THE RELATIONSHIP BETWEEN FINANCIAL STRESS AND ORGANIZATIONAL PERFORMANCE OF KENYA'S FLOWER INDUSTRY

GATHATWA MARGARET WANJIKU, DR. ESTHER WAIGANJO & DR. MARGARET OLOKO

The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com
Vol. 3, Iss. 1 (2), pp 28 – 54, February 12, 2016 www.strategicjournals.com, ©Strategic Journals

THE RELATIONSHIP BETWEEN FINANCIAL STRESS AND ORGANIZATIONAL PERFORMANCE OF KENYA'S FLOWER INDUSTRY

[1]MARGARET WANJIKU GATHATWA [2]DR. ESTHER WAIGANJO [3]DR. MARGARET OLOKO

[1] Student, Jomo Kenyatta University of Agriculture & Technology (JKUAT), Nairobi, Kenya

[2] School of Entrepreneurship, Procurement & Management JKUAT, Nairobi, Kenya

[3] School of Entrepreneurship, Procurement & Management JKUAT, Nairobi, Kenya

Accepted: February 12, 2016

ABSTRACT

In this competitive era, organizations are focusing on developing their workforce and improving the performance in the organization. One of the tools available to managers for motivating and satisfying the employees is counseling. Performance improvement ultimately helps the organization to meet its goals and objectives. The aim of this study was to examine the relationship between financial stress and organizational performance of Kenya's flower industry and determine the moderating effect of counseling on organizational performance in Kenya's flower industry. The research adopted cross section survey research design and the target population was companies in the flower industry in Kenya. The managers and employees of the flower farms were the key respondents in this study. The instrument of data collection was semi-structured questionnaires. The data collected was analyzed using descriptive and inferential statistics, and presented in the form of frequency distribution tables, pie charts, graphs, means, modes and percentages. To achieve this SPSS version 20 was used. Pearson's correlation coefficient and multiple regression analysis was the main tool to test for relationships among variables. The study established that there existed an average level of financial stress within the organization. These in turn was associated with the organizational performance in overall. The result showed that Employees in the organization usually have issues to do with financial problems. This was ascertained by the respondents noticing that in their Organizations; financial problems are due to poor remuneration at work place and poor individual financial management. The study concluded that, those farms that embraced counseling had positive effects on organizational performance. Although counseling was fairly practiced, it had a moderating effect on the relationship between overall organizational performance in the flower industry and financial stress experienced by the employees. The study recommended that; flower farms as well as other organizations should base the evaluation of their employees' performance on their accomplishment/ achievements and identify the gaps and the reasons affecting the performance. Organizations should work hard to improve the workers financial situations through balanced payment, training and promotions for motivation of employees for financial motivation enhances employees' moral for creativity and competition. The organizations need to maximize the use of counselling in their respective managerial systems, in order to correct the behavior of employees with low performance and make them more efficient and effective.

Key Words: *Financial Stress, Organization Performance*

Introduction

Organizational performance is the heartbeat of successful businesses or organizations. When employees are distracted and unhappy, their work suffers, and ultimately so does the company. When employees experience problems, they don't perform to their highest potential (Wentland, 2009). Troubled employees often call in sick or aren't mentally present when they attend work. Most employers recognize that, on occasion, the work performance of some employees falls below the acceptable level that they've come to expect (Armstrong, 2004). Organizational performance is an important building block of any organization and factors which lay the foundation for high performance must be analyzed by the organizations. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Keller & Price, 2011).

According to Stiffler (2006), organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). Many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: financial performance (e.g. shareholder return); customer service; social responsibility (e.g. corporate citizenship, community outreach) and employee stewardship.

Generally in any organization, about 10% of the employees are incapacitated by acute or chronic problems which cause loss of concentration, irritability, and reduced productivity. Such problems include and are not limited to financial stress, family and marital problems, drug and alcohol abuse, emotional upsets, conflicts and career problems (Barling *et al*, 2005). Studies show that employees with chronic personal problems has three times as many accidents; four times the rate of absenteeism, make more health insurance claims and are more likely to make mistakes at their work stations and take more sick-offs under such circumstances (Goldberg & Steury, 2001).
Every organization is made up of different department. Each department contributes to the running of the business. The most common departments are: finance and accounts, marketing and sales, Technical (Information Technology), Production (Operations) and Human Resource. The HR department deals with a variety of issues surrounding the work environment of employees including but are not limited to: recruiting, training, providing independent counseling to employees, resolving personal and work-related problems that may relate to performance and dismissal of employees, finding better ways of doing things essentially in response to organization’s environment with emphasis on employee’s attitudes towards work and the organization, competencies and skills, their ability to generate commitment and trust, communicating aspirations, and in complexity of relationships (Armstrong, 2004).

Employee Assistance Programs (EAPs) are termed differently by various employees and often referred to as Employee Counseling Services (ECS), Employee Health and Wellness program (EHWP), (Smith & Weikel, 2006). According to Palmo, Shosh, & Weikel, (2001), EAPs counseling are programs through which distressed employees are recognized, counseled, rehabilitated and placed back on the job. The program addresses psychological and physical problems, work related stress, chemical dependency (alcohol and drugs), depression, marital and family problems, healthy, anxiety and even job boredom. These programs are initiated by employers to assist employees cope with workplace demands and to overcome difficulties that are work related (Stone, 2007).

EAP movement started with the famous Hawthorne studies at the Hawthorne Works of the Western Electric Company, between the years of 1924 and 1933 (Sandhu, 2002). The enthusiasm that ensued from the Hawthorne studies led to the employment of counselors by Western Electric Company in a drive to help increase productivity (Arthur, 2000). EAPs broadened their portfolio beyond counseling to offer services such as stress management, critical and trauma debriefing and change management. EAPs came into existence in the US in the early 1950's. It took an important role in assisting employees with alcohol addictions (Weinberg, et al., 2010). Over time the EAP movement spread to other parts of the world such as Australia and Europe. In the UK, EAPs started their operations in the 1980's (Smith & Weikel, 2006).

EAPs in Africa are relatively new workplace management phenomenon. They emerged during the early 1980's. They were initiated by private sector companies with a focus to provide solutions to employee problems as was in the case of USA. These programs were initially designed after the USA models and were introduced in South African workplaces by social workers and psychologists who had studied them in USA (Weinberg, Sutherland, & Cooper, 2010). In Kenya government has continuously developed and successfully implemented policies geared towards enhancing the productivity and wellbeing of its employees, since attaining independence.

The public service guidance and counseling policy have been developed to address the psycho-social challenges that affect the Kenyan workforce. It gives direction and addresses current and emerging challenges. It applies to all public servants in the Civil Service, State Corporations, Local Authorities, Judicial Service Commission, Parliamentary Service Commission, Teachers Service Commission, Disciplined Services and Armed Forces, Public Universities and Electoral Commission of Kenya (Munyi, 2012).Essentially counseling is meant to provide timely professional and confidential aid for employees whose personal problems might otherwise lead to work impairment, absenteeism, reduced productivity and cause accidents and conflicts in the workplace, or even job termination. The goal of counseling is to improve personal functioning by focusing on social, emotional, educational, health, developmental, family, and work-related issues (McLeod, 2008).

