 1.429 |
| | Personal Responsibilities | .330 | 3.032 |
| | Family Responsibilities | .753 | 1.328 |

a. Dependent Variable: WORK_PERFORMACE

From the table above, Tolerance values of all variables are above 0.10 and VIF values less than 10. This indicated there was no violation of assumptions of multicollinearity between the independent variables.

## 4.15 Correlation Analysis

This section provides results on the correlation between the independent and dependent variables. Pearson Bivariate correlation coefficient was used to compute the correlation between the independent variables. The findings are shown in Table 4.11.

**Table 4.11**

*Correlations Matrix*

| | | Work Performance | Work Resp_WP | Family Resp_WP | Personal Resp_WP | Community Resp_WP |
|---|---|---|---|---|---|---|
| WORK_PERFOR | Pearson Correlation | | .060 | .350 | .484[*] | .444[*] |
| MANCE | Sig. (2-tailed) | | .767 | .074 | .010 | .020 |
| | N | | 27 | 27 | 27 | 27 |
| WorkResp_WP | Pearson Correlation | | | .334 | .204 | .486[*] |
| | Sig. (2-tailed) | | | .089 | .307 | .010 |
| | N | | | 27 | 27 | 27 |
| Family Resp_WP | Pearson Correlation | | | | .290 | .427[*] |
| | Sig. (2-tailed) | | | | .142 | .026 |
| | N | | | | 27 | 27 |
| Personal Resp_WP | Pearson Correlation | | | | | .396[*] |
| | Sig. (2-tailed) | | | | | .041 |
| | N | | | | | 27 |

*. Correlation is significant at the 0.05 level (2-tailed).

WP= Work performance, WR= Work Responsibilities, FR= Family Responsibilities, PR= Personal Responsibilities, CR= Community Responsibilities

The study established the underlying relationship between the independent variables and the dependent variable. Preliminary analysis was conducted to explore and to ensure there was no violation of assumptions of homoscedasticity, normality, linearity. A Pearson Product Moment Correlation technique was conducted to establish correlation co-efficient. There was a positive correlation between the work performance and all independent variables this meant that when the values of work performance increases, so does the values of work responsibilities, family responsibilities, personal responsibilities and community responsibilities.

The work responsibilities had strong correlation though not statistically significant with work performance (r=0.60, n=27, P-value=0.767). The finding was consistency with a study by Lawson and Frimpong (2021) who indicated that job description or responsibilities has positive association with performance; however these findings were contrary in the perception that was statistically significant. The job performance appraisal of employees had a significant positive association with the work performance of employees at the Authority (r=0.292, p.).

The family responsibilities had medium correlation that was not statistically significant with work performance (r=0.350, n=27, P-value=0.074) alike to personal responsibilities (r=0.22, n=27, P-value=0.914). Community responsibilities had medium correlation which was statistically significant with work performance (r=0.426, n=27, P-value0.027). The shared variance between the work performance and work responsibilities was 3.6%, work performance and family responsibilities = 12.25%, work performance and personal responsibilities =4.84% while work performance and community responsibilities = 18.49%. Therefore, from the analysis,

community responsibilities indicated largest shared variance among the four factors like personal responsibility, work responsibility and family responsibility.

## 4.16 Multiple Regression Analysis

Preliminary analysis was conducted to ensure no violation of the assumptions of normality, linearity, multicollinearity, auto-correlation and homoscedasticity before running multiple regressions. Simultaneous multiple regression was used to determine the ability of four predictors (work responsibilities, family responsibilities, personal responsibilities, and community responsibilities) to predict library work performance. As a result, the predictive ability of the model as a whole was examined, as well as the contribution of each independent variable to the variance and the findings are indicated in the Table 4.12 below.

