



**THE INFLUENCE OF WORK- LIFE BALANCE ON LEADER’S PERFORMANCE:
THE CASE OF NILE INSURANCE COMPANY S.C.**

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Letter of Certification

This is to certify that, the project work, entitled “The Influence of Work Life Balance on Leader’s Performance: The Case of Nile Insurance Company S.C.”, prepared by Zelalem Wossenu for the partial fulfillment of the requirements for the Degree of Master of Arts in Business Leadership, is an original work and complies with the regulations of the University and meets the accepted standards.

Letter of Declaration

I, Zelalem Wossenu, hereby declare that this study entitled “The Influence of Work Life Balance on Leader’s Performance: The Case of Nile Insurance Company S.C” is my original work and prepared in guidance of the research advisor. This research work was not submitted for any other degree or diploma in this or other universities by any other person in the past. Any form of plagiarism will lead to disqualification of the paper.

Zelalem Wossenu Lema

Signature: _____

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List of Abbreviations

WLB	Work Life Balance
WIBL	Work interference with personal life
PLIW	Personal life interference with work
POS	Perceived organizational support
PSS	Perceived social support
JP	Job performance
SPSS	Statistical Package for Social Science

Abstract

The main purpose of the study was to investigate the influence of work life balance on leader's performance. Using a primary data gathered from 67 managerial employees from Nile Insurance Company's Head office and Addis Ababa city branches through self administered questionnaires, the current study tested the hypotheses by employing correlation and regression analysis which are computed through SPSS version 24. The work life balance factors examined in this research were: work interference with personal life (WIPL), personal life interference with work (PLIW), perceived organizational support (POS), and perceived social support (PSS). The findings reveal that only perceived organizational support (POS) have a direct and significant effect on the job performance while the other three independent variables have no direct and strong relationship with the dependent variable (i.e. JP). It is recommended that the company shall have work life balance polices that assist managers to improve their performance at individual as well as organizational level. Similarly, the welfare policies shall be designed in a way that is helpful to managerial employees with more parental as well as societal responsibilities.

Key words: work life balance, work family integration, performance, leader, workplace support, social support

Chapter One

Introduction

This part of the research summarizes the background, statement of the problem, general and specific aims, basic research questions, and relevance, limitation, and organization of the study.

1.1 Background of the study

Work-life balance has become a major challenge in the workplace in a world packed with conflicting duties and commitments mainly due to three important factors: growing competition, change in people's walks of life and emergence of ageing workforce. Interest in work-life balance research has been growing and organizations have been started to consider competing needs of work and home life that affect employees (Ford & Collinson, 2013). Work-life balance is defined as the optimal enjoyment /allocation/ of time for family/personal issues as well as work (Clark, 2000). It is also finding the real satisfaction both at work and home (Smith et.al., 2016) and reduced conflicts in various roles as employees achieve the right equilibrium (Fapohunda, 2014)

In today's competitive work environment, emphasis towards high volume of work, quality services and increased working hours affect the quality of work and life of employees in general and leaders in particular. The dynamism that exposed organization to intense competition influences their customer service strategies, which in one way or another achieved through enhancing the competency of their human resources. In situations like this, employees are forced to work for long hours and this in effect cause job-to-home spillover to increase while adversely

affect performance (Bataineh, 2019). This has brought pressure on employees' time management for their personal issues (Auranzeb & Bhutto, 2016) and at the same time affect the quality of work (Sarna et.al, 2018).

Peculiar to the lower-level employees, managers and professionals are expected to deliver more and work extra hour to improve organizational performance (Talukder & Vickers, 2014). Leaders are expected to deal with matters such as relationship building, conflict management, decision making and higher level job responsibility. However, human resource practices and individual factors such as gender, family status, and managerial status can be considered as source of work-life conflict (Misra, 2018). For some, leaders have the responsibility to control wider organizational task and are expected to deliver more via working for a non-specified hours (Ford & Collinson, 2013, Baht, 2020). As cited in Ampem (2018), Macais (2014) stated that lower level employees, unlike the supervisor, can enjoy their work as well as family activities due to their low level of responsibilities. While others argue that work life conflict is much in lower-level employees due to the poor work-life balance practices of some organizations as well as stressful handling of supervisors (Mas-Machuca et al., 2016). In contrary to this, other also state that the work-life balance is an issue for all managerial employees due to their higher level of responsibility in their workplace in addition to their involvement (Talukder & Vickers, 2014).

This research addresses work-life balance at the managerial level employees since most of the time managers are expected to demonstrate their total commitment to the organization by prioritizing organizational duties against their family or home life. In addition, organizational career path environments influence the perception of managers towards long-working hours, shoulder heavy responsibilities, engage in various committee assignments, coordinating lower-level employee tasks, coaching and mentoring subordinates and many more activities.

1.2 Statement of the Problem

In today's business environment, managerial tasks are becoming broader due to the essence of competition. According to Ford and Collinson (2013), organizations do not provide leaders the specified work time. In addition, the empowerment of women leaders to managerial positions and the broadening span of organizational control have made work-life balance an important area of attention for various scholars. In favor of this argument, Talukder and Vickers (2014) also stress that leaders and professional employees devote much of their time at work and forced to influence their non-work activities. At the same time, leaders might bring workplace activities home or engage in personal activities due to their high level of work-family integration (Peng et al., 2011). According to them, the changing dynamics of social factor that has increased women's participation into the workforce as professional also affect men's work and home life.

In the organization under study middle-level managers, senior managers and lower-level managers are observed working extra-time and even from home to meet deadlines. This is mainly due to the strong emphasis given by the organization to activities such as improving market share, profitability, service excellence. To achieve these objectives, the Company heavily relies on the extra effort of employees, especially on managerial staffs. As cited in Cowart et al (2014), Holt (2011) reveals that unlike the majority of employees leaders are expected to engage in strategic planning, to make informed decisions, to enhance performance of the organization, to deal with customer related issues and organizational and individual capacity development tasks.

The other important aspect for the interest in this research is the emergence of women to leadership position both at the Head office and Branches. In line with this, various scholars argue that women shoulder various roles and responsibilities at home than men (Konjit & Engen, 2017,

Bearegard & Henry, 2009, Mukururi & Ngari,2014). In fact both women and men leaders are of the interest of the research.

Nile insurance is among the strong competitors list in the industry in terms of market share, branch network, technological acquisition, etc. To maintain its competitive advantage, the Company has initiated various performance improvement strategies by focusing solely on its workforce.

Accordingly, the research pay attention to Work life balance factors such as work interference with personal life, personal life interference with work, perceived organizational support, perceived social support, and their influence on the performance of leaders. In the researcher's understanding the work life integration of leaders in Nile insurance is not harmonized due to the interference of work in personal life. Most importantly, work role dominance is assumed to present and in turn affect the performance of leaders both at home and in the workplace. The other notable factor that is expected to affect leader's performance is organizational as well as social support given to leaders. According to Straub (2007), shift of culture is needed at organizational level to improve the work-life balance practices and achieve the desired performance objective throughout the individual's career path. In this regard, many scholars address the influence of work-life practices on employee performance. However, the researcher of this study is curious whether employees at the managerial position have got a particular emphasis, especially in the insurance business context. Hence, the relationship between work-life balance and leader's performance in the stated company is the main area of focus in the research.

1.3 Research Questions

The research seeks to answer whether there is a relationship between work-life balance and leader's performance in Nile Insurance Company S.C. In particular, this study sought to explore the following research questions:

- How do leaders in Nile Insurance view their work life balance practice?
- How does the work life factors (Work-interference with personal life, personal life-interference with work, perceived organizational support, perceived social support) influence leader's performance
- Which of the factors under investigation affect leader's performance most?

1.4 Objective of the Study

The objective of the current study is to understand the work life balance experiences of employees holding a leadership position and its impact on their performance in Nile Insurance Company. Specifically, this study aimed to meet the following objectives:

- to assess leader's work-life balance experiences in Nile Insurance
- to analyze the types existing work-life balance factors (work interference with personal life, personal life interference with work, perceived organizational support, perceived social support) and their impact on leader's performance
- to identify the degree of significance of each work-life balance factors on leader's performance

1.5 Significance of the Study

Various scholarly works in the past have made their contribution by providing policy implication on work-life balance practices in the work place. This has helped practitioners to

improve managerial employee's performance through adopting and implementing better work life balance policies. Furthermore, those research works ignite interests to conduct further research on unseen factors that might have adverse or positive impacts on the performance of the workforce. Despite this, very little attention has been given to the influence of work-life balance practices at the work place on leader's performance, especially in the Ethiopian financial sector. Thus, the research will fill the gap by indicating workable approach to the WLB practices of managerial employees as well as provide policy implication for the company to have sound work-life balance policies. In addition, the research findings will benefit decision makers in similar industry or other industries to improve their senior management teams' performance through identifying factors that are sources of conflict between work and life domains.

1.6 Scope of the Study

This research mainly focuses on the work life balance factors that influence the performance of leaders in the chosen Company. Although the numbers of work-life balance factors are numerous, the research is limited only on variables such as work interference with personal life, personal life interference with work, perceived organizational support and perceived social support and their relationship with managerial job performance. Nile insurance Company has nearly 398 employees. However, the focus of the research is only on managerial employees that are working in departmental, division and branch levels. Besides, the geographical coverage of the research is confined to those employees working in Addis Ababa. Regarding age factors, leaders of all age groups are included in the study.

1.7 Limitation of the Study

This study is conducted only on managerial employees of one company due to the interest of time. Hence, findings from the research may not be fully applicable for other sectors due to diverse workplace circumstances. The sample size is also limited to some managerial employees due to limited resources to approach those branch managers in the regional towns.

1.8 Organization of the Study

This research is organized in five chapters. Chapter one is an introduction part of the research. It sets the foundation for the research by providing the background information of the study. Moreover, the chapter identifies the specific problem that the research is conducted for. This chapter also includes research questions and objectives of the research to show the relationship between WLB and leader's performance. The contribution of the research, the scope and its limitations are included. Chapter two of the research reviews various related scholarly literatures, flagging out key theoretical framework and empirical literatures. Based on the review, conceptual framework of the research is developed and hypothesis of the research is identified. The third chapter is the methodological part of the study. The chapter outlines study area, research approach, research design, population and sample, data type and source, measurement, data collection methods and analysis. The data analysis will be undertaken and findings will be interpreted in chapter four of the study. Lastly, summary of the study and policy recommendation for further research will be dealt in chapter five of the research.