There are various reasons for implementing EAP counseling, such as cost reduction whereby organization increases its productivity with minimum investment due to preventive measures, and rehabilitative rates. Organizations save cost by being more preventive in attending to employees problems (Major, 2001). Detrimental effects on organizations through the termination of valuable employees of the company because of alcoholism, drug abuse or any other problem can precipitate EAP implementation. Health relationships in workplace promote the commitment of all concerned within the organization's system to attain its goals. There is no lose situation as counseling saves time and financial cost that could be spent in disciplinary hearings (Subrahmnian, 2010). Employee counseling have proven to be valuable because once skilled and experienced employees overcome their problems, they often provide more productive services. It has emerged as the latest Human Resource tool to attract and retain organizations' best employees, increase the quality of the workforce and performance (Maravelas, 2005).

LITERATURE REVIEW

Financial Problems

Financial problem is conceptualized as the subjective perception of one's personal finances. Financial problems occur when one is unable to meet their financial responsibilities (Blair, 2012). Most people experience financial difficulties at some point in their lives and some have financial troubles on consistent basis. Many employees who experience financial difficulties seek ways to get the help they need. Financial concerns spill over into workers responsibilities at home and by extension to the workplace. Researchers estimate that 15-20 percent of workers in US are experiencing financial stress that impacts on their productivity. Research shows that financial stress is associated with employee health and sometimes absenteeism form the work (Kim & Garman, 2003).

A study done by Kim and Garman (2003), showed that employees with high financial stress spent more time handling financial matters at work instead of working than those with moderate financial stress. They were absent from work more frequently than the low and moderate financially stressed groups and they were also less likely to be satisfied with pay. Financial stress affects the workers attitudes and behaviours at work. They feel they do not have enough money for living expenses. They also worry about the amount of debts and are dissatisfied with their savings for retirement and overall general financial situation which have negative impact on their performance and productivity/work output (Kim & Garman, 2003). All employers should realize that there is a group of employees in their workplaces who are stressed about their personal financial matters. The number may be 10% or 30% or even higher (Danninger, 2009).

The actual number of financially distressed employees in a particular workplace depends primarily on the makeup of the workforce, the educational level of the employees and their incomes among other variables. Financial stress is a significant variable in understanding organizational commitment and absenteeism (Kim & Garman, 2003). Workplace financial education/counseling can help workers handle their personal finances better, reduce their financial stress, increase workers' pay satisfaction and improve productivity (Rösch & Scheule, 2008; Kim & Garman, 2004).

Researchers who have investigated the effects of financial strain on individual’s well-being suggest that as one repeatedly reacts to stressful events, the disastrous effects on the body accumulates so that the individual becomes increasingly susceptible to emotional problems, accidental injuries, physical illnesses and behavioural disorders. Prolonged financial stress such as continuous credit problems and financial needs can have negative effects on one’s health. Financial strain has been associated with individual’s health, drinking problems and substance abuse, decreased self esteem, marital stress, depression and reduced psychological well being, which all affect organizational performance. Teaching employees how to manage their money or to prepare for financial security improves the employees’ quality of work (Millar, 2002).

Employee Counseling

Counseling is the service offered to individuals who are undergoing problems and needs professional help to overcome. It involves two people, one seeking help, counselee/employee and the other a professionally trained person who guides, consoles, advises and helps the counselee to explore and resolve their problem, orients and directs him towards a goal (McLeod, 2008). Essentially counseling is meant to provide timely professional and confidential aid for employees whose personal problems might otherwise lead to work impairment, absenteeism, reduced productivity and cause accidents and conflicts in the workplace, or even job termination. Technically, psychological counseling is used by the experts to analyze the work related performance and behavior of the employees to help them cope or resolve their conflicts and tribulations (Butts *et al*, 2009).

Human resources are valuable and they may be tapped most effectively and consistently, by mutually consistent policies that promote commitment and which, as a consequence, foster willingness of employees to act flexibly in the interest of the organization pursuit of excellence. Organization success depends on employees' attitudes, competencies, skills, and wellbeing. Employee assistance programs assist employees with virtually any behavioral or personal problems that can affect employee's performance. It is a psychological health care intervention which aims to assist both the employer and the employee by intervening with active problem solving approach to the problem at hand. This requires setting up of pro-active programs in the workplace to deal with deteriorating job performance, early identification, prevention and intervention which have strengthened the need for counseling (Buon, 2005).

Workplace counseling may be defined as the provision of brief psychological therapy for employees of an organization. Workplace counseling offers the employer a service that is valued by employees, has the potential for savings by reducing sickness absence, takes pressure off managers through the availability of a constructive means of dealing with 'difficult' staff or situations, and contributes to its reputation as a caring employer (Hyde, 2004).Today there is virtually no organization free of stress or with stress-free employees. The employees can be stressed, depressed, suffering from too much anxiety arising out of various workplace related issues like managing deadlines, meeting targets, lack of time to fulfill personal and family commitments, or bereaved and disturbed due to personal problems.

Counseling programs geared specifically for employees have grown steadily in recent years across the globe, primarily because employers have come to recognize the importance of developing and preserving valuable human resources. They have realized the importance of attracting, retaining and managing highly skilled, quality workforce as a necessary component of their competitive advantage. Organizations should therefore treat their employees as partners, with dignity and respect as the most important assets (McLeod, 2008).

Riggar and Maki (2004), states that for the EAP to be successful, it's important to have an EAP policy that clearly outlines guidelines and procedures relevant in the management of EAP. There should be consistency between the EAP policy and the company policy to avoid confusion. Policies and procedures are set to reflect a set of values and establish mutual expectation from the organization and the EAP practitioner. The policy on EAP should be clearly written and be widely publicized within the organization before implementation and the written policy should serve as a guide to the mangers, supervisors, employees and union officials. An EAP policy will outline problems handled by EAP and stresses confidentiality. Procedures will outline a model of referral if employees experience problems. Models of referral will be outlined, namely, self or voluntary referral, suggested referral or mandatory referral. Masi (2004) points out that the decision by an employee to use EAP is voluntary; therefore the supervisor need not threaten him or her to use it.

There are two types of counseling models namely internal counseling model and external counseling model which are used separately and can also be combined. Rossi (2006), indicate that internal/ in-house counseling models are placed in the main stream of a work institution. A part- time or full-time counselor or a team of counselors is employed to work with employees within the organization where they screen problems of troubled employees. Internal counseling model is the norm in a number of companies; however the large companies with 2000 or more employees may opt to have an in-house service delivery (Mcleod, 2008; Mayor, 2001).

Millar, (2002), also acknowledges that there are two types of internal counseling models namely employee counseling model and union counseling model. Internal counseling model allows EAP practitioners to function within the organization. The internal service delivery also known as in-house can range from simple giving information to intensive face to face psychotherapy treatment. Minter and Thomas (2000), state that some organizations develop this model because they believe it to be the most tangible way to express their humanitarian concerns to employees and it is cost effective. Some companies employ the services of an EAP because of legal mandates which compel employers to recognize and concern itself with the welfare of its employee's e.g. Basic Conditions of Employment 1997, Constitution of the Republic of South Africa 1996, Occupational Health and Safety Act 1993 and Labour Relations Act 1995.

Rana and Rastogi, (2010), states that company's contract with outside organizations to provide mental health services for troubled employees. These are services offered by the staff outside the company. This external model gives small companies access to human resource consultations services that are lacking. This type of service can be offered by a single or a consortium of firms that jointly provide EAP. Valentine, (2004) defines consortium as a type of EAP where services are offered by a non-profit organization to meet the needs of small organizations which have less than 2000 employees. The external programme varies according to the type of programme and services provided. These might include a variety of options besides assessment and treatment, such as supervisors training, special workshops, programme evaluation or appropriate referrals for other agencies.