**Table 4.12**

*Model Summary*

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | F Change | df1 | df2 | Sig. F Change |
|-------|-----|----------|-------------------|----------------------------|-----------------|----------|-----|-----|---------------|
| | | | | | Change Statistics | | | | |
| 1 | .608[a] | .369 | .255 | .369 | .369 | 3.223 | 4 | 22 | .032 |

The variance was assessed as explained in the model, which also sought to find if the model was good fit. From the analysis, The *P* value was less than the conventional value ($P < .05$); the proposed model was statistically significant (good fit) in predicting the work performance (Sig. value = .032, F Change=3.223, df1=4 and df2=22). The R Square statistics tells how much of the variance in the dependent variable is explained by the model. From the analysis, the model (which includes: work responsibilities, family responsibilities, personal responsibilities and community responsibilities) explains a variance of 36.9 % (R Square=.369) of the dependent variable (work performance). This showed that apart from the four independent variables studied in this research, there are other independent factors which influence the work performance of university library staff in Meru County. Therefore, further studies should be carried out to assess these factors that explain 63.1% of work performance of the university library staff as shown in Table 4.13.

**Table 4.13**

*Analysis of Variance*

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 1.756 | 4 | .439 | 3.223 | .032[b] |
| | Residual | 2.996 | 22 | .136 | | |
| | Total | 4.752 | 26 | | | |

The significant value of the model is .032 which is less than .05. This, therefore indicate the model is statistically significant in forecasting the effects of the four factors on work performance in the study. The model F critical is 3.223 which are greater than the recommend acceptable value of 2.31 at F critical at confidence level of 95% and 5% level of significant. This therefore, support that the whole model is statistically significant.

Further, the regression weights of each variable in the model are presented in Table 4.14 Unstandardized coefficients were applied in constructing regression model while standardized coefficients were used in comparing the contribution of each independent variable in the total variance.

*Table 4.14*

*Model Coefficients Table*

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 1.823 | .337 | | 5.404 | .000 |
| WorkResp_WP | -.109 | .089 | -.240 | 1.222 | .235 |
| FamilyResp_WP | .097 | .102 | .183 | .952 | .003 |
| PersonalResp_WP | .278 | .151 | .343 | 1.838 | .008 |
| CommunityResp_WP | .210 | .129 | .347 | 1.622 | .001 |

Multiple regression to assess the predictability of the four independent variables on the work performance. According to the study objectives, the multiple regression equation models are as follows;

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Y=Work Performance

$X1$=Work Responsibilities

$X2$=Family Responsibilities

$X3$Personal Responsibilities

$X4$=Community Responsibilities

The resulting empirical model:

Work Performance = 1.823 − 0.109 Work responsibilities + .097 Family responsibilities +.278 Personal responsibilities + 0.210 Community responsibilities + Error term

From the analysis, the work performance would be 1.823 when the four independent variables (Work responsibilities, Family responsibilities, Personal responsibilities, Community responsibilities) are constantly controlled at zero value. From the findings of the analysis, personal responsibilities predicted strongest influence on the work performance (0.278) where for every one unit increase in personal responsibilities, there is 0.278 increase in work performance; secondly, community responsibilities forecasted a stronger effect on the work performance of the university library staff in Meru County with an increase of 0.210 on the work performance if other factors are held constant. The work responsibilities predicted -0.109 influence on work performance if the other independent variables were constantly kept at zero value. This means for every one unit decrease in work responsibilities, there is 0.109 decreases in work performance. The family responsibilities of the staff predicted an effect of 0.097 on the work responsibilities. This shows that for unit increase in family responsibilities, there are 0.097 increases in the work performance if the other three independent variables are held constant at zero value.

From the significant value column in the table above, it's very clear that the three independent variables (Family responsibilities, Personal responsibilities, and Community responsibilities) had statistically significant unique contribution to the equation since the entire relative P-values are less than the recommended value of less than 0.05 significant value. Work responsibilities variable is not making a significant unique contribution to the prediction of the work performance. This may be due to overlap with other independent variables in the model (P-value= .235, which is

greater than 0.05 significant value). Offem (2021) in his study on the effect of age and work experience on administrative effectiveness of librarians' in academic libraries in Nigeria. The study discovered that there was a positive significant on the employee experience and the various responsibilities that they engaged in.

# CHAPTER FIVE

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Introduction

The previous chapter presented and discussed the study findings. Chapter five presents the summary, conclusions and recommendations based on the research findings. The study aimed at analyzing the relationship between work-life balance and performance of staff at university libraries in Meru County. The study was guided by the following objectives: to determine the functions and activities that form the basis of job performance of library staff of university libraries in Meru County, to examine the influence of family responsibilities on performance of staff of university libraries in Meru County, to assess the influence of personal responsibilities on performance of staff of University libraries in Meru County and to establish the influence of community responsibilities on performance of staff of university libraries in Meru County.