Chapter Two

Literature Review

2.1 Introduction

This part of the research provides literature review of the study discussing the concepts and empirical review of work-life balance, and leader's performance. The chapter begins with the concept of work life balance along with definitions and followed by employee performance with a particular emphasis on managerial employees. In addition, literatures that show the link between work-life balance and leader's performance is reviewed. In the empirical review section, work interference in personal life, personal life interference in interference in work, perceived organizational support, and perceived social support is discussed. Lastly, conceptual framework of the study is presented.

2.2 Theoretical Literature Review

2.2.1 Definitions of Work-Life Balance

Work-life balance is a broad concept, defined in different ways by different researchers using diverse dimensions. Despite the presence of widespread interest by academicians and practitioners, the definition given to work-life balance so far lacks consistency (Carlson & Gizywacz, 2009).

Individuals have roles in work as well as non work activities. Markcks and MacDermid (1996) defined this role balance as the tendency to get totally immersed in performance of each role. Consistent to this definition Greenhaus et.al (2003) give a broader definition to work-family balance. For them, it is a time balance which equates the time spent on work and family

responsibilities, an involvement balance as there is a psychological participation in both work and family tasks and satisfaction balance which implies the presence of satisfaction between the two domains. Clark (2000) also defined it as the satisfaction and good performance obtained as a result of reduced role conflict. According to Gregory and Milner (2009), it is “the relationship between the institutional and cultural times and spaces of work and non work-related issues”.

Lockwood (2003) argues that work-life balance is perceived by the majority as the insufficient time to handle or manage both personal and work commitments. Kalliath and Brough (2008) viewed work life balance as equity, satisfaction, perceived control across multiple roles. Beckers et al. (2012) put it as work time control which is highly influenced by self - scheduling which can affect the balance between work and non-work activities.

In the research "Workplace Policies and Practices to Support Work and Families", Kossek (2005) argues that many firms understanding towards work-family integration is limited to parenting and dependent care activities alone in the previous times. For her, this orientation is changed overtime as today's workforce is engaged beyond the formerly stated roles which includes community, elder care, teen supervision, personal health care, political and religious affiliation, and many more. Lewis and Cooper (1999) also suggest that work and family have become more important as a result of a number of broad and extensive demographic and economic issues.

2.2.2 Work-Life Balance Theories

The interconnectedness of work and life issues has been areas of attention in many scholarly works. According to Moris and Madson (2007) previous scholarly literatures are built on a variety of theoretical literatures namely; spillover, compensation, resource drain,

enrichment, congruence, inter-role conflict, segmentation and facilitation. Based on their review integration is also found to be relevant to show the work-life balance theoretical relationship. These theoretical frameworks are summarized based on previous scholarly researches (Clark, 2000; Frone, 2003; Zedeck and Mosier, 1990).

2.2.2.1 Work-Life Integration

The boundary/border theory underpins the concept of work-life integration. Work-life integration, according to Ashforth et al (2000), is about the boundary that separates one role from the other. Brue et al (2018) point out that the integration of work and life responsibilities can improve each domain; but, if the demands in each domain overlap, there may be a work-life imbalance. Cited in Heath (2012), James (2006) defined work-life integration as the combination of work and life activities that can be shaped via the proper functioning of emotions, environment, and expectations. For Smith et al (2016), it is a process of finding the personal meaning and satisfaction across multiple roles and aspects of one's life. McMillan et al (2011), viewed work-life integration as harmony that is created as a result of role alignment between the two domains. However, role conflict may arise if the opposing demands collide during participation in different roles (Greenhous & Buetell, 1985).

2.2.2.2 Work-Life Segmentation

Most of previous scholarly literatures stress that there is a segmented and independent relationship between work and life. For instance, Ashforth et al (2000) argue that boundary crossing is more challenging when the roles in both domains segmented. In other words it means the boundaries are inflexible and impermeable. In line with this argument, Bulger et al (2007)

states that individuals who segmented their work and personal life make a distinction between the two domains. According to them, this would be more explained if individuals prefer not to disrupt work to give time to their personal issue and vice versa. Similarly, Segmentation is referred as compartmentalization or fragmentation of work and personal life (Edwards & Rothbard, 2000).

2.2.2.3 Spillover Theory

The spillover model assumes that work and family have a favorable link. In other words, a shift in one area causes a shift in another, as evidenced by the positive relationship between career and family values (Frone, 2003). According to the spillover theory, workers' professional experiences spill over into their home lives and vice versa, resulting in a similar patterning of work and non-work life (Staines, 1980). For him, adverse effects of job experiences are linked to bad family experiences, while favorable work experiences are linked to positive family experiences.

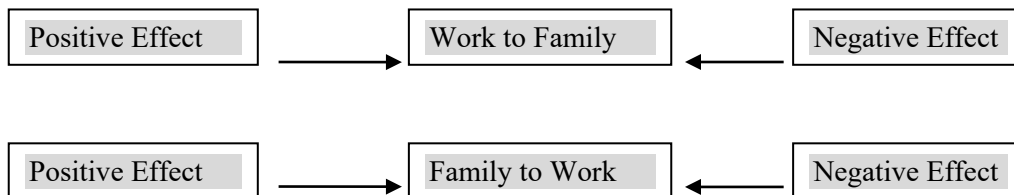


Figure 1: A reciprocal relationship adopted from Frone et al (1992)

2.2.2.4 Role Enhancement Theory

Social as well as professional roles determine our action (behavior boundaries), our interaction (relational boundaries), our thinking (cognitive boundaries) and our feeling (affective

boundaries) according to Frone (2003). Cited in Lavassani and Movahedi (2014), Barnett and Hyde (2001) elaborate this by describing the expected benefits of multiple roles such as increased income, increased self esteem, opportunity for social contacts, and the feeling of accomplishment. For Rantanen et al (2010), work-life research has long been guided by the role stress hypothesis, which emphasizes the negative aspects of work-life relationship. This relationship may lead to inter-role conflict, which can be experienced by participants that are assigned to distinct roles, according to Greenhaus and Beutell (1985).

However, changes in social orders, which exposed a number of people with critical duties both at home and work, fueled the interdependencies between work and domestic life. In the research "Workplace Policies and Practices to Support Work and Families", Kossek (2005) argues that previously many firms understanding towards work-family integration is limited to parenting and dependent care activities alone. For her, this orientation is changed overtime as today's workforce is engaged beyond the formerly stated roles which includes community, elder care, teen supervision, personal health care, political and religious affiliation, and many more.

Many of the studies recognize that an individual's life involves multiple domains and is not restricted to work and home domains alone (Poulose & Sudarsan, 2014).

2.2.2.5 Compensation Theory

Compensation theory stresses that individuals tend to compensate for their dissatisfaction in one domain by seeking satisfaction in another. Staines (1980), state that several arguments supporting a negative relationship between work and non-work are presented in compensation theory. He extends his theory by saying that "most workers' job situations are likely to be poor in

some ways and that they compensate for these shortfalls by engaging in leisure and family activities”. To avoid such behavior business strategies of some firms, give emphasis to benefits that appeal to specific groups such as working parents that have desire for health care or work time flexibility.

2.2.2.6 Resource Drain Theory

This theory assumes that work and family have a strained connection. The use of limited resources such as time, energy or attention in one life domain (i.e. work) can diminish the availability of these same resources in another life domain, particularly time available for leisure or family activities (Frone, 2003). Edwards and Rothbard (2000) hypothesize that there can be resource transfer on the individual’s side to domains outside the job, namely for community and personal interests. This is with the assumption that these valuable resources, which are believed to benefit the needs of the other domain, might be lost (Hobfoll, 1989).

2.2.3 WLB Factors Affecting performance of Leaders

Performance can be affected by various work-life balance factors. Among others include:

2.2.3.1 Work interference with personal life (WIPL)

Some scholars state that work and family has causal relationship either in a positive or negative way. For instance, if there is excessive pressure arising from work that challenges the effectiveness of individuals in their role at home, then an imbalance might occur between the two domains (Greenhaus et al, 2006). While the work–family balance has become the norm, it is usually framed as a conflict in some literatures (Allen 2012,). Research by Williams et al (2015) examined that individual with more work dedication tend to avoid any distraction that arise from

family activity to show their commitment to work. In line with this finding prior work-life balance researches also focused on the negative effects of cross-role interference, the shortage of mutual resources between personal and professional lives, and the challenges of balancing several roles (Byron, 2005, Frone et al 1997). However, Greenhaus and Buetell (1985) suggests that work and family might also have mutually supportive roles.

2.2.3.2 Personal Life interference with work

Individuals cannot separate their personal life to work due to changing dynamics in the work place (Kundnani & Mehta, 2015). Regarding the personal life interference with work, Frone et al (1992) emphasize that family involvement and other family stressor factors are solely to blame for their impact on work activities. Although women spent more hours in family work than men, they reported the same level of family interference in work (Hamilton, 2006).

However, Underdahl et al (2015) argued that personal life involvement in work might have positive benefit as long as an individual use his/her ability to exploit resources from his/her family role and improve his or her work role. The above researches focused on sociological, structural, or developmental aspects of personal life and their impact on work performance.

2.2.3.3 Perceived organizational support(POS) vs Work Life Balance

As stated in Kossek (2005), organizational factors involve formal human resource policies to support work and family, job design and terms and conditions of employment, and informal occupational and organizational culture and norms. Work place support that is designed to improve WLB boosts managerial employees' positive energy according to Russo et al (2016). Eisenberger et.al (1986) identifies that work place support is the perception of managerial and

non-managerial employees towards the recognitions and values given to their work and the necessary care given to their well-being.

2.2.3.4 Perceived Social Support(PSS) Vs Work Life Balance

Social support has become important in the work-life integration. According to Michel et al. (2010), social support diminishes the conflict that arises between work and family through reducing pressures that emanates from expanded roles. In addition, social support plays a crucial role by smoothing the impact of work-family conflict on psychological well-being of the individual under consideration. Ferguson et al (2015) also noted that the work-related spousal support is the most important factor for improving the incumbent's performance at the work place. Aspects of social support include the supportive behavior provided by others and the perception of oneself on the actual support received (Lakey & Cohan, 2000)

2.2.4 Performance concepts

The competitive business environment forced organizations to possess high-performing employees that are capable of attaining organizational objectives (Sonnentag & Frese, 2005). In line with this statement, Suryani (2020) indicate that performance is the major factor that determines whether the Company's aims and targets are met or not. Motowidlo and Kell (2013) put performance as certain behaviors that have the potential to influence organizational goal achievement either positively or negatively. Particularly, they describe job performance as an individual's total expected value to the organization over a set period of time.