Organizational performance

Carton and Hofer, (2006) found that it is important to classify what performance means because if performance cannot be defined then it can't be measured or managed. Organizational performance is a multi-dimensional construct, the measurement of which varies depending on a variety of factors. McLean, (2006) defines performance as behaviour, it's something done by the employee. Performance does not have to be directly observable actions of the individual. It can consist of mental production such as answers or decisions.

However, performance needs to be under individuals control regardless whether the performance of interest is mental or behavioral (Amstrong, 2001). Job performance is a commonly used yet a poorly defined concept in industrial psychology, the branch of psychology that deal s with the workplace and it's also part of Human Resource Management. It mostly refers to whether a person performs their job well. Performance is a very important criterion that relates to organizational outcomes and success. Job performance is an individual level variable i.e. performance is something a single person does (Amstrong, 2004).

Organizational performance is measured in multiple dimensions such as: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); (c) shareholder return (total shareholder return, economic value added, etc.); (d) customer service; (e) social responsibility (e.g. corporate citizenship, community outreach); and employee stewardship (Stiffler, 2006). Performance means both behaviors and results. Behaviors emanate from the performer and transform performance from abstraction to action not just the instruments for results, behaviours are also outcomes in their own right-the product of mental and physical effort applied to task and can be judge apart from results. Cole, (2002) defined organizational performance as referring on how an employee carried out the general duties in his or her roles together with meeting specific targets that has been set. In order to establish that the individual has performed, use of performance appraisal is necessary.

Performance appraisal evaluates the individual in terms of their role and performance. Performance problems can be dealt with through the use of five basic steps. Identify and agree on the problem – analyze the feedback and as far as possible, obtain agreement from the individual on what the shortfall has been. This takes place when individuals are aware of their targets and standard, know what performance measures will be used and either receive feedback control information automatically or have easy access to it. They will then be in a position to measure and assess their own performance and take action (Carton & Hofer, 2006).

Establish the reasons for the short fall – when seeking reasons for any shortfall the manager should not crudely be trying to attach blame. The aim should be for the manager and individual to jointly identify the facts that have contributed to the problem. It is on the basis of this factual analysis that decisions can be made and what to do about it, by the individuals together. It is necessary to identify factors which are external and outside the control of the individual and manager and the factors that are within the control of individual and manager (Cole, 2002).

The issues of just one staff member often affect the performance of a team or department, once again for better or worse. Concerns that are satisfied by management for just one team member can often uplift the performance of the whole group. On the down side, should management not address concerns of even one team member, performance of that employee – and possibly the entire team – typically suffers (Stiffler, 2006).

Employees may occasionally be less productive than usual or may disclose that they are stressed or are going through a difficult time in their lives. Their manager may suggest that they visit an Employee Assistance Program (EAP) counselor to assist them in meeting their challenges. The framework may be used to guide the mangers through the process of referring troubled employees to the EAP in order to boost their performance / productivity. Arthur (2000), propose that people (employees) should be helped to manage their problems in living and work for them to be more effectively and develop unused opportunities fully. Counseling improves employee well-being; the intervention helps employees in alleviating symptoms of workplace stress, burnout and depression.

Relationship between Employees Performance and Stress

A decrease in productivity is very troubling and can be a sign of a serious problem with employees, equipment or the office environment. It's important to investigate the cause of productivity problems promptly to avoid loss of revenue and possibly damage to organization's/ department's reputation. It's no secret that unhappy employees often don't perform well and often share their negative opinions with their co-workers. If employees' morale is the cause of the decrease in productivity, it is good to find out why the employees are unhappy. Involving employees in the solution help to ensure that a workable plan that increases both morale and productivity is developed (Davis, Eshelman, & McKay, 2000). Major employees' problems/ stress include the following:

Financial Stress; Financial troubles such as having difficulty meeting a mortgage or an unexpected car repair may impede productivity. Offset employees' anxiety by providing them with a solid financial education is important. Teaching employees how to manage their money or how to prepare for financial security improves the employees' quality of work (Kim & Garman, 2004). Compensation guidelines are normally in place for larger companies, those with unionized workforces, and government agencies. However, most businesses are classified as smaller companies and it appears that this group often lacks this employee feature, generating confusion and concern from staff. Employees want to feel secure and they are earning compensation equal to those who are in similar positions and have comparable experience (Millar, 2002). Contemporary workers want and expect their H.R. departments to be fountains of knowledge about a myriad of issues (benefits, compensation, corporate plans and goals, legal and insurance issues, positions to be open in the future, etc.).

Personal issues such as relations problems divide an employee's attentions. It's hard to focus on work when home issues need to be resolved. Even unmarried employees may face relationship problems that affect work. A chronically sick employee affects not only the employee's productivity but those around her as well. When one employee is out of the office, someone else must carry the workload. Sick employees who experience frequent pain or other effects from illness are less likely to work to their best ability. The best way to counteract diminishing productivity is to provide health coverage for employees. Health and fitness perks such as gym memberships and holistic clubs are constructive ways to promote health for employees (Davidson, 2001).

Poor management sometimes called "over management" or "micro management," relates to employees feeling that their every activity is separately managed and little judgment or freedom is permitted. Employees have a need to believe they are "in the loop" by having as much information as possible on employer plans, goals, dreams, news, etc. Management can be a contributing factor to low productivity (McLean, 2006). Managers who are too controlling can unwittingly slow down work flow by requiring even the simplest task to have manager approval. A hands-off management style also can be a problem. When managers are uninvolved or unavailable, employees have no one to turn to for direction or guidance. Managers also set the tone for the department. Managers who adopt a positive attitude help foster the same attitude in their employees (Hyde, 2004).

An employee's productivity is also determined by their relationship with their immediate supervisor. When the bad boss fails to keep promises, never gives credit when due, makes negative comments, or blames others for their mistakes, the productivity level of their employees is significantly impacted. It's been my experience that a good supervisor will motivate, inspire, encourage and reward good performance. A poor supervisor, of course, is just the opposite, only in multiples. Employees who do not have a direct connection with the company begin to lose all the reasons for wanting to do that little bit extra and take the additional time to make something right (Erica, 2012).

With more and more people committed to improved health and quality of life in general, it is not surprising that there is deep interest in their workplace physical conditions. It's hard to be productive when you're physically uncomfortable. Anything that makes your employees uncomfortable, including chairs, desks, workstations, lighting, temperature and noise levels, can affect productivity. A comfortable and ergonomic office design motivates employees and substantially increases performance. All the feel-good, psychological methods of improving employee productivity are great, but they're useless without the right tools. And the right tools mean the right technology (Adrien *et al,* 2002).

For an employee to be efficient and productive in today's job environment means equipping employees with the right gear. Companies that don't upgrade or ignore the necessity for tech tools, run the risk of diminished employee productivity. Employees' comfort level with equipment and software also affect productivity (Alderton, Seafarers International Research Centre, & Bureau international du travail, 2004). If employees don't understand how to use equipment or software or use it incorrectly, performance and productivity suffers. Problems also occur when your existing equipment isn't sufficient to handle your department's needs. Upgrading equipment and tools, and providing ongoing training to employees is expensive, but is essential in maintaining or improving productivity. Evaluate equipment and software yearly to catch problems before they affect performance (Cooper, 2009).

METHODOLOGY

Research Design

This study used cross sectional survey research design to obtain numeric (quantitative) as well as non numeric (qualitative) data. According to Dunn (2009), collecting data through surveys is the best way, for it only takes a short time to collect and only a selected number of respondents are involved to answer a set of questionnaire containing a string of questions that have been specially designed to collect data to achieve the objectives of the study. Researcher used cross sectional survey research design in order to assess people`s thoughts, opinions, and feelings. Researcher also used this survey style because surveys are specific and limited in scope (John, 2006).