The study adopted a descriptive survey design using census sampling technique to ensure that all university library employees were sampled. Data was analyzed using SPSS version 25. Descriptive statistics was conducted in different levels of analysis as well as inferential statistics. Preliminary analyses were run before conducting any given statistical technique.

## 5.2 Summary based on Key Findings of the Study

This section presents the summary of the key findings based on the research objectives that the study sought to achieve. The findings are arranged thematically according to the constructs of the study.

The study sought to examine the effects of work responsibilities on the performance of the staff of university libraries in Meru County. The effect of work responsibilities on performances showed work responsibilities have a strong correlation with work performance though not statistically significant. This supports the findings from regression analysis that found that work responsibilities influenced work performance of university library staff but not statistically significant which perhaps may be due to overlapping with other independent variables therefore, for every decrease in work responsibilities, there was a decrease in work performance.

The second objective of the study was to examine the influence of family responsibilities on performance of university library staff in Meru County; the low standard deviation indicated low variations in the respondent's scores. The family responsibilities of staff predicted an influence on work responsibilities. Family responsibilities affect university library staff work performance to a very small extent thus they are able to carry out their work duties effectively.

The third objective of the study was to examine the effect of Personal responsibilities of university library staff and work performance; Personal responsibilities predicted strongest influence on the work performance. University library employees who create time to indulge in personal activities allow the mind to reset from work activities thus improving on work performance. University library staffs who take vacation and leave or off-days improve on work performance since calm and peaceful

mind leads to better decision-making, thus promoting better performance. Personal responsibilities had unique contribution and statistically significant prediction ability on work performance.

The fourth objective was to examine the effect of community responsibilities on work performance of the staff of university libraries in Meru County. Community responsibilities indicated the highest variation among the other factors under study. University library staffs who utilize office hours to attend to community responsibilities, their work performance are not affected by the stated activities. Community responsibilities forecasted a stronger relationship on work performance of library staff and indicated a unique contribution and statistically significant effect on work performance.

The overall model studied the relationship between work-life balance and performance of staff at university libraries in Meru County. Specifically, the study investigated the effects of work responsibilities, family responsibilities, personal responsibilities and community responsibilities as independent variables. The study considered work performance as a dependent variable. To examine the predictability of the independent variables on the dependent variable, multiple linear regression techniques were employed.

## 5.3 Conclusion

This study concluded that there is a relationship between work-life balance and performance of staff at University Libraries in Meru County. The relationship was seen in work responsibilities, personal responsibilities, family responsibilities and community responsibilities which had a contribution to the university's library performance. From the findings on responsibilities, it is concluded that personal

responsibilities had the highest and unique contribution to work performance followed by community responsibilities.

Regarding work responsibilities, the findings from the study concluded that work responsibilities was not statistically significant on the performance. This mean that the library staffs didn't struggle to perform at work due to the effect of their work responsibilities.

Family responsibilities were statistically significant on work performance. Family responsibilities had positive correlation with work performance. It is evident that family responsibilities spilled over in to work performance as staff with families is expected to deliver good work performance and at the same time attend to crucial family matters that compete with work activities.

The study found that personal responsibilities such as spending time with friends, enjoying personal hobbies and vacation had positive correlation with work performance of university library staff but it wasn't statistically significant. Personal responsibilities influence staff ability to perform excellently in the work place.

Community responsibilities were investigated to find out how they affect work performance of university library staff. From the findings it was concluded that the variable had unique and positive correlation with performance which is statistically significant.

**5.4 Recommendations of the study**

In view of the foregoing conclusions, the study made several recommendations which are presented as per each objective.

University librarians to ensure that library staffs work with clear job descriptions with clear duties within specified time lines to better the overall performance of the library staff.

University library staffs with families to continue balancing family and work responsibilities for continued work performance in the library. The utilization of entitled leave days and off days enabled university library staff performs their work responsibilities effectively.

To promote a healthy work and family relationship, university libraries may adopt tailored policies on job sharing with the introduction of flexible working hours and leave arrangements and career breaks to enable library staff plan for work and family activities.