2.2.4.1 Performance of Leaders

Leaders can make a significant contribution to achieving organizational goals and objectives. Hence, their Job performance highly determines the productivity and competitiveness of an organization. Due to this wide span of responsibilities, employees at the managerial level exposed to excessive pressures and stresses. According to Haque et al (2018), occupational stress for managerial employees has increased in recent years despite improvements in technology and HR policies. The dynamism of the work environment also put pressure on managers to work extra hours in the office and from home. However, this situation severely threatens the job performance by increasing job-to-home spill over (Bataineh, 2019).

Work- life balance in organizations is influenced by three primary aspects, according to Lockwood (2003). These include a rise in global economic competition, a rise in interest in family values, and the appearance of an aging workforce. To acquire a competitive advantage, businesses are forced to concentrate on enhancing their internal performance. The people component is vital to increasing and maintaining an organization's performance (Nadesan & Thampoe, 2018).

2.3 Empirical Literature Review

2.3.1 Overview of Work Life Balance

A number of studies have been carried out to investigate the relationship between work-life balance and employee performance. A study conducted by Nadesan and Thampoe (2018) reveals that better work-life balance in a given firm, leads to improved job performance.

According to Obiageli and Ngozi (2015), improving employee performance has become vital and the banking sector should help employees to optimally choose their work and life

activities. For them, striking the right balance between work and life is the main driving factor for rendering efficient and effective service.

Supporting of the above argument Aslam (2015), found that the presence of flexible work arrangement positively influence the performance of employees in the education sector. on the other hand, to show the relationship between work-life balance and employee performance, Bataineh (2019) investigated the interaction of happy feeling of employees with their performance. Happy feeling is explained further as employee engagement, job satisfaction, and affective organizational commitment and is affected depending on the level of imbalances an employee has due to the prevalence of inter role conflict between work and family issue. It is implied in the research that better performance at individual and organizational level is achieved as long as there is ample opportunities that assist employees to properly manage work and family roles. Similarly, the individuals' tendency of balancing their roles at work with that of personal life indirectly affects their performance (Kim and Windsor, 2015). Individual's commitment to work increases slightly as work-life balance improves. It was discovered that when individuals get more capable of balancing work and personal life, their dedication grows, although not significantly (Asumadu et.al, 2018).

Mahlet (2018) identified that variables such as work overload, life role overload, social support have significantly affect work-life balance while work place support was found to be insignificant. In a different approach, Tsedenia (2020) also indicate in her finding that among the work-life balance determinants only job sharing, leave and working hours had positive impact on the job performance of employees while the effect of job stress on performance is found to be negative. In line with this, Bell et al (2012) argue that employees' wellbeing is affected by workplace hazards than pressure driven job stress. However, they extend their argument that job

stress factors such as immediate deadlines and being under pressure to complete tasks can create short term conflict between work and life.

With regard to the work-life balance practice and its impact on performance, Fasil (2018) concluded that the positive perception towards work-life balance policies and practices can play a great role in determining the positive outcome of employees. This is well supported by Ansari et.al (2015) that flexible working methods and opportunities provided employees to choose their own work schedule which in turn tends to boost their performance. As a result, it may be inferred that work-life balance and employee performance are highly correlated.

Some researchers have become curious in investigating whether good management and better performance is achieved at the expense of work-life balance (Bloom et.al 2009). The workplace has exhibited inevitable changes as a result of new ways of doing such as remote working in addition to office hours due to technological advancement. Likewise, the previously male dominated work-force structure has rapidly changed (Lambert et.al, 2006). Moreover, the changing social structure which is attributed to presence of dual-career couples, parents with dependent cares responsibilities and other non-work domains remains critical for both work and family issues (Talukder and Vickers, 2014). Hence, this social and technological dynamism has become the source of conflict or interference between the competing demands of work and family issues (Lambert et.al, 2006).

2.3.2 Work Life Balance Factors and Performance Relationship

2.3.2.1 Work interference with personal life (WIPL) vs. Performance Relationship

The degree of administrative skill (technical, human and conceptual) varies depending on the level of managerial levels (Northouse, 2016). All these skills are vital for managerial

employees to manage their subordinates. Due to this the burden on managerial employees is higher than those of subordinates. Ford and Collinson (2011) also argue that managerial employees shoulder activities of workers under them in addition to their engagement with individual workplace assignments and other personal roles. In their finding, they indicate that work life balance initiatives create more pressure on managers by intensifying their role at work. Similarly, Haslam et al (2014) argue that parents are more vulnerable to work-family conflict, which has a potential to affect their performance significantly.

2.3.2.2 Personal life interference with work (PLIW) vs Performance Relationship

In their research, Lapierre et al. (2012) found that the conflict between work and personal life is more linked due to the family interference with work. For them, this would create more psychological detachment of the individual from his/her work and at the same time cause loss of resources necessary to do one's job. Similarly, Li et al., (2008), investigated the impact of family interference with personal life of 163 employees and found that this type of interference increased job dissatisfaction. In line with the above findings, Poelmans (2015) argued that family to work conflict is the source of depression and poor physical health that is considered as a factor for poor performance of individuals. However, the findings of Underdahl et al (2016) revealed that better performance is the result of good family-to-work enrichment. The research conducted on 118 water utility employees reveals that family interference with work, which is caused by psychological separation from work, has impact on poor performance at the work place (Lapierre et al., 2012).

2.3.2.3 Social support vs. performance relationship

Brue (2018) investigated supports that emanated both from the external as well as internal environment in balancing women's work and non-work responsibilities. She also concluded that most important factors that affect women in leadership are time-based conflict than strain-based conflict. Similarly, lack of social support at home such as engaging in time-consuming child care and responsibility for family life affects women's performance as well as career path according to Weidekamm and Willer (2012). However, Wudo and Abeba (2020) identified that leaders in a religious institution found to have work life imbalance due to absence of social support from their family members or surrounding communities.

2.3.3 Work Life Balance and Leaders

Work-life balance and leadership are interrelated and hence leaders are expected to initiate work-life balance intervention at organizational levels to improve productivity of themselves as well as their subordinates (Brue, 2018). Time management concerns and reduced workloads are frequently seen as work-life difficulties, especially for managers and professionals. According to Kossek et al. (2016), many organizations may have novel policies on paper that support work-life balance issues of managers, but these policies are frequently never implemented due to misunderstanding and misalignment of personalized work arrangements. In their finding they also argue career patterns and work practices found to be outdated and severely affect customization of workload adaptation and reduction.

The other notable finding was Greenhaus and Beutell (1985), which builds their arguments on the works of Greenhaus and Kopelman (1981). For them, work-family conflict is found with employees that assume leadership position and establish their family with women

who are either professional or leader. They extend their argument by concluding that there is a high possibility of work-family conflict for such pairs since they are expected to deliver for home activities as well.

With a special emphasis to women who either seek to advance to higher position or struggle to maintain the existing, Sarna (2018) found that women's high engagement with children, heavy workloads, and irregular working hours are sources of disrupted work life balance. Similarly, Ford and Collinson (2013) investigated that the when people are assigned to the senior position they tend to prioritize work to family, and in some cases this might be intended to avoid home activities. According to them, this culture might grow to work addiction and severely threaten the work-life balance. Some managers also took lessons from previous work behaviors (i.e. addiction) and rebalance their roles at work with other life domains.

In disagreement to the previous scholars, Wilkinson et al (2017) suggest that work life balance researches have given little attention to middle aged managers and professional who lives alone and do not have children due to issues related to fairness of WLB practice in the work place.

Some of the previous scholarly works particularly focus on gender, professionalism, culture, manager to subordinate relationship and many more factors to show the relationship of WLB and performance. However, in agreement to the works of Ford and Collinson (2013), Talukder and Vickers (2014), the researcher argue that WLB practices influence the performance of the entire leaders due to the wider task scope and responsibility they shoulder. Moreover, in today's work environment managerial employees and their family are either at work or spent their after-work time in education or other commitments. Hence, the research focuses on the Work-life balance effects on Managerial employees.

2.4 Conceptual framework

In line with the above argument, the researcher of this study also stresses that the need for harmony between work and personal life of managerial employees. Employees with leadership position are assumed to shoulder huge responsibilities than their subordinates. Accordingly, the interference of work on life and vice versa should be in way that bring more productive outcome on the performance of managers. Moreover, based on the findings stated above, the study expects workplace and social supports to play vital to reduce role stressors and improve leader's performance. The researcher observed that much attention has been given on previous scholarly works to gender sensitivity, diversity, professionalism, managerial or organizational factors, etc., in investigating work-life balance and performance relationship. Most of the reviewed studies that focus on work life balance issues appear to give emphasis on employee's performance, entrepreneurship, work-life balance practices, etc. However, this literature fills the gap by focusing on the relationship between performance and work-life balance practice of managerial employees' in Nile Insurance S.C.

Accordingly, this study developed the following research hypotheses, and a conceptual framework model for examination:

H1: work interference with personal life (WIPL) has a significant positive impact on Leader's performance.

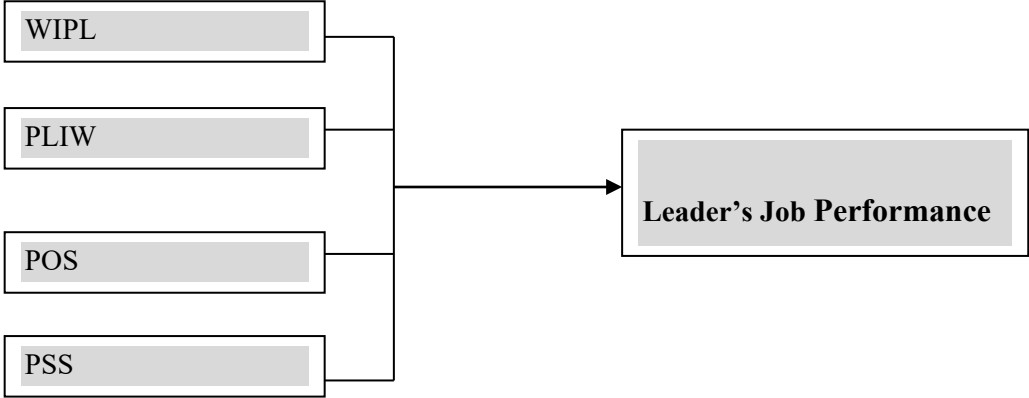
H2: Personal Life interference with work (PLIW) has a significant positive impact on Leader's performance.