Target Population

For the purposes of this research the target population was Kenya flower industry. Flower farms have long been a key employer in Kenya, providing jobs in areas where there are few other alternatives and ensuring a valuable source of export revenue for the country. The Kenyan cut flower industry dates back from the late 1960s and The larger flower farms range in size from 20 to over 100 hectares under production with labour force ranging from 250 to 2000 workers per farm. With more than half of Kenya's population of 37 million living in poverty, the cut flower industry plays an important role in providing employment and alleviating poverty (www. Kenya flower industry). With an annual growth rate of 20%, the cut flower industry is among the fastest growing sectors of the Kenyan economy and, with revenues of more than $250m a year, it is Kenya's second largest agricultural foreign exchange earner after tea. Kenya is the third largest flower exporter in the world, behind Netherlands and Columbia (Rikken, 2011). The main production areas are around Lake Naivasha, Kiambu, Athi River, Kajiado, Kitale, Nakuru, Kericho, Nyandarua, Trans Nzoia, UasinGichu and Eastern Kenya. Presently Naivasha has the highest number of producers and exporters of flowers in Kenya. Production is largely concentrated on some 30 medium to large scale flower operations of which account for over 45% of total exports (www. Kenyaflowerindustry.com).

Sampling Frame

Sampling frame is the actual set of units from which a sample has been drawn. Sampling frame is the complete list of all the cases in the population, from which a probability sample is drawn (Johnston, 2002). The study population was 30 flower farming organizations from Naivasha which are registered by Kenya flower Council with a total population of about 28,000 workers - both the managers and the employees (www. kenyaflowerindustry.com).

Sample and Sampling Technique

In this study, the sample was drawn from thirty (30) flower farming organizations in Naivasha, where nine (9) flower farming organizations which represent 30% of the total organizations. Mugenda and Mugenda, (2003), recommend that for small populations a sample of 30 is statistically significant. The nine (9) farms were selected using simple random sampling in order to give all the organizations equal chance of being selected. The employees of the nine sampled organizations had a total population of 9440 members (the managers and the employees). The population was very high and it was reduced to a sample that was calculated using the Fischer's formula.

$$n = \frac{z^2 \text{ X } P(1 - P)}{d^2}$$

n – Required sample size

z – Confidence level at 95% (standard deviation of 1.96%)

p – Estimated number of employees with problems (60%)

d – Margin of error (standard deviation of 0.05)

The sample size will thus be;

$$n = \frac{1.96^2 \text{ X } 0.6(1 - 0.6)}{(0.05)^2}$$

$$= \frac{3.8416 \text{ X } 0.24}{0.0025}$$

$$= \underline{0.921984} \quad = \quad 368.7936 \quad = 370$$

Simple random sampling technique was used to select the respondents, where staff in the organizations were selected and issued with questionnaires, which were collected later (after ten days). Simple random sampling was used in the study because it gave each of the sampling units (organization staff) an equal probability of being selected, (Mugenda & Mugenda, 2003). This technique also enabled the researcher to obtain relevant information from all respondents under the study.

Data Collection Instruments

The Primary data was collected by use of structured questionnaires that captured the various variables of the study. The questionnaire was designed to address specific objective, research question and test hypothesis (Kothari, 2004). The questionnaires were administered to all sampled 370 respondents (both the Management Staff and Subordinate staff). The questionnaires allowed the respondents to fill/ give the required information at their appropriate time and also saved time of the researcher in collecting the data.

The researcher used likert-scale questionnaire and the questionnaires had both open-ended and close-ended questions and this enabled the researcher to gather the required information by restricting the respondents from giving unnecessary information. Researcher chose this design because researcher wanted to obtain accurate data. It also made the process of filling in the questionnaire to be easy by ticking where necessary. Face to face interviews was also conducted in order to fill the same questionnaires where respondents were unable to fill questionnaires themselves.

The Secondary data was collected through review of published literature such as journals articles, scholarly materials, published theses and textbooks related to subjects being studied. Under this method the researcher used already recorded data in order to come up with necessary information of the study. This method allowed the researcher to analyze what had been done to avoid repetition and it also assisted in data comparison.

Validity

Validity has been defined as the degree to which an instrument measures what it purports to measure. It has been defined as the accuracy, truthfulness and meaningfulness of inferences that are based on the data obtained from the use of a tool. Validity is determined by the presence or absence of systematic error in data, (Kothari, 2004). There are two steps that are being promoted in a pilot study done by researchers in understanding and testing of test validity and reliability.

A research instrument should have validity and reliability, which is a measure of what should be measured. According to Jackson (2007), the validity of the instrument can be made by requesting evaluation of the expert (referred to as the external evaluator) on each item in question.

Testing by this method can identify the content validity of the instrument. According to many experts, the number of evaluators' maybe one person or several evaluators (Jackson, 2007). However, for this study there were two supervisors and a set of instruments were prepared for criticism and evaluation. Response to this questionnaire was based on 1-5 points on all choice of positive and negative items.

Reliability

According to Schindler & Cooper (2006), the respondents in a pilot test do not have to be statistically selected. Cronbach's alpha was used to test the reliability of the measures in the questionnaire. The Cronbach's alpha results need to range from 0.64 and above for each construct to be acceptable. Cronbach's alpha is the most commonly used coefficient of internal consistency and it's computed as; Alpha = {Nr/ 1 + r (N-1)} where r = mean inter item correlation, N= number of items in the scale. It is tedious to calculate the correlation of each item with every other item to derive the mean inter-item correlation. However, this is easily done using computer statistics packages. The percentage of agreement is comparable to the validity of instrument such as the table 3.1.

Table 3.1 Validity of the Instrument

Validity	Percentage
Not valid	$.10 \leq V < .46$
Low validity	$.46 \leq V < .64$
Sufficient validity	$.64 < V \leq .82$
High validity	$.82 < V \leq 1.0$

Based on the validity of the categories, the mid-point (cut-off point) the validity is 64%. Items with a value V above 64% (sufficient validity) is considered as a research instrument, but if V equal to or less than 64 and then the instrument has a minimum level considered adequate research instrument. Reliability coefficient is ultimately the accuracy of test scores, but only provides a measurement accuracy of relive for test scores. Cronbach alpha reliability coefficients using the method of internal consistency involves (1) the administration of the test to a group of individuals, (2) calculation of the correlation between each item and the average inter-correlation calculations, and (3) using the formula for estimating reliability.

Data Analysis and Presentation

The data was recorded from question responses into meaningful prevalence variables. Double data entering was done to ensure data quality. Thereafter data was transferred into the Statistical Package for the Social Sciences (SPSS) version 20. Version 20 was selected for it was the latest that the researcher had interacted with and was conversant with. The quantitative data was summarized and presented using descriptive statistics including percentages, frequency distribution tables and figures. These tools helped to reduce information to understandable form.

The qualitative data was presented through description that is, explaining the findings in a narrative way as it was stated or explained by the respondents. Due to the nature of the data collected, the Pearson correlation coefficient (r) was used to measure the correlation between counseling and performance. To analyze the respective relationships which are defined in conceptual framework, linear multiple regression analysis was performed on the following general equation,

Equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_1 X_1 Z + \beta_2 X_2 Z + \beta_3 X_3 Z + e$$

Where;

Y= Organization Performance.

X_1 = Financial Stress.

X_2= Working Relationship.

X_3= Working Conditions

Z = Organizational Factors

$X_i Z$ = Product term of the interaction effect of moderating variable with each of the independent variable.