University library staffs take time off to engage in personal activities outside the work environment, it's evident that library staffs that engage in personal hobbies and take vacations work better and perform well in the work place.

University library staffs are highly motivated by social belonging in the community hence they should continue performing community duties. Community involvement promotes personal growth and work experience and the opportunity to learn more about community work.

## 5.5 Implications on theories, Policies and Practices

The theories that the study anchored on was spill-over and border. The findings of the study showed how each variable affected work performance and consistent with spill-over theory which mainly focuses on spillover activities from family, personal and work responsibilities. The marital status of the respondents supports the work-family border theory which is devoted to work and family to achieve work-family balance, meaning employees get satisfaction and function well in two areas:- mainly work and family. The fundamental aspect of social theory is the social category to which an individual belongs in the community.

Work-life balance plays a vital role in improving the wellbeing of dedicated staff in university libraries leading to better work performance and low staff turnover. From the findings it was evident that university library staff is able to perform their work duties effectively as well as manage family, personal and community responsibilities. With the help of library managers and administrators, human resources managers can develop policies to guide library staff members on the protocols to observe when to take leave and guidelines to follow when there is a need for emergency leave/off to attend to non-work responsibilities.

The study will add knowledge to existing scholarly work to the benefit students undertaking information science and human resources management studies. It will further give room for further research in the field of work-life balance and work performance in university libraries. This study will contribute to up-to-date debates on the work-life balance matters among university library staff in the field of information science.

## 5.6 Suggestions for further research

This study was conducted in Meru County to find out the relationship of work-life balance and work performance of university library staff. Further research is suggested to be carried in other counties to affirm the relationship of work-life balance and work performance and how it is affected by work, family, and personal and community responsibilities. Further research can be done to shed light to university management on how to balance non-work responsibilities with work performance for optimal work productivity.

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# APPENDICES

Appendix I. Introductory Letter

Dear respondent,

I am a Master's student in the Department of Information Science at the Kenya Methodist University (KeMU), pursuing a Master's Degree in Information Science. I am researching "Work-life balance and employee performance among university library staff in Meru County-Kenya". This study is in partial fulfillment for the award of Master of Science in information science at the fore mentioned university. The study is purely for academic purposes, and any information collected for this study will not be used otherwise. I am kindly requesting you to be part of the study by filling in the questionnaire provided. Your participation will be highly appreciated, and I wish to thank you in advance.

Sincerely

Maureen Jeruto Kimoriot

**Appendix II**: Questionnaire for University Library Staff

Do not write your name on the questionnaire. There is no right or wrong answers. Instead, kindly respond frankly, honestly and

from your perspective. It may take 20 minutes to fill in the questionnaire; hence tick the appropriate response.

1. **Please indicate your gender?**

   a) Male [ ]

   b) Female [ ]

2. **Education Level**

   a) PhD [ ]

   b) Masters [ ]

   c) Undergraduate [ ]

   d) Diploma [ ]

   e) Secondary [ ]

3. **Number of years worked**

   a) Less than 1 year [ ]

   b) 1-5 years [ ]

   c) 6-10 years [ ]

   d) 11-15 years [ ]

e) More than 15 years [  ]

**4. Marital status**

a) Single [  ]

b) Married [  ]

**A. Work responsibilities**

5. Indicate the extent to which the listed work Performance is affected by work responsibilities. Respond by ticking the appropriate box whereby *VSE=very small extent (1), SE = to a small extent (2), ME = to a moderate extent (3), LE = to large extent (4), VLE = to a very large extent (5).*

| No. | Activities | VSE | SE | ME | LE | VLE |
|-----|-----------|-----|-----|-----|-----|-----|
| 1 | Circulation services | | | | | |
| 2 | Acquisition of information materials | | | | | |
| 3 | Classification and cataloguing of information materials | | | | | |
| 4 | Stack management | | | | | |
| 5 | Referral and outreach services | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 6 | Supporting postgraduate department | | | | | |
| 7 | Digital library services | | | | | |
| 8 | Management of library systems | | | | | |
| 9 | Audio-visual information services | | | | | |
| 10 | Institutional repository management | | | | | |