H3: Perceived organizational support (POS) has a significant positive impact on Leader's performance.

H4: Perceived Social Support (PSS) has a significant positive impact on Leader's performance.

Figure 2.4: Conceptual Framework

Work Life Balance (WLB)



Source: Adopted and modified from Wudo & Abeba (2020)

Chapter Three

Research Design and Methodology

3.1 Introduction

This chapter includes an overview of the research project, a description of the data collection instrument, the target population, the sampling procedure and frame, the unit of analysis, data sources, and data analysis, presentation, and interpretation methods in order to achieve the research's goal.

3.2 Description of the Study Area

The study is conducted on Nile insurance company that is operating with a total of 50 branches which are located in different parts of the country. This aimed to target all managerial employees that are working head office and branches at different hierarchical level.

3.3 Research Approach

According to Kothari (2004), the foregoing summary of the many types of study reveals that there are two primary approaches to research, namely the quantitative and qualitative approaches. To accomplish the objectives stated above quantitative research strategies will be employed throughout the analysis.

3.4 Research Design

To investigate the effects of work-life balance on leader's performance, the researcher utilized an explanatory and descriptive research design. The descriptive research approach is

intended to classify, analyze and explore existing facts and variables. On the other hand, the explanatory research design is chosen to investigate the relationship between work-life balance and leader's job performance. In general, this research design is chosen because it allows the researcher to have a better understanding of the study problem, as well as to have deeper insights and gain knowledge about the topic matter.

3.5 Population

The population of the study consists of managers of Nile insurance working at the head office and branches located in Addis Ababa and Regional towns. These include senior management members, heads of divisions and branch managers. The total number of managers in the Company was 80, which is also the population of the study.

3.6 Sample Frame and Sampling Techniques

The study was done at Nile Insurance S.C., which has 394 permanent and 4 contractual employees. However, for the interest of the research only 80 managerial employees are considered. The study population (i.e. 80) consists of professional staff groups from the chosen company, in the researcher's opinion, are knowledgeable about work-life balance and its impact on their performance.

3.7 Sample Size procedure and Determination

As stated in the section (3.5) the total number of managerial employees is 80, which is also the population of the research. According to Yemane (1967, as cited in Israel, 1992), the sample size of the population is determined using a simplified formula with 95% confidence and

5% acceptable sampling error. Kothari (2004) also suggest that this formula is applicable to estimate the proportion of the universe in the case of finite population. Hence, the Taro Yamane formula is as stated below:

$n = N / (1 + N * (e)^2)$, Where n= the sample size

N= the population size, e= the acceptable sampling size (margin of error 0.05)

$n = 80 / (1 + 80 * (0.05)^2)$

$n = 66.66 \approx 67$

3.8 Data Collection Procedures

The data collecting stage's purpose is to gather a comprehensive, representative, or key group of relevant information. Accordingly, primary data will be used and data will be gathered through self-administered questionnaire. As the employees under study are professionals and executives, this approach will be expected to provide the relevant information in a structured manner.

The sampling design used in this study was non-probability judgmental sampling, in which subjects were chosen based on their ease of access and proximity to the researcher. Thus, all managerial staffs working in Addis Ababa who could be easily communicated with via email are targeted in the research.

Thus, work interference with personal life is measured using 13 items questionnaires and personal life interference with work measured using 12 items questionnaires designed by Byron (2005), and Breyer and Bluemke (2016). These scholarly works provide an insight on the causal relationship between work and personal/family life. With regard to perceived organizational support and job performance, 12 items questionnaires for each are used as scale measurements,

which are adopted from Banu and Duraipandian (2014) and Carlson et al (2011). These measurement scales are used for highly professional employees that shoulder huge responsibilities throughout the organizations. Similarly, the 8 items questionnaire used to measure perceived social support is adopted from Boyar et al (2014). These scholars develop a comprehensive measure of social support within the perspective of the organization, coworker, and family.

3.9 Method of Data Analysis

The variables under study composed of one dependent and 4 independent variables. The dependent variable is Leader performance while the independent variables as a factor of work life balance include work interference with personal life (WIPL), personal life interference with work (PLIW), perceived organizational support (POS) and perceived social support (PSS). The sample size for the variables under investigation is 67. All items used a 5-point Likert scale with responses ranging from strongly disagree (1) to strongly agree (5). SPSS software will be used to analyze the data, including reliability test, regression analysis and Pearson's correlations to investigate the relationships between the variables.

3.10 Scale Reliability and Validity

The researcher used standard questionnaires to minimize the problems associated with data validity. However, the researcher also re-examine the validity of the data using Cronbach's alpha coefficient value as it is a most widely measures of reliability in social

science studies (Bonnet and Wright, 2014). Reliability test, which is applied to check the reliability of the scales, reveals that Cronbach's alpha coefficient value for work interference with personal life (WIPL) is 0.877 and personal life interference with work (PLIW) is 0.893. Hence, alpha values are described as reliable. Similarly, perceived organizational support (POS) and perceived social support (PSS) have alpha values of 0.738 and 0.759 respectively indicating a relatively high measure of consistency.

Nevertheless, the reliability statistics for job performance (JP) is 0.626, which is below the minimum threshold of 0.7 (Nunnally, 1978). Taber (2018) reviewed 69 different articles published in four leading science education journals in the year 2015 and observed that 61 articles reported value of alpha as new results. For instance, alpha values were described as excellent (0.93–0.94), strong (0.91–0.93), reliable (0.84–0.90), robust (0.81), fairly high (0.76–0.95), high (0.73–0.95), good (0.71–0.91), relatively high (0.70–0.77), slightly low (0.68), reasonable (0.67–0.87), adequate (0.64–0.85), moderate (0.61–0.65), satisfactory (0.58–0.97), acceptable (0.45–0.98), sufficient (0.45–0.96), not satisfactory (0.4–0.55) and low (0.11). Based on the researchers review, there is no clear consensus on the appropriate labels.

Hair et al (2006), however, argued that the minimum threshold might decrease to 0.6 in the case of exploratory analysis. For Murphy and Davidshoter (1988), factors are not reliable if the Cronbach's alpha value is below 0.6. Hence, with this understanding, the researcher of this study considers the alpha values of 0.626 for job performance as moderate and reliable value (refer table 1).

Table 1: Reliability Statistics

Variable	Cronbach's Alpha	Number of Items
WIPL	0.877	13
PLIW	0.893	12
POS	0.738	12
PSS	0.759	8
JP	0.626	10

Source: survey findings

3.11 Ethical Consideration

The information collected from respondents remained confidential throughout the study. Similarly, the questionnaire was distributed to target managerial employees in manner that does not affect their daily work. as stated in the questionnaire the final report of the study is used for academic purposes only.

Chapter Four

Data Presentation, Analysis and Discussion

4.1 Introduction

This chapter describes the final outcomes as well as the methodology used to arrive at those results. Thus, background information of respondents will be presented to give clear picture of the target population. Moreover, using SPSS version 24 a descriptive analysis, correlation analysis, and multiple regression analysis will be addressed as a statistical method of analysis.

4.2 Response Rate

Nile Insurance Company managerial employees from the main office and Addis Ababa city branches were given 67 questionnaires, of which 67(100%) were correctly filled out and returned. The questionnaire also includes close-ended questions, which is utilized to obtain data from the target group using simple random sampling.

4.3 Demographic profile of respondents

The background information of respondents who took part in the survey is shown the tables 2, 3, 4, 5,6,7,8, and 9 below.

4.3.1 Gender Distribution of Respondents

Table 2 below presents the gender distribution of managerial employees. As shown in the table 74.6% of the respondents are found to be male employees while only 25.4% were female employees. This shows that the managerial positions are predominantly held by male employees.

Table 2 Gender

Category	Frequency	Percent	Cumulative Percent
Male	50	74.6	74.6
Female	17	25.4	100
Total	67	100	

Source: survey findings

4.3.2 Age Structure of Respondents

With regard to the age structure, 28 managerial employees (i.e. 41.8%) fall within the age group of “30-34”. This is an indication of the presence of more young managerial staffs in the Company. Moreover, 20 managerial employees (29.9%) were between the age range of 35-39 years of age, 11(16.4%) were between 40-44 years of age, 7(10.4%) between 45-49 years of age, and 1 managerial employee (1.5%) was above 50 years of age(refer table 3).

Table 3 Age Structure of Respondents

Category	Frequency	Percent	Cumulative Percent
30-34	28	41.8	41.8
35-39	19	28.4	70.1
40-44	11	16.4	86.6
45-49	7	10.4	97.0
> 50	2	3	100
Total	67	100	

Source: survey findings

4.3.3 Marital Status of Respondents

As shown in table 4, 53 managerial employees (78.1%) are married, 13(19.4%) are single and 1 managerial employee (1.5%) is divorced. The number of married managers, which is 78.1%, is an indication of the engagement of large number of respondents in both family and work domains (refer table 4).

Table 4 Marital Status of Respondents

Category	Frequency	Percent	Cumulative Percent
Single	13	19.4	19.4
Married	53	79.1	98.5
Divorced	1	1.5	100.0
Total	67	100.0	

Source: survey findings

4.3.4 Respondents' Position

Table 5 indicates that out of the total sample size 34 employees (50.7%) are branch managers, 21(31.3%) leads their respective division, 1(1.5%) is deputy manager, 10(14.9%) are department managers, and 1(1.5%) is chief executive officer (refer table5). From this finding, it can be observed that all female managers have lower level managerial position while male employees serve in all managerial levels.

Table 5 Position of the respondents

Category	Frequency	Percent	Cumulative Percent
Branch Manager	34	50.7	50.7
Division Head	21	31.3	82.1
Deputy Department Manager	1	1.5	83.6
Department Manager	10	14.9	98.5
Above	1	1.5	100
Total	67	100	

Source: survey findings

4.3.5 Educational Qualification

To assume the level of managerial position the company has put a minimum requirement of first degree. As shown in table 6, the responses of target managerial employees also reveals that 34 managerial employees (50.7%) hold their 1st degree while the remaining 33(49.3%) advanced to their 2nd degree.