While β0 is a constant which denotes organization performance; β1 – β3 are slope coefficients representing the influence of the associated independent variables over the dependent one and e - Standard error.

The model was first subjected to F-test to establish whether the variables were jointly significant. T-test was further computed for the individual variables' coefficients to determine their significance in the model. Null hypothesis was accepted or rejected based on the p-value obtained. The decision rule was to reject the hypothesis where p-value <0.05. Recommended procedures were done step by step according to the test for analysis.

RESULTS

Relationship between financial stress and organizational performance of Kenya's flower industry

Descriptive Statistics of Items on Financial Stress

To establish the relationship between financial stress and organizational performance, the researcher analyzed the descriptive statistics for the set variables. The study looked at six core aspects of financial stress on organizational performance. These were, Employees in the organization usually have no financial problems, Financial problems are due to poor remuneration at work place, Financial problems are due to poor individual financial management, Financial problems are due to poor individual financial management, Employees do have a hard time doing work due to financial problems, Financial problems kept many from concentrating on work and because of Financial stress employees are not able to enjoy their work.

Table 4.1 Financial Stress in Organization

Opinion on item	SD %	D %	N/O %	A %	SA %	Mean	Std
Employees in the organization usually have no financial problems	31.14	46.4	3.8	11.7	6.7	2.159	1.185
Financial problems are due to poor remuneration at work place	15.5	38.5	7.1	28.9	10.0	2.795	1.288
Financial problems are due to poor individual financial management	15.9	25.9	7.1	41.0	10.0	3.034	1.309
Employees do have a hard time doing work due to financial problems	14.6	26.4	10.0	36.8	12.1	3.054	1.307
Financial problems kept many from concentrating on work	8.8	23.4	6.7	40.2	20.9	3.410	1.290
Because of Financial stress employees are not able to enjoy their work	8.8	20.1	6.7	39.7	24.7	3.515	1.296

Note: Reliability Alpha – Financial stress = 0.706

Ranked on a scale where 1 = SD- Strongly disagree; 2= D-Disagree; 3= N/O- No opinion; 4 =A-Agree; 5 = SA-Strongly agree. n = 239.

The response on six questionnaire items on financial stress were ranked in this research on a likerts scale of 1 – 5 (1 – Strongly disagree, 2-Disagree, 3- No opinion, 4-Agree, 5- Strongly agree). To establish the index of financial stress, the means of the individual ranking on the items were calculated. The means obtained were therefore used as an index for financial stress. The reliability test on the financial stress constructs achieved a Cronbach Alpha of 0.706 indicating a strong internal consistence, thus verifying reliability of scale.

Majority of the respondents disagreed with the assertions that employees in the organization had no financial problems (46.4%) and that financial problems were due to poor remuneration (38.5%). Majority of the respondents also agreed with the assertions that financial problems were due to poor individual financial management (41.0%), employees had had hard time doing work due to financial problems (36.8%), financial problems had kept many from concentrating on work (40.2%) and that because of financial stress employees were not able to enjoy work (39.7%). The result showed that Employees in the organization usually have financial problems. Indicated by 46.4% disagreed and 31.14% of the respondents strongly disagreed with the statement. This is results are shown in table 4.1.

This was ascertained by the respondents noticing that in their Organizations; financial problems are due to poor remuneration at work place and poor individual financial management. This was similar to a study done by Kim and Garman (2004), showed that employees with high financial stress spent more time handling financial matters at work instead of working than those with moderate financial stress. Employees were absent from work more frequently than the low and moderate financially stressed groups and they were also less likely to be satisfied with pay. Financial stress affects the workers attitudes and behaviours at work. Employees feel they do not have enough money for living expenses. Employees also worry about the amount of debts and are dissatisfied with their savings for retirement and overall general financial situation which have negative impact on their performance and productivity/work output (Kim & Garman, 2004).

Effect of employee counseling on organizational performance

Descriptive statistics of items on employees' counseling

To investigate the effect of employee counseling on organizational performance, the researcher analyzed the descriptive statistics for the ten variables. The reliability test of items on employee counseling achieved a Cronbach Alpha of 0.790 indicating a strong internal consistence, thus verifying reliability of scale.

The results in table 4.2 shows that most of the respondents agreed with the assertions that the organization offered counseling services for the employees (52.3%), that they had attended counseling programs (47.7%), that they felt stimulated and passionate about their jobs after counseling (50.2%), that their financial life was nearly perfect (32.2), that they were able to relate with other employees well (55.6%) and comp with job situations/conditions (55.2%), that so far their life seemed to be going on very well (44.4) and that they were satisfied with their jobs as a whole (45.6). However majority disagreed that there wasn't anything about their lives that had changed (35.6%) and that they were very disappointed about their jobs (31.4%). This depicted that counseling had been relatively adopted in the flower farms.

Table 4.2 Employees Counseling on Organizational Performance

Opinion on statement	SD %	D %	N/O %	A %	SA %	Mean	Std
The organization offer counseling services for the employees	9.6	14.6	4.6	52.3	18.8	3.5607	1.22452
I have attended counseling programs	10.0	20.5	4.6	47.7	17.2	3.4142	1.26689
After counseling I feel stimulated and passionate about my job	8.8	10.5	13.4	50.2	17.2	3.5649	1.15363
My financial life is nearly perfect	9.2	30.1	15.5	32.2	13.0	3.0962	1.22781
I am able to relate with other employees well	3.3	7.1	8.4	55.6	25.5	3.9289	.96098
I am able to cope with job situations/ conditions	3.3	8.8	9.2	55.2	23.4	3.8661	.98244

So far my life seems to be going very well	13.4	20.9	9.6	44.4	12..7	3.2008	1.27411
I am satisfied with my job as a whole	9.6	18.8	11.3	45.6	14.6	3.3682	1.21890
There isn't anything about my life that changed	20.9	35.6	14.2	22.2	7.1	2.5900	1.23977
I am very disappointed about job	34.7	31.4	8.4	15.6	10.0	2.3473	1.35686

Note: Reliability Alpha - Employee counseling = 0.790

Ranked on a scale where 1 = SD- Strongly disagree; 2= D-Disagree; 3= N/O- No opinion; 4 =A-Agree; 5 = SA-Strongly agree. n = 239.

The results in table 4.2 also revealed that, the organization offer counseling services for the employees (mean = 3.56 and a standard deviation of 1.224), most employees have attended counseling programs (mean =3.414 and a standard deviation of 1.266), After counseling the employees felt stimulated and passionate about their job (mean = 3.564 and a standard deviation of 1.154), employees in the organization had always been trained in a variety of jobs or skills and could perform more than one job (mean = 3.53 and a standard deviation of 1.07) and the core group of workers in the organization had off - the job training in the past year and had improved communication and team work (mean = 3.52 and a standard deviation of 1.01). Based on the results, those firms that embraced counseling had positive effects on organizational performance.

Similar to the assertions that counseling programs geared specifically for employees have grown steadily in recent years across the globe, primarily because employers have come to recognize the importance of developing and preserving valuable human resources. They have realized the importance of attracting, retaining and managing highly skilled, quality workforce as a necessary component of their competitive advantage. Organizations should therefore treat their employees as partners, with dignity and respect as the most important assets (McLeod, 2008). Conclusion drawn from the 1993 survey is quite impressive from 400 replies from companies, 85 percent saw themselves as providing some form of counseling service. About twice as many organizations offer in-house counseling and related activities as those that depend on external counseling provision. Nearly 60 percent of companies provide stress counseling by personnel departments or line managers, or both. The other 40 per cent offer stress counseling in additions or as alternatives.