6. How do you ensure work performance doesn't conflict with family, personal and community  responsibilities

- _____

- _____

- _____

- _____

- _____

7. How do you ensure family, personal and community responsibilities doesn't conflict with work performance

- _____

- _____

- _____

- _____

- _____

**B. Family responsibilities**

8. This section has statements regarding the influence of family responsibilities on the work performance of university library staff in Meru County. Respond by ticking the appropriate box whereby *VSE=very small extent (1), SE = to a small extent (2), ME = to a moderate extent (3), LE = to large extent (4), VLE = to a very large extent(5)*

| No | Statement | VSE | SE | ME | LE | VLE |
|----|-----------|-----|-----|-----|-----|-----|
| 1 | I don't go to work when child care responsibilities require my attention | | | | | |
| 2 | Taking care of elderly parents or grandparents makes me spend time away from work | | | | | |
| 3 | When a family member falls sick, it affects my daily work routine | | | | | |
| 4 | My performance at work is interrupted by family shopping activities | | | | | |
| 5 | Managing family daily activities generally affect my performance at work | | | | | |
| 6 | I spend a lot of time in the evening ensuring that school-going children do their homework which makes me sleep late due to performing other house duties, which affect how I perform in the office | | | | | |

| 7 | Attending to family morning duties such as ensuring children get to catch the school bus on time or drop kids at schools affects my performance at work | | | | | |
|---|---|---|---|---|---|---|
| 8 | Taking up an extra income generating activity to meet family financial obligation affects my day to day work activities | | | | | |
| 9 | I go to bed late in the night due to family duties which affect waking up on time in the morning which in turn affects the time I report to work | | | | | |

9. Apart from the family responsibilities listed above what other family responsibilities affect your daily performance at work

- _____
- _____
- _____
- _____
- _____

10. How would rate your ability to balance work and family responsibilities with reference to your job performance?

[ ]   Very low          [ ] Low          [ ] Moderate          [ ] High          [ ]
Very high

11. Suggest ways in which library staff can carry out family responsibilities without compromising on work performance

- _____
- _____
- _____
- _____
- _____

C. **Personal Responsibilities**

12. This section has statements regarding the influence of personal responsibilities on the work performance of university library staff in Meru County. Respond by ticking the appropriate box whereby *VSE=very small extent (1), SE = to a small extent (2), ME = to a moderate extent (3), LE = to large extent (4), VLE = to a very large extent(5)*

| No | Statement | VSE | SE | ME | LE | VLE |
|----|-----------|-----|-----|-----|-----|-----|
| 1 | Spending time with friends from the office enables me to work better in teamwork activities due to the excellent rapport build, thus improving on job performance and over performance | | | | | |
| 2 | Spending time with work friends promotes positive peer relations hence improved performance | | | | | |
| 3 | Spending time with friends from outside the work environment affects my punctuality to work and performance at work | | | | | |
| 4 | I spend time away from the office pursuing personal hobbies | | | | | |
| 5 | When I fall sick, I take time off work which has an effect on performance at work | | | | | |
| 6 | When I fall sick, I don't perform all my work assigned duties | | | | | |

| 7 | Taking a vacation/holiday/leave make me improve on my performance at work | | | | | |
|---|---|---|---|---|---|---|
| 8 | I spend office hours doing personal, professional development, e.g. pursuing a course which affects my daily work routine duties which affect overall job performance | | | | | |
| 9 | I engage in extra income-generating activities such as taking part-time teaching activities, running an online business that eats into office time; thus, work performance is compromised. | | | | | |
| 10 | I engage on business activity such farming, selling a product or service which eats into office time thus work performance is compromised | | | | | |
| 11 | My personal hobbies conflict with what is expected of me at the workplace | | | | | |

13. Apart from the factors listed above what other personal responsibilities affect your daily performance at work

- _____
- _____
- _____
- _____
- _____

14. How would rate your ability to balance work and personal responsibilities with reference to your job performance?

[ ]   Very low            [ ] Low          [ ] Moderate          [ ] High          [ ]