Table 6 Educational Qualification

Category	Frequency	Percent	Cumulative Percent
BA/BSC	34	50.7	50.7
MA/MSc	33	49.3	100
Total	67	100.0	

Source: survey findings

4.3.6 Children /Dependents/

Regarding the number of children and/or dependents, 14 managerial employees (20.9%) responded that they don't have children or dependents under them. Nevertheless, 17 managerial employees (25.4%) have one child/dependent, 22(32.8%) have two children/dependents, and 14(20.9%) have more than 3 children and/or dependents (refer table 7).

Table 7 Children/Dependents

Category	Frequency	Percent	Cumulative Percent
None	14	20.9	20.9
One	17	25.4	46.3
Two	22	32.8	79.1
Three or more	14	20.9	100
Total	67	100	

Source: survey findings

4.3.7 Spouse Employment Status

In addition to the presence of children/dependents, the employment condition of spouse is expected to affect the work-life balance of managerial employees. From the responses obtained in table 8, 13 managerial employees (19.4%) are not married and the question does not appeal to them. However, 33 managerial employees (25.4%) respond that their spouse is employed, 11(16.4%) responded their spouse are self-employed and 10 (14.9%) respond that their spouses do not employed. From the responses it can be observed that spouses of 44 managerial employees (65.7%) are either employed or self-employed, an indication of the intensity of interference between work and personal life as both couples. This finding further imply that, being a dual-career couples, both managers and their spouses are expected to contribute their level best at work and home, which might be a source of conflict between the two domains.

Table 8 Spouse Employment Status

Category	Frequency	Percent	Cumulative Percent
None	13	19.4	19.4
Employed	33	49.3	68.7
Self-Employed	11	16.4	85.1
Not Employed	10	14.9	100
Total	67	100	

Source: survey findings

4.3.8 Travel time to and from Work

In respect of the time that takes respondents to arrive at the work place and back to home, the managerial employees responded as follows. As shown in table 9, those whose trip is less

than an hour are counted as 34(50.7%), whereas 30(44.8%) managers respond it take them 1 to 2 hours to arrive at work and go back home. In addition, it takes more than 3 hours to and from work for only 3 managerial employees (4.5%).

Table 9 Travel Time to and from Work

Category	Frequency	Percent	Cumulative Percent
less than an hour	34	50.7	50.7
1-2 hour	30	44.8	95.5
More than three hours	3	4.5	100
Total	67	100	

Source: survey findings

4.3.9 Time Taken to Household Activities

Table 10 shows that 38 managerial employees (56.7%) are engaged in household activities for less than 2 hours, 17(25.4%) take 2 to 3 hours to accomplish their tasks whereas 12(17.9%) consume more than 3 hours on a daily basis to finish their household activities. In general, 11 female managerial employees (64.7% of total female managers), whose spouses are employed and have either one child or more spend 2 to 3 hours and more in household activities. Similarly, only 12 male employees (24% of total male managers) whose spouses are employed and have more than one child engaged for more than 2 hours in home activities. From this comparison, it can be observed that predominantly household activities are carried out by female managers in addition to their role at office. The finding also reveals that, excessive engagement in household activities, which is assumed to consume much of female managers' time, can be

another factor that hampers them from being at the top since none of them are represented in the top managerial position.

On the other hand, 20 managers (40% of total male managers), whose spouses are employed and have more than one child, spent less than 2 hours in home duties, implying these managers have little to share at home due to the support they are getting from family members.

Table 10 Time taken to household activities

Category	Frequency	Percent	Cumulative Percent
less than 2 hours	38	56.7	56.7
2-3 hours	17	25.4	82.1
More than 3 hours	12	17.9	100
Total	67	100	

Source: survey findings

4.4 Preliminary Data Analysis

4.4.1 Normality Test

Skewness is the measure of asymmetry that depicts how the items are clustered around the mean. Kurtosis can also be used to determine the peakedness of a frequency distribution (Kothari, 2004). If the distribution curve is skewed to the left side (i.e if the z-scores are clustered to the left at the low values), then it is an indication of negative skewness. On the other hand, if the z-scores are clustered to the right, then the distribution curve is skewed to the right indicating positive skewness. With large samples, kurtosis values below 0 imply a distribution that is relatively flat.

To check the normality, the z -scores for the skewness and kurtosis are manually computed. Accordingly, the z -score for skewness and kurtosis is computed using the formula:

- $Z_{sk} = \frac{S_k - 0}{SE_{sk}}$, where S_k is skewness statistics; SE_{sk} is standard error of skewness, and
- $Z_k = \frac{k - 0}{SE_k}$, where k is kurtosis statistic; SE_k standard error of kurtosis

The results from both computations must fall between -1.96 and $+1.96$ to pass the normality assumption for $\alpha = 0.05$. As obtained from table __, the Z_{sk} and Z_k values for WIPL, PLIW, POS, PSS and JP falls within -1.96 and $+1.96$ at $\alpha = 0.05$. Hence, the sample of this study for all variables passed the normality assumption (refer table 11).

Table 11 Skewness /Kurtosis Normality Test

Variables	N	Mean	Std.	Skewness			Kurtosis		
				Statistic	Std. Error (SE _{sk})	Z _{sk}	Statistic	Std. Error (SE _k)	Z _k
WIPL	67	3.3164	.71386	-.398	.293	-1.36	-.042	.578	-0.07
PLIW	67	2.2052	.74681	.344	.293	1.17	-.164	.578	-0.28
POS	67	3.9463	0.39440	0.143	0.293	0.49	-0.481	0.578	-0.83
PSS	67	3.7705	.66700	-.389	.293	-1.33	-.342	.578	-0.59
JP	67	3.9209	.41214	.035	.293	0.12	-.406	.578	-0.70
Valid N(listwise)	67								

4.4.2 Multi-collinearity Test

In this study a multi-collinearity test is executed to check whether there is a linear relationship between independent variables in a multiple regression model. According to Shrestha (2020), event of multicollinearity is due to the presence of several variables in the regression model that have a significant correlation between each other and the dependent variable. In computing multi-collinearity test, variance inflation factor (VIF) should not be more than 5. VIF more than 5 is an indication of presence of multicollinearity. It is observed from Table 12 below that the value of VIF for WIPL, PLIW, POS and PSS is between 1 and 5 implying a moderate correlation between each variable.

Table 12 Test of Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
WIPL	.883	1.133
PLIW	.873	1.146
POS	.768	1.301
PSS	.816	1.226

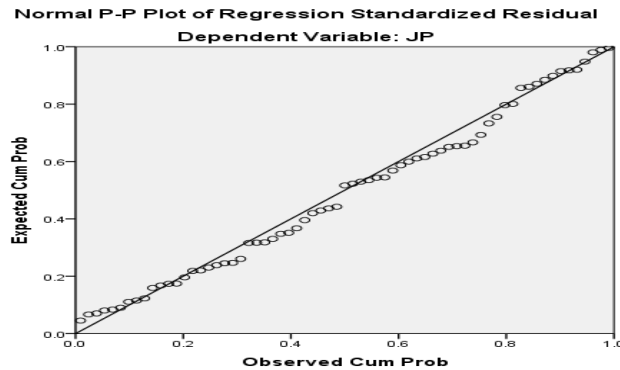
a. Dependent Variable: JP

Source: survey finding and SPSS computation

4.4.3 Linearity Test

A graph is also plotted using SPSS regression graph to confirm linearity. As shown in figure 4.1 below, the assumption of linearity is met.

Figure 4.1 Normal P-P Plot



4.5 Descriptive Statistics

This section summarizes the responses based on the questions distributed to the respondents. All the questions are measured based on the self rating mechanisms. The work interference with personal life mainly measured on the aspects of time based, behavior based and strain based interferences. As can be observed in table 13, 64.4% of the responses are time based conflicts due to work interference and show that managerial employees have insufficient time to handle issues arising in their personal life. This finding is compatible with respondents background information as 80.6% of the responses indicate they are married, while 79.1% show they have children or dependents under them and 65.6% of respondents confirm their spouses are either employees or self employees. However, 23.4% of managerial employees are found to be in disagreement with time-based interferences in their personal affairs. In addition, 12.2% of them responded that they do not identify the level of time-related interferences in their personal life.

For the Strain based interferences such as high work demand, work overload, and work-related stress, responses indicate that the personal life of 49.2% of managerial employees is highly affected by strain based work interference. However, 17.4% of them are found to be

indifferent and 33.3% of them are confirmed that the issues under these statements do not have any effect on their personal life.

Further analysis was also made to identify the perception of managerial employees on behavior- based factors. In view of this, position, work related stress, excessive preoccupation at work, compromise social engagements on account of work are sources of conflict between their work and personal life for large numbers of respondents (i.e. 46.8%). However, 29.1% of managerial employees do not consider these issues as barriers on their roles at work while 24.1% do not know their impact. Thus, it can be concluded that there is a high level of work interference with personal life of managerial employees in Nile Insurance. The findings on work interference are summarized in table 13 using percentiles as follows.

Table 13 Findings on work interference on personal life (WIPL)

Aspects of WIPL	Statement No. for Work interference with personal life (WIPL)	SDA	DA	N	A	SA
Time-based	1,2,3,4,5,6	6.0%	17.4%	12.2%	43.3%	21.1%
Strain-based	7,8,9	9.5%	23.9%	17.4%	32.8%	16.4%
Behavior-based	10,11,12,13	11.0%	18.1%	24.1%	33.5%	13.3%
Average		8.8%	19.8%	17.9%	36.5%	16.9%

Source: survey findings

With regard to psychological stressors that arise from the life domain, majority of respondents (i.e. 66.3%, where married male managers accounts 41.8% while female

managers on the same status accounts for 11.9%) answer that issues such as occupying oneself with home related thoughts, family worries, and role overload at home are not main sources of interferences in their work. From the respondents 14 employees were found to have no marital relationship, where 11.9% are not affected by any psychological stressors emanated from home related thoughts. Other married managers (i.e. 9% of managerial employees) remain indifferent while 16.4% of them responded that these factors highly influence their thoughts while they are at work. However, from the unmarried, 6% remain indifferent and only 3% of them who have dependents are affected by family related stressors.

In relation to time-based factors such as postponing things at work due to home driven demands, engagement in societal activities and exceeding amount of leave to fulfill personal life needs, 77.6% of managerial employees found to be in disagreement while 11.4% of them are not affected by these issues. On the contrary, these factors affect about 11% of managerial employees.