Organizational Performance

Profitability

Table 4.3 Profitability

Percentage	Frequency	Percentage
Profit has increased	185	77.4
No change experienced	20	8.4
Profit has declined	34	14.2
Total	**239**	**100.0**

The findings as shown in table 4.3 indicated that the profit of the organisations has increased for the last 3years as indicated by 77.4% of the respondents, 8.4% indicated that the there was no change while 14.2% indicated that the profit has declined in their organisations.

Table 4.4 Rate in Profitability

		Frequency	Percent
Valid	0-20%	63	26.4
	21-40%	49	20.5
	41-60%	88	36.8
	61-80%	27	11.3
	80-100%	12	5.0
	Total	**239**	**100.0**

The study also as show in table 4.4 established that majority 36.8% of the respondents indicated that there was increase in profits of 41-60%, 26.4% indicated an increase in profit of 0-20%, while only5% of the respondents indicated an increase of 80-100%.

Table 4.5 Major Factors affecting the Organizations Profitability

		Frequency	Percent
Valid	production cost	134	56.1
	employees performance	49	20.5
	others	56	23.4
	Total	**239**	**100.0**

The findings as in table 4.5 indicated that majority 56.1% of the respondents felt the major factors affecting the organisations profitability is the production cost while 23.4 % felt it was caused by other factors 20.5% felt it was caused by the employees' performance.

Sales of the Organizations

Table 4.6 Sales

		Frequency	Percent
Valid	sales have increased	181	75.7
	no change experienced	23	9.6
	sales have declined	35	14.6
	Total	**239**	**100.0**

From the findings on the table 4.6 the majority 75.7% of the respondents indicated that the sale of their organisations has increased for the last three years. 9.6% indicated that there was no change while 14.6% indicated that the sales have declined.

Table 4.7 Rate of sales increase

		Frequency	Percent
Valid	0-20%	65	27.2
	21-40%	66	27.6
	41-60%	84	35.1
	61-80%	20	8.4
	80-100%	4	1.7
	Total	**239**	**100.0**

From the findings majority 35.1% indicated that the sales have increased by 41-60%, 27.6%

indicated an increase of 21-40%, 27.2% indicated an increase of 0-20%, and 8.4% indicated an increase of 61-80% while 1.7% of the respondents indicated an increase of 80-100% in sales of their organizations as presented in the table 4.7. The findings also found out that the major factors that affect sales are the diseases that affect the flowers and lowering the quality and the state of the market demand.

Market valuation

Table 4.8 Market valuation

		Frequency	Percent
Valid	very high	46	19.2
	high	93	38.9
	moderate	86	36.0
	low	13	5.4
	very low	1	.4
	Total	**239**	**100.0**

The study as obtained in table 4.8 found out that majority of the respondents 38.9% rated the business valuation as high while 36.0% rated the market valuation as moderate and only 0.4% rate it as very low.

Divided Payment

Table 4.9 Divided Payment

		Frequency	Percent
Valid	very high	30	12.6
	high	58	24.3
	moderate	116	48.5
	low	26	10.9
	very low	9	3.8
	Total	**239**	**100.0**

The study established that the majority of the respondents 48.5% rated the dividend payment as moderate 24.3% as high while only 3.8% rated the dividend payment as very low as indicated in table 4.9.

Net Asset Value

Table 4.10 Net Asset Value

		Frequency	Percent
Valid	very high	37	15.5
	high	82	34.3
	moderate	101	42.3
	low	17	7.1
	very low	2	.8
	Total	**239**	**100.0**

The study found out that majority of the respondents 42.3% rated the net asset value as moderate while 34.3% rated the net asset value as high. 15.5% of the respondents rated the net asset value as very high and only 0.8% rated very low this is as in table 4.10.

Valuation

Table 4.11 Valuation

Remarks	Very high	High	Moderate	Low	Very low
Market valuation	46(19.2)	93(38.9)	86(36.0)	13(5.4)	1(0.4)
Divided payment	30(12.6)	58(24.3)	116(48.5)	26(10.9)	9(3.8)
Net asset value	37(15.5)	82(34.3)	101(42.3)	17(7.1)	2(0.8)

Majority of the respondents thought that the business valuation of their organization was high (38.9%) as compared to other organization while dividend payment (48.5%) and net assets value (42.3%) were moderate as compared to other organizations this is shown in table 4.11.

Targets

Table 4.12 Targets

		Frequency	Percent
Valid	above targets	94	39.3
	on targets	115	48.1
	below targets	30	12.6
	Total	**239**	**100.0**

The study as shown in table 4.16 found out that majority 87.4% of the respondents rated of employees' productions in accordance to the set targets as on target, while 39.4% rated it as above targets. Those respondents who rated the employees' production as below targets are 12.6%.

Table 4.13 Targets execution

		Frequency	**Percent**
Valid	always	156	65.3
	occasionally	83	34.7
	Total	**239**	**100.0**

The finding on whether it happens always or occasionally majority of the respondents 65.3 % indicated always while 34.7% occasionally. This is indicated in the table 4.13.

Timelines

Table 4.14 Timelines

		Frequency	**Percent**
Valid	on time	210	87.9
	late	29	12.1
	Total	**239**	**100.0**

The findings as indicated in table 4.14 on how the employees in the organisation perform their duties, majority of the respondents 87.9% indicated that they do on time while 12.1% indicated that the perform late.

Table 4.15 Employees Performance

		Frequency	Percent
Valid	0-20%	40	16.7
	21-40%	41	17.2
	41-60%	71	29.7
	61-80%	43	18.0
	80-100%	44	18.4
	Total	**239**	**100.0**

The findings on the employees performance to their duties, majority 29.7% indicated 41-60%, 18.0% indicated 61-80% while 18.4% of the respondents indicated 80-100%.

Table 4.16 Rate of Employees Performance

		Frequency	Percent
Valid	always	151	63.2
	occasionally	88	36.8
	Total	**239**	**100.0**

The findings on how often this happen majority 63.2% of the respondents indicated always while 36.8% of the respondents indicated occasionally as revealed in table 4.16.

The findings on the major factors that affect employees in performing their duties on time majority of the respondents indicate the level of remuneration and motivation as shown in figure 4.1.

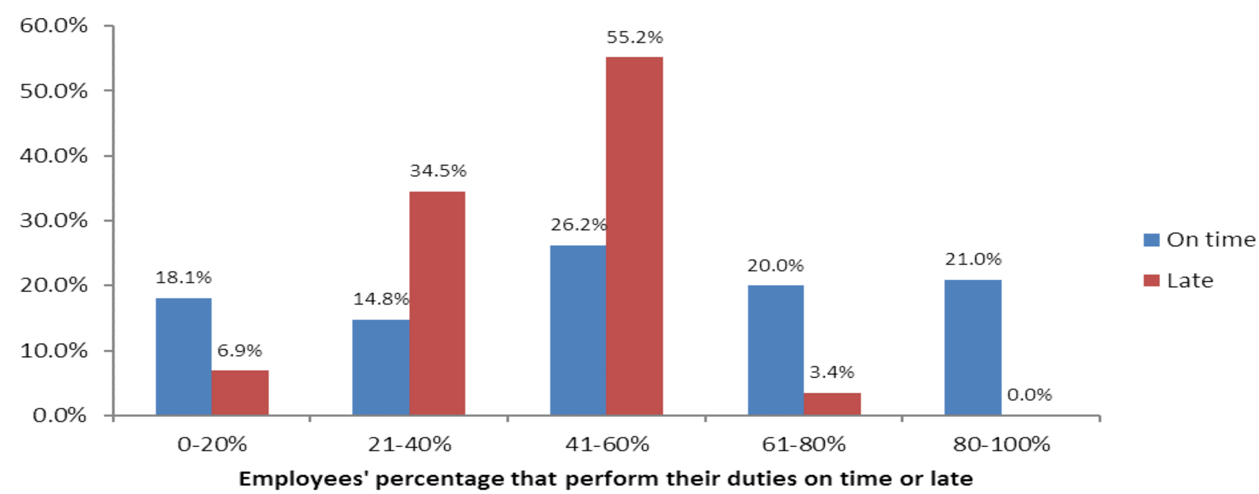

Figure 4.1 Employees Timeliness

Overall Organizational Performance

Table 4.17Overall Organizational Performance

		Frequency	**Percent**
Valid	very high	49	20.5
	high	115	48.1
	moderate	66	27.6
	low	7	2.9
	very low	2	.8
	Total	**239**	**100.0**

The findings on the rating on the overall organizational performance and success and growth, majority 48.1% indicated that high, 27.6%

indicated moderate, 20.5% indicated very high and only 0.8% indicated very low. This is elaborated in table 4.17.