Very high

15. Suggest ways in which library staff can carry out personal responsibilities without compromising on work performance

- _____
- _____

**D. Community activities**

16. This section has statements regarding the influence of community responsibilities on the work performance of university library staff in Meru County. Respond by ticking the appropriate box whereby VSE=very small extent (1), SE = to a small extent (2), ME = to a moderate extent (3), LE = to large extent (4), VLE = to a very large extent(5)

| No | Statement | VSE | SE | ME | LE | VLE |
|----|-----------|-----|----|----|----|----|
| 1 | I take part in church activities that, at times, I ask for off/leave from work | | | | | |
| 2 | I participate in planning and attending community church workshops and seminars, thus taking time off from work | | | | | |
| 3 | I take part in community social responsibilities such as cleaning the market or tree planting activities which help conserve the environment | | | | | |
| 4 | I take part in community and family activities such as visiting the elderly, orphaned children and people living with disabilities | | | | | |
| 5 | I hold a leadership position in the local church I attend. Thus, I attend church leadership meetings scheduled during the week, thus affecting job performance | | | | | |
| 6 | I'm a member of the community welfare association committee, which requires my presents when meetings are called to deliberate upon community welfare matters which affects my work performance | | | | | |

| 7 | I attend burial ceremonies in the community, which in most cases fall on working days of the week; thus, being away from the office affects work performance | | | | | |
|---|---|---|---|---|---|---|
| 8 | I'm a board member of my local church; board meeting is usually held on workdays which I must attend; thus, being away from work thus affecting on work performance | | | | | |
| 9 | I'm a community leader who calls for attending government meetings to discuss village issues, thus affecting how I perform at work | | | | | |
| 10 | I use utilize some hours attending to community matters while in the workplace | | | | | |

17. Apart from the community activities listed above which other activities do you engage in that affect performance at work

- _____
- _____
- _____
- _____
- _____

18. How would rate your ability to balance work and community activities with reference to your job performance?

[ ]   Very low             [ ] Low          [ ] Moderate          [ ] High          [ ]

Very high

19. Suggest ways in which library staff can carry out community responsibilities without compromising on work performance

- _____
- _____
- _____
- _____
- _____

**E.  Performance of Staff at University Libraries**

20. This section has statements regarding the performance of university library staff in Meru County. Respond by ticking the appropriate box whereby *VSE=very small extent (1), SE = to a small extent (2), ME = to a moderate extent (3), LE = to large extent (4), VLE = to a very large extent(5)*

| No | Statement | VSE | SE | ME | LE | VLE |
|----|-----------|-----|-----|-----|-----|-----|
| 1 | Communications boost my job performance | | | | | |
| 2 | Most of the time, I'm absent from work attending to personal obligations which affects my performance at work | | | | | |
| 3 | Most of the time, I'm absent from work attending to family obligations which affects my performance | | | | | |
| 4 | Most of the time, I'm absent from work attending to community activities which affects my performance | | | | | |
| 5 | I'm always at work. Thus I perform well | | | | | |
| 6 | I hold no disciplinary record on my name, which means I perform well in my work | | | | | |
| 7 | I hold few disciplinary records on my name, which has affected my job performance | | | | | |
| 8 | I participate well in communal activities which call for teamwork. Hence I perform well | | | | | |
| 9 | I'm not too fond of teamwork activities when performing communal activities, which affects work performance | | | | | |
| 10 | I relate well with my peers at work which makes me work well | | | | | |
| 11 | I meet my job targets. Hence I perform well | | | | | |

| 12 | I lead well junior officers in my unit. Thus, I perform well | | | | | |
|----|---|---|---|---|---|---|
| 13 | I don't have any leadership position in the library | | | | | |
| 14 | I have liberty to plan how to do my job in the workplace | | | | | |
| 15 | My annual performance appraisal score is always high | | | | | |
| 16 | My job is very stressful, and this affect my productivity | | | | | |
| 17 | I find myself doing some job-related tasks while at home | | | | | |

21. Apart from the responsibilities stated above what other everyday tasks or issues affect your job performance

- _____
- _____
- _____
- _____
- _____

22. How would rate your ability to balance work and life with reference to your job performance?

[ ]   Very low          [ ] Low          [ ] Moderate          [ ] High          [ ]

Very high

23. What measures have been put in place by your university library that enables you balance between work and life domains?

- _____
- _____
- _____

24. Provide your suggestions on how library staff can handle work-life issues to improve the way they perform at the workplace

- _____
- _____
- _____

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**Appendix II:** NACOSTI Research Permit