Another issue addressed for the respondents was whether there is family interruption on their work. Based on the findings, 63.8% of managerial employees are not affected by issues such as responsibility overload at home, compromises on work in favor of family happiness, and excessive family demands. Nonetheless, only 17.9% of managers are affected by factors emanated from family intrusion on their work role.

From the findings obtained in table14, it can be summarized that family interference in the work domain is found to be insignificant as it does not have impact for 69.2% of managers.

Table14 Findings on personal life interference on work (PLIW)

Aspects of PLIW	Statement No. for Work interference with personal life (PLIW)	SDA	DA	N	A	SA
Psychological stressor-related	1,2,4,7,12	31.9%	34.3%	13.1%	17.0%	3.6%
Time-based	6,9,10	31.3%	46.3%	11.4%	10.0%	1.0%
Family interruption related	3,5,8,11	25.8%	38.1%	18.3%	16.0%	1.9%
Average		29.7%	39.6%	14.3%	14.3%	2.2%

Source: survey findings

Regarding perceived organizational support, two major factors are summarized from the questionnaire namely; organizational factor and coworker factor. Organizational factors such as presence of conducive work environment, adequate technology facility for remote working, WLB perception of the organization, availed recreation based motivation, assistance provide upon family problems, flexible time arrangements, and alignment of work and responsibility of managers are found to be weak for about 34.99% of managers. However, 60.65% of managerial employees respond that they are satisfied

with these organizational support factors while 4.36% of managerial employees remain indifferent.

Similarly, 73.1% of managerial employees get support from coworkers when they need to have a break, 23.9% do not get the required support and 3% found to be indifferent. From the above description, it can be argued that work place support is found to be significant factor for work life balance. Summary of perceived organizational support is indicated in table 15.

Table15 Findings on perceived organizational support (POS)

Aspects of POS	Statement No. for perceived organizational support (POS)	SDA	DA	N	A	SA
Organizational factor-related	1,3,4,5,6,7,8,9,10,11,12	13.29%	21.70%	4.36%	51.84%	8.82%
Coworker factor-related	2	6.00%	17.90%	3.00%	59.70%	13.40%
Average		9.65%	19.80%	3.68%	55.77%	11.11%

Source: survey findings

The aspects of perceived social support include time-related support, role sharing, and psychological support. From the findings in table 16, about 68.7% of managerial employees received time related support from home, 64.2% have someone to share their

roles at home, and 74.1% got the necessary attention from their family on work related matters.

However, on average 16.3% of managerial employees responded that they lack time- related, role-related and psychological-related supports from their family. In addition, 14.8% of respondents are found to be neutral on the importance of these types of supports from family members. Thus, the perception of managerial employees on the need of social support is found to be a significant factor to have a good work life balance.

Table16 Findings on perceived social support (PSS)

Aspects of PSS	Statement No. for perceived social support (PSS)	SDA	DA	N	A	SA
time-related support	4,7,8	3.00%	10.47%	17.90%	42.30%	26.37%
Role sharing support	1,5	7.45%	14.90%	13.45%	31.35%	32.85%
Psychological support	2,3,6	3.00%	9.97%	12.93%	45.77%	28.37%
Average		4.48%	11.78%	14.76%	39.81%	29.19%

Source: survey findings

In summary, to identify the perception of managerial employees on the relationship between WLB factors and job performance statement that show the interaction are included in the questionnaire. Based on the findings (refer appendices 5), 83.6% of managers respond that there is a direct relationship between WLB factors and

their performance while 8.3% respond that there is no relationship between the two and 8.1% remain indifferent on their relationship.

4.6 Correlation Analysis

The Correlation analysis can be used for more than two variables simultaneously and will then give all correlations in the output table as indicated below. The table contains three numbers for each possible correlation (including the correlations of variables with themselves which always takes the value 1). For each correlation there is an estimate of the correlation and an accompanying p value on which the correlation has been calculated.

Table 17 correlations matrix

	WIPL	PLIW	POS	PSS	JP
WIPL	1				
PLIW	.278*	1			
POS	.138	-.182	1		
PSS	-.004	-.117	.424**	1	
JP	.134	-.189	.990**	.436**	1
*. Correlation is significant at the 0.05 level (2-tailed).					
**. Correlation is significant at the 0.01 level (2-tailed).					
c. Listwise N=67					

Source: survey findings

Pearson product moment coefficient of correlation is computed on IBM SPSS version 24 to investigate the direction of relationship between the independent variables (WIPL, PLIW, POS, and PSS) with that of Job performance. From the findings obtained in table 17, perceived organizational support(POS) and Job performance(JP) was found to be positively related(i.e. $r = 0.990$, $p = .000$), at the significant level of $P < 0.01$, indicating work place support has a positive significant effect on managerial employees performance. This finding is in favor of the works of Banu and Duraipandian (2014), who identified work place support as a main source of satisfaction in work life balance which intern affect professionals effectiveness at work.

Similarly, the strength of relationship between perceived social support (PSS) and job performance (JP) is found to be high ($r = 0.436$ for $p = .000$), at the significant level of $P < 0.01$. This reveals that there is a strong and direct influence of perceived social support on job performance of managerial employees. This finding is also in line with Oludayo and Omonijo (2020) and Ferguson et al (2015) that social support is found to affect job satisfaction and performance of professionals.

On the contrary, relationship between work interference with personal life (WIPL), personal life interference with work (PLIW) and job performance is identified as insignificant. This might be due to the fact that majority of leadership positions in Nile insurance are dominated by male managers and their responses indicate that their work indeed interfering in their home life but only affects their role at home. Likewise, considerable number of managers agreed that their personal affairs do not interfere in

their work in a manner that have negative impact on their performance as indicated in section (4.6) above.

4.7 Multiple Regression Analysis

In this part of the study regression analysis is employed to investigate the strength of the relationship between the dependent variable (JP) and independent variables (WIPL, PLIW, POS, PSS). Moreover, this analysis helps to identify which independent variable best predict/explain/ the dependent variable.

4.7.1 Regression model summary

Table 18 summarizes critical information about the regression output model, the value of R and Adjusted R Square. The R value indicates the values of multiple correlation coefficients between the explanatory variables and the dependent variable whereas adjusted R square measures whether the level of variability of dependent variables is explained by the independent variables.

Table 18 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991 ^a	.981	.980	.05822
a. Predictors: (Constant) , PSS, WIPL, PLIW, POS				

Source: survey finding

From the findings shown in table 18, R square is 0.981 (98.1%). It reveals that about 98.1% of the variation on job performance is explained by independent variable such as perceived organizational support perceived social support. This infers that, only 1.9% of job performance can be explained by variables other than the variables considered in this study, which might open a room for further research on the level of impact these factors have on managerial employee's job performance.

Table 19 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.001	4	2.750	811.314	.000 ^b
	Residual	.210	62	.003		
	Total	11.211	66			
a. Dependent Variable: JP						
b. Predictors: (Constant), PSS, WIPL, PLIW, POS						

Source: survey findings

Table 19 above indicates that the regression effect is statistically significant indicating the prediction of the dependent variable is accompanied better than can be done by chance. It also shows good fitness of regression analysis of the data.

Table 20 coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.160	.082		-1.943	.057

	WIPL	.001	.011	.001	.066	.948
	PLIW	-.005	.010	-.008	-.440	.661
	POS	1.025	.021	.981	49.432	.000
	PSS	.012	.012	.019	.997	.323
a. Dependent Variable: JP						

Source: survey findings

In table 20 above, the Beta values for each independent variable is indicated. These values determine the direction of the relationship between the independent and dependent variable. Positive Beta values indicate there is a direct relationship between the independent variable and dependent variables whereas negative Beta indicates inverse relationship. From the findings obtained in table18, we can observe that β -values for WIPL, POS and PSS are found to be positive, indicating a direct relationship with the dependent variable (JP). However, the β -value for PLIW is -0.008, showing an inverse relationship with the dependent variable (JP). Thus, the implication for a negative β – value coefficient of PLIW at $P > 0.05$ is that job performance is not ‘statistically’ dependent on the impact of personal life interference with work (PLIW).

Assuming all predictor variables constant, the relationship model is stated as follows:

$$JP = - 0.160 + 0.001WIPL + -0.005PLIW + 1.025POS + 0.012PSS$$

Where,

JP = job performance

WIPL = work interference with personal life

PLIW = personal life interference with work

POS = perceived organizational support

PSS = perceived social support

Moreover, table 18 indicates that among the independent variables only perceived organizational support (POS) has a positive and strong standardized beta coefficient ($\beta = 0.981$) and p value ($p = 0.000$). Hence, perceived organizational support highly predicts the job performance than other independent variables. From this finding, it can be concluded that perceived organizational support has a strong and positive relationship with the performance of Leaders at Nile insurance at a significant level of 0.01 and hence hypothesis 3 is affirmed.

From the above regression analysis, only perceived organizational support is found to be statistically significant. This implies that POS accounts for a unique amount of variance on the dependent variable (i.e. job performance) than the other three independent variables. Hence, hypothesis 1, 2 and 4 are rejected implying work interference with personal life, personal life interference with work and perceived social support have no significant effect on the performance of managerial employees. The result agrees with the findings Russo et al (2016) that work place support to improve WLB, which is assumed to boost managerial employees' positive energy.

4.8 Discussion of Results

4.8.1 The Effect of work interference with personal life on job performance

The relationship between work interference with personal life and job performance is measured by 5 Likert's Scale measurement using Pearson's correlation coefficient. It is revealed from the findings that the relationship between WIPL and job performance is found to be insignificant ($r=0.134$, $p=0.279$), indicating that there is no direct correlation WIPL and JP. Moreover, the regression analysis also yields a non-significant relationship between the two ($\beta=0.001$, $P = 0.948$). This finding shows that only 0.1% of leader's job performance is affected for a unit change in WIPL. This result is against the finding of Ford and Collinson (2011) and Haslam et al.(2014) which states that employees' performance is highly affected when they assume a leadership position and at the same time have parental responsibilities at home. as indicated in table 13 above work indeed interfere in personal affair but only affects the performance of managerial employees at home and does not have any spillover effect on work performance. In the researcher's view this may be due to the manager's tendency to perform better in the work domain at the expense of their personal life by doing for extra hours. Based on this result the hypothesis that states work interference with personal life (WIPL) has significant impact on leader's performance is not supported.