Overall Descriptive Statistics

Using cronbach Alpha coefficient for internal reliability of each variable, cronbach alpha was tested for variables on organizational performance, financial information and Employee Counseling. The findings showed that financial stress had a Cronbach alpha value of 0.776 and Employee Counseling (Cronbach alpha value of 0.801). These variables indicated a high internal reliability on organizational performance as indicated in table 4.18.

Table 4.18 Cronbach Alpha Coefficient for the Variables

	No. of items	Cronbach	Mean	Standard Deviation
Financial Stress	6	0.706	2.994	0.0594
Employee counseling	10	0.801	3.294	0.0141

Considering the descriptive results for these variables, mean ± SD of the variables; Financial stress (2.994 ± 0.791) being component affecting organizational performance as moderated by Employee Counseling (3.2937± 0.716). This is presented in table 4.18.

Table 4.19 Descriptive statistics of each of the research variables

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Financial Stress	239	1.00	5.00	2.9944	.79077
Employee Counselling	239	1.00	5.00	3.2937	.71632
Valid N (listwise)	237				

Correlation Analysis

In order to determine whether there were relationships among the main variables, Pearson moment Correlation coefficients were computed for each pair of variables. The results are shown in the correlation matrix (table 4.20). The findings revealed that organizational performance and Financial stress were highly correlated (r= .626, p-value<0.001). This showed that a positive change in financial information resulted into an increase in organizational performance. The findings also indicated that organizational performance and Employee Counseling had significant relationship (r =.593, p-value < 0.001). In all the variables tested, increase in the rating significantly resulted to increase in organizational performance at 95% confidence interval.

Table 4.20 Correlation Matrix

		Financial stress	Employee Counseling	Overall Organizational Performance.
Financial stress	Pearson Correlation	**1**		
	Sig. (2-tailed)	.		
Employee Counseling	Pearson Correlation	.479(**)	**1**	
	Sig. (2-tailed)	.000	.	
Overall Organizational Performance	Pearson Correlation	.626(**)	.593(**)	**1**
	Sig. (2-tailed)	.000	.000	.

** Correlation is significant at the 0.01 level (2-tailed).

Multiple Regression Analysis

Multiple regression was done where all the variables were put together to establish their colinearity with organization performance. During Regression analysis, stepwise regression was used in which all variables were entered into the model and the computer kicked out irrelevant variables either due to lack of relationship or multicolinearity. The best model was found to have two variables namely X_1-Financial stress and X_3-Working conditions.

Using the study model

$Y = ß_0 + ß_1X_1+ß_3X_3 + ε$.

Where Y = Organizational performance

X_1 = Financial stress index

X_3 = Working Conditions index

ε =Error term

The equation for establishment of organizational performance when we confined our self to standardized coefficient, therefore was; $Y = 0.349X_1 + 0.322X_3$.

Table 4.21 Regression analysis result on the relationship between independent variables and organization performance

	Unstandardized Coefficients		Standardized Coefficients		
Model	**B**	**Std. Error**	**Beta**	**T**	**Sig.**
(Constant)	.316	.237		1.333	.183

Financial stress	.315	.054	.349	5.889	.000
Working Conditions	.474	.074	.322	6.393	.000

Dependant Variable: Organizational Performance

Among the two predictors, working Conditions ($t = 6.393$, p- value < 0.001) had the highest t- value followed by Financial stress ($t = 5.889$, p-value < 0.001). This showed that working Conditions had the highest influence on organizational performance. This is shown on Table 4.25.

Influence of Financial information (as an element of employee stress) on organizational performance.

To establish the effect of financial information as an element of employee stress on organizational performance, the model used showed that financial significantly influenced organizational performance on its own ($r = 0.626$, p-value < 0.001). From the correlation matrix, it showed that X_1 ($r = 0.626$, p-value < 0.001). This implied that selective hiring independently explains ($0.626x\ 0.626 = 0.392$) which is 39.2% of the variation in organizational performance (Y). The study Model to be tested was;

$Y = ß_0 + ß_1X_1 + ε$.

Where Y = Organizational performance

$ß_0$ = Constant

X_1 = Financial information

ε. = Error term

The equation for establishment of organization performance in the regression formula therefore is; $Y = 0.626X1$.

The hypothesis to be tested was $\mathbf{H_{o1}}$: There is no significant relationship between employee's financial stress and organizational performance in Kenya's flower industry.

Using stepwise Regression analysis, all the six questionnaire items on the variable were entered with each of the measures of firm performance into regression model.

The general multiple regression model for this hypothesis was:

$Y = ß_0 + ß_1X_1 + ε$

Where Y = Organizational performance

$ß_0$ - Constant

X_1 = Financial information

ε =Error term

Based on this, the resulting regression model summarized was; $Y = 0.374 X_1$

The F –test was used to validate the overall linear regression for this factor in the regression model. The result was found to be valid and significant $F_{(1, 285)} = 123.657$, p-value < 0.001.

The null hypothesis was therefore rejected since the factor of financial stress alone was able to significantly influence organizational Performance. The researcher therefore opted for an alternative hypothesis ($\mathbf{H_{o1}}$) "There is a significant positive influence of financial stress on organizational Performance".

CONCLUSION AND RECOMMENDATIONS

Summary of Major Findings

To establish the relationship between financial stress and organizational performance of Kenya's flower industry

There existed an average level of financial stress within the organization. These in turn was associated with the organizational performance in overall. The result showed that Employees in the organization usually have issues to do with financial problems. This was ascertained by the respondents noticing that in their Organizations; financial problems are due to poor remuneration at work place and poor individual financial management. Financial stress affects the workers attitudes and behaviour at work. They feel they do not have enough money for living expenses. They also worry about the amount of debts and are dissatisfied with their savings for retirement and overall general financial situation which have negative impact on their performance and productivity/work output.

Conclusion

At any time, employees may experience problems related to personal, professional or might be their career development, which may seriously affect success at the company and in achievements of its financial and strategic goals. If these difficulties go unsettled for a period of time, they are possible to crash the employee's talent to perform effectively on the job.

Financial problems/ stress have a significant effect on job performance. Employees perform better when they are financially motivated. Employees with high financial stress spent more time handling financial matters at work instead of working and are absent from work more frequently. The present research provides evidence that it is helpful to consider the impact of motivation on job performance while taking financial motivation into account.

Recommendations

Flower farms as well as other organizations should base the evaluation of their employees' performance on their accomplishment/ achievements and identify the gaps and the reasons affecting the performance. This would benefit both the organizations and the employees. Employees who knew where they stand strive to improve their performance. As a result, if their performance is improved, organization's efficiency will improve.