4.8.2 The Effect of personal life interference with work on leader's job performance

The findings presented on table 17 show that personal life interference with work has a negative and insignificant relationship with leader's job performance ($r = -0.189$, $p= 0.126$). Similarly, the beta value ($\beta=-0.008$) and p value ($p= 0.661$) also affirm this relationship as

insignificant. However, in disagreement with the findings of this study, Poelman (2015), Undrdahl et al (2013) and Lapierre et al (2012) suggest that good family-to work enrichment is needed to avoid poor work performance that is exacerbated by psychological separation of individuals from work. Thus, the hypothesis that states personal life interference with work has significant effect on leader's job performance is rejected. On the researcher view, such a deviation from previous researches may be due to the low intensity of personal life interference in the work domain as indicated in table 14 above.

4.8.3 The Effect of perceived organizational support on leader job performance

As can be observed from table 17, perceived organizational support is highly correlated with leaders job performance ($r = 0.990$, $p = 0.000$). Likewise, it can be concluded from table 18 that perceived organizational support positively and significantly affect leader's job performance ($\beta = 0.981$, $p = 0.000$). Moreover, the coefficient of determination ($R^2 = 0.981$) implying 98.1% % of the variance on job performance is explained by the perceived organizational support (POS). A research conducted on highly professional employees also suggest for a sound work place support to enhance job performance (Banu & Duraipandian, 2014). Moreover, Talukder et al (2014) identified that workplace support has a positive significant influence on performance of managerial employees. Hence, the hypothesis that perceived organizational support has a significant positive impact on leader's job performance is well supported.

4.8.4 The effect of perceived social support on leader's performance

In the findings stated in table 17, the scale measurement through Pearson correlation coefficient portrays that there is a strong and direct relationship between perceived social support

and leader's job performance ($r = 0.436$, $p = 0.000$). In spite of this relationship, it is evident from the regression output that social support has no significant relationship with leader's job performance ($\beta = 0.019$, $p > 0.05$). This result confirmed that, the direction of the relationship is found to be positive but insignificant. However, this finding is not comparable with the outcome of prior researches of Wang (2018) and Hauck et al (2008) that social support has a significant effect on job stress and poor performance. In the researcher's view, this may be due to the fact that performance at individual or organizational level is attained with the absence of social support at the workplace, from home or any social interactions. Hence, the hypothesis statement that predicts a significant positive relationship between perceived social support and leader's job performance is not accepted.

Chapter Five

Summary, Conclusions and Recommendations

This chapter summarizes the study's primary findings, draws implications from the findings, and makes recommendations for Nile insurance managerial employees to improve their performance.

5.1 Summary of Findings

The study's major goal was to investigate the impact of work life balance on the performance of managerial employees. A total of 67 managers were included in the sample out of 80 managerial employees to identify the relationship between work life balance and leader's job performance. The response rate was 100% as the sample size was manageable to collect the necessary data from respondents via email and print out questionnaires. The main findings of the study are summarized as follows

- The demographic profile of managerial employees indicated that the majority of managerial employees are male (74%). Moreover, married managers represent 79.1% of the target sample. Regarding the children or dependent care issue, nearly 79.1% of the employees have at least one child or dependent under them while employed spouses of target respondents represent 65.6%.
- The descriptive analysis reveals that all the independent variables represented work life balance as a factor. Questions regarding work interference with personal life are summarized as time-based, strain-based, and behavior based where on average more than 53.4% of the respondents are in agreement. The presence of personal life interference with work is also identified where 65.5% of respondents are in disagreement. On the

other hand, respondents were found to be in favor of the need for organizational and social support to improve their job performance.

- The preliminary analysis reveals that that the relationship between WIPL and job performance is found to be insignificant at $r=0.134$ with Beta value ($\beta=0.001$). Similarly, PLIW has a negative insignificant effect on job performance with $r = -0.189$ and standardize Beta value ($\beta=-0.008$). Similarly, perceived social support is highly correlated with job performance ($r = 0.436$, $p= 0.000$) but the regression output reveals it predicts the dependent variable (JP) insignificantly ($\beta=0.019$, $p > 0.05$). However, perceived organizational support (POS) was found to be positive and significant($r = 0.990$, $p = 0.000$) and highly predicts the relationship with job performance ($\beta= 0.981$, $p= 0.000$). Hence Hypothesis H1, H2 and H4 are rejected while H3 is accepted indicating a positive and significant impact on job performance.

5.2 Conclusions

The purpose of this study was to investigate whether there is any relationship between work life balance factors and leader's job performance. Hence, 4 factors of work –life balance such as work interference with personal life (WIPL), personal life interference with work (PLIW), perceived organizational support (POS), and perceived social support are included in the questionnaire to identify their relationship with job performance.

The study focuses on a population of fulltime managerial employees that work in different positions, where a sample for 67 employees were selected out of 80 managers. For the purpose, a primary data collection procedure was employed using administered questionnaire

and 67(100%) was used for analysis. Moreover, a descriptive as well as inferential analysis technique is established to identify the relationship.

In general, the main conclusion drawn was that the work interferes in personal life; perceived organization support and perceived social support are found to be significant factors of work life balance. Nevertheless, personal life interference on the work domain is represented as insignificant factor of work life balance. Findings from The correlation and regression analysis show that there is insignificant relationship between leader's job performance and work interference with personal life, personal life interference with work and perceived social support. In spite of this, the hypothesis statement "perceived organizational support has a positive and significant impact on leader's job performance" is supported. Hence, among work-life balance factors, only perceived organizational support has a tendency to influence the performance of managerial employees at Nile Insurance.

5.3 Recommendations

The following recommendations are proposed based on the investigation, analysis made and conclusions reached.

- As work life balance is becoming an important issue for today's performance improvement at the workplace, it is recommended that the organization shall include work-life balance policies that support Company's leaders. In addition, to create a sense of belongingness, that is considered as crucial factor for better performance, the company's policies must pay attention to issues such as welfare policies (annual vacation, better fringe benefits, commendations for better performance, etc), and flexible

work arrangements (flexi-time, telecommuting) to assist managerial employees with more parental as well as social responsibilities.

- Despite its insignificant effect as a predictor variable of job performance, perceived social support has a high association with job performance. In this regard the solution lies with sound planning practice of leaders to allocate optimal time to strengthen their social network at the workplace as well as on their surrounding environment to get the necessary support. Social support has become important due to changing life style of managerial employees as their spouses are also employees at different environment. Hence, in addition to planning avoidance of unnecessary and excessive pressures that emanates from work domain as well as social commitments is vital to keep the performance in both domains healthy. on the other hand, better social communication and interaction is expected from leader's and the company to enhance effective and collaborative togetherness at work, which is vital for better performance.

5.4 Limitation and Suggestion for Future Research

This research has limitations as it is conducted on a single company. Thus, future research could consider the potential effects of work-life balance exhaustively on managerial employees in the insurance industry in particular or as a whole in the financial sector. This is due to the intensified level of competition in this sector that has brought more burdens to managerial employees. Moreover, in addition to the variables investigated in chapter four above, the research suggests for the investigation of other work life balance variables that might have significant impact on the performance of managerial employees.

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APPENDICES

APPENDIX 1

Statement Numbers	Work interference with personal life (WIPL)	SDA	DA	N	A	SA
1	My job requires me to work after hours to complete my routine tasks	0%	3%	7.50%	79.10%	10.40%
2	The number of hours I work is a concern for me	1.50%	10.40%	11.90%	43.30%	32.80%
3	As I have to spend more time in my work domain, I often fail to fulfill my family responsibilities	7.50%	22.40%	14.90%	35.80%	19.40%
4	I am often preoccupied with office tasks even after I get home	9%	32.80%	10.40%	38.80%	9%
5	I come home from work too late to look after family roles	13.40%	23.90%	14.90%	32.80%	14.90%
6	Customers of my organization are very demanding which requires me to spend more time at work	4.50%	11.90%	13.40%	29.90%	40.30%
7	The demands arising from my work make my personal life stressful	4.50%	20.90%	10.40%	43.30%	20.90%
8	I often feel sleep-starved due to the amount of work that I have to do in a day	9%	28.40%	22.40%	23.90%	16.40%
9	I suffer from work related stress	14.90%	22.40%	19.40%	31.30%	11.90%

	which manifests as physical ailments such as headaches, insomnia, depression, blood pressure, etc.					
10	Power, Position and Money define success to me	28.40%	25.40%	23.90%	17.90%	4.50%
11	Work related stress often makes me irritable at home	7.50%	17.90%	16.40%	37.30%	20.90%
12	My spouse feels uncomfortable due to my preoccupation with the work	9%	14.90%	34.30%	31.30%	10.40%
13	I often have to compromise on my social engagements on account of work	1.50%	13.40%	28.40%	43.30%	13.40%
	Average	9%	19%	18%	38%	17%

APPENDIX 2

Statement Number	Personal life interference with work (PLIW)	SDA	DA	N	A	SA
1	I am often preoccupied with home related thoughts during work hours	38.8%	23.9%	13.4%	19.4%	4.5%
2	I am often distracted by personal/family worries while at work	23.9%	29.9%	17.8%	26.9%	1.5%
3	My spouse does not understand my work demands which impacts on my marital relationship	23.9%	35.8%	25.4%	10.4%	4.5%

4	Family/home related stress makes me irritable at Work	29.9%	34.3%	16.4%	14.9%	4.5%
5	My home responsibilities often hinder my Performance at work	29.9%	41.8%	13.4%	13.4%	1.5%
6	Many a time I have to postpone things at work due to demands on my time at home	32.8%	41.8%	13.4%	9.0%	3.0%
7	Due to role overload at home, I am physically tired to discharge my work responsibilities at work	31.3%	41.8%	6.0%	17.9%	3.0%
8	I have had to make compromises on my work to keep my family happy	20.9%	34.3%	19.4%	23.9%	1.5%
9	Due to my preoccupation with societal responsibilities, I find it difficult to complete work in time					
10	I normally have to exceed the amount of leave I am eligible to take in a Year due to family related issues	28.4%	52.2%	11.9%	7.5%	0.0%
11	The needs and demands of my family members interfere with my work related activities	32.8%	44.8%	9.0%	13.4%	0.0%
12	I cannot concentrate in my work due to the dependent care issues at home	28.4%	40.3%	14.9%	16.4%	0.0%