Organizations should work hard to improve the workers financial situations through balanced payment, training and promotions for motivation of employees for financial motivation enhances employees' moral for creativity and competition. Creative mind innovate new product or services that would improve productivity/service quality which as a result brings about maximizing efficiency and effectiveness. This eventually brings about the attainment of organizational goals.

The organizations need to maximize the use of counseling in their respective managerial systems, in order to correct the behavior of employees with low performance and make them more efficient and effective. When counselors can detect the major problem from employees, the problem at least can be solved to decrease employee's problem and increase level of organization performance. If this measure could not correct the behavior of their employees, the organization should consider the question of retention or discharge in order to minimize cost and maximize benefit of the organizations.

REFERENCES

Adrien, M.-H., Anderson, G., Garden, F., Lusthaus, C., Montalván, G. P., & Inter-American Development Bank. (2002). *Organizational assessment: A framework for improving performance*. Washington, DC.

Alderton, T., Seafarers International Research Centre., & Bureau international du travail. (2004). *The global seafarer: Living and working conditions in a globalized industry*. Geneva: International Labour Office.

Armstrong, M. (2001). *Human Resources Management Practices,*(8th edition) London: Kogen Page Ltd.

Armstrong, M. (2004). *Human Resources Management Practices,*(9th edition). London: Kogen Page Ltd.

Arthur, A. (2000). Employee Assistance programs, the employer stress management. *British Journal of guidance and counseling*, 2 (4,); 549-559.

Barling, J., Kelloway, E. K., &Frone, M. R. (Eds.) (2005). Handbook of work stress. Thousand Oaks, CA: Sage.

Blair, S. L. (2012). *Economic stress and the family*. Bingley, UK: Emerald.

Buon, T. (2005). *Employee Counseling and Performance Management*. UK: the Robert Gordon University.

Butts, M.; DeJoy, D.; Schaffer, B.; Wilson, M. & Vandenberg, R. (2009). Individual Reactions to High Involvement Work Processes: Investigating the Role of Empowerment and Perceived Organizational Support. *Journal of Occupational Health Psychology*, 14(2), 122-136.

Carton, R. B., & Hofer, C. W. (2006). *Measuring organizational performance: Metrics for entrepreneurship and strategic management research*. Cheltenham, UK: Edward Elgar.

Cooper, L.C, (2009). *International Handbook of Work and Health Psychology*, United Kingdom: Willey-Black Well.

Cole, G.A. (2002). *Personal and Human Resource Management,* (5th edition). London: Biddles Ltd.

Danninger, S. T. I. B. R. (2009). *Transmission of financial stress from advanced to emerging economies*. S.l.: International Monetary Fu.

Davidson, J. (2001). *Stress management*. Indianapolis, Ind: Macmillan USA.

Davis, M., Eshelman, E., & McKay, M. (2000).*The Relaxation and Stress Reduction* Workbook (5th Ed.). Oakland, CA: New Harbinger.

Erica, O. (2012). *Strategic Planning; Organization structure, environment and performance,* (2nd Edition). Washington: John Wiley & Sons, Inc.

Goldberg, R., &Steury, S. (2001). Depression in the workplace: costs and barriers to treatment. Psychiatric Services, 12 (52); 1639 -1643.

Hyde, J. (2004). *Managing and Supporting People in organization*. New Delhi: Bailliere Tindall.

Jackson, S. (2007). *Research Methods*: A modular approach. New York, NY: Macmillan.

John, W. C. (2006). *Research Design Qualitative, Quantitative, and mixed methods approaches,* (2nd ed). New York: Raven Press.

Johnston, I. (2002). *Introductory Handbook for Probability, Statistics and Excel.* Nanaimo: Malaspina University-College.

Keller, S., & Price, C. (2011). *Beyond performance: How great organizations build ultimate competitive advantage*. Hoboken, N.J: Wiley.

Kim, J. & Garman, E. T. (2003). Financial stress and absenteeism: An empirically derived research model. *Financial Counseling and Planning*, 14(1); 31-42.

Kothari, C.R. (2004). *Research Methodology,* (2nd edition). New Delhi, India: WishwaPrakashan Publishers.

Masi, D. A. (2004). *Designing Employee Assistance Programs.* New York: American Management Associations.

Mayor, J. (2001). Review confirms workplace counseling reduces stress. *BMJ*, 322, 637.

McLean, G. N. (2006). *Organization development: Principles, processes, performance*. San Francisco: Berrett-Koehler Publishers.

Mcleod, J. (2008). *Counseling in the workplace: a comprehensive review of the research Evidence,* (2nd end). UK: British Association for Counseling and psychotherapy.

Millar, A. (2002). Beyond resolution of presenting issues: clients' experiences of an in-house police counseling service. *Counseling and Psychotherapy Research*, 2; 159-166.

Minter, R. L. & Thomas, E.G. (2000). Employee development through coaching, mentoring and counseling: a multidimensional approach. *Review of Business*, 21(1 & 2) 43-47.

Mugenda, O. M., &Mugenda, A. G. (2003).*Research Methods, Quantitative and Qualitative Approaches.* Nairobi: Acts Press.

Munyi, J. (2012). *Employees Wellness Program.* Kenya: Kenya Airways.

Palmo, A. J., Shosh, M. J. &Weikel, W. J. (2001). The independent practice of mental health counseling: past, present, and future. In D.C. Locke, J. E. Myers, & E. L. Herr (Eds), "The handbook of counseling" (pp. 653–667). Thousand Oaks, CA: Sage.

Rana, G., &Rastogi, R. (2010). Improving Performance of Human Resources through Performance Feedback and Counseling. *Journal of Science, Engineering & Technology Management*, 2 (1); 12-20.

Riggar, T. F., & Maki, D. R. (2004). *Handbook of rehabilitation counseling*. New York: Springer Pub. Co.

Rösch, D., & Scheule, H. (2008). *Stress testing for financial institutions: Applications, regulations and techniques*. London: Risk Books.

Rossi, A. M. (2006). *Stress and quality of working life: Current perspectives in occupational health*. Greenwich, Conn: Information Age Publ.

Sandhu, D. S. (2002). *Counseling employees: A multifaceted approach*. Alexandria, VA: American Counseling Association.

Schidler, P., & Cooper, D. (2006*). Business Research Methods*, (8th edition). London: McGraw Hill.

Smith, H. B. & Weikel, W. J. (2006) Mental health counselling: The first thirty years and beyond. In A. J. Palmo, W. J. Weikel& D. P. Borsos (Eds.) "Foundations of mental health counseling" (3rd ed.), (pp5–29. Springfield, IL: Charles C Thomas.

Stiffler, M. A. (2006). *Performance: Creating the performance-driven organization*. Hoboken, N.J: John Wiley.

Stone, F. M. (2007). *Coaching, counseling & mentoring: How to choose & use the right technique to boost employee performance*. New York: American Management Association.

Subrahmanian, M., & Anjani, N. (2010). Effectiveness of Employee Counseling in Automobile Industry. *Indian Journal of Commerce & Management Studies*, 1(1); 1-6.

Valentine, S. (2004). Employees counseling and organizational ethical values. *Journal of Employment Counseling*, 41 (4); 146–155.

Weinberg, A., Sutherland, V. J., & Cooper, C. L. (2010). *Organizational stress management: A strategic approach*. New York: Palgrave Macmillan.

Wentland, D. M. (2009). *Organizational performance in a nutshell*. Charlotte, NC: Information Age Pub.