APPENDIX 3

Statement Number	Perceived Organizational Support(POS)	SDA	DA	N	A	SA
1	I work in an environment that is supportive of my family and personal commitments	4.50%	16.40%	4.50%	58.20%	16.40%
2	My coworkers will cover for me if I need a break	6.00%	17.90%	3.00%	59.70%	13.40%
3	I have adequate technology support (laptops, internet access, VPN connectivity, etc) to be able to work away from office	17.90%	19.40%	7.50%	46.30%	9.00%
4	My organization believes in having healthy work life balance practices	6.00%	16.40%	3.00%	61.20%	10.40%
5	My organization encourages its managerial employees to go on annual vacations/ time off	11.90%	11.90%	4.50%	61.20%	10.40%
6	The organization is concerned about my family situation	19.40%	13.40%	1.50%	58.20%	7.50%

7	Help is available from my organization when I have a family problem	14.90%	17.90%	6.00%	56.70%	4.50%
8	My privileged leave is never denied by the Company	11.90%	26.90%	7.50%	41.80%	11.90%
9	My organization lets me arrive late to work in order to accommodate family responsibilities	20.90%	37.30%	3.00%	35.80%	3.00%
10	My organization understands that I have life outside of work	17.90%	26.90%	3.00%	46.30%	6.00%
11	My organization lets me leave work early to accommodate family responsibilities	17.90%	32.80%	4.50%	44.80%	0.00%
12	My assigned work and responsibilities are aligned to my level of expertise	3.00%	19.40%	3.00%	59.70%	14.90%

APPENDIX 4

Statement Number	Perceived Social Support(POS)	SDA	DA	N	A	SA
1	My spouse or a family member equally shares	3.00%	14.90%	20.90%	25.40%	35.80%

	household activities and child/dependent caring responsibilities.					
2	Someone in my family asks me regularly about my workday	4.50%	20.90%	17.90%	44.80%	11.90%
3	My family is willing to listen to me when I talk about work	3.00%	6.00%	14.90%	50.70%	25.40%
4	If I have to work late, I can count on someone in my family to take care of everything at home	4.50%	16.40%	13.40%	41.80%	23.90%
5	I have assistance of a family member or a paid maid for the daily home duties.	11.90%	14.90%	6.00%	37.30%	29.90%
6	My family understands how important my job is	1.50%	3.00%	6.00%	41.80%	47.80%
7	If my job gets very demanding, someone in my family will take on extra	3.00%	6.00%	14.90%	43.30%	32.80%

	household duties					
8	Family members adjust their schedules to meet my work needs	1.50%	9.00%	25.40%	41.80%	22.40%

APPENDIX 5

Statement Number	Perceived Social Support(POS)	SDA	DA	N	A	SA
1	My performance is affected by trying to balance work and family responsibilities	0.00%	3.00%	9.00%	79.10%	9.00%
2	Welfare policies have a positive impact on my performance	0.00%	1.50%	7.50%	71.60%	19.00%
3	Multiple family responsibilities affects my performance	0.00%	7.50%	4.50%	74.60%	13.40%
4	There is a direct correlation between managerial employees' performance and their work life balance practices	0.00%	1.50%	0.00%	62.70%	35.80%

5	Satisfaction with work-life balance helps in building good teams, creative people and positive attitude	0.00%	0.00%	1.50%	38.80%	59.70%
6	I always achieve targeted results due to the support I receive from family members	1.50%	6.00%	20.90%	44.80%	26.90%
7	I have received commendations for my exemplary performance in my work	16.40%	32.80%	9.00%	31.30%	10.40%
8	I managed to plan my work so that it was done on time	0.00%	0.00%	6.00%	68.70%	25.40%
9	Practice of sensible working hour helps me to perform better without stress	3.00%	0.00%	10.40%	56.70%	29.90%
10	My family life does not affect my job efficiency	9.00%	23.90%	14.90%	28.40%	23.90%

Appendix 6



Addis Ababa University
College of Business and Economics
School of Commerce
MA in Business Leadership

Questionnaire to be Filled by Managerial Employees of Nile Insurance S.C.

Dear respondents;

The general objective of this study is to determine the *influence of work- life balance on leader's job performance*. The study will focus on Managerial employees in Nile insurance. Work life balance is understood as your level of satisfaction with your work-life, personal-life, social life, and organizational role. The following questionnaire is developed to help the researcher gather information necessary to answer the research questions of the study. Please take a few minutes out of your busy schedule to complete this questionnaire. Your personal information will remain confidential. The findings of this survey will be used for academic purposes only.

Note:

- Kindly put a "X" mark from the option that best describes your situation for each of the following questions.
- Please don't write your name on the questionnaire

Zelalem Wossenu
Email:zwossenu@gmail.com
Mobile: 0911343033

PART I: Demographic Information

1. Gender

Male Female

2. Age

30- 34 35-39 40-44 45-49 Above 50

3. Marital Status

Single Married Divorced Widowed

4. Designation

Branch Manager Division Head Deputy Department Manager
 Department Manager Above

5. Educational qualification

BA/BSC Degree MA/MSc Above

6. Children/Dependents

None One two three or more

7. Spouse Employment

None Employed Self employed Not employed

8. Travel time to and from work

Less than an hour 1-2 hour 2-3 hours

9. Time spent on household activities

Less than 2 hours 2-3 hours More than 3 hours

PART II: Questions Related to work-life balance and Job Performance

SA	Strongly Agree = 5
A	Agree = 4
N	Neutral/ I don't know = 3
DA	Disagree = 2
SDA	Strongly Disagree = 1

SECTION A: The Level of Managerial Work Interference on Personal Affairs

Instructions: Please tick (X) the number that you feel most appropriate, using the scale from 1 to 5 (Where 1 =strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

A	Work Interference with Personal Life(WIPL)	SDA (1)	DA (2)	N (3)	A (4)	SA (5)
1	My job requires me to work after hours to complete my routine tasks					
2	The number of hours I work is a concern for me					
3	As I have to spend more time in my work domain, I often fail to					

	fulfill my family responsibilities					
4	I am often preoccupied with office tasks even after I get home					
5	I come home from work too late to look after family roles					
6	Customers of my organization are very demanding which requires me to spend more time at work					
7	The demands arising from my work make my personal life stressful					
8	I often feel sleep-starved due to the amount of work that I have to do in a day					
9	I suffer from work related stress which manifests as physical ailments such as headaches, insomnia, depression, blood pressure, etc.					
10	Power, Position and Money define success to me					
11	Work related stress often makes me irritable at home					
12	My spouse feels uncomfortable due to my preoccupation with the work					
13	I often have to compromise on my social engagements on account of work					

SECTION B: The Level of Personal Life Interference in Managerial Work

Instructions: Please tick (X) the number that you feel most appropriate, using the scale from 1 to 5 (Where 1 =strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

B	Personal Life Interference with Work(PLIW)	SDA (1)	DA (2)	N (3)	A (4)	SA (5)
1	I am often preoccupied with home related thoughts during work hours					
2	I am often distracted by personal/family worries while at work					
3	My spouse does not understand my work demands which impacts on my marital relationship					
4	Family/home related stress makes me irritable at Work					
5	My home responsibilities often hinder my Performance at work					
6	Many a time I have to postpone things at work due to demands on my time at home					
7	Due to role overload at home, I am physically tired to discharge my work responsibilities at home					
8	I have had to make compromises on my work to keep my family happy					
9	Due to my preoccupation with societal responsibilities, I find it difficult to complete work in time					
10	I normally have to exceed the amount of leave I am eligible to					

	take in a Year due to family related issues					
11	The needs and demands of my family members interfere with my work related activities					
12	I cannot concentrate in my work due to the dependent care issues at home					

SECTION C: Managers Own Perception on Organizational Support to Ensure Work Life Balance

Instructions: Please tick (X) the number that you feel most appropriate, using the scale from 1 to 5 (Where 1 =strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

C	Perceived Organizational Support(POS)	SDA (1)	DA (2)	N (3)	A (4)	SA (5)
1	I work in an environment that is supportive of my family and personal commitments					
2	My coworkers will cover for me if I need a break					
3	I have adequate technology support (laptops, internet access, VPN connectivity, etc) to be able to work away from office					
4	My organization believes in having healthy work life balance practices					
5	My organization encourages its managerial employees to go on annual vacations/ time off					
6	The organization is concerned about my family situation					
7	Help is available from my organization when I have a family problem					
8	My privileged leave is never denied by the Company					
9	My organization lets me arrive late to work in order to accommodate family responsibilities					
10	My organization understands that I have life outside of work					
11	My organization lets me leave work early to accommodate family responsibilities					
12	My assigned work and responsibilities are aligned to my level of expertise					

SECTION D: Managers Own Perception on Social Support to Ensure Work Life Balance

Instructions: Please tick (X) the number that you feel most appropriate, using the scale from 1 to 5 (Where 1 =strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

D	Perceived Social Support(PSS)	SDA (1)	DA (2)	N (3)	A (4)	SA (5)
1	My spouse or a family member equally shares household activities and child/dependent caring responsibilities.					

2	Someone in my family asks me regularly about my workday					
3	My family is willing to listen to me when I talk about work					
4	If I have to work late, I can count on someone in my family to take care of everything at home					
5	I have assistance of a family member or a paid maid for the daily home duties.					
6	My family understands how important my job is					
7	If my job gets very demanding, someone in my family will take on extra household duties					
8	Family members adjust their schedules to meet my work needs					

SECTION E: The Relationship between Work Life Balance and Job Performance of Managerial Employees

Instructions: Please tick (X) the number that you feel most appropriate, using the scale from 1 to 5 (Where 1 =strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

E	Job Performance(JP)	SDA (1)	DA (2)	N (3)	A (4)	SA (5)
1	My performance is affected by trying to balance work and family responsibilities					
2	Welfare policies have a positive impact on my performance					
3	Multiple family responsibilities affects my performance					
4	There is a direct correlation between managerial employees' performance and their work life balance practices					
5	Satisfaction with work-life balance helps in building good teams, creative people and positive attitude					
6	I always achieve targeted results due to the support I receive from family members					
7	I have received commendations for my exemplary performance in my work					
8	I managed to plan my work so that it was done on time					
9	Practice of sensible working hour helps me to perform better without stress					
10	My family life does not affect my job efficiency					

Source:

L. Boyar, S., S. Campbell, N., C. Mosley Jr, D., & M. Carson, C. (2014). Development of a work/family social support measure. *Journal of Managerial Psychology*, 29(7), 901-920.

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Employee Work-Life Balance Survey Templates & Questions (<https://www.sogosurvey.com